

Financial Performance Report for the month ended 31 March 2018

Presented to Trust Board on 3 May 2018

Western Health and Social Care Trust

Financial Performance Report for the month ended 31 March 2018

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1. Key Messages

As at 31 March 2018 the Trust is reporting a breakeven position adjusted for a surplus in the VES allocation of £62,000. The Trust has been advised by the DOH to report any funding not spent in-year from the VES allocation as a surplus in the year end accounts.

The Trust has experienced additional expenditure amounting to £1m above the original forecast cost pressures in 2017/18 mainly within domiciliary care, medical locums, nursing and social workers agency costs which were covered in-year from other budget opportunities within the overall Trust Financial Plan.

The Trust has underachieved in the external savings plan by £460k and the internal QICR plan by £340k and both have been covered by other opportunities in-year.

The Trust has achieved the year end financial position in 2017/18 through one-off measures including over £39.8m of additional non-recurrent funding. As a result, the Trust is facing a recurrent funding deficit in the circa of £54m after accounting for recurrent savings achieved in 2017/18 and the 1% pay award for 2017/18. This deficit is the opening deficit before accounting for new pressures in 2018/19 including inflationary, demographic growth and other inescapable cost pressures, pay uplifts or new developments.

At this stage, the Trust does not have sufficient information from DoH/HSCB on new funding for 2018/19 to determine the extent to which the opening deficit can be reduced. The Western Trust will continue to feed into the DoH financial planning process and have commenced the 2018/19 planning process internally.

2. Financial Plan 2017/18

The Trust is reporting a breakeven position as outlined above.

The Trust has achieved the forecast position through one-off, non-repeatable measures including over £39.8m of additional non-recurrent funding.

The following table summarises the allocations received during the year which have contributed to the reported forecast year-end breakeven position.

Table 1 - Summary of Forecast Year End Deficit	Financial Plan £'000
Projected Deficit 2017/18 – original	59,737
HSCB Allocation August 2017 (recurrent /NR)	(36,244)
Revised Forecast Deficit August 2017	23,493
Negative Allocation RE: Savings Plan Target	14,053
HSCB Allocation 22 Sept 2017 non recurrent	(5,638)
Savings Plan Delivery – Low Impact Measures	(5,428)
International Nurse Recruitment Programme	(1,364)
Winter Resilience Allocation non recurrent	(700)
HSCB Allocation non recurrent	(22,142)
HSCB Allocation non recurrent – anticipated	(2,274)
Revised Projected Breakeven Position – March 2018	0

Financial Position as at 31 March 2018

Table 2 - Summary of Financial Position

	Original Annual Plan £'000	Actual as at Mth 12 £'000
Income	576,391	645,192
Expenditure:		
- Pay	400,445	400,132
- Non Pay	235,182	244,998
Deficit/(Surplus)	59,236	(62)

The Trust is reporting a surplus of £62,000 (0.0%) as at 31 March 2018 (forecast pending annual accounts out-turn) which is in relation to an under-spend in the VES allocation. The Trust has been advised by the DOH to report any funding not spent in-year from the VES allocation as a surplus in the year end accounts.

3. Financial Position by Directorate

This section details the financial position by Directorate as at 31 March 2018 and includes an analysis of the main reasons for any over/underspends.

Table 3 - Summary Financial Performance by Directorate

Directorate	Budget	Expenditure	Vari	Variance		riance
Directorate	£'000	£'000	£'000	%	£'000	%
Acute Services	185,268	186,210	942	0.5%	755	0.4%
Primary Care & Older People	156,926	157,855	929	0.6%	569	0.4%
Women & Childrens	92,496	92,870	374	0.4%	631	0.8%
Adult Mental Health & Disability	82,840	82,885	45	0.1%	39	0.1%
Performance & Service Improvement	43,575	42,855	(720)	(1.7%)	(497)	(1.3%)
Finance & Contracting	3,505	3,455	(50)	(1.4%)	(47)	(1.5%)
Human Resources	4,162	3,984	(178)	(4.3%)	(176)	(4.6%)
Medical	2,910	2,910	0	0.0%	(6)	(0.2%)
Corporate	2,387	2,325	(62)	(2.6%)	(76)	(3.5%)
Trust Wide Corporate Services	588	578	(10)	(1.7%)	(12)	(2.2%)
Corporate Non Pay	67,748	69,203	455	0.7%	0	0.0%
Corporate Solutions	1,787		(1,787)	(100.0)	0	0.0%
Total	645,192	645,130	(62)	(0.0%)	1,180	0.2%

Main Reasons for Over/Under Spends

Acute Services

The Directorate is reporting a deficit of £0.942m (0.5%) as at 31 March 2018 which mainly relates to premium cost nursing agency and non pay.

Primary Care & Older People Services

The Directorate is reporting a deficit of £0.929m (0.6%) as at 31 March 2018, which mainly relates to In-house Domiciliary Care and Disability budgets.

Women & Children's Services

The Directorate is reporting a deficit of £0.374m (0.4%) as at 31 March 2018 which is mainly due to the underachievement of planned savings relating to childcare specialist placements in the External Savings Plan.

Adult Mental Health & Disability Services

The Directorate is reporting a deficit of £0.045m (0.1%) as at 31 March 2018 which mainly relates to Independent Nursing Home costs.

Support Directorates

The Support Directorates are underspent mainly due to vacancy control and restraint on non-pay expenditure.

Corporate Non Pay Budgets

Corporate non pay budgets are reporting a deficit of £0.455m (0.7%) as at 31 March 2018 which mainly relates to overspends in Pharmacy and Heat, Light & Power offset by underspends in Catering and Postage & Telephones.

Appendices 1-3 provide further detail in relation to pay and non-pay variances across Directorates.

Other Income

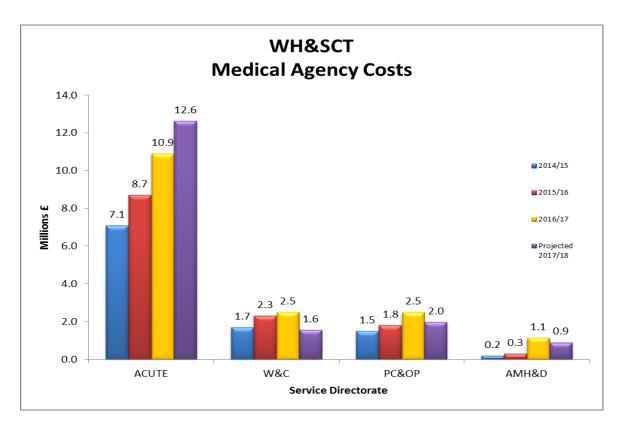
The Trust Financial Plan is projecting £34m of other income for 2017/18 mainly from private independent homes income and HSE.

Other Pay Costs

Table 4 – Agency/Bank/Overtime Costs by Directorate

		Cum Ma	Increase /	Increase /		
Directorate	Agency £'000	Bank £'000	Overtime £'000	Total £'000	(Decrease) over Feb 2017 %	(Decrease) over the avg of 2016-17 %
Acute Services	16,924	1,802	1,140	19,866	15.9%	21.9%
Adult Mental Health & Disability	2,050	2,513	95	4,658	12.2%	7.8%
Primary Care & Older People	4,201	2,262	243	6,706	44.6%	1.5%
Women & Childrens	3,388	1,792	431	5,611	13.3%	6.8%
Performance & Service Improvement	1,642	1,360	294	3,296	10.1%	5.3%
Other Directorates	204	12	14	230	77.8%	119.0%
Total	28,409	9,741	2,217	40,367	19.6%	13.0%

The cumulative agency expenditure of £28.4m includes £17.1m on medical agency staff representing 60% of the total expenditure on agency staff. The graph below outlines the medical agency expenditure by Directorate for the last four years. The Acute Directorate is experiencing an increase in expenditure due to cover for vacancies in Altnagelvin - Emergency Department and SWAH - General Specialist Medicine.



4. Elective Care

Financial Performance Report at 31 March 2018

The Trust is reporting an underspend of £763,000 for the twelve months ended 31 March 2018 in relation to Elective Care. The Trust has budget matched in house and independent sector expenditure based on the activity recorded on the Trust PAS system as at 31 March 2018. An analysis of the financial performance is detailed below:

Elective Care Financial Performance

	Description	HSCB Indicative Allocation £'000	Budget £'000	Actual £'000	Variance £'000
1.	Independent Sector				
	1.1 Washthrough	20	20	20	0
	1.2 Q3/4	1,483	1,483	1,147	(336)
2.	In House				
	2.1 In House	1,662	1,662	1,246	(416)
3.	Admin Plan	177	177	167	(10)
4.	Audiology	76	76	75	(1)
	Total	3,418	3,418	2,655	(763)

5. Financial Targets Monitoring 2017/18

The Trust has an internal financial savings target (including QiCR) amounting to £14.8m and plans has been developed in full to meet this target.

The financial monitoring of the Trusts QICR plans as at 31 March 2018 is reporting savings achieved of £2.327m (87.3%) against a target of £2.667m leaving a shortfall of £0.340m which is mainly due to underachievement of savings in maximising attendance / accessing cover, procurement and estates rationalisation offset by an overachievement of savings in medical workforce reform.

The financial monitoring of the external savings plan at 31 March 2018 is reporting savings achieved of £4.968m (91.5%) against a target of £5.428m leaving a shortfall of £0.460m which is mainly due to specialist placements.

6. Capital Resource Limit

The Trust has received an updated Capital Resource Limit (CRL) letter from the DoH confirming both specific and general capital allocations for 2017/18. The Trust has been allocated £40.7m as summarised in the table below:

Table 5 – Capital Resource Limit Monitoring

Project	£'000
Omagh Local Hospital	3,336
Radiotherapy	2,650
Altnagelvin Tower Block (Phase 5.1)	16,481
Theatres Altnagelvin	2,445
Cranny, Omagh	2,495
ICT	4,795
General Capital	8,055
Fire Safety	500
Disposals	-46
Other Asset Sales	-9
Total	40,702

The overall year end capital position is breakeven.

7. Prompt Payment Target

The following table summarises the prompt payment target monitoring as at 31 March 2018:

Table 6 – Prompt Payment Target

Promp	t Payment Target	Month 12	Cumulative to 31 March 2018
1	Total bills paid	21,880	225,435
2	Total bills paid within 30 days of receipt of undisputed invoice	19,340	202,480
3	% bills paid within 30 days of receipt of undisputed invoice	88.4%	89.8%
4	Total bills paid within 10 working days	16,249	170,706
5	% bills paid within 10 working days	74.3%	75.7%

Lesley Mitchell Director of Finance

APPENDICES

Budgetary Performance Summary by Directorate Assistant Director For the 12 Months Ending 31st March 2018

	Budget £'000	ARCH 2018 - PA Expenditure £'000	Variance £'000	Budget £'000	RCH 2018 - NON Expenditure £'000	Variance £'000	MARCH Variance £'000	TOTAL Variance %	FEBR Varian £'000		
Acute Services Emergency Care & Medicine	39,191	39,741	550	711	849	138	688	1.7%		630 1.7	%
Surgery and Anaesthetics Diagnostics & Clinical Support	58,030 22,945	59,400 23,009	1,370 64	3,367 7,981	3,590 8,374	223 393	1,593 457	2.6% 1.5%	1,	277 2.3 306 1.1	%
Cancer Services	8,366	8,270	(96)	262	281	19	(77)	(0.9%)		(0.89	%)
Pharmacy Unscheduled Care Alt	6,774 12,408	6,686 12,584	(88) 176	18,020 198	17,980 206	(40) 8	(128) 184	(0.5%) 1.5%		74) (0.39 163 1.4	%
Management Team Internal Savings Plan 2017-18	4,714 2,268	5,163 0	449 (2,268)	32	77	45 0	494 (2,268)	10.4% (100.0%)	(1,9		%)
Unfunded Budgets	0	0	0	1	0	(1)	(1)	100.0%		(0) 100.0	1%
Acute Services	154,696	154,853	157 0.1%	30,572	31,357	785 2.6%	942	0.5%		755 0.4	%
Adult Mental Health And Disability							()				
Mental Health Learning Disability	25,411 17,110	24,937 16,957	(474) (153)	6,219 21,137	6,124 21,301	(95) 164	(569) 11	(1.8%) 0.0%		(1.99 2 0.0	1%
Physical Disability Management Team	5,189 363	5,256 375	67 12	7,409 2	7,919 16	510 14	577 26	4.6% 7.1%	:	563 4.9 21 6.5	
Adult Mental Health And Disability	48,073	47,525	(548)	34,767	35,360	593	45	0.1%		39 0.1	
	,	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	(1.1%)		33,333	1.7%		,.			
Primary Care & Older People Primary & Community Care	19,721	20,779	1,058	71,041	71,285	244	1,302	1.4%		129 1.4	
Intermediate Care Secondary Care	22,939 24,188	23,008 24,583	69 395	3,564 2,946	3,579 2,792	15 (154)	84 241	0.3% 0.9%	1	(0.19 68 0.3	
Care & Accommodation/Professional Social Work Professional Nursing	4,088 4,686	4,555 4,757	467 71	1,084 201	1,118 270	34 69	501 140	9.7% 2.9%		447 9.5 103 2.3	
Management Team Internal Savings Plan 2017-18	972 1,450	1,068	96 (1,450)	44	61	17 0	113 (1,450)	11.1% (100.0%)	(1,2	91 9.8	%
Unfunded Budgets	1,430	ő	(1,430)	1	0	(1)	(1,430)	100.0%	(1,2	(0) 100.0	
Primary Care & Older People	78,045	78,750	705	78,881	79,105	224	929	0.6%		569 0.4	%
Womens & Childrens			0.9%			.3%					
Healthcare Safeguarding Children	31,037 10,205	31,067 9,922	30 (283)	969 4,152	859 4,159	(110) 7	(80) (276)	(0.2%) (1.9%)		(59) (0.29 (50) (1.99	
Community & Public Health Corporate Parenting	13,140 13,792	12,612 14,732	(528) 940	2,941 13,555	2,943 14,123	2 568	(526) 1,508	(3.3%)	(3	(2.59 518 6.1	%)
WDG & Adult Safeguarding Management Team	1,311 543	1,310 547	(1)	304 320	283 313	(21)	(22)	(1.4%)		(7) (0.5% 10 1.9	%)
Internal Savings Plan 2017-18	687	0	(687)	320	313	(7) 0	(687)	(100.0%)		(100.09	%)
External Savings Plan 2017-18	(460)	0	460			0	460	(100.0%)		368 (100.09	
Womens & Childrens	70,255	70,190	(65) -0.1%	22,241	22,680	439 2.0%	374	0.4%		630 0.8	%
Medical Quality & Safety	1,052	1,063	11	5	19	14	25	2.4%		18 1.8	1%
Infection Prevention & Control Research & Development	520 576	532 576	12	9 21	4 21	(5)	7 0	1.3%		14 2.9	1%
Medical & Dental Education	244	239	(5)	14	3	(11)	(16)	(6.2%)		19) (8.29	%)
Library Services Management Team	94 305	89 300	(5) (5)	5 65	2 62	(3)	(8)	(8.1%) (2.2%)		(8) (8.79 (8) (2.59	
Medical	2,791	2,799	8	119	111	(8)	0	0.0%		(6) (0.2%	%)
Performance & Service Improvement			.3%			(6.7%)					
Facilities Management Communications	27,712 222	27,534 183	(178) (39)	1,380 16	967	(413) (9)	(591) (48)	(2.0%) (20.2%)		(2.39 (44) (20.29	
ICT	2,415	2,299	(116)	159	152	(7)	(123)	(4.8%)		57) (2.59	%)
Performance & Service Improvement Management Team	3,994 775	3,845 777	(149) 2	305 116	261 96	(44) (20)	(193) (18)	(4.5%) (2.0%)		79) (4.69 (5) (0.69	
Total Direct Performance & S.I.	35,118	34,638	(480)	1,976	1,483	(493)	(973)	(2.6%)	3)	89) (2.6%	%)
Trustwide Budgets											
Building & Engineering Transport			0	3,518 1,200	3,652 1,051	134 (149)	134 (149)	3.8% (12.4%)		258 8.7 55) (14.29	%)
Information Technology			0	1,763	2,031	268	268	15.2%		291 21.9	
Total Trust-wide Performance & S.I.	0	0	0	6,481	6,734	253	253			393 7.3	%
					-,,		255	3.9%			_ !
Performance & Service Improvement	35,118	34,638	(480)	8,457	8,217	(240)	(720)	(1.7%)		96) (1.3%	%)
Finance & Contracting	35,118	34,638	(480) (1.4%)	8,457	8,217	(240) (2.8%)	(720)	(1.7%)		96) (1.3%	
Finance & Contracting Financial Services Financial Management	35,118 1,702 982	34,638 1,748 944	(480) (1.4%) 46 (38)	8,457 17 16	8,217 23 12	(240) (2.8%) 6 (4)	(720) 52 (42)	(1.7%) 3.0% (4.2%)	(4	96) (1.3% 55 3.5 44) (4.8%	% %)
Finance & Contracting Financial Services	35,118 1,702	34,638 1,748	(480) (1.4%)	8,457 17	8,217	(240) (2.8%)	(720) 52	(1.7%)	(4	96) (1.3% 55 3.5	% %) %)
Finance & Contracting Financial Services Financial Management Capital Costing & Efficiency	35,118 1,702 982 444	34,638 1,748 944 398	(480) (1.4%) 46 (38) (46) 2 (36)	8,457 17 16 7	8,217 23 12 1	(240) (2.8%) 6 (4) (6) (10)	52 (42) (52)	3.0% (4.2%) (11.5%)	(4	96) (1.39 55 3.5 (44) (4.89 (48) (11.69	%) %) %)
Finance & Contracting Financial Services Financial Management Capital Costing & Efficiency Management Team	35,118 1,702 982 444 310	34,638 1,748 944 398 312	(480) (1.4%) 46 (38) (46) 2 (36) (1.%)	8,457 17 16 7 27	8,217 23 12 1 1 17	(240) (2.8%) 6 (4) (6) (10)	52 (42) (52) (8)	(1.7%) 3.0% (4.2%) (11.5%) (2.4%)	(4	96) (1.39 55 3.5 44) (4.89 48) (11.69 10) (3.29	%) %) %)
Finance & Contracting Financial Services Financial Management Capital Costing & Efficiency Management Team Finance & Contracting Human Resources Employee Resourcing	35,118 1,702 982 444 310 3,438	34,638 1,748 944 398 312 3,402	(480) (1.4%) 46 (38) (46) 2 (36) (1.%)	8,457 17 16 7 27 67	8,217 23 12 1 1 17 53	(240) (2.8%) 6 (4) (6) (10) (14) (20.9%)	52 (42) (52) (8) (50)	3.0% (4.2%) (11.5%) (2.4%) (1.4%)		55 3.5 44) (4.8° 10) (3.2° 47) (1.5° 44) (2.3°	%) %) %) %)
Finance & Contracting Financial Services Financial Management Capital Costing & Efficiency Management Team Finance & Contracting Human Resources	1,702 982 444 310	34,638 1,748 944 398 312 3,402	(480) (1.4%) 46 (38) (46) 2 (36) (1.%)	8,457 17 16 7 27	8,217 23 12 1 17 53	(240) (2.8%) 6 (4) (6) (10) (14) (20.9%)	52 (42) (52) (8)	(1.7%) 3.0% (4.2%) (11.5%) (2.4%)		55 3.5 44) (4.8° 48) (11.6° 10) (3.2° 47) (1.5°	%) %) %) %)
Finance & Contracting Financial Services Financial Management Capital Costing & Efficiency Management Team Finance & Contracting Human Resources Employee Resourcing Workforce Development & Performance	35,118 1,702 982 444 310 3,438 1,983 1,533	34,638 1,748 944 398 312 3,402	(480) (1.4%) 46 (38) (46) 2 (36) (1.%) (59) (34)	8,457 17 16 7 27 67	8,217 23 12 1 17 53	(240) (2.8%) 6 (4) (6) (10) (14) (20.9%)	(720) 52 (42) (52) (8) (50)	(1.7%) 3.0% (4.2%) (11.5%) (2.4%) (1.4%) (2.5%) (2.9%)		55 3.55 44) (4.8° 48) (11.6° 10) (3.2° 47) (1.5° 44) (2.3° 55) (3.7°	%) %) %) %) %)
Finance & Contracting Financial Services Financial Management Capital Costing & Efficiency Management Team Finance & Contracting Human Resources Employee Resourcing Workforce Development & Performance Management Team Total Direct HR Trustwide Budgets	35,118 1,702 982 444 310 3,438 1,983 1,533 231 3,747	34,638 1,748 944 398 312 3,402 1,924 1,499 224 3,647	(480) (1.4%) 46 (38) (46) 2 (36) (1.%) (59) (34) (7)	8,457 17 16 7 27 67 96 95 2	8,217 23 12 1 17 53 103 82 5	(240) (2.8%) 6 (4) (6) (10) (14) (20.9%) 7 (13) 3	(720) 52 (42) (52) (8) (50) (50) (47) (4) (103)	(1.7%) 3.0% (4.2%) (11.5%) (2.4%) (1.4%) (2.5%) (2.9%) (1.7%)	(1	(1.3°)	%) %) %) %) %) %)
Finance & Contracting Financial Services Financial Management Capital Costing & Efficiency Management Team Finance & Contracting Human Resources Employee Resourcing Workforce Development & Performance Management Team Total Direct HR Trustwide Budgets Staff Advertising	35,118 1,702 982 444 310 3,438 1,983 1,533 231 3,747	34,638 1,748 944 398 312 3,402 1,924 1,499 224 3,647	(480) (1.4%) 46 (38) (46) 2 (36) (1.%) (59) (34) (7) (100)	8,457 177 166 7 27 67 966 95 2 193	8,217 23 12 17 17 53 103 82 5 199	(240) (2.8%) 6 (4) (6) (10) (14) (20.9%) 7 (13) 3	(720) 52 (42) (52) (8) (50) (50) (47) (4) (103)	(1.7%) 3.0% (4.2%) (1.15%) (2.4%) (2.4%) (2.5%) (2.9%) (1.7%) (2.6%) (33.8%)	(4	96) (1.3°) 55 3.5° 44) (4.8°) 48) (11.6°) 10) (3.2°) 47) (1.5°) 44) (2.3°) 55) (3.7°) 55) (3.7°) (3) (1.5°) 02) (2.8°)	%) %) %) %) %) %)
Finance & Contracting Financial Services Financial Services Financial Management Capital Costing & Efficiency Management Team Finance & Contracting Human Resources Employee Resourcing Workforce Development & Performance Management Team Total Direct HR Trustwide Budgets Staff Advertising Total Trust-wide HR	35,118 1,702 982 444 310 3,438 1,983 1,533 231 3,747 0	34,638 1,748 944 398 312 3,402 1,924 1,499 224 3,647	(480) (1.4%) 46 (38) (46) 2 (36) (1.%) (59) (34) (7) (100)	8,457 17 16 7 27 67 96 95 2 193	8,217 23 12 17 17 53 103 82 5 190 147	(249) (2.8%) 6 (4) (6) (10) (14) (20.9%) 7 (13) 3 3 (3) (75)	52 (42) (52) (8) (50) (47) (4) (103) (75)	(1.7%) 3.0% (4.2%) (1.15%) (2.4%) (2.5%) (2.9%) (1.7%) (2.5%) (33.8%)	(1)	96) (1.3° 55 3.5 44) (4.8° 44) (11.6° 10) (3.2° 47) (1.5° 55 (3.7° (3) (1.5° 02) (2.8° 73) (35.0°	%) %) %) %) %) %)
Finance & Contracting Financial Services Financial Management Capital Costing & Efficiency Management Team Finance & Contracting Human Resources Employee Resourcing Workforce Development & Performance Management Team Total Direct HR Trustwide Budgets Staff Advertising	35,118 1,702 982 444 310 3,438 1,983 1,533 231 3,747	34,638 1,748 944 398 312 3,402 1,924 1,499 224 3,647	(480) (1.4%) 46 (38) (46) 2 (36) (1.%) (59) (34) (7) (100)	8,457 177 166 7 27 67 966 95 2 193	8,217 23 12 17 17 53 103 82 5 199	(240) (2.8%) 6 (4) (6) (10) (14) (20.9%) 7 (13) 3	(720) 52 (42) (52) (8) (50) (50) (47) (4) (103)	(1.7%) 3.0% (4.2%) (1.15%) (2.4%) (2.4%) (2.5%) (2.9%) (1.7%) (2.6%) (33.8%)	(1)	96) (1.3°) 55 3.5° 44) (4.8°) 48) (11.6°) 10) (3.2°) 47) (1.5°) 44) (2.3°) 55) (3.7°) 55) (3.7°) (3) (1.5°) 02) (2.8°)	%) %) %) %) %) %)
Finance & Contracting Financial Services Financial Management Capital Costing & Efficiency Management Team Finance & Contracting Human Resources Employee Resourcing Workforce Development & Performance Management Team Total Direct HR Trustwide Budgets Staff Advertising Total Trust-wide HR Human Resources Corporate	35,118 1,702 982 444 310 3,438 1,983 1,533 231 3,747 0 0 3,747	34,638 1,748 944 398 312 3,402 1,924 1,499 224 3,647	(480) (1.4%) 46 (38) (46) 2 (36) (1.5%) (59) (34) (7) (100) 0 (100) (2.7%)	8,457 17 16 16 7 27 67 96 95 2 193 222 222 415	8,217 23 12 1 17 53 103 82 5 190 147 147	(2.49) (2.8%) 6 (44) (6) (10) (113) 7 (13) 3 (3) (75) (75)	(720) 52 (42) (52) (8) (50) (52) (47) (4) (103) (75)	(1.7%) 3.0% (4.2%) (1.5%) (2.4%) (2.5%) (2.9%) (1.7%) (2.6%) (33.8%) (4.3%)		96) (1.3° 3.5 (4.8°) 44) (4.8° 44) (11.6° 10) (3.2° 47) (1.5° 44) (2.3° 55) (3.7° (3.3°) (3.5°) 02) (2.8° 73) (35.0° 73) (35.0° 75) (4.6°	(%) (%) (%) (%) (%) (%) (%) (%)
Finance & Contracting Financial Services Financial Services Financial Management Capital Costing & Efficiency Management Team Finance & Contracting Human Resources Employee Resourcing Workforce Development & Performance Management Team Total Direct HR Trustwide Budgets Staff Advertising Total Trust-wide HR Human Resources	35,118 1,702 982 444 310 3,438 1,983 1,533 231 3,747 0	34,638 1,748 944 398 312 3,402 1,924 1,499 224 3,647	(480) (1.4%) 46 (38) (46) 2 (36) (1.%) (59) (34) (7) (100)	8,457 17 16 7 27 67 96 95 2 193	8,217 23 12 17 17 53 103 82 5 190 147	(240) (2.8%) (6) (6) (10) (14) (20.9%) 7 (13) 3 (3) (75) (75)	52 (42) (52) (8) (50) (47) (4) (103) (75)	(1.7%) 3.0% (4.2%) (1.15%) (2.4%) (2.5%) (2.9%) (1.7%) (2.5%) (33.8%)		96) (1.3° 55 3.5 44) (4.8° 44) (11.6° 10) (3.2° 47) (1.5° 55 (3.7° (3) (1.5° 02) (2.8° 73) (35.0°	%) %) %) %) %) %) %)
Finance & Contracting Financial Services Financial Services Financial Management Capital Costing & Efficiency Management Team Finance & Contracting Human Resources Employee Resourcing Workforce Development & Performance Management Team Total Direct HR Trustwide Budgets Staff Advertising Total Trust-wide HR Human Resources Corporate Co	35,118 1,702 982 444 310 3,438 1,983 1,533 231 3,747 0 0 3,747	34,638 1,748 944 398 312 3,402 1,924 1,499 224 3,647 0 0	(450) (1.4%) 46 (38) (46) 2 (36) (1.9%) (59) (34) (7) (100) 0 (100) (2.7%) (40)	8,457 17 16 77 27 67 966 95 2 193 2222 415	8,217 23 12 1 17 53 103 82 5 190 147 147 337	(2.8%) (2.8%) (6) (4) (6) (10) (13) (3) (75) (75) (78) (18.8%) (3) (3)	(720) 52 (42) (52) (8) (50) (52) (47) (4) (103) (75) (178)	(1.7%) 3.0% (4.2%) (1.15%) (2.4%) (2.5%) (2.5%) (1.7%) (3.8%) (33.8%) (33.8%) (33.8%)		96) (1.3°) 55 3.5 44) (4.8°) 44) (11.6°) 10) (3.2°) 47) (1.5°) 44) (2.3°) 55) (3.7°) (3) (1.5°) 02) (2.8°) 73) (35.0°) 75) (4.6°)	%) %) %) %) %) %) %) %)
Finance & Contracting Financial Services Financial Management Capital Costing & Efficiency Management Team Finance & Contracting Human Resources Employee Resourcing Workforce Development & Performance Management Team Total Direct HR Trustwide Budgets Staff Advertising Total Trust-wide HR Human Resources Cornorate Chiel Executive's Office Capital Planning Corporate Trustwide Corporate Services	35,118 1,702 982 444 310 3,438 1,983 1,533 231 3,747 0 0 1,758 516 2,274	1,748 944 398 312 3,402 1,924 1,499 224 3,647 0 0 3,647	(480) (1.4%) (1.4%) (1.4%) (46) (2) (38) (1.5%) (59) (34) (7) (100) (100) (2.7%) (40) (1.8%)	8,457 17, 166 167 27 67 96 95 22 193 222 415	8,217 23 12 17 17 53 103 82 5 190 147 147 85 6	(249) (2.8%) (6) (6) (70) (14) (20.9%) (7) (13) (3) (75) (75) (78) (18.8%) (19) (3) (3)	(720) 52 (42) (52) (8) (50) (50) (52) (47) (4) (103) (75) (178) (59) (3)	(1.7%) 3.0% (4.2%) (1.15%) (2.4%) (2.5%) (2.9%) (1.7%) (2.6%) (33.8%) (33.8%) (4.3%) (4.5%)	(1)	96) (1.3° 3.5 3.5 4.4) (4.8° 44) (4.8° 45) (116° 10) (3.2° 47) (1.5° 44) (2.3° 55) (3.7° (3) (1.5° 02) (2.8° 73) (35.0° 75) (4.6° 772) (4.2° (4) (0.8° 776) (3.5°	%) %) %) %) %) %) %) %) %)
Finance & Contracting Financial Services Financial Management Capital Costing & Efficiency Management Team Finance & Contracting Human Resources Employee Resourcing Workforce Development & Performance Management Team Total Direct HR Trustwide Budgets Staff Advertising Total Trust-wide HR Human Resources Corporate Chief Executive's Office Capital Planning Corporate Trustwide Corporate Services Bank Nursing project	35,118 1,702 982 444 310 3,438 1,983 1,533 231 3,747 0 0 1,758 516	34,638 1,748 944 398 312 3,402 1,924 1,499 224 3,647 0 0 0 1,718 516	(480) (1.4%) 46 (38) (46) 2 (36) (1.%) (59) (34) (7) (100) 0 0 (100) (2.7%) (40) 0 (40) (1.8%)	8,457 17 16 77 27 67 96 95 2 193 2222 415	8,217 23 12 17 17 53 103 82 5 190 147 147 85 6	(240) (2.8%) 6 (4) (6) (10) (13) 3 (3) (75) (75) (18.8%) (20.9%) (19.9%) (22) (22.9%) (77)	(720) 52 (42) (52) (8) (50) (52) (47) (4) (103) (75) (75) (178)	(1.7%) 3.0% (4.2%) (2.4%) (1.15%) (2.4%) (2.5%) (2.9%) (1.7%) (2.6%) (3.3.8%) (4.3%) (4.3%) (6.6%) (7.6%)		96) (1.3° 55 3.5 44) (4.8° 44) (11.6° 10) (3.2° 47) (1.5° 44) (2.3° 55) (3.7° (3) (1.5° 02) (2.8° 73) (35.0° 77) (4.6° 77) (4.6° 77) (4.6° 78) (3.5° 79) (4.6° 71) (4.6° 72) (4.2° 73) (3.5° 74) (3.5° 75) (4.6° 76) (3.5°	(%) (%) (%) (%) (%) (%) (%) (%) (%) (%)
Finance & Contracting Financial Services Financial Management Capital Costing & Efficiency Management Team Finance & Contracting Human Resources Employee Resourcing Workforce Development & Performance Management Team Total Direct HR Trustwide Budgets Staff Advertising Total Trust-wide HR Human Resources Cornorate Chiel Executive's Office Capital Planning Corporate Trustwide Corporate Services	35,118 1,702 982 444 310 3,438 1,983 1,533 231 3,747 0 0 3,747 1,758 516 2,274	34,638 1,748 944 398 312 3,402 1,924 1,499 224 3,647 0 0 1,718 516 2,234	(480) (1.4%) (1.4%) (1.4%) (46) (2) (38) (1.5%) (59) (34) (7) (100) (100) (2.7%) (40) (1.8%)	8,457 17 16 7 27 67 96 95 2 193 222 222 415 104 9 113	8,217 23 12 1 17 53 103 82 5 190 147 147 337 85 6	(249) (2.8%) (6) (6) (70) (14) (20.9%) (7) (13) (3) (75) (75) (78) (18.8%) (19) (3) (3)	(720) 52 (42) (52) (8) (50) (50) (52) (47) (4) (103) (75) (178) (59) (3)	(1.7%) 3.0% (4.2%) (1.15%) (2.4%) (2.5%) (2.9%) (1.7%) (2.6%) (33.8%) (33.8%) (4.3%) (4.5%)		96) (1.3° 3.5 3.5 4.4) (4.8° 44) (4.8° 45) (116° 10) (3.2° 47) (1.5° 44) (2.3° 55) (3.7° (3) (1.5° 02) (2.8° 73) (35.0° 75) (4.6° 772) (4.2° (4) (0.8° 776) (3.5°	(%) (%) (%) (%) (%) (%) (%) (%) (%) (%)
Finance & Contracting Financial Services Financial Management Capital Costing & Efficiency Management Team Finance & Contracting Human Resources Employee Resourcing Workforce Development & Performance Management Team Total Direct HR Trustwide Budgets Staff Advertising Total Trust-wide HR Human Resources Corporate Chiel Executive's Office Capital Planning Corporate Trustwide Corporate Services Bank Nursing project	35,118 1,702 982 444 310 3,438 1,983 1,533 231 3,747 0 0 1,758 516 2,274 215 100	1,748 944 398 312 3,402 1,924 1,499 224 3,647 0 0 3,647 1,718 516 2,234	(480) (1.4%) 46 (38) (46) (2 (36) (1.5%) (59) (34) (7) (100) 0 (100) (2.7%) (40) (1.8%) (10) (1.2) (37)	8,457 17, 166 17, 167 27 67 96 95 22 193 222 415 104 9 113	8,217 23 12 1 17 53 103 82 5 190 147 147 337 85 6	(249) (2.8%) 6 (4) (6) (10) (14) (20.9%) (3) (3) (75) (75) (18.8%) (19.9%) (19.5%) (77) (8) (10.5%)	(720) 52 (42) (52) (8) (50) (50) (52) (47) (4) (103) (75) (178) (59) (3) (62)	(1.7%) 3.0% (4.2%) (1.15%) (2.4%) (2.5%) (2.9%) (1.7%) (2.6%) (33.8%) (33.8%) (4.3%) (4.3%) (7.6%) (7.6%)	(1)	96) (1.3° 5 3.5 4.4) (4.8° 440) (4.8° 450) (11.6° 10) (3.2° 47) (1.5° 44) (2.3° 55) (3.7° (3) (1.5° 02) (2.8° 77) (35.0° 77) (4.6° 77) (4.6° 76) (3.5° 18) (8.6° 18) (8.6° 18) (8.6° 18) (18.2°	(%) (%) (%) (%) (%) (%) (%) (%) (%) (%)
Finance & Contracting Financial Services Financial Management Capital Costing & Efficiency Management Team Finance & Contracting Human Resources Employee Resourcing Workforce Development & Performance Management Team Total Direct HR Trustwide Budgets Staff Advertising Total Trust-wide HR Human Resources Corporate Chief Executive's Office Capital Planning Corporate Trustwide Corporate Services Bank Mursing project Staff Side Support Trustwide Corporate Services Staff Side Support Trustwide Corporate Services	35,118 1,702 982 444 310 3,438 1,983 1,533 231 3,747 0 0 3,747 1,758 516 2,274 215 100 244 559	34,638 1,748 944 398 312 3,402 1,924 1,499 224 3,647 0 0 3,647 1,718 516 2,234 205 88 281	(450) (1.4%) 46 (38) (46) (46) (2 (36) (1.5%) (59) (34) (7) (100) 0 (100) (2.7%) (40) (1.8%) (10) (12) 37	8,457 17 16 17 16 96 95 95 22 222 415 104 113 8 8 8 9 12 29	8,217 23 12 1 17 53 103 82 5 190 147 147 337 85 6 91 1 1 2	(249) (2.8%) 6 (4) (6) (10) (113) 3 (3) (75) (75) (78) (18.8%) (19.5%) (7) (8) (10.5%) (10.5%) (10.5%) (10.5%) (10.5%)	(720) 52 (42) (52) (8) (50) (50) (62) (47) (44) (103) (75) (178) (59) (3) (62) (17) (20) 27	(1.7%) 3.0% (4.2%) (1.15%) (2.4%) (2.5%) (2.9%) (1.7%) (3.8%) (3.3.8%) (4.3%) (4.3%) (6.6%) (7.6%) (1.8.3%) (1.8.3%) (1.1.5%) (1.1.7%)	(1)	96) (1.3° 55 3.5° 44) (4.8° 44) (11.6° 10) (3.2° 47) (1.5° 44) (2.3° 48) (3.7° 47) (2.8° 49) (3.5° 40) (3.2° 40) (3.5° 41) (3.5° 42) (3.6° 43) (3.5° 44) (4.2° 45) (4.8° 46) (3.5° 47) (4.8° 48) (4.	(%) (%) (%) (%) (%) (%) (%) (%) (%) (%)
Finance & Contracting Financial Services Financial Management Capital Costing & Efficiency Management Team Finance & Contracting Human Resources Employee Resourcing Workforce Development & Performance Management Team Total Direct HR Trustwide Budgets Staff Advertising Total Trust-wide HR Human Resources Cornorate Chiel Executive's Office Capital Planning Corporate Trustwide Corporate Services Bank Nursing project Electronic Rostering project Staff Side Support	35,118 1,702 982 444 310 3,438 1,983 1,533 231 3,747 0 0 3,747 1,758 516 2,274 215 100 244	1,748 944 398 312 3,402 1,924 1,499 224 3,647 0 0 3,647 1,718 516 2,234	(480) (1.4%) 46 (38) (46) (2 (36) (1.5%) (59) (34) (7) (100) 0 (100) (2.7%) (40) (1.8%) (10) (1.2) (37)	8,457 17, 166 17, 167 27 67 96 95 22 193 222 415 104 9 113	8,217 23 12 11 17 53 103 82 5 190 147 147 337 85 6	(249) (2.8%) 6 (4) (6) (10) (14) (20.9%) (3) (3) (75) (75) (18.8%) (19.9%) (19.5%) (77) (8) (10.5%)	(720) 52 (42) (52) (8) (50) (50) (52) (47) (4) (103) (75) (178) (59) (3) (62) (17) (20) (27	(1.7%) 3.0% (4.2%) (1.15%) (2.4%) (2.5%) (2.9%) (1.7%) (2.6%) (33.8%) (33.8%) (4.3%) (4.3%) (7.6%) (1.83%) (10.5%)	(1)	96) (1.3° 55 3.5 4.40 (4.8°) 440 (4.8°) 449 (11.6°) 470 (1.5°) 447 (1.5°) 449 (2.3°) 550 (3.7°) (3) (1.5°) 602) (2.8°) 773) (35.0°) 775) (4.6°) 772 (4.2°) 779 (3.5°) 779 (3.5°) 770 (3.5°) 771 (4.8°) 772 (4.8°) 773 (3.5°)	(%) (%) (%) (%) (%) (%) (%) (%) (%) (%)
Finance & Contracting Financial Services Financial Management Capital Costing & Efficiency Management Team Finance & Contracting Human Resources Employee Resourcing Workforce Development & Performance Management Team Total Direct HR Trustwide Budgets Staff Advertising Total Trust-wide HR Human Resources Cornorate Chief Executive's Office Capital Planning Corporate Trustwide Corporate Services Bank Nursing project Electronic Rostering project Staff Side Support Trustwide Corporate Services Trustwide Corporate Services Staff Side Support Trustwide Corporate Services	35,118 1,702 982 444 310 3,438 1,983 1,533 231 3,747 0 0 3,747 1,758 516 2,274 215 100 244 559	34,638 1,748 944 398 312 3,402 1,924 1,499 224 3,647 0 0 3,647 1,718 516 2,234 205 88 281	(480) (1.4%) 46 (38) (46) (2) (36) (1.%) (59) (34) (7) (100) 0 (100) (2.7%) (40) 0 (40) (1.8%) (10) (12) 37 15 2.7%	8,457 17 16 17 16 96 95 95 22 222 415 104 113 8 8 8 9 12 29	8,217 23 12 1 17 53 103 82 5 190 147 147 337 85 6 91 1 1 2	(249) (2.8%) (6) (70) (14) (20.9%) (75) (75) (78) (18.8%) (19) (3) (22) (19.5%) (8) (10) (10) (15) (85.2%)	(720) 52 (42) (52) (8) (50) (50) (62) (47) (44) (103) (75) (178) (59) (3) (62) (17) (20) 27	(1.7%) 3.0% (4.2%) (1.15%) (2.4%) (2.5%) (2.9%) (1.7%) (3.8%) (3.3.8%) (4.3%) (4.3%) (6.6%) (7.6%) (1.8.3%) (1.8.3%) (1.1.5%) (1.1.7%)	(1)	96) (1.3° 55 3.5° 44) (4.8° 44) (11.6° 10) (3.2° 47) (1.5° 44) (2.3° 48) (3.7° 47) (2.8° 49) (3.5° 40) (3.2° 40) (3.5° 41) (3.5° 42) (3.6° 43) (3.5° 44) (4.2° 45) (4.8° 46) (3.5° 47) (4.8° 48) (4.	(%) (%) (%) (%) (%) (%) (%) (%) (%) (%)
Finance & Contracting Financial Services Financial Management Capital Costing & Efficiency Management Team Finance & Contracting Human Resources Employee Resourcing Workforce Development & Performance Management Team Total Direct HR Trustwide Budgets Staff Advertising Total Trust-wide HR Human Resources Corporate Chief Executive's Office Capital Planning Corporate Environment Services Bank Nursing project Electronic Rostering project Staff Side Support Trustwide Corporate Services Total Corporate Trustwide Budgets	35,118 1,702 982 444 310 3,438 1,983 1,533 231 3,747 0 0 3,747 1,758 516 2,274 215 100 244 559	34,638 1,748 944 398 312 3,402 1,924 1,499 224 3,647 0 0 3,647 1,718 516 2,234 205 88 281	(480) (1.4%) 46 (38) (46) 2 (36) (1.9%) (39) (30) (1.9%) (30) (1.9%) (40) (1.8%) (10) (1.8%) (10) (1.2) (37% (10) (12) (37% (10) (12) (37% (10) (10) (10) (10) (10) (10) (10) (10)	8,457 17 16 7 27 67 96 95 2 193 222 222 415 104 9 113 8 9 9 12 29	8,217 23 12 1 17 53 103 82 5 190 147 147 337 85 6 91 1 1 2 4	(249) (2.8%) 6 (4) (6) (10) (114) (20.9%) 7 (13) 3 (3) (75) (75) (78) (18.8%) (7) (8) (10) (10) (20) (86.2%) 1,654	(720) 52 (42) (52) (8) (50) (50) (75) (75) (178) (62) (10)	(1.7%) 3.0% (4.2%) (2.4%) (1.15%) (2.4%) (2.5%) (2.9%) (1.7%) (2.6%) (3.3.8%) (4.3%) (4.3%) (6.6%) (7.6%) (7.6%) (1.7%) (1.7%)	(1)	96) (1.3°) 55 3.5 44) (4.8°) 44) (11.6°) 10) (3.2°) 47) (1.5°) 44) (2.3°) 55) (3.7°) (3) (1.5°) 73) (35.0°) 75) (4.6°) 77) (4.6°) 77) (4.2°) 78) (4.8°) 79) (4.8°) 71) (4.8°) 72) (4.2°) 73) (3.5°) 74) (4.8°) 75) (4.8°) 76) (3.5°)	(%, %, %, %, %, %, %, %, %, %, %, %, %, %
Finance & Contracting Financial Services Financial Management Capital Costing & Efficiency Management Team Finance & Contracting Human Resources Employee Resourcing Workforce Development & Performance Management Team Total Direct HR Trustwide Budgets Staff Advertising Total Trust-wide HR Human Resources Corporate Chief Executive's Office Capital Planning Corporate Trustwide Corporate Services Bank Nursing project Electronic Rostering project Staff Side Support Trustwide Corporate Services Total Corporate Trustwide Budgets Pharmacy Pharmacy Maintenance/Repair Contracts	35,118 1,702 982 444 310 3,438 1,983 1,533 231 3,747 0 0 3,747 1,758 516 2,274 215 100 244 559	34,638 1,748 944 398 312 3,402 1,924 1,499 224 3,647 0 0 3,647 1,718 516 2,234 205 88 281	(480) (1.4%) 46 (38) (46) (2 (36) (1.5%) (59) (34) (7) (100) 0 (100) (2.7%) (40) (1.8%) (10) (1.2) (37 (15) 2.7% (384) (.1%)	8,457 17 16 7 7 27 67 96 95 95 193 222 222 415 104 9 113 8 9 9 12 29 175,661	8,217 23 12 11 17 53 103 82 5 190 147 147 147 147 177,315	(249) (2.8%) 6 (4) (6) (10) (14) (20.9%) (7) (13) (3) (75) (75) (75) (78) (18.8%) (7) (8) (19.5%) (7) (8) (19.5%) (19.5%) (19.5%) (19.5%) (19.5%) (22) (19.5%) (19.5%) (24.99) (25.5%) (25.9%)	(720) 52 (42) (52) (8) (50) (52) (47) (4) (103) (75) (75) (178) (62) (17) (20) 27 (10)	(1.7%) 3.0% (4.2%) (1.15%) (2.4%) (2.5%) (2.9%) (1.7%) (2.6%) (3.3.8%) (4.3%) (4.3%) (6.6%) (7.6%) (1.7%) (1.7%) (1.7%)	(1)	96) (1.3°) 55 3.5 44) (4.8°) 44) (16.6°) 10) (3.2°) 47) (1.5°) 44) (2.3°) 55) (3.7°) (3) (1.5°) 02) (2.8°) 73) (35.0°) 75) (4.6°) 77) (4.6°) 77) (4.2°) 18) (8.6°) 18) (8.8°)	(%) (%) (%) (%) (%) (%) (%) (%) (%) (%)
Finance & Contracting Financial Services Financial Management Capital Costing & Efficiency Management Team Finance & Contracting Human Resources Employee Resourcing Workforce Development & Performance Management Team Total Direct HR Trustwide Budgets Staff Advertising Total Trust-wide HR Human Resources Corporate Chief Executive's Office Capital Planning Corporate Trustwide Corporate Services Bark Nursing project Staff Side Support Trustwide Corporate Services Trustwide Corporate Services Trustwide Corporate Services Trustwide Corporate Services Corporate Trustwide Corporate Services Trustwide Corporate Services Total Corporate Trustwide Budgets Pharmacy Pharmacy Maintenance/Repair Contracts Catering Heat, Light and Power	35,118 1,702 982 444 310 3,438 1,983 1,533 231 3,747 0 0 3,747 1,758 516 2,274 215 100 244 559	34,638 1,748 944 398 312 3,402 1,924 1,499 224 3,647 0 0 3,647 1,718 516 2,234 205 88 281	(480) (1.4%) 46 (38) (46) 2 (36) (1.9%) (30) (1.9%) (30) (1.00) (2.7%) (40) (1.8%) (10) (1.2) 37 15 2.7% (384) (.1%)	8,457 17 16 7 27 67 96 95 95 222 222 415 104 9 113 8 9 12 29 175,661	8,217 23 12 11 17 53 103 82 5 190 147 147 147 147 177,315	(249) (2.8%) (4) (4) (6) (10) (114) (20.9%) (7) (13) (3) (75) (75) (75) (78) (18.8%) (7) (8) (19) (3) (22) (19.5%) (7) (8) (10.0%) (10) (25) (86.2%) (9.9%) (9.9%) (19.5%) (19.9%) (19.5%) (19.9%) (20	(720) 52 (42) (52) (8) (50) (50) (75) (75) (75) (178) (62) (17) (20) 27 (10) 1,270	(1.7%) 3.0% (4.2%) (4.2%) (2.4%) (2.5%) (2.9%) (1.7%) (2.6%) (33.8%) (4.3%) (4.3%) (4.3%) (1.7%) (1.7%) (1.7%) (1.7%) (1.2%) (1.2%) (1.9%)	(2)	96) (1.3°) 55 3.5 44) (4.8°) 44) (11.6°) 10) (3.2°) 47) (1.5°) 44) (2.3°) 55) (3.7°) (3) (1.5°) 02) (2.8°) 73) (35.0°) 73) (35.0°) 75) (4.6°) 76) (3.5°) 18) (8.6°) 18) (8.8°) 18) (8.8°) 18) (8.8°) 18) (8.8°) 18) (8.8°) 18) (8.8°) 19) (1.3°)	(%) (%) (%) (%) (%) (%) (%) (%) (%) (%)
Finance & Contracting Financial Services Financial Management Capital Costing & Efficiency Management Team Finance & Contracting Human Resources Employee Resourcing Workforce Development & Performance Management Team Total Direct HR Trustwide Budgets Staff Advertising Total Trust-wide HR Human Resources Corporate Chief Executive's Office Capital Plarming Corporate Trustwide Corporate Services Bank Nursing project Staff Side Support Trustwide Corporate Services Trustwide Corporate Services Total Corporate Trustwide Budgets Pharmacy Pissen Team Team Total Trustwide Contracts Catering Team Trustwide Contracts Catering Team Trustwide Contracts Catering	35,118 1,702 982 444 310 3,438 1,983 1,533 231 3,747 0 0 3,747 1,758 516 2,274 215 100 244 559	34,638 1,748 944 398 312 3,402 1,924 1,499 224 3,647 0 0 3,647 1,718 516 2,234 205 88 281	(480) (1.4%) (1.4%) (1.4%) (38) (46) (2 (38) (1.5%) (34) (7) (100) (2.7%) (40) (1.8%) (10) (12) (37 (15) (15) (15) (15) (17%)	8,457 17 16 16 96 95 27 193 222 21 1133 88 89 12 29 175,661	8,217 23 12 17 17 53 103 82 5 190 147 147 237 85 6 91 177,315	(249) (2.8%) (6) (6) (70) (14) (20.9%) (73) (75) (79) (18.8%) (19) (10) (22) (19.5%) (10) (25) (86.2%) (94%)	(720) 52 (42) (52) (8) (50) (50) (52) (47) (4) (103) (75) (178) (62) 1,270 207 249 (319)	(1.7%) 3.0% (4.2%) (1.15%) (2.4%) (2.5%) (2.9%) (1.7%) (2.6%) (33.8%) (33.8%) (4.3%) (6.6%) (7.6%) (1.7%) (1.7%) (1.2%)	(2)	96) (1.3° 3.5 (4.8° 44) (4.8° 45) (11.6° 10) (3.2° 47) (1.5° 44) (2.3° 55) (3.7° (3) (1.5° 92) (2.8° 73) (35.0° 77) (4.6° 77) (4.6° 77) (4.6° 18) (8.6° 18) (8.6° 18) (8.8° 18) (18.2° 24 10.0 12) (2.3° 181 0.2	(%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%
Finance & Contracting Financial Services Financial Management Capital Costing & Efficiency Management Team Finance & Contracting Human Resources Employee Resourcing Workforce Development & Performance Management Team Total Direct HR Trustwide Budgets Staff Advertsing Total Trust-wide HR Human Resources Corporate Chief Executive's Office Capital Planning Corporate Trustwide Corporate Services Bank Nursing project Staff Side Support Trustwide Corporate Services Total Corporate Trustwide Budgets Trustwide Corporate Services Fank Nursing project Staff Side Support Trustwide Corporate Services Total Corporate Trustwide Budgets Pharmacy Pharmacy Maintenance/Repair Contracts Catering Heat, Light and Power Rent, Rates, Insurance & Water General Services Revenue Schemes	35,118 1,702 982 444 310 3,438 1,983 1,533 231 3,747 0 0 3,747 1,758 516 2,274 215 100 244 559	34,638 1,748 944 398 312 3,402 1,924 1,499 224 3,647 0 0 3,647 1,718 516 2,234 205 88 281	(450) (1.4%) 466 (38) (46) 2 (36) (1.7%) (59) (34) (7) (100) 0 (100) (2.7%) (40) (10) (1.8%) (10) (12) (37 15 2.7% (384) (.1%)	8,457 17 16 16 96 95 27 193 222 21 113 8 8 9 12 22 175,661	8,217 23 12 17 17 53 103 82 5 190 147 147 337 85 6 91 1 1 2 4 177,315	(249) (2.8%) (6) (6) (10) (10) (13) (3) (75) (75) (79) (18.8%) (19) (10) (22) (19.5%) (10) (25) (86.2%) (319) (319) (319) (319) (319) (319) (319) (319) (319) (319) (319)	(720) 52 (42) (52) (8) (50) (50) (52) (47) (4) (103) (75) (178) (62) (177) (20) 27 (10) 1,270 249 (319) 443 (128) 199 0	(1.7%) 3.0% (4.2%) (4.2%) (2.4%) (2.4%) (2.5%) (2.5%) (2.5%) (2.5%) (1.7%) (2.6%) (33.8%) (33.8%) (4.3%) (1.7%) (1.7%) (1.7%) (1.2%) (1.2%) (1.2%) (1.2%) (1.2%) (1.2%) (1.2%) (1.2%) (1.2%) (1.2%) (1.2%) (1.2%) (1.2%) (1.2%) (1.9%) (1	(1)	96) (1.3° 96) (1.3° 96) (1.3° 97) (1.3° 98) (1.3° 98) (1.3° 98) (1.3° 98) (1.3° 98) (1.3° 98) (1.3° 99) (1.3° 99) (1.3° 99) (1.3° 99) (2.3°	% % % % % % % % % % % % % % % % % % %
Finance & Contracting Financial Services Financial Management Capital Costing & Efficiency Management Team Finance & Contracting Human Resources Employee Resourcing Workforce Development & Performance Management Team Total Direct HR Trustwide Budgets Staff Advertsing Total Trust-wide HR Human Resources Corporate Chief Executive's Office Capital Planning Corporate Trustwide Corporate Services Bank Nursing project Staff Side Support Trustwide Corporate Services Trustwide Corporate Services Trustwide Corporate Services Bank Nursing project Staff Side Support Trustwide Corporate Services Total Corporate Trustwide Budgets Pharmacy Pharmacy Maintenance/Repair Contracts Catering Heat, Light and Power Rent, Rates, Insurance & Water General Services Postages & Telephones Trustwide for Vehiclies	35,118 1,702 982 444 310 3,438 1,983 1,533 231 3,747 0 0 3,747 1,758 516 2,274 215 100 244 559	34,638 1,748 944 398 312 3,402 1,924 1,499 224 3,647 0 0 3,647 1,718 516 2,234 205 88 281	(480) (1.4%) 466 (38) (46) 2 (386) (1.7%) (59) (344) (77) (100) 0 (100) (2.7%) (40) (1.8%) (10) (12) (37 (15) 2.7% (384) (.1%)	8,457 17,166 17,119 17,119 175,661 17,119 1,943 1,2926 1,298 1,173 1,433 6,266	8,217 23 12 17 17 53 103 82 5 190 147 147 337 85 6 91 1 1 2 4 177,315	(249) (2.8%) (6) (6) (70) (13) (3) (75) (78) (79) (18.8%) (10) (10) (22) (19.5%) (10) (22) (19.5%) (10) (22) (19.5%) (10) (22) (19.5%)	(720) 52 (42) (52) (8) (50) (50) (52) (47) (4) (103) (75) (178) (62) (177) (20) (27 (10) 1,270 249 (319) 443 (128) 199 0 (197) 211	(1.7%) 3.0% (4.2%) (1.15%) (2.4%) (2.5%) (2.9%) (1.7%) (2.6%) (3.3.8%) (3.3.8%) (4.3%) (6.6%) (7.6%) (1.7%) (1.7%) (1.2%) (1.2%) (1.2%) (1.3%) (1.3%) (1.3%) (1.3%) (1.3%) (1.3%) (1.3%) (1.3%) (1.3%) (1.3%) (1.3%) (1.3%)	(1)	96) (1.3° 96) (1.3° 96) (1.3° 97) (1.3° 98) (1.3° 98) (1.3° 98) (1.3° 98) (1.3° 98) (1.3° 99) (2.3° 99) (2.3° 99) (2.3° 99) (2.3° 99) (2.3° 99) (2.3° 99) (2.3° 99) (2.3° 99) (2.3° 99) (2.3° 99) (2.3° 99) (2.3° 99) (2.3° 99) (2.3° 99) (2.3° 99) (2.3° 99) (4.3° 90) (4	%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%
Finance & Contracting Financial Services Financial Management Capital Costing & Efficiency Management Team Finance & Contracting Human Resources Employee Resourcing Workforce Development & Performance Management Team Total Direct HR Trustwide Budgets Staff Advertising Total Trust-wide HR Human Resources Corporate Corporate Trustwide Corporate Services Bank Nursing project Staff Side Support Trustwide Corporate Services Total Corporate Trustwide Budgets Pharmacy Pharmacy Maintenance/Repair Contracts Catering Heat, Light and Power Rent, Rates, Insurance & Water General Services Postages & Telephones Trustwidency Agreements	35,118 1,702 982 444 310 3,438 1,983 1,533 231 3,747 0 0 3,747 1,758 516 2,274 215 100 244 559 398,996	34,638 1,748 944 398 312 3,402 1,924 1,499 224 3,647 0 0 3,647 1,718 516 2,234 205 88 281 574 398,612	(480) (1.4%) 46 (38) (46) (2 (36) (1.%) (39) (40) (100) (2.7%) (40) (100) (12) (37) (100)	8,457 17 16 7 27 67 96 95 2 22 222 415 104 175,661 17,119 1,943 2,926 7,288 7,179 2,506 1,010 1,433	8,217 23 12 11 17 53 103 82 5 190 147 147 337 85 6 91 1 1 1 2 4 177,315 17,326 2,192 2,607 7,741 7,051 1,210 1,236	(249) (2.8%) (6) (6) (70) (10) (13) (3) (75) (79) (18.8%) (19) (19.7) (22) (19.5%) (10) (22) (19.5%) (10) (22) (19.5%) (10) (22) (19.5%) (10) (22) (24) (319	(720) 52 (42) (52) (8) (50) (50) (52) (47) (4) (103) (75) (75) (178) (62) (177) (20) 27 (10) 27 249 (319) 443 (128) 199 0 (197) 21 (22)	(1.7%) 3.0% (4.2%) (1.15%) (2.4%) (2.5%) (2.9%) (1.7%) (2.6%) (3.3.8%) (3.3.8%) (4.3%) (6.6%) (7.6%) (1.7%) (1.7%) (1.7%) (1.7%) (1.7%) (1.7%) (1.7%) (1.7%) (1.7%) (1.7%) (1.7%) (1.7%) (1.7%) (1.7%) (1.7%) (1.7%) (1.7%)	(1)	96) (1.3° 55 3.5 44) (4.8° 44) (11.6° 10) (3.2° 47) (1.5° 44) (2.3° 55) (3.7° (3) (1.5° 02) (2.8° 73) (35.0° 75) (4.6° 77) (4.2° (4) (0.8° 76) (3.5° 18) (8.6° 18) (8.6° 18) (18.2° 24 10.0 12) (2.3° 181 0.2 181 0.2 181 0.2 181 0.2 183 0.3 184 8.3 92) (10.9° 60 0.3 19.9 (1.4° 19.9 (1.8°	(%) (%) (%) (%) (%) (%) (%) (%) (%) (%)
Finance & Contracting Financial Services Financial Management Capital Costing & Efficiency Management Team Finance & Contracting Human Resources Employee Resourcing Workforce Development & Performance Management Team Total Direct HR Trustwide Budgets Staff Advertising Total Trust-wide HR Human Resources Corporate Chief Executive's Office Capital Planning Corporate Trustwide Corporate Services Bank Nursing project Staff Side Support Trustwide Corporate Services Trustwide Corporate Services Bank Nursing project Staff Side Support Trustwide Corporate Services Total Corporate Trustwide Budgets Pharmacy Pharmacy Maintenance/Repair Contracts Catering Heat, Light and Power Rent, Rates, Insurance & Water General Services Postages & Telephones Trustwide For Vehicles PFI Trustwide Corporates Services Trustwide For Contracts Catering Heat, Light and Power Rent, Rates, Insurance & Water General Services Postages & Telephones Trustwide Her of Vehicles PFI Trust Agency Agreements Apprenticeship Levy	35,118 1,702 982 444 310 3,438 1,983 1,533 231 3,747 0 0 3,747 1,758 516 2,274 215 100 244 559 398,996	34,638 1,748 944 398 312 3,402 1,924 1,499 224 3,647 0 0 3,647 1,718 516 2,234 205 88 281 574 398,612	(480) (1.4%) 46 (38) (46) 2 (38) (1.1%) (38) (46) (1.9) (39) (30) (1.9) (40) (2.7%) (40) (10) (12) (37) (10) (12) (37) (10) (10) (10) (10) (10) (10) (10) (10	8,457 17 16 7 27 67 96 95 2 193 222 222 415 104 9 113 8 9 12 29 175,661	8,217 23 12 17 17 53 103 82 5 190 147 147 337 85 6 91 17,315	(249) (2.8%) (6) (6) (70) (10) (13) (3) (75) (79) (18.8%) (79) (18.8%) (10) (22) (19.5%) (10) (22) (19.5%) (10) (22) (19.5%) (10) (22) (19.5%) (10) (22) (22) (22) (22) (22) (24) (319) (3	(720) 52 (42) (52) (8) (50) (52) (47) (4) (103) (75) (75) (178) (59) (3) (62) (17) (20) 27 (10) 1,270 207 249 (319) 443 (128) 199 (197) 21 (22) 2 0	(1.7%) 3.0% (4.2%) (1.15%) (2.4%) (2.5%) (2.9%) (1.7%) (2.6%) (3.3.8%) (3.3.8%) (4.3%) (6.6%) (7.6%) (1.7%) (1.5%) (1.2.8%) (1.2.8%) (1.3.7%) (1.2.8%) (1.3.7%)	(1)	96) (1.3° 55 3.5 44) (4.8° 44) (11.6° 10) (3.2° 47) (1.5° 44) (2.3° 55) (3.7° (3) (1.5° (3) (1.5° (3) (3.5° (3) (3.5° (3) (3.5° (3) (3.5° (3) (3.5° (3) (3.5° (3) (3.5° (3) (3.5° (3) (3.5° (3) (3.5°	%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%
Finance & Contracting Financial Services Financial Management Capital Costing & Efficiency Management Team Finance & Contracting Human Resources Employee Resourcing Workforce Development & Performance Management Team Total Direct HR Trustwide Budgets Staff Advertising Total Trust-wide HR Human Resources Corporate Chief Executive's Office Capital Planning Corporate Trustwide Corporate Services Bank Nursing project Electronic Rostering project Staff Side Support Trustwide Corporate Services Total Corporate Corporate Trustwide Budgets Total Corporate Resources Total Corporate Services Financy Pharmacy	35,118 1,702 982 444 310 3,438 1,983 1,533 231 3,747 0 0 3,747 1,758 516 2,274 215 100 244 559 398,996	34,638 1,748 944 398 312 3,402 1,924 1,499 224 3,647 0 0 3,647 1,718 516 2,234 205 88 281 574 398,612	(480) (1.4%) 46 (38) (46) (2 (36) (1.9%) (30) (1.9%) (30) (1.9%) (40) (1.8%) (10) (1.2) (37) (10) (12) (37) (15) (10) (10) (12) (37) (15) (10) (10) (10) (10) (10) (10) (10) (10	8,457 17 16 7 27 67 96 95 2 193 222 222 415 104 9 113 8 9 12 29 175,661 17,119 1,943 2,926 7,288 7,179 2,506 1,010 1,433 1,433 1,433 1,433 1,433 1,433 1,539 5,793 5,793	8,217 23 12 17 17 53 103 82 5 190 147 147 147 147 147 17,315 17,326 2,192 2,607 7,741 7,051 1,270 5,795 1,010 1,236 83 19,937 5,795 67,683	(240) (2.8%) (6) (4) (6) (10) (10) (13) (3) (75) (75) (75) (75) (78) (18.8%) (7) (8) (10) (10) (25) (86.2%) (14.654 (128) (128) (19) (20) (19.75) (10) (10) (10) (10) (10) (10) (10) (10	(720) 52 (42) (52) (8) (50) (52) (47) (4) (103) (75) (75) (178) (190) 1,270 207 249 (319) 443 (128) 199 (1977) 21 (22) 0 (1977) 21 (22) 0 455	(1.7%) 3.0% (4.2%) (2.4%) (2.5%) (2.9%) (2.9%) (1.7%) (3.3.8%) (3.3.8%) (4.3%) (6.6%) (7.6%) (1.5%) (1.2%) (1.2%) (1.2%) (1.2%) (1.3%)	(1)	96) (1.3°) 55 3.5 44) (4.8°) 44) (11.6°) 10) (3.2°) 47) (1.5°) 44) (2.3°) 55) (3.7°) (3) (1.5°) 60) (2.8°) 73) (35.0°) 75) (4.6°) 76) (3.5°) 779) (4.6°) 78) (4.8°) 79) (4.8°) 79) (4.8°) 79) (4.8°) 710) (4.8°) 7118) (8.8°) 718) (8.8°) 719) (4.8°) 72) (4.2°) 73) (3.5°) 74) (4.8°) 75) (4.8°) 76) (3.5°) 77) (4.8°) 78) (4.8°) 79) (4.8°) 79) (4.8°) 70) (4.8°) 71) (4.8°) 72) (4.2°) 73) (4.8°) 74) (4.8°) 75) (4.8°) 76) (3.5°) 77) (4.8°) 78) (4.8°) 79) (4.8°)	%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%
Finance & Contracting Financial Services Financial Management Capital Costing & Efficiency Management Team Finance & Contracting Human Resources Employee Resourcing Workforce Development & Performance Management Team Total Direct HR Trustwide Budgets Staff Advertising Total Trust-wide HR Human Resources Corporate Chief Executive's Office Capital Planning Corporate Trustwide Corporate Services Bank Nursing project Staff Side Support Trustwide Corporate Services Trustwide Corporate Services Dank Nursing project Staff Side Support Trustwide Corporate Services Total Corporate Trustwide Budgets Pharmacy Pharmacy Maintenance/Repair Contracts Catering Heat, Light and Power Rent, Rates, Insurance & Water General Services Postages & Telephones Trustwide For Vehicles PFI Trustwide General Services Trustwide Foreign Prover Rent, Rates, Insurance & Water General Services Postages & Telephones Trustwide Hier of Vehicles PFI Trust Magency Agreements Apprenticeship Levy	35,118 1,702 982 444 310 3,438 1,983 1,533 231 3,747 0 0 3,747 1,758 516 2,274 215 100 244 559 398,996	34,638 1,748 944 398 312 3,402 1,924 1,499 224 3,647 0 0 3,647 1,718 516 2,234 205 88 281 574 398,612	(480) (1.4%) 46 (38) (46) 2 (38) (1.1%) (38) (46) (1.9) (39) (30) (1.9) (40) (2.7%) (40) (10) (12) (37) (10) (12) (37) (10) (10) (10) (10) (10) (10) (10) (10	8,457 17 16 7 27 67 96 95 2 193 222 222 415 104 9 113 8 9 12 29 175,661	8,217 23 12 17 17 53 103 82 5 190 147 147 337 85 6 91 17,315	(249) (2.8%) (6) (6) (70) (10) (13) (3) (75) (79) (18.8%) (79) (18.8%) (10) (22) (19.5%) (10) (22) (19.5%) (10) (22) (19.5%) (10) (22) (19.5%) (10) (22) (22) (22) (22) (22) (24) (319) (3	(720) 52 (42) (52) (8) (50) (52) (47) (4) (103) (75) (75) (178) (59) (3) (62) (17) (20) 27 (10) 1,270 207 249 (319) 443 (128) 199 (197) 21 (22) 2 0	(1.7%) 3.0% (4.2%) (1.15%) (2.4%) (2.5%) (2.9%) (1.7%) (2.6%) (3.3.8%) (3.3.8%) (4.3%) (6.6%) (7.6%) (1.7%) (1.5%) (1.2.8%) (1.2.8%) (1.3.7%) (1.2.8%) (1.3.7%)	(1)	96) (1.3° 55 3.5 44) (4.8° 44) (11.6° 10) (3.2° 47) (1.5° 44) (2.3° 55) (3.7° (3) (1.5° (3) (1.5° (3) (3.5° (3) (3.5° (3) (3.5° (3) (3.5° (3) (3.5° (3) (3.5° (3) (3.5° (3) (3.5° (3) (3.5° (3) (3.5°	%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%
Finance & Contracting Financial Services Financial Management Capital Costing & Efficiency Management Team Finance & Contracting Human Resources Employee Resourcing Workforce Development & Performance Management Team Total Direct HR Trustwide Budgets Staff Advertising Total Trust-wide HR Human Resources Corporate Chief Executive's Office Capital Planning Corporate Trustwide Corporate Services Bank Nursing project Electronic Rostering project Staff Side Support Trustwide Corporate Services Total Corporate Trustwide Corporate Services Heat Light and Power Rent, Rates, Insurance & Water General Services Revenue Schemes Postages & Telephones Trustwide Her of Vehicles PFI Trust Agency Agreements Apprenticeship Levy Total Corporate Trust Budgets	35,118 1,702 982 444 310 3,438 1,983 1,533 231 3,747 0 0 3,747 1,758 516 2,274 215 100 244 559 398,996	34,638 1,748 944 398 312 3,402 1,924 1,499 224 3,647 0 0 3,647 1,718 516 2,234 205 88 281 574 398,612	(480) (1.4%) (1.4%) (1.4%) (38) (46) (2 (36) (1.1%) (59) (34) (7) (100) (2.7%) (40) (1.8%) (10) (12) (37 (15) 2.7% (384) (.1%)	8,457 17 16 7 27 67 96 95 2 193 222 222 415 104 9 113 8 9 12 29 175,661 17,119 1,943 2,926 7,288 7,179 2,506 1,010 1,433 1,433 1,433 1,433 1,433 1,433 1,539 5,793 5,793	8,217 23 12 17 17 53 103 82 5 190 147 147 147 147 147 17,315 17,326 2,192 2,607 7,741 7,051 1,270 5,795 1,010 1,236 83 19,937 5,795 67,683	(249) (2.8%) (6) (4) (6) (70) (13) (3) (75) (75) (78) (18.8%) (19) (3) (22) (19.5%) (10) (25) (86.2%) (10) (10) (10) (10) (10) (10) (10) (10	(720) 52 (42) (52) (8) (50) (52) (47) (4) (103) (75) (75) (178) (190) 1,270 207 249 (319) 443 (128) 199 (1977) 21 (22) 0 (1977) 21 (22) 0 455	(1.7%) 3.0% (4.2%) (2.4%) (2.5%) (2.9%) (2.9%) (1.7%) (3.3.8%) (3.3.8%) (4.3%) (6.6%) (7.6%) (1.5%) (1.2%) (1.2%) (1.2%) (1.2%) (1.3%)	(1)	96) (1.3°) 55 3.5 44) (4.8°) 44) (11.6°) 10) (3.2°) 47) (1.5°) 44) (2.3°) 55) (3.7°) (3) (1.5°) 60) (2.8°) 73) (35.0°) 75) (4.6°) 76) (3.5°) 779) (4.6°) 78) (4.8°) 79) (4.8°) 79) (4.8°) 79) (4.8°) 710) (4.8°) 7118) (8.8°) 718) (8.8°) 719) (4.8°) 72) (4.2°) 73) (3.5°) 74) (4.8°) 75) (4.8°) 76) (3.5°) 77) (4.8°) 78) (4.8°) 79) (4.8°) 79) (4.8°) 70) (4.8°) 71) (4.8°) 72) (4.2°) 73) (4.8°) 74) (4.8°) 75) (4.8°) 76) (3.5°) 77) (4.8°) 78) (4.8°) 79) (4.8°)	%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%%
Finance & Contracting Financial Services Financial Management Capital Costing & Efficiency Management Team Finance & Contracting Human Resources Employee Resourcing Workforce Development & Performance Management Team Total Direct HR Trustwide Budgets Staff Advertising Total Trust-wide HR Human Resources Corporate Corporate Corporate Trustwide Corporate Services Bank Nursing project Staff Side Support Trustwide Corporate Services Bank Nursing project Staff Side Support Trustwide Corporate Services Total Corporate Trustwide Corporate Services Total Corporate Trustwide Budgets Pharmacy Hain and Power Rent, Rates, Insurance & Water General Services Revenue Schemes Postages & Telephones Trust Agency Agreements Apprenticeship Levy Total Corporate TW Budgets Sub Total	35,118 1,702 982 444 310 3,438 1,983 1,533 231 3,747 0 0 3,747 1,758 516 2,274 215 100 244 559 398,996	34,638 1,748 944 398 312 3,402 1,924 1,499 224 3,647 0 0 3,647 1,718 516 2,234 205 88 281 574 398,612	(480) (1.4%) 46 (38) (46) (2 (36) (1.%) (59) (34) (7) (100) 0 (100) (2.7%) (40) (1.8%) (10) (1.2) 37 15 2.7% (384) (.1%)	8,457 17 16 7 27 67 96 95 2 193 222 222 415 104 9 113 8 9 12 29 175,661 17,119 1,943 2,926 7,288 7,179 2,506 1,010 1,433 1,433 1,433 1,433 1,433 1,433 1,539 5,793 5,793	8,217 23 12 11 17 53 103 82 5 190 147 147 337 85 6 91 1 1,2 2,607 7,741 7,051 2,705 1,010 1,236 83 19,937 15,795 67,683	(249) (2.8%) (6) (4) (6) (70) (13) (3) (75) (75) (78) (18.8%) (19) (3) (22) (19.5%) (10) (25) (86.2%) (10) (10) (10) (10) (10) (10) (10) (10	(720) 52 (42) (52) (8) (50) (50) (52) (47) (4) (103) (75) (75) (178) (59) (31) (10) 1,270 207 249 (319) 99 (197) 21 (22) 2 0 (197) 21 (22) 2 0 455	(1.7%) 3.0% (4.2%) (2.4%) (2.5%) (2.9%) (1.4%) (2.5%) (2.5%) (2.6%) (3.3.8%) (3.3.8%) (4.3%) (4.3%) (1.4%)	(2)	96) (1.3° 55 3.5° 44) (4.8° 43) (11.6° 10) (3.2° 47) (1.5° 44) (2.3° 55) (3.7° (3) (3.5°) (4.6° 73) (35.0° 75) (4.6° 77) (4.6° 78) (4.6° 18) (8.6° 18) (8.8° 18) (8.8° 18) (8.8° 18) (18.2° 19) (2.3° 18) (2.3° 18) (2.3° 18) (3.5	(% % % % % % % % % % % % % % % % % % %

Pay Budgetary Performance Summary By Professional Heading For 12 Months Ending 31st March 2018

			h 2018		Februar	
Directorate / Division	Budget £'000	Expenditure £'000	Variance £'000	%	Variance £'000	%
Anda Candara						
Acute Services Medical	55,272	55,417	145	0.26%	(174)	(0.35%)
Nursing	59,282	61,142	1,860	3.14%	1,721	3.18%
Social Services	19	43	24	126.32%	23	119.50%
Allied Health Professions	563	750	187	33.21%	175	34.11%
Psychology	404	348	(56)	(13.86%)	(49)	(13.15%)
Specialist Professions	14,076	14,660	584	4.15%	551	4.29%
Medical Technical Officers Pharmacy	3,405 6,548	2,933 6,458	(472) (90)	(13.86%) (1.37%)	(435)	(13.93%)
Dental	96	13	(83)	(86.46%)	(41) (76)	(86.24%)
Administration	12,197	12,362	165	1.35%	160	1.43%
Estates	119	0	(119)	(100.00%)	(109)	(100.00%)
Support Services	447	727	280	62.64%	240	59.15%
Internal Savings Plan 2017-18	2,268	0	(2,268)	(100.00%)	(1,937) 49	(100.00%)
Total Acute Services	154,696	154,853	157	0.10%	49	0.03%
Adult Mental Health & Disability						
Medical	4,086	4,825	739	18.09%	646	17.36%
Nursing	22,478	21,273	(1,205)	(5.36%)	(1,105)	(5.36%
Social Services	16,026	16,385	359	2.24%	347	2.37%
Allied Health Professions Psychology	736 1.496	574 1,466	(162)	(22.01%) (2.01%)	(142) 16	(21.24%)
Administration	2,967	2,703	(264)	(8.90%)	(217)	(8.09%)
Support Services	257	2,703	20	7.78%	22	9.50%
General	27	22	(5)	(18.52%)	(4)	(16.27%
Total Adult Mental Health & Disability	48,073	47,525	(548)	-1.14%	(436)	(0.99%)
Primary Care & Older People						
Medical	4,211	3,956	(255)	(6.06%)	(242)	(6.30%)
Nursing	29,737	30,632	895	3.01%	727	2.67%
Social Services	17,135	18,447	1,312	7.66%	1,125	7.17%
Allied Health Professions	18,587	18,600	13	0.07%	3 (44)	0.02%
Psychology General/Specialist Professions	273 187	263 183	(10)	(3.66%)	(11)	(4.40%)
Medical Technical Officers	202	180	(22)	(2.14%)	(19)	(10.26%)
Administration	6,263	6,484	221	3.53%	153	2.67%
Support Services	0	5	5	100.00%	5	100.00%
Internal Savings Plan 2017-18	1,450	0	(1,450)	(100.00%)	(1,243)	(100.00%)
Total Primary Care & Older People	78,045	78,750	705	0.90%	495	0.69%
Women & Childrens						
Medical	11,376	11,031	(345)	(3.03%)	(345)	(3.32%)
Nursing	24,620	24,643	23	0.09%	38	0.17%
Social Services	25,715	26,448	733	2.85%	694	2.96%
Allied Health Professions Psychology	750 1,010	547 970	(203)	(27.07%)	(169) (42)	(25.37%) (4.53%)
Medical Technical Officers	744	724	(20)	(2.69%)	(14)	(2.12%)
Dental	743	755	12	1.62%	14	2.09%
Administration	4,799	4,715	(84)	(1.75%)	(60)	(1.38%)
Support Services	271	357	86	31.73%	75	30.37%
External Savings Plan 2017-18 Internal Savings Plan 2017-18	(460) 687	0	460 (687)	(100.00%) (100.00%)	0 (221)	100.00%
Unfunded Budgets	007	0	(687)	100.00%)	(221)	100.00%
Total Women & Childrens	70,255	70,190	(65)	-0.09%	(30)	-0.05%
Medical Nursing	841	829	(12)	(1.43%)	(16)	(2.01%)
Allied Health Professions	39	43	4	10.26%	(10)	10.29%
Medical	44	53	9	20.45%	7	18.43%
Administration	1,867	1,874	7	0.37%	11	0.65%
Total Medical	2,791	2,799	8	0.29%	6	0.25%
Performance Management & Service Improvement						
Medical	0	0	0	100.00%	0	100.00%
Nursing	184	232	48	26.09%	41	23.06%
Social Services	0	52	52	100.00%	52	100.00%
Allied Health Professions Medical Technical Officers	137 510	108 514	(29)	(21.17%) 0.78%	(25) (15)	(19.70%)
Specialist Professions	0	1	1	100.00%	(15)	100.00%
Administration	8,917	8,526	(391)	(4.38%)	(293)	(3.60%)
Estates	5,139	5,028	(111)	(2.16%)	(118)	(2.50%
Support Services	20,231	20,177	(54)	(0.27%)	(105)	(0.57%)
Total Performance Management & Service Improvement	35,118	34,638	(480)	(1.37%)	(463)	(1.44%)
Finance						
Adminstration	3,438	3,402	(36)	(1.05%)	(31)	(0.99%)
Total Finance	3,438	3,402	(36)	(1.05%)	(31)	(0.99%)
Human Resources						
Medical	241	259	18	7.47%	17	7.54%
Nursing	413	385	(28)	(6.78%)	(23)	(6.18%)
Social Services	41	42	1	2.44%	0	1.02%
Allied Health Professions Administration	63 2,989	58 2,903	(5) (86)	(7.94%) (2.88%)	(2) (90)	(4.26%)
Total Human Resources	3,747	3,647	(100)	(2.88%)	(90)	(2.86%)
	-,,	-,	(130)	(2.2.70)	(10)	,=,
Corporate / Trustwide						
Medical Nursing	230	328	98	42.61%	90	41.37%
Nursing	140	327 2,134	187	133.57%	(207)	134.42%
Administration	2.400		(329)	(13.36%) 100.00%	(307) 17	(13.55% 100.00%
	2,463		19			
Support Services	2,463 0 1,520	19 1,520	19 0	0.00%	(0)	
Support Services Apprenticeship Levy	0	19				(0.00%)
Support Services Apprenticeship Levy Total Corporate / Trustwide	0 1,520 4,353	19 1,520 4,328	0 (25)	0.00% (0.57%)	(0) (27)	(0.00%
Support Services Apprenticeship Levy	0 1,520	19 1,520	0	0.00%	(0)	(0.00%
	0 1,520 4,353 1,787	19 1,520 4,328	(1,787)	0.00% (0.57%) (100.00%)	(0) (27) 0	(0.00%) (0.69%) 100.00%
Support Services Apprenticeship Levy Total Corporate / Trustwide	0 1,520 4,353	19 1,520 4,328	0 (25)	0.00% (0.57%)	(0) (27)	(0.00%

		March 2018				
Cumulative all Directorates	Budget £'000	Expenditure £'000	Variance £'000	%	Variance £'000	%
Medical	75,460	75,869	409	0.54%	(2)	(0.00%)
Nursing	137,695	139,463	1,768	1.28%	1,554	1.23%
Social Services	58,936	61,417	2,481	4.21%	2,242	4.16%
Allied Health Professions	20,875	20,680	(195)	(0.93%)	(156)	(0.82%)
Psychology	3,183	3,047	(136)	(4.27%)	(85)	(2.98%)
Specialist Professions	14,263	14,844	581	4.07%	548	4.21%
Medical Technical Officers	4,861	4,351	(510)	(10.49%)	(482)	(10.84%)
Pharmacy	6,548	6,458	(90)	(1.37%)	(41)	(0.68%)
Dental	839	768	(71)	(8.46%)	(62)	(8.08%)
Administration	45,900	45,103	(797)	(1.74%)	(675)	(1.61%)
Estates	5,258	5,028	(230)	(4.37%)	(227)	(4.69%)
Support Services	21,206	21,562	356	1.68%	255	1.31%
General	27	22	(5)	(18.52%)	(4)	(16.27%)
External Savings Plan 2017-18	(460)	0	460	(100.00%)	0	100.00%
Internal Savings Plan 2017/18	4,405	0	(4,405)	(100.00%)	(3,401)	(100.00%)
Corporate Solutions	1,787	0	(1,787)	(100.00%)		
Total Cumulative	402,303	400,132	(2,171)	(0.54%)	(536)	(0.15%)

Non Pay Budgetary Performance Cumulative for the 12 months ended 31st March 2018

	MARCH 2018				FEBRUARY 2018	
BUDGET HEADING	BUDGET £'000	EXPENDITURE £'000	VARIA £'000	ANCE %	VARI. £'000	ANCE %
OTHER TREATMENT DEPTS	95	71	(24)	(25.3)	(16)	(21.1)
XRAY	1,757	1,593	(164)	(9.3)	(134)	(8.4)
PHARMACY	17,119	17,326	207	1.2	299	1.9
LABS	5,813	6,338	525	9.0	457	8.5
CATERING	2,926	2,607	(319)	(10.9)	(292)	(10.9)
PATIENTS CLOTHING	822	984	162	19.7	142	19.0
STAFF UNIFORMS	447	434	(13)	(2.9)	(25)	(6.2)
HEAT, LIGHT & POWER	7,298	7,741	443	6.1	60	0.9
BUILDING & ENGINEERING	3,518	3,652	134	3.8	258	8.7
PHARMACY - MAINTENANCE & REPAIRS	1,943	2,191	248	12.8	148	8.3
BEDDING & LINEN	433	433	0	0.0	(4)	(1.0)
RENT, RATES, INSURANCE & WATER	7,179	7,051	(128)	(1.8)	(129)	(2.0)
GENERAL SERVICES	2,506	2,724	218	8.7	79	3.6
REVENUE SCHEMES	1,010	1,010	0	0.0	0	0.0
ADMIN & LEGAL	1,196	1,035	(161)	(13.5)	(161)	(14.7)
TRANSPORT	1,200	1,051	(149)	(12.4)	(155)	(14.2)
POSTAGES & TELEPHONES	1,433	1,236	(197)	(13.7)	(186)	(14.2)
TRAVEL & COURSES	8,500	7,864	(636)	(7.5)	(596)	(7.7)
HOTEL SERVICES	1,443	1,400	(43)	(3.0)	(46)	(3.5)
CHILDCARE SERVICES	3,441	3,917	476	13.8	406	12.9
SOCIAL SERVICES	1,342	1,226	(116)	(8.6)	(132)	(10.7)
DISABILITY SERVICES	4,038	4,582	544	13.5	259	7.9
FOSTERCARE & ADOPTION	8,701	8,860	159	1.8	302	3.9
DOMICILARY CARE	30,758	31,581	823	2.7	844	3.0
ACCESS TARGETS - INDEPENDENT SECTOR	1,167	1,167	0	0.0	0	0.0
INFORMATION TECHNOLOGY	1,763	2,031	268	15.2	291	21.9
HIRE OF VEHICLES/TAXIS	733	689	(44)	(6.0)	(24)	(3.5)
TRUST AGENCY AGREEMENTS	5,793	5,795	2	0.0	43	0.8
CONTROLLED EQUIPMENT	419	416	(3)	(0.7)	0	0.0
CARE CONTRACTS & GRANT AID	20,959	20,816	(143)	(0.7)	46	0.3
INDEPENDENT HOMES	59,046	59,183	137	0.2	80	0.1
PFI	19,959	19,937	(22)	(0.1)	(24)	(0.1)
STAFF ADVERTISING	222	147	(75)	(33.8)	(73)	(35.0)
DRUGS	17,910	17,910	0	0.0	(0)	(0.0)
TOTAL	242,889	244,998	2,109	0.9	1,716	0.8