

LONDON AMBULANCE SERVICE NHS TRUST

Finance Report - Summary For the Month Ending 30 April 2008 (Month 1)

	£000s									
	<i>IN THE MONTH</i>			<i>YEAR TO DATE</i>				<i>ANNUAL</i>		
	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>% Variance</u>	<u>Forecast</u>	<u>Budget</u>	<u>Variance</u>
Total Income	21,086	21,053	33F	21,086	21,053	33F	0.2%F	252,669	252,638	31F
Total Operational Costs	20,467	20,781	314F	20,467	20,781	314F	1.5%F	239,838	239,785	(52)U
EBITDA	619	272	347F	619	272	347F	0F	12,831	12,852	(21)U
EBITDA Margin	3%	1%	2%	3%	1%	2%		5%	5%	-24%
Depreciation & Interest	925	976	51F	925	976	51F	5.3%F	11,661	11,712	51F
Net Surplus/(Deficit)	-306	-704	398F	-306	-704	398 F	(3.6%)U	1,171	1,140	30F
Net Margin	-1%	-3%	2%	-1%	-3%	2%		0%	0%	25%

LONDON AMBULANCE SERVICE NHS TRUST

**Monthly Forecast
As at 30 April 2008 (Month 1)**

£000s

	MONTHLY SPEND												Total
	April	May	June	July	August	September	October	November	December	January	February	March	
	<i>Actual</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>	
Income	21,086	21,053	21,053	21,053	21,053	21,053	21,053	21,053	21,053	21,053	21,053	21,053	252,669
Pay Expenditure													
A&E Operational Staff	9,087	9,122	9,036	8,462	8,526	8,810	8,956	9,188	9,269	9,306	9,354	9,429	108,544
Overtime	1,910	1,900	1,773	936	878	807	704	649	697	628	532	607	12,021
A&E Management	948	978	978	978	978	978	978	978	978	978	978	978	11,708
EOC Staff	977	1,090	1,090	1,090	1,090	1,090	1,090	1,090	1,090	1,090	1,090	1,090	12,970
PTS Operational Staff	450	434	434	434	434	434	434	434	434	434	434	434	5,228
PTS Management	81	95	95	95	95	95	95	95	95	95	95	95	1,127
Corporate Support	2,339	2,503	2,520	2,527	2,527	2,527	2,530	2,530	2,530	2,530	2,530	2,530	30,123
Sub Total	15,791	16,122	15,926	14,523	14,529	14,742	14,788	14,965	15,094	15,062	15,014	15,165	181,721
<i>Average Daily</i>	<i>526</i>	<i>520</i>	<i>531</i>	<i>468</i>	<i>469</i>	<i>491</i>	<i>477</i>	<i>499</i>	<i>487</i>	<i>486</i>	<i>536</i>	<i>489</i>	<i>498</i>
Non-Pay Expenditure													
Staff Related	223	276	279	284	276	282	284	276	279	279	276	276	3,292
Subsistence	343	200	115	115	115	115	115	115	115	115	115	115	1,693
Training	64	177	177	177	177	177	177	177	177	177	177	177	2,010
Medical Consumables & Equipment	450	349	349	349	349	349	349	349	349	349	349	349	4,286
Drugs	37	43	43	43	43	43	43	43	43	43	43	43	515
Fuel & Oil	415	429	429	441	431	425	445	441	461	442	410	442	5,212
Third Party Transport	213	63	66	72	63	69	72	63	66	66	63	63	938
Vehicle Costs	1,114	972	972	972	972	972	972	972	972	972	972	972	11,802
Accommodation & Estates	783	789	789	789	789	789	789	789	789	789	789	789	9,466
Telecommunications	558	549	549	531	531	531	493	493	493	493	493	493	6,207
Depreciation	597	652	652	652	652	652	652	652	652	652	652	652	7,764
Other Expenses	476	1,152	1,152	1,102	1,102	1,102	1,102	1,102	1,102	1,102	1,102	1,102	12,697
Profit/(Loss) on Disposal FA	0	0	0	0	0	0	0	0	0	0	0	0	0
Sub Total	5,273	5,650	5,572	5,527	5,500	5,505	5,493	5,472	5,498	5,478	5,440	5,473	65,881
<i>Average Daily</i>	<i>176</i>	<i>182</i>	<i>186</i>	<i>178</i>	<i>177</i>	<i>184</i>	<i>177</i>	<i>182</i>	<i>177</i>	<i>177</i>	<i>194</i>	<i>177</i>	<i>180</i>
Financial Expenditure	328	324	324	324	324	324	324	324	324	324	324	324	3,897
<i>Average Daily</i>	<i>11</i>	<i>10</i>	<i>11</i>	<i>10</i>	<i>10</i>	<i>11</i>	<i>10</i>	<i>11</i>	<i>10</i>	<i>10</i>	<i>12</i>	<i>10</i>	<i>11</i>
Monthly Expenditure	21,392	22,097	21,822	20,374	20,353	20,572	20,605	20,761	20,917	20,865	20,778	20,962	251,498
Cumulative	21,392	43,489	65,311	85,685	106,038	126,610	147,215	167,977	188,893	209,758	230,536	251,498	
Monthly Net	-306	-1,044	-769	679	700	481	448	292	136	188	275	91	1,171
Cumulative Net	-306	-1,350	-2,119	-1,440	-740	-259	189	480	617	805	1,080	1,171	

LONDON AMBULANCE SERVICE NHS TRUST

Expenditure Trends Including Last Year As at 30th April March 2008 (Month 1)

	MONTHLY SPEND														
	February <i>Actual</i>	March <i>Actual</i>	April <i>Actual</i>	May <i>Actual</i>	June <i>Actual</i>	July <i>Actual</i>	August <i>Actual</i>	September <i>Actual</i>	October <i>Actual</i>	November <i>Actual</i>	December <i>Actual</i>	January <i>Actual</i>	February <i>Actual</i>	March <i>Actual</i>	April <i>Actual</i>
Income	17,919	19,129	18,006	18,819	18,409	18,569	19,373	19,646	19,486	19,282	19,154	20,068	19,641	25,730	21,086
Pay Expenditure															
A&E Operational Staff	8,006	6,770	8,087	8,036	8,024	7,995	8,440	8,018	8,088	8,113	9,149	8,227	8,468	8,677	9,087
Overtime	542	879	855	733	935	1,133	1,171	1,041	1,045	1,149	1,245	1,168	1,118	1,764	1,910
A&E Management	882	839	878	858	873	882	881	912	914	904	940	912	1,027	911	948
EOC Staff	871	703	859	908	900	921	899	936	920	909	985	954	953	946	977
PTS Operational Staff	547	393	550	570	529	547	128	457	465	442	487	462	466	459	450
PTS Management	84	73	81	70	86	80	94	86	80	87	87	85	84	88	81
Corporate Support	1,948	3,506	2,145	2,204	2,120	2,143	2,110	2,119	2,125	2,497	2,239	2,199	3,242	3,154	2,339
Sub Total	12,881	13,165	13,456	13,379	13,467	13,700	13,723	13,569	13,637	14,101	15,132	14,007	15,357	15,999	15,791
<i>Average Daily</i>	<i>416</i>	<i>425</i>	<i>434</i>	<i>432</i>	<i>449</i>	<i>442</i>	<i>457</i>	<i>438</i>	<i>440</i>	<i>470</i>	<i>488</i>	<i>467</i>	<i>495</i>	<i>516</i>	<i>526</i>
Non-Pay Expenditure															
Staff Related	293	169	245	206	191	217	189	205	213	198	189	271	231	386	223
Subsistence	0	0	53	194	125	159	173	150	175	182	188	244	190	209	343
Training	126	191	40	184	76	134	158	24	116	173	30	119	123	258	64
Drugs	0	0	20	34	25	36	37	19	46	55	36	22	46	1,814	450
Medical Consumables & Equipment	388	248	226	401	340	291	479	341	312	387	396	510	533	28	37
Fuel & Oil	298	318	296	317	313	324	319	301	342	373	405	406	391	417	415
Third Party Transport	37	73	29	51	49	77	113	55	94	92	84	133	161	173	213
Vehicle Costs	753	869	589	1,044	884	1,021	925	895	977	1,614	1,681	1,091	1,034	2,895	1,114
Accommodation & Estates	692	716	707	755	754	623	805	605	757	751	543	922	832	1,702	783
Telecommunications	477	606	354	426	340	619	407	576	201	489	516	477	677	2,134	558
Depreciation	478	484	484	494	489	496	510	523	579	534	542	524	524	706	597
Other Expenses	373	336	470	949	654	740	736	461	184	57	109	214	425	2,039	476
Profit/(Loss) on Disposal FA	0	10	0	2	17	0	1	0	0	2	0	0	0	29	0
Sub Total	3,915	4,020	3,513	5,053	4,257	4,736	4,850	4,107	3,999	4,903	4,719	4,932	5,167	12,792	5,273
<i>Average Daily</i>	<i>126</i>	<i>130</i>	<i>113</i>	<i>163</i>	<i>142</i>	<i>153</i>	<i>162</i>	<i>132</i>	<i>129</i>	<i>163</i>	<i>152</i>	<i>164</i>	<i>167</i>	<i>413</i>	<i>176</i>
Financial Expenditure	322	273	320	298	279	294	292	292	295	249	244	260	246	170	328
<i>Average Daily</i>	<i>10</i>	<i>9</i>	<i>10</i>	<i>10</i>	<i>9</i>	<i>9</i>	<i>10</i>	<i>9</i>	<i>10</i>	<i>8</i>	<i>8</i>	<i>9</i>	<i>8</i>	<i>5</i>	<i>11</i>
Monthly	17,117	17,459	17,289	18,730	18,003	18,730	18,864	17,968	17,931	19,253	20,096	19,199	20,770	28,961	21,392

LONDON AMBULANCE SERVICE NHS TRUST

Income & Expenditure - Analysis by Function For the Month Ending 30 April 2008 (Month 1)

	<i>Year to Date</i>				<u>Annual</u>
	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>Budget</u>
Income	20,367	20,343	24F	0.12%	244,116
Sector Services	13,819	13,065	(754)U	-5.77%	145,407
A&E Operational Support	1,114	1,017	(97)U	-9.52%	12,209
Control Services	1,501	1,578	77F	4.87%	17,988
Planning and Specialised Ops	185	368	183F	49.73%	4,391
Total Operations Cost	16,620	16,028	(591)U	-3.69%	179,994
A&E Gross Surplus/(Deficit)	3,747	4,314	(567)U	-13.15%	64,122
Gross Margin	20.0%	22.7%	(2.7%)U		27.8%
Medical Directorate	48	76	28F	36.99%	912
Service Development	63	62	(1)U	-1.21%	777
Communications	130	161	31F	19.39%	2,041
Human Resources	792	1,329	537F	40.42%	18,887
IM&T	875	996	120F	12.08%	11,614
Finance	1,923	2,302	379F	16.47%	27,678
Chief Executive	102	97	(5)U	-5.17%	1,161
Total Corporate	3,933	5,024	1,090F	21.71%	63,071
A&E Net Surplus/(Deficit)	(186)	(709)	532F	74.97%	1,051
A&E Net Margin	0.6%	(2.0%)	2.6%F		2.0%
Patient Transport Service	(120)	6	(126)U	-2146.60%	89
PTS Gross Margin	(16.7%)	0.8%	(17.7%)U		1.0%
Trust Result Surplus/(Deficit)	(306)	(704)	406F	57.72%	1,140

LONDON AMBULANCE SERVICE NHS TRUST

Income & Expenditure - Analysis of Income For the Month Ending 30 April 2008 (Month 1)

	<i>YEAR TO DATE</i>				<u>Budget</u>
	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>% Variance</u>	
A&E Income					
A&E Services Contract	18,089	18,139	(50)U	-0.3%	217,669
HEMS Funding	11	11	(0)U	-0.5%	128
Other A&E Income	88	91	(3)U	-3.1%	1,090
Foundation Trust Income	31	16	14F	89.3%	242
CBRN Income	899	897	1F	0.1%	10,769
ECP Income	31	13	18F	141.2%	153
BETS & SCBU Income	78	76	2F	2.6%	911
A & E Long Distance Journey	47	37	11F	29.7%	439
Stadia Attendance	46	89	(44)U	-48.7%	1,074
Heathrow BAA Contract	44	44	0F	0.0%	532
Education & Training Income	684	686	(2)U	-0.2%	8,231
	20,048	20,099	(51)U	-0.3%	241,237
PTS Income	718	710	8F	1.1%	8,471
Other Income	320	241	79F	32.7%	2,928
Trust Result	21,086	21,050	35F	0.2%	252,637

LONDON AMBULANCE SERVICE NHS TRUST

Analysis by Expense Type For the Month Ending 30 April 2008 (Month 1)

	<u>YEAR TO DATE</u>				<u>Annual</u>
	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>% Variance</u>	<u>Budget</u>
Pay Expenditure					
A&E Operational Staff	9,087	9,085	(2)U	(0.0%)U	109,836
Overtime	1,910	1,686	(225)U	(13.3%)U	9,772
A&E Management	948	978	30F	3.1%F	11,738
EOC Staff	977	1,090	114F	10.4%F	13,084
PTS Operational Staff	450	434	(16)U	(3.6%)U	5,212
PTS Management	81	95	14F	14.7%F	1,140
Corporate Support	2,339	2,497	158F	6.3%F	30,281
	15,791	15,865	74F	0.5%F	181,064
Non-Pay Expenditure					
Staff Related	223	282	59F	21.0%F	3,351
Subsistence	343	115	(228)U	(198.0%)U	1,380
Training	64	177	112F	63.5%F	2,122
Drugs	37	43	6F	14.1%F	521
Medical Consumables & Equipment	450	349	(102)U	(29.2%)U	4,184
Fuel & Oil	415	419	4F	1.1%F	5,216
Third Party Transport	213	69	(144)U	(209.4%)U	793
Vehicle Costs	1,114	972	(142)U	(14.6%)U	11,660
Accommodation & Estates	783	789	7F	0.8%F	9,472
Telecommunications	558	549	(9)U	(1.6%)U	6,199
Depreciation	597	652	55F	8.4%F	7,819
Other Expenses	476	1,152	676F	58.7%F	13,823
Profit/(Loss) on Disposal FA	0	0	0F		0
	5,273	5,568	295F	5.3%F	66,540
Financial Expenditure	328	324	(4)U	(1.1%)U	3,893
Total Trust Expenditure	21,392	21,757	365F	1.7%F	251,497

LONDON AMBULANCE SERVICE NHS TRUST
Capital Programme 2008/09
Capital expenditure as at 30 April 2008

	Capital Budget 2008/09	Capital Forecast 2008/09	Variance	Comments
Estates - Maintenance	720	1,252	(532)	Re-allocation
Estates - Non Maintenance	2,208	1,676	532	Re-allocation
Disposals	(1,500)	(1,500)	0	Plans under review as part of Estates review
Vehicles	4,923	4,923	0	PTS Vehicle tendered. Mercedes chassis booked
Medical Equipment	2,733	2,733	0	Tender closed and currently under evaluation
Other	4,246	4,246	0	CAD 2010 tender closed and under review
Total	<u>13,330</u>	<u>13,330</u>	<u>0</u>	

LONDON AMBULANCE SERVICE NHS TRUST

Invest to Save 2007/08 Programme

1. Background

- 1.1. In October 2007, the London SHA indicated there may be non-recurrent funds available to NHS Trusts in London which could be used on an 'Invest to Save' basis. LAS developed the scope of the Invest to Save 2007/08 Programme, which was agreed on 28 November 2007. The LAS' Senior Management Group, acting as the 'sponsoring group' endorsed the scope of the programme at their 26 November 2007 meeting.
- 1.2. The SHA confirmed the funding of £8.3m on 2 December 2007. This revenue funding was to be spent during the financial year 2007/08. The agreed funding was made against a portfolio of projects to be delivered over the 16 week period of the programme. The SHA additionally agreed other projects may be added, if agreed; following a review of potential spend the initial list of projects. APPENDIX 1 reproduces the schedule of projects agreed by the SHA.

2. Programme Business Case

- 2.1. No specific business case was produced. However, the schedule agreed with the SHA, reproduced as APPENDIX 1, was used instead of a formal business case. The vision for the programme was stated as:

"This sixteen week programme will deliver better patient care by ensuring that invest to save initiatives contribute to patient experience and outcomes by supporting the front line, reducing operational and clinical risk and providing better integration with the whole system (LAS, NHS and London-wide services). This will be done by improving efficiency, quality/effectiveness and cycle time."

- 2.2. As each project was initiated the project brief identified the expected benefits. These were cross checked against APPENDIX 1. Therefore, the £8.3m allocated by the SHA was to produce a set of benefits, although these were not in a 'SMART' format.

3. Expenditure

3.1. 2007/08

- 3.1.1. At the end of 2007/08 financial year the amount spent on the programme was £7,455. This sum was broken down to £6,592k was charged against the revenue account and £863k was defined as capital expenditure. Therefore, against the

original revenue allocation (£8,290), there was a surplus of £1,698, which contributed to the Trust's overall surplus. The Trust separately identified other non-recurrent cost items to offset this underspend. Due to the timing of the ItS Programme, these expenses were managed within the existing financial analysis and reporting process. The capital sum reduced the potential underspend against the overall capital budget. The detailed expenditure analysis, by project can be found at APPENDIX 2.

3.2. **2008/09**

3.2.1. Projects started under the programme with an impact in 2008/09 amount to £801k. As part of the 2008/09 planning process, £500k was planned as a contingency. The balance will be covered from existing budgets.

4. **Benefits Realisation**

4.1. Benefits Realisation is currently underway on all projects. A full report will be presented to the Audit Committee in June. This report is planned to be audited by our Internal Auditors. The report will also be presented to the SDC in June.

M. Dinan
Director of Finance
15 May, 2008

Appendix 1

Programme Summary

Programme Summary

#	PM	Programme	Description	Benefits	Base Cost £k	Prob	Adj Cost £k	Inv Req
OS		Operational Support						
OS1	?	Hospital Turnaround	Project team to proactively manage Acute handover	Reduced job cycle time, improved ambulance availability	634	86.1%	546	Jan-08
OS2	JH	Urgent Care Support	Alternative Response Vehicles, St John Ambulance, Red Cross	Reduce CatC workload for CatA/CatB staff	1,200	90.3%	1,083	Jan-08
OS3	CV	Logistics/Fleet	Mobile Mechanics, longer opening hours	Increased Vehicle availability	918	94.4%	866	Jan-08
OS4	AO	IM&T Resilience	Additional Ctak Resource, Improved Local Mgt Info	Increased CAD resilience	760	89.2%	677	Jan-08
OS5	GH	Winter Pressures	Additional cover over Wmas period	Limitseasonal operating risk	900	100.0%	900	Jan-08
		Subtotal			<u>4,412</u>	<u>92.3%</u>	<u>4,072</u>	
IO		Improved Outcomes						
IO1	AB	Pathway Management	Procure & implement eCMS (Pathway Mgt software)	Reduce A&E attendances	300	81.5%	245	Jan-08
IO2	CHS	Community Defibrillation	Procure and rollout additional community defibrillators	Improve cardiac survival rate	596	55.2%	329	Jan-08
IO3	BON	Training	Rollout more local, complex based training	Better trained staff	860	77.3%	665	Jan-08
IO4	MS	Other	Patient Property bags, additional paediatric & clinical equip	Reduce PALs queries. Reduce clinical risk	450	87.5%	394	Jan-08
		Subtotal			<u>2,206</u>	<u>74.0%</u>	<u>1,632</u>	
AS		Accelerated Spend						
AS1	CV	Vehicle Procurement	MRU/CRU/FRU additional vehicles & equip	Improved CatA response	914	67.6%	618	Feb-08
AS2	MN	Estates	Maintenance backlog	Improved working conditions, reduced reactive maintenance	422	88.7%	374	Jan-08
AS3	JD	IM&T	Implement wireless Lan, additional IT security	Improved IT resilience	274	90.0%	247	Jan-08
AS4	MS	Supply Chain & Procurement	Accelerate top 100 supplier analysis, rollout asset tracking & inventory management	Increased Non Pay cost reduction & improved quality, reduced clinical risk	244	83.2%	203	Jan-08
AS5	MS	Staff Admin	Rollout Staff admin project	Improved CIP 0809	219	86.5%	189	Dec-08
AS6	JW/VC	Finance & Governance	PbR & Strategic Planning Model, Governance web based software	FT preparation	331	90.0%	298	Dec-08
		Subtotal			<u>2,404</u>	<u>80.3%</u>	<u>1,929</u>	
O		Other						
O1	AB	Communications	FT Membership analysis, revamp website	FT preparation	315	85.2%	269	Jan-08
O2	MJ	Accounting	Balance Sheet review - Ctak Investment	Reduce LT Capital Employed	200	90.0%	180	Jan-08
O3	MS	Programme Mgt	Manage IIS programme	Deliver Non Recurrent projects	258	81.3%	210	Dec-08
		Subtotal			<u>773</u>	<u>85.1%</u>	<u>658</u>	
		Total			<u><u>9,795</u></u>	<u><u>84.7%</u></u>	<u><u>8,292</u></u>	

Appendix 2

Project Expenditure Summary

Project Group	Cost Centre	Original Budget (£000s)	2007/08 Revenue Spend	2007/08 Capital Spend	Total 2007/08 Spend	Forecast 2008/09 Revenue	Forecast 2008/09 Capital	Total Forecast Spend
Operational Support								
CTAK Support Specialist	60198	0	17	0	17	(0)	0	17
Service Desk Support	60199	0	75	0	75	0	0	75
SharePoint + IM&T (Intelligent Trust)	60191	790	798	64	862	14	50	926
ITIL Configuration Manager	60170	43	195	0	195	2	0	197
Customer Services Manager	60200	0	19	0	19	0	0	19
IM&T Equipment	60201	0	265	139	404	22	18	444
Internet Development	60203	0	8	0	8	0	0	8
Systems Implementation Specialists	60205	0	20	0	20	0	0	20
Web developer (High Risk Register)	60166	43	18	0	18	12	0	30
Data Security, Encryption & laptop replacement	60169	43	33	0	33	0	0	33
ITIL Manager Training	60206	0	17	0	17	0	0	17
Alternative Response Vehicles	60194	360	66	0	66	0	0	66
Logistics/Fleet	60148	866	621	0	621	3	0	624
Business Case Production	60176	40	76	0	76	11	0	87
ORH (EOC) Call-Taking Review	60168	27	12	0	12	0	0	12
Total Operational Support		2,212	2,239	203	2,442	64	68	2,574
Improved Outcomes								
Public Information Campaign	60173	45	75	0	75	0		75
Community Defibrillation (First Responders)	60152	329	50	0	50	50		100
Clinical Training	60153	271	72	0	72	135		208
Blended Learning (formerly e-Training)	60193	394	51	0	51	0	0	51
Patient Property bags	60154	56	8	0	8	0		8
Paediatric Equipment	60156	90	106	0	106	0		106
Additional CRB checks	60158	68	0	0	0	33		33
Enhancing Audit Processes	60195	0	26	0	26	0		26
Total Improved Outcomes		1,253	389	0	389	218	0	608
Accelerated Spend								
Vehicle Procurement	60159	309	547	0	547	180		727
Incident Data Recorder	60160	125	24	0	24	0		24
Real Time Fleet Information	60162	145	0	0	0	0	145	145
Maintenance backlog (Estates)	60163	315	685	0	685	0		685
Strategic Plan support (Estates Strategy)	60164	32	0	0	0	0		0
Heat Integration	60165	27	0	54	54	0	5	59
N/W Monitoring	60208	0	6	0	6	0		6

Project Group	Cost Centre	Original Budget (£000s)	2007/08 Revenue Spend	2007/08 Capital Spend	Total 2007/08 Spend	Forecast 2008/09 Revenue	Forecast 2008/09 Capital	Total Forecast Spend
Wireless Access LAN	60167	90	321	541	862	139	0	1,000
Procurement Software	60171	23	97	0	97	0		97
Inventory Management	60175	83	96	11	107	37	5	149
Staff Administration	60177	189	154	0	154	0		154
PbR model	60178	32	101	0	101	0		101
Strategic Planning Model	60179	72	84	0	84	0		84
Governance Support	60180	24	9	0	9	2		11
Performance Measurement	60181	72	105	0	105	0		105
Counter Fraud Support	60182	32	16	0	16	0		16
Business Continuity Support	60183	32	0	0	0	0		0
Asset Tracking	80345	0	0	19	19	0		19
Total Accelerated Spend		1,602	2,245	625	2,870	357	155	3,381
Other								
Communications Support	60185	45	37	10	47	0		47
Recruitment Advertising	60186	59	3	0	3	0		3
New Internet	60188	75	18	0	18	92		109
Migration to IFRS	60189	180	16	0	16	36		52
Programme Management	60190	97	125	0	125	0		125
Museum Audit/Evaluation	60209	0	13	0	13	0		13
Capitalisation Review (Rev to Cap)	60196	0	9	0	9	0		9
Benefits Realisation Consultancy	60211	0	12	0	12	0		12
Cards for ACM EOC Switch	60213	0	187	0	187	0		187
Process Central	60197	0	4	25	29	0		29
Laptops for Training	60214	0	0	0	0	0		0
EIA & PPI Stakeholder Events	60216	0	45	0	45	0		45
Total Other Projects		456	470	35	505	128	0	633
Further Projects								
Plasma Screens	60233	0	18	0	18	0	0	18
Process Improvement Training	60231	0	14	0	14	0	0	14
Rules of the Road	60219	0	0	0	0	15	0	15
Finance Processes Review - Consultant Business analyst	60220	0	26	0	26	0	0	26
Cashflow Forecaster	60228	0	45	0	45	5	0	50
PTS Strategic Overview	60236	0	95	0	95	0	0	95
Asset Register systems review	60240	0	8	0	8	8	0	15
Total Further Projects		0	206	0	206	27	0	233
Closed projects								
Pathway Management	60151	200	0	0	0	0	0	0
Capacity Management System	60184	32	0	0	0	0	0	0

Project Group	Cost Centre	Original Budget (£000s)	2007/08 Revenue Spend	2007/08 Capital Spend	Total 2007/08 Spend	Forecast 2008/09 Revenue	Forecast 2008/09 Capital	Total Forecast Spend
Winter pressures	60150	900	964	0	964	0	0	964
Hospital Turnaround	60146	546	0	0	0	0	0	0
Urgent Care Support	60147	723	0	0	0	0	0	0
Procurement Support	60172	64	0	0	0	0	0	0
Supplier Info Database - Phase 2	60174	32	0	0	0	0	0	0
Buckhurst Hill (Business Case)	60234	0	34	0	34	0	0	34
Driver Licence Checks	60155	90	0	0	0	0	0	0
Psychometric Testing	60157	90	46	0	46	7	0	52
FT membership preparation	60187	90	0	0	0	0	0	0
Total Closed Projects		2,767	1,043	0	1,043	7	0	1,050
Totals		8,290	6,592	863	7,455	801	223	8,479