



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



| | | | |
|--|---|--------------------------|-------------------------------------|
| Meeting Date | 25 March 2021 | Agenda Item | 3.6 |
| Report Title | Laundry Service transfer to NWSSP 1 April 2021 | | |
| Report Author | Geraint Norman, Head of Strategic Financial Planning | | |
| Report Sponsor | Darren Griffiths, Director of Finance and Performance (interim) | | |
| Presented by | Darren Griffiths, Director of Finance and Performance (interim) | | |
| Freedom of Information | Open | | |
| Purpose of the Report | This report sets out an update on the transfer of the Laundry Service to NWSSP on 1 st April 2021. | | |
| Key Issues | <p>Key issues: -</p> <ul style="list-style-type: none"> • The Board has previously been advised of agreement to transfer laundry services as part of the All Wales Laundry Review • The Health Board's Laundry Service based at Llansamlet in Swansea will transfer to NHS Wales Shared Services Partnership (NWSSP) on 1st April 2021 • The process will the transfer all assets, liabilities and staff • Planning for the transfer has gone well and the laundry service will continue to provide services to the Health Board • The key outstanding action is that further work is required to agree an SLA between the Health Board and NWSSP for laundry services in 2021/22 • NWSSP has prepared a document setting out the details of the transfer. This appended to this report. | | |
| Specific Action Required <i>(please choose one only)</i> | Information | Discussion | Assurance |
| | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Recommendations | <p>As set out in the attached NWSSP report, the Health Board is asked to:</p> <ul style="list-style-type: none"> • Approve the transfer of all identified constituent parts in relation to finance, workforce and logistics to allow NWSSP to continue the running of the Llansamlet laundry until the conclusion of the All Wales Laundry | | |

| | |
|--|--|
| | <p>Programme and transformation towards the new facility as outlined within the Programme Business Case.</p> <ul style="list-style-type: none"> • Approve the transfer of appropriate assets and liabilities to NWSSP on 1 April 2021. • Endorse the continuation of the underpinning support services such as IT, externally provided maintenance, or any other service provided to the Laundry by the Health Board or 3rd party until suitable transfer, novation, migration activities be scheduled. • Note that further transformation activity will be scheduled. • Note that the staged transfer will allow the NWSSP to run the service from April 2021 with a further stage to address elements in relation to asset transfers and other more complex elements. |
|--|--|

LAUNDRY SERVICE TRANSFER TO NWSSP 1st APRIL 2021

1. INTRODUCTION

On the 1st April 2021, the Health Board's Laundry Service will transfer to the NHS Wales Shared Service Partnership (NWSSP) along with all other similar services across Wales. The Health Board currently operates a centralised Laundry Service based at Llansamlet. This document is a covering report to the attached NWSSP SBAR report.

2. BACKGROUND

The All Wales Laundry Review formally commenced in May 2016, with the NHS Wales Shared Services Partnership Committee (SSPC) approving the programme initiation and subsequent review of the Laundry production units within NHS Wales. The move facilitates a strategic direction for laundry services to this model.

- The preferred option - Three LPUs (Laundry Production Units) to provide the future service, endorsed by Shared Services Partnership Committee (SSPC) November 2018.
- A Single Service Provider, endorsed by SSPC March 2019.
- Centralised and Single Management of the Service, approved by the SSPC in March 2019 as the Shared Services Partnership Committee.

The Health Board's Laundry Service including all staff, assets and liabilities will transfer to NWSSP on 1st April 2021.

2.1 Finances

The Laundry costs established are based on a review of the pre-COVID19 baseline year of 2019/20 and these costs have been agreed by the Health Board.

The detailed assumptions are set out in the attached report (**Appendix 1**). The Health Board will now purchase laundry services from NWSSP through an SLA.

All assets and liabilities will transfer from the Health Board to NWSSP on 1 April 2021. The value of fixed assets transferring will be some £1.1m gross book value, £0.7m net book value.

2.2 Workforce

The Laundry Service workforce transferring to NWSSP are those that support the laundry production including support roles such as driver and maintenance engineering. Significant effort has been invested by the Health Board and NWSSP and staff side which have supported the robust identification of the existing resources and the TUPE process. There are currently no issues with the TUPE transfer of staff. 42 staff will transfer (38.1 WTEs).

Arrangements are being made to formally thank the laundry staff for their service to the Health Board.

2.3 IT and Technology

The laundry staff currently use Health Board technology to deliver their roles. To support the transfer, the continuation of existing IT support arrangements will continue until such a time whereby transfer, replacement or migration of assets can be undertaken in a safe and consistent manner.

2.4 Service Level Agreements & Performance Data

A Service Level Agreement (SLA) and appropriate schedules is currently being drafted to form the initial basis of the continuation of existing arrangements at the same cost to the Health Board.

The SLA will be based on a fixed price for agreed linen volumes. Should linen volumes fluctuate outside the agreed +/- tolerances they will be subject to regular reviews and appropriate annual adjustments for the agreed variable cost/saving. The SLA is in the process of being finalised.

Quarterly Service Reviews will be established to consider all aspects of the service from both a supplier and customer perspective in relation to how the partnership is working for both parties.

3. GOVERNANCE AND RISK ISSUES

The TUPE transfer of staff has followed the correct processes and no issues are anticipated. Staff are currently being transferred to the NWSSP payroll.

Further work is required on agreeing the Laundry Services SLA for 2021/22. Once the SLA has been agreed with NWSSP, the service will be managed through the Facilities team in a similar manner to how the service is currently managed.

4. FINANCIAL IMPLICATIONS

The report sets out the transfer of Laundry Services from the Health Board to NWSSP. The net cost of services transferring totals £1.75m. This transfer will then form the basis of the SLA between NWSSP and the Health Board in 2021/22.

On 1st April 2021, all assets and liabilities will transfer to NWSSP. This will include fixed assets as well as current assets such as stock and debtors as well as current liabilities including creditors. Processes are in place to capture this information at the year end.

The likely value of fixed assets transferring on 1st April 2021 will be some £1.1m gross book value, £0.7m net book value.

The financial transfer will be subject to audit later in 2021.

5. RECOMMENDATION

The recommendations of this report are set out below. There are aligned with the recommendations set out in the NWSSP report. The Board is asked to: -

- **Approve** the transfer of all identified constituent parts in relation to finance, workforce and logistics to allow NWSSP to continue the running of the Llansamlet laundry until the conclusion of the All Wales Laundry Programme and transformation towards the new facility as outlined within the Programme Business Case.
- **Approve** the transfer of appropriate assets and liabilities to NWSSP on 1st April 2021.
- **Endorse** the continuation of the underpinning support services such as IT, externally provided maintenance, or any other service provided to the Laundry by the Health Board or 3rd party until suitable transfer, novation, migration activities be scheduled.
- **Note** that further transformation activity will be scheduled.
- **Note** that the staged transfer will allow the NWSSP to run the service from April 2021 with a further stage to address elements in relation to asset transfers and other more complex elements.

| | | |
|--|---|-------------------------------------|
| Governance and Assurance | | |
| Link to Enabling Objectives (please choose) | Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities | |
| | Partnerships for Improving Health and Wellbeing | <input checked="" type="checkbox"/> |
| | Co-Production and Health Literacy | <input type="checkbox"/> |
| | Digitally Enabled Health and Wellbeing | <input type="checkbox"/> |
| | Deliver better care through excellent health and care services achieving the outcomes that matter most to people | |
| | Best Value Outcomes and High Quality Care | <input checked="" type="checkbox"/> |
| | Partnerships for Care | <input checked="" type="checkbox"/> |
| | Excellent Staff | <input checked="" type="checkbox"/> |
| | Digitally Enabled Care | <input type="checkbox"/> |
| | Outstanding Research, Innovation, Education and Learning | <input type="checkbox"/> |
| Health and Care Standards | | |
| (please choose) | Staying Healthy | <input checked="" type="checkbox"/> |
| | Safe Care | <input checked="" type="checkbox"/> |
| | Effective Care | <input checked="" type="checkbox"/> |
| | Dignified Care | <input checked="" type="checkbox"/> |
| | Timely Care | <input checked="" type="checkbox"/> |
| | Individual Care | <input checked="" type="checkbox"/> |
| | Staff and Resources | <input checked="" type="checkbox"/> |
| Quality, Safety and Patient Experience | | |
| <p>Having a safe and efficient laundry service is critical in providing NHS care. The transfer of the Health Board's Laundry Service will not see any change in the level of service provided. The Health Board will continue to work with NWSSP and ensure that the current high service standards are maintained at the current resource levels.</p> | | |
| Financial Implications | | |
| <p>The cost of Laundry Services transferring to NWSSP is some £1.75m. An SLA is currently being drafted for services in 2021-22 and the mechanism for charging for services above the tolerance level are still to be worked through although the financial implications are unlikely to be significant. Longer term the All Wales Laundry Service will be able to achieve efficiency savings which will be passed on to the Health Board.</p> | | |
| Legal Implications (including equality and diversity assessment) | | |
| <p>There are no significant legal implications outstanding subject to the successful TUPE transfer of staff on 1 April 2021 and the legal transfer of all assets and liabilities on 1 April 2021.</p> | | |
| Staffing Implications | | |
| <p>There are no significant staffing implications outstanding subject to the successful TUPE transfer of staff on 1 April 2021. Arrangements are being made to formally thank the Laundry staff for their work.</p> | | |
| Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015) | | |
| <p>The Laundry Service transfer has involved the Health Board working in partnership with NWSSP and this will continue. The aim of the All Wales transfer is to improve the economy, efficiency and effectiveness of the service across Wales.</p> | | |
| Report History | - | |
| Appendices | NWSSP SBAR Report Laundry Service Transfer | |

APPENDIX 1

March 2021

SBAR– Llansamlet Laundry Transfer

Situation

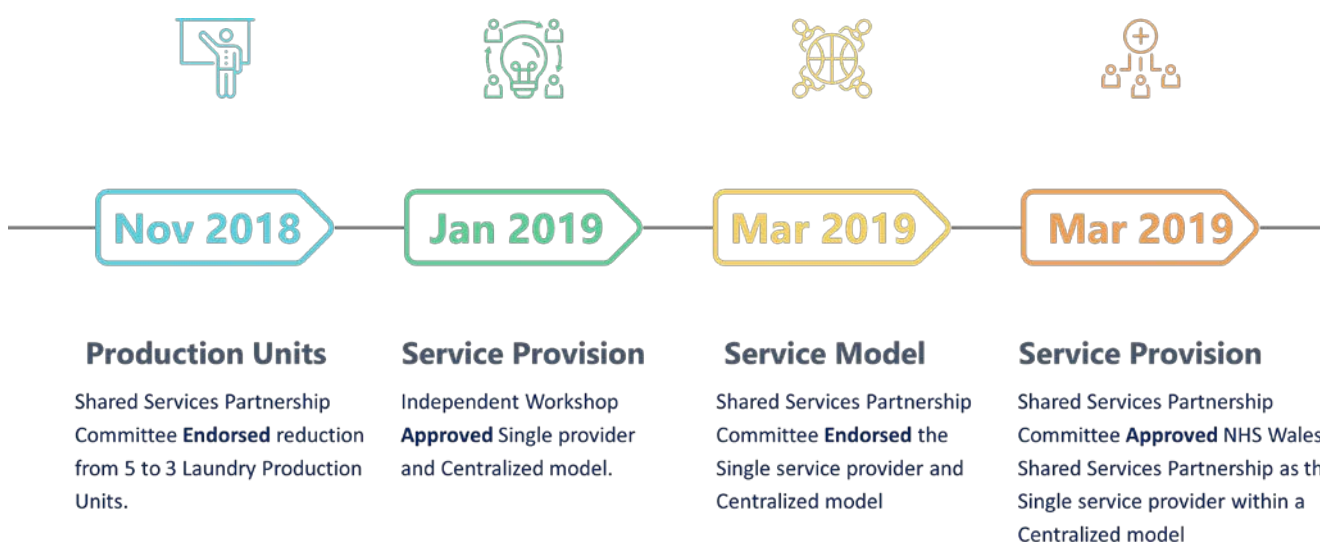
This document outlines the guiding principles and critical success factors against which the agreed transfer of the All Wales Laundry Service will be completed.

Background

The All Wales Laundry Review formally commenced in May 2016, with the NHS Wales Shared Services Partnership Committee (SSPC) approving the programme initiation and subsequent review of the Laundry production units within NHS Wales.

Throughout the last four years, a number of significant milestones have been achieved and a number of key decisions have been made to support the continual development of the All Wales Laundry Programme Business case.

The key milestones and decision points already approved include decisions by the Shared Services Partnership Committee, whereby approval or endorsement was given to the following:



It is **important** to note throughout the process items that have been previously approved or Endorsed remain unchanged:

- The **preferred option** - Three LPUs (Laundry Production Units) to provide the future service, **endorsed** by SSPC Nov 2018.
- A Single Service Provider, **endorsed** by SSPC March 2019

- Centralised and Single Management of the Service, **approved** by the SSPC in March 2019 as the NHS Wales Shared Services Partnership Committee.

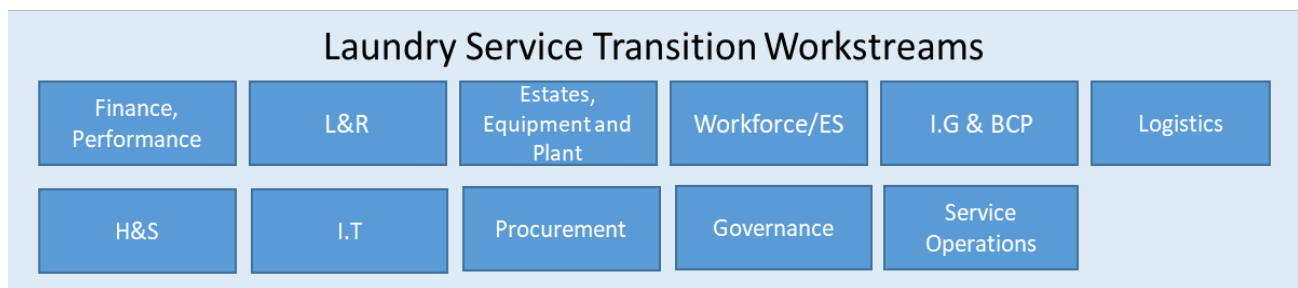
These decisions act as the basis for the next planned steps, which the Laundry Transfer Project running in parallel to the ongoing programme business case development will seek to execute to conclude the transfer to NWSSP (NHS Wales Shared Services Partnership) of the existing Laundry Production Units into NWSSP by April 2021.

Originally, the intention was to complete the transfer in October 2020 but due to the pandemic and winter pressures, this was delayed until April 2021. To support this transfer the establishment of a project board is taking place with focus on drafting a set of guiding principles and a number of supporting workstreams.

The **guiding principles** seek to propose high-level objectives across:

- Land & buildings
- Equipment & plant
- Finance (Transfer of expenditure to provide service, based on costs **baseline** April 19 - March 20)
- Transport and logistics (Drivers & fleet)
- Products & equipment to provide the service (cages, linen & detergents etc)
- Workforce/resource to manage, operate, maintain and deliver the service¹
- Continuation of existing service provision processes, procedures and contracts

Workstreams to support this activity:



Critical Success Factors:

The elements identified as critical to enable the transfer are

- Finance** – Identification and agreement of a baseline covering both pay and non-pay expenditure within an agreed timeframe that excludes the pandemic influence or variation. This is key to ensuring NWSSP is able to maintain service provision and cover all expected costs based on agreed time range in scope for the baseline currently set at 2019/20.
- Workforce** – Identification of the workforce within scope of TUPE (Transfer of Undertakings (Protection of Employment) Regulations 2006) that provide the current service, ensuring all key roles and a core baseline of workforce is transferred to operate and continue service production.
- Customers** - Existing customers identified to enable continuation of existing arrangements and appropriate communication in relation to the change of ownership and management.

¹ Within known existing demarcation points in line with the scope of the laundry project i.e. excluding linen rooms for example.

- **Transport** – Ensuring existing fleet operations remain intact to allow continued transport of linen to existing drop/collection points
- **Product & stock** – Ensuring the availability of existing stock/linen and products required to continue the service operation, product and delivery of linen.
- **Support Services** – Continuation of externally provided support services for the laundry such as engineering, maintenance, or other critical services deemed essential to support day to day laundry operation
- **Health & Safety** – Evaluation and development of a special programme of Health & Safety improvements post April.

Assessment

In relation to **Swansea Bay University Health Board and the Llansamlet Laundry**, the objective is to maintain the provision of laundry services “**as is**” but to complete a number of actions to allow the seamless transfer and ongoing provision of services to existing customers.

The intention remains to maintain the service within its **current model**, with anticipated variation in terms **not** anticipated until the commissioning of the new Laundry Production Unit as stipulated by the ongoing All Wales Laundry Programme Business Case currently estimated in 2024.²

It is proposed that all applicable assets and liabilities will transfer from Swansea Bay to NWSSP (NHS Wales Shared Services) with effect from the April 1st 2021. The legal transfer will be concluded as soon as possible.

Caveats exist which will remain ongoing and part of continual dialogue **POST APRIL** with the intention to secure the firm baseline to allow NWSSP to operate and fund the existing Laundry services without regress in service production as an absolute minimum.

- **Land & Buildings on/in which house the Laundry**

The laundry is located within a self-contained premises on in the Swansea enterprise Zone.

Property Location: Nantyffin Rd South, Llansamlet SA7 9RG

Transfer objective

Transfer the ownership of both the land and building to the NWSSP upon completion of a survey and condition report.

Constraints &/or Dependencies

- Completion of a building survey as part of standard transfer processes led by SES (Specialist Estates Services).

- **Transport to provide the service.**

² Estimated and subject to change based on the business case process

Through the support of health board transport colleagues as baseline position for Laundry transport has been provided which states a fleet of vehicles that are leased/rented currently provide transport from the laundry to its customers.

The current fleet comprises - 3 Vehicles * 7.5 Tonne Iveco
Currently the driver resource is provided by – 3 WTEs (whole time equivalents)

Transfer objective

Transfer the existing Laundry Fleet and in scope drivers to ensure delivery of the service is maintained, "as is".

Constraints &/or Dependencies

- Assessment of current arrangements and review of resource, fleet and licensing requirements.
- Continuation of agency driver resources when required.
- Finance captured within the finance pay & non-pay baseline.

• Finance to provide the service

With the support of health board finance colleagues, the Laundry costs established are based on a review of the pre COVID baseline year of 2019/20 and these costs were discussed with the Director of Finance on 11th March and it was agreed that the costs would be subject to a final review by the Health Board before sign off.

Overriding Principles

- There should be no detrimental financial impact on the health board and NWSSP as a result of the transfer.
- The 2019/20 pre Covid actual non pay costs will be used as the financial baseline for 2021/22 once adjusted for inflation.
- Any unexpected significant costs or liabilities that come to light post transfer will be subject to further discussion.

The process under which NWSSP will charge for Laundry Services will be quarterly in advance.

Service cost from April 2021:

Swansea Bay

| | £ |
|-------------|------------------|
| Pay | 1,050,727 |
| Non Pay | <u>875,514</u> |
| Total costs | 1,926,241 |
| Income | <u>(177,710)</u> |
| Net cost | <u>1,748,530</u> |

Key Assumptions

Staff costs

- Staff will transfer to NWSSP with their full budget including on costs.
- Budgets for any vacancies will be fully funded.
- 0.2 WTE Band 6 Finance and 0.2 WTE Band 6 workforce support included

Non pay costs

- Laundry operating cost budget will transfer to NWSSP based on 2019/20 actual costs (Pre Covid) baseline adjusted for inflation.
- Operating costs will be compared to prior years and if significant variances exist individual line adjustments will be made on an exception basis.

Income

- Laundry income will be baselined against the 2019/20 actuals.
- The proposed net cost of the service to the existing laundry providers will be based on the total operating costs less the anticipated invoiced income.
- Invoices to other laundry customers will be raised using the existing methods followed by the individual laundry units.

Overheads

- Where relevant Health Boards will not charge NWSSP for occupying and using the laundry sites unless the budget has been transferred.
- Where relevant Laundry staff will continue to have access to their existing mobile phones, laptops, PCs and peripherals and the use of photocopiers/printers etc.
- Where relevant if support is currently provided by the health board for the laundry but not included in the budget transferred to NWSSP that service will continue.

| |
|---|
| Finance Data is attached at Appendix B |
|---|

- **Workforce within the Laundry**

The Llansamlet Laundry workforce in scope are those that support the laundry production including support roles such as driver and maintenance engineering.

Significant effort has been invested by colleagues from NWSSP, health boards and staff side which have supported the robust identification of the existing resources and the TUPE process.

Transfer Objective

Based on the data analysed the aim is to TUPE transfer the **existing** Laundry workforce including bank/agency and any vacancy expenditure.

Total Workforce Headcount – 42

Total Workforce WTEs – 38.1

Constraints &/or Dependencies

- Workforce scope remains those within the LPU³ Production environment
- Identification of required budgets within the finance workstream

• Plant & Machinery to provide the service

The Laundry exists with full end-to-end equipment and machinery to enable the production of Linen for the health board and its customers.

Transfer Objective

Transfer ownership of the existing plant and machinery used to provide end-to-end linen service for the Llansamlet LPU, novating any lease/rental agreements as necessary.

Constraints &/or Dependencies

- Provision of an asset register (5k plus Value)
- Provision of the inventory (Sub 5k value)
- Completion of an inspection report for forward risk and management purposes

• Products & Equipment to provide the service

The Laundry consumes and utilise a range of products to enable day-to-day operation.

Transfer Objective

Transfer ownership of the existing linen products and consumables such as detergent and Linen stock to continue the provision of end-to-end linen services from the Llansamlet LPU and its existing customers.

Constraints &/or Dependencies

- End of year/Annual Stock take required.
- Procurement adjustments, novation's and cessations.
- Budget identified for stock and product purchasing.

• Existing Service provision processes, procedures and contracts

³ LPU – Laundry Production Unit

To support and underpin day-to-day operations a number of contractual arrangements exist to ensure the laundry can operate. Procurement teams are working through the respective detail to ensure continuation of all required contracts and process are managed to support the April transfer of service.

Transfer Objective

Transfer (novate) ownership of the existing, appropriate, agreements and contracts to provide end-to-end linen services for the Llansamlet LPU.

Continuation of LPU specific processes e.g. Business Continuity Planning where support external to the LPU is required.

Constraints &/or Dependencies

- Dependant procurement contract novation
- Engagement with Laundry colleagues
- Dependency on Procurement teams
- Provision and Confirmation of existing agreements
- Transport evaluation
- Continuation of any externally ⁴provided maintenance or support

• Service Level Agreements & Performance Data

The Laundry currently provides services to a range of customers including:

- Swansea Bay University Health Board
- Cardiff and Vale University Health Board
- Aneurin Bevan University Health Board
- Public Health Wales NHS Trust
- Welsh Ambulance Services NHS Trust (WAST).

Transfer Objective

A generic Service Level Agreement (SLA) and appropriate schedules will be formulated on behalf of NWSSP to form the initial basis of the continuation of existing arrangements at the same cost to the health board and any existing customers and will be approved by the SSPC (Shared Services Partnership Committee).

This has been developed using data identified through due diligence, engagement with LPU management and where possible utilising limited existing documentation. It is important to note this will be further developed at timely intervals as the service evolves.

The SLA will be based on a fixed price for agreed linen volumes.

Should linen volumes fluctuate outside the agreed +/- tolerances they will be subject to regular reviews and appropriate annual adjustments for the agreed variable cost/saving. The SLA is in the process of being finalised.

In further support, Quarterly Service Reviews will be established to consider all aspect of the service from both a supplier and customer perspective in relation to how the partnership is working for both parties and any reflection on the SLA and Schedules, quality of service provided.

Constraints &/or Dependencies

⁴ Externally – External to the workforce and operation within the LPU, for example HB Estates Support, Facilities support or 3rd party contractors

- Identification/Use of existing SLAs between the HB and its customers
- Data to provide a baseline for NWSSP to develop a Service Level Agreement (SLA) which continues the existing services provided.

- **IT and Technology**

The laundry staff currently use IT equipment, systems and hardware as required by their role. This ranges from minimal electronic staff record (ESR) usage to use of MS365 applications and relevant hardware.

Laundry plant and Equipment also can potentially utilise network and other IT infrastructure as part of the day-to-day operation.

Transfer Objective

To support the transfer is it requested continuation of existing I.T. support arrangements continue until such as time whereby transfer, replacement or migration of assets can be undertaken in a safe and consistent manner.

Constraints &/or Dependencies

- Dependant on MS365 and SharePoint developments to enable migration activity into NWSSP.
- Identification of Assets.
- IT survey of laundry⁵

High Level Timeline of Planned Events

Transfer Stage 1

Workforce

Finance

Fleet

Critical Procurement

Transfer Stage 2

IT

Completion of Land/Building Ownership transfer⁶

Continuation of Procurement activity

To further support Post April the establishment of regular service and finance reviews will ensure adequate budget and workforce has been transferred in line with expectations set against the baseline period of 19/20 and to allow review of any other matters that emerge post transfer and also focusing on maintaining a continuation of quality and continuity of service

To support the continuation of the services as currently provided from the Laundry to its customers, it is also requested that underpinning support services continue to be provided until suitable transfer, novation, migration activities be scheduled as listed above and appropriate projects and schemes are initiated to execute the required activity.

These services would typically include:

- Continuation of Health board provided services

⁵ Post Pandemic Restrictions

⁶ Subject to surveys

- IT Support and continued system & hardware access.
- Health board provided Facilities and maintenance externally provided from the Laundry own engineering or support teams.

Recommendations

The Health Board is asked to:

- **Approve** the transfer of all identified constituent parts in relation to Finance, workforce and Logistics to allow NWSSP to continue the running of the Llansamlet laundry until the conclusion of the All Wales Laundry Programme and transformation towards the new facility as outlined within the Programme Business Case.
- **Approve** the transfer of appropriate Land and Buildings to NWSSP upon conclusion of survey and condition reports.
- **Endorse** the continuation of the underpinning support services such as IT, externally provided maintenance, or any other service provided to the Laundry by the Health board or 3rd party until suitable transfer, novation, migration activities be scheduled as listed above.
- **Note** that further transformation activity will be scheduled.
- **Note** that the staged transfer will allow the NWSSP to run the service from April with a further stage to address elements in relation to asset transfers and other more complex elements.

Appendix A Workforce detail

- High Level Detail by Role

| | |
|----------------------------------|----|
| Swansea Bay University NHS Trust | |
| Laundry Management | 5 |
| Laundry Engineering | 2 |
| Laundry Production | 32 |
| Laundry Transport | 3 |
| Grand Total | 42 |

- Workforce Data Sheet

Appendix B Finance Data

| Swansea non pay | Final |
|--|------------------|
| 30050 Medical Gases | 151 |
| 30210 M&SE : Disposable | 1,091 |
| 32000 Provisions | 28 |
| 32040 Hardware & Crockery | 260 |
| 32400 Staff Uniforms & Clothing | 2,508 |
| 32410 Protective Clothing | 3,773 |
| 32420 PATIENTS CLOTHING | 139 |
| 32500 Cleaning Equipment | 46 |
| 32510 Cleaning Materials | 3,741 |
| 32520 Laundry Equipment | 108,927 |
| 32530 Laundry Materials | 50,659 |
| 32540 Laundry Maintenance | 38,639 |
| 32700 B&L : Disposable | 115,257 |
| 32710 B&L : Non-Disposable | 34,743 |
| 32720 B&L : Theatre Drapes | 2,872 |
| 32810 Other General Supplies & Services | 455 |
| 33010 Stationery | 250 |
| 33030 Medical Records Folders | 162 |
| 33200 Postage & Carriage | 1,932 |
| 33610 Travel & Subsistence | 602 |
| 33620 Excess Mileage | 92 |
| 34000 Vehicle Running Costs : Fuel | 21,085 |
| 34010 Vehicle Running Costs : Other | 183 |
| 34020 Vehicle Maintenance | 4,252 |
| 34030 Vehicle Leases | 46,259 |
| 34040 Vehicle Insurance | 1,557 |
| 34050 Taxi & Other Vehicle Hire | 3,647 |
| 34070 Fleet Operating Licence | 220 |
| 34080-Other Transport Costs | 5,790 |
| 34230 ALS Courses / Training | 260 |
| 34420 Security Payments (Cash Delivery e | 205 |
| 35000 Electricity | 50,927 |
| 35020 Water | 56,375 |
| 35040 Heating Oil | 254,198 |
| 35200 Rates | 24,591 |
| 35320 Contract : Hygiene & Sanitary | 43 |
| 35540 Computer Hardware Purchases | 437 |
| 35550 Computer Software/License Fees | 1,628 |
| PSBA line estimate | 2,000 |
| 35810 Materials - Mechanical | 909 |
| 37470 Miscellaneous Expenditure | 622 |
| Grand Total | 841,516 |
| Inflation uplift for 2020/21 | 16,830 |
| Inflation uplift for 2021/22 | 17,167 |
| Total non pay costs after adjustments | 875,514 |
| Swansea pay | Final |
| Grand Total | 1,009,926 |
| Inflation uplift | 40,801 |
| Total pay costs after uplift | 1,050,727 |