

__Index - Estimates of significance of RSP funding to local economy.pdf

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An estimate for the RSP Manston Airport new infrastructure investment and predicted direct job wages seems to be a significant fraction of the Thanet total healthcare spend, rising in time to be comparable.

10E Thanet 2017-18 Annual Report Final Completed (No Signatures).pdf

201809 - NMUH Final Quality Account.pdf

Hospitals and clinics - The Hillingdon Hospitals NHS Foundation Trust - NHS.pdf

Patients treated or admitted within four hours of arrival at A&E.pdf

regionalgvabylaukjsoutheast CVM pounds.pdf

Stroke service proposals_ Consultant Dr David Hargroves - The Isle Of Thanet News.pdf

Attempts to estimate significance of RSP funding on Thanet and East Kent, to the Local Economy, and to compare it with the current Health Spending

*"As a hospital trust, we feel we could not deliver two hyper acute stroke units.
Despite our best efforts, we struggle to recruit specialist NHS staff in east Kent."*

[1] Stroke service proposals_ Consultant Dr David Hargroves – The Isle Of Thanet News.pdf

Is it reasonable to believe that the knock-on effects of investing £300 million in infrastructure in East Kent, plus up to 10,000 local jobs, many with salaries around £50 thousand per annum, and long term prospects, could mean a return of the doctors, dentists and other health professionals that are currently apparently not interested in working in Thanet ?

It is often said that Heathrow has the advantage of being in an area of prosperity, where highly qualified professionals are happy to work, living conditions are far in advance of Thanet, so recruiting senior consultants to work in the surrounding hospitals is not as problematic as at QEQM... That ensures that "care" is better provided for....

Well first, are people on average richer, is there more money in the local economies, near airports ?
Let us look at the average Gross Value Added (GVA) in major regions near the major South East civilian airports :

Airport	Region	NUTS Code	1997	2007	2017
Stansted	West Essex	UKH35	14070	21389	26491
Gatwick	West Sussex	UKJ28	17469	24065	31059
Heathrow	Hillingdon - London	UKI74	20499	29631	34208
City	Newham - London	UKI41	14049	21655	24659
Manston	East Kent	UKJ44	12021	17503	19048

GVA comprises compensation of employees , plus gross operating surplus, plus mixed income, plus taxes on production, less subsidies on production.

[2] Compiled from Regionalgvabylaukjsoutheast.pdf

Regional gross value added (balanced) local authority by NUTS 1 region: UKJ South East

Well the East Kent GVA is the lowest in the table, and appears to be about half that at Heathrow.
But is there any evidence that say hospitals are better near say Heathrow than in Thanet ?
In fact it would appear that QEQM, Thanet's main hospital, does very well, all things considered.

This next table [3, attached] has been assembled from a number of locations on the web, including [4] and [5] :

[3] Patients treated or admitted within four hours of arrival at A&E.pdf

[4] Hospitals and clinics - The Hillingdon Hospitals NHS Foundation Trust – NHS.pdf

[5] 201809 - NNUH Final Quality Account.pdf

This shows a significant advantage for the three Heathrow hospitals over Thanet, which has to deal with about as many patients as two of the Heathrow hospitals combined. Waiting times are also longer at Thanet than at Heathrow. However the figures are mixed where the other hospitals are concerned, and Thanet does quite well overall.

So is the jury out ? Well how much funding is re-opening Manston likely to offer to Thanet and East Kent, compared with what is already there ? Lets collect a few useful figures first :

APP-034
RiverOak Strategic Partners Ltd
5.2-2 Environmental Statement - Volume 2 - Chapters 11-16
TR020002/APP/5.2-2
PIER 2 –

Table 13.4 (P 211) Population Profile 2014 by Geography – Thanet - **All People 138,400**

Table 13.9 (P 220) Total Working Age Population 2014 – Thanet – 81,000 (ONS).

Table 13.11 Employment by Occupation 2011
% of all people 16-74 in employment
All Occupations 55,200

Table 13.13 Median weekly full-time earnings (£s) - workplace based (2015) - Thanet
Males £451.5, Females £374.5
If there were equal numbers, the average full time earnings would be £413 per week or about £21.5k per year.

APP-085
RiverOak Strategic Partners Ltd
7.4 Azimuth Report
Dr. Sally Dixon :

3.2.3 Many studies have shown how airports specifically impact on their local, regional and national economies. For example, Intervistas found a 10% increase in a country's air connectivity to be associated with a 0.5% increase in GDP per capita (Intervistas, 2015, p. XIII).

Steer Davies Gleave report the multiplier effect of airports on GVA to be 3.66, meaning that a £1 increase in aviation GVA translates to £3.66 in GVA for the UK economy (Steer Davies Gleave, 2010, p. 105).

8.1.8 In order to estimate GVA from Manston Airport's operations, the Stansted Airport figure, as used in their March 2018 Planning Application, has been applied (RPS, 2018). GVA per person in employment for the Stansted Airport operational study area was shown to be £60,500 (RPS, 2018, section 11.59). Applying this figure to the Manston direct job forecast only, would generate GVA of £166 million in Year 10 and almost £207 million in Year 20.

Let us examine the implications of GVA in more detail.

APP-085
RiverOak Strategic Partners Ltd
7.4 Azimuth Report :
RSP predict the following at Manston Airport :

Year	Freight tonnage	Passenger numbers	Jobs by RiverOak	Direct Jobs	Total Jobs
Y5	173,741	686,672	697	2,150	14,612
Y10	212,351	975,591	761	2,749	18,693
Y20	340,758	1,407,753	1,024	3,417	23,215

Based on

Table 4 Forecast job creation &

Table 5 Estimated job creation by the Manston Airport operator by function :

Now the total GVA for Thanet in 2017 was £2,311 million :

Regional gross value added (balanced) local authority by NUTS 1 region: UKJ South East

regionalgvabylaukjsoutheast.pdf

Line : 3590 – Tab : CVM Pounds

Thanet Total GVA 2017 :£2,311 million

So taking the Stansted GVA figure of £60,500 per person, and applying it to the Direct Jobs (and ignoring construction jobs) we get similar GVA figures of £130 million, £166 million and £207 million – money that is injected into the Thanet and East Kent economy every year.

Thanet spend on healthcare (2017/2018 : £239 million)

Bottom of P 6 :

10E Thanet 2017-18 Annual Report Final Completed (No Signatures).pdf

So we are comparing £300 million injected for infrastructure, plus job GVA figures of £130 million in year 5 rising to £166 million in year 10 and £207 million for year 15, against current total Thanet GVA of £2,311 million. These are quite significant figures for new money, particularly when compared with that currently only 10% of total Thanet GVA is spend on healthcare : £239 million (2017/2018).

SMAa believe that a re-opened Manston Airport will inject significant finance into the local economy, towards helping fund improved healthcare in Thanet, and help allay the concerns of Consultant Dr David Hargroves and other health professionals like him.

Dr. Beau Webber

Chairman, Save Manston Airport association.

Annual report

2017/18



Foreword

“The NHS Thanet Clinical Commissioning Group is responsible for the planning and funding of NHS health services for the people of : Ramsgate, Margate, Broadstairs and surrounding areas.”

This is the fifth annual report produced by NHS Thanet Clinical Commissioning Group (CCG). It reflects on 2017/18 and includes an overview of the CCG's governance arrangements and progress against financial and operational targets.

If you would like to find out more about our ambitious plans, then you can read about these in our Annual Operating Plan, published on our website.

If you have any questions or feedback, please get in touch – we are always happy to hear from you.

 @ThanetHealth

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Performance Report

This section of the report provides information on the purpose and activities of the organisation. It details our main objectives and our principal risks.

Performance Overview

This overview is designed to provide a short summary of the purpose of the organisation, the key risks to the achievement of our objectives and how we performed during 2017/18.

Statement from the Accountable Officer

Partnership working has been a strong theme throughout the year as we build a future health system that we can all be proud of and that provides the best care to all our patients.

The need to transform local services is clear, so we can bring about fundamental changes to how we deliver and how patients use health and care services.

This level of change is not something that can be developed by us alone and that is why working with our partners in health, social care and the wider community on designing future services is so important. Our GPs and colleagues in general practice have provided a strong foundation for developing local care with our partners, which can provide tailored support for patients and help them stay healthy and independent.

Our hard work at fostering relationships has been recognised in a 360 degree survey with our stakeholders, which had some positive headline figures and has given us clear areas for development. This year we have joined with the other CCGs in Kent and Medway to work towards developing a strategic commissioner function with a shared single senior management team and one Accountable Officer.

Making strategic commissioning decisions across multiple CCGs will provide consistency and reduce duplication - it will help improve services for patients by reducing variation in quality and access to care and will drive up standards across all providers.

The four east Kent CCGs (NHS Ashford, NHS Canterbury and Coastal, NHS South Kent Coast and NHS Thanet) have also established a joint committee to consider the future of urgent, emergency and acute medical care including specialist services, and planned orthopedic care, in east Kent. As part of this, we reached out to hundreds of people through six listening events across the area to further develop our thinking. This is a crucial part of our early work and will help inform the next stage of evaluation before formal consultation begins.

Our partnership working with other parts of the NHS has stretched to London and Sussex as we seek to create improved stroke services for our patients.

Clinical commissioning groups in Kent and Medway, parts of south London and East Sussex held a total of 28 public events as we collectively talked with our populations about how to improve services by setting up hyper acute stroke units. All the feedback received will be considered by the ten CCGs who are represented through the joint consultative committee for stroke.

We are also working on great improvements in our local area. For example, we've been granted £2.5 million towards developing Bethesda Medical Centre into a state-of-art facility, with enough consulting rooms for GPs and nurses to provide care for up to 32,000 patients. There will be clinics for physiotherapy, audiology, ophthalmology, ultrasound and minor surgery for patients from Margate and beyond. There will be space for GPs, nurses, community and mental health professionals and voluntary organisations to work together, as well as space for training which patient groups could use in the evenings and at weekends.

We've also seen improvements in mental health services. By working in partnership with other CCGs in Kent and colleagues in Kent County Council's public health team, we have developed a much improved service specification for children and young people's emotional wellbeing and mental health services. From September 2017, children and young people who need support have benefited from a more joined-up service under an innovative new contract run by North East London NHS Foundation Trust.

We cannot however ignore the huge challenges the CCG and the wider health and care services have faced over the past year and these have been described throughout this report.

As we look towards the future we will continue to build upon our local care story, offering more high-quality services to patients, and working with our provider partners to support them to achieve the NHS constitutional standards whilst recovering a system-wide financial position that is in deficit and building resilience into our workforce, our estate and the care we aspire to deliver.

Glenn Douglas
Accountable Officer
25 May 2018

Purpose and activities of the organisation

Clinical Commissioning Groups (CCGs) are statutory NHS organisations made up of GP practices from the local area. The CCG was established in April 2013 under the Health and Social Care Act 2012 as a body corporate. The CCG has responsibilities for commissioning services to meet the healthcare needs of the local population. This includes the following services:

- Community health services (except where part of the public health service)
- Elective hospital care
- Healthcare services for children including those with complex healthcare needs
- Healthcare services for people with learning disabilities
- Healthcare services for people with mental health conditions
- Maternity services
- NHS continuing healthcare
- Older people's healthcare services
- Rehabilitation services
- Urgent and emergency care including Accident and Emergency, ambulance and out of hours services
- Wheelchair services

With effect from 1 April 2017, the CCG took on delegated responsibility, from NHS England, for the commissioning of primary medical health services (also known as general practice). Under the delegated arrangements, NHS England continues to hold GP contracts, but the CCG has become responsible for the day-to-day management of these.

Although the CCG does not commission pharmaceutical services, we are responsible for the costs of prescriptions written by local GPs. We do not commission dental services or sight tests. Specialist health services, such as secure psychiatric services, continue to be commissioned by NHS England.

The CCG is required to have a governing body which is made up of elected clinicians and lay (independent) members who "run" the CCG on behalf of the membership. The governing body is responsible to the practices for planning healthcare services that our patients require.

For details of staff numbers and their composition, refer to the detail within the remuneration report on page 49.

During the course of the year the CCG spent £238.939 million to deliver healthcare services for the population of the CCG area.

The vast majority of the CCG budget was spent on care provided in a hospital. Other services such as specialised care, the healthy child programme and primary care (GPs, pharmacy and optometrists) were paid for by NHS England. Kent County Council commission's public health services, such as sexual health, stop smoking and healthy weight programmes.

Compared to the national average, residents within the CCG area are generally in worse health than the England average and Thanet is one of the 20% most deprived districts in England, but we understand that supporting people to improve their health, preventing ill health and reducing health inequalities benefits the people involved, their families, the wider community, and the NHS. It improves the quality and length of people's lives and reduces the demand on our services.

Tackling health inequalities is both complex and not solely in our gift, however the CCG has a duty to reduce inequalities and has been working hard throughout 2017/18 with its partners and stakeholders through the Health and Wellbeing Board to develop plans that tackle health inequalities. The CCG's annual operating plans have been reviewed by both the local and Kent Health and Wellbeing Boards and reflect the Joint Health and Wellbeing Strategy. The Thanet Health and Wellbeing Board is chaired by the CCG's Clinical Chair, Dr Tony Martin, and the CCG's Accountable Officer is a member of the Kent Health and Wellbeing Board.

The role of the Health and Wellbeing Board is to create a forum where key leaders from the health and social care system work together to improve the health and wellbeing of their local population and reduce health inequalities.

NHS England Assessment

NHS England has a statutory duty to conduct an annual performance assessment of every CCG. The assessment is a judgement reached by taking into account the CCG's performance in each of a range of indicator areas over the full year and balanced against the financial management and qualitative assessment of the CCG's leadership. This assessment is known as the *CCG Improvement and Assessment Framework*. The framework covers a range of indicators within four key domains:

- Better Health
- Better Care
- Sustainability
- Leadership

In addition, the framework focuses on six clinical priority areas; cancer, dementia, diabetes, learning disabilities, maternity and mental health.

The results of this assessment are published on the My NHS website; <https://www.nhs.uk/mynhs>

During 2016/17 the CCG was rated "good" overall, although assessments in progress within clinical priority areas highlighted areas for improvement; with particular focus on cancer, dementia and mental health. The results for 2017/18 have not yet been

published but given the CCGs has not managed to deliver its required 1% financial surplus and some emerging areas in leadership and governance highlighted as “requiring improvement” by an independent governance review, the 2016/17 rating is not expected to be maintained. Recovery plans have been drafted and actions to address leadership and governance gaps have already been taken.

Our vision and values

As a CCG, we want to build a local health system that works together, delivers clinically safe and effective services for the public in a timely manner, offers value for money and raises the quality of patient care. A key part of our strategy is to develop and deliver a new model of integrated care that is “wrapped around” individual patients, rather than being provided in a piecemeal way to the preferences of the different organisations providing care. Care will therefore need to be integrated to incorporate health, social care and voluntary sector services in a much more joined up way than ever before.

Improving care and developing more integrated patient pathways will add value to patient experience, improve outcomes and save money which can be reinvested elsewhere into the care system.

We have identified six service delivery workstreams and 2 enabler workstreams to move us to move towards achieving our strategic goals. These are:

Service delivery workstreams

Children and young people services: Tackling demand for mental health services for children and young people by improving general emotional wellbeing. Ensuring appropriate linking of children’s services with the integrated all age neuro-developmental pathway. Improving perinatal mental health and crisis services.

Integrated community care including urgent care: Care transformation across Kent and Medway aims to improve health, support independence, and reduce reliance on hospitals through transformation and integrated health and social care. The model of care will prevent ill health, intervene earlier and deliver excellent integrated care closer to home.

Integrated planned care: Local care across Kent and Medway will include hospital transformation to optimise capacity and quality of specialised, general acute, community and mental health beds.

Learning disabilities: Kent and Medway CCGs will refresh the Transforming Care Plan to ensure the new care pathway and new ways of working in the community (supported by integrated LD Commissioning arrangements) are embedded. Thanet CCG is fully engaged in the delivery of this programme to ensure people with learning disabilities have improved access to healthcare (which is delivered in the community rather than a hospital) and reduced premature mortality.

Maternity services: Commissioners will work with colleagues and providers across the STP footprint to develop a Kent and Medway wide service specification, working collaboratively on service improvement and transformation in line with the recommendations made within the National Maternity Review (Better Births - 2016).

Mental health: A Kent and Medway wide vision and framework for the delivery of improved mental health services will see delivery of out of hospital services which focus on the promotion of wellbeing and reducing poor mental health

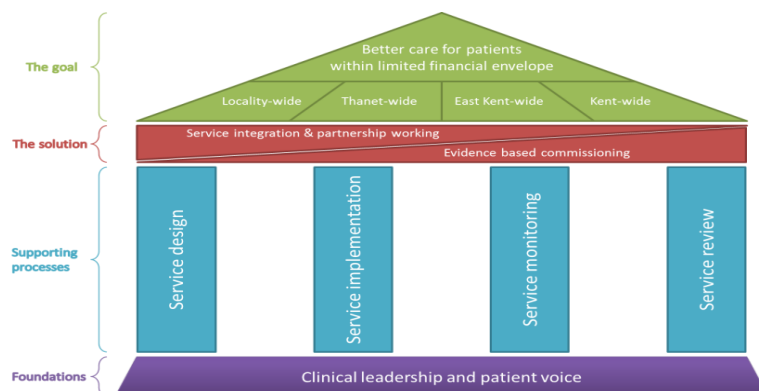
Enabler workstreams

Integrated Accountable Care Organisation: New ways of working across Kent and Medway will mean people's needs and aspirations are met through flexible NHS and social care provision. Local Care will be transformed through the integration of primary, community, mental health and social care and re-orientate some elements of traditional acute hospital care into the community.

Primary Care: Primary care, particularly general practice, is facing significant challenges nationally and these are mirrored within Thanet. These include a growing and ageing population with increasingly complex needs; changes in patient expectations, workforce pressures, financial pressures and the fitness for purpose of premises. Thanet CCG has developed a Primary Care Strategy and a General Practice Forward View Plan which sets out the CCG's vision for primary care and how it will be delivered over the coming two years.

The Thanet vision is a service that integrates health and social care, built on the model of four Primary Care homes. The delivery plan aims to improve quality of care, reducing variation, and improving access for patients. It sets out how the CCG will engage patients to improve capacity and capability, through the development of a multi-skilled workforce, utilisation of digital technology and ensuring that premises are fit for purpose, so that primary care can be sustainable over the coming 10 years and beyond.

In achieving transformational change we will continue to draw on our patients' views and use robust needs assessment in identifying our priorities. The commissioning and redesign of services will be informed by effective clinical engagement, recognised best practice, and performance data analysis, in a context of an absolute requirement for improving the health and social care outcomes and system sustainability.



We are committed to working with local hospitals and other organisations to make sure that every patient has a positive experience of healthcare. The quality, safety and compassion of the care provided are of paramount importance to us and form the cornerstone of all our work.

We are committed to working with our providers to ensure that patient rights set out in the NHS Constitution are honoured. These include the right to choose your hospital, to be treated within the maximum waiting times, to be treated with dignity and respect, putting mental health on a par with physical health and for any complaints to be investigated properly.

The lay member – registered nurse, the Governing Body and the Quality and Operational Leadership Team continue to work to ensure that the services the CCG commissions are safe, clinically effective and provide an excellent experience for our patients. In commissioning and performance-managing providers, we take a vigilant, zero-tolerance approach to breaches of quality and safety.

We encourage our patients to recognise their responsibilities for their own health, including taking steps to maintain their good health and wellbeing, registering with a GP practice, following courses of treatment they agreed to, treating NHS staff and other patients with respect, using services responsibly and giving feedback about treatment in our services.

The priorities set out in our 2014-19 Strategic Commissioning Plan were developed in consultation with local residents and informed by Kent County Council's Joint Strategic Needs Assessment (JSNA), the local health and wellbeing strategy and national policy. Each priority was led by a GP clinical lead and supported by a team of commissioning staff. Patient and public views were incorporated in both the setting of these priorities and as the work programme emerged, which ensured that a patient and clinical perspective was at the core of every discussion and decision.

Our vision and goals within our plan have not been developed in isolation and reflect the broader strategic context in which we operate as statutory bodies. There are a number of external factors and influences, plus national requirements on which we are mandated to deliver. Much of the basis for the government's mandate to NHS England is the NHS Outcomes Framework which describes five main categories of better outcomes demanded from local services. Our ambitions will always be focused on delivering the outcomes in these domains.

Our priorities also dovetail with the Kent Health and Wellbeing strategy, and we aim to ensure:

- Every child has the best start in life
- People take greater responsibility for their own health
- The quality of life for those with long-term conditions is improved with quality care and support
- Those with mental ill health are supported to live well
- People with dementia are assessed and treated earlier.

Key risks to the delivery of our objectives

To make it more likely that we achieve these objectives we practice 'risk management' identifying risks to their achievement and then developing plans to reduce the likelihood or impact of these risks occurring. During 2017/18, the most significant risks identified were:

- The CCG has reduced assurance around meeting its constitutional targets surrounding RTT
- The CCG does not have assurance around meeting its constitutional targets for A&E
- The CCG may not hit its financial statutory target
- The CCG does not have assurance that SECamb is able to meet its statutory requirements
- Primary Care infrastructure across the CCG could be destabilised to a critical point due to multiple GP and Practice Nurse vacancies

At each meeting of the Governing Body, key risks to the achievement of our objectives are reviewed, together with the actions we have place to address the risks. The Governing Body then determines whether any further action is required to address these risks.

Monitoring

The CCG monitors providers' performance through monthly quality and performance meetings, and reviews the CCG's progress toward delivering these targets through the monthly Quality and Operational Leadership Team with quarterly reports to the Governing Body. The CCG collects and monitors performance data through national statutory reports submitted by providers to NHS Digital and through data flows compiled by the Commissioning Support Unit (CSU) and made available through a data warehouse accessible by the CCG. New standards are discussed and data collections planned through provider technical meetings, and monitored through performance meetings. The CCG has an in-house analytical team tasked with ensuring new data flows not provided through the CSU are collected and included in the Integrated Quality and Performance Report which is delivered monthly to clinical and executive leads through the performance and delivery committee and quarterly through the Governing Body.

Performance Summary

Constitutional Standards

This section provides a summary of our performance against the NHS Constitution Standards during 2017/18, and provides a commentary against these.

Progress against constitutional targets							
NHS Outcome Framework	Data Level	Indicator	Latest Data	Target	YTD	Trend	Actions being taken to return to target
CANCER							
1	Thanet	GP referral to first outpatient appointment <2 weeks	Mar 18	93%	94.48%		* Kent Cancer Alliance activities: - Prioritising key workstreams to spend the £700k transformational funding - likely to focus on stratified breast pathway for living with and beyond cancer and earlier diagnosis of lung and prostate cancer. - Continue to embed the Early Diagnosis and Living With and Beyond Cancer programmes. * Local focus on urology which is where the majority of breaches are occurring: - EKHUFT urology department streamlining its pathways. - NHSI are continuing to work with EKHUFT on the urology pathway, the next step being to agree a demand and capacity model. - New urology staff recently recruited at EKHUFT being employed to address demand. * CPN meetings continue, where each meeting focuses on a particular tumour site group with a detailed review of recent breaches. * NG12 NOUS providers and NG12 forms due to go live in June. * Practice visits to those practices with low screening uptake with support and guidance offered to staff.
1	Thanet	Breast symptoms (where cancer was not initially suspected) GP referral to first outpatient appointment <2 weeks	Mar 18	93%	88.25%		
1	Thanet	Diagnosis to 1st definitive treatment for all cancers <31 days	Mar 18	96%	95.09%		
1	Thanet	Subsequent treatment (surgery) <31 days	Mar 18	94%	91.74%		
1	Thanet	Subsequent treatment (anti-cancer drug regime) <31 days	Mar 18	98%	96.10%		
1	Thanet	Subsequent treatment (radiotherapy) <31 days	Mar 18	94%	94.69%		
1	Thanet	Urgent GP ref to 1st definitive treatment for cancer <62 days	Mar 18	85%	68.77%		
1	Thanet	Referral from an NHS screening service to first definitive treatment <62 days	Mar 18	90%	92.16%		
1	Thanet	Cons Upgrade to 1st definitive treatment (all cancers) <62 days	Mar 18	0%	78.57%		
REFERRAL TO TREATMENT							
3	Thanet	Incomplete RTT pathways <18 wks from Ref (total)	Mar 18	92.0%	76.6%		* East Kent commissioners and providers are undertaking a review of demand and capacity for planned care across east Kent * Roll out tiers of care programme reducing the number of patients referred on an RTT pathway (Rheumatology, Cardiology, Respiratory, Ophthalmology and Dermatology). * Further embed use of advice and guidance services and e-referrals * Continue to deliver care navigation * Roll out referral support tool and develop peer support through localities within each CCG. * Working group to jointly model demand and capacity with EKHUFT and understand any data quality issues. * Specialty and IP/OP demand and capacity modelling * Plan temporary and permanent theatre deployment and open temporary theatres * Work to improve effectiveness of existing pathways (including outpatients, theatres and beds) and identify priority specialties on the basis of need and opportunity (gynaecology, general surgery and orthopaedics)
3	Thanet	Service Users on incomplete RTT pathways waiting 52 weeks + from Referral	Mar 18	0	39		
AUDIOLOGY PATHWAY							
3	Thanet	Completed RTT pathway (excluding ENT) < 18 weeks	Mar 18	99%	99.9%		Meeting target in 2017/18
DIAGNOSTIC WAITING TIMES							
3	Thanet	Diagnostic tests within 6 weeks (total)	Mar 18	99%	99.4%		Meeting target in 2017/18
IAPT							
	Thanet	Access	Mar 18	15%	22.3%		Meeting targets based on last 2 quarters of 17/18 with some variation in performance in month.
	Thanet	Recovery	Mar 18	50%	50.1%		
	Thanet	RTT 6 Weeks	Mar 18	75%	77.4%		
	Thanet	RTT 18 Weeks	Mar 18	95%	99.8%		
DEMENTIA							
	Thanet	GP Register Dementia Diagnosis Rate	Mar-18	66.7%	62.0%		* Thanet's Clinical lead for Dementia continues to work with practices with a low diagnosis rate to encourage improvement in line with the rest of Thanet practices. * A joint dementia pathway is being developed across east Kent. * The Enhanced Frailty Scheme in Thanet is being developed to encourage better tracking of care plans for frail patients, of whom a large proportion will be diagnosed with dementia.
EIP							
	East Kent	Early Intervention in Psychosis	Mar-18	50.0%	82.0%		Targets based on east Kent performance due to small numbers in each CCG area. East Kent has performed above the national target.
URGENT CARE							
3	EKHUFT	% A&E attendances where Service User was admitted, transferred or discharged within 4 hrs of arrival at A&E	Apr 18	95%	76.9%		* East Kent Commissioners and Providers are undertaking a demand and capacity review for urgent care * The ART service continues to provide a more effective response to support patients at home who would otherwise be admitted to hospital. * The Local Care model is being rolled out in Thanet to facilitate more proactive care for patients who are frail or at high risk of admission to hospital through the continuation of the enhanced frailty scheme and the establishment of Primary Care Home MDTs. * Whilst SECamb generally performs well in Thanet and better than the national average, performance is monitored closely each month, with a specific focus on handover delays at QEAM which have improved in the last quarter of 2017/18.
3	Thanet	Category 1 - Life-threatening - mean	Mar-18	7 mins	00:06:11		
3	Thanet	Category 1 - Life-threatening - 50th centile	Mar-18	15 minutes	00:07:45		
3	Thanet	Category 2 - Emergency standard - mean	Mar-18	18 mins	00:12:48		
3	Thanet	Category 2 - Emergency standard - 50th centile	Mar-18	40 mins	00:21:11		
3	Thanet	Category 3 - Urgent	Mar-18	120 mins	01:57:00		
3	Thanet	Category 4 - Non urgent	Mar-18	180 mins	03:16:46		

Performance Analysis

This section provides additional detail, including information about how performance is measured and a more detailed integrated performance analysis.

Finance

Based on the draft accounts, the CCG has performed as follows with regard to its statutory duties:

Expenditure not to exceed income

The CCG's total income comprises the revenue allocations that it receives from NHS England together with any operating revenue. Allocations were received in the sum of £238.984m. The CCG incurred operating expenditure of £239.098m and received operating revenue of £0.159m leading to a surplus of £0.045m.

Expenditure on administration costs (Running Costs) not to exceed the limit set by the Department of Health

The CCG was given a running cost ceiling of £3.092m and the actual expenditure amounted to £3.091m.

Expenditure on capital items not to exceed the limit set by the Department of Health

The CCG did not receive any capital allocation in 2017/18 and did not incur any capital expenditure.

Better Payment Practice Code

The Better Payment Practice Code requires the CCG to pay all valid invoices by the due date or within 30 days of receipt, whichever is later.

At the end of the financial year, the cumulative percentage for non NHS invoices is 97.1% by number and 97.5% by value. The performance in relation to NHS invoices is 97.8% by number and 99.4% by value. Both performance measures are above the 95% target.

Sustainable Development

We appreciate that the most successful organisations are those that can implement and sustain effective improvement initiatives leading to increased quality and patient experience at lower cost.

Using the NHS Standard Contract, we require our providers to state how they are supporting sustainable development. The CCG is engaged, through the Health and Wellbeing Board and other local agencies, with resilience planning and creating a secure infrastructure that will help the local community remain sustainable when faced with sudden or disruptive events.

Internally, within the CCG, we have reduced our reliance on printed meeting papers; all of our committee and Governing Body papers are now published via secure electronic system meaning they no-longer need to be printed.

We are also using electronic and social media to raise awareness; we have worked with other east Kent CCGs to develop the Health Help Now, the mobile optimised website and app for Kent and Medway, which help people find the right treatment for

their symptom and avoid A&E. As of 26 April 2018, the website had been used over 343,000 times, and the associated downloadable app (available on Google Play and the App Store) had been used over 73,000 times.

The CCG remains committed to minimising waste. This commitment includes an ongoing public communications campaign aimed at reducing medicines waste, which is a significant cost pressure on the CCG. We also encourage a paperless office and other waste reduction and recycling initiatives such as food waste bins in offices.

We will continue to develop plans to assess risks, enhance our performance and reduce our impact. We will ensure the CCG complies with its obligations under the Climate Change Act 2008, including the Adaptation Reporting power, and the Public Services (Social Value) Act 2012. We will focus on how we can encourage our staff to adopt sustainable habits personally; and we will review how, as an organisation, the CCG can adopt sustainable approaches to its business. We are also setting out our commitments as a socially responsible employer.

Improve Quality

The CCG has a statutory duty to improve the quality of the services it commissions, and continues to place quality at the centre of discussions with providers. We make our expectations clear to our providers and closely monitor their performance against key quality standards.

Provider organisations from which we commission care – including acute, community, mental health and general practice - are required to meet essential standards of quality and safety, as defined within the Care Quality Commission (CQC) standards, and as commissioners we set quality requirements in addition to these. We work closely with these organisations, monitoring compliance with standards throughout the year and providing challenge and pro-active support where standards are not as expected or required and support them in driving their standards to the highest possible level.

The Governing Body, the Quality Committee and the chief nurse work to ensure that the services the CCG commissions are safe, clinically effective and provide an excellent experience for our patients.

We have detailed contracts with the providers from whom we commission care. We carefully monitor their performance against a range of measures which include patient experience, patient safety and clinical effectiveness.

The Commissioning for Quality and Innovation (CQUIN) payment framework ties part of a provider's income to quality and innovation requirements. These requirements - known as CQUINs - cover a whole range of areas, including training to ensure that staff receive the updates they need, and Friends and Family test results that look at patient experience and satisfaction.

The Quality and Operational Leadership Team have met throughout the year and in addition we have held training days for the members of the Quality Committee and the quality team.

The CCG plays an active role in the Kent and Medway Quality Surveillance Group. This group brings together the different parts of the health system to share information. It is a pro-active forum for collaboration, providing the health economy with:

- a shared view of risks to quality through sharing intelligence
- an early warning mechanism of risk about poor quality
- opportunities to coordinate actions to drive improvement, respecting statutory responsibilities of, and on-going operational liaison between, organisations.

As a commissioning organisation the CCG plays an active role in these groups to ensure good practice is spread, lessons are learnt, poor practice is challenged and recovery plans are monitored.

In order to inform the Quality Surveillance Group and assure our governing bodies on the quality of care commissioned we have continued a schedule of “quality visits” to our main providers of healthcare. These visits have provided valuable opportunities to see services operating in real time from both a patient and provider perspective. The information gained from these visits has been shared with providers as well as being fed into the CCG’s planning team so that we can enhance commissioned services and pathways to ultimately improve a patient’s experience and quality of service received, while working collaboratively with providers to ensure changes are sustainable.

We take a vigilant, zero-tolerance approach to breaches of the quality and safety of all our commissioned services and, led by our lay and independent members, have continued to adhere to a whistleblowing policy and procedure that sits outside of the management structures and provides independent overview and scrutiny while still affording individuals with the appropriate measures to ensure they feel able to raise issues without fear of reprisal in any form.

It is a priority for the CCG to work with the local health and social care economy across Kent and Medway and wider to address aspects of patient safety and ensure that lessons learnt are embedded in order to prevent harm as well as being shared across the system, we also have encouraged learning from where things have gone well. It is recognised that there are risks on individual risk registers that are system wide risks and require a system approach. The local health and care economy recognises the need to implement an approach to jointly manage risks with all relevant internal and external stakeholders, and to be clear about our respective risk appetite for new and innovative approaches to delivery in the context of financial and other constraints.

During the coming year, the four east Kent CCGs will be working more collaboratively with each other and the providers they commission to gain assurance and drive improvements in quality, outcomes and experience for our patients. Whilst we recognise some of this will need to be delivered on a large footprint we also recognise that the approach will need to be tailored in each of the four CCGs in order for it to meet the local care needs. We are committed to sharing our resources, being open and transparent in our approaches but focused on achieving safe and effective care for our population.

Primary Care Commissioning

The CCG, through delegation from NHS England, became responsible for the commissioning of primary medical (GP) services from 1 April 2017. To exercise this responsibility, the CCG established a Primary Care Commissioning Committee and a Primary Care Operational Group as well as recruited a primary care commissioning team to undertake this work. The CCG continues to work hard to maintain the confidence of our GP Practices to undertake this role whilst growing our knowledge and skills of delegated commissioning.

Every GP practice of the CCG has been inspected by the Care Quality Commission (CQC) and over the last year has received at least a 'Good' rating. The CCG nursing and quality team has worked closely with practices that had areas that required improvement, with support focused on practices to strengthen areas such as safeguarding, infection control, incident reporting, workforce development and patient engagement.

The CCG continues to develop our GP premises knowledge and over the last year we have reviewed all premises to ensure they comply with minimum standards listed in the national Premises Costs Directions 2013, meet requirements for infection prevention control and a number of practice rent reviews have been progressed. The CCG has also worked closely with Thanet District Council to secure health contributions from all proposed housing developments and have produced an estates strategy which sets out how health investments will be utilised. The CCG was successful in securing both ETTF (£2.8m) and STP (£2.5m) funding for the proposed extension to the Bethesda Medical Centre to provide the Margate Hub, and £0.720m in ETTF funds for the pre-project work in relation to the proposed new Broadstairs Hub development at Westwood Cross.

In the last year the CCG has been delegated additional commissioning responsibilities from NHS England including the Violent Patient Scheme, Translation Services, Clinical Waste as well as the In and Out Season Management of Flu and Schemes for patients who are registered in places other than where they live.

The NHS landscape continues to evolve with the Kent and Medway Sustainability Transformation Plan (STP) continuing to drive forward a system wide approach to developing local care models across Kent and Medway. This is at a time when

primary care is trying to respond to and implement new initiatives and ways of working set out in the GP Forward View including improving access to GP Services. During the last year the CCG has seen the number of practices remain stable at 14. The CCG is also exploring opportunities for further collaborative working across east Kent.

Engaging people and communities

NHS Thanet Clinical Commissioning Group (CCG) recognises that listening to and acting on what matters to local people is key to the delivery of our commissioning intentions and plans.

We have a champion for Patient and Public Engagement (PPE) in Clive Hart, lay member on the Governing Body. He has introduced several ways to strengthen the involvement of patients, and carers, our partners in the voluntary and community sector as well as the wider public. He has continued to meet patients through the Patient Participation Groups (PPG), both at their practices, and through the PPG chairs who attend the Thanet Health Reference Group, and with individual patients and carers who attend the Esther cafes.

The lay member for PPE is part of several strategic committees and planning groups, such as the Kent and Medway Patient and Public Advisory Group (PPAG), to advise and inform the engagement and communication needed so that local people can be actively involved in the planning, development and delivery of the wider Kent and Medway Sustainability and Transformation Plan to deliver the five year forward view set out by NHS England to transform health and social care services. This also ensures a join up between the grass roots discussions at a local level and makes sure the work feeds into the more strategic plans. Each member of the PPAG has joined one of the main workstreams and Clive Hart is on the communication and engagement workstream. <https://kentandmedway.nhs.uk/stp>

This year NHS England has assessed all CCGs on involving patients and the public as part of its statutory annual assessment of CCG performance. The assessment covers the ten key actions listed within the guidance, and involves a desktop review of each CCG based on the information in their:

- Corporate Annual Reports
- CCG websites
- Documents and information published on CCG websites

We are very pleased to announce that our first assessment has rated the CCG as Good, across the five domains and criteria used. There is now a period of challenge allowed, and the full list of CCGs and their scores will be published shortly on the My NHS website as part of the suite of CCG IAF indicators.

Patient Participation Groups (PPGs)

Every GP practice has a Patient Participation Group who can support their practice in a number of ways, assisting it to:

- Be responsive to patients experience to improve quality of care
- Plan for service delivery
- Support local patients to maintain their health and wellbeing.

Thanet Health Reference Group

The Clinical Commissioning Group has regular discussions with representatives from GP practice PPGs on the broader issues involved in planning, designing and paying for health services. The group meets every two months to discuss individual commissioning priorities, review engagement plans and contribute to the consideration of services by the CCG.

This year the health reference group have looked at:

- Local Care and Primary Care Homes
- NHS 111 and the out of hours service
- Sustainability and Transformation Plan (STP) and the work of the Patient and Public Advisory Group (PPAG)
- Prescribing changes proposed in primary care
- Kent and Medway Stroke Consultation
- PPG Support from Healthwatch Kent
- Thanet GP Patient Survey Report

Esther Cafes: learning from local patients and carers

The Esther model originates in Sweden, and was developed about 10 years ago. Esther was a real person who became unwell with serious heart failure and was admitted to hospital.

There were delays in diagnosis, treatment and care planning. Overall the experience that Esther had was not good and somehow typical of a lot of patients and service users. The health and social care staff involved in Esther's care recognised that there was a different way of doing things that would lead to better outcomes, higher quality care and efficiency.

In developing this alternative model of learning from patients and carers, the patient Esther, whose experience inspired this new thinking, was remembered and the name 'Esther' was applied to any patient or service user who might find themselves in a similar situation. Esther can be female or male, old or young; they are simply people who need care and attention from more than one health and care provider. Under the Esther model clinicians and care professionals ask "what is best for Esther?" to ensure person-centered care. User involvement is integral to the model. Under this model Esther has the right to:

- Be involved in his or her own health and social care
- Access to good care in or near their own home
- An individual care plan which is updated regularly
- Equal treatment regardless of where his or her home is situated
- Experience all relevant health and social care providers as one service

Working with the Esther Model

Under the Esther model it is recognised that to deliver good care there is a need for all health and social care providers to collaborate seamlessly across organisational borders. Staff work towards this ensuring that Esther always experiences safety and independence, living as independently as possible and supported by their network.

Key to developing the quality approach that underpins the Esther model are Esther Improvement Coaches, who are specially trained dedicated members of staff, in a range of job roles and grades. The coaches support the development of other staff across organisational and professional boundaries and create a culture of continuous improvement and sustainable development – always asking “what is best for Esther?”

So far six Thanet staff have been trained as coaches and we have held four Esther cafes – informal events where local patients and carers share their experience of services over tea and talk through what improvements they feel would help them.

To find out more watch this film https://www.youtube.com/watch?v=9djk_MD18Pc

The Health Network

Thanet Health Network is a virtual group of 557 patients, carers and members of the public recruited against the Thanet population profile through a recruitment drive on the streets, at markets and school fairs with a smoothie maker stall, and promoted through the Thanet District Council and the local VCS networks. More than 150 organisations, mainly community and voluntary groups, are also part of the network.

Regularly throughout the year we share opportunities for them to be involved through surveys, attending discussions, sharing their experiences of different services or commenting on plans and proposals. In this way feedback from the network helps the CCG decide how local health services are planned and designed.

Anyone who becomes a member is given the opportunity to participate as often or as little as they like. This year, views have been sought on: the Kent and Medway and local sustainability and transformation plans, on suggested changes to prescribing in primary care, the consultation on stroke services as well as diabetes. They receive a regular monthly bulletin updating them on the actions taken by the CCG in light of their input and other commissioning plans and activities; and also the quarterly patient newsletter.

Engagement activities which support the commissioning cycle



Courtesy of The NHS Information Centre for health and social care. Full diagram available at: www.ic.nhs.uk/commissioning

Six "Listening Events" were held in east Kent locations during June and July to help further develop plans to improve health and care in the area.

The events focused on the work being developed to improve the range and quality of NHS services available in local communities and GP practices, and how the hospital services will be organising to make the most of their skilled teams.

These events provided an opportunity for people in Thanet to find out more about

local plans, and 70 provided their feedback and views, as well as asking questions about these developments, including the hospital care workstream of the Kent and Medway STP. In east Kent the STP is focusing on urgent and emergency, acute medical and elective orthopaedic services; and stroke and vascular services across the whole of Kent and Medway. These services have been assessed as most in need of change to make sure they consistently meet national quality standards.

Themes we have heard and acted upon:

- "In principle the ideas are good, but we have a few concerns about the capacity to deliver in terms of workforce and cost."
- "Move faster 2019 is too long". "The stroke review is taking too long to act"
- "Integration is welcomed, we like seeing the partnership working, and we want the Voluntary and community sector to be part of the plan"
- "It is important to retain personalised care"

Everything was written up and sent to independent analysts who reported on their findings, which is being used to shape the plans of the programme board and the work streams as they develop more detailed plans.

Engagement staff and volunteers have also been attending local community events such as Thanet Pride, late night shopping, farmers markets and country fairs to share

the developments with a wider audience – sharing copies of the STP newspaper and case for change.

The full report is on the both the CCG website and the STP website

<https://kentandmedway.nhs.uk/latest-news/new-reports-published-listening-engagement-events>

East Kent contributes to two national consultations on changes to prescribing guidance for primary care.

A brief engagement exercise was undertaken across east Kent from August to October to publicise the national prescribing guidance consultation, and collect the views of local people in east Kent. A document was produced in plain English to explain the proposals and give people sufficient information to respond. The document also promoted the national consultation and gave links to it for those who wished to understand the detailed proposals.

Five thousand copies were distributed in GP practices and pharmacies across east Kent, together with hard copies of the survey. The survey was also available online on the CCG website, and was promoted through banners on the home page, a news item and press release. The consultation and survey were promoted, and demonstrated at local patient reference groups including PPG chairs. Participants were asked to cascade the link to their social and professional networks. Emails with the information documents and links to the survey were sent to the health network, regular patient groups and community networks. Partner organisations within those networks, such as Healthwatch Kent and Red Zebra, were asked to promote and cascade the information through their volunteers and networks.

The survey ran between 11 September and 2 October 2017. In total 378 survey responses were received, 288 via the online survey and 90 as paper-based responses posted to the Freepost address, postmarked within the deadline. Seventy-nine per cent of survey respondents (299 out of 378 people) gave information on where in east Kent they came from. There was strong support for the proposal to restrict prescription of medicines for minor ailments or illnesses which are widely available over the counter in shops and pharmacies: 86 per cent of the 361 people who gave their opinion strongly agreed or agreed with the proposal and only four per cent strongly disagreed. More than 80 per cent of respondents (300 people) supported NHS England's suggestion to change prescribing guidance for medicines that can be dangerous, or ineffective. When considering the impact such a change might have, 90 per cent of respondents agreed they would find it very easy or fairly easy to find over the counter medicines, and 89 per cent would find buying these easily or fairly affordable.

Our medicines management team drew on the full report of the engagement, with analysis of feedback, to inform their formal submission to the two national consultations.

System transformation

In east Kent, we are looking at how local health and care services can be delivered in a more joined-up way. These will help people get care that looks after them as a whole person, rather than treating their different conditions separately. It will also mean people can get more care and support in their local community, with more services provided at some GP surgeries, community hospitals or other bases.

A 'Design by Dialogue' event was held on Thursday 22 March at Canterbury Cricket ground. Over 80 people joined NHS leaders and their partners in social care to discuss the healthcare questions and issues which they feel need improving.

The event was led by Caroline Selkirk, the new Managing Director for East Kent. The aim was to start a dialogue and generate a shared understanding of the challenges and opportunities we all face around health and care, and to start a way of working that ensures collective action can make a positive difference to the health and care of people across east Kent.

All the views, questions and comments are currently being typed up and a short feedback bulletin/newspaper will be produced by the facilitating group: Public Engagement Agency.

This will be followed up by seven locality events as part of the wider engagement towards developing proposals for changes across health and care system.

Kent and Medway Children's Summit

As part of the STP, a Kent and Medway Children's Summit, involving all the local health and care leadership, was held at the end of September 2017.

Three short films were shown to involve and evidence the real experiences of children services. These films were of parents sharing their positive and less positive experiences, to help attendees understand what it's like to be in a "system".

As a result of this the leaders attending the summit agreed that a year of action 'the year of the child' (April 2018 – March 2019) was needed in Kent to improve the support offered to children and their families and address the findings from the Royal College of Paediatrics. The Royal College has published a report which said that services were fragmented and too disparate without integrated pathways of care.

To start this, the Royal College is facilitating a collective process where all providers work together to improve the connectivity across services for children and their families; and increase the understanding and integrated working across services. This work began with integrated workshops in January 2018.

Stroke consultation

Ten clinical commissioning groups in Kent and Medway, parts of south London and East Sussex are leading a consultation on improving urgent stroke services.

Currently there are no hyper acute stroke units in Kent and Medway. The proposed new units would be staffed by specialist teams made up of consultants, therapists and nurses, offering specialist care 24 hours a day, seven days a week with access to brain scanning equipment and clot-busting drugs (thrombolysis). The units would have enough staff to review scans and provide thrombolysis swiftly, with consultant ward rounds at least once a day, seven days a week. People would be admitted directly to the unit avoiding waits in A&E, meaning patients and carers get fast, high-quality care and the information and support they need.

There were many ways in which people could be involved: by attending one of the 28 public events, completing an online survey, sending in their views by email or letter. There was a huge amount of information available via the STP and CCG websites, 98,222 leaflets have been distributed door to door and there are specific processes to ensure a representative sample of the public takes part in a telephone survey, there is outreach work through Healthwatch and the CCG engagement team to attend community meetings and events to capture views from as broad a range of the population as possible, and some specific work with groups who are known to be 'hard to reach' or are most likely to be affected by proposals. Hard copies of the consultation document, and summary have been distributed through GP practices, hospitals, libraries and community venues. Extra public meetings, and an extra week to the consultation, have been added to make the process as inclusive as possible.

So far 1,800 people have responded, all the feedback received will be typed up and shared with independent analysts who will collate and analyse the responses and this information will together with the clinical information and data be considered by the joint consultative committee before a decision will be reached.

Monitoring and Evaluation

Patient Transport Service

G4S took over the contract for delivering non-emergency patient transport against a new service specification which was informed by patient and public views and contains the [Kent Patients' Charter for Patient Transport.](#)

We thought it prudent to check with patients using the service to gauge their experience. Therefore, we ran a survey across Kent and Medway involving the health network, our partners in the voluntary sector and hospital staff who book the service for patients, to encourage people to tell us about their experience.

People who responded to the survey were generally positive about the staff providing the patient transport service, and most people had a satisfactory experience of their journey.

However, their answers flag up concerns about:

- transport arriving on time and getting them to and from appointments on time
- the appointment booking system
- whether eligibility criteria are being explained simply enough
- arrangements for people who have very short appointments (and who may experience long waits which could be avoided if ambulances waited for them)
- arrangements for carers and consistent application of the policy on carer travel
- overly long journeys
- knowing how to complain
- communication by the PTS team.

The actions taken as a result are: to improve the ways hospital staff have of alerting G4S to problems with the service on behalf of their patients, and the detailed way in which complaints and issues highlighted by patients and carers are reported to commissioners. G4S is also putting in place an action plan to address the serious issue of time keeping highlighted by patients: this will be monitored by commissioners in performance meetings.

Tiers of care survey

The east Kent CCGs' strategic vision for the prevention and management of long-term health conditions is to have integrated 'Tiers of Care' pathways across the area. This is to ensure that patients have continued access to combined services, including prevention for those at risk, diagnosis, management of complications, inpatient care and end-of-life care; with an aim of reducing both the current increasing prevalence of long-term conditions and the negative effects of these conditions on the lives of patients.

The intention is to shift the balance of how some of these services are delivered, so there is a more effective use of the expert staff in all of the tiers of care (set out below). This would mean that overall the NHS provides a more joined-up service closer to home for patients and their families.

- Tier one – primary care
- Tier two – community services/secondary care/GPs with a special interest
- Tier three – acute services

The first services to be piloted are rheumatology, respiratory and cardiology. The “Care Closer to Home” survey was developed with commissioners to evaluate service change. The first round of data collection will establish a baseline of patient experience of existing services, before any changes are implemented. A second survey will be run in six months’ time, once changes are made and new services are in place, to evaluate the impact in terms of patient experience of care delivered differently.

The survey was completed by patients while attending a variety of outpatient and follow up appointments from late October to December 2017. The survey was also available via an online questionnaire and a freepost address provided should patients prefer to complete it at home. The survey consisted of 17 questions focusing on the quality of service delivered, important aspects of their care and what (if any) improvements patients would like to see.

In total, there were 210 responses from patients across all three services in east Kent. In the main, patients are very happy with the current level of service provision and praised the professionalism and friendly attitude of staff. They also commended the information given and the time staff gave them to discuss issues such as medication.

When asked about improvements to the service, in cardiology the start time of the clinics were questioned.

In rheumatology, 53 responses were received. The majority of comments mentioned the punctuality of staff, and the waiting time in clinics. Another common theme was the amount the healthcare professional knew about their specific history, with some comments mentioning new or temporary staff knowing little about their state of health.

Thirty two people commented upon respiratory services. The most common theme was the waiting times for outpatient clinics and the length of time from referral to appointment bookings. Also notable was the dissatisfaction among respondents about how long they waited for test results. In rheumatology, 53 responses were received. The majority of comments mentioned the punctuality of staff, and the waiting time in clinics. Another common theme was the amount the healthcare professional knew about their specific history, with some comments mentioning new or temporary staff knowing little about their state of health.

Procurements

Children and Young people’s mental health services

In 2017 we concluded a yearlong piece of work with patients about mental health services for children and young people. More than 100 children and young people were involved by helping to define the standards they want from a new service. A

small group of six took part in the formal procurement process. Then more than 30 worked on creating an animated film.

<https://www.youtube.com/watch?v=GTUkQ31WUWc>

An interactive survey to promote and assist in evaluating the newly procured children and young people's mental health service went live in September 2017.

<https://www.surveymonkey.co.uk/r/FSVK89C>

Reducing health inequality

CCGs play a key role in addressing equality and health inequalities; as commissioners, as employers and as local system leaders, in creating high quality care for all.

The World Health Organisation (WHO) defines health inequalities as "differences in health status or in the distribution of health determinants between different population groups". There is clear evidence that reducing health inequalities improves life expectancy and reduces disability across the social gradient. Tackling health inequalities is therefore core to improving access to services, health outcomes, improving the quality of services and the experiences of people. It is also core to the NHS Constitution and the values and purpose of the NHS.

Avoidable health inequalities are – by definition - unfair and socially unjust. A person's chance of enjoying good health and a longer life is determined by the social and economic conditions in which they are born, grow, work, live and age. These conditions also affect the way in which people look after their own health and use services throughout their life. Addressing such avoidable inequalities and moving towards a fairer distribution of good health requires a life course approach and action to be taken across the whole of society.

The CCG has a statutory responsibility to reduce health inequalities, working with our Health and Wellbeing Board to do so.

Our programme management approach to commissioning for value ensures that the impact on addressing inequality is assessed when planning and commissioning local healthcare. All business cases for a new service require an equality impact assessment to be completed prior to approval.

We ensure that all of our staff receive Equality and Diversity training, and have designed this to ensure that it not only promotes equality and diversity within the workplace, but also raises awareness of equality within the local community – enabling all staff to gain a thorough understanding of the importance of considering equality during service design and commissioning.

Health and wellbeing strategy

Established and hosted by local authorities, health and wellbeing boards bring together the NHS, public health, adult social care, district councils and children's services, including elected representatives and Local Healthwatch, to plan how best to meet the health needs of their local population and tackle inequalities in health.

We are active members of the Kent Health and Wellbeing Board; the Board is required to publish a strategy that sets out how commissioners will be supported to plan and commission integrated services for their whole local community, and in particular for the most vulnerable individuals and the groups with the worst health outcomes.

The Board published the Kent Joint Health and Wellbeing Strategy 2014-2017 and reviews our operational plans on an annual basis to ensure that they are broadly aligned to the strategy, and will assist with achieving its aims. The Board has established a schedule of reviewing reports on specific outcomes from the strategy and considering them in detail, to provide assurance that the plans are delivering as intended.

During 2016/17, the planning guidance published by NHS England changed;

- a two-year planning cycle has been introduced
- plans now need to be aligned to the Sustainability and Transformation Plan
- plans for the coming year now need to be published by the end of December rather than the end of March

These changes have led to the system acting in a much more coordinated way, with a greater development of shared plans at an earlier stage in the commissioning process. We have continued to involve the Board in the development of our plans and members are engaged in the development of the Sustainability and Transformation Plan and new models of care.

The Board review our 2017-19 plans during their March 2017 meeting, where they confirmed that they reflect the Joint Health and Wellbeing Strategy, and noted their alignment to the Sustainability and Transformation Plan.

During 2017/18, the Kent Health and Wellbeing Board agreed to establish a joint advisory sub-committee with the Medway Health and Wellbeing Board. Whilst statutory functions will continue to be discharged by the individual Boards, the joint committee, which will meet for the first time in June 2018 and be known as the Kent and Medway Joint Health and Wellbeing Board (KAMJHWB).

The KAMJHWB is an advisory sub-committee which operates to encourage persons who arrange for the provision of any health or social care services in the area to work in an integrated manner and for the purpose of advising on the development of the Sustainability and Transformation Partnership (STP) plans for Kent and Medway.

It will seek to:

1. Ensure collective leadership to improve health and well-being outcomes across both local authority areas, to enable shared discussion and consensus about the STP across the Kent and Medway footprint in an open and transparent way;
2. Help to ensure the STP has democratic legitimacy and accountability, to seek assurance that health care services paid for by public monies are provided in a cost effective manner.
3. Consider the work of the STP and encourage persons who arrange for the provision of any health or social care services in the area to work in an integrated manner
4. Take account of and advise on the wider statutory duties of Health and Social Care Partners

The CCG looks forward to playing an active role in this committee.

Accountability Report

Corporate Governance Report

Members Report

The CCG is a membership organisation made up of the GP practices. The CCG is responsible for the planning and funding of NHS health services for the people of – Ramsgate, Margate, Broadstairs and surrounding areas. 2017/18 represented the fifth year in which the CCG was an authorised, statutory, commissioning body.

The Governing Body

The practices which form the CCG membership have delegated powers to the Governing Body to run the CCG. The Governing Body is responsible to the GP practices for commissioning the appropriate healthcare services for people in the CCG area and ensuring they provide high quality, value for money care.

There are 8 GPs on the Governing Body, lay member – registered nurse, a secondary care doctor and three lay members, as well as senior CCG managers.

The Governing Body is supported by a number of committees and working groups, including an audit, governance and risk committee. The full list of Governing Body and audit, risk and governance members is provided on page 32 of this report. Governance arrangements are described within the Annual Governance Statement.

The Governing Body is chaired by a 'Clinical Chair', who is a local practicing GP elected by the membership. Dr. Tony Martin has been the Clinical Chair throughout 2017/18.

The Governing Body has continued to have a very strong, engaged clinical membership and focus. Governing Body meetings are held bi-monthly with members of the public invited to each meeting and provided with opportunities to ask questions.

We are committed to making real and lasting changes to healthcare services to help CCG residents' live long and healthy lives. Our ambition is to secure the highest quality, cost effective and compassionate care, as close to home for patients as possible. We recognise the power in partnership working, and are committed to working closely with all stakeholders, including our GP members, patients and their families, community providers, hospitals, and local authorities.

Member practices

The following 14 Member practices comprise the Members of the Clinical Commissioning Group:

- The Grange Medical Practice
- Summerhill Surgery
- The Limes Medical Centre
- Dashwood Medical Centre
- Northdown Surgery
- Westgate Surgery
- Bethesda Medical Centre
- Minster Surgery
- East Cliff Practice
- Newington Road Surgery
- St Peters Surgery
- Mocketts Wood Surgery
- Birchington Medical Centre
- Broadstairs Medical Practice

Composition of Governing Body

- Clinical Chair - Tony Martin
- Glenn Douglas (April 2018 onwards) - Accountable Officer
- Hazel Smith (April 2017 to February 2018) - Accountable Officer
- Chief Finance Officer - Jonathan Bates
- Lay member for Primary Care Commissioning - Sue Martin
- Lay member for Public and Patient Engagement - Clive Hart
- Governing Body GP - Gauri Jha
- Lay member for Governance & Risk - David Lewis
- Independent Registered Nurse - Maria Jackson
- Governing Body GP - Markus Maiden-Tilsen
- Governing Body GP - Suzie Marsden
- Governing Body GP - John Neden
- Governing Body GP - Radhi Mangam
- Lay member for Secondary Care - Robin Withrington
- Governing Body GP - Mo Sohail

In addition to the above members, the following are regularly in attendance:

- Company Secretary - Matt Capper
- Chief Operating Officer - Ailsa Ogilvie
- Head of Nursing, Quality and Safeguarding - Maria Reynolds
- Managing Director, East Kent - Caroline Selkirk
- Chief Officer, IACO - Oena Windibank

The Governing Body invites other persons to attend its meetings (in a non-voting capacity) as the agenda requires.

Governance and Risk Committee Members

- Lay Member for Primary Care Commissioning Committee - Sue Martin
- Secondary Care Doctor - Dr Robin Withrington
- Lay Member for Governance - David Lewis
- Lay Member for PPE - Clive Hart
- Lay Member for Governance (South Kent Coast CCG) - Alistair Smith

The Governance and Risk Committee is supported by: the internal and external auditors; and any other individuals as may be required. Such persons are not members of the Committee.

Register of Interests

Our register of interests details the interests of our staff, committee and Governing Body members which may conflict with the business of the group. Our registers feature as a standing agenda item at the Governing Body and all of our committees. The registers are reviewed at each meeting and updated if required. In addition, all staff declarations are reviewed on a six monthly basis. David Lewis, our Lay Member for Audit has been appointed as our conflict of interest guardian, and together with Matt Capper, our Company Secretary, provides expert advice on the most effective and appropriate method to manage a conflict. Our register of interests is published within our publication scheme, available on our website.

Personal data related incidents

There were no personal data related incidents during 2017/18.

Statement of Disclosure to Auditors

Each individual who is a member of the CCG at the time the Members' Report is approved confirms:

- so far as the member is aware, there is no relevant audit information of which the CCG's auditor is unaware that would be relevant for the purposes of their audit report
- the member has taken all the steps that they ought to have taken in order to make him or herself aware of any relevant audit information and to establish that the CCG's auditor is aware of it.

Modern Slavery Act

The CCG fully supports the Government's objectives to eradicate modern slavery and human trafficking but does not meet the requirements for producing an annual Slavery and Human Trafficking Statement as set out in the Modern Slavery Act 2015.

Statement of Accountable Officer's Responsibilities

The National Health Service Act 2006 (as amended) states that each Clinical Commissioning Group shall have an Accountable Officer and that Officer shall be appointed by the NHS Commissioning Board (NHS England). NHS England has appointed Glenn Douglas to be the Accountable Officer of NHS Thanet CCG.

The responsibilities of an Accountable Officer are set out under the National Health Service Act 2006 (as amended), Managing Public Money and in the Clinical Commissioning Group Accountable Officer Appointment Letter. They include responsibilities for:

- The propriety and regularity of the public finances for which the Accountable Officer is answerable,
- For keeping proper accounting records (which disclose with reasonable accuracy at any time the financial position of the Clinical Commissioning Group and enable them to ensure that the accounts comply with the requirements of the Accounts Direction),
- For safeguarding the Clinical Commissioning Group's assets (and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities).
- The relevant responsibilities of accounting officers under Managing Public Money,
- Ensuring the CCG exercises its functions effectively, efficiently and economically (in accordance with Section 14Q of the National Health Service Act 2006 (as amended)) and with a view to securing continuous improvement in the quality of services (in accordance with Section 14R of the National Health Service Act 2006 (as amended)),
- Ensuring that the CCG complies with its financial duties under Sections 223H to 223J of the National Health Service Act 2006 (as amended).

Under the National Health Service Act 2006 (as amended), NHS England has directed each Clinical Commissioning Group to prepare for each financial year financial statements in the form and on the basis set out in the Accounts Direction. The financial statements are prepared on an accruals basis and must give a true and fair view of the state of affairs of the Clinical Commissioning Group and of its net expenditure, changes in taxpayers' equity and cash flows for the financial year.

In preparing the financial statements, the Accountable Officer is required to comply with the requirements of the Group Accounting Manual issued by the Department of Health and in particular to:

- Observe the Accounts Direction issued by NHS England, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- Make judgements and estimates on a reasonable basis;
- State whether applicable accounting standards as set out in the Group Accounting Manual issued by the Department of Health have been followed, and disclose and explain any material departures in the financial statements; and,
- Prepare the financial statements on a going concern basis.

To the best of my knowledge and belief, I have properly discharged the responsibilities set out under the National Health Service Act 2006 (as amended), Managing Public Money and in my Clinical Commissioning Group Accountable Officer Appointment Letter.

I also confirm that:

- as far as I am aware, there is no relevant audit information of which the CCG's auditors are unaware, and that as Accountable Officer, I have taken all the steps that I ought to have taken to make myself aware of any relevant audit information and to establish that the CCG's auditors are aware of that information.
- that the annual report and accounts as a whole are fair, balanced and understandable and that I take personal responsibility for the annual report and accounts and the judgments required for determining that they are fair, balanced and understandable

Glenn Douglas
Accountable Officer

25 May 2018

Governance Statement

Introduction and context

Thanet CCG is a body corporate established by NHS England on 1 April 2013 under the National Health Service Act 2006 (as amended).

The Clinical Commissioning Group's statutory functions are set out under the National Health Service Act 2006 (as amended). The CCG's general function is arranging the provision of services for persons for the purposes of the health service in England. The CCG is, in particular, required to arrange for the provision of certain health services to such extent as it considers necessary to meet the reasonable requirements of its local population.

During the financial year 2017/18, the clinical commissioning group was not subject to any directions from NHS England issued under Section 14Z21 of the National Health Service Act 2006.

Scope of responsibility

As Accountable Officer, I have responsibility for maintaining a sound system of internal control that supports the achievement of the Clinical Commissioning Group's policies, aims and objectives, whilst safeguarding the public funds and assets for which I am personally responsible, in accordance with the responsibilities assigned to me in Managing Public Money. I also acknowledge my responsibilities as set out under the National Health Service Act 2006 (as amended) and in my Clinical Commissioning Group Accountable Officer Appointment Letter.

I am responsible for ensuring that the Clinical Commissioning Group is administered prudently and economically and that resources are applied efficiently and effectively, safeguarding financial propriety and regularity. I also have responsibility for reviewing the effectiveness of the system of internal control within the Clinical Commissioning Group as set out in this governance statement.

Governance arrangements and effectiveness

The main function of the Governing Body is to ensure that the group has made appropriate arrangements for ensuring that it exercises its functions effectively, efficiently and economically and complies with such generally accepted principles of good governance as are relevant to it.

Constitution

The CCG's constitution sets out the governance arrangements which have been put in place to meet its responsibility as a commissioner of healthcare services for the population of Thanet CCG.

Published on our website, it sets out the arrangements we have established for;

- ensuring that we make decisions openly and transparently, based on an assessment of clinical need,
- ensuring that we meet our financial and statutory obligations and
- ensuring that we manage and control risk effectively.

In 2017/18 the CCG reviewed its Constitution to ensure it remains fit for purpose for the future and to take on board the changes for Primary Care Co-Commissioning responsibilities which came in to effect from 1 April 2017. The amendments, pertaining to constitutional clauses for the establishment of Joint CCG Committees, adopting a single accountable officer across Kent and Medway CCGs and extending the right to vote on the Governing Body to the East Kent Managing Director are currently awaiting ratification from NHSE but have been in operation to ensure important decision making has not been delayed.

The CCG's scheme of delegation and Committee Terms of Reference set out the level of delegation to the Governing Body from the Membership. Also appended to the constitution are the standing orders and standing financial instructions which define the split in responsibility for decision making between the Governing Body and the Membership.

The Membership

The CCG is a membership organisation comprising the 14 General Practices in the area of Thanet (see Members Report, Page 30). Each Member Practice has signed up to the Constitution of the CCG which sets out the Vision and Values of Thanet CCG and has agreed to participate actively in its work. Each Practice is represented by a Lead, a clinical professional, whose role is to represent the views of their Practice and act on the Practice's behalf in respect of matters discussed by the CCG.

The Members meet as a Clinical Commissioning Group regularly throughout the year. At the Membership meetings, the Governing Body accounts to the membership for its implementation of the CCG's strategy and takes the members' views on important issues, including prescribing costs and the future of primary care in Thanet.

As well as providing strategic support to the organisation, the Members are actively involved in the activities of the CCG. This was most recently demonstrated in the adoption of the single Accountable Officer role across Kent and Medway. In addition to the Governing Body members, there are several local GPs who actively engage with the CCG as clinical leads. They provide clinical leadership for aspects of the CCG's commissioning strategy, including (for example) mental health, primary care and children's health. It remains the members' responsibility to approve the CCG's strategy and engage with and listen to the perspectives of patients expressed through the Patient Participation Groups.

In each of the four localities, the members are involved in redesigning services at a local level to ensure that care is wrapped round the patient.

The Governing Body met on 7 occasions in public during 2017/18 and;

- Discussed Strategy and Planning for 2017/18.
- Scrutinised the performance of the CCG's main providers including the quality of primary care through a primary care dashboard.
- Regularly discussed the development of the Integrated Care Organisation and the Health and Wellbeing Board, both of which are vital to the CCG's future strategy.
- Approved several procurement exercises, including for Integrated Community Equipment Store, Patient Transport Service and the Out of Hours/111 NHS and Care Navigation service.
- Heard regularly about engagement activities with local people and with the membership and used these reports to underpin its decision-making processes.
- Approved key CCG documents including the Risk Management Policy, the Whistleblowing Policy, revised terms of reference for its committees, and kept the Risk Register and Assurance Framework under review.
- Received reports of the CCG's partnerships with the Kent Health and Wellbeing Board; the East Kent System Resilience Group, the East Kent Strategy Board and the East Kent Federation; and the Thanet Health and Wellbeing Board

The membership of the Governing Body is described on page 32 of this annual report.

During 2017/18, the key committees of the Governing Body have remained as follows:

- Governance and Risk
- Clinical Leadership Team
- Quality and Operational Leadership
- Primary Care Commissioning
- Remuneration and Nomination

The responsibilities of these committees are summarised in the table below:

Committee	Function
Governance and Risk	To provide the Governing Body with the assurance that finances, risk and corporate governance are properly managed.
Clinical Leadership Team	Recommend to the Governing Body a clinical strategy and annual commissioning plan and oversee the delivery of the commissioning plan.
Quality and Operational Leadership Team	To ensure the Governing Body is meeting its statutory responsibilities including for safeguarding adults and children, Looked After Children and Learning Disabilities. That the services commissioned by the CCG for local people are of high quality and safe, provide value for money, reduce inequalities and promote integration of health and social care, in line with the CCG's strategy for its area and the priorities in the CCG's Operating Plan are being delivered according to plan.
Primary Care Commissioning	Making collective decisions on the review, planning, procurement and strategic development of primary care services under delegated authority from NHS England.
Remuneration and Nominations	To determine salary, fees and allowances for Governing Body members and to ensure Governing Body members are properly nominated, elected, appointed and managed.

In addition to these key Committees of the Governing Body, the CCG has also established joint decision making arrangements with other CCGs regarding sustainable acute care in east Kent and stroke services across Kent and Medway. The terms of reference for these committees were approved by the Governing Body of each constituent CCG and have representation from each. The committees were established for these specific purposes, and their terms of reference are included in an annex to the CCG's constitution. Both Committees have an independent Chair, and are held in public.

Committees routinely provide a summary report or full minutes to the Governing Body detailing decisions made, key discussion items and risks for escalation. The Governing Body annually reviews the terms of reference of each of its key Committees, with the Audit, Governance and Risk Committee seeking assurance that this has been completed.

As part of its finance and governance recovery actions the CCG has commissioned PricewaterhouseCoopers to undertake a Governance, Capability and Capacity review. The findings from this review are due to be reported during the first quarter of 2018/19. The findings of the review will be reported to the Governing Body and the Governance and Risk Committee. Action monitoring will form a standing item on the Governance and Risk Committee and assurance on delivery will be reported to the public section of every Governing Body. My expectation is that areas of weakness will be recovered within the first two quarters of this operating year.

UK Corporate Governance Code

NHS Bodies are not required to comply with the UK Code of Corporate Governance.

However, I have reported on our corporate governance arrangements by drawing upon best practice available, especially those aspects of the UK Corporate Governance Code I consider to be relevant to the Clinical Commissioning Group.

Discharge of Statutory Functions

In light of recommendations of the 1983 Harris Review, the Clinical Commissioning Group has reviewed all of the statutory duties and powers conferred on it by the National Health Service Act 2006 (as amended) and other associated legislation and regulations. As a result, I can confirm that the Clinical Commissioning Group is clear about the legislative requirements associated with each of the statutory functions for which it is responsible, including any restrictions on delegation of those functions.

Responsibility for each duty and power has been clearly allocated to a lead Director. Directorates have confirmed that their structures provide the necessary capability and capacity to undertake all of the Clinical Commissioning Group's statutory duties.

Risk management arrangements and effectiveness

The purpose of the CCG's Managing Risk Policy is to enable the CCG to have a clear view of the risks affecting each strand of its activity and how they should be managed. Thanet CCG recognises that managing risks within the business is critical to being a well-governed and effective organisation. Key to this is the ability to identify and manage those risks which might prevent the CCG from achieving its strategic objectives.

CCG and clinical leads help to identify risks in relation to their area of work. They will help to assess the initial risk, design mitigating actions and ensure the risk is appropriately managed. The Risk and Assurance Manager, works with the clinical leads and staff to update the risk register on a monthly basis.

The CCG has policies and processes in place to prevent certain risks emerging in the first place, for example through its counter fraud policy, its bribery policy and its statement of standards of business conduct. The CCG's whistleblowing policy provides an opportunity for anyone who has a concern about the conduct of the CCG to raise a concern without fear of repercussions. All committee members are required

to declare any conflicts of interest at the start of each meeting. The CCG provides training on its policies and the Counter Fraud specialist from the Internal Auditors, regularly reports to the Governance and Risk Committee.

In discussing its appetite for risk, the CCG Governing Body has stated that it has no tolerance for risks where patient safety is an issue, where the ongoing financial viability of the CCG is an issue, or where the CCG's compliance with the law may be adversely affected. The level of risk which can be tolerated in delivering its strategic objectives does vary; for example, the Governing Body is willing to accept a level of risk to promote innovation or where long-term benefits outweigh short term risks; but the CCG scrutinises the level of risk regularly and will challenge whether the risk has reduced or why it has remained at the same level for some time.

Impact Assessments, including Equality Impact Assessments and Privacy Impact Assessments, help the Governing Body identify risks which might disproportionately affect various members of the community. Policies and business cases are expected to be presented to the Committee and Governing Body with an appropriate Impact Assessment, particularly an Equality Impact Assessment, to help with identification of risk. The strategies developed by the CCG in partnership, for example the Kent Health and Wellbeing Board's Emotional Wellbeing Strategy, also have an Equality Impact Assessment.

To help the CCG manage risks, the CCG values the contributions of local people. The CCG monitors complaints made by the public about its services and those of the local providers. Through its monitoring of complaints Thanet CCG is able to recognise and investigate any concerns surrounding services its commissions.

The public is able to ask questions and alert the CCG to any risks at the Health Reference Group and at the Governing Body meetings.

Capacity to Handle Risk

Risk awareness is the responsibility of all members of the Governing Body and of all staff, particularly the senior team. The Risk Management Policy sets out the responsibilities for managing risk. To ensure that all staff and Governing Body Members are aware of how to manage risk, a workshop is scheduled each year to provide training on the risk register.

The most significant 'corporate' risks are regularly reviewed by the Quality and Operational Leadership Team through the use of both the risk register and the Integrated Quality and Performance Report. The risks seen to be the greatest are reviewed by the executive team, presented to the Governance and Risk Committee and ultimately the Governing Body. The Governance and Risk Committee is responsible for providing assurance to the Governing Body on the effectiveness of risk management within the CCG. However, overall responsibility for managing risks and assurance continues to lie with the Governing Body who review the CCG's 'corporate' or high risks on a quarterly basis.

Risk Assessment

The CCG continues to focus on making the risk register an integral part of its day to day activity. Every risk on the register should have a direct impact on one of the businesses strategic objectives and as such must be reduced in order for the CCG to perform at its best.

All risks are rated in terms of the likelihood of their occurrence and their impact using the 5x5 matrix; they are reassessed once the mitigating actions have been identified, leaving the risk score showing the residual risk level to the CCG. A decision is made as to whether the risk can be tolerated or must be treated. If it is to be treated, additional mitigating actions are identified and monitored so that the risk level can be reduced to a tolerable level.

During 2017/18 the following significant risks were identified and reported to the Governing Body:

RISK	CCG RESPONSE
The CCG has reduced assurance around meeting its constitutional targets surrounding RTT	Detailed RTT monitoring underway to help quickly identify areas of concern for review
The CCG does not have assurance around meeting its constitutional targets for A&E	Urgent care action plan in place providing support to EKHUFT to implement sustainable improvement
The CCG may not hit its financial statutory target	Planning and contract work underway to manage spend in 2018/19 in line with new year funding allocation.
The CCG does not have assurance that SECamb are able to meet its statutory requirements	Revised trajectories were agreed by SECamb, Kent, Surrey and Sussex CCGs, NHS England and NHS Improvement with effect from October 2016. Continued monitoring of trajectories to ensure Thanet CCG is meeting targets
Primary Care infrastructure across the CCG could be destabilised to a critical point due to multiple GP and Practice Nurse vacancies	A number of workforce projects have been put in place to support practices

The most consistently reported risks throughout the reporting period related to the achievement of constitutional targets by commissioned providers, financial balance and workforce difficulties within primary care.

Other sources of assurance

Internal Control Framework

A system of internal control is the set of processes and procedures in place in the Clinical Commissioning Group to ensure it delivers its policies, aims and objectives. It is designed to identify and prioritise the risks, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

The system of internal control allows risk to be managed to a reasonable level rather than eliminating all risk; it can therefore only provide reasonable and not absolute assurance of effectiveness.

The CCG has appointed internal and external auditors to provide the Governing Body with independent assurance of its internal control processes, and to provide assurance around the validity of this governance statement.

During 2017/18, a series of audits have been undertaken, as per the annual audit plan. These audits have reviewed the effectiveness of the CCG's governance systems, and the results have been discussed by the Audit, Governance and Risk Committee and reported to the Governing Body. The findings from these reviews have also been considered as part of the independent governance review. The Committee has generally received positive assurance; however, where recommendations for improvement are made, an action plan is developed and the implementation of this is monitored by the Committee. Actions are assigned to a senior manager, and the Committee holds managers to account for the completion of all actions.

The CCG's Assurance Framework records the primary risks to the ongoing viability of the CCG: the risk of not delivering its strategic objectives, not meeting its financial targets, not delivering the CCG's statutory requirements, not commissioning safe services, not maintaining its authorisation, and not maintaining the support of the CCG membership and the public. The Assurance Framework evaluates the strength of the internal controls in preventing the risk materialising and identifies gaps in assurance.

The Assurance Framework has been used by the Governing Body to hear from and challenge the clinical leads about progress in delivering the objective for which they are the accountable lead. The Assurance Framework is also monitored by the Governance and Risk Committee, the Quality and Operational Leadership Team and the Governing Body.

The CCG's policies relating to standards of business conduct make explicit the CCG's expectation that all members and staff will behave in an ethical manner.

Internal audit plays a key role in monitoring the effectiveness of the CCG's internal control framework, and has undertaken reviews of critical financial systems, governance processes, and information governance. The Counter Fraud officer also reviews the effectiveness of the CCG's procedures in preventing and identifying fraud.

The Members Report contains statements about the CCG's compliance with a number of statutory duties which I have reviewed and which I confirm are correct.

Annual audit of conflicts of interest management

The revised statutory guidance on managing conflicts of interest for CCGs (published June 2016) requires CCGs to undertake an annual internal audit of conflicts of interest management. To support CCGs to undertake this task, NHS England has published a template audit framework.

The audit was completed during quarter 4; the objective of the review was to provide assurance on the adequacy and effectiveness of the systems and controls in place over the five areas set out by NHS England in their published audit template for this nationally mandated Conflicts of Interest review. The conclusion of the audit was that the processes in place provided reasonable assurance.

The arrangements for handling conflicts were assessed as being fully compliant regarding:

- overall governance; and
- reporting concerns and identifying and managing breaches/non-compliances.

The arrangements were assessed as being partially compliant regarding:

- processes for declaring interests and gifts and hospitality;
- registers of interests, gifts and hospitality and procurement decisions; and
- decision making processes and contract monitoring.

Data Quality

Following a successful procurement exercise, the business intelligence function was transferred from NEL Commissioning Support Unit (CSU) to Optum Commissioning Support Services (Optum CSS) during February 2018. The CCG is anticipating more detailed reporting to be provided by Optum CSS, improving the quality of information that is able to be reported to the Governing Body. The CCG will continue to work closely with Optum CSS to ensure that data relied upon by both the Governing Body and its Committees is as accurate as possible.

The contracts the CCG holds with providers define information requirements, with specifications regarding both quality and timeliness. Compliance with these specifications is monitored by Optum CSS, and where issues are identified, these are addressed at performance/technical meetings with the provider and reported through to the Quality and Operational Leadership Team, where they are escalated to the Governing Body as appropriate.

Information Governance

The NHS Information Governance Framework sets the processes and procedures by which the NHS handles information about patients and employees, in particular personal identifiable information. The NHS Information Governance Framework is supported by an information governance toolkit and the annual submission process provides assurances to the clinical commissioning group, other organisations and to individuals that personal information is dealt with legally, securely, efficiently and effectively.

The CCG achieved compliance with level 2 of the IG toolkit for 2017/18, and this work was supported by internal audit which following detailed review of the self-assessment, concluded that there was reasonable assurance regarding the IG toolkit submission to NHS Digital.

We place high importance on ensuring there are robust information governance systems and processes in place to help protect patient and corporate information. We have established an information governance management framework and have developed information governance processes and procedures in line with the information governance toolkit. We have ensured all staff undertake annual information governance training and have implemented a staff information governance handbook to ensure staff are aware of their information governance roles and responsibilities.

There are processes in place for incident reporting and investigation of serious incidents. We are developing information risk assessment and management procedures and a programme will be established to fully embed an information risk culture throughout the organisation against identified risks.

Business Critical Models

The CCG has in hand a number of key projects which would fall under the heading of “business critical models” in accordance with the McPherson report, including development of strategies and policies (for example, for children and mental health services), projects such as the implementation of the Local Care model and development of the East Kent Strategy which relies on robust modelling of capacity.

The CCG has put in place Quality Assurance (QA) arrangements which comply with the McPherson report to monitor these developments to ensure proper control. These include having a Senior Responsible Owner (SRO) who oversees each main project and signs it off; external peer review; use of internal audit to check progress;

scrutiny by project boards and by independent members of the Governance and Risk Committee, and gateway reviews where appropriate. The CCG uses checklists such as Equality Impact Assessments and a programme dashboard to monitor progress. The model SRO is content that the QA process is compliant and appropriate, model risks are understood by users of the model and the use of the model outputs are appropriate.

Third party assurances

The CCG assures the activity of the providers it uses whether clinically for services purchased on behalf of the NHS or for goods and services through use of NHS Standard Contracts the terms of which are enforced through the CCG quality and performance teams.

Control Issues

There are no control issues to note but it should be recognised that the failure of the CCG to effectively challenge, through an expert determination process, clinical coding irregularities identified through audits of local acute hospital services has impacted on the financial position of the CCG. Lessons are being learned from this, and whilst the financial burden resides technically with the CCG the outcome only serves to highlight the system wide financial challenges.

Review of economy, efficiency & effectiveness of the use of resources

The Governing Body has overarching responsibility for ensuring that the CCG has appropriate arrangements in place to exercise its functions effectively, efficiently and economically.

The majority of expenditure of the CCG is managed through contracts with providers, based on NHS Standard Contract Terms. These contracts are drafted to ensure that value-for-money is at the core of service delivery to the patients of the area. During the year the Governing Body has worked hard to improve patient pathways for the delivery of care to our population. This work has been based on driving improved care at the same or lower cost. At each ordinary meeting of the CCG Governing Body, a financial update is provided which enables the Governing Body to maintain an oversight of the CCG's financial position throughout the year.

The CCG recognises the need to improve efficiency and productivity; work is ongoing to improve the delivery of Quality, Innovation, Productivity and Prevention (QIPP) programmes and implement the whole system change, as outlined within the case for change document developed in partnership with other stakeholders in the Kent and Medway Sustainability and Transformation Partnership. During the year the CCG delivered QIPP savings of £7.0 million.

Value-for-money has been reviewed by the Governance and Risk Committee of the CCG which has looked in detail at specific areas of service delivery. In addition, our external auditors have reviewed value-for-money and reported on this within the financial statements. Internal Audit has also carried out work which has allowed the CCG to increase economy, efficiency and effectiveness.

Delegation of functions

The CCG has not delegated any of its functions beyond those of the joint committees for Stroke and acute service reconfiguration.

Counter fraud arrangements

The CCG is committed to maintaining high standards of honesty, openness and integrity within the organisation. This extends to all its Health and Social Care providers ensuring that they have reciprocal counter fraud and bribery arrangements in place. This will include the rigorous investigation of any suspicions of fraud or corruption that may arise.

Combating fraud and corruption requires an understanding of how and why it happens, the ways in which it can be minimised and how to professionally investigate it. All new staff are provided with fraud awareness training on induction.

The CCG is compliant with the Secretary of State's Directions for counter fraud and the requirement for provision of a Local Counter Fraud Specialist. An Accredited Counter Fraud Specialist is contracted to undertake pro-active counter fraud work proportionate to identified risks.

The CCG Governance and Risk Committee receive an annual report detailing the work of this specialist, approve an annual work-plan and receive a quarterly update on progress. The Counter Fraud Specialist also provides an annual report detailing work that has been completed during the period.

The Chief Finance Officer has governing body level responsibility for counter fraud, and as such directs and oversees the annual work plan of the Local Counter Fraud Specialist.

Conclusion

My review confirms that the CCG has a generally sound system of internal control, which works to support the achievement of the CCGs objectives. The control issues identified in year such as low QIPP achievement contributing to the CCGs financial position and a break in Company Secretary provision have or are being addressed through the work of our internal auditors and management responses with progress against recommendations monitored by the Governance and Risk Committee.

This provides me with confidence that our underlying approach to internal control is effective but I recognise there is still work to be done and lessons to be learnt to deliver the financial and operational changes required to deliver our vision, aims and objectives

Glenn Douglas
Accountable Officer
25 May 2018

Head of Internal Audit Opinion



NHS Thanet Clinical Commissioning Group

Internal Audit Annual Report

2017/18

Internal Audit Annual Report

INTRODUCTION

This is the 2017/18 Annual Report by TIAA on the internal control environment at NHS Thanet CCG. The annual internal audit report summaries the outcomes of the reviews we have carried out on the organisation's framework of governance, risk management and control. This report is designed to assist the Governing Body in making its annual governance statement.

HEAD OF INTERNAL AUDIT'S ANNUAL OPINION

The overall Head of Internal Audit Opinion for 2017/18 is "Reasonable Assurance" (see Annex A for detail).

I am satisfied that sufficient internal audit work has been undertaken to allow me to draw a reasonable conclusion as to the adequacy and effectiveness of Thanet CCG's risk management, control and governance processes. In my opinion, Thanet CCG has adequate and effective management, control and governance processes to manage the achievement of its objectives.

INTERNAL AUDIT PLANNED COVERAGE AND OUTPUT

The 2017/18 Annual Audit Plan approved by the Governance and Risk Committee was for 72 days of internal audit coverage in the year (including attendance at Audit Committee, Management, Follow Up and Annual Report). During the year there were no changes to the Audit Plan.

The formal year-end Annual Opinion statement is set out in Annex A. The planned work has been carried out and the reports have been issued (see Annex B for details).

There was no work carried out which was in addition to the work set out in the Annual Audit Plan.

ASSURANCE

TIAA carried out 7 reviews, which were designed to ascertain the extent to which the internal controls in the system are adequate to ensure that activities and procedures are operating to achieve the CCG's objectives. For each assurance review an assessment of the combined effectiveness of the controls in mitigating the key control risks was provided. Details of these are provided in Annex B, and a summary is set out below.

Assurance Assessments	Number of Reviews	Previous Year
Substantial Assurance	0	1
Reasonable Assurance	6	8
Limited Assurance	1	0
No Assurance	0	0

Details of those reports where "Limited" assurance has been provided are summarised in Annex C. (Add commentary on actions being taken by management to address any high risk areas). The areas on which the assurance assessments have been provided can only provide reasonable and not absolute assurance against misstatement or loss and their effectiveness is reduced if the internal audit recommendations made during the year have not been fully implemented.

We made the following total number of recommendations on our audit work carried out in 2017/18.

Urgent	Important	Routine
1	7	21

AUDIT SUMMARY

Control weaknesses: There was one area reviewed by internal audit where it was assessed that the effectiveness of some of the internal control arrangements provided 'limited' or 'no assurance'. Recommendations were made to further strengthen the control environment in these areas and the management responses indicated that the recommendations had been accepted. A follow up review of the area subsequently resulted in a reasonable assurance assessment.

Recommendations Made: We have analysed our findings/recommendations by risk area and these are summarised below.

Risk Area	Urgent	Important	Routine
Directed	1	2	3
Compliance	0	4	17
Operational	0	0	1
Reputational	0	1	0

Operational Effectiveness Opportunities: One of the roles of internal audit is to add value and during the financial year we provided advice on opportunities to enhance the operational effectiveness of the areas reviewed and the number of these opportunities is summarised below.

Operational
3

INDEPENDENCE AND OBJECTIVITY OF INTERNAL AUDIT

There were no limitations or restrictions placed on the internal audit service which impaired either the independence or objectivity of the service provided.

PERFORMANCE AND QUALITY ASSURANCE

The following Performance Targets were used to measure the performance of internal audit in delivering the Annual Plan.

Performance Measure	Target	Attained
Completion of Planned Audits	100%	90%
Audits Completed in Time Allocation	100%	100%
Final report issued within 10 working days of receipt of responses	95%	100%
Compliance with Public Sector Internal Audit Standards	100%	100%

Ongoing quality assurance work was carried out throughout the year, and we continue to comply with ISO 9001 standards. An independent external review was carried out in 2016 of our compliance with Public Sector Internal Audit Standards (PSIAS) which met the requirement for an independent 5 year review. The outcome confirmed full compliance with all the standards. Our work also complies with the IIA-UK Professional Standards.

RELEASE OF REPORT

The table below sets out the history of this Annual Report.

Date Report issued:	18 th April 2018
Date Final Report issued:	10 th May 2018

Annex A

Head of Internal Audit Opinion (HoIA) on the Effectiveness of the System of Internal Control for the Year Ended 31 March 2018

The purpose of my annual HoIA Opinion is to contribute to the assurances available to the Accountable Officer and the Governing Body which underpin the Board's own assessment of the effectiveness of the organisation's system of internal control. This Opinion will in turn assist the Board in the completion of its Annual Governance Statement (AGS).

My opinion is set out as follows:

1. Overall opinion;
2. Basis for the opinion; and
3. Commentary.

1. My overall opinion is that **reasonable assurance** can be given that there is a generally sound system of internal control, designed to meet the organisation's objectives, and that controls are generally being applied consistently. However, some weakness in the design and/or inconsistent application of controls, put the achievement of particular objectives at risk.
2. The basis for forming my opinion is as follows:
 - i. An assessment of the design and operation of the underpinning Assurance Framework and supporting processes; and
 - ii. An assessment of the range of individual opinions arising from risk-based audit assignments, contained within internal audit risk-based plans that have been reported throughout the year. This assessment has taken account of the relative materiality of these areas and management's progress in respect of addressing control weaknesses.

Additional areas of work that may support the opinion will be determined locally but are not required for Department of Health purposes e.g. any reliance that is being placed upon Third Party Assurances.

3. Commentary – see Annex B for a summary of completed internal audit work.

Annex B

Actual against planned Internal Audit Work 2017/18

System	Type	Planned Days	Assurance Assessment	Comments
Assurance Framework Phase 1	Assurance	4	Limited Assurance	This review was subsequently followed up as outlined below, which resulted in a reasonable assurance being allocated.
Assurance Framework Phase 2	Assurance	4	Reasonable Assurance	
Children's Commissioning Support Services	Assurance	7	Reasonable Assurance	
Conflicts of Interest	Assurance	5	Reasonable Assurance	
Critical Financial Assurance	Assurance	7	Reasonable Assurance	
Kent & Medway Payroll Services (Payroll Audit)	Assurance	-	Reasonable Assurance	This was funded from the Kent and Medway NHS Payroll Service plan.
Information Governance Toolkit	Assurance	7	Reasonable Assurance	
Delegated Co- Commissioning	Assurance	10	-	Draft report being produced.
Cross CCG Working	Assurance	5	-	Fieldwork in progress.
Contracting Lessons	Assurance	8	-	Draft report being produced.
Total Days		57		

Remuneration and Staff Report

Remuneration Report

This section sets out the CCG's remuneration policy for directors, senior managers and other staff. It includes information on:

- Staff numbers, composition and sickness absence data
- Pay multiples
- Exit packages, severance packages and off payroll engagements
- Compensation on early retirement or for loss of office
- Payments to past directors

Remuneration and Nominations Committee

The committee is made up of all the lay and independent members of the CCG. The committee was chaired by the lay member for audit and governance. The remit of the committee is to make recommendations to the Governing Body on determinations about pay and remuneration for employees as well as determining the remuneration and conditions of service of the senior team, reviewing the performance of the Accountable Officer and other senior team members and determining annual salary awards, if appropriate. The committee may also consider the severance payment of the Accountable Officer if the need arose.

Policy on the remuneration of senior managers

Our policy on the role and remuneration of senior managers follows national guidance set by NHS England (commissioning board) for governing body members; roles, attributes and skills, the very senior managers pay framework 2006/07 and the update in June 2013.

Our remuneration policy is reviewed and approved by the remuneration and nominations committee who meet twice a year.

No performance bonuses were given to executive directors during 2017/18.

Remuneration of Very Senior Managers

Where one or more senior managers of a CCG are paid more than £150,000 per annum, the remuneration report must explain the steps the CCG has taken to satisfy itself that this remuneration is reasonable. Pay for a part time senior manager should be compared against a pro rata of £150,000

The Governing Body GP Clinical Chair and the Governing Body GP Clinical Leads are both paid under £150,000 per annum, however on an annualised basis are paid above this threshold.

The Committee was satisfied that the remuneration for both the GP Clinical Chair and the GP members of the Governing Body was reasonable and proportionate, as it had been established based on robust benchmarking and equivalent locum rates.

Senior manager remuneration (including salary and pension entitlements)

Name and Title	Net Cost to Thanet CCG 2017/18					
	(a)	(b)	(c)	(d)	(e)	(f)
	Salary (bands of £5,000)	Expense payments (taxable) to nearest £100	Performance pay and bonuses (bands of £5,000)	Long term performance pay and bonuses (bands of £5,000)	All pension-related benefits (bands of £2,500)	TOTAL (a to e) (bands of £5,000)
	£'000	£	£'000	£'000	£'000	£'000
Hazel Smith - Accountable Officer	55-60	1000	0	0	12.5-15	70-75
Jonathan Bates - Chief Finance Officer	50-55	1200	0	0	7.5-10	60-65
Dr Tony Martin - Clinical Chair	75-80	0	0	0	0	75-80
Dr Jihad Malasi, GP member	90-95	0	0	0	275-277.5	365-370
David Lewis, lay member (governance)	10-15	700	0	0	0	10-15
Sue Martin, lay member (Primary Care Commissioning)	10-15	0	0	0	0	10-15
Dr John Neden, GP member	70-75	0	0	0	0	70-75
Clive Hart, Lay Member	10-15	0	0	0	0	10-15
Dr Suzie Marsden, GP member	20-25	0	0	0	22.5-25	45-50
Dr Muhammad Yasir Sohail	30-35	0	0	0	0	30-35

Name and Title	Gross Cost 2017/18					
	(a)	(b)	(c)	(d)	(e)	(f)
	Salary (bands of £5,000)	Expense payments (taxable) to nearest £100	Performance pay and bonuses (bands of £5,000)	Long term performance pay and bonuses (bands of £5,000)	All pension-related benefits (bands of £2,500)	TOTAL (a to e) (bands of £5,000)
	£'000	£'0	£'000	£'000	£'000	£'000
Hazel Smith - Accountable Officer	110-115	2000	0	0	27.5-30	140-145
Jonathan Bates - Chief Finance Officer	100-105	2400	0	0	15-17.5	120-125

Name and Title	Net Cost to Thanet CCG 2016/17					
	(a)	(b)	(c)	(d)	(e)	(f)
	Salary	Expense payments (taxable)	Performance pay and bonuses	Long term performance pay and bonuses	All pension-related benefits	TOTAL (a to e)
	(bands of £5,000)	to nearest £100	(bands of £5,000)	(bands of £5,000)	(bands of £2,500)	(bands of £5,000)
	£'000	£	£'000	£'000	£'000	£'000
Hazel Carpenter - Accountable Officer	55-60	100	0	0	12.5-15	65-70
Jonathan Bates - Chief Finance Officer	50-55	100	0	0	7.5-10	55-60
Sharon Gardner-Blatch - Chief Nursing Officer (01/04/16 - 31/01/17)	30-35	200	0	0	25-27.5	60-65
Dr Tony Martin - Clinical Chair	80-85	0	0	0	0	80-85
Professor Devaka Fernando - Secondary Care Doctor (01/04/16 - 31/07/16)	10-15	200	0	0	0	10-15
Dr Robin Withrington - Secondary Care Doctor (01/09/16- 31/03/17)	10-15	0	0	0	0	10-15
Dr John Neden - Governing Body Elected GP Member	60-65	0	0	0	0	60-65
Dr Mark Elliott - Governing Body Elected GP Member	50-55	0	0	0	0	50-55
Dr Andrew Walton - Governing Body Elected GP Member (01/04/16- 31/07/16)	0-5	0	0	0	0-2.5	0-5

Dr Suzanna Marsden - Governing Body Elected GP Member	15-20	0	0	0	2.5-5	20-25
Dr Jihad Malasi - Governing Body Elected GP Member	65-70	0	0	0	10-12.5	75-80
Dr Sabin Kamal - Governing Body Elected GP Member (01/04/2016 - 31/09/2016)	5-10	0	0	0	20-22.5	30-35
David Lewis - Lay Member (Governance)	10-15	400	0	0	0	10-15
Clive Hart - Lay Member (Patient and Public Engagement)	10-15	0	0	0	0	10-15

Name and Title	Gross Cost to Thanet CCG 2016/17					
	(a)	(b)	(c)	(d)	(e)	(f)
	Salary	Expense payments (taxable)	Performance pay and bonuses	Long term performance pay and bonuses	All pension-related benefits	TOTAL (a to e)
	(bands of £5,000)	to nearest £100	(bands of £5,000)	(bands of £5,000)	(bands of £2,500)	(bands of £5,000)
	£'000	£	£'000	£'000	£'000	£'000
Hazel Carpenter - Accountable Officer	110-115	200	0	0	25-27.5	135-140
Jonathan Bates - Chief Finance Officer	100-105	100	0	0	15-17.5	115-120
Sharon Gardner-Blatch - Chief Nursing Officer (01/04/16 - 31/01/17)	65-70	400	0	0	50-52.5	115-120

Pension benefits as at 31 March 2018

Name and Title	(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)
	Real increase in pension at pension age	Real increase in pension lump sum at pension age	Total accrued pension at pension age at 31 March 2018	Lump sum at pension age related to accrued pension at 31 March 2018	Cash Equivalent Transfer Value at 1 April 2017	Real Increase in Cash Equivalent Transfer Value	Cash Equivalent Transfer Value at 31 March 2018	Employers Contribution to partnership pension
	(bands of £2,500)	(bands of £2,500)	(bands of £5,000)	(bands of £5,000)				
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Hazel Smith - Accountable Officer	0-2.5	0	40-45	100-105	612	55	667	N/A
Jonathan Bates - Chief Finance Officer	0-2.5	2.5-5	30-35	90-95	626	53	679	N/A
Dr Jihad Malasi - Governing Body Elected GP Member	0	0	10-15	30-35	171	-	171	N/A
Dr Suzie Marsden, GP member	10-12.5	30-32.5	10-15	30-35	144	18	162	N/A

Pension Benefits								
	(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)
Name and Title	Real increase in pension at pension age	Real increase in pension lump sum at pension age	Total accrued pension at pension age at 31 March 2017	Lump sum at pension age related to accrued pension at 31 March 2017	Cash Equivalent Transfer Value at 1 April 2016	Real Increase in Cash Equivalent Transfer Value	Cash Equivalent Transfer Value at 31 March 2017	Employers Contribution to partnership pension
	(bands of £2,500)	(bands of £2,500)	(bands of £5,000)	(bands of £5,000)				
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Hazel Carpenter - Accountable Officer	0-2.5	0	35-40	100-105	569	38	606	N/A
Jonathan Bates - Chief Finance Officer	0-2.5	2.5-5	25-30	80-85	575	45	620	N/A
Sharon Gardner-Blatch - Chief Nursing Officer (01/04/16 - 31/01/17)	2.5-5	2.5-5	20-25	55-60	329	66	395	N/A
Dr Andrew Walton - Governing Body Elected GP Member (01/04/16-31/07/16)	0-2.5	0-2.5	10-15	30-35	212	13	225	N/A
Dr Suzanna Marsden - Governing Body Elected GP Member	0-2.5	0	5-10	25-30	137	6	143	N/A
Dr Jihad Malasi - Governing Body Elected GP Member	0-2.5	0-2.5	10-15	30-35	147	24	171	N/A
Dr Sabin Kamal - Governing Body Elected GP Member (01/04/2016 - 31/09/2016)	0-2.5	0	0-5	5-10	43	12	54	N/A

Cash equivalent transfer values

A cash equivalent transfer value (CETV) is the actuarially assessed capital value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's (or other allowable beneficiary's) pension payable from the scheme.

A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies.

The CETV figures and the other pension details include the value of any pension benefits in another scheme or arrangement which the individual has transferred to the NHS pension scheme. They also include any additional pension benefit accrued to the member as a result of their purchasing additional years of pension service in the scheme at their own cost. CETVs are calculated within the guidelines and framework prescribed by the Institute and Faculty of Actuaries.

Real increase in CETV

This reflects the increase in CETV that is funded by the employer. It does not include the increase in accrued pension due to inflation or contributions paid by the employee (including the value of any benefits transferred from another scheme or arrangement).

Compensation on early retirement or for loss of office

The CCG made no payments with respect to compensation on early retirement or for loss of office during 2017/18.

Payments to past members

The CCG made no payments to past directors during 2017/18.

Pay multiples

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director/Member in their organisation and the median remuneration of the organisation's workforce.

The banded remuneration of the highest paid director/Member in Thanet CCG in the financial year 2017/18 was £110,000-115,000 (2016/17: £110,000-115,000). This was 2.79 times (2016/17: 2.52) the median remuneration of the workforce, which was £40,428 (2016/17: £44,704).

In 2017/18, 0 employees received remuneration in excess of the highest-paid director/Member. Remuneration ranged from £15,404 to £112,500 (2016/17: £15,251 to £112,500)

Total remuneration includes salary, non-consolidated performance-related pay, benefits-in-kind, but not severance payments. It does not include employer pension contributions and the cash equivalent transfer value of pensions.

Staff Report

Number of senior managers

The definition of a senior manager within the CCG is in accordance with the guidance provided by the Department of Health in the Group Account Manual 2017-18. The CCG considers its senior managers to be those persons in senior positions having authority or responsibility for directing or controlling major activities. This means those who influence the decisions of the Group as a whole rather than the decisions of individual directorates or departments.

This definition includes all members of the CCG Governing Body and consists of one clinical chair, two Executive Team members shared with NHS South Kent Coast CCG, four GP members and three lay members

The total number of individuals on payroll and off-payroll that have been deemed senior managers during the financial year is ten.

Staff numbers and costs

The average number of employees is calculated as the whole time equivalent number of employees under contract of service in each week in the financial year, divided by the number of weeks in the financial year. Using this method, the average number of persons employed during the year was as follows:

	Permanently employed staff	Others	Total 2017-18	Total 2016-17
Average number of persons:	54.99	1.33	56.32	55

Staff costs are described in the table below, with totals for both 2017-18 and 2016-17.

	Permanently employed staff £'000	Others £'000	Total 2017-18 £'000	Total 2016-17 £'000
Employee Benefits, Salaries and wages	1,945	89	2,034	1,692
Social security costs	166	0	166	225
Employer Contributions to NHS Pension scheme	254	0	254	257
Other pension costs	0	0	0	0
Sub Total	2,365	89	2,454	2,174

Less recoveries in respect of employee benefits	X	X	X	0
Total net costs	2,365	89	2,454	2,174

Staff composition

The CCG can demonstrate fair and equitable recruitment, workforce engagement and employment terms and conditions to ensure levels of pay and related terms and conditions are fairly determined for all posts, with staff doing equal work, and work rated as of equal value, being entitled to equal pay.

The current staff composition is described below:

	Female	Male
Governing Body ¹	8	9
Other staff	50	12

Sickness absence data

The CCG has an agreed policy on the management of staff absence which ensures all staff are treated fairly and equitably, with the relevant support from line managers and HR advisors. The CCG also has access to occupational health services.

As an organisation we receive six-monthly reports on a number of performance indicators including staff absence and turnover. In 2017/2018, 518.6 Full Time Equivalent working days were lost to sickness absence, which equated to an absence rate of 2.44%.

Staff policies

The CCG is committed to a policy of equality in all our employment practices in accordance with the Equality Act and principles and strive to eliminate unfair discrimination, harassment, bullying and victimisation. The CCG will not unlawfully, unfairly or unreasonably discriminate or treat individuals less favourably on the grounds of gender or gender reassignment, marriage or civil partnership, pregnancy or maternity, sexual orientation, religion or belief, disability, age, race, nationality or ethnic origin.

¹ The Governing Body consists on Executive Members, Lay Members, and Clinicians. For a full list of members refer to page 32

The CCG operates a fair and objective system for recruiting, which places emphasis on individual skills, abilities and experience. This enables a full diversity of people to demonstrate their ability to do a job. The CCG's Recruitment and Selection Policy explicitly states that managers will consider and make appropriate reasonable adjustments if an applicant declares themselves as disabled. Reasonable steps are taken to ensure all disabled applicants are treated fairly which includes making adjustments in terms of interviewing venue, selection and aptitude tests.

Expenditure on consultancy

Consultancy is defined, by the Cabinet Office, as the provision to management of objective advice and assistance relating to strategy, structure, management or operations of an organisation in pursuit of its purposes and objectives. Such assistance will be provided outside the 'business-as-usual' environment when in-house skills are not available and will be of no essential consequence and time-limited. Consultancy may include the identification of options with recommendations, or assistance with (but not delivery of) the implementation of solutions.

During the year, the CCG spent £1,486,331 on consultancy (2015-16: £873,400). This expenditure is mainly on funds the CCG are holding on behalf of the National Association of Primary Care and for developing Primary Care Homes.

Off-payroll engagements

The CCG is committed to employing a capable, talented and diverse on-payroll workforce to support the delivery of its objectives. It is recognised that on occasion, the use of fixed term, or non-permanent roles can make sense to delivery time-limited programs which required specific skillsets.

As at 31 March 2018, the CCG has one off-payroll engagement.

Off-payroll engagements longer than 6 months

The CCG has no off-payroll engagements as at 31 March 2018, for more than £220 per day and that last longer than six months. Those off payroll engagements we have made in 2017-18 have all been subjected to IR35 assessments.

New off-payroll engagements

The CCG has no new off-payroll engagements between 01 April 2017 and 31 March 2018, for more than £220 per day and that last longer than six months:

Off-payroll engagements / senior official engagements

The CCG has no off-payroll engagements of Board members and / or senior officials with significant financial responsibility, between 01 April 2017 and 31 March 2018.

Exit packages, including special (non-contractual) payments

No exit package payments were made in 2017-18.

Parliamentary Accountability and Audit Report

NHS Thanet CCG is not required to produce a Parliamentary Accountability and Audit Report. Disclosures on remote contingent liabilities, losses and special payments, gifts, and fees and charges are included as notes in the Financial Statements of this report. An audit certificate and report is also included in this Annual Report.

Annual Accounts 2017/18

Thanet Clinical Commissioning Group - Annual Accounts 2017-18

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Thanet Clinical Commissioning Group - Annual Accounts 2017-18

Statement of Comprehensive Net Expenditure for the year ended
31 March 2018

	Note	2017-18 £'000	2016-17 £'000
Income from sale of goods and services	2	0	(2)
Other operating income	2	(159)	(362)
Total operating income		(159)	(364)
Staff costs	4	2,454	2,174
Purchase of goods and services	5	236,147	206,698
Depreciation and impairment charges	5	23	25
Provision expense	5	0	(65)
Other Operating Expenditure	5	473	444
Total operating expenditure		239,097	209,276
Net Operating Expenditure		238,939	208,913
Net expenditure for the year		238,939	208,913
Total Net Expenditure for the year		238,939	208,913
Comprehensive Expenditure for the year ended 31 March 2018		238,939	208,913

Thanet Clinical Commissioning Group - Annual Accounts 2017-18

Statement of Financial Position as at 31 March 2018

		2017-18	2016-17
	Note	£'000	£'000
Non-current assets:			
Property, plant and equipment	8	69	92
Total non-current assets		<u>69</u>	<u>92</u>
Current assets:			
Trade and other receivables	9	8,801	7,159
Cash and cash equivalents	10	49	29
Total current assets		<u>8,850</u>	<u>7,188</u>
Total current assets		<u>8,850</u>	<u>7,188</u>
Total assets		<u>8,919</u>	<u>7,280</u>
Current liabilities			
Trade and other payables	11	(20,518)	(15,852)
Total current liabilities		<u>(20,518)</u>	<u>(15,852)</u>
Non-Current Assets plus/less Net Current Assets/Liabilities		<u>(11,599)</u>	<u>(8,572)</u>
Assets less Liabilities		<u>(11,599)</u>	<u>(8,572)</u>
Financed by Taxpayers' Equity			
General fund		<u>(11,599)</u>	<u>(8,572)</u>
Total taxpayers' equity:		<u>(11,599)</u>	<u>(8,572)</u>

The notes on pages 5 to 24 form part of this statement.

The financial statements on pages 1 to 24 were approved by the Governing Body on 22nd May 2018 and signed on its behalf by:

Glenn Douglas
Accountable Officer
25 May 2018

Thanet Clinical Commissioning Group - Annual Accounts 2017-18

Statement of Changes In Taxpayers Equity for the year ended
31 March 2018

	General fund £'000	Total reserves £'000
Changes in taxpayers' equity for 2017-18		
Balance at 01 April 2017	(8,572)	(8,572)
Adjusted NHS Clinical Commissioning Group balance at 31 March 2018	(8,572)	(8,572)
Changes in NHS Clinical Commissioning Group taxpayers' equity for 2017-18		
Net operating expenditure for the financial year	(238,939)	(238,939)
Net Recognised NHS Clinical Commissioning Group Expenditure for the Financial Year	(238,939)	(238,939)
Net funding	235,911	235,911
Balance at 31 March 2018	(11,599)	(11,599)
	General fund £'000	Total reserves £'000
Changes in taxpayers' equity for 2016-17		
Balance at 01 April 2016	(12,097)	(12,097)
Transfer of assets and liabilities from closed NHS bodies as a result of the 1 April 2013 transition	0	0
Adjusted NHS Clinical Commissioning Group balance at 31 March 2017	(12,097)	(12,097)
Changes in NHS Clinical Commissioning Group taxpayers' equity for 2016-17		
Net operating costs for the financial year	(208,913)	(208,913)
Net Recognised NHS Clinical Commissioning Group Expenditure for the Financial Year	(208,913)	(208,913)
Net funding	212,438	212,438
Balance at 31 March 2017	(8,572)	(8,572)

The notes on pages 5 to 24 form part of this statement.

Thanet Clinical Commissioning Group - Annual Accounts 2017-18

Statement of Cash Flows for the year ended
31 March 2018

	Note	2017-18 £'000	2016-17 £'000
Cash Flows from Operating Activities			
Net operating expenditure for the financial year		(238,939)	(208,913)
Depreciation and amortisation	5	23	25
(Increase)/decrease in trade & other receivables	9	(1,641)	(4,810)
Increase/(decrease) in trade & other payables	11	4,665	1,308
Increase/(decrease) in provisions	12	0	(65)
Net Cash Inflow (Outflow) from Operating Activities		(235,892)	(212,455)
Net Cash Inflow (Outflow) before Financing		(235,892)	(212,455)
Cash Flows from Financing Activities			
Grant in Aid Funding Received		235,911	212,438
Net Cash Inflow (Outflow) from Financing Activities		235,911	212,438
Net Increase (Decrease) in Cash & Cash Equivalents	10	20	(17)
Cash & Cash Equivalents at the Beginning of the Financial Year		29	45
Cash & Cash Equivalents (including bank overdrafts) at the End of the Financial Year		49	29

The notes on pages 5 to 24 form part of this statement.

Notes to the financial statements

1 Accounting Policies

NHS England has directed that the financial statements of clinical commissioning groups shall meet the accounting requirements of the Group Accounting Manual issued by the Department of Health and Social Care. Consequently, the following financial statements have been prepared in accordance with the Group Accounting Manual 2017-18 issued by the Department of Health and Social Care. The accounting policies contained in the Group Accounting Manual follow International Financial Reporting Standards to the extent that they are meaningful and appropriate to clinical commissioning groups, as determined by HM Treasury, which is advised by the Financial Reporting Advisory Board. Where the Group Accounting Manual permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of the clinical commissioning group for the purpose of giving a true and fair view has been selected. The particular policies adopted by the clinical commissioning group are described below. They have been applied consistently in dealing with items considered material in relation to the accounts.

1.1 Going Concern

These accounts have been prepared on the going concern basis.

The ability of the CCG to continue as a going concern is dependent upon its ability to secure future funding from NHSE. There is no reason to believe that funding will not be made available to the CCG in the 12 months from the date of approval of Financial Statements. As such the Financial Statements have been prepared on a going concern basis.

Public sector bodies are assumed to be going concerns where the continuation of the provision of a service in the future is anticipated, as evidenced by inclusion of financial provision for that service in published documents.

1.2 Accounting Convention

These accounts have been prepared under the historical cost convention modified to account for the revaluation of property, plant and equipment, intangible assets, inventories and certain financial assets and financial liabilities.

1.3 Pooled Budgets

Where the clinical commissioning group has entered into a pooled budget arrangement under Section 75 of the National Health Service Act 2006 the clinical commissioning group accounts for its share of the assets, liabilities, income and expenditure arising from the activities of the pooled budget, identified in accordance with the pooled budget agreement.

If the clinical commissioning group is in a "jointly controlled operation", the clinical commissioning group recognises:

- The assets the clinical commissioning group controls;
- The liabilities the clinical commissioning group incurs;
- The expenses the clinical commissioning group incurs; and,
- The clinical commissioning group's share of the income from the pooled budget activities.

If the clinical commissioning group is involved in a "jointly controlled assets" arrangement, in addition to the above, the clinical commissioning group recognises:

- The clinical commissioning group's share of the jointly controlled assets (classified according to the nature of the assets);
- The clinical commissioning group's share of any liabilities incurred jointly; and,
- The clinical commissioning group's share of the expenses jointly incurred.

1.4 Critical Accounting Judgements & Key Sources of Estimation Uncertainty

In the application of the clinical commissioning group's accounting policies, management is required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from those estimates and the estimates and underlying assumptions are continually reviewed. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

1.4.1 Critical Judgements in Applying Accounting Policies

The following are the critical judgements, apart from those involving estimations (see below) that management has made in the process of applying the clinical commissioning group's accounting policies that have the most significant effect on the amounts recognised in the financial statements:

Accruals have been included in the financial statements to the extent that the CCG recognises an obligation as at 31 March 2018 for which it has not been invoiced. Estimates of accruals are undertaken by management based on information available at the end of the financial year, together with past experience.

The CCG has reviewed the terms of the Better Care Fund. A Section 75 agreement is in place and the CCG can expend resources without reference to the other members (Kent County Council) and has full control over its element of the budget. The CCG commissions directly as if the pooled budget does not exist and so is outside the pooled budget arrangement. The expenditure by the CCG on the Better Care Fund in the year from 1st April 2017 to 31 March 2018 (2017/18) is £9,810,694.

Notes to the financial statements

1.4.2 Key Sources of Estimation and Uncertainty

Some of the clinical commissioning group's contracts are not brought to a formal conclusion until late June or early July each year. The clinical commissioning group has made estimates on these contracts using the expertise of the commissioning support unit's contracts department.

GP drugs usage is also not known fully until 2 months after the year end. Estimates based on the NHS Business Services Authority's annual expenditure phasings are made.

The east Kent CCGs had challenged the level of charging from East Kent Hospitals University Foundation Trust in a number of areas. Expert Determination (ED) found that although the vast majority of challenges and disputes were agreed in principle the benefits will impact the EK CCGs in part from 2017/18 and in full from April 2020 when contractual adjustments can be made. Some areas remain open to further external resolution and assumptions to recoverability of these have been included within the accounts.

1.5 Revenue

Revenue in respect of services provided is recognised when, and to the extent that, performance occurs, and is measured at the fair value of the consideration receivable.

1.6 Employee Benefits

1.6.1 Short-term Employee Benefits

Salaries, wages and employment-related payments are recognised in the period in which the service is received from employees, including bonuses earned but not yet taken.

The cost of leave earned but not taken by employees at the end of the period is recognised in the financial statements to the extent that employees are permitted to carry forward leave into the following period.

1.6.2 Retirement Benefit Costs

Past and present employees are covered by the provisions of the NHS Pensions Scheme. The scheme is an unfunded, defined benefit scheme that covers NHS employers, General Practices and other bodies, allowed under the direction of the Secretary of State, in England and Wales. The scheme is not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, the scheme is accounted for as if it were a defined contribution scheme: the cost to the clinical commissioning group of participating in the scheme is taken as equal to the contributions payable to the scheme for the accounting period.

For early retirements other than those due to ill health the additional pension liabilities are not funded by the scheme. The full amount of the liability for the additional costs is charged to expenditure at the time the clinical commissioning group commits itself to the retirement, regardless of the method of payment.

1.7 Other Expenses

Other operating expenses are recognised when, and to the extent that, the goods or services have been received. They are measured at the fair value of the consideration payable.

1.8 Property, Plant & Equipment

1.8.1 Recognition

Property, plant and equipment is capitalised if:

- It is held for use in delivering services or for administrative purposes;
- It is probable that future economic benefits will flow to, or service potential will be supplied to the clinical commissioning group;
- It is expected to be used for more than one financial year;
- The cost of the item can be measured reliably; and,
- The item has a cost of at least £5,000; or,
- Collectively, a number of items have a cost of at least £5,000 and individually have a cost of more than £250, where the assets are functionally interdependent, they had broadly simultaneous purchase dates, are anticipated to have simultaneous disposal dates and are under single managerial control; or,
- Items form part of the initial equipping and setting-up cost of a new building, ward or unit, irrespective of their individual or collective cost.

Where a large asset, for example a building, includes a number of components with significantly different asset lives, the components are treated as separate assets and depreciated over their own useful economic lives.

1.8.2 Valuation

All property, plant and equipment are measured initially at cost, representing the cost directly attributable to acquiring or constructing the asset and bringing it to the location and condition necessary for it to be capable of operating in the manner intended by management. All assets are measured subsequently at valuation.

Fixtures and equipment are carried at depreciated historic cost as this is not considered to be materially different from current value in existing use.

Notes to the financial statements

1.9 Depreciation, Amortisation & Impairments

At each reporting period end, the clinical commissioning group checks whether there is any indication that any of its tangible or intangible non-current assets have suffered an impairment loss. If there is indication of an impairment loss, the recoverable amount of the asset is estimated to determine whether there has been a loss and, if so, its amount. Intangible assets not yet available for use are tested for impairment annually.

1.10 Leases

All leases held by the clinical commissioning group are classified as operating leases.

1.10.1 The Clinical Commissioning Group as Lessee

Property, plant and equipment held under finance leases are initially recognised, at the inception of the lease, at fair value or, if lower, at the present value of the minimum lease payments, with a matching liability for the lease obligation to the lessor. Lease payments are apportioned between finance charges and reduction of the lease obligation so as to achieve a constant rate on interest on the remaining balance of the liability. Finance charges are recognised in calculating the clinical commissioning group's surplus/deficit.

Operating lease payments are recognised as an expense on a straight-line basis over the lease term. Lease incentives are recognised initially as a liability and subsequently as a reduction of rentals on a straight-line basis over the lease term.

Contingent rentals are recognised as an expense in the period in which they are incurred.

1.11 Services Received

The fair value of services received in the year is recorded under the relevant expenditure headings within 'operating expenses'.

1.12 Cash & Cash Equivalents

Cash is cash in hand and deposits with any financial institution repayable without penalty on notice of not more than 24 hours. Cash equivalents are investments that mature in 3 months or less from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

In the Statement of Cash Flows, cash and cash equivalents are shown net of bank overdrafts that are repayable on demand and that form an integral part of the clinical commissioning group's cash management.

1.13 Provisions

Provisions are recognised when the clinical commissioning group has a present legal or constructive obligation as a result of a past event, it is probable that the clinical commissioning group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation. The amount recognised as a provision is the best estimate of the expenditure required to settle the obligation at the end of the reporting period, taking into account the risks and uncertainties.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, the receivable is recognised as an asset if it is virtually certain that reimbursements will be received and the amount of the receivable can be measured reliably.

1.14 Clinical Negligence Costs

The NHS Litigation Authority operates a risk pooling scheme under which the clinical commissioning group pays an annual contribution to the NHS Litigation Authority which in return settles all clinical negligence claims. The contribution is charged to expenditure, for 2017-18 the contribution was £4,521 (2016-17 £4,140). Although the NHS Litigation Authority is administratively responsible for all clinical negligence cases the legal liability remains with the clinical commissioning group.

1.15 Financial Assets

Financial assets are recognised when the clinical commissioning group becomes party to the financial instrument contract or, in the case of trade receivables, when the goods or services have been delivered. Financial assets are derecognised when the contractual rights have expired or the asset has been transferred.

Financial assets are classified into the following categories:

- Financial assets at fair value through profit and loss;
- Held to maturity investments;
- Available for sale financial assets; and,
- Loans and receivables.

The classification depends on the nature and purpose of the financial assets and is determined at the time of initial recognition.

Notes to the financial statements

1.16 Loans & Receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments which are not quoted in an active market. After initial recognition, they are measured at amortised cost using the effective interest method, less any impairment. Interest is recognised using the effective interest method.

At the end of the reporting period, the clinical commissioning group assesses whether any financial assets, other than those held at 'fair value through profit and loss' are impaired. Financial assets are impaired and impairment losses recognised if there is objective evidence of impairment as a result of one or more events which occurred after the initial recognition of the asset and which has an impact on the estimated future cash flows of the asset.

For financial assets carried at amortised cost, the amount of the impairment loss is measured as the difference between the asset's carrying amount and the present value of the revised future cash flows discounted at the asset's original effective interest rate. The loss is recognised in expenditure and the carrying amount of the asset is reduced through a provision for impairment of receivables.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed through expenditure to the extent that the carrying amount of the receivable at the date of the impairment is reversed does not exceed what the amortised cost would have been had the impairment not been recognised.

1.17 Financial Liabilities

Financial liabilities are recognised on the statement of financial position when the clinical commissioning group becomes party to the contractual provisions of the financial instrument or, in the case of trade payables, when the goods or services have been received. Financial liabilities are de-recognised when the liability has been discharged, that is, the liability has been paid or has expired.

1.18 Other Financial Liabilities

After initial recognition, all other financial liabilities are measured at amortised cost using the effective interest method, except for loans from Department of Health and Social Care, which are carried at historic cost. The effective interest rate is the rate that exactly discounts estimated future cash payments through the life of the asset, to the net carrying amount of the financial liability. Interest is recognised using the effective interest method.

1.19 Value Added Tax

Most of the activities of the clinical commissioning group are outside the scope of VAT and, in general, output tax does not apply and input tax on purchases is not recoverable. Irrecoverable VAT is charged to the relevant expenditure category or included in the capitalised purchase cost of fixed assets. Where output tax is charged or input VAT is recoverable, the amounts are stated net of VAT.

1.20 Accounting Standards That Have Been Issued But Have Not Yet Been Adopted

The DHSC Group accounting manual does not require the following Standards and Interpretations to be applied in 2017-18. These standards are still subject to FRC adoption and early adoption is not therefore permitted.

- IFRS 9: Financial Instruments (application from 1 January 2018)
- IFRS 15: Revenue for Contract with Customers (application from 1 January 2018)
- IFRS 16: Leases (application from 1 January 2019)

The application of the Standards as revised would not have a material impact on the accounts for 2017-18, were they applied in that year.

The CCG will adopt IFRS 9 and IFRS 15 in the financial year 2018/19, this will have not material impact in the financial statements.

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2 Other Operating Revenue

	2017-18 Total £'000	2017-18 Admin £'000	2017-18 Programme £'000	2016-17 Total £'000
Other revenue	159	0	159	362
Total other operating revenue	159	0	159	362

3 Revenue

	2017-18 Total £'000	2017-18 Admin £'000	2017-18 Programme £'000	2016-17 Total £'000
From rendering of services	159	0	159	362
From sale of goods	0	0	0	2
Total	159	0	159	364

Revenue is totally from the supply of services. The NHS clinical commissioning group receives no revenue from the supply of goods.

4 Employee benefits and staff numbers

4.1.1 Employee benefits

	2017-18	Total	
	Total £'000	Permanent Employees £'000	Other £'000
Employee Benefits			
Salaries and wages	2,034	1,945	89
Social security costs	166	166	0
Employer Contributions to NHS Pension scheme	254	254	0
Gross employee benefits expenditure	2,454	2,365	89
Total - Net admin employee benefits including capitalised costs	2,454	2,365	89
Net employee benefits excluding capitalised costs	2,454	2,365	89

4.1.1 Employee benefits

	2016-17	Total	
	Total £'000	Permanent Employees £'000	Other £'000
Employee Benefits			
Salaries and wages	1,692	1,651	41
Social security costs	225	225	0
Employer Contributions to NHS Pension scheme	257	257	0
Gross employee benefits expenditure	2,174	2,133	41
Total - Net admin employee benefits including capitalised costs	2,174	2,133	41
Net employee benefits excluding capitalised costs	2,174	2,133	41

4.1.2 Recoveries in respect of employee benefits

	2017-18	Permanent Employees £'000	Other £'000	2016-17 Total £'000
	Total £'000			
Employee Benefits - Revenue	0	0	0	0
Total recoveries in respect of employee benefits	0	0	0	0

The remuneration and staff report included within the annual report provides details of payments made to more senior employees.

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4.2 Average number of people employed

	Total Number	2017-18 Permanently employed Number	Other Number	2016-17 Total Number
Total	56	55	1	56

4.3 Exit packages agreed in the financial year

There were no exit packages agreed by the NHS clinical commissioning group in the year for Thanet CCG staff members (2016-17 nil).

There were no recharged redundancies agreed by the NHS clinical commissioning group in 2016-17 (2016-17 nil).

4.4 Pension costs

Past and present employees are covered by the provisions of the two NHS Pension Schemes. Details of the benefits payable and rules of the Schemes can be found on the NHS Pensions website at www.nhsbsa.nhs.uk/pensions.

Both are unfunded, defined benefit scheme that covers NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State, in England and Wales. They are not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities.

Therefore, each scheme is accounted for as if it were a defined contribution scheme: the cost to the clinical commissioning group of participating in each Scheme is taken as equal to the contributions payable to the Scheme for the accounting period.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the FReM requires that "the period between formal valuations shall be four years, with approximate assessments in intervening years". An outline of these follows:

4.4.1 Accounting valuation

A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary's Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period, and is accepted as providing suitably robust figures for financial reporting purposes. The valuation of the scheme liability as at 31 March 2018, is based on valuation data as 31 March 2017, updated to 31 March 2018 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FReM interpretations, and the discount rate prescribed by HM Treasury have also been used.

The latest assessment of the liabilities of the scheme is contained in the report of the scheme actuary, which forms part of the annual NHS Pension Scheme Accounts. These accounts can be viewed on the NHS Pensions website and are published annually. Copies can also be obtained from The Stationery Office.

4.4.2 Full actuarial (funding) valuation

The purpose of this valuation is to assess the level of liability in respect of the benefits due under the schemes (taking into account recent demographic experience), and to recommend contribution rates payable by employees and employers.

The last published actuarial valuation undertaken for the NHS Pension Scheme was completed for the year ending 31 March 2012. The Scheme Regulations allow for the level of contribution rates to be changed by the Secretary of State for Health, with the consent of HM Treasury, and consideration of the advice of the Scheme Actuary and employee and employer representatives as deemed appropriate.

The next actuarial valuation is to be carried out as at 31 March 2016 and is currently being prepared. The direction assumptions are published by HM Treasury which are used to complete the valuation calculations, from which the final valuation report can be signed off by the scheme actuary. This will set the employer contribution rate payable from April 2019 and will consider the cost of the Scheme relative to the employer cost cap. There are provisions in the Public Service Pension Act 2013 to adjust member benefits or contribution rates if the cost of the Scheme changes by more than 2% of pay. Subject to this 'employer cost cap' assessment, any required revisions to member benefits or contribution rates will be determined by the Secretary of State for Health after consultation with the relevant stakeholders.

For 2017-18, employers' contributions of £315,112 were payable to the NHS Pensions Scheme (2016-17: £272,602) at the rate of 14.38% of pensionable pay. The scheme's actuary reviews employer contributions, usually every four years and now based on HMT Valuation Directions, following a full scheme valuation. The latest review used data from 31 March 2012 and was published on the Government website on 9 June 2012. These costs are included in the NHS pension line of note 4.1.1.

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5 Operating expenses

	2017-18 Total £'000	2017-18 Admin £'000	2017-18 Programme £'000	2016-17 Total £'000
Gross employee benefits				
Employee benefits excluding governing body members	2,188	1,041	1,147	1,535
Executive governing body members	266	266	0	639
Total gross employee benefits	2,454	1,307	1,147	2,174
Other costs				
Services from other CCGs and NHS England	1,155	325	830	1,650
Services from foundation trusts	127,931	0	127,931	124,297
Services from other NHS trusts	18,551	0	18,551	17,352
Purchase of healthcare from non-NHS bodies	36,997	0	36,997	31,542
Chair and Non Executive Members	473	136	337	444
Supplies and services – clinical	276	0	276	877
Supplies and services – general	2,060	836	1,224	916
Consultancy services	1,487	136	1,351	873
Establishment	314	128	186	321
Transport	8	6	2	11
Premises	538	35	503	655
Depreciation	23	23	0	25
Audit fees	50	50	0	56
Other non statutory audit expenditure				
Internal audit services	0	0	0	2
Prescribing costs	26,463	0	26,463	26,132
Pharmaceutical services	387	0	387	220
General ophthalmic services	6	0	6	4
GPMS/APMS and PCTMS	19,728	0	19,728	1,160
Other professional fees excl. audit	37	37	0	199
Legal fees	40	0	40	0
Education and training	119	72	47	133
Provisions	0	0	0	(65)
CHC Risk Pool contributions	0	0	0	298
Total other costs	236,643	1,784	234,859	207,102
Total operating expenses	239,097	3,091	236,006	209,276

In accordance with SI 2008 no.489, The Companies (Disclosure of Auditor Remuneration and Liability Limitation Agreements) Regulations 2008. The limitation of Thanet CCG Auditors is £2m.

Thanet Clinical Commissioning Group - Annual Accounts 2017-18

6 Better Payment Practice Code

Measure of compliance	2017-18 Number	2017-18 £'000	2016-17 Number	2016-17 £'000
Non-NHS Payables				
Total Non-NHS Trade invoices paid in the Year	9,745	69,051	8,598	47,485
Total Non-NHS Trade Invoices paid within target	9,459	67,356	8,451	45,828
Percentage of Non-NHS Trade invoices paid within target	97.07%	97.55%	98.29%	96.51%
NHS Payables				
Total NHS Trade Invoices Paid in the Year	2,099	149,614	2,256	147,547
Total NHS Trade Invoices Paid within target	2,052	148,666	2,232	147,150
Percentage of NHS Trade Invoices paid within target	97.76%	99.37%	98.94%	99.73%

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7 Operating Leases

7.1 As lessee

The clinical commissioning group holds two leases with Thanet District Council for the use of two offices within the council building for a five year term, with four years remaining.

Both leases cease on 31st March 2021 when the offices will either be vacated or a new lease will be negotiated.

7.1.1 Payments recognised as an Expense

	Buildings £'000	Other £'000	2017-18 Total £'000	Buildings £'000	Other £'000	2016-17 Total £'000
Payments recognised as an expense						
Minimum lease payments	540	6	546	650	1	651
Total	540	6	546	650	1	651

Whilst arrangements with NHS Property Services Limited fall within the definition of operating leases, rental charge for future years has not yet been agreed. Consequently this note does not include future minimum lease payments for properties owned by NHS Property Services Limited.

7.1.2 Future minimum lease payments

	Buildings £'000	Other £'000	2017-18 Total £'000	Buildings £'000	Other £'000	2016-17 Total £'000
Payable:						
No later than one year	41	4	45	24	0	24
Between one and five years	123	4	127	95	0	95
Total	164	8	172	119	0	119

8 Property, plant and equipment

	Buildings excluding dwellings £'000	Information technology £'000	Furniture & fittings £'000	Total £'000
2017-18				
Cost or valuation at 01 April 2017	83	15	35	133
Cost/Valuation at 31 March 2018	83	15	35	133
Depreciation 01 April 2017	17	5	19	41
Charged during the year	14	5	4	23
Depreciation at 31 March 2018	31	10	23	64
Net Book Value at 31 March 2018	52	5	12	69
Purchased	52	5	12	69
Total at 31 March 2018	52	5	12	69
Asset financing:				
Owned	52	5	12	69
Total at 31 March 2018	52	5	12	69

	Buildings excluding dwellings £'000	Information technology £'000	Furniture & fittings £'000	Total £'000
2016-17				
Cost or valuation at 01 April 2016	83	15	34	132
Cost/Valuation at 31 March 2017	83	15	34	132
Depreciation 01 April 2016	0	0	14	14
Charged during the year	17	5	4	26
Depreciation at 31 March 2017	17	5	18	40
Net Book Value at 31 March 2017	66	10	16	92
Purchased	66	10	16	92
Total at 31 March 2017	66	10	16	92
Asset financing:				
Owned	66	10	16	92
Total at 31 March 2017	66	10	16	92

8.1 Economic lives

	Minimum Life (years)	Maximum Life (Years)
Dwellings	2	15
Information technology	2	5
Furniture & fittings	2	15

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9 Trade and other receivables

	Current 2017-18 £'000	Current 2016-17 £'000
NHS receivables: Revenue	5,604	3,506
NHS prepayments	2,664	474
NHS underperformance accruals	0	2,656
Non-NHS and Other WGA receivables: Revenue	194	376
Non-NHS and Other WGA prepayments	21	41
Non-NHS and Other WGA accrued income	187	20
VAT	128	56
Other receivables and accruals	3	30
Total Trade & other receivables	8,801	7,159
Total current and non current	8,801	7,159

Included above:

Prepaid pensions contributions	0	0

For 2017/18 NHS underperformance accruals has been reclassified into NHS prepayments

9.1 Receivables past their due date but not impaired

	2017-18 £'000 DH Group Bodies	2017-18 £'000 Group Bodies	2016-17 £'000 All receivables prior years
By up to three months	1,179	153	421
By three to six months	100	0	433
By more than six months	757	41	721
Total	2,036	194	1,575

£1,151m of the amount above has subsequently been recovered post the statement of financial position date.

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10 Cash and cash equivalents

	2017-18 £'000	2016-17 £'000
Balance at 01 April 2017	29	45
Net change in year	20	(16)
Balance at 31 March 2018	49	29
Made up of:		
Cash with the Government Banking Service	49	29
Cash and cash equivalents as in statement of financial position	49	29
Balance at 31 March 2018	49	29
No Patient money is held by the NHS clinical commissioning group.	0	0

The NHS clinical commissioning group is required to hold a cash balance at 31st March that is less than 1.25% of the final month's cash drawdown from NHS England. The cash balance held is, therefore, significantly lower than the value of outstanding payables at year end. This coupled with the fact that a commissioning organisation has limited income and is most likely to show payables in excess of receivables at year end, results in the total taxpayers' equity being negative.

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11 Trade and other payables	Current 2017-18 £'000	Current 2016-17 £'000
NHS payables: revenue	3,270	2,837
NHS accruals	748	208
Non-NHS and Other WGA payables: Revenue	3,612	2,678
Non-NHS and Other WGA accruals	12,325	9,599
Social security costs	42	39
Tax	40	37
Payments received on account	0	0
Other payables and accruals	481	454
Total Trade & Other Payables	20,518	15,852
Total current and non-current	20,518	15,852

Other payables include £142,190 outstanding pension contributions as at 31 March 2018. £44,580 relates to CCG staff and is a comparator to 2017. The total figure in 2018 includes GP contributions £97,610 associated with Co-Commissioning. (31 March 2017 £40,983).

12 Provisions

The NHS clinical commissioning group has no provisions.

13 Financial instruments

13.1 Financial risk management

Financial reporting standard IFRS 7 requires disclosure of the role that financial instruments have had during the period in creating or changing the risks a body faces in undertaking its activities.

Because the NHS clinical commissioning group is financed through parliamentary funding, it is not exposed to the degree of financial risk faced by business entities. Also, financial instruments play a much more limited role in creating or changing risk than would be typical of listed companies, to which the financial reporting standards mainly apply. The clinical commissioning group has limited powers to borrow or invest surplus funds and financial assets and liabilities are generated by day-to-day operational activities rather than being held to change the risks facing the clinical commissioning group in undertaking its activities.

Treasury management operations are carried out by the finance department, within parameters defined formally within the NHS clinical commissioning group standing financial instructions and policies agreed by the Governing Body. Treasury activity is subject to review by the NHS clinical commissioning group and internal auditors.

13.1.1 Credit risk

Because the majority of the NHS clinical commissioning group and revenue comes parliamentary funding, NHS clinical commissioning group has low exposure to credit risk. The maximum exposures as at the end of the financial year are in receivables from customers, as disclosed in the trade and other receivables note.

13.1.2 Liquidity risk

The NHS clinical commissioning group is required to operate within revenue and capital resource limits, which are financed from resources voted annually by Parliament. The NHS clinical commissioning group draws down cash to cover expenditure, as the need arises. The NHS clinical commissioning group is not, therefore, exposed to significant liquidity risks.

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13 Financial instruments cont'd

13.2 Financial assets

	Loans and Receivables 2017-18 £'000	Total 2017-18 £'000
Receivables:		
· NHS	5,604	5,604
· Non-NHS	381	381
Cash at bank and in hand	49	49
Other financial assets	3	3
Total at 31 March 2018	6,037	6,037

	Loans and Receivables 2016-17 £'000	Total 2016-17 £'000
Receivables:		
· NHS	6,162	6,162
· Non-NHS	396	396
Cash at bank and in hand	29	29
Other financial assets	30	30
Total at 31 March 2017	6,617	6,617

13.3 Financial liabilities

	Other 2017-18 £'000	Total 2017-18 £'000
Payables:		
· NHS	4,017	4,017
· Non-NHS	16,418	16,418
Total at 31 March 2018	20,436	20,436

	Other 2016-17 £'000	Total 2016-17 £'000
Payables:		
· NHS	3,045	3,045
· Non-NHS	12,731	12,731
Total at 31 March 2017	15,776	15,776

There is no difference between the carrying value of financial assets and liabilities and their fair value.

As at 31 March 2018 all financial liabilities are due within one year (31 March 2017 - All due within one year).

Thanet Clinical Commissioning Group - Annual Accounts 2017-18

14 Operating segments

The NHS clinical commissioning group considers it has only one segment: commissioning of healthcare services.

15 Pooled budgets

The NHS clinical commissioning groups share of the income and expenditure handled by pooled budgets in the financial year were:

	2017-18 £'000	2016-17 £'000
Income	0	0
Expenditure	(2,125)	(2,032)

In 2003, the former Eastern and Coastal Kent Primary Care Trust entered into a section 75 pooled budget arrangement with Kent County Council (KCC) for the provision of an integrated social care centre at Westbrook House, Margate. Following the dissolution of the PCT, the health contribution to this centre is now being provided by Thanet CCG. Thanet CCG has included within its expenditure £2,010,590 in respect of its contributions to this s75 agreement as a revenue contribution. The other element of the pooled budget relates to the Integrated Community Equipment Service (ICES). This is subject to a s75 agreement with KCC, the expenditure value is £114,262.

The CCG has reviewed the contractual terms of the Better Care Fund. The CCG commissions directly as if the pooled budget does not exist and it is therefore considered to be outside the pooled budget arrangement.

The CCG has entered into a s75 agreement with Kent County Council relating to an Alliance for provision of LD services. The agreement was signed in February 2018 and becomes effective from 1 April 2018.

16 Related party transactions

The Department of Health is regarded as a related party. During the year the NHS clinical commissioning group has had a significant number of material transactions (over £1million) with entities for which the Department is regarded as the parent Department. These entities are:

East Kent Hospitals University NHS Foundation Trust
Kent Community Health NHS Foundation Trust
Kent and Medway NHS and Social Care Partnership Trust
South East Coast Ambulance Service NHS Foundation Trust
South East Commissioning Support Unit
Kings College Hospitals NHS Foundation Trust
Guys & St Thomas' NHS Foundation Trust

In addition, the NHS clinical commissioning group has had a number of material transactions with other government departments and other central and local government bodies. Most of these transactions have been with Kent County Council (KCC).

Payments have also been made to medical practices of which members of the CCG Governing Body are partners, but such payments would only be disclosed as related party transactions where the medical practice was single-handed. In 2017/18, no members of the governing body were partners of single-handed practices."

Thanet Clinical Commissioning Group - Annual Accounts 2017-18

17 Events after the end of the reporting period

There have been no reporting events after the reporting period.

18 Financial performance targets

The NHS Clinical Commissioning Group has a number of financial duties under the NHS Act 2006 (as amended).

The NHS Clinical Commissioning Group's performance against those duties was as follows:

	2017-18 Target	2017-18 Performance	2016-17 Target	2016-17 Performance
Expenditure not to exceed income	239,143	239,097	213,397	209,277
Capital resource use does not exceed the amount specified in Directions	0	0	0	0
Revenue resource use does not exceed the amount specified in Directions	238,984	238,939	213,033	208,913
Capital resource use on specified matter(s) does not exceed the amount specified in Directions	0	0	0	0
Revenue resource use on specified matter(s) does not exceed the amount specified in Directions	0	0	0	0
Revenue administration resource use does not exceed the amount specified in Directions	3,092	3,091	3,088	3,087

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4. Employee benefits and staff numbers

4.1.1 Employee benefits

	2017-18			Total			Admin			Programme		
	Total £'000	Permanent Employees £'000	Other £'000	Total £'000	Permanent Employees £'000	Other £'000	Total £'000	Permanent Employees £'000	Other £'000	Total £'000	Permanent Employees £'000	Other £'000
Employee Benefits												
Salaries and wages	2,034	1,945	89	1,099	1,010	89	935	935	0			
Social security costs	166	166	0	78	78	0	88	88	0			
Employer contributions to the NHS Pension Scheme	254	254	0	130	130	0	124	124	0			
Gross employee benefits expenditure	2,454	2,365	89	1,307	1,218	89	1,147	1,147	0			
Total - Net admin employee benefits including capitalised costs	2,454	2,365	89	1,307	1,218	89	1,147	1,147	0			
Net employee benefits excluding capitalised costs	2,454	2,365	89	1,307	1,218	89	1,147	1,147	0			

4.1.1 Employee benefits

	2016-17			Total			Admin			Programme		
	Total £'000	Permanent Employees £'000	Other £'000	Total £'000	Permanent Employees £'000	Other £'000	Total £'000	Permanent Employees £'000	Other £'000	Total £'000	Permanent Employees £'000	Other £'000
Employee Benefits												
Salaries and wages	1,692	1,651	41	976	954	22	716	697	19			
Social security costs	225	225	0	166	166	0	59	59	0			
Employer contributions to the NHS Pension Scheme	257	257	0	192	192	0	65	65	0			
Gross employee benefits expenditure	2,174	2,133	41	1,334	1,312	22	840	821	19			
Total - Net admin employee benefits including capitalised costs	2,174	2,133	41	1,334	1,312	22	840	821	19			
Net employee benefits excluding capitalised costs	2,174	2,133	41	1,334	1,312	22	840	821	19			

External Audit Opinion

Independent auditor's report to the members of the Governing Body of NHS Thanet Clinical Commissioning Group

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of NHS Thanet Clinical Commissioning Group (the 'CCG') for the year ended 31 March 2018 which comprise the Statement of Comprehensive Net Expenditure, the Statement of Financial Position, the Statement of Changes in Taxpayers Equity, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and the Department of Health and Social Care Group Accounting Manual 2017-18 and the requirements of the Health and Social Care Act 2012.

In our opinion the financial statements:

- give a true and fair view of the financial position of the CCG as at 31 March 2018 and of its expenditure and income for the year then ended; and
- have been properly prepared in accordance with International Financial Reporting Standards (IFRSs) as adopted by the European Union, as interpreted and adapted by the Department of Health and Social Care Group Accounting Manual 2017-18; and
- have been prepared in accordance with the requirements of the Health and Social Care Act 2012.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the CCG in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Who we are reporting to

This report is made solely to the members of the Governing Body of the CCG, as a body, in accordance with Part 5 of the Local Audit and Accountability Act 2014. Our audit work has been undertaken so that we might state to the members of the Governing Body of the CCG those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the CCG and the members of the Governing Body of the CCG, as a body, for our audit work, for this report, or for the opinions we have formed.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Accountable Officer's use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Accountable Officer has not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the CCG's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The Accountable Officer is responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of our work including that gained through work in relation to the CCG's arrangements for securing value for money through economy, efficiency and effectiveness in the use of its resource or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Other information we are required to report on by exception under the Code of Audit Practice

Under the Code of Audit Practice published by the National Audit Office on behalf of the Comptroller and Auditor General (the Code of Audit Practice) we are required to consider whether the Governance Statement does not comply with the guidance issued by the NHS Commissioning Board or is misleading or inconsistent with the information of which we are aware from our audit. We are not required to consider whether the Governance Statement addresses all risks and controls or that risks are satisfactorily addressed by internal controls.

We have nothing to report in this regard.

Opinion on other matters required by the Code of Audit Practice

In our opinion:

- the parts of the Remuneration Report and Staff Report to be audited have been properly prepared in accordance with IFRSs as adopted by the European Union, as interpreted and adapted by the Department of Health and Social Care Group Accounting Manual 2017-18 and the requirements of the Health and Social Care Act 2012; and
- based on the work undertaken in the course of the audit of the financial statements and our knowledge of the CCG gained through our work in relation to the CCG's arrangements for securing economy, efficiency and effectiveness in its use of resources, the other information published together with the financial statements in the annual report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Opinion on regularity required by the Code of Audit Practice

In our opinion, in all material respects the expenditure and income recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions in the financial statements conform to the authorities which govern them.

Matters on which we are required to report by exception

Under the Code of Audit Practice we are required to report to you if:

- we have reported a matter in the public interest under Section 24 of the Local Audit and Accountability Act 2014 in the course of, or at the conclusion of the audit; or
- we have referred a matter to the Secretary of State under Section 30 of the Local Audit and Accountability Act 2014 because we had reason to believe that the CCG, or an officer of the CCG, was about to make, or

had made, a decision which involved or would involve the body incurring unlawful expenditure, or was about to take, or had begun to take a course of action which, if followed to its conclusion, would be unlawful and likely to cause a loss or deficiency; or

- we have made a written recommendation to the CCG under Section 24 of the Local Audit and Accountability Act 2014 in the course of, or at the conclusion of the audit.

We have nothing to report in respect of the above matters.

Responsibilities of the Accountable Officer and Those Charged with Governance for the financial statements

As explained more fully in the Statement of Accountable Officer's responsibilities, the Accountable Officer, is responsible for the preparation of the financial statements in the form and on the basis set out in the Accounts Directions, for being satisfied that they give a true and fair view, and for such internal control as the Accountable Officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Accountable Officer is responsible for assessing the CCG's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the CCG lacks funding for its continued existence or when policy decisions have been made that affect the services provided by the CCG.

The Accountable Officer is responsible for ensuring the regularity of expenditure and income in the financial statements.

The Governance and Risk Committee is Those Charged with Governance.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

We are also responsible for giving an opinion on the regularity of expenditure and income in the financial statements in accordance with the Code of Audit Practice.

Report on other legal and regulatory requirements – Conclusion on the CCG's arrangements for securing economy, efficiency and effectiveness in its use of resources

Matter on which we are required to report by exception - CCG's arrangements for securing economy, efficiency and effectiveness in its use of resources

Under the Code of Audit Practice we are required to report to you if, in our opinion we have not been able to satisfy ourselves that the CCG has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2018.

We have nothing to report in respect of the above matter.

Responsibilities of the Accountable Officer

As explained in the Governance Statement, the Accountable Officer is responsible for putting in place proper arrangements for securing economy, efficiency and effectiveness in the use of the CCG's resources.

Auditor's responsibilities for the review of the CCG's arrangements for securing economy, efficiency and effectiveness in its use of resources

We are required under Section 21(3)(c) and Schedule 13 paragraph 10(a) of the Local Audit and Accountability Act 2014 to be satisfied that the CCG has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources and to report where we have not been able to satisfy ourselves that it has done so. We are not required to consider, nor have we considered, whether all aspects of the CCG's arrangements for securing economy, efficiency and effectiveness in its use of resources are operating effectively.

We have undertaken our review in accordance with the Code of Audit Practice, having regard to the guidance on the specified criterion issued by the Comptroller and Auditor General in November 2017, as to whether in all significant respects, the CCG had proper arrangements to ensure it took properly informed decisions and deployed resources to achieve planned and sustainable outcomes for taxpayers and local people. The Comptroller and Auditor General determined this criterion as that necessary for us to consider under the Code of Audit Practice in satisfying ourselves whether the CCG put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2018, and to report by exception where we are not satisfied.

We planned our work in accordance with the Code of Audit Practice. Based on our risk assessment, we undertook such work as we considered necessary to be satisfied that the CCG has put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources.

Report on other legal and regulatory requirements – Certificate

We certify that we have completed the audit of the financial statements of NHS Thanet Clinical Commissioning Group in accordance with the requirements of the Local Audit and Accountability Act 2014 and the Code of Audit Practice.

Darren Wells
Director
for and on behalf of Grant Thornton UK LLP

Grant Thornton UK LLP
2nd Floor
St John's House
Haslett Avenue West
Crawley
RH10 1HS

25 May 2018



Quality Account

2017/18

Quality Account 2017–2018

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1 Section One



Foreword from the Chair and Chief Executive

Welcome to the 2017/18 Quality Account for North Middlesex University Hospital NHS Trust.

Despite the year's challenges we have remained focussed on our vision for the future, to provide outstanding care for local people. We have also focussed on our strategic priorities – to provide excellent services for our patients, excellent experience for patients and staff and excellent value for money.

To achieve both our vision and our priorities we are building on one of our greatest strengths: over half our staff live in Enfield and Haringey and we have been working more closely with the local community to build stronger partnerships. We have held a series of stakeholder events at the hospital with our local partners and we will continue these in the coming year.

We have also begun a major staff engagement programme – Listening into Action – to enable all our staff to be part of our vision and to contribute to improving the quality of care for the community we proudly serve.

The year has been challenging and all our departments have experienced significant pressure, particularly visible in A&E. Throughout, however, one thing has been certain: our staff have been amazing. They have worked incredibly hard, with dedication and commitment to manage the exceptional pressures and have worked tirelessly to deliver good care for our patients. We thank them all.

We would particularly like to acknowledge those who, as well as everything else they do, have managed to win national awards and recognition for their work. Critical care matron Gillan Belfon-Johnson was named Nurse Leader of the Year by the Nursing Times for building our multi-cultural critical care unit team. Midwife Michelle Lynch received the RCM SANDS Award for leading huge improvements to bereavement care. Consultant paediatrician Dr Vicky Jones received the Royal College of Paediatric Child Health's Training Achievements Award for "best educational supervisor" – congratulations to them all.

During the year we linked up with the Royal Free London (RFL) as its first clinical partner. This enables us to work alongside RFL to ensure there are consistent approaches to designing and delivering care, based on evidence and best practice, nationally and internationally.

In the coming months we intend to consider the best way forward for North Mid. We are clear that "standing still" is not an option – we must respond to the changing needs of our local population and work with health partners across north central London to meet local and national expectations on quality, safety and value for money.

We have already begun a series of conversations with all our stakeholders about this. From these we will be developing a "case for change" which will set out the issues that need to be resolved for the long-term. We want to consider whether developing closer links as a member of the Royal Free group would address some of the Trust's ongoing issues around clinical and financial sustainability, as well as meeting the needs of our stakeholders – our patients, staff, local residents and the taxpayer.

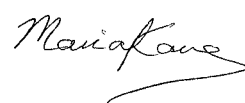
We will consider this carefully in the coming months and will make a full and final decision on the question of developing closer links with the RFL group later this year.

We would like to thank our community partners for their very great support for North Mid over the year and we thank you for taking the time to read this Quality Account.

Finally, we confirm that to the best of our knowledge, the information contained throughout this document is accurate.



Dusty Amroliwala OBE
Chair



Maria Kane
Chief Executive

A guide to the structure of this report

This document is one of the ways in which we report on the quality of care we provide. The report summarises our performance and improvements against the quality priorities and objectives that we set ourselves in 2017/18 for patient safety, clinical effectiveness, patient experience and staff experience. We have also outlined our quality priorities and objectives for 2018/19. We have detailed how we will achieve and measure our performance. The regulated Statements of Assurance are also included.

We have provided other information to review our overall quality performance against key national priorities and standards. One of the important mechanisms for this reporting is the Commissioning for Quality and Improvement (CQUIN) framework. The national CQUIN framework was introduced in April 2009 to guide locally agreed quality improvement schemes. CQUINs are designed to make a proportion of provider income conditional on the achievement of ambitious quality improvement goals and innovations.

CQUINs are intended to reward excellence and encourage providers to drive a portfolio of quality improvement on a continuous basis.

Each year providers and commissioners come together to agree the details of how national and local priorities will be achieved and measured. An example of a national priority is participation in the NHS Safety Thermometer, a point of care survey instrument, that provides a 'temperature check' on harm that can be used alongside other measures of harm to measure local and system progress in providing a care environment free of harm for our patients. Every provider organisation is required to participate. A local priority is to participate in Value Based Commissioning. A series of milestones and targets are agreed in advance and each provider is required to submit evidence to commissioners at regular intervals – usually quarterly – in order to ensure that the funding associated with the quality improvement is paid.



Introduction

North Middlesex University Hospital NHS Trust (North Mid) is a single site, medium-sized hospital, located in Edmonton and is the local acute hospital for the boroughs of Enfield and Haringey, which have a combined population of approximately 590,000.

- ➔ Local population
 - ➔ Haringey ~ 268,000
 - ➔ Enfield ~ 331,000
- ➔ Second most deprived population in the country.



We provide high quality care across a full range of secondary care services and some specialist tertiary services that reflect the needs of the local population.

We provide services in collaboration with a range of partners, including local GPs, acute, mental health and community health service providers.

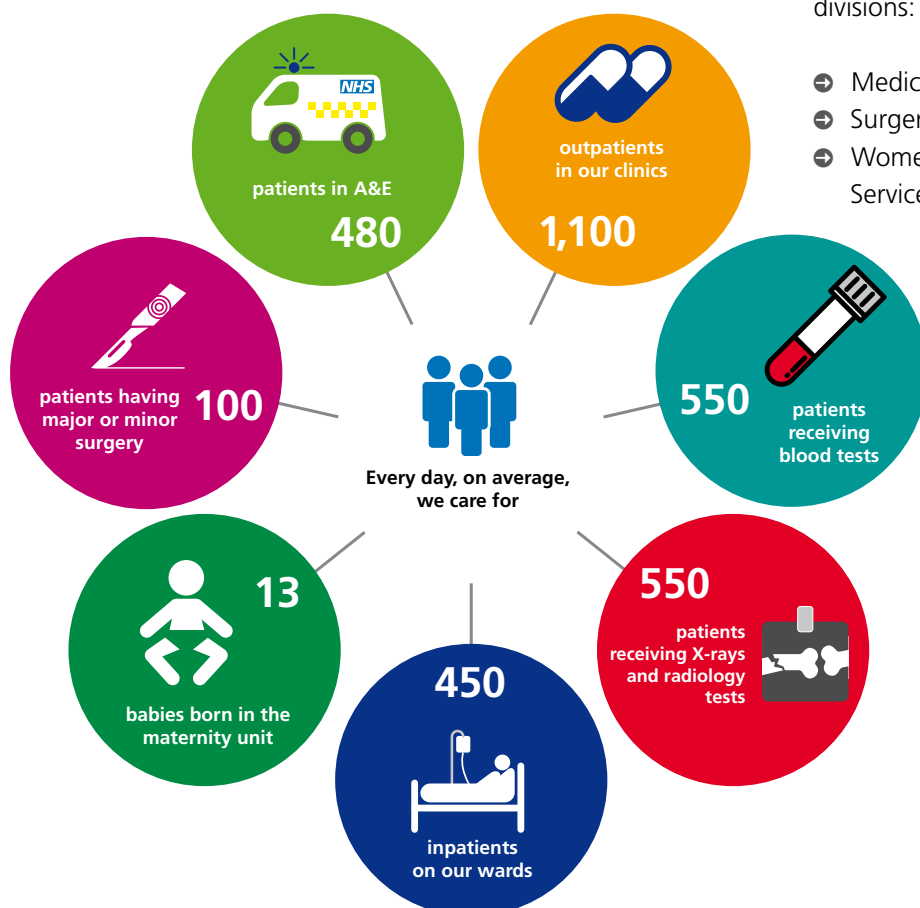
North Middlesex University Hospital key figures	2016/17	2017/18
A&E attendances	167,021	175,167
Outpatient attendances	376,348	401,072
Admissions	83,804	79,608
Operations / procedures	39,193	37,642
Babies born	5,047	4,707

We are a founder member of University College London Partners (UCLP), working to adapt academic and laboratory research to enable improved clinical outcomes for our patients. We also work closely with a number of universities to provide training for doctors, nurses and other healthcare professionals as part of both undergraduate and postgraduate programmes.

We are a major local employer - in March 2018 we had a headcount of 3,232 staff, over 60% of whom live locally in Enfield and Haringey.

The Trust services are organised in three clinical divisions:

- ➔ Medicine and Urgent Care
- ➔ Surgery and Cancer
- ➔ Women's, Children's and Clinical Support Services.



Our vision and strategy

The Trust's vision is to provide outstanding emergency, acute, maternity and elective care and services delivered by skilled, compassionate and dedicated staff for the diverse population we serve in north London and beyond.

The vision is delivered via three strategic objectives. These are to:

- ➔ provide excellent outcomes for patients
- ➔ provide excellent experience for patients and staff
- ➔ provide excellent value for money.

We are in the process of underpinning these objectives with defined sets of agreed objectives for the three divisions and the corporate services, as well as for individual departments, teams and staff members.

North Middlesex University Hospital's future strategic direction will be shaped and enhanced by joint working with healthcare partners including the Royal Free London NHS Foundation Trust (RFL) and the Sustainability and Transformation Plan (STP) for North Central London.

The Clinical Partnership with the Royal Free Group

In March 2016, North Middlesex University Hospital signed a memorandum of understanding with RFL to work with them towards becoming a founding member of their proposed group of hospitals. In August 2017 our Board confirmed our status as a Clinical Partner of the RFL.

Evidence suggests that delivering both clinical and non-clinical services at scale can improve the standards and outcomes of care and reduce costs. Improvements to patients' experience of services and to expected outcomes can be achieved by reducing unwarranted variations in clinical practice so that it is based on best evidence, influenced by the presenting medical history of the patient.

During 2017/18, both organisations continued to increase their organisational links and ties driven particularly by senior clinical leaders. Clinicians from North Middlesex University Hospital are participating actively in the development of clinical practice groups within the Royal Free Group and its clinical partners. These groups pull together the clinical expertise required for developing new care pathways covering a wide range of common clinical conditions.

Over the course of 2018, the Royal Free Group and North Middlesex will develop a 'case for change' to explore any further convergence of the two organisations beyond the Clinical Partnership. This case for change will define the benefits already achieved by the Clinical partnership, and seek to define the expected benefits of closer convergence for patients, for the taxpayer and for the local population. It will be developed within a wider stakeholder engagement with patients, staff, the wider NHS and the public.

The Sustainability and Transformation Plan (STP) for North Central London (NCL)

North Middlesex University Hospital NHS Trust continues to be an active participant in the Sustainability and Transformation Plan (STP) for North Central London. STPs have been established across England to promote cooperation between NHS providers, commissioners and social care at regional level, transforming both clinical and non-clinical services.

Our vision and strategy

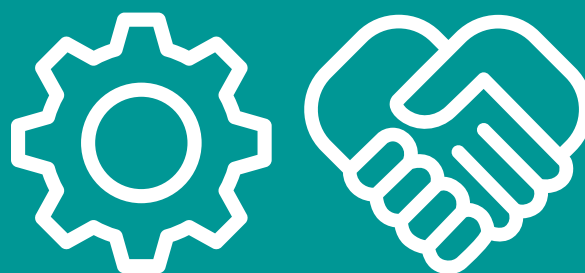
We support the defined key principles for the NCL STP¹:

- ➔ We will put the **health and wellbeing of our population** at the heart of our plan;
- ➔ We will work in a new way as a **whole system; sharing risk, resources and reward**. Health and social care will be integrated as a critical enabler to the delivery of seamless, joined-up care;
- ➔ We will move from pilots and **projects to interventions** for whole populations built around communities, people and their needs. This will be underpinned by research-based delivery models that move innovation in laboratories to frontline delivery as quickly as possible;
- ➔ We will make the best the standard for everyone, by **reducing variation** across North London;
- ➔ In terms of health, we will give children the best start in life and work with people to help them to remain independent and **manage their own health and wellbeing**;
- ➔ In terms of care we will work together to **improve outcomes, provide care closer to home**, and people will only need to go to hospital when it is clinically essential or economically sensible;
- ➔ We will ensure **value for tax payers' money** through increasing efficiency and productivity, and consolidating services where appropriate;
- ➔ To do all of this we will do things radically differently through **optimising the use of technology**;
- ➔ This will be delivered by a **unified, high quality workforce** for North London.

Quality delivery through our digital strategy

The Trust is in the process of becoming a Global Digital Exemplar – Fast Follower (GDE-FF) with RFL as our GDE partner. There is also synergy with other GDE-FF programmes in North Central London, at Whittington Health and Great Ormond Street, as well as with the North London Partners Digital working group. This programme will become a key enabler for improving care quality in our organisation through:

- ➔ An integrated solution of clinical portal, clinical noting, nursing documentation and team communication, with defined benefits of timely identification of deteriorating patients, improved team handover, and availability of patient information at the point of care
- ➔ integrated information flow with primary care, social care and other providers through the NCL Health Information Exchange
- ➔ Clinical decision support through structured clinical records that reflect treatment algorithms and pathways developed through the Clinical Practice Groups, as well as electronic prescribing and medicines management



**The Trust's vision:
providing
outstanding care
for local people.**

¹ <http://www.northlondonpartners.org.uk/downloads/plans/NLPHC-STP-Strategic-Narrative-June-2017.pdf>

How quality is embedded in our culture at North Middlesex University Hospital

Patient Safety, Patient Experience and Clinical Effectiveness are the three pillars of Quality. North Middlesex University Hospital NHS Trust is committed to embedding continuous quality improvement into the organisational culture. Following support of NHS Improvement (NHSI) and the Good Governance Institute (GGI) in 2016 to undertake a comprehensive review of our processes and meeting structures, we continued to build on our systems and structures in order to support our teams to regularly review quality and learn from events. A new structure was put in place in autumn 2016, with a new clinical and operational structure implemented in July 2017, which saw the Trust move to three divisions. The new divisions are:

- ➔ **Medicine and Urgent Care**
- ➔ **Surgery and Cancer**
- ➔ **Women's, Children's and Clinical Support Services.**

The benefits of moving to three divisions included:

- ➔ strengthening clinical leadership, with a triumvirate management team (clinical director
- ➔ head of nursing or midwifery and a divisional director of operations)
- ➔ improving alignment of clinical services and patient pathways
- ➔ the new divisions are more appropriately named, making it clearer for patients, their relatives, staff and external organisations
- ➔ the new structure is more in line with other hospitals of a similar size, and will allow for better peer working, with similar job roles in other trusts.

Overall the new structure provides greater opportunities for learning and improvement within and between divisions, as well as enabling a more robust flow of information from ward to Board and back.

The main Trust Board assurance committee to oversee quality is the Clinical Quality and Patient Safety Committee (CQPSC). The main Trust-wide operational committee for quality is the Patient Safety and Outcomes Committee (PSOC) where the three divisions, as well as the Trust wide Governance and Risk teams come together to progress all aspects of clinical governance.

The Trust continued to embed processes for sharing learning via the Serious Incident Assurance and Learning Group (SIALG). The meeting has multi-professional and multi-disciplinary representation from all divisions, and acts a vehicle for sharing learning across the wider clinical teams and Trust as a whole. A quarterly newsletter highlighting the key learning points is produced and disseminated to all Trust staff as well as a weekly patient safety message sent to all staff.

As well as working internally to improve quality, we actively work with commissioners to improve quality via contracting and the inclusion of CQUINs and quality requirements in the Trust's contract. Performance against these quality requirements is monitored by the Trust and commissioners monthly at the Clinical Quality Review Group (CQRG).

The Clinical Practice Groups deliver quality improvement work across all members and clinical partners of the Royal Free Group, reporting into a group-wide steering group as well as a local oversight group chaired by the deputy medical director.

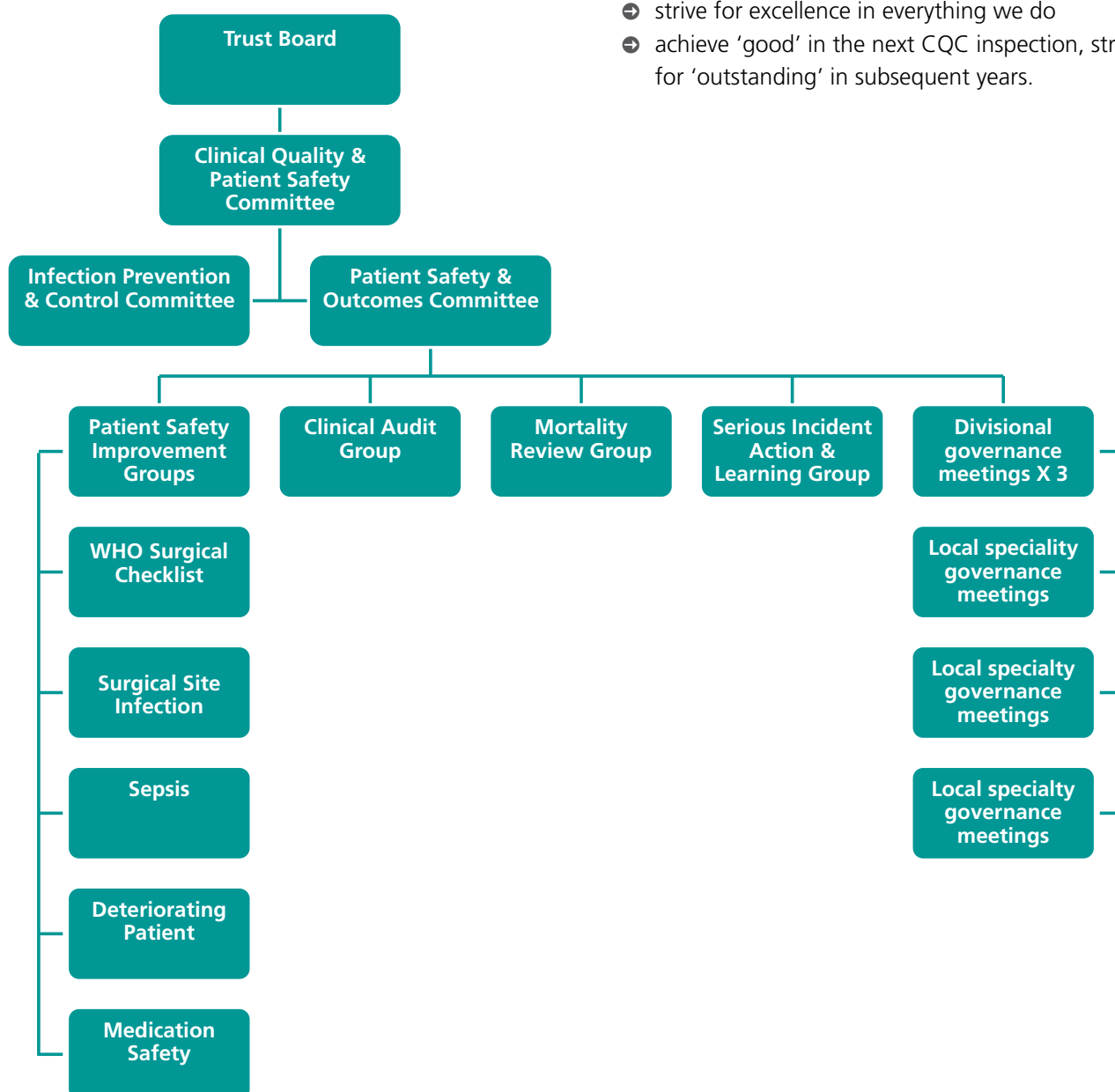
How quality is embedded in our culture at North Middlesex University Hospital

Quality and Learning Strategy

During 2018/19 the Trust will launch its quality improvement strategy following consultation with staff and external stakeholders. The strategy sets out how we intend to achieve our objectives through continuous improvement of the quality of care for our patients, underpinned by a culture of learning and staff empowerment.

Through this strategy, we want to ensure safe, high quality, patient-centred care for all our patients. Therefore, we aim to:

- ➔ make patient safety our top priority
- ➔ minimise avoidable harm
- ➔ deliver up-to-date care
- ➔ learn from our service users and carers
- ➔ recruit and retain highly motivated caring professionals to deliver this strategy
- ➔ strive for excellence in everything we do
- ➔ achieve 'good' in the next CQC inspection, striving for 'outstanding' in subsequent years.



Summary of our performance against key national priorities in 2017/18

The challenges experienced by the Trust during 2016/17 in relation to the national 4 hour A&E access standard, and the 62-day cancer standard continued during 2017/18 which in part has been affected by issues in relation to endoscopy capacity across London, and a number of shared pathways.

Overall the Trust maintained performance against the cancer two-week wait standard, as well as marginally improving performance across a number of areas including:

- ➔ Cancer breast symptoms two-week wait standard with the Trust achieving 96.9% in 2017/18, compared to 93.7% in 2016/17.
- ➔ Diagnostic waiting times significantly improved with trust meeting the required 99% standard for 11 months of the year, in comparison to 2016/17 where the standard was met for seven months of the year.

The table below details our performance against the key national priorities (single oversight framework) during 2017/18:

Cat.	Indicator name	Benchmark	16/17 Target	Q1			Q2			Q3			Q4			YTD
				Apr 16	May 16	Jun 16	Jul 16	Aug 16	Sep 16	Oct 16	Nov 16	Dec 16	Jan 17	Feb 17	Mar 17	
A&E Cancer	ED all types monthly performance	National	95%	82.4%	83.7%	82.1%	81.9%	80.3%	85.8%	87.2%	82.0%	72.6%	75.5%	82.4%	76.5%	80.9%
	Cancer two week wait standard	National	93%	96.2%	97.3%	95.7%	93.9%	95.4%	93.1%	94.5%	90.5%	95.7%	91.8%	94.6%	95.7%	94.5%
	Cancer breast symptom two-week wait standard	National	93%	97.9%	100.0%	97.8%	93.9%	95.8%	98.3%	98.7%	100.0%	96.2%	87.6%	94.0%	98.9%	96.9%
	Cancer 31-day DTT to treatment	National	96%	98.3%	98.6%	100.0%	100.0%	98.6%	93.8%	100.0%	100.0%	98.5%	98.6%	100.0%	100.0%	98.9%
	Cancer 31-day subsequent drug standard	National	98%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	86.7%	100.0%	100.0%	99.3%
	Cancer 31-day subsequent radiotherapy standard	National	94%	100.0%	100.0%	98.3%	100.0%	100.0%	97.9%	100.0%	100.0%	100.0%	97.4%	100.0%	100.0%	99.5%
	Cancer 31-day subsequent surgery standard	National	94%	100.0%	100.0%	100.0%	100.0%	100.0%	80.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	98.5%
	Cancer 62-day standard	National	85%	86.7%	87.0%	89.5%	78.6%	82.1%	78.6%	88.2%	69.9%	87.5%	66.0%	58.0%	83.6%	79.2%
	Cancer 62-day screening standard	National	90%	100.0%	100.0%	73.7%	66.7%	100.0%	100.0%	100.0%	55.6%	100.0%	100.0%	100.0%	100.0%	88.9%
RTT & Diagnostics	Diagnostic waiting times	National	99%	99.1%	99.4%	99.0%	99.4%	99.1%	99.3%	99.4%	99.8%	99.8%	99.4%	99.2%	98.3%	99.3%
	Referral to treatment admitted	National	92%	95.9%	96.1%	96.5%	95.9%	96.1%	94.4%	94.4%	94.7%	94.3%	93.1%	92.5%	92.1%	94.2%

Summary of our performance against key national priorities in 2017/18

Cat.	Indicator name	Benchmark	16/17 Target	Q1			Q2			Q3			Q4			YTD
				Apr 16	May 16	Jun 16	Jul 16	Aug 16	Sep 16	Oct 16	Nov 16	Dec 16	Jan 17	Feb 17	Mar 17	
Oth.	Patients not rebooked within 28 days of last minute cancellation	National	0	0	1	0	0	1	0	0	1	2	1	0	2	8
Infection	MRSA bacteraemia incidents	National	0	0	0	0	1	1	0	0	0	0	0	0	0	2
	Clostridium difficile all hospital-acquired incidents	Local	34	4	2	4	2	2	3	0	1	2	2	8	6	36

Summary of performance for 2017/18 against the single oversight framework indicators:

Metric	Period	Target	17/18 Performance
Maximum time of 18 weeks from point of referral to treatment (RTT) in aggregate - patients on an incomplete pathway	Apr 17 - Mar 18	92%	94.2%
A&E maximum waiting time of four hours from arrival to admission/transfer/discharge	Apr 17 - Mar 18	95%	80.9%
62 day wait from urgent GP referral for suspected cancer	Apr 17 - Mar 18	85%	79.2%
62 day wait from first treatment from NHS cancer screening service referral	Apr 17 - Mar 18	90%	88.9%
C difficile variance from plan	Apr 17 - Mar 18	0	2%
Summary hospital level mortality indicator	Oct 16 - Sep 17	100%	84%
Maximum six week wait for diagnostic procedure	Apr 17 - Mar 18	99%	99.3%
Venous thromboembolism (VTE) risk assessment	Apr 17 - Mar 18	95%	95.3%

Emergency department challenges

During 2017/18 the Trust alongside sector partners continued to implement the Safer Faster Better (SFB) programme, which is tasked with transforming urgent and emergency care services in order to improve patient flow. The Trust's programme is delivered operationally through four workstreams:

- ➔ ED, short stay (provides care for patients who are admitted and are either expected to be discharged within three days or who require assessment before being transferred to another ward within the Trust);
- ➔ ambulatory care (a service which offers same day care to patients at the hospital whereby patients are assessed, diagnosed, treated and are able to go home the same day, without being admitted into a hospital bed overnight wherever possible.
- ➔ wards – focussed on improving patient flow through the implementation of the SAFER and Red2Green initiatives²
- ➔ discharge.

The programme remains in place for 2018/19 with clear outcomes and an action plan for each workstream that focuses on improving patient flow. Work continues to improve performance against the four-hour ED target. In February 2018 the emergency department implemented a new model of service to break the cycle of inconsistency and variation that disadvantages patients and frustrates clinical staff. The new model will continue to evolve in order to ensure we are improving patient safety.

The model's aims:

- ➔ to ensure a team-based process that enables senior-decisions by the multidisciplinary team for each patient as early as possible
- ➔ to increase the number of patients who are seen in less than four hours, aiming to achieve national standards
- ➔ to decrease the handover times for ambulance patients
- ➔ to decrease the time it takes for a clinician to see a patient after arrival in ED

2 <https://improvement.nhs.uk/resources/safer-patient-flow-bundle-and-red2green-days-approach/>

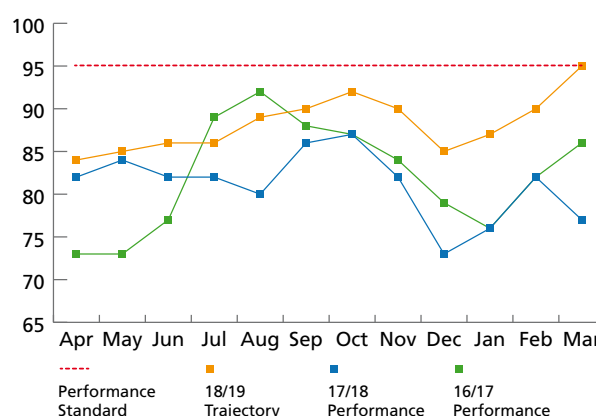
- ➔ overall, to improve patients' experience.

We will achieve this by:

- ➔ strengthening nurse streaming
- ➔ introducing an early ED senior assessment team
- ➔ segmenting ED adults patient flow
- ➔ introducing a team-based approach.

ED worked collaboratively with all specialties to speed up referral pathways for patients from ED. Intervention will be redirected to specialty assessment areas, increasing referrals to these areas.

The table below illustrates the proposed new trajectory for 2018/19 to achieve this and shows actual performance in 2016/17 and 2017/18. The proposed trajectory for 2018/19 maintains higher overall performance throughout the year, but takes account of the trend in previous years for seasonal dips in performance.



Following the Care Quality Commission unannounced inspection of the A&E department on 14th April 2016 and the subsequent warning notice to the Trust, one of the main concerns identified related to the lack of sufficient middle grade and consultant grade emergency department medical staff which the hospital had been previously trying to address via extensive recruitment exercises with only limited success. The Trust has now successfully recruited to a number of posts and continues to implement the actions from the ED Improvement plans aimed at ensuring we have sufficient people, skills and knowledge to deliver safe and effective care.

Healthwatch Enfield ED report

During 2017/18 an independent research study, "Accident & Emergency – a 'one stop shop' for everyday healthcare needs" ³ was carried out by Healthwatch Enfield, on behalf of North Middlesex University Hospital NHS Trust, NHS Haringey Clinical Commissioning Group and NHS Enfield Clinical Commissioning Group. Professional researchers and volunteers spent a total of 55 hours in the hospital's emergency department (ED) during one calendar week in January 2018. They interviewed a total of 630 individuals who attended the department, nearly a quarter of patients who attended during this time.

The study was tasked with gaining insight into patients' reasons for attending.

The study examined 37,000 pieces of data and undertook more than 600 individual interviews to determine what brings patients to the ED rather than use another NHS service, even for conditions that are not life-threatening like coughs, colds and sore throats. They found:

- ➔ More than a third of respondents reported being aware of options for accessing urgent medical support, such as pharmacists, the NHS111 service, GP extended access hubs and urgent care centres.
- ➔ Only four per cent of patients who spoke with researchers reported using the alternatives before coming to North Mid's emergency department.

In interviews with 630 individuals, researchers explored the reasons for this, and found that for a significant majority, the emergency department provided the only available healthcare service with 'instant access'.

Almost three-quarters of individuals (74.9%) attended ED without trying to arrange a GP appointment instead.

More than half of respondents – rising to more than three-quarters at weekends – reported that the main reason they had come to the emergency department was because it offered "a convenient way to see a healthcare professional, even if it meant waiting". Additional factors included 24/7 availability of the service, and access to a full-range of diagnostic support services.

The availability of diagnostics was a key factor in many patients' choice to come to the ED, with many telling researchers that if GPs could offer X-rays, scans or on-site blood tests, they would have chosen it as an alternative.

The in-depth interviews found that one in three patients said they would be happy to use their mobile or tablet to seek urgent medical help, with individuals aged 25-54 more likely to prefer this option than other age groups.

A third of patients also called for more information to help them use alternative health services, such as urgent care centres and GP extended access services, including information in alternative formats and languages which would help them understand what can be treated by different NHS services.

And more than half said that a facility within two to three miles of their home, which offered 'walk-in' access and offered a wide range of first-line and specialist medical input, plus tests like X-rays, scans and blood tests, would stop them coming to the emergency department unless they had a life-threatening condition.

The findings will be used by sector partners to plan work with patients, community groups and representatives that will reshape future hospital, community and primary healthcare services for the local community.

³ <http://www.northmid.nhs.uk/Portals/0/assets/Documents/20180319%20HWEnf%20research%20rpt%20on%20ED%20usage.pdf?ver=2018-03-19-141415-387>

Healthwatch Enfield ED report

The Chief Executive of North Middlesex University Hospital Trust, Maria Kane, said:

"We saw 14,000 patients who came through the front door of our emergency department last month. Not all needed the 24/7 life-saving care which only an ED can provide, but it's clear that as a local health system we are not communicating well enough the range of alternatives and how to use them, or how these other options can provide faster treatment and better care for our local communities overall.

"This is something we are committed to improving, and ensuring we communicate in ways that are meaningful for our local communities, which means making sure we are using the right formats, languages and information which resonates with people at the right time.

"It's vital that patients get the most appropriate care for their needs, and across Enfield and Haringey, we will be working with all the partners we need to, so that we can properly address the issues raised in this report."

The Chief Executive of Healthwatch Enfield, Patricia Mecinska, said:

"Given the high level of demand faced by our local hospital, we were pleased to be able to listen to individuals' decision-making processes and amplify the voice of patients. Our research clearly demonstrates that there is a mismatch between the current NHS offer and 24/7 demand of local communities. From what residents of Enfield and Haringey told us, doing more of the same to address pressures facing A&E at North Mid will not work; people will simply keep coming.

"Through the engagement activity, Healthwatch Enfield worked alongside patients to identify potential ways of addressing the demand for instant access however further engagement with the wider communities is required. The amount of funding available to deliver NHS services of the future is limited so we need to involve patients in designing and commissioning services to ensure that we, as a health and care system, get it right the first time."

A spokesperson for NHS Haringey and Enfield Clinical Commissioning Groups (CCGs) said:

"We welcome the findings of the Enfield Healthwatch report on emergency department services at North Middlesex University Hospital. We jointly commissioned this piece of work with North Mid in January 2018 as part of a wider strategy to further understand the use of emergency department care and importantly what needs to be done to ensure local people are accessing services suitable for their health needs. The report presents an opportunity now to take a system wide approach to how we address this working with a wide range of NHS, voluntary and council partners across both boroughs."

Maternity Improvements

Background

The Barnet, Enfield and Haringey (BEH) Clinical Strategy was implemented in 2013 to improve health services for local people in the three boroughs. As part of that Strategy the Maternity Service at Chase Farm Hospital closed and their relevant activity was redirected to North Middlesex University Hospital and to Barnet Hospital. In November 2013, North Middlesex University Hospital launched its new maternity unit to provide modern maternity services for the people of north and east Enfield and Haringey.

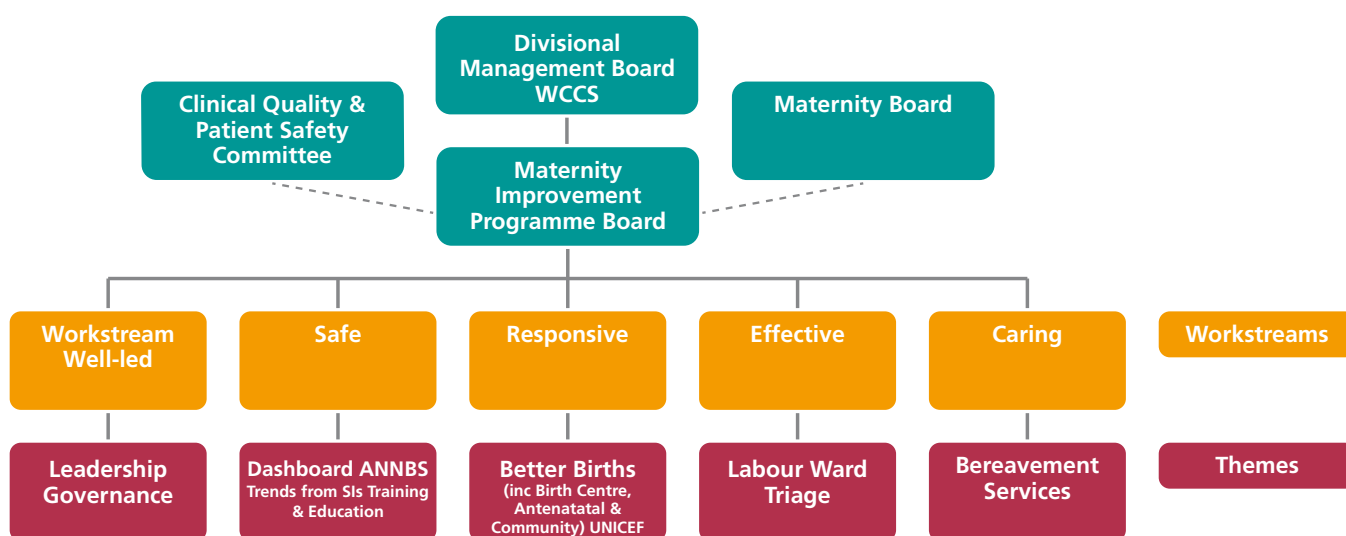
Births at NMUH

- ➔ 4704 deliveries in 2017, an average of 392 per month.
- ➔ The average age of mothers is 30 years (ranging from 13 -55).
- ➔ Maternity unit serving over 15 different ethnic groups

- ➔ Care Quality Commission (CQC) recommendation (Dec 2016)
- ➔ actions to work towards Implementing Better Births (March 2017)
- ➔ shared Intelligence report on culture (July, 2017)
- ➔ "well-led" recommendations on governance that were identified by joint working with NHS Improvement (Oct 2017)
- ➔ Public Health England Quality Assurance recommendations (Dec 2017)
- ➔ wider improvement requirements that were identified with joint working with Royal Free London's director of maternity
- ➔ National Maternity Survey by CQC.

The plan has five workstreams aligned with CQC domains and led by clinicians.

During 2016/17 and 2017/18 the Trust developed a Maternity Improvement Plan (MIP) to address and incorporate a number of recommendations and actions required identified through inspection, commissioned work and national reviews, these included;



Maternity Improvements

Improvements and Challenges - Achievements

Workstream	Achievement	Date
Well Led	To address cultural issues observed by CQC, "Whose Shoes?" culture change has been purchased. The first facilitated group took place in October with approx. 50 user and staff representatives attending. Further sessions are being planned for 2018.	October 2017
	Additional Midwifery matron has been appointed to ensure there is a dedicated matron for each of the following areas: ➔ Labour Ward & Triage ➔ Birth Centre and Community ➔ Antenatal Clinic, Gynaecology Outpatient Department (GOPD), Fertility, Women's Ambulatory Day Unit (WADU) ➔ Maternity ward and Discharge Lounge & Maternity Day Unit (MDU)	January 2018
	CQC Maternity Surveyed published 30 January shows that compared to 2015 the Service has improved in 44 out of 52 domains	January 2018
Safe	Standard operating procedure is in-place to support the early identification of deteriorating newborn.	October 2017
	Validated Maternity Dashboard is available to support the monitoring of SIs and enable early intervention when required. Dashboard includes information such as: birth activities, bookings, c-sections, inductions, instrumental deliveries, neonatal outcomes, stillbirth rate, third/fourth degree perinatal tear rates.	December 2017
	You & Your Baby leaflet is sent in English to each woman. At booking if it is identified if a woman is non-English speaking then she is guided to UK.gov website. This address is in the You & Your Baby leaflet & it is highlighted for her.	January 2018
Responsive	Benchmarked against Better Births (national review of maternity services) and plans are in place to begin the implementation of the Strategy.	December 2017
	Trust appointed second Consultant Midwife, post holder due to start in April 2018.	January 2018
Effective	One to one care audits on labour ward show 98% compliance in Nov 98%, Dec 100% and Jan 100%.	Monthly
	Waiting times at triage audit shows that 84-94% of patients are triaged within 15 minutes (March –Dec 2017). Actions are in place to further improve waiting times.	January 2018
Caring	Additional funding was identified to make Bereavement midwife post full-time. Post holder now has a formalised responsibility for pregnancy loss within the Gynaecology Service as well.	September 2017
	The bereavement midwife won the RCN Sands award for improvements to maternity bereavement care.	January 2018

Improvements and Challenges - Challenges

Key challenges	Description	Mitigating actions
Culture	The CQC recommended that "The Trust should carry out a review of the culture within maternity and use tools such as "Whose Shoes?". The North Mid Maternity Unit has been facing longstanding cultural issues affecting the workforce across maternity that also has an impact on quality of care.	➔ Following the CQC recommendation, Shared Intelligence was commissioned to review culture across maternity services. The report has identified key issues and the recommendations are incorporated in the MIP and work has begun to overcome these. ➔ The Trust has also purchased "Whose Shoes?" and initial session was held in October 2017 (further details in earlier highlight report)
Leadership	Several changes in key leadership posts in the Women's, Children's and Clinical Support Services Division and also specifically within the Maternity Service in the last two years.	➔ RFL Director of Midwifery has been working at NNUH two days a week to work with colleagues at Maternity and develop a Maternity Improvement Plan and provide leadership and direction of travel. ➔ Substantive Head of Midwifery is recruited and will start in April 2018. ➔ Currently recruiting to substantive Divisional Director of Operations post. ➔ Fortnightly oversight via Maternity Improvement Board has been in place and chaired by Director of Nursing and Midwifery for assurance and to support the division to deliver the MIP.
Demographics	136/137 on deprivation index. Mobile population often with social issues.	➔ Comprehensive Maternity Improvement Plan is in place to ensure maternity services provided at North Midd is evidence based and continuously improving.

Mortality Rates

This is measured by both Hospital Standardised Mortality ratio (HSMR) and Summary Hospital Level Mortality Indicator (SHMI). HSMR excludes deaths that are coded in particular ways, e.g. palliative care. SHMI includes all deaths.

The table below shows the Trust's mortality rates for the last year. For both indicators HSMR and SHMI, the expected level of mortality is 100, with scores between 90 and 110 representing statistically expected levels of mortality. Scores below 90 represent better than expected levels of mortality, and above 110 worse than expected.

During 2017/18 the Trust significantly improved performance against HSMR for the rolling 12 month period to January 2018, achieving within the benchmark, of which 50% of the scores achieved during this period were better than expected levels of mortality.

The Trust maintained performance against SHMI, remaining within the benchmark for expected levels throughout the year, and demonstrated a sustained decrease in SHMI for the 12 month period October 2016 to September 2017 in comparison to the same period October 2015 to September 2016.

Cat.	Indicator name	Benchmark	17/18 Target	Q4		Q1			Q2			Q3			Q4
				Feb 17	Mar 17	Apr 17	May 17	Jun 17	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18
HSMR	Hospital Standardised Mortality Ratio in-month	National	100	84.5	81.0	63.2	83.7	102.0	95.3	98.0	93.2	110.4	95.8	120.8	93.9
	Hospital Standardised Mortality Ratio rolling 12 months	National	100	93.5	91.1	87.7	85.1	86.2	86.0	87.5	89.2	91.7	92.7	94.1	94.0

Cat.	Indicator name	Benchmark	17/18 Target	Q3			Q4			Q1			Q2		
				Oct 16	Nov 16	Dec 16	Jan 17	Feb 17	Mar 17	Apr 17	May 17	Jun 17	Jul 17	Aug 17	Sep 17
SHMI	Summary Hospital level Mortality Indicator (SHMI) - in-month	National	100	79.2	92.7	93.0	99.3	82.1	83.1	73.8	73.9	85.2	83.3	76.6	77.6
	Summary Hospital level Mortality Indicator (SHMI) - rolling 12 months	National	100	88.1	89.2	89.6	89.2	87.2	86.2	84.4	82.5	83.2	84.0	83.1	83.6
	Summary Hospital level Mortality Indicator (SHMI) - national report	National	100	88.9			84.9			82.4			83.6		

Cat.	Indicator name	Benchmark	17/18 Target	Q1			Q2			Q3			Q4		
				Apr 17	May 17	Jun 17	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18 *	Mar 18 †
Crude Mortality	Crude rate per 1,000 admissions	National		12.8	11.8	10.6	10.7	11.1	11.4	11.7	11.8	15.9	16.6	14.2	11.8
	National benchmark														
	Crude rate per 1,000 admissions in-month	National		8.9	11.4	12.5	10.7	12.1	11.9	12.5	11.0	17.5	18.6	18.5	15.9
	Crude rate per 1,000 admissions rolling 12 months	National	12.7	12.1	11.8	11.9	12.0	11.9	12.1	12.5	12.4	12.5	12.6	13.0	13.4
	Crude rate (non-elective ordinary admissions only)	17-18 outturn	33.5	19.4	25.5	30.0	26.0	27.4	24.4	27.4	24.1	36.9	39.5	37.4	35.4

* National data based on Feb-Mar-17

† Provisional for Mar-18

Data Source: CHKS

Mortality Rates

During 2017/18 CHKS, a leading healthcare service provider named the Trust as one of the country's top 40 hospitals, awarding the Trust the "Top Hospitals 2017" award for providing high quality care, along with only three other London hospitals named. The award measures the quality of patient services using safety, clinical effectiveness, health outcomes, efficiency, quality of care and patient experience.

The Trust was also shortlisted for a Patient Safety Award, based on a range of safety indicators including summary hospital-level mortality indicator (SHMI). The Trust's SHMI score was 89 – better than statistically expected – and compares to a national average score of 100. The award recognises the quality of the care we provide and the hard work of our data teams who help to provide the information we need to support patient care.

“These awards recognise outstanding performance in those areas which we believe are critical to delivering good patient care. We are delighted that North Middlesex University Hospital is one of our Top Hospitals 2017.”

Andy Lockwood, managing director of Capita Health Decisions, which runs CHKS



Learning from Deaths

In December 2016 the CQC published its report, Learning, Candour and Accountability: A review of the way NHS trusts review and investigate the deaths of patients in England, making recommendations about how the approach to learning from deaths could be standardised across the NHS. The review nationally identified most organisations are not using learning from the review of deaths to inform improvement work when it is clear that

use of this information can be used to reduce avoidable deaths in hospital, and improve end of life care.

During 2017/18 the Trust continued to collate data relating to deaths using our existing systems and processes, but also carried out a review as to how we could best meet our obligations in light of the CQC recommendations.

Requirements	Progress
Requirement 1: From April 2017 onwards, collect new quarterly information on deaths, reviews, investigations and resulting quality improvement.	Collation of data to meet this requirement has commenced led by the Trust mortality liaison lead. At present there are some challenges in collecting data to meet all elements of the requirement using the existing system. Data collection from 2018/19 will reflect the appropriate information required.
Requirement 2: By September 2017, publish an updated policy on how the Trust responds to and learns from the deaths of patients in its care.	In September 2017 the Trust ratified and published its policy regarding responding to and learning from deaths. The Trust commenced a new process for the collation of data pertaining to deaths and their review in April 2018, this approach will significantly reduce the administrative burden on clinical teams.
Requirement 3: From Q3 2017 onwards, publish information on deaths, reviews and investigations via a quarterly agenda item and paper to its public board meetings.	This requirement has been fulfilled and data presented will be expanded to fully meet requirement 1.
Requirement 4: From June 2018, publish an annual overview of this information in Quality Accounts, including a more detailed narrative account of the learning from reviews/investigations, actions taken in the preceding year, an assessment of their impact and actions planned for the next year.	As the new approach for the collation of data and identifying learning from deaths is embedded, the Trust will be in a position to confidently and accurately interrogate our systems to extract the required data report in order to meet our regulatory obligations, and more importantly use the lessons learnt to improve patient safety where necessary. Please refer to annex 1 statements of assurance – Learning from deaths

The table above outlines the four recommendations from the report and the Trust's progress to date. As a result the review the new approach to learning from deaths will include the following:

- ➔ Identify deaths that are most likely to be of concern (category A) via a screening meeting.
 - ➔ Family have raised a concern
 - ➔ 'Not expected to die'
 - ➔ Severe mental health condition
 - ➔ Incident recorded
 - ➔ Alert condition/existing improvement work
 - ➔ Learning disabilities
- ➔ All others deaths will be classed as category B.
 - ➔ Undertake a structured reviews focussed on specific groups:
 - ➔ age < 16 years reviewed via child death overview panel (CDOP)
 - ➔ patients with learning disabilities via the LeDer process
 - ➔ concerns regarding care already apparent report via the incident system.
- ➔ This will be done by:
 - ➔ using the Structured Judgement Review (SJR) process to review the case
 - ➔ review undertaken by a clinician not involved in the case
 - ➔ classify the quality of each phase of care 1-5
 - ➔ define if death avoidable or not 1-6
 - ➔ explicit statements about the care.

Please refer to Annex 1 statement of assurance regarding learning from death

Implementation of Priority Clinical Standards for Seven Day Hospital Services

The seven day hospital services ambition set out by NHS England is for patients to be able to access quality hospital care that will provide 100% of the population with access to the same level of consultant assessment and review, diagnostic tests and consultant-led interventions every day of the week by 2020.

Ten Standards⁴ have been developed, of which NHS England supported by the Academy of Medical Royal Colleges, identified four of these standards which if met would be most likely to have the greatest impact on reducing variation in mortality risk. The ten standards are outlined below, with the priority clinical standards indicated in bold print.

1. Patient experience
- 2. Time to first consultant review**
3. Multi-disciplinary team (MDT) review
4. Shift handovers
- 5. Diagnostics**
- 6. Intervention / key services**
7. Mental health
- 8. Ongoing review**
9. Transfer to community, primary care and social care
10. Quality improvement

Progress against priority clinical standards

Standard 2: Time to first consultant review (Priority Standard)

All emergency admissions must be seen and have a thorough clinical assessment by a suitable consultant as soon as possible but at the latest within 14 hours from the time of admission to hospital.

Current state

This standard is met for medical, surgical, obstetrics and gynaecology and paediatric services but not consistently for smaller specialties such as oncology and HIV medicine.

In medical care this standard is delivered by the following on-site cover

- ➔ acute medical unit consultant on-site cover Sat 0800-2000, Sun 0800-1545
- ➔ general medicine and care of elderly consultant on site cover Sat 0900-1500, Sun 0900-1500
- ➔ acute assessment unit consultant on-site cover Sat 0800-1515, Sun 0800-1900
- ➔ gastroenterology consultant on-site cover Sat 0900-1300, Sun 0900-1300
- ➔ haematology consultant on-site cover Sat post take ward round as needed and Sun 1000-1400
- ➔ OOH off-site separate consultant on-call cover 24/7 for Medicine, Haematology, Oncology, HIV

In surgery, this standard is met for delivered by the following on-site cover

- ➔ critical care unit consultant: on-site cover Sat, Sun and Bank Holidays 0800-1800 and off-site on-call afterwards. Some patients admitted after 1800 are reviewed by the on-call consultant if required but all admissions are reviewed the next morning after the multi-disciplinary handover meeting at 0800
- ➔ orthopaedics and trauma consultant: on-site cover Sat, Sun and Bank Holidays 0800-1800 which includes the morning, evening ward rounds and trauma list provision, off-site on-call afterwards. All admissions are reviewed the next morning after the multi-disciplinary trauma meeting at 0800
- ➔ general surgery: The predictable component for weekend on-call includes morning (0800) and evening (1800) consultant delivered ward rounds and off-site on-call afterwards. All admissions are reviewed the next morning after the surgical handover meeting at 0800

⁴ <https://www.england.nhs.uk/publication/seven-day-services-clinical-standards/>

Implementation of Priority Clinical Standards for Seven Day Hospital Services

- ➔ Urology: consultant-delivered once daily ward round during weekends, off-site on-call afterwards, all admissions reviewed by a consultant within 24 hours. Telephonic review of admissions between the on-site SpR and on-call consultant during weekends.

In obstetrics and gynaecology, this standard is delivered by the following on-site cover Consultant on site 0800-2200 seven days a week and available on call 2200-0800

In paediatrics, this standard is delivered by the following on-site cover paediatric consultant on site 0830-2200 seven days a week and available on call 2200-0830. Neonatal consultant on site 0830-1730 Monday to Friday and 09.00-13.00 Saturday and Sunday and available on call at all other times.

Future developments

A business plan is in discussion to extend the weekend presence for medicine, adding

- ➔ care of the elderly consultant on-site cover Sat 0800-1500, Sun 0800-1500
- ➔ cardiology consultant on-site cover Sat 2 hours, Sun 2 hours

Standard 5: Diagnostics (Priority Standard)

Hospital inpatients must have scheduled seven-day access to diagnostic services, typically ultrasound, computerised tomography (CT), magnetic resonance imaging (MRI), echocardiography, endoscopy, and microbiology. Consultant-directed diagnostic tests and completed reporting will be available seven days a week:

- ➔ within 1 hour for critical patients
- ➔ within 12 hours for urgent patients
- ➔ within 24 hours for non-urgent patients

Current State

- ➔ There is seven day access to CT and MRI, and endoscopy
- ➔ There is limited ad-hoc weekend access to ultrasound and echocardiography
- ➔ There is seven day access to pathology and microbiology core investigations via an on-site rapid response laboratory. Turnaround times are the same seven days a week.

Future Developments

- ➔ Currently developing plan to address this priority standard

Standard 6: Interventions / Key Services (Priority Standard)

Hospital inpatients must have timely 24-hour access, seven days a week, to key consultant-directed interventions that meet the relevant specialty guidelines, either on-site or through formally agreed networked arrangements with clear written protocols. These interventions would typically be:

- ➔ critical care
- ➔ interventional radiology
- ➔ interventional endoscopy
- ➔ emergency general surgery
- ➔ emergency renal replacement therapy
- ➔ urgent radiotherapy
- ➔ stroke thrombolysis
- ➔ percutaneous Coronary Intervention
- ➔ cardiac pacing (either temporary via internal wire or permanent)

Implementation of Priority Clinical Standards for Seven Day Hospital Services

Current State

- ➔ 24/7 access to critical care complex and consultant on-call cover for 8 Level 3 and 10 Level 2 critical care beds. The critical care outreach cover (CCOT) is 24/7 & includes weekends
- ➔ interventional radiology on-call rota – currently available at all times.
- ➔ interventional endoscopy on-call rota - currently available on 40 / 52 weekends per year (with backup from Royal Free Hospital)
- ➔ emergency general surgery access to theatres is 24/7 including weekends. There is a separate provision for trauma theatres (0800-1800) both during weekdays and weekends so as to not impact on access to timely emergency surgery for other specialties.
- ➔ emergency renal replacement service via referral to Royal Free Hospital, the regional renal service provider
- ➔ urgent radiotherapy: seven day on-call clinical oncology consultant cover within an established spinal cord compression pathway
- ➔ stroke thrombolysis: delivered through the London Stroke Model with UCLH as the regional Hyperacute Stroke Unit and an ASU with off-site on-call consultant cover on site
- ➔ percutaneous coronary intervention: delivered through North London cardiac network with Barts Health
- ➔ cardiac pacing: temporary pacing available via critical care unit, on-call cardiologist. Permanent pacing delivered through North London cardiac network with Barts Health

Future Developments

- ➔ currently developing plan to address this priority standard

Standard 8: Ongoing Review (Priority Standard)

All patients with high dependency needs should be seen and reviewed by a consultant **twice daily** (including all acutely ill patients directly transferred and others who deteriorate). Once a clear pathway of care has been established, patients should be reviewed by a consultant

at least **once every 24 hours**, seven days a week, unless it has been determined that this would not affect the patient's care pathway

Current State

Patients on AMU/AAU are seen as often as required (> twice per 24-hours). Acutely ill patients on other wards are handed over during the Friday handover meeting and allocated for consultant review by the OOH consultant over the weekend. As a rule, patients moved from AMU to other wards are reviewed by a consultant again.

All paediatric patients with high dependency, including neonates, are seen at least twice daily by a consultant.

All critical care and orthopaedic patients are seen as often as required but definitely twice daily or daily depending on their pathway of care needs.

General surgical patients are reviewed as often as required by registrars on surgical teams and seen by the consultant when escalated. There is only once or twice a week scheduled consultant delivered ward rounds for in-patients.

All urology patients are reviewed as often as required by registrars and seen by the consultant when escalated. All ill patients and those who deteriorate are reviewed daily by a consultant. There is no capacity in the department for twice daily physical ward rounds but virtual round does take place.

Future Developments

Within the business case we are planning to ensure that every patients moving from an acute unit to another ward is reviewed OOH.

To review current rotas and the pathway, to work towards a networked solution.

Infection control

In 2017/18 2 MRSA bacteraemia were assigned to North Mid therefore missing our set target of zero MRSA Bacteraemia.

The national objective for all Trusts in England in 2017/18 was to have zero avoidable MRSA bacteraemia. All MRSA bacteraemia are subject to a post infection review (PIR) by the Trust in conjunction with the Commissioning Support Unit (CSU) on behalf of the Clinical Commissioning Group. There were 2 cases of MRSA bacteraemia assigned to NNUH, both patients were known to have MRSA colonisation from previous admission. Some learning identified; prompt commencing of MRSA decolonisation treatment and appropriate antibiotic prescribing.

Clostridium difficile Infection (CDI)

The Trust's annual maximum trajectory was a total of 34 cases during 2017/18. Each case is subjected to root cause analysis investigation and further reviewed together with the North East London Commissioning Support Unit (NEL CSU) on behalf of our commissioners to identify whether there were any lapses in care which the Trust can learn from. A lapse in care means that correct processes were not fully adhered to and therefore the Trust did not do everything it could to try to prevent a Clostridium difficile infection. By the end of the financial year the Trust reported 36 cases of Clostridium difficile infection, therefore breaching the trajectory. However following review of 27 cases by the NEL CSU, 23 of the 27 cases were found not to have any lapses in care that led to the acquisition of Clostridium difficile infection.

Significant Incidents

This Trust is committed to providing care that is safe and high quality. However, on rare occasions, patients will regrettably come to significant harm as a result of a patient safety incident. All patient incidents are reviewed at a daily meeting. Where significant harm may have been caused to patients, further root cause analysis investigation is undertaken.

During 2017/18 we have worked to improve the rigor, quality and timeliness of these investigations. All incidents and serious incidents (SIs) are shared with the CCGs and via national reporting mechanisms.

Learning and actions identified as a result of a serious incident are shared and monitored via the Trust's serious incident actions and learning group which ensures that actions from SIs are completed as well as sharing learning through representation from a cross section of teams and staff across the Trust.

Further root cause analysis training was provided during 2017/18 for senior clinicians which also included specific duty of candour training, and enabled us to increase our SI Investigation capabilities.

During 2018/19 the Trust will build human factors capability and expertise in order to support robust investigation, but more importantly enable teams to develop an understanding of Human Factors will provide staff/teams with an understanding of how the effects of:

- ➔ teamwork
- ➔ tasks
- ➔ equipment
- ➔ workspace
- ➔ culture and organisation

All impacts on behaviours, performance, abilities and application of that knowledge in clinical settings.

The Trust is committed to being transparent, open, honest and accountable to patients and their families when serious incidents occur. In order to ensure this takes place whenever a patient comes to significant harm, senior clinicians speak to patients and their families to offer a sincere apology for the events that have taken place, advise of any actions that will be taken including investigations, provide a point of contact, support and provide the patient and their family the opportunity to raise any concerns that they have, or areas of care that they would like us to investigate.

The Trust aims to share all investigation reports with the patient harmed and/or their family, they are invited to meet with the investigation team/or appropriate leads. This provides an opportunity to go through the report together, hear what actions have been taken to ensure similar incidents do not happen again in the future, and to address any further questions that the patient or their family may have.

During quarter 1 of 2018/19 the Trust will roll out further duty of candour training supported by the General Medical Council (GMC) for clinicians and other staff groups.

During 2018/19 the current arrangements for carrying out DoC will be reviewed to support and equip staff to robustly and consistently fulfil the DoC requirements as set out in regulation 20⁵ and to ensure that this happens in a compassionate, effective and timely manner.

5 http://www.cqc.org.uk/sites/default/files/20150327_duty_of_candour_guidance_final.pdf

Significant Incidents

Never Events

Six Never Events, as defined by NHS England's Serious Incident Framework, were recorded at the Trust in 2017/18. These were: three wrong site invasive procedure, two retained foreign object post procedure and one unintentional connection of a patient requiring oxygen to an airflow meter. Root cause analysis investigations have been completed so that lessons will be learned and robust action taken to prevent similar incidents happening again at North Middlesex University Hospital NHS Trust.

In May 2018 the Trust held its first "Learning from Never Events" open forum, bringing together multi professional teams as a means of sharing learning and good practice. We heard personal testimonies from clinicians involved in the never events, highlighting the human cost of such events to staff and patients alike, and the practical measures put in place to prevent re-occurrence. These include a set of local Standards for Invasive Procedures (LocSSIPs) that are now in development and will be overseen by a local lead for LocSSIPs and a focus on 'Human Factors'⁶ and developing capability across the organisation.

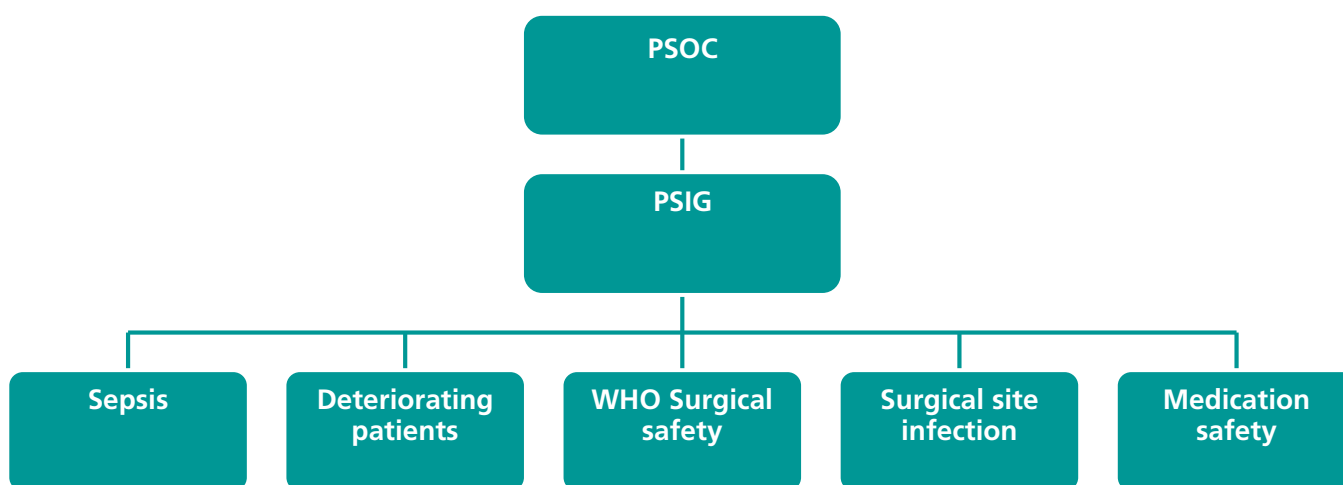
⁶ <https://www.medicalhumanfactors.net/what-is-human-factors/>



Putting **people** first

Patient safety improvement workstreams

In 2017/18 we continued work towards improving patient safety against our pledges we made within the NHS England's Sign Up to Safety campaign. Through the Patient Safety and Outcomes Committee, work has continued through the agreed workstreams led by the Patient Safety Improvement Group, with regular review of priorities and embedding changes into business as usual. The current workstreams are:



We continue to work towards the key goals of the Sign up to Safety Campaign: put safety first, commit to reduce avoidable harm in the NHS by half and make public our goals and plans developed.

Quality Improvement Celebration Day

During 2017/18 we held our first Quality Improvement Celebration day on July 6th 2017, supported by representatives from NHS Improvement and NHS England's Sign up to Safety campaign. This was an opportunity for all to hear about the many quality improvement and audit projects that teams across the hospital have undertaken to improve patient care.

34 projects were entered into the competition for the "best QI and audit project of the year". A team of five judges shortlisted seven projects which were presented on the day as part of the programme which included "Improving the medical handover for patients on critical care" and "Embedding the Sepsis 6 in the emergency department" amongst others. Many of the other

projects were showcased by a poster presentation and all attendees had the opportunity to vote. The award was presented to our cardiology department for their QI project focussed on "Reducing the risk of Stroke at North Mid: An integrated, cross-specialty guideline for the management of Acute Atrial Fibrillation". Healthcare professionals are now considering stroke risk earlier and improved all aspects of the patient experience in those admitted with acute atrial fibrillation

The day demonstrated that there is an appetite and enthusiasm within the Trust for more training in regards to quality improvement and ensuring sustainability which resulted in three members of staff undertaking UCLP improvement fellowships.

Becoming a learning organisation

Throughout 2017/18 we have worked to improve how we learn from incidents and patient experience. All incidents are discussed at a daily meeting with representation from all divisions. All Serious Incidents (SIs) are discussed monthly and a newsletter produced with trust-wide learning points from SIs.

We continue to ensure that we support staff when they are involved in incidents through a number of avenues including our Schwartz rounds introduced in 2016 to allow staff to share and discuss their experiences of how being involved in managing difficult clinical situations has affected them.

In 2017/18 the Serious Incident Aftercare service (SIA) was launched to support staff and teams following serious/traumatic incidents at work to provide group support (debrief) facilitated by trained trust staff. The aim of the debriefing is primarily to educate and assist individuals to recognise and understand normal reactions to traumatic or extremely stressful events; and to educate as to when it is appropriate to seek further help and support (if necessary) in future.

Our maternity services have implemented a number of measures to support improvements across the service and to ensure timely learning and sharing of learning occurs, through some of the following:

- ➔ maternity improvement plan in place, which is monitored at the Maternity Improvement Programme Board chaired by Director of Nursing & Midwifery.
- ➔ validated Maternity Dashboard is available to support the monitoring of SIs and enable early intervention when required.
- ➔ bi-monthly MDT meeting has been set up to review all stillbirths.
- ➔ standard operating procedure is in place to support the early identification of deteriorating newborn.

Other improvements as a result of learning include: particularly innovative practice or major awards received within the last 12 months.

Service	Innovation and Awards
Critical care	Gillan Belfon-Johnson, critical care matron, won Nursing Times Nurse Leader of the Year for her work in helping to improve cultural cohesion in the critical care unit
Surgery	Rosemary Dadswell, urology nurse specialist, was finalist in Nursing Times Nurse of the Year, for her work in supporting patients who live with continence problems.
Maternity	Midwife Michelle Lynch received the Royal College of Midwives SANDS "Butterfly" Award for Best Hospital Bereavement Service for improvements to bereavement care, and was a finalist in the Royal College of Midwife's Midwife of the Year 2018.
Services for children and young people	Gayle Hann, consultant paediatrician & safeguarding children doctor, was runner up in NSPCC child protection trainer of the year awards
Services for children and young people	Dr Victoria Jones, consultant paediatrician, was Royal College of Paediatrics education supervisor of the year
Services for children and young people	Paediatric department awarded Paediatric Awards For Training Achievements (PAFTA) best training award.
Emergency Department	First emergency department in London to implement the Bristol patient safety checklist.
Emergency Department - Paediatrics	Provision of "grab bags" for teenagers attending ED, to provide them with information on safe sex, gangs support, domestic abuse, etc. These were the brainchild of the consultant paediatrician. We also have two gangs workers based in our paediatric ED, funded by Oasis.

Quality Improvement sharing and learning event held in July 2017.
Trust has signed up to implement Listening into Action

Patient Experience

The organisation uses a number of indicators to determine the quality of patient experience. The Friends & Family Test (FFT)⁷ and complaints are two of the mechanisms organisations can use to understand patient experience, and then use this to focus and drive improvements.

The FFT was created to help service providers and commissioners understand whether their patients are happy with the service provided, or where improvements are needed. It is a quick and anonymous way for patients and their carers to give their views after receiving care or treatment across the NHS.

2017/18 Performance Friends & Family Test and Complaints

Cat.	Indicator name	Benchmark	17/18 Target	Q1			Q2			Q3			Q4		
				Apr 17	May 17	Jun 17	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18
Patient FFT	A&E - FFT % positive	London Trusts	84%	46%	48%	48%	46%	51%	59%	58%	66%	63%	67%	69%	66%
	Inpatient - FFT % positive	London Trusts	95%	93%	96%	95%	96%	96%	92%	94%	92%	91%	90%	94%	94%
	Maternity - FFT % positive	London Trusts	94%	88%	91%	91%	94%	91%	97%	95%	89%	95%	95%	91%	92%
	Outpatients - FFT % positive	London Trusts	92%	77%	85%	85%	85%	85%	87%	83%	88%	86%	86%	85%	89%
Com.	Written Complaints response rate within deadline	National	80%	74%	68%	53%	81%	73%	75%	75%	34%	71%	47%	38%	41%

2016/17 Performance Friends & Family Test and Complaints

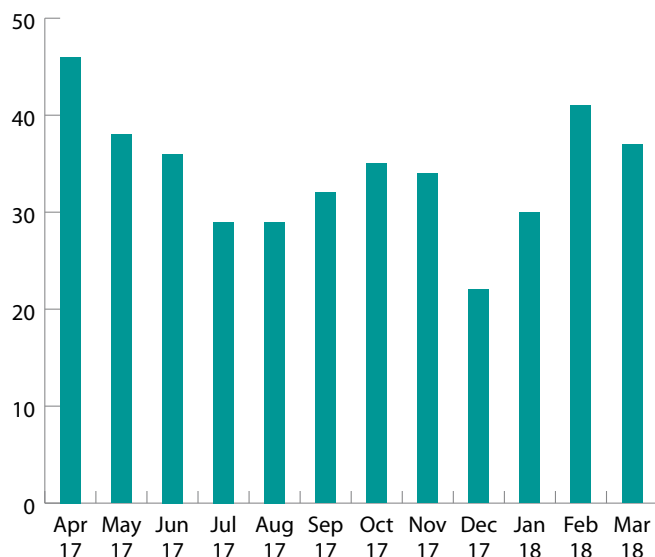
Cat.	Indicator name	Benchmark	17/18 Target	Q1			Q2			Q3			Q4		
				Apr 16	May 16	Jun 16	Jul 16	Aug 16	Sep 16	Oct 16	Nov 16	Dec 16	Jan 17	Feb 17	Mar 17
Patient FFT	A&E - FFT % positive	London Trusts	87%	49%	46%	43%	45%	51%	45%	48%	49%	58%	45%	48%	46%
	Inpatient - FFT % positive	London Trusts	94%	91%	94%	94%	94%	90%	94%	91%	97%	94%	95%	96%	95%
	Maternity - FFT % positive	London Trusts	93%	91%	87%	94%	82%	92%	90%	89%	89%	92%	97%	97%	95%
	Outpatients - FFT % positive	London Trusts	92%	79%	79%	81%	80%	83%	82%	82%	80%	76%	78%	76%	79%
Com.	Written Complaints response rate within deadline	National	80%	54%	53%	43%	28%	31%	50%	53%	77%	84%	91%	86%	90%

Complaints

During 2017/18 the Trust received a total of 409 complaints. Response rates to complaints within deadline improved during 2017/18 in comparison to 2016/17.

⁷ <https://www.nhs.uk/NHSEngland/AboutNHSservices/Pages/nhs-friends-and-family-test.aspx>

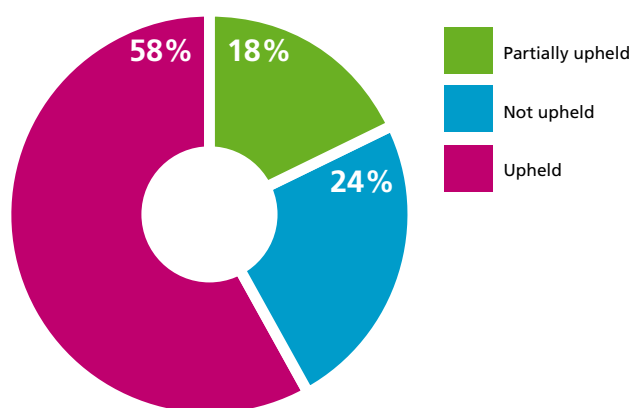
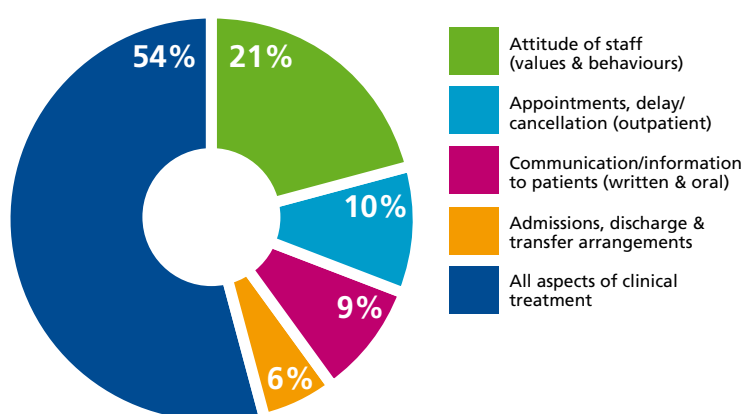
Patient Experience



During 2017/18 the Trust closed 367 complaints, of which over 50% were upheld, and approximately a quarter of complaints not upheld.

A significant proportion of complaints received related to concerns/issues regarding all aspects of clinical treatment, this includes issues pertaining to admission, discharge and transfer arrangements, missed/delayed

diagnosis and medication. Concerns regarding the attitude of staff accounted for over 20% of the reasons for complaints.



During 2017/18 the Trust closed 367 complaints, of which over 50% were upheld, and approximately a quarter of complaints not upheld.

Patient Experience

Examples of key actions taken to address concerns and issues arising from complaints across the three divisions:

Division	Key Actions
Medicine & Urgent Care	➊ The ED department has implemented a new service model which commenced 8 February. This model aims to address areas of inconsistency and variation in patient experience. ➋ Individual staff members are being provided with feedback in respect of their individual care and attitude following complaints made. This allows reflection and prevents repetition.
Surgery & Cancer	➊ Feedback to individual staff following patient complaints about basic care and reminders given at ward meeting regarding care appropriate standards ➋ Continue to improve communication with patients around their diagnosis and treatment
Women's, Children's & Clinical Support Services	➊ Feedback to individual staff following patient complaints about attitude and regular reminders given at meetings regarding appropriate communication with patients / relatives to ensure Trust values and behaviours are upheld at all times ➋ Provide one-off training to individual staff members after complaints regarding clinical care received to prevent repetition

Compliments

- ➊ Patient wanted to express thanks to nurses in both A&E and T7 during a recent stay.
- ➋ Patient asks to accept compliment regarding a very efficient A&E service.
- ➌ Daughter wanted to express gratitude about care given to her dad and the family when he died
- ➍ Patient wants to thank colonoscopy team for reassurance and great care
- ➎ Went for blood test, cubicle 4. Nurses there are brilliant, very polite, and great at their job. All should be very proud of staff. North Middlesex is Brilliant
- ➏ Patient had excellent treatment from clinician in A&E, was treated with friendliness and charm and said this is why he loves the NHS
- ➐ Patient's wife commends hospital on a swift and efficient handover from ambulance to A&E to being placed in a ward. Especially grateful to nurse in Resus, Nathan, who made patient feel he was in good hands.
- ➑ Mother seen at A&E for brain scan with high blood pressure and was delighted with service and speed they were seen
- ➒ Very happy with her treatment in A&E.
- ➓ patient wanted to thank all staff in A&E and AAU
- ➔ Patient says overall he has received a high quality treatment and care
- ➕ Daughter commends hospital on excellent care of her mother. Mother was seen in A&E and went to stay on AMU ward
- ➖ Family say care on Charles Coward ward was exemplary

Baby Memorial Service

The Baby Memorial Service takes place the first Saturday of July on an annual basis. It has been running for three years. All parents who have experienced a pregnancy loss after 18 weeks during the last calendar year are invited directly by the Trust's bereavement midwife at the next available opportunity i.e. the July following their loss with details now also being passed to families experiencing losses at earlier gestations via the bereavement midwife's counselling clinic or Women's Ambulatory Day Unit (WADU/S2), A&E as part of the National Bereavement Care Pathway pilot programme. The service is designed jointly between the bereavement midwife and former bereaved parents. The service consists of a series of religious and non-religious readings and music centred on a 'tree ceremony' where parents write small messages to their children on cards to be hung from a 'memory tree' as their names are read out and, sometimes, parents read something special for their own child. The service usually ends with a dove release, provided by a local funeral director, and refreshments. The tree remains in the chapel for the following two weeks.

Tea Parties

St Francis de Sales School Council visited our care of the elderly wards five times during the year and plan further visits. A project, "Laughter is the best medicine", involved the students organising a tea party with singing and arts and crafts. Many of the children involved were born at the hospital and have parents working here.

The children raised money to pay for the parties and have secured funding from a private company for future visits.

The project was runner-up in the prestigious House of Commons Parliament Awards 2018 and the children have asked that they are presented with their award at the hospital. A further six schools from the local area are planning to organise tea parties at the hospital.

Patient Experience

Kids Kits

A&E paediatric consultant lead, Dr Gayle Hann, who is also the lead doctor for child protection, secured funding to produce 40 new “Kid’s Kit” bags for children who need to go into emergency foster care.



Gayle bid for the kit as part of the hospital’s “Dragon’s Den” competition earlier this year when the Trust shared out £130,000 of charitable funds to support more than a dozen improvements to patient care and experience.

Gayle received £2,310 to fund the special bags which contain all the essentials a child might need for a first night in foster care, such as pyjamas, underwear, toothbrush and hairbrush, plus personal comforts including a book, activities and a soft toy.

The scheme will provide comfort and practical help for all the children likely to need to go straight to emergency foster accommodation from the hospital in the coming year.

Read more about it on our website.

Valuing our staff

The monthly staff stars have remained very popular, as a means of celebrating the dedication and achievement of individual members of staff and teams. Each month individuals and teams who have championed Trust values are nominated by staff and patients. The winners are presented with a certificate and badge by a member

of executive team and their success is shared on Trust intranet and through Social media channels Twitter and Facebook.

During 2017/18, there were 17 individual winners and eight team awards. Details as follows:

	Individual(s)	Team(s)
Apr 17	Ana Branco - MRI radiographer - diagnostic imaging	Allen Stein - independent prescribing pharmacist team
	Steffen Nestmann - nursery nurse, paediatrics	IT services
	Couna Myandee - clinic receptionist, outpatients	
May 17		ASU ward team
Jun 17	Cornelia Benyah-Mensah - volunteer, dietetics	
	Kevin McCarthy - MITIE porter	
	Marvin Kibuuka - outpatients receptionist	
Jul 17	Dawn Wildash - medical secretary	
	Hemant Shah - senior pharmacy technician	
	Joseph Appiah-Boateng - radiographer, imaging department	
Aug 17	Anthony Ubogagu - sonographer, ultrasound	T3 surgical ward
	Kevin Graham - fire officer, health and safety	
Sep 17	Tina Osboun - medical secretary, elderly care medicine	Urology nursing and clerical staff
Oct 17	Glenda Cagoyong - ward manager, Pymmes 0	Admission avoidance team (AAT)
	Satish Janipireddy - locum consultant orthopaedic surgeon	
Nov 17	Laurence Dookie - ward manager, acute medical unit	
Dec 17	Rachel Francis - nursery nurse, Starlight ward	Surgical assessment unit
Jan 18	Joella Lucas - lead nurse, infection prevention and control	Michael Bates ward

2017 Annual Staff Survey

NHS trusts have been required to run annual staff surveys for over ten years. North Middlesex University Hospital ran its staff survey during October – December 2017. NHS England released details of the collated staff survey results for all NHS trusts on 6 March 2018 with the Trust's performance compared to results received from other acute specialist trusts.

The annual NHS survey provides a snapshot of employee's experience against 32 key findings grouped according to nine themes:

- ➔ appraisals and support for development
- ➔ equality and diversity
- ➔ errors and incidents
- ➔ health and well-being
- ➔ working patterns
- ➔ job satisfaction
- ➔ managers
- ➔ patient care and experience
- ➔ violence, harassment and bullying.

A total of 3006 staff from the Trust were sent a questionnaire and were eligible to complete the survey. 1237 staff at North Middlesex University Hospital completed and returned their survey questionnaire. This constitutes a response rate of 41.2% which is a 6.4% increase compared to the 2016 survey but remains below the average response rate for Acute Trusts (45.5%).

The key emerging themes provide a strong indication as to where the Trust should focus its action plan in the coming 12 months, namely continuing to address perceived bullying, harassment and discrimination and promoting equality of opportunity for career progression and health and well-being. Similarly, the results demonstrate that there is also work to be done in relation to errors and near misses, incident reporting, providing managerial support to staff and improving staff perception of the Trust as a place to be cared for or treated.

Detailed below are our most and least favourable scores from the survey. A trust-wide action plan has been developed with further work required to developed division and specific specialty/department action plans where required.

Most favourable scores

Finding	NMUH score 2017	NMUH score 2016	2016 National average for acute trusts
Percentage of staff agreeing their role makes a difference to patients/service users	92%	92%	90%
Staff motivation at work	4.01	4.03	3.92
Quality of non-mandatory training, learning or development	4.13	4.05	4.05
Quality of appraisals	3.31	3.11	3.11
Staff satisfaction with the quality of work and care they are able to deliver	3.99	4.03	3.91

2017 Annual Staff Survey

Least favourable scores

Finding	NMUH score 2017	NMUH score 2016	2016 national average for acute trusts
% of staff believing the Trust provides equal opportunities for career progression or promotion	69%	67%	87%
% of staff experiencing discrimination at work in the last 12 months	25%	23%	12%
% staff witnessing potentially harmful errors, near misses or incidents in the last month	40%	43%	31%
% of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	35%	38%	28%
% of staff experiencing harassment, bullying or abuse from staff in last 12 months	35%	36%	25%
Staff reporting errors, near misses or incidents witnessed in last month.	89%	87%	90%
Fairness and effectiveness of procedures for reporting errors, near misses and incidents.	3.65	3.63	3.73
Organisation and management interest in and action on staff health and wellbeing.	3.45	3.48	3.62
Staff confidence and security in reporting unsafe clinical practice	3.58	3.57	3.65
Recognition and value of staff by managers and the organisation.	3.33	3.41	3.45
Support from immediate managers	3.62	3.62	3.72
Percentage of staff reporting good communication between senior management and staff	33%	31%	33%
Percentage of staff attending work in last 3 months despite feeling unwell because they felt pressure from their manager, colleagues or themselves	55%	52%	52%
Effective team working	3.69	3.66	3.72
Staff satisfaction with resourcing and support	3.25	3.30	3.31

During 2017/18 there are a number of examples demonstrating the Trust's commitment to supporting and valuing staff, these include:

- ➔ launched the updated Equality and Diversity policy
- ➔ successfully launched a number of health, body and mind initiatives
- ➔ anti-bullying awareness week
- ➔ provision of access to mediators.

Listening into Action (LiA)

During 2018/19 the Trust will use "Listening into Action" approach to carry out an organisational LiA Pulse Check and LiA Leadership Audit, both of these tools provide an opportunity for the Trust to hear through the eyes of NHS staff and leadership their view of how the Trust is doing as well as suggesting improvements.

LiA Pulse Check

- ➔ A survey goes out to all staff for response via email, intranet, mobile phone, tablet, or on paper
- ➔ Responses are completely anonymous
- ➔ Staff may also suggest up to three changes to improve patient care and/or reduce day-to-day frustrations
- ➔ Results are available by organisation, role, specialty and site
- ➔ Reports show your results by the CQC's five domains: safe, caring, effective, responsive and well led

LiA Leadership Audit

- ➔ Supports trusts to check-in with leaders to see how well they feel the organisation is managing change.
- ➔ These results are also reported by the CQC's five domains

The results of both the Pulse Check and leadership audit will be used to inform improvement work over the coming year.



2 Section Two



Priorities for improvement and statements of assurance from the Board

Delivery of the 2017/18 Quality Priorities

The tables below summarises the Trust's performance against delivering the quality priorities that were agreed in last year's Quality Account.

How did we do?

Patient Safety - Reduce hospital-acquired harm

Priorities	What success will look like?	How did we do? 2017/18 Performance Summary
Improve the identification and management of patients with sepsis to reduce the risk of mortality for patients who attend NMUH with sepsis	Over 90% of patients presenting in ED with sepsis undergoing sepsis screening Continuous improvement in the percentage of ED patients with sepsis who receive IV antibiotics within an hour so that 90% of septic patients receive IV antibiotics within an hour. Consistent achievement of compliance with patient observation requirements recorded via NEWS charts Continuous improvement in the percentage of inpatients who develop sepsis and who are screened for sepsis. We will establish a baseline in quarters 2 and 3 then deliver an improvement in quarter 4.	Partially achieved - During 2017/18 the Trust achieved 100% for all patients presenting in ED with sepsis undergoing sepsis screening, 82% received IV antibiotics within one hour, 98% received fluids within one hour and 83% received oxygen. - During 2017/18 the Trust achieved 100% for all in patients who developed sepsis undergoing sepsis screening. - During 2017/18 the Trust developed an in- patient sepsis pathway. Piloting of the updated pathway commenced in April 2018 with roll out across the Trust planned for quarter 2. - Teaching regarding changes in the sepsis definitions took place throughout 2017/18 for all medical staff. Nursing staff will receive training on the new definitions and pathway as the new pathway is rolled out across the Trust.
Improving the identification and management of deteriorating patients	Consistently good compliance with early warning scores (above 90%), demonstrated by audit	Achieved Audits during 2017/18 demonstrated 100% compliance with the completion of NEWS across the organisation.
	50% reduction in the number of incidents where early warning scores are found to be part of the cause	Not achieved Progress was made towards improving the detection and response to the deteriorating patient during 2017/18. This priority will be carried forward in 2018/19 as part of the implementation programme of the national early warning score 2 (refer to 2018/19 priorities)
	All referrals to CCOT should be performed using an SBAR (clinical communication model - situation, background, assessment, recommendation) approach following assessment of NEWS and correct use of trigger points	Achieved 100% of referrals to CCOT are performed using SBAR.
	All patients with a NEWS score of 5 and above should be referred immediately to the CCOT team in accordance with Trust protocol	Achieved Snapshot audit results show that we scored well regarding all patients with a NEWS score of 5 and above being referred immediately to the CCOT team in accordance with trust protocol. In October of last year we scored 95% (our lowest score) however after this we achieved 98-100% compliance.

Priorities for improvement and statements of assurance from the board

Priorities	What success will look like?	How did we do? 2017/18 Performance Summary
Reduce the number of hospital acquired grade 3 and 4 pressure ulcers	No avoidable hospital acquired category 4 pressure ulcers A 50% reduction in hospital acquired category 3 pressure ulcers Introduction of weekly harm free panel review of hospital acquired category 2 pressure ulcers to ensure there are action plans in place and give assurance to the board and subsequent reduction in hospital acquired category 2 pressure ulcers	Not achieved - Up to February 2018 the Trust declared six grade 4 hospital-acquired pressure ulcers, whilst for the same period in 2016/17 the Trust declared seven. - Since February 2017 all grade 4 pressure ulcers are now subject to a full 48-hour review and will follow the SI process. Of the six reported, two were as a result of surgical debridement of existing pressure damage, and therefore not due to failures in care. - The national "Stop the Pressure" team have been invited to come and review the Trust's management of pressure ulcer assessments. - Common root causes and themes in avoidable and unavoidable pressure ulcers have been identified, and an action plan is being produced, which forms the basis for our teaching programme. The Trust Harm-Free Care panel was established in May 2017, with the aim to: - review pressure ulcer prevention and overall quality of care; - support the reduction of hospital acquired pressure ulcers. The panel has been well received by the wards as a supportive and educational forum for sharing good practice. Through the panel the following care delivery problems have been identified: - Gaps in completion of various elements of the SSKIN bundle - Delays in provision of mattress pump - Non-removal of TEDs for skin inspection - All of which will be addressed via the development of trust wide pressure ulcer action plan. Through the Harm-Free panels the Trust has achieved notable improvements in: - the treatment and reporting of pressure ulcers, in particular, hospital acquired category 2s - reducing levels of harm sustained as measured by the Safety Thermometer. The Trust also recognised the need to continually review the effectiveness of our monitoring, assurance and learning processes, and as a result the Harm Free Panel revised its focus since Sept 2017 to now include the review of hospital acquired suspected deep tissue injury and unstageable pressure ulcers
Reduce the number of patients who develop hospital acquired infections	The Trust will meet the national objectives for maximum numbers of designated infections. In addition we will see declining numbers of other infections and reductions in the Trust's use of antibiotics	Partially achieved During 2017/18 the Trust implemented a number of measures: - Root cause analysis investigation has been carried out on most of the Clostridium difficile Infection cases - Continued to monitor and report cases in a timely manner - Launched an Infection Prevention and Control newsletter - Reviewed and updated the hand hygiene policy - Reviewed updated the Carbapenemase-producing Enterobacteriaceae Policy - In conjunction with our CCGs we have produced an E coli bacteremia Improvement plan The Trust breached the trajectories for both our MRSA bacteremia and Clostridium difficile. However no lapses in care that contributed to the acquirement of Clostridium difficile Infection were identified in 23 cases out of the 27 cases that were reviewed by the NEL CSU. In 2018/19 we will continue to focus efforts on improving in this area through; - Thematic review of the CDI cases to inform the IPCT the focus for education and training - Targeted training in clinical areas on Isolation, hand hygiene, decontamination of medical equipment, PPE, specimen labelling and sending them in timely manner - Increased our focus on hand hygiene compliance for all staff groups - Launch IPCN audit for decontamination of patient equipment (bi monthly) as from April 2018 - On 5 May 2018 we will participate in the WHO's world hand hygiene, raising awareness of the importance of hand hygiene, involving patient, staff and visitors - Participate in the International Infection Prevention and Control week in October 2018 - Continue to monitor the Gram negative bacteraemia - Focus on raising awareness of Carbapenemase-producing Enterobacteriaceae (CPE) and risk assessment of CPE for new admissions - Continuing to use high-level disinfection with hydrogen peroxide vapour (HPV) following discharge of patients with Clostridium difficile Infection, Carbapenemase-producing Enterobacteriaceae or other HCAs as directed by the IPCT.

Priorities for improvement and statements of assurance from the board

Priorities	What success will look like?	How did we do? 2017/18 Performance Summary
Reduce the number of patients who are injured as a result of a fall in hospital	- Continued reduction in the overall number of falls. - A reduction in the overall number of injurious falls (those that result in moderate or severe harm) - All inpatients are screened for falls risk and interventions commenced as appropriate. - All clinical staff (nurses, therapists and medical) will be trained in the recognition of falls risk and implementation of mitigating actions during 2017/18 - Confirmation from monthly audits that falls risk assessments are carried out in ED and on admission to the ward using the 'Admission Risk Assessment' booklet	Partially achieved - In June 2017 the Trust identified funding for a full-time falls prevention lead. This post was originally filled with a seconded member of staff who took the role on in June 2017 and has now been recruited to substantially. - In September 2017 the Trust introduced a Falls Screening Tool following participating in a fall collaborative with NHSI. The new tool was implemented in the ED department, and a successful piece of work to re-design the Falls Multifactorial Risk Assessment which is now being rolled out across the Trust alongside a mini post-falls root cause analysis form; the form is designed to capture information on patients who do fall which will be used to present at Harm-Free Panel and also identify common themes from falls – both at individual ward and Trust level. - The Trust now run a falls prevention session on the registered nurses and healthcare support workers rolling program of teaching. - A new Serious Incident falls-specific template has been developed so that falls with moderate to severe harm can either be reviewed individually or thematically with the emphasis being on identifying either a root cause or gaining assurance that the fall could not have been predicted, therefore could not have been prevented. This will help focus on the preventable causes of falls and look at how we can further implement processes which either entirely prevent falls or support patients to fall safely whilst in our care. - In 2018/19 we will be looking at purchasing low rise sensor beds (as the current contract is coming up for review) and low rise beds with crash mats for our most vulnerable patients. - The Trust is currently sitting within the second quartile nationally for falls (in totality) and our ambition is to move into quartile 1 and continue to reduce substantially the falls which result in moderate and severe harm.

Clinical Effectiveness - continue to implement the Safer, Faster Better Transformation programme

Priorities	What success will look like?	How did we do? 2017/18 Performance Summary
Deliver the Safer, Faster, Better Emergency improvement trajectory Increase the number of patients discharged in time to be "Home for lunch" Reduce the number of patients where their discharge to another health or social care setting is delayed or where they require a package of care or supported discharge to be put in place	95% of emergency department patients being admitted or treated and discharged within 4 hours of arrival by March 2018. - A reduction in delayed transfers of care for medically optimised patients who are ready for discharge but require a package of care or supported discharge to be put in place. - Improved performance in the emergency department and Inpatient Friends and Family Test results so that more than 90% of patients would recommend us to their friends and family by the end of 2017/18. - Improved performance in the 2017/18 national inpatient patient experience survey.	Not achieved - The 95% ED performance trajectory for 2017/18 was not met, however improvements against SFB outcomes have been demonstrated in 2017/18. The 4 hour target is the principle measure of effective system patient flow and the successful delivery of the programme outcomes will support the improvement in our performance against this target. - Close working between the Trust and community partners has taken place to implement and embed initiatives to improve discharge pathways, including our discharge to assess pathways which focus on getting patients home or back in to the community, to make decisions about their ongoing care needs. We have not seen an overall reduction in total medically optimised and DToc patients, and there is ongoing work to address some of the reasons that most commonly cause delays. - During 2017/18 an independent research study, "Accident & Emergency – a 'one stop shop' for everyday healthcare needs" was carried out by Healthwatch Enfield, on behalf of North Middlesex University Hospital NHS Trust, NHS Haringey Clinical Commissioning Group and NHS Enfield Clinical Commissioning Group. The study was tasked with gaining insight into patients' attendance at North Middlesex University Hospital's emergency department (ED). Findings from this report have been used to develop the 2018/19 SFB programme priorities. - The ED and inpatient FFT results have improved during this year, with the ED department achieving an average of 57% and the inpatient areas have exceeded the target at 94%. Overall achievements for the SFB programme - A new team based model has been implemented in ED that enables clinicians to see patients earlier and reduces the patient's wait in ED for a decision to be made about next steps. - Improving flow within the AEC unit. - Identifying more opportunities across the Trust for specialties to ambulate patients. - Roll out of new patient flow processes on the ward following best practice NHSI SAFER and Red2Green principles, which focus wards on earlier planning for discharge, reducing delays and having clear actions to for discharge for each patients. - Close working with our commissioners and community teams to develop better discharge pathways for our patients.

Priorities for improvement and statements of assurance from the board

Patient Experience

Priorities	What success will look like?	How did we do? 2017/18 Performance Summary
Improve patient experience in the Emergency Department resulting in an improved Friends and Family Test (FFT) which meets or exceeds the London benchmark	Improved performance in the patients' Friends and Family Tests, particularly in the Emergency Department, Outpatients and Maternity services so that 90% of our patients would	Not achieved The Trust responses for inpatient areas improved by 4.0% in February at 95% and 95% in March. This is slightly above the London target of 94%. Other key areas are significantly below the London target, most notably ED followed by outpatient services. This is also reflected in levels of Trust complaints, PALs contacts and social media. 85% of responses for outpatient services in February were positive, although there is variability between outpatient clinics. This represents a fall of 1.1% when compared to January and remained below the London target of 92%. Although some areas within the Trust exceeded the London target, Physiotherapy - 100% Clinic 4 - 98%, and the Sexual Health Clinic - 96%. 91% of women would recommend the Maternity Unit in February. The total positive recommendations of maternity services fell by 4.4% to 91% in February. This was below the Trust mean performance over the last 24 months and the performance for London trusts for January 94.7%. 69% of patients seen in the Emergency Department in February would recommend the Trust services; this has improved by 2% when compared to January. The FFT remains significantly below the London target of 87%, and the London average of 84.4%. ED: Whilst ED FFT performance in respect of the percentage of patients that would positively recommend the Trust to their friends or family remains below the target, the Trust have seen a steady improvement in performance. This is a good news story for the Trust as we have carried out a focus programme of awareness raising for staff around the importance of collating FFT data from patients about their care and experiences. We have also carried out a number of FFT workshops to support clinical teams to develop a consistent and robust approach to the collation of FFT data. In Patients: The Trust have now developed a new approach which uses volunteers to support the collation of FFT data from clinical areas (inpatients and outpatients). Current volunteers have been trained to collate feedback using the hand held devices and kiosks. Maternity services: During 2017/18 the service renewed its commitment to seeking the views of women using the service. The maternity service held an event "Whose Shoes?" aimed at improving multi-professional working, focusing on changing the culture in maternity and increasing the involvement of women and their families in improving services. The event was a huge success with more than 50 staff members and service users attending. See overall FFT performance in table below. Inpatients - Cancer: In the 2017 national inpatient cancer experience survey, the Trust scored below the expected range for 36 out of the 59 questions, resulting in the Trust ranking the lowest in the country of 148 trusts. Since November 2017 the Trust has had a substantive Macmillan Lead Nurse for Cancer in post. The Trust has developed a Cancer Patient Experience action plan based on areas for improvement identified from the national inpatient cancer experience survey, as well as using the 9 areas identified by Macmillan as the main issues that people affected by cancer have told Macmillan matter most to them: 1. I was diagnosed early 2. I understand so I make good decisions 3. I get the treatment and care which are best for my cancer and my life 4. Those around me are well supported 5. I am treated with dignity and respect 6. I know what I can do to help myself and who else can help me 7. I can enjoy life 8. I feel part of a community and I'm inspired to give something back 9. I want to die well To date improvements made include: Securing funding for Sage and Thyme which is an Enhanced communication skills training programme for relevant staff who will subsequently roll the programme out to relevant staff within the Trust. This training will enable staff to support patients in their understanding of their diagnosis, prognosis and care and treatment options and plans. Macmillan Cancer Information Manager recruited into post in March 2018 which has enable the Trust to provide ward outreach as a means of supporting staff and patients, ensuring that patients are informed of their cancer diagnoses in a sensitive manner, and are shown compassion and care. The Trust now have Macmillan outreach /volunteers in outpatient departments in place to support patients. All learning from incidents and patient feedback is shared widely and included in the ongoing development of improvement plans
Improve patient experience in Maternity resulting in an improved Friends and Family Test (FFT) which meets or exceeds the London benchmark	recommend us to their friends or family by the year end. Improved performance in the 2017/18 national patient experience survey in comparison to our 2016/17 survey results.	
Improve patient experience in Outpatients resulting in an improved Friends and Family Test (FFT) which meets or exceeds the London benchmark	Improved performance in the 2016 national cancer in-patient survey in comparison to the results of the 2015 national survey.	
Improve the experience of inpatients using cancer services resulting in improved performance in the 2016 national cancer inpatient survey in comparison to the 2015 national survey results		

Priorities for improvement and statements of assurance from the board

Staff Experience

Priorities	What success will look like?	How did we do? 2017/18 Performance Summary																																																																																																																							
Improve staff experience by undertaking a workplace cultural diagnostic exercise that informs the development of an organisational culture improvement action plan with agreed outcome measures	It is hoped that structured interventions informed by a deeper understanding will help shape a planned organisation-wide approach to culture change. We would expect that a structured culture change programme would ultimately lead to an improvement in respect of Key Findings 20, 21 and 26 of the 2017 Staff Survey. These are: ➊ KF20 – Percentage of staff experiencing discrimination at work in the last 12 months. ➋ KF21 – Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age ➌ KF26 – Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months ➍ Reduced staff turnover ➎ An increase in the percentage of staff who would recommend the Trust as a place to work or receive care to their friends or family so that the Trust outperforms the average for London Trusts. ➏ Increased staff satisfaction as measured by the annual staff survey ➐ Reduced staff sickness due to musculoskeletal (MSK) injuries and work related stress. ➑ An increase in the percentage of staff who would recommend the Trust as a place to work or receive care to their friends or family, so that the Trust outperforms the average for London trusts.	Partially achieved <table><thead><tr><th>Key Findings</th><th colspan="2">N Middlesex score</th><th>Statistically Significant Change in Key Finding?</th><th>Nat Average Acute Trusts</th></tr><tr><td></td><td>2016</td><td>2017</td><td></td><td>2017</td></tr></thead><tbody><tr><td colspan="5">Equality & diversity</td></tr><tr><td>KF20</td><td>23%</td><td>25%</td><td>No</td><td>12%</td></tr><tr><td>KF21</td><td>67%</td><td>69%</td><td>No</td><td>85%</td></tr><tr><td colspan="5">Violence, harassment & bullying</td></tr><tr><td>KF26</td><td>36%</td><td>35%</td><td>No</td><td>25%</td></tr></tbody></table> During 2017/18 the Black & Ethnic Minority Network (BME) was integrated into the trust committee structure, it now formally feeds in to the trust Patient and Staff Experience committee. Staff turnover Turnover marginally increased over the 12 months to January 2018. The turnover rate at January 2018 was 17.98%; compared to 16.96% in January 2017. For nursing/midwifery and Health Care Support Workers staff turnover figures have declined since December 2016; however, turnover rates for AHPs have risen. Staff absence due to msk In the 12 months from January – December 2017 the Trust lost 27,755 working days as a result of sickness absence. It has been estimated that sickness absence has been costing the Trust approximately £6.1million pa. Musculoskeletal absences remain the highest reasons for sickness absence with an average of 492.18 working days lost per month for the period December 2016 – November 2017. The actual number of working days lost to musculoskeletal absences dropped to 444 in December 2017 compared to 461 when compared to December 2016. Reasons for sickness absence days lost at the Trust In the 12 months from January – December 2017 are detailed below; <table border="1"><caption>Sickness Absence Days Lost by Category (Estimated from Graph)</caption><thead><tr><th>Month</th><th>Gastrointestinal</th><th>Other</th><th>Musculoskeletal</th><th>Mental Health Issue</th><th>Cough/Cold/Flu</th></tr></thead><tbody><tr><td>Dec 16</td><td>300</td><td>300</td><td>480</td><td>300</td><td>300</td></tr><tr><td>Jan 17</td><td>300</td><td>350</td><td>450</td><td>300</td><td>300</td></tr><tr><td>Feb 17</td><td>250</td><td>350</td><td>430</td><td>200</td><td>300</td></tr><tr><td>Mar 17</td><td>250</td><td>350</td><td>510</td><td>250</td><td>300</td></tr><tr><td>Apr 17</td><td>220</td><td>250</td><td>500</td><td>150</td><td>300</td></tr><tr><td>May 17</td><td>220</td><td>350</td><td>510</td><td>150</td><td>300</td></tr><tr><td>Jun 17</td><td>350</td><td>410</td><td>510</td><td>250</td><td>300</td></tr><tr><td>Jul 17</td><td>350</td><td>350</td><td>460</td><td>300</td><td>300</td></tr><tr><td>Aug 17</td><td>350</td><td>300</td><td>600</td><td>350</td><td>300</td></tr><tr><td>Sep 17</td><td>350</td><td>300</td><td>540</td><td>300</td><td>300</td></tr><tr><td>Oct 17</td><td>300</td><td>480</td><td>580</td><td>250</td><td>300</td></tr><tr><td>Nov 17</td><td>300</td><td>390</td><td>520</td><td>180</td><td>300</td></tr><tr><td>Dec 17</td><td>330</td><td>390</td><td>450</td><td>240</td><td>300</td></tr></tbody></table> Work is underway to look at the information from the staff survey at a Trust, Divisional, departmental and team level. In order to support the divisions in analysing, communicating and taking actions on the results, divisions are being asked to complete a standard one-page document which highlights: ➊ Strengths ➋ Areas for improvement ➌ Action planning - Divisions responsible for providing compiling own action plan supported by HR Business Partner's. The monitoring of these action plans will be through the divisional performance meetings. The Department of Health recommends that action plans address each Trust's lowest key findings; that is, the areas in which the Trust compares least favourably with other comparable trusts.	Key Findings	N Middlesex score		Statistically Significant Change in Key Finding?	Nat Average Acute Trusts		2016	2017		2017	Equality & diversity					KF20	23%	25%	No	12%	KF21	67%	69%	No	85%	Violence, harassment & bullying					KF26	36%	35%	No	25%	Month	Gastrointestinal	Other	Musculoskeletal	Mental Health Issue	Cough/Cold/Flu	Dec 16	300	300	480	300	300	Jan 17	300	350	450	300	300	Feb 17	250	350	430	200	300	Mar 17	250	350	510	250	300	Apr 17	220	250	500	150	300	May 17	220	350	510	150	300	Jun 17	350	410	510	250	300	Jul 17	350	350	460	300	300	Aug 17	350	300	600	350	300	Sep 17	350	300	540	300	300	Oct 17	300	480	580	250	300	Nov 17	300	390	520	180	300	Dec 17	330	390	450	240	300
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Quality priorities for delivery in 2018/19

All quality priorities for 2017/18 will continue to be monitored either as continued quality priorities for 2018/19 and/or through the Trust's existing structures for improvement and assurance.

Improving patient experience, patient safety, clinical outcomes and staff experience remain our over-arching objectives. When selecting our priorities for 2018/19, we considered where we need to embed and consolidate the work begun in the previous year and included those areas where we experienced poor performance against national quality priorities during 2017/18, such as the A&E four hour access standard. We also included areas of improvement identified in the NHS Outcomes Framework such as Healthcare Associated Infections and Pressure Ulcers and ensured our priorities are aligned to

the Care Quality Commission's five quality domains of safety, effectiveness, caring, responsive and well led. The Trust also held a Sign up to safety kitchen table event attended by wide cross section of staff and disciplines with information gathered feeding into identifying/prioritising areas for improvement.

The Trust's quality priorities for 2018/19 have been agreed following internal consultation with a multidisciplinary team of senior clinicians, the senior management team and risk & quality committee and external consultation with the Health Overview and Scrutiny Committees of Enfield and Haringey local authorities, our commissioners, our local Commissioning Support Unit (CSU), and Enfield and Haringey Healthwatch organisations.

Priorities	Objectives
Patient Safety – reduce hospital-acquired harm	Development, implementation and evaluation of Local Safety Standards in Invasive Procedures (LocSSIPs)
	Develop Human Factors understanding and capability
	Implement National Early Warning Score 2
Clinical Effectiveness - implement the Safer, Faster Better Transformation programme 2018/19 objectives	Deliver the Safer, Faster, Better Emergency improvement trajectory
	Increase the number of patients discharged in time to be "Home for lunch"
	Reduce the number of patients where their discharge to another health or social care setting is delayed or where they require a package of care or supported discharge to be put in place
Patient Experience	Improve patient experience in the: ● Emergency Department ● Maternity ● Outpatients resulting in an improved Friends and Family Test (FFT) which meets or exceeds the London benchmark
	Improve the experience of inpatients using cancer services resulting in improved performance in the 2017 national cancer inpatient survey in comparison to the 2016 national survey results
	Develop a Patient Experience Strategy using 'Always Events' as a methodology to implement the strategy
Staff Experience	Improve the experience for staff working at the Trust so that there is an increase in the percentage of staff who would recommend the Trust as a place of work to their friends and family
	Improve the experience for staff working at the Trust so that there is an increase in the percentage of staff believing that the Trust provides equal opportunities for career progression or promotion
	Embed Just Culture principles and framework as part of the Incident, Serious Incident and HR processes.

The following tables detail the rationale for each priority and clarify the objectives.

Quality priorities for delivery in 2018/19

Patient Safety

1. Development, implementation and evaluation of Local Safety Standards in Invasive Procedures (LocSSIP's)

Why have we chosen this priority?	Local Safety Standards for Invasive Procedures are a mechanism of ensuring consistent application of safety critical interventions for high risk procedures. NHS provider organisations are required to develop local procedures based on national best practice examples and this will form a major quality priority for the organisation in 2018/19.
What are we trying to improve?	The rationale for choosing this priority is due to the fact that the Trust has had 5 Never Events which are related to surgical/invasive procedures during 2017/18.
What will success look like?	1. We will have evidence of 80% of procedures carried out in the trust covered by a LOCSSIPs 2. We can demonstrate the adherence through audits 3. 0 Surgical procedure never events 4. A reduction in the number of incidents relating to surgical invasive procedures with a moderate to severe level of harm
How will we monitor progress	1. Appointment of NATSSIPs lead 2. Development, testing and roll out of LocSSIPs will be led by NATSSIPs lead, as part of a multi-professional team. A task force will be established to coordinate the development of these procedures, test their effectiveness and to report to appropriate committees on progress. 3. NatSSIPs programme to report into the Patient Safety Group

The following tables detail the rationale for each priority and clarify the objectives.

2. Develop Human Factors Understanding and Capability

Why have we chosen this priority?	To support clinical teams to improve patient safety by enhancing clinical performance through an understanding of human factors. An understanding of Human Factors will provide staff/teams with an understanding of the effects of teamwork, tasks, equipment, workspace, culture and organisation on theirs and others behaviour and performance, abilities and application of that knowledge in clinical settings. Incident investigations have demonstrated that the solutions put forward to address learning do not demonstrate a recognition or depth of understanding of human factors principles in order to identify robust actions resulting in sustainable change. The Trust now has 4 clinicians on the Human Factors training programme hosted by UCLP. These clinicians will form a task group ensuring junior doctor representative on the group, and cascade and embed the HF training across the organisation
What are we trying to improve?	The rationale for choosing this priority is due to the finding of Human Factors as root causes or contributory factors in several Serious Incidents and Never Events at the Trust in 2017/18. The Trust wishes to improve the following areas: ● Improve the quality of patient handover between clinicians and teams by using the SBAR tool ● Improve the effectiveness of the "Hospital at Night" team to strengthen working across teams and enabling the team to share appropriate information to ensure the right patients receive the right care at the right time (Getting it right first time) ● Findings from the staff survey demonstrated that staff do not all feel able to raise concerns at the point that clinical care treatment and care is being delivered in order to improve patient care or protect patients from harm.
What will success look like?	1. Better HF training for staff – Increased number of staff trained in HF (underpinned by a detailed training plan) 2. SBAR and Safety huddles embedded across the organisation demonstrated through audits 3. HF considered in the redesign of clinical pathways, standard operating procedures, IT systems and devices. Medical Director to sponsor the programme
How will we monitor progress	1. Monitoring of training plan to ensure targeted and appropriate level of training 2. Human Factors Task group reporting into PSOC

Quality priorities for delivery in 2018/19

3. Implementation of National Early Warning Score 2

Why have we chosen this priority?	Failure to recognise or act on signs that a patient is deteriorating is a key patient safety issue. It can result in missed opportunities to provide the necessary care to give the best possible chance of survival. Building on our work in 2017/18 through our deteriorating patients workstream the Trust sees the implementation of the National Early Warning Score 2 as a key patient safety priority. NEWS is a tool developed by the Royal College of Physicians which improves the detection and response to clinical deterioration in adult patients and is a key element of patient safety and improving patient outcomes. NHS England, NHS Improvement and Royal College of Physicians issued a joint alert; NHS/PSA/RE/2018/003 - Resources to support the safe adoption of the revised National Early Warning Score (NEWS2) issued: 25 April 2018, to highlight the existing resources to support adoption of NEWS2. NHS England's aim is for all acute hospital trusts and ambulance trusts to fully adopt NEWS2 for adult patients by March 2019
What are we trying to improve?	Ensure timely detection and response in regards to: ➤ better identification of patients likely to have sepsis ➤ improved scoring for patients with hypercapnic respiratory failure ➤ recognising the importance of new-onset confusion or delirium
What will success look like?	➤ Full implementation of NEWS2 by March 2019 as per Patient Safety Alert NHS/PSA/RE/2018/003 - Resources to support the safe adoption of the revised National Early Warning Score (NEWS2) issued: 25 April 2018 – resulting in the implementation of NEWS2 across the Trust by March 2019 ➤ 50% reduction in the number of incidents where early warning scores are found to be part of the cause ➤ Subject to the sign-off of the Trust's GDE-FF programme, successful rollout of an electronic mobile system for nurse documentation of NEWS2 scores, for team handover and communication
How will we monitor progress	➤ Deteriorating patients workstream feeding into the PSOC feeding in via the. ➤ Divisional Governance meetings to ensure regular review at a local level and timely intervention. ➤ GDE-FF delivery board

Quality priorities for delivery in 2018/19

Clinical Effectiveness Priorities

Continue to embed the Safer, Faster, Better Programme	
➤ Deliver the Safer, Faster, Better (SFB) emergency department improvement trajectory ➤ Increase the number of patients discharged in time to be "Home for lunch" ➤ Reduce the number of patients where their discharge to another health or social care setting is delayed or where they require a package of care or supported discharge to be put in place	
Why have we chosen this priority?	All of the actions within the SFB programme are focused on improving patient flow. This directly benefits patients by ensuring they are receiving treatment and being discharged from the Trust with minimal delays. The negative effects of long stays in hospital, particularly for more elderly patients, are well known, so our focus is planning a patient's journey home as early as possible after the patient arrives in the Trust.
What are we trying to improve?	The Trust recognises the need to continue to build on the work of the SFB programme in order to: ➤ embed a sustainable model in ED that reduces the time patients wait in ED. ➤ Optimise the use of current ambulatory care pathways to ensure patients are getting appropriate treatment in the right place, and reducing pressure on flow in ED. ➤ Enable discharge planning to happen earlier, and all professional, patients and families/carers to have a clear understanding of next steps to patient discharge, and their role in supporting the discharge.
What will success look like?	➤ Meet the 4 hour target 2018/19 trajectory as agreed with NHS Improvement ➤ Achieve 33% of patients discharged in time to be "Home for lunch" ➤ Reduction of medically optimised and delayed transfer of care patients in line with NHS England guidance which states the target should be a percentage of the Trust's bed base each month.
How will we monitor progress	The SFB Steering group which reports to the Trust board will monitor progress of the programme with regular review of the SFB performance indicators

Quality priorities for delivery in 2018/19

Patient Experience

Improve Patient Experience Outcomes through improved FFT results

- Improve patient experience in the emergency department resulting in an improved performance in the Friends and Family Test (FFT) so it meets or exceeds the London Benchmark
- Improved patient experience in maternity resulting in an improved performance in the Friends and Family Test (FFT) so it meets or exceeds the London Benchmark
- Improve patient experience in Outpatients resulting in an improved Friends and Family Test (FFT) which meets or exceeds the London benchmark
- Improve the experience of inpatients using cancer services resulting in improved performance in the 2017 national cancer inpatient survey in comparison to the 2016 national survey results.
- Develop a Patient Experience Strategy using Always Events as a methodology to implement the strategy

Why have we chosen this priority?

Improving the experiences of care is a top priority area for the Trust. Our Patient Experience Strategy is being co-produced with Healthwatch Enfield and will use Always Events as a methodology to implement the strategy. An Always Event is a clear, action-oriented, and pervasive practice or set of behaviours that:

- Provides a foundation for partnering with patients and their families;
- Ensures optimal patient experience and improved outcomes; and
- Serves as a unifying force for all that demonstrates an ongoing commitment to person- and family-centred care.

First trust in the country to co produce it's patience experience strategy using always events methodology - over 200 patients participated in the survey. The revised patient experience strategy will be launched in Q2 2018/19. The National Patient Surveys are used to monitor our patients' experience of care and benchmark against other providers nationally. The Friends and Family Test (FFT) is used to capture patient feedback on their experiences of care, benchmark internally and inform our quality improvement plan. Inevitably, on occasion, the Trust will get things wrong and it is really important that when we do, our patients feel empowered to raise their concerns with us. Complaints and other patient feedback enable the Trust to identify where we need to improve so we can take action to put these matters right to ensure future patients do not suffer the same poor experience. During 2017/18, we significantly improved the turnaround times for complaints, so that more patients received a response to their complaint, outlining what action we took in response to their complaint within the target deadline. The Trust, therefore, has made substantial progress in delivering an improved patient experience; however we are clear that there remains work to do in order to ensure that each and every patient receives a really positive experience when they are under our care.

What are we trying to improve?

We want all our patients to have a positive experience of receiving care at North Middlesex University Hospital. Consequently, we want to deliver improved patient experience as measured by the Friends and Family Tests. These simple tests demonstrate how our patients rate the care we provide and whether they would recommend North Middlesex Hospital to their friends or family. In addition to delivering further improvements in our Friends and Family Test results, we also want to continue to deliver improvements in our national patient experience surveys

What will success look like?

Improved performance in the patients' Friends and Family Tests, particularly in the emergency department, outpatients and maternity services so that 90% of our patients would recommend us to their friends or family by the year end. Improved performance in the 2017/18 national patient experience survey in comparison to our 2016/17 survey results. Improved performance in the 2017 national cancer in-patient survey in comparison to the results of the 2016 national survey. Successful launch of Patient Experience Strategy.

How will we monitor progress

The implementation of the Patient Experience Strategy is led by the assistant director of nursing and is monitored at the Patient Experience Group which is chaired by the Director of Nursing and reports to the Trust Board's Risk and Quality Committee. In addition, the Trust's performance in national patient experience surveys and Friends and Family Test results are formally reported to the Trust Board. The results of the national cancer in-patient survey will be monitored at the Trust Cancer Board, Trust-wide Patient Experience and the Cancer Governance meetings.

Quality priorities for delivery in 2018/19

Staff Experience

Improve Staff Experience through improved FFT	
➤ Improve the experience for staff working at the Trust so that there is an increase in the percentage of staff who would recommend the Trust as a place of work to their friends and family ➤ Improve the experience for staff working at the Trust so that there is an increase in the percentage of staff believing that the Trust provides equal opportunities for career progression or promotion ➤ Embed Just Culture principles and framework as part of the Incident, Serious Incident and HR processes.	
Why have we chosen this priority?	Analysis of this year staff survey results identifies underlying, consistent themes as to how staff perceive and rate their day to day experience of working at the hospital. When analysing the responses, some themes have remained broadly consistent over the years. Positive findings ➤ Staff are highly motivated ➤ Our staff believe the care provided makes a difference ➤ Staff believe provision of care is the Trusts top priority. ➤ Staff have a good quality appraisal Negative findings ➤ Staff believe that the Trust do not provide equal opportunities for career progression ➤ There's a culture of bullying and harassment ➤ Staff do not recommend the Trust as a place to be treated and cared for We are pleased to maintain positive results in staff motivated to come to work and feel they make a difference and they have a good quality of appraisal. We remain concerned about the level of reported bullying and harassment and discrimination, and promoting equality of opportunity for career progression and health and well-being which will be the focus of our action plan in 2018. Similarly, the results demonstrate that there is work to be done over the next year in relation to errors and near misses, incident reporting, providing managerial support to staff, and generally improving staff perception of the Trust as a place to be cared for or treated. It is also recognised that, as occupational groups, central functions/corporate services, admin and clerical staff, radiography, medical and dental and other scientific and technical have reported the least satisfaction with their experience at the Trust. Given this, survey findings will be analysed by Divisional operational Managers and HR Business Partners by Department and by staff grouping to inform the implementation of focused initiatives specific to these areas and/or groupings. The staff survey specific action plan will be incorporated in the Trust staff engagement action plan. This action plan will be monitored by Staff and Patient Experience Committee quarterly. Key areas to address in our action plans are informed by the results where our Trust performed worse than our peers ➤ Addressing staff experiencing discrimination at work ➤ Addressing equality of opportunity for career progression. ➤ Raising awareness of processes for addressing bullying and harassment by other staff at work. ➤ Promoting the Trust's 'Zero Tolerance' approach to violence and harassment of staff by patients. ➤ Staff witnessing potentially harmful errors, near misses or incidents in the last month It is also recognised that, as occupational groups, central functions/corporate services, admin and clerical staff, radiography, medical and dental and other scientific and technical have reported the least satisfaction with their experience at the Trust. Given this, survey findings will be analysed by divisional operational managers and HR business partners by department and by staff grouping to inform the implementation of focused initiatives specific to these areas and/or groupings.
What are we trying to improve?	Improve staff satisfaction as measured by the annual staff survey An increase in the percentage of staff who would recommend the Trust as a place to work or receive care to their friends or family, so that the Trust outperforms the average for London trusts.
What will success look like?	➤ increase in the percentage of staff who would recommend the Trust as a place of work to their friends and family ➤ increase in the percentage of staff believing that the Trust provides equal opportunities for career progression or promotion from Q3 ➤ 100% application of the just culture framework for relevant incidents from Q3
How will we monitor progress	The staff survey specific action plan will be incorporated in the Trust staff engagement action plan. This action plan will be monitored by the Staff and Patient Experience Committee quarterly. The monitoring of divisional action plans will be through the divisional performance meetings. Progress will be monitored through the Annual Staff Survey Improvement Programme which encompasses a number of work streams aimed at improving the staff experience across the Trust.

Statements of assurance from the Board

1. During 2017/18 the North Middlesex University Hospital NHS Trust provided 35 relevant health services.
 - 1.1 The North Middlesex University Hospital NHS Trust has reviewed all the data available to them on the quality of care in 35 of these relevant health services.
 - 1.2 The income generated by the relevant health services reviewed in 2017/18 represents 89.5% of the total income generated from the provision of relevant health services by the North Middlesex University Hospital NHS Trust for 2017/18.
2. During the 2017/18 41 national clinical audits and 5 national confidential enquiries covered relevant health services that North Middlesex University Hospital provides.
 - 2.1 During that period North Middlesex University Hospital NHS participated in 29% national audits and 100% of national confidential enquiries which it was eligible to participate in.
 - 2.2 See appendix 1
 - 2.3 See appendix 1
 - 2.4 See appendix 1
 - 2.5 See appendix 1
 - 2.6 See appendix 1
 - 2.7 See appendix 2
 - 2.8 See appendix 2
3. The number of patients receiving relevant health services provided or subcontracted by North Middlesex University Hospital NHS Trust in 2017/18 that were recruited during that period to participate in research approved by a research ethics committee was 520. This was across all our active specialties including oncology, stroke & cardiovascular, obstetrics and gynaecology, diabetes, HIV, rheumatology and paediatrics, anaesthetics, hepatology and health services research.
4. A proportion of North Middlesex University Hospital's income in 2017/18 was conditional on achieving quality improvement and innovation goals agreed between North Middlesex University Hospital and any person or body they entered into contract, agreement or arrangement with for the provision of relevant health services, through the commissioning for quality and innovation payment framework.

The Trust agreed CQUIN schemes for 2017/18 with local CCG's in December 2016 and these have been included in the contract. This is based on 2.5% of total contract financial value. 1.5% of contract value has been assigned to national schemes which there are six indicators consisting of 13 elements within these indicators.

0.5% of schemes value to support STP engagement – The Trust has been meeting on a weekly basis with our local commissioners agree and identify STP activity changes going forward in 17/18.

0.5% value if provider delivers its agreed organisational control total.

There is a realisation that the CQUINS have a collaborative approach with several health services needing to input to make these work. With this in mind commissioners are trying to facilitate working groups so these can be jointly achieved. CQUINS are discussed regularly in 3 separate meetings as they overlap – STP/ CQUINS / Contract technical.

Statements of assurance from the Board

The Trust achieved 91.7% overall for CCG agreed indicators. The Trust are awaiting NHSE's final calculation which will determine the Trust's final performance measure.

There are 4 indicators which have been agreed with NHSE - this equates to 2% of actual contract value and included in the signed contract at December 2016

CCG SLA Contracts	CQUIN Type	Q1 Risk Rating	Q2 Risk Rating	Q3 Risk Rating	Q4 Risk Rating
Health and well-being	CCG	n/a	n/a	n/a	
Reducing the impact of serious infection (sepsis - antibiotics)	CCG				
Improving mental health needs who present to A&E	CCG				
Offering advice and guidance	CCG				
E-referrals	CCG				
Supporting proactive and safe discharge	CCG				
Medicines optimisation	NHSE				TBC
Adult intravenous systemic anti-cancer therapy (SACT)	NHSE				
Automated exchange transfusion for sickle cell care	NHSE				TBC
Improving haemoglobinopathy pathways through ODN	NHSE				

5. North Middlesex University Hospital NHS Trust is required to register with the Care Quality Commission and its current registration status is registered with the CQC with no conditions attached to the registration.

The CQC has not taken enforcement action against North Middlesex University Hospital NHS Trust during 2017/18.

7. North Middlesex University Hospital NHS Trust has not participated in any special reviews or investigations by the CQC during 2017/18.

North Middlesex University Hospital last underwent a full, scheduled CQC inspection between 20 and 23 September 2016 inspecting the following:

- ➔ accident & emergency
- ➔ medical wards (including care of the elderly)
- ➔ surgery
- ➔ critical care
- ➔ maternity
- ➔ paediatrics
- ➔ outpatients
- ➔ end-of-life care.

This inspection was undertaken using the CQC inspection framework which assessed whether services are:

- ➔ safe
- ➔ effective
- ➔ caring
- ➔ responsive
- ➔ well led

The chart below depicts the CQC ratings awarded to each service and the Trust overall. A copy of the full inspection report can be accessed via the CQC website – see <https://www.cqc.org.uk/provider/RAP>

Statements of assurance from the Board

	Safe	Effective	Caring	Responsive	Well Led	Overall
Urgent & emergency services	Requires Improvement	Requires Improvement	Good	Requires Improvement	Good	Requires Improvement
Medical care	Requires Improvement	Requires Improvement	Requires Improvement	Requires Improvement	Requires Improvement	Requires Improvement
Surgery	Requires Improvement	Good	Good	Good	Good	Good
Critical care	Requires Improvement	Good	Good	Good	Requires Improvement	Requires Improvement
Maternity & gynaecology	Requires Improvement	Good	Requires Improvement	Requires Improvement	Inadequate	Requires Improvement
Services for children & young people	Good	Good	Good	Requires Improvement	Requires Improvement	Requires Improvement
End of life care	Requires Improvement	Requires Improvement	Requires Improvement	Requires Improvement	Requires Improvement	Requires Improvement
Outpatients & diagnostic imaging	Requires Improvement	Not Rated	Requires Improvement	Requires Improvement	Requires Improvement	Requires Improvement
Overall	Requires Improvement	Requires Improvement	Requires Improvement	Requires Improvement	Requires Improvement	Requires Improvement

The next scheduled CQC inspection is 22nd & 23rd May 2018.

8. North Middlesex University Hospital NHS Trust submitted records during 2017/18 (April 2017 to January 2018) to the Secondary Uses Service for inclusion in the Hospital Episode Statistics which are included in the latest published data. The percentage of records in the published data which included the patient's valid NHS number was:

NHS Numbers Percentages are

99.1% for admitted patient care
99.5% for outpatient care
95.1% for accident and emergency care.

General Medical Practice Codes was:

99.0% for admitted patient care;
98.6% for outpatient care; and
98.6% for accident and emergency care

9. North Middlesex University Hospital Information Governance Assessment Report overall score for 2017/18 was 74% and was graded Green – satisfactory

10. Not applicable for 2017/18.

11. North Middlesex University Hospital NHS Trust will be taking the following actions to improve data quality:

- Data Quality Strategy launched in December 2017, this strategy intends to set up a framework for patient's data collection and data quality improvements across North Middlesex University Hospital NHS Trust (NMUH). The strategy will focus on improvements of the patient's data completeness, validity and accuracy following the data quality national standards to ensure that the data informing the Trust's key performance indicators (KPIs) is sound and fit for purpose. This strategy intends to align with the NHS Digital data quality assurance strategy that envisions by 2020 the achievement of a more consistent, comprehensive and accessible information based on the improvement of the national health & social care data. The improvements on patient's information quality and accessibility will ultimately aim to improve the wider population health.
- Data Quality Policy – reviewed and updated in September 2017

Statements of assurance from the Board

- ➊ Data Quality Trust Wide Improvement Plan - A plan has been developed for 2018-19 tasked with the following objectives:
 1. To improve the quality of the patient's data across the Trust to support Trust operational performance and patient safety
 2. To reduce the number of CCGs challenges referred to data quality to support contracts, business realisation and the health economy of NCL
 3. To improve patient's data quality awareness and training across the Trust in accordance with the Trust Data Quality Strategy and Data Quality Policy
 4. To support the Trust divisions in the validation processes of the patient's data
 5. To review and implement efficient working processes in the data quality department

27 Learning from deaths

27.1 During 2017/18 1042 of North Middlesex University Hospital patients died. This comprised of the following number of deaths which occurred in each quarter of the reporting period:

222 in the first quarter,
243 in the second quarter,
278 in the third quarter,
299 in the fourth quarter.

We are unable to quantify the number of cases where a death was subjected to both a case record review and an investigation due to data collection issues (form adapted to ensure this information is collected from Q1 2018/19)

We are unable to confirm the number of deaths in each quarter for which a case record review or an investigation was carried out due to data collection issues (form adapted to ensure this information is collected from Q1 2018/19)

27.3 Unable to quantify due to Data collection issues (form adapted to ensure this information is collected from Q1 2018/19)

27.4 Learning from case record reviews and investigations outlined in the table below.

27.5 Actions taken outlined in the table below.

Lessons learned: Treatment escalation issue

Learning/Issues	Actions
Lack of a timely DNACPR/TEP ➊ Patients receiving full escalation of care inappropriately ➋ Failure to recognise TEP/DNACPR is indicated ➌ Resistance of patient or family to discuss or agree ➍ Difficulty meeting with relatives ➎ Lack of understanding of legal position (Futile v quality of life) ➏ Reluctance to have difficult conversation	➊ Consultant half day focused on end of life care ➋ DNACPR/TEP legal position ➌ Role played conversations ➍ MCA ➎ Bereaved carers survey feedback ➏ Spiritual needs at end of life ➐ Resources sent out to consultants ➑ Further training planned
Actions taken for specific conditions: AAA Abdominal Aortic Aneurysm (rupture/leak) ➊ Can be a difficult diagnosis A clinical diagnosis of ruptured abdominal aortic aneurysm (rAAA) should be considered: ➋ Inpatients over the age of 50 years presenting with abdominal/back pain AND hypotension ➌ Inpatients with a known AAA and symptoms of either abdominal/back pain OR hypotension/collapse	Training programme undertaken in ED

Statements of assurance from the Board

Next steps for 2018/19:

- ➔ Departmental mortality leads will complete reviews using the Trust risk management system
- ➔ Preventable deaths will be reviewed by the Trust mortality review group for discussion
- ➔ Identify organisation wide learning to inform improvement work and to share
- ➔ Report potential serious incidents via incident reporting process
- ➔ SJR training programme scheduled
- ➔ Peer support for reviews
- ➔ 'Learning from deaths' afternoon
- ➔ Legal framework to DNACPR
- ➔ Difficult conversations
- ➔ End of life care
- ➔ Serious incident feedback

27.6 As a result of the actions taken in response to the learning from cases reviewed and investigated staff have been equipped to have open honest and supportive conversations with patients and their families.

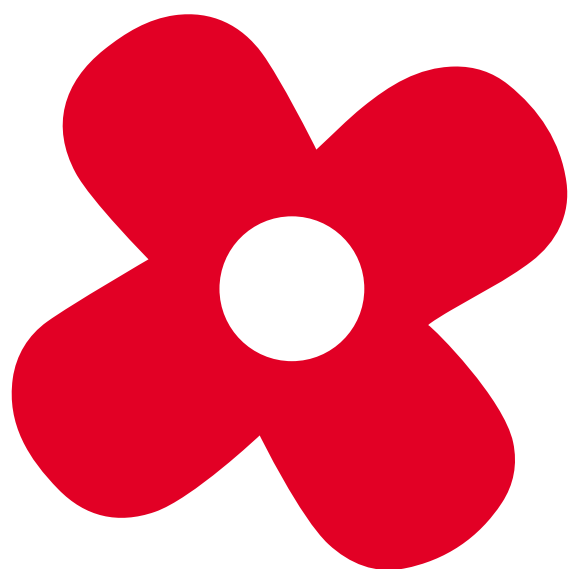
Raised awareness amongst ED staff of the presentation of AAA, resulting in the ability of staff to identify this condition in a timelier manner and improve patient safety.

27.7 Unable to quantify due to data collection issues (form adapted to ensure this information is collected from Q1 2018/19)

27.8 Unable to quantify due to data collection issues (form adapted to ensure this information is collected from Q1 2018/19)

27.9 Unable to quantify due to data collection issues (form adapted to ensure this information is collected from Q1 2018/19)

Puttingpeoplefirst



3 Section Three



Updates on Domains Actions

Domain 1 - Preventing people from dying prematurely

Summary Hospital-Level Mortality Indicator (SHMI)

(a) The value and banding of the summary hospital-level mortality indicator ("SHMI") for the Trust for the reporting period.

Publication Date	Reporting Period	Measure	NMUH Value	National Average	National Lowest	National Highest
Mar 2018	Oct 2016 Sep 2017	Value	0.8363	1.0000	N/A	N/A
		Banding	3	N/A	N/A	N/A
Dec 2017	Jul 2016 Jun 2017	Value	0.8241	1.0000	N/A	N/A
		Banding	3	N/A	N/A	N/A

Key - SHMI Banding

1 = 'Higher than expected'

2 = 'As expected'

3 = 'Lower than expected'

North Middlesex University Hospital NHS Trust considers that this data is as described for the following reasons:

The data is consistent with the hospital's own internal monitoring and reporting of performance against this indicator. The Trust's SHMI rate is banded 'lower than expected'.

North Middlesex University Hospital NHS Trust has taken the following actions to improve this rate, and so the quality of its services, by:

Ensuring that all deaths that occur in the hospital are closely reviewed as routine in line with the Trust's revised procedure for learning from deaths to assure that the best possible care was given to patients in all cases. Any subsequent learning events are shared within the organisation as appropriate.

(b) The percentage of patient deaths with palliative care coded at either diagnosis or specialty level for the Trust for the reporting period.

(ii) Percentage of deaths with palliative care coding.

Publication Date	Reporting Period	Measure	NMUH Value	National Average	National Lowest	National Highest
Mar 2017	Oct 2016 Sep 2017	Specialty coding	0.0	1.9	0.0	18.3
		Diagnosis coding	25.0	31.2	11.5	56.3
		Combined	25.0	31.5	11.5	59.8
Dec 2016	Jul 2016 Jun 2017	Specialty coding	0.0	1.9	0.0	18.6
		Diagnosis coding	28.9	30.8	11.2	58.3
		Combined	28.9	31.1	11.2	58.6

North Middlesex University Hospital NHS Trust considers that this data is as described for the following reasons:

The data is consistent with the hospital's own internal monitoring and reporting of performance against this indicator. The Trust's percentage of deaths with palliative care coding which is lower than the national average.

North Middlesex University Hospital NHS Trust has taken the following actions to improve this rate, and so the quality of its services, by:

The Trust has recruited a lead MacMillan Nurse A service review was completed which resulted in the recruitment of an additional clinical nurse specialist. Cancer services improvement plan in place to address data quality and patient experience challenges.

Domain 2 - Enhancing quality of life for people with long-term conditions

Not applicable to the North Middlesex University Hospital NHS Trust

Domain 3 - Helping people to recover from episodes of ill health or following injury

PROMS; patient reported outcome measures.

(i) Groin hernia surgery

Publication Date	Reporting Period	Measure	NMUH Value	National Average	National Lowest	National Highest
Feb 2018 (provisional)	Apr 2016	EQ VAS	2.205	-0.241	-6.507	3.273
	Mar 2017	EQ-5D Index	0.082	0.086	0.006	0.135
Aug 2017	Apr 2015	EQ VAS	0.268	-0.817	-4.644	4.966
	Mar 2016	EQ-5D Index	0.072	0.088	0.021	0.157

North Middlesex University Hospital NHS Trust considers that this data is as described for the following reasons:

The data is consistent with the hospital's own internal monitoring and reporting of performance against this indicator. The Trust's performance against both measures has improved between the reporting periods shown above, but performance against the EQ-5D Index remains slightly below the national average.

North Middlesex University Hospital NHS Trust [intends to take / has taken] the following actions to improve this [percentage / proportion / score / rate / number], and so the quality of its services, by:

PROMS scores have been skewed by a very small number of patients. The Trust has requested the raw data in order to hone down on the specifics of what and why; in order to make improvements and learn from this cohort of patients. Progression of this action is ongoing due to:

- ➔ potential data sharing issues, advice from the Caldicott Guardian will be sought
- ➔ challenges extrapolating PROMS data due to complexity of the calculation. The Trust will continue to explore options for reviewing with PROMS.

(iii) Hip replacement surgery

Publication Date	Reporting Period	Measure	NMUH Value	National Average	National Lowest	National Highest
Feb 2018 (provisional)	Apr 2016	EQ VAS	9.923	13.434	8.523	20.150
	Mar 2017	EQ-5D Index	0.310	0.445	0.310	0.537
		Oxford Hip Score	16.427	21.799	16.427	25.068
Aug 2017	Apr 2015 Mar 2016	EQ VAS	8.170	12.404	4.962	18.720
		EQ-5D Index	0.343	0.438	0.320	0.524
		Oxford Hip Score	17.200	21.607	16.884	24.755

North Middlesex University Hospital NHS Trust considers that this data is as described for the following reasons:

The data is consistent with the hospital's own internal monitoring and reporting of performance against this indicator. The Trust's performance improved between the two reporting periods against the EQ VAS measure, but remained below the national average. The Trust's performance against the EQ-5D Index and Oxford Hip Score worsened between the two reporting periods, and was the lowest in the country in 2016-17.

North Middlesex University Hospital NHS Trust [intends to take / has taken] the following actions to improve this [percentage / proportion / score / rate / number], and so the quality of its services, by:

Data quality in respect of data pertaining to knee and hip replacements has improved significantly (approximately 100%). Improvements in compliance are due to a review and streamlining of the Hospital Coding Processes, data cleansing and validation of NJR data over the past 12 months (e.g. spurious data where post-op PROMS questionnaires were sent to patients yet to have surgery).

Domain 3 - Helping people to recover from episodes of ill health or following injury

(iv) Knee replacement surgery

Publication Date	Reporting Period	Measure	NMUH Value	National Average	National Lowest	National Highest
Feb 2018 (provisional)	Apr 2016	EQ VAS	3.542	6.977	1.008	14.502
	Mar 2017	EQ-5D Index	0.266	0.324	0.242	0.404
		Oxford Knee Score	13.552	16.547	12.508	19.876
Aug 2016	Apr 2015	EQ VAS	3.538	6.222	1.631	12.628
	Mar 2016	EQ-5D Index	0.254	0.320	0.198	0.398
		Oxford Knee Score	13.746	16.365	11.955	19.970

North Middlesex University Hospital NHS Trust considers that this data is as described for the following reasons:

The data is consistent with the hospital's own internal monitoring and reporting of performance against this indicator. The Trust's performance improved against the EQ VAS and EQ-5D Index measures between reporting periods, while the Trust's performance against the Oxford Knee Score measure worsened. The Trust's performance against all three measures remained below the national average.

North Middlesex University Hospital NHS Trust [intends to take / has taken] the following actions to improve this [percentage / proportion / score / rate / number], and so the quality of its services, by:

Data quality in respect of data pertaining to knee and hip replacements has improved significantly (approximately 100%). Improvements in compliance are due to a review and streamlining of the Hospital Coding Processes, data cleansing and validation of NJR data over the past 12 months (e.g. spurious data where post-op PROMS questionnaires were sent to patients yet to have surgery).

Domain 4 - Ensuring people have a positive experience of care

Responsiveness to the personal needs of patients

Publication Date	Reporting Period	NMUH Value	National Average	National Lowest	National Highest
Aug 2017	2016-17	63.6	68.1	60.0	85.2
Aug 2017	2014-15	59.3	68.9	59.1	86.1

North Middlesex University Hospital NHS Trust considers that this data is as described for the following reasons:

The data is consistent with the hospital's own internal monitoring and reporting of performance against this indicator. The Trust's performance improved over the previous reporting period against this measure, but it has historically been below the national average.

North Middlesex University Hospital NHS Trust [intends to take / has taken] the following actions to improve this [percentage / proportion / score / rate / number], and so the quality of its services, by:

Ensuring that the Trust's focus at all levels within the organisation remains firmly centred on improving patient experience - an aim that features very heavily as a key theme throughout this report. The hospital is always looking at new and innovative ways to collect and understand patients and carers views on how 'user friendly' and professional we are. These methodologies include hand held units for electronic questionnaires, text messaging, and use of the internet. An ambitious programme to widen these initiatives is ongoing.

Staff who would recommend the Trust to their family or friends

Publication Date	Reporting Period	NMUH Value	National Average	National Lowest	National Highest
February 2018	2017	54%	69%	47%	89%
February 2017	2016	51%	69%	49%	85%

North Middlesex University Hospital NHS Trust considers that this data is as described for the following reasons:

The data is consistent with the hospital's own internal monitoring and reporting of performance against this indicator. The Trust's performance improved slightly over the previous reporting period against this measure, but it has historically been below the national average.

North Middlesex University Hospital NHS Trust [intends to take / has taken] the following actions to improve this [percentage / proportion / score / rate / number], and so the quality of its services, by:

➔ **Ensuring that staff feel valued and supported at all levels of the organisation through a programme of workforce related initiatives such as the implementation of a robust action plan in response to the Trust's 2017 staff survey which will focus on; assuring equal opportunities for career progression and promotion; raising awareness of the Trust's 'zero tolerance' approach to violence in the workplace; raising awareness of and confidence in the effectiveness of the Trust's incident reporting procedures; ensuring staff know how to report malpractice and wrong-doing and feel safe in doing so. The Trust will build upon the work recently carried out as part of the cultural diagnostic exercise, and continue to recognise and reward excellent performance and patient care.**

Domain 4 - Ensuring people have a positive experience of care

Patients who would recommend the Trust to their family or friends

A&E

Publication Date	Reporting Period	NMUH Value	National Average	National Lowest	National Highest
May 18	Q4 2017-18	69%	85%	67%	100%
Feb 18	Q3 2017-18	63%	86%	63%	99%
Nov 17	Q2 2017-18	51%	87%	51%	99%
Aug 17	Q1 2017-18	47%	87%	47%	99%

North Middlesex University Hospital NHS Trust considers that this data is as described for the following reasons:

The data is consistent with the hospital's own internal monitoring and reporting of performance against this indicator. Reporting on this measure within the Quality Accounts this year is optional. The Trust has improved against this measure during 2017-18, but has remained worse than the national average.

North Middlesex University Hospital NHS Trust [intends to take / has taken] the following actions to improve this [percentage / proportion / score / rate / number], and so the quality of its services, by:

Ensuring that improvement on the Friends and Family test continues to be a priority for the Trust in 2018-19 as referenced earlier in this report. The aim is for North Middlesex to be fully cemented as the local hospital of choice with patients having good faith in the both the quality and safety of services that we provide.-

Inpatients

Publication Date	Reporting Period	NMUH Value	National Average	National Lowest	National Highest
May 18	Q4 2017-18	92%	95%	80%	100%
Feb 18	Q3 2017-18	93%	96%	71%	100%
Nov 17	Q2 2017-18	95%	96%	76%	99%
Aug 17	Q1 2017-18	96%	96%	78%	100%

North Middlesex University Hospital NHS Trust considers that this data is as described for the following reasons:

The data is consistent with the hospital's own internal monitoring and reporting of performance against this indicator. Reporting on this measure within the Quality Accounts this year is optional. The Trust's performance during 2017-18 has fallen slightly, but continues to show a positive inpatient experience, albeit slightly below the national average.

North Middlesex University Hospital NHS Trust [intends to take / has taken] the following actions to improve this [percentage / proportion / score / rate / number], and so the quality of its services, by:

Ensuring that improvement on the Friends and Family test continues to be a priority for the Trust in 2018-19 as referenced earlier in this report. The aim is for North Middlesex to be fully cemented as the local hospital of choice with patients having good faith in the both the quality and safety of services that we provide.

Domain 5 - Treating and caring for people in a safe environment and protecting them from avoidable harm

Patients admitted to hospital who were risk assessed for venous thromboembolism

Publication Date	Reporting Period	NMUH Value	National Average	National Lowest	National Highest
Jun 2018	Q4 2017-18	95.1%	95.2%	61.8%	100.0%
Mar 2018	Q3 2017-18	95.1%	95.3%	76.1%	100.0%
Dec 2017	Q2 2017-18	95.4%	95.2%	71.9%	100.0%
Sep 2017	Q1 2017-18	95.4%	95.1%	51.4%	100.0%

North Middlesex University Hospital NHS Trust considers that this data is as described for the following reasons:
The data is consistent with the hospital's own internal monitoring and reporting of performance against this indicator. The Trust has consistently achieved the 95% standard against this metric, and has been above or close to the national average throughout 2017-18.

North Middlesex University Hospital NHS Trust [intends to take / has taken] the following actions to improve this [percentage / proportion / score / rate / number], and so the quality of its services, by:

- ➔ **The Trust have standardised the reporting process in order to capture VTE incidents**
- ➔ **The Trust have recruited a VTE clinical nurse specialist**
- ➔ **Monthly audits are now in place to align VTE data with the safety thermometer**
- ➔ **VTE guidelines to be updated with 2018/19 NICE guidance**

Rate of C.difficile infection

Publication Date	Reporting Period	NMUH Value	National Average	National Lowest	National Highest
Jul 2017	2016-17	18.7	13.2	0.0	82.7
Jul 2017	2015-16	22.2	14.9	0.0	67.2

North Middlesex University Hospital NHS Trust considers that this data is as described for the following reasons:
The data is consistent with the hospital's own internal monitoring and reporting of performance against this indicator. The Trust continues to review all cases of c.difficile infection to determine whether infection was caused by a lapse in care. The Trust has an agreed target with commissioners for this measure, which was met during 2016-17.

North Middlesex University Hospital NHS Trust [intends to take / has taken] the following actions to improve this [percentage / proportion / score / rate / number], and so the quality of its services, by:

Ensuring that the Trust continues to have zero tolerance in respect of avoidable hospital-acquired infections. Current actions include root cause analysis being carried out following all incidences and lessons learned from any avoidable outcomes. Screening programmes are routine throughout the Trust and hand hygiene audits take place on a monthly basis across all patient-facing areas and are measured against a strict compliance threshold.

Domain 5 - Treating and caring for people in a safe environment and protecting them from avoidable harm

Patient safety incidents and the percentage that resulted in severe harm or death

Publication Date	Reporting Period	Measure	NMUH Value	National Average	National Lowest	National Highest
Nov 2017	Oct 2016 Mar 2017	Number of Patient Safety Incidents	4,064	5,122	1,301	14,506
		Rate of incidents (per 1000 bed days)	45.3	41.1	23.1	69.0
		No. resulting in severe harm or death	16	19	1	92
		% resulting in severe harm or death	0.4%	0.4%	0.0%	2.1%
Nov 2017	Apr 2017 Sep 2017	Number of Patient Safety Incidents	2,627	5,226	1,133	15,228
		Rate of incidents (per 1000 bed days)	30.5	42.8	23.5	111.7
		No. resulting in severe harm or death	7	18	0	121
		% resulting in severe harm or death	0.3%	0.3%	0.0%	2.0%

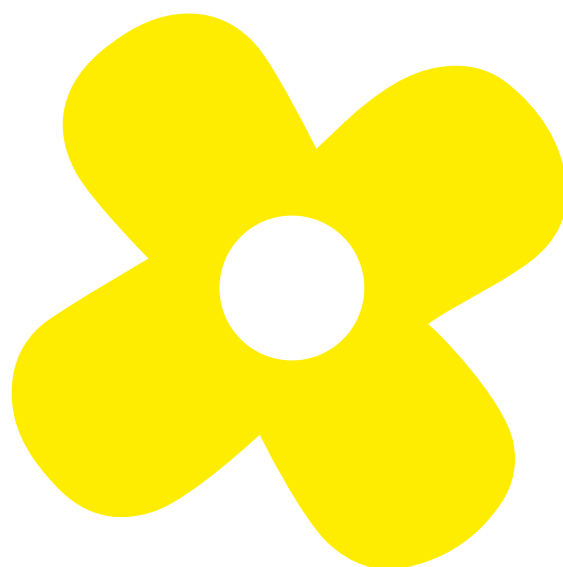
North Middlesex University Hospital NHS Trust considers that this data is as described for the following reasons:

The data is consistent with the hospital's own internal monitoring and reporting of performance against this indicator.

North Middlesex University Hospital NHS Trust has taken the following actions to improve this [percentage / proportion / score / rate / number], and so the quality of its services, by:

The Trust has implemented a number of mediums for sharing learning through learning events and a regular patient safety newsletter in a timelier manner. As highlighted earlier in this report learning from incidents and reducing harm remains a top priority for the organisation. Initiatives such as the roll out of human factors training across the organisation should support improvements in the way staff and teams perform their roles thus impacting and improving patient safety and experience.

Putting **people** first



4 Section Four



Annex 1: Statements from Commissioners, local Healthwatch organisations and Overview and Scrutiny Committees

Commissioner statement for the 2017/18 quality accounts



Commissioner Statement for 2017/18 Quality Account

NHS Haringey Clinical Commissioning Group (CCG) is responsible for commissioning a wide range of health services from North Middlesex University Hospital NHS Trust on behalf of the populations of Haringey, Enfield and associate CCGs. NHS Haringey CCG, in its capacity as lead co-ordinating commissioner, welcomes the opportunity to provide a statement for North Middlesex University Hospital Trust's 2017/18 Quality Account.

North Middlesex University Hospital Trust engaged with Haringey and Enfield CCGs and other stakeholders to ensure that views were sought and considered when preparing the report and developing quality priorities for 2018/19. The Trust has further engaged with commissioners' feedback on the first draft of the quality account and we are pleased that our comments were incorporated into the final draft. Commissioners have reviewed the information contained within the Quality Account and confirm that it presents a balanced view of the quality of services provided by the Trust. We confirm the report complies with the required form and content set out by the Department of Health. Data contained within the report has been cross referenced, and is comparable, with that contained within other data sources made available to commissioners as part of the continuous contractual performance and quality monitoring discussions.

Commissioners recognise that throughout a challenging 2017/18, the Trust's leadership has been open and responsive to working with the local NHS system i.e. with commissioners, the Care Quality Commission (CQC), NHS Improvement, NHS England, Health Education England and the General Medical Council to investigate and address any areas of concern. Commissioners welcome the advances made with the quality priorities chosen for 2017/18, (including improved identification and management of sepsis in A&E and improvements in staff satisfaction measured by the percentage of staff who would recommend the trust as a place to work) although we recognise that not all priorities were realised. In addition, commissioners welcome the improvements in A&E regarding the training environment for junior medical staff and access to supervision and overall trust wide efforts to address the recommendations made by CQC in the December 2016 inspection report. Over the last year there have been changes to the Trust Executive Team and leadership within the Clinical Governance Department and commissioners acknowledge the collective efforts made to improve governance to support the delivery of safe care including actions taken by the previous Medical Directors to address weaknesses in systems relating to patient safety and risk. We will continue to monitor, via monthly Clinical Quality Review meetings, how work streams are being embedded across the organisation with particular focus on areas where the expected milestones were not met.

Commissioners endorse the quality priorities for 2018/19, particularly the focus given to patient safety within surgical procedures, early warning scores indicators (NEWS 2 implementation) and improving the local populations experience of care within the Trust. Haringey CCG looks forward to working with North Middlesex University Hospital NHS Trust as it builds on the foundations of quality improvement in 2017/18 to achieve sustained improvement in patient safety, clinical effectiveness and patient experience in the coming year.

A handwritten signature in blue ink that reads 'Tony Hooley'.

Chief Operating Officer
NHS Haringey Clinical Commissioning Group

Annex 1: Statements from Commissioners, local Healthwatch organisations and Overview and Scrutiny Committees

Statement from Healthwatch Haringey

NMUH QUALITY ACCOUNT HEALTHWATCH HARINGEY STATEMENT

It is disappointing to see that the majority of priorities identified in 2017/18 were either not achieved or partially achieved. This may be the result of high staff and management turnover and effort directed to other more immediate priorities which have had more publicity. Stabilising the workforce and reducing the turnover and vacancy rates are key areas which underpin other areas of performance.

The results of the workforce survey probably reflect the pressure staff are under with demand increasing and vacancy rates and turnover making it more difficult to provide a service. The emphasis given to staff development and wellbeing in the Quality Priorities for 2018/19 is welcome but needs to be sustained.

We support the priorities identified for 2018/19 but would like to see a particular emphasis on Sepsis management which was a priority last year but the performance does not seem to have been embedded in the system.

We worked with the Trust last year on patient experience in the ED and UCC and the survey results have been used to develop an action plan and inform some changes which are beginning to be reflected in the FFT scores. You may wish to reference this in your Quality Account, copy attached. We look forward to continuing to work with the Trust in the coming year.



Annex 2: Statement of directors' responsibilities for the quality report

The directors are required under the Health Act 2009 and the National Health Service (Quality Accounts) Regulations to prepare Quality Accounts for each financial year.

NHS Improvement has issued guidance to NHS foundation trust boards on the form and content of annual quality reports (which incorporate the above legal requirements) and on the arrangements that NHS foundation trust boards should put in place to support the data quality for the preparation of the quality report.

In preparing the Quality Report, directors are required to take steps to satisfy themselves that:

- ➔ the content of the Quality Report meets the requirements set out in the NHS foundation trust annual reporting manual 2017/18 and supporting guidance
- ➔ the content of the Quality Report is not inconsistent with internal and external sources of information including:
 - ➔ board minutes and papers for the period April 2017 to 08 May 2018
 - ➔ feedback from commissioners dated 13 May 2018
 - ➔ feedback from local Healthwatch organisations dated 31 May 2018
 - ➔ the 2017 national patient survey January 2018
 - ➔ the 2017 national staff survey 07 April 2018
 - ➔ the Head of Internal Audit's annual opinion of the trust's control environment dated 25 May 2018
 - ➔ CQC inspection report dated 16 December 2016
- ➔ the Quality Report presents a balanced picture of the NHS foundation trust's performance over the period covered
- ➔ the performance information reported in the Quality Report is reliable and accurate
- ➔ there are proper internal controls over the collection and reporting of the measures of performance included in the Quality Report, and these controls are subject to review to confirm that they are working effectively in practice

- ➔ The trust is currently not reporting performance against the indicator learning from deaths due to data collection challenges. A change in approach to ensuring adequate data collection and quality is required to accurately record and meet learning from deaths data requirements. The directors have a plan in place to remedy this and will be in a position to provide full reporting by quarter 1 of 2018/19
- ➔ the data underpinning the measures of performance reported in the Quality Report is robust and reliable, conforms to specified data quality standards and prescribed definitions, is subject to appropriate scrutiny and review and
- ➔ the Quality Report has been prepared in accordance with NHS Improvement's annual reporting manual and supporting guidance (which incorporates the Quality Accounts regulations) as well as the standards to support data quality for the preparation of the Quality Report.

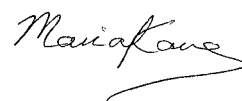
The directors confirm to the best of their knowledge and belief they have complied with the above requirements in preparing the Quality Report

By order of the board.



Dusty Amroliwala OBE
Chair

18 June 2018



Maria Kane
Chief Executive

18 June 2018

Annex 3: Independent Chartered Accountant's Assurance Report

Independent Chartered Accountant's Limited Assurance Report to the Directors of North Middlesex University Hospital NHS Trust on the annual Quality Account

We have been engaged by North Middlesex University Hospital NHS Trust to perform an independent assurance engagement in respect of North Middlesex University Hospital NHS Trust's Quality Account for the year ended 31 March 2018 ("the Quality Account") and certain performance indicators contained therein as part of our work. NHS trusts are required by section 8 of the Health Act 2009 to publish a quality account which must include prescribed information set out in The National Health Service (Quality Account) Regulations 2010, the National Health Service (Quality Account) Amendment Regulations 2011 and the National Health Service (Quality Account) Amendment Regulations 2012 ("the Regulations").

Scope and subject matter

The indicators for the year ended 31 March 2018 subject to limited assurance consist of the following indicators:

- ➔ Percentage of reported patient safety incidents resulting in severe harm or death; and
- ➔ Percentage of patients risk-assessed for venous thromboembolism.

We refer to these two indicators collectively as "the indicators".

Directors' responsibilities

The Directors are required under the Health Act 2009 to prepare a Quality Account for each financial year. The Department of Health has issued guidance on the form and content of annual Quality Accounts (which incorporates the legal requirements in the Health Act 2009 and the Regulations).

In preparing the Quality Account, the Directors are required to take steps to satisfy themselves that:

- ➔ the Quality Account presents a balanced picture of the Trust's performance over the period covered;
- ➔ the performance information reported in the Quality Account is reliable and accurate;
- ➔ there are proper internal controls over the collection and reporting of the measures of performance included in the Quality Account, and these controls are subject to review to confirm that they are working effectively in practice;
- ➔ the data underpinning the measures of performance reported in the Quality Account is robust and reliable, conforms to specified data quality standards and prescribed definitions, and is subject to appropriate scrutiny and review; and
- ➔ the Quality Account has been prepared in accordance with Department of Health guidance.
- ➔ The Directors are required to confirm compliance with these requirements in a statement of directors' responsibilities within the Quality Account.

Our responsibilities

Our responsibility is to form a conclusion, based on limited assurance procedures, on whether anything has come to our attention that causes us to believe that:

- ➔ the Quality Account is not prepared in all material respects in line with the criteria set out in the Regulations;
- ➔ the Quality Account is not consistent in all material respects with the sources specified in the NHS Quality Accounts Auditor Guidance 2014-15 issued by the Department of Health in March 2015 ("the guidance") as supplemented by the Quality Accounts reporting arrangements 2017/18 letter by NHS Improvement dated 26 January 2018; and
- ➔ the indicators in the Quality Account identified as having been the subject of limited assurance in the Quality Account are not reasonably stated in all material respects in accordance with the Regulations and the six dimensions of data quality set out in the Guidance.

Annex 3: Independent Chartered Accountant's Assurance Report

We read the Quality Account and conclude whether it is consistent with the requirements of the Regulations and to consider the implications for our report if we become aware of any material omissions.

We read the other information contained in the Quality Account and consider whether it is materially inconsistent with:

- ➔ Board minutes for the period April 2017 to 29 May 2018;
- ➔ papers relating to quality reported to the Board over the period April 2017 to 29 May 2018;
- ➔ feedback from commissioner for NHS Haringey CCG;
- ➔ feedback from Healthwatch Haringey;
- ➔ the latest national patient survey 2017;
- ➔ the latest national staff survey dated 2017;
- ➔ the Head of Internal Audit's annual opinion over the Trust's control environment;
- ➔ the annual governance statement 2017/18;
- ➔ the results of the Information Governance Clinical Coding audit dated March 2017.

We consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with these documents (collectively the "documents"). Our responsibilities do not extend to any other information.

This report, including the conclusion, is made solely to the Board of Directors of North Middlesex University Hospital NHS Trust as a body in accordance with the terms of our engagement letter dated 3 May 2016. Our work has been undertaken so that we might state to the Directors those matters we have agreed with them in our engagement letter and for no other purpose.

We permit the disclosure of this report to enable the Board of Directors to demonstrate that they have discharged their governance responsibilities by commissioning an independent assurance report in connection with the indicators. To the fullest extent permissible by law, we do not accept or assume responsibility to anyone other than the Board of Directors as a body and North Middlesex University Hospital NHS Trust for our work or this report or for the conclusions we have formed save where terms are expressly agreed and with our prior consent in writing.

Assurance work performed

We conducted this limited assurance engagement under the terms of the Guidance. Our limited assurance procedures included:

- ➔ evaluating the design and implementation of the key processes and controls for managing and reporting the indicators;
- ➔ making enquiries of management;
- ➔ testing key management controls;
- ➔ limited testing, on a selective basis, of the data used to calculate the indicator back to supporting documentation;
- ➔ comparing the content of the Quality Account to the requirements of the Regulations; and
- ➔ reading the documents.

A limited assurance engagement is narrower in scope than a reasonable assurance engagement. The nature, timing and extent of procedures for gathering sufficient appropriate evidence are deliberately limited relative to a reasonable assurance engagement.

Annex 3: Independent Chartered Accountant's Assurance Report

Limitations

Non-financial performance information is subject to more inherent limitations than financial information, given the characteristics of the subject matter and the methods used for determining such information.

The absence of a significant body of established practice on which to draw allows for the selection of different but acceptable measurement techniques which can result in materially different measurements and can impact comparability. The precision of different measurement techniques may also vary. Furthermore, the nature and methods used to determine such information, as well as the measurement criteria and the precision thereof, may change over time. It is important to read the Quality Account in the context of the criteria set out in the Regulations.

The nature, form and content required of Quality Accounts are determined by the Department of Health. This may result in the omission of information relevant to other users, for example for the purpose of comparing the results of different NHS organisations.

In addition, the scope of our assurance work has not included governance over quality or non-mandated indicators which have been determined locally by North Middlesex University Hospital NHS Trust.

Basis for qualified conclusion

We were not able to determine that the Quality Account was consistent with all specified documentation. This was because the following documents had not been prepared or requested by the Trust:

- ➔ the Trust's complaints report published under regulation 18 of the Local Authority, Social Services and NHS Complaints (England) Regulations 2009; and
- ➔ feedback from the joint local authority health overview and scrutiny committee.

Qualified conclusion

Based on the results of our procedures with the exception of the matters reported in the basis for qualified conclusion paragraph above, nothing has come to our attention that causes us to believe that, for the year ended 31 March 2018:

- ➔ the Quality Account is not prepared in all material respects in line with the criteria set out in the Regulations;
- ➔ the Quality Account is not consistent in all material respects with the sources specified in the Guidance that we have been provided with; and
- ➔ the indicators in the Quality Account subject to limited assurance have not been reasonably stated in all material respects in accordance with the Regulations and the six dimensions of data quality set out in the Guidance.

BDO LLP

BDO LLP
Chartered Accountants
London, UK
07 September 2018

Appendix 1 – National Clinical Audits and National Confidential Enquiries

The national clinical audits and national confidential enquiries that North Middlesex University Hospital NHS Trust was eligible to participate in during 2017/18, are listed in the tables below.

2.3 The national clinical audits and national confidential enquiries that North Middlesex University Hospital NHS Trust participated in during 2017/18, are listed in the tables below.

2.4 The national clinical audits and national confidential enquiries that North Middlesex University Hospital NHS Trust participated in, and for which data collection was completed during 2017/18, are listed below alongside the number of cases submitted to each audit or enquiry as a percentage of the number of registered cases required by the terms of that audit or enquiry, are listed in the tables below.

2.5 & 2.6

The reports of 5 national clinical audits were reviewed by the provider in 2017/18 and North Middlesex University NHS Trust intends to take the following actions to improve the quality of healthcare provided, are listed in the tables below.

National Clinical Audit Participation 2017/18

Project Titles	Eligible for Participation	Did NMH participate	% cases submitted	Number of cases Require	Number of cases Submitted	Report Published	Action Plan Developed
Elective Surgery (National PROMs Programme) PROMs operates a continuous collection model	✓	Yes	249	249	100%	Report published very 3 months nationally by Quality health	Report discussed at April 2018 Clinical Audit Meeting. NJR sends individual consultants their report every year . Action plan - Trust is 100% compliant. NJR posters as recommended by NJR are now in theatres reminding surgeons to fill the NJR form and maintaining our own hospital database . Trust is also participating in NJR mandatory data quality audit , last audit completion certificate & details have already been send to CEO & MD by NJR
Myocardial Ischaemia National Audit Project (MINAP)	✓	Yes	100%	236	236	No	
National Bowel Cancer (NBOCA) Contract until March 2018. Audit being retendered as the Gastrointestinal Audit Programme which combines the current Bowel Cancer and Oesophago-gastric Cancer Audits into one programme	✓	Yes				No	
National Chronic Obstructive Pulmonary Disease (COPD) Audit programme From 1 March 2018 this will become the National Asthma and COPD Audit Programme (NACAP) a. Pulmonary rehabilitation b. Secondary Care: New workstreams from March 2018: * COPD Secondary Care * Asthma adult in secondary care * Asthma paediatric in secondary care c. Primary care (Asthma and COPD)	✓	Yes	50%	63, none since May 2017	63	No	
National Emergency Laparotomy Audit (NELA)	✓	Yes	100%	34	34	"Report presented at PSOC. "	Improve data collection during 2018/19 We aim to collect at least 80% of data for the next year We have organised a generic password and will be collecting the data prospectively Anaesthetists will input the pre- and intra-operative data at the time of operation
National Heart Failure Audit	✓	YES	100%	335	335	No	
National Joint Registry (NJR) a.Knee replacement b.Hip replacement	✓	YES	100%	283	283	Report will be published by NJR	

National Clinical Audit Participation 2017/18

Project Titles	Eligible for Participation	Did NMH participate	% cases submitted	Number of cases Require	Number of cases Submitted	Report Published	Action Plan Developed
National Maternity and Perinatal Audit (NMPA)	✓	Yes	93%	582	541	We had 501 Babies stay in the Neonatal unit. The numbers are counted according to when the baby first arrived in the unit. A baby could return to Neonatal unit so could be counted 2 or 3 times here. It was 501 different babies who used the Neonatal unit	
National Neonatal Audit Programme - Neonatal Intensive and Special Care (NNAP)	✓	Yes	92%	500	460	Partial data provided for 40 cases due to timelag between point of discharge and time the required data is completed. Most of the Partial data is for a cohort of babies discharged between Jan and March 2018	
National Paediatric Diabetes Audit (NPDA)	✓	Yes	100%	150	150	Yes Outcome results discusses	Regarding the National Paediatric Diabetes Audit (NPDA), the Trust use an inhouse patient database, Twinkle, to generate the data required, followed by a data quality check. There are approx 150 patients with diabetes in our cohort. Outcomes are discussed at the Diabetes Network Meeting as well as departmental clinical governance meetings.
National Prostate Cancer Audit	✓	Yes	100%	all	*	No	
Smoking Cessation	✓	Yes	50%	20 smokers	40 to obtain 20 smokers	Yes	BTS data published - indicates good performance we are checking how community services pick up referrals

National Confidential Enquiry into Patient Outcome and Death

Project title	Data Collection Period	Deadline	Current Status
Heart failure (6 cases requested)	01.01.2016 to 31.12.16	final deadline for case notes and clinical questionnaires is the 10th October 2017	a. 1 case excluded as there were not HF b. 5 case included in the study c. Organisational questionnaire completed and sent
Cancer in Children, Teen and Young Adults	01st June 2014 to 31st May 2016	Final Deadline for organisational questionnaire 19th May 2017	1 case met the criteria Organisational questionnaire submitted
Perioperative Diabetes	1st February 2017 to 31st March 2017	a.1st deadline for admission Q. 26th January 2018 b.Patient identifier spreadsheets will be disseminated in May 2017.	a. 5 cases requested - yet to be submitted b. one organisational questionnaire awaiting response
Young's People Mental Health	Monday 7th March 00:00 – Sunday 20th March	a. Deadline for admission questionnaire December 2016 b. organisational questionnaire deadline 14.03.17	5 cases require 4 submitted and one excluded did not meet audit criteria
Pulmonary Embolism	Patients that present with symptoms of a pulmonary embolism and those that develop PE as an inpatient are included. Please note ambulatory care/ same day emergency patients are included in the study but may not be detailed on the main patient administration system.	Clinical questionnaire to be disseminated in April/May 2018.	Patient identifier spreadsheets submitted 13th April 2018

Appendix 2 - Local Clinical Audit

2.7 & 2.8 The reports of 30 local clinical audits were reviewed by the provider in 2017/18 and North Middlesex University NHS Trust intends to take the following actions to improve the quality of healthcare provided, are listed in the table below.

Audit Ref. No	Audit Title	Audit Status	Lead Speciality	Start Date	Audit month	End Date	Report received	Action Plan Received	Action Plan
A16048	Parental feedback - Paediatric epilepsy CNS	Open	Paediatrics	07/07/16	7	24/11/17	Yes	Yes	Open (On-going)
A16073	Readmission with breastfeeding problems	Closed	Obstetrics & Gynaecology	02/09/16	9	31/05/17	Yes	Yes	Monitor staff compliance using BAT-Continue with 1:1 discussions when staff involved with care Promote the Use of BAT -Include: ➔ as Medway Message of the Week ➔ in Practical skills review / appraisals for staff on Maternity ward Record number of /reason for supplementation with formula milk of breastfed babies-Formula milk to be kept in with diary/ stickers to record supplementation & reason
A16074	staff knowledge on breast feeding	Closed	Obstetrics & Gynaecology	02/06/16	6	01/05/17	Yes	Yes	Conversations in Pregnancy Training to continue in Maternity Skills Training and to be delivered at the Community Midwives Meeting Conversations in Pregnancy to be included in Message of the Week and in reminders on Medway Practical Skills reviews for all staff, to be completed before appraisals
A16075	Mothers knowledge on breast feeding and relationship building with her baby	Closed	Obstetrics & Gynaecology	02/06/16	6	01/05/17	Yes	Yes	Antenatal Conversations in Pregnancy training to be offered to all antenatal staff and included in staff updates Breastfeeding Assessment Tool to baby added to baby's postnatal notes Breastfeeding Assessment Tool added to the new 2 hourly comfort rounds and to be used in partnership with women Practical Skills Review to be completed for all staff prior to annual appraisal
A16114	Adherence to skeletal survey guidelines	Closed	Paediatrics	17/10/16	10	16/06/17	Yes	Yes	review proforma
A16136	Is there any educational value for GPs from an allergy clinic letter?	Open	Paediatrics	02/01/17	1	01/05/17	Yes	Yes	Open (on-going)
A16137	What is the impact of our gangs youth workers	Closed	Paediatrics	02/12/16	12	01/05/17	Yes	Yes	Ensures that demographic data is collected thoroughly and regularly updated into the database. If possible, dedicate a time to do this. Refines the referral process to reduce the number of ineligible referrals. More stringent guidelines on referral eligibility would prevent unnecessary referrals and allow more time to be dedicated to engaging with young people who meet the criteria.

Appendix 2 - Local Clinical Audit

Audit Ref.No	Audit Title	Audit Status	Lead Speciality	Start Date	Audit month	End Date	Report received	Action Plan Received	Action Plan
A16183	Admission and Discharge of Infants and Children with Bronchiolitis	Closed	Paediatrics	02/02/17	2	01/04/17	Yes	Yes	Education session for new trainees on bronchiolitis re-audit March 2018 open (on-going)
A16187	Preventing, detecting and managing delirium in the acute hospital setting	Closed	AMU	02/10/16	10	01/04/17	Yes	Yes	Continued regular teaching sessions on delirium for doctors and nursing staff, focused on 4AT and TIME ➔ Implementing dementia & delirium champions for AMU
A16203	LA GA LLETZ	Closed	Obstetrics & Gynaecology	02/03/17	3	01/04/17	Yes	Yes	➔ Could improve removal of LLETZ in single sample (fragmentation can make histopathology difficult) Some improvement can be made ensuring depth of LLETZ appropriate Smear follow up
A16204	homeless population A+E attendances	Closed	A&E	02/03/17	3	01/06/17	Yes	Yes	part time homeless advocate for NMUH would be of financial benefit and improve the welfare and experience of homeless patients. I propose a full time post covering cases from ED, acute medicine departments and the TB service, which leaves scope to also take referrals from Barnet and CFH.
A16209	Audit & Cost analysis of doing Capillary Bilirubin v/s Bilirubinometre	Open	Paediatrics	02/03/17	3	01/06/17	Yes	Yes	Open (on-going)
A17005	Improving Care for Children with Special Needs	Open	Paediatrics	02/04/17	4	01/08/17	Yes	Yes	Open (on-going)
A17006	Transient loss of consciousness (TLoC) : where are we meeting the standards	Closed	AMU	02/01/17	1	01/05/17	Yes	Yes	An check list has been developed and will be available in the clerking area, namely A & E , AMU or AAU, to complete them if TLOC patients have been clerked
A17010	Venous Thromboembolism audit	Closed	Obstetrics & Gynaecology	02/04/17	4	01/05/17	Yes	Yes	All midwives, nurses and doctors should assess clients they come into contact with for VTE risk during antenatal, intrapartum and postnatal period. VTE assessment should be checked on every consultant ward round on the delivery suite and noted in the 'care review' label Prescriber's should document the prescription of TED stockings on the drug chart clearly to avoid discrepancies as to what has been prescribed and what is observed with patients Training sessions involving all maternity healthcare professionals to raise awareness e.g added onto PROMPT Nominating a 'VTE champion' every week for each ward area.
A17011	Time kept NBM - an audit of paediatric surgical patients.	Open	Paediatrics	02/04/17	4	01/05/17	Yes	Yes	Open (on-going)
A17016	Process of acute referrals to paediatrics	Open	Paediatrics	02/04/17	4	01/08/17	Yes	Yes	Open (on-going)

Appendix 2 - Local Clinical Audit

Audit Ref No	Audit Title	Audit Status	Lead Speciality	Start Date	Audit month	End Date	Report received	Action Plan Received	Action Plan
A17020	Grab Box Compliance in Intensive Care Unit	Closed	ICU	02/05/17	5	01/05/17	Yes	Yes	➔ Urgently replace one grab box to ensure there are three readily available. ➔ Re-train doctors on the correct use and documentation of grab boxes. I suggest including a paper form within the box itself so doctors can document this easily, and helps to trace which team members require more training.
A17025	Development of a new paediatric ECG guideline	Open	Paediatrics	02/05/17	5	01/07/17	Yes	Yes	Open (on-going)
A17030	Accidental removal of invasive devices	Closed	ICU	02/06/17	6	01/06/17	Yes	Yes	Accidental removal of lines will be part of the daily checklist in the daily plans as a reminder for the junior doctors to document if a line is removed Encourage use of bridles for NG tubes in difficult insertions or agitated patients. Skills session on use of bridle All CVCs and Vascaths must have 4 sutures to secure to skin Remind theatres to stitch arterial lines
A17033	Intra-hospital Transfer	Closed	ICU	02/06/17	6	01/08/17	Yes	Yes	Introduction of transfer checklist in the department Emphasis on better communication between departments time and again
A17038	Petechial rash in children	Open	Paediatrics	02/05/17	5	01/06/17	Yes	Yes	Open (on-going)
A17039	Care of the Elderly Department Ward Admission Pro forma and checklist	Open	Care of the Elderly	02/05/17	5	01/07/17	Yes	Yes	On-going project lead by Dr Robson
A17040	Team work and effectiveness within the surgical department	Closed	General Surgery	02/03/17	3	01/04/17	Yes	Yes	NG13-Workplace policy and management practises to improve the health and wellbeing of employees
A17042	Care of the Elderly Oxygen prescribing audit	Closed	Care of the Elderly	02/04/17	4	01/04/17	Yes	Yes	Please, close this audit, I will chase Dr Aziz to submit report and action plan
A17045	Blood sugar in children with gastroenteritis - when to test and when to treat	Open	Paediatrics	02/06/17	6	01/08/17	Yes	Yes	Open (on-going)
A17047	Waiting Time for Myeloma Patients to Receive their Oral Chemotherapy Medications from Outpatient Clinic	Closed	Haematology	02/02/17	2	01/06/17	Yes	Yes	➔ Ensure patients are seen promptly. A separate clinic list for those on chemotherapy will be established. Meeting with pharmacy to identify the pathway for patients receiving chemotherapy to identify potential causes of delay Re-audit in future to see if these changes have improved practice

Appendix 2 - Local Clinical Audit

Audit Ref.No	Audit Title	Audit Status	Lead Speciality	Start Date	Audit month	End Date	Report received	Action Plan Received	Action Plan
A17048	Oxygen Prescribing on COE Wards	Closed	Care of the Elderly	02/04/17	4	01/06/17	Yes	Yes	Awaiting final action plan
Q17001	Spondyloarthritis - Quality improvement project to ameliorate the service,	Closed	Rheumatology	02/06/17	6	01/08/17	Yes	Yes	SET UP EARLY SpA CLINIC with ONE STOP SERVICE with BEST PRACTICE RECOMMENDATIONS
Q17007	Audit of Rainbow ward weekly sheets for complex care patients & attendance at MDT meeting	Open	Paediatrics	02/03/17	3	30/06/17	Yes	Yes	Open (on-going)
Q17008	Spondyloarthritis - our current practice and service improvements	Closed	Rheumatology	22/08/17	8	05/09/17	Yes	Yes	Based on the above findings, it is clear that we are not meeting standards. LIMITATIONS: These data were retrospective and there may be recall/documentation bias Under these, we recommend best practice model to improve our service. SET UP EARLY SpA CLINIC with ONE STOP SERVICE with BEST PRACTICE RECOMMENDATIONS
A17069	Maternity MSU audit	Closed	Maternity	04/09/17	9	30/09/17	Yes	Yes	The local policies will be updated to reflect changes in current practice. A failsafe process must be put in place to ensure Drs have treated patients in a timely manner and in accordance with evidence based practice
A17074	Trauma theatre efficiency	Closed	Pain Management	02/11/17	11	09/01/2018	Yes	Yes	'Morning list should be made available a night before by the Orthopaedic team to the Anaesthetic team. First patient (Golden patient) should be assessed by Anaesthetic Registrar and orthopaedic s, consented, marked and ready for operation before 8am as possible Briefing should be held between 8-8:20 am by the Anaesthetic consultant and orthopaedics .First patient should be called for theatre by 8 30 aiming to be on the table by 09:00 Afternoon list should be ready by 12:00 in the afternoon and if trauma consultant is alone then Coordinator Anaesthetic consultant can help to assess the patient If the patient is in any wards out of theatre's floor they should be called for 30 min before the current case finishes We aim to repeat this audit in 6 months' time to reassess the working of the Trauma list
A17093	Incidence of Motor blockade with regular labour epidural Ready Mix solution	Open	Pain Management	10/10/17	10	30/12/17	Yes	No	planned to submitted audit results 15/01/2018

Appendix 2 - Local Clinical Audit

Audit Ref No	Audit Title	Audit Status	Lead Speciality	Start Date	Audit month	End Date	Report received	Action Plan Received	Action Plan
Q17017	Elective Joint Replacement Post-op X-rays	Closed	Trauma & Orthopaedics	01/08/17	8	30/09/17	Yes	Yes	Continue to aim to meet standard of X-rays to be done on same day of request Alter practice to request X-rays on Day 1 post-op as opposed to Day 0 Escalate porter shortages to relevant clinical leads
Q17014	Dietary advice for patients with gallstone disease	Closed	General Surgery	26/09/17	9	12/10/17	Yes	Yes	Need to improve practice regarding dietary advice Intervention: Teaching session by Dietician with current advice A poster to remind you in offices: S2, T3, Theatres
Q17017	Elective Joint Replacement Post-op X-rays	Closed	Trauma & Orthopaedics	26/09/17	9	12/10/17	Yes	Yes	Continue to aim to meet standard of X-rays to be done on same day of request Alter practice to request X-rays on Day 1 post-op as opposed to Day 0 Escalate porter shortages to relevant clinical leads Action plans: Continue to aim for same day (as request) post-operative radiographs Request X-rays on Day 1 post-op as opposed to Day 0 Porter shortages escalated - discussed with Dr Belavadi (consultant)
Q17019@	Dietary advice for patients with gallstone disease	Closed	General Surgery	16/10/17	10	27/11/17	Yes	Yes	Advise each and every patient with gallstone disease to have low fat healthy diet, rich in fruits and vegetables and to avoid triggers on discharge Write the dietary advice given on the discharge summary so that the GP is aware and able to advise further
A16082	A retrospective audit of 50 to be undertaken to specifically look at use of stickers for interpreting the CTG when the Obstetric	Closed	Obstetrics & Gynaecology	02/07/16	7		Yes	Yes	EFM was commenced appropriately CTG interpretation stickers were used consistently (96%) and completed correctly in 76% of cases 100% of CTG tracings that were re-classified after changes during labour were interpreted and classified appropriately. 100% of cases where concerns about the fetal heart rate were identified were escalated appropriately to a senior midwife /obstetric team, paired cord samples were taken and a paediatrician was present for delivery.
A16179	PEWS audit	Open	Paediatrics	02/01/17	1	01/12/17	No	No	Open (on-going)
A17098	ACS management in ED	Closed	A&E	31/12/17	12		Yes	Yes	Using a Sticker pre printed for ACS to give a clear line of management including a reminder of Grace score Grace score was not recorded or calculated in the initial consultation to risk stratify properly lead to inappropriate treatment according to ACS protocol

Appendix 2 - Local Clinical Audit

Audit Ref No	Audit Title	Audit Status	Lead Speciality	Start Date	Audit month	End Date	Report received	Action Plan Received	Action Plan
A17101	Adoption of a single-page best practice algorithm reduces unnecessary stroke risk in patients with acute atrial fibrillation: a multi-disciplinary quality improvement project	Closed	Cardiology	30/09/17	9		Yes	Yes	In the wake of a serious incident, and as a result of multi-disciplinary collaboration, our best practice guideline for AF is improving the safety and efficacy of care for a large inpatient population in North London. This intervention relied only on the experience, knowledge and dedication of our staff body and delivered a low cost solution to an increasingly prevalent problem
SE17010	Service Evaluation on leadership in discharge planning process	Closed	AMU	01/11/17	12	31/12/17	Yes	Yes	1. At ward level, there is a need to have a designated person as the leader when coordinating discharges. And this person would play a vital role in collaboration, communication and any conflict that might arise about role clarifications within the multidisciplinary team 2. Promoting effective communication with all different members of the multidisciplinary team is a vital principle to encourage collaboration and partnership working. 3. Early discharge planning from the point of admission 4. Incorporating Leadership course in the mandatory learning matrix 5. Regular team building exercise across various departments to promote good climate
Q17026	Increasing Confidence among Allied Health Professionals in Assessing Capacity	Open	General Medicine	18/12/17	12	16/02/2018	Yes	Yes	Continue to run workshops aiming at different groups of multidisciplinary staff – data has demonstrated that different groups of staff have different pre-workshop understanding of capacity and different pre-workshop confidence level ➤ Plans to incorporate a demonstration of role play as well as more difficult role play scenarios ➤ Rolling out a train-the-trainer workshop so that we can expand and increase the reach of our workshop to more areas of the hospital (at present focussing on surgical MDT staff only)
A17124	Case note Audit Tool	Open	Paediatrics	27/02/2018	2	14/03/2018			Open (on-going)



**North Middlesex
University Hospital**
NHS Trust



North Middlesex University Hospital NHS Trust
Sterling Way, London N18 1QX

www.northmid.nhs.uk



The Hillingdon Hospitals NHS Foundation Trust

01895 238282

Pield Heath Road , Uxbridge, Middlesex, UB8 3NN
<https://www.thh.nhs.uk>

Hospitals

Our Trust offers a full range of clinical services across two sites near Uxbridge. The Hillingdon Hospital is an acute and specialist services provider in North West London, emergency receiving Hospital. The Trust also provides a range of services at the Mount Vernon Hospital, including a new modern Diagnostic and Treatment Centre.

Hillingdon Hospital

Pield Heath Road
Uxbridge
Middlesex
UB8 3NN

Tel: 01895 238282
Email: info@thh.nhs.uk

Mount Vernon Hospital

Rickmansworth Road
Rickmansworth Road
Northwood
Middlesex
HA6 2RN

Tel: 01923 826111
Email: info@thh.nhs.uk

Royal Free Hospital

Pond Street
London
Greater London
NW3 2QG

Clinics

Belmore Childrens Centre

Belmore Primary School
Owens Road
Hayes
Middlesex
UB3 2SA

Brunel Medical Centre

Brunel University
Kingston Lane
Uxbridge
Middlesex
UB8 3PH

Charville Childrens Centre

Bury Avenue
Hayes
Middlesex
UB4 8LF

Cherry Lane Childrens Centre

Sipson Road
West Drayton
Middlesex
UB7 9DL

Chorleywood Health Centre

15 Lower Road
Chorleywood
Rickmansworth
Hertfordshire
WD3 5EA

Colham Manor Childrens Centre

Violet Avenue
Uxbridge
Middlesex
UB8 3PT

Cornerstone Childrens Centre

74 Colham Avenue
West Drayton
Middlesex
UB7 8HF

Coteford Childrens Centre

Fore Street
Pinner
Middlesex
HA5 2HX

Eastbury Surgery (Ophthalmology Only)

3 Eastbury Road
3 Eastbury Road
Northwood
Middlesex
HA6 3BG

Healthy Balance

51 High Street
Great Missenden
Buckinghamshire
HP16 0AL

Hillingdon Community Health Council (65 Belmont Road)

65 Belmont Road
Uxbridge
Middlesex
UB8 1QT

Hillside Childrens Centre

Northwood Way
Northwood
Middlesex
HA6 1RX

Mead House Community Mental Health Resource Centre

Mead House Lane
Hayes
Middlesex
UB4 8EW

Mill House Community Mental Health Resource Centre

38 Riverside Way
Uxbridge
Middlesex
UB8 2YF

Tel: 01895 206800

Oakland Medical Centre

32 Parkway
Uxbridge
Middlesex
UB10 9JX

Old Bank House Hillingdon Drug & Alcohol

64 High Street
Uxbridge
Middlesex
UB8 1JP

Pinkwell Childrens Centre

Pinkwell Lane
Hayes
Middlesex
UB3 1PG

Tel: 01895 250 533

South Ruislip Childrens Centre

Queens Walk
Ruislip
Middlesex
HA4 0LR

Uxbridge Childrens Centre

Whitehall Road
Uxbridge
Middlesex
UB8 2DQ

Yeading Childrens Centre

Carlyon Road
Hayes
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UB4 0NR

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Patients treated or admitted within four hours of arrival at A&E

<u>Airport</u>	<u>NHS Trust</u>	<u>Hospital</u>	<u>* Ranking</u> (out of 131 trusts)	<u>Hospital Address</u>	<u>Catchment Population</u> (trust area)	<u>* A & E Waiting times</u> (Dec 2018 figures) Target: 95% England: 86.4%		Notes	sources
Heathrow	The Hillingdon Hospitals NHS Foundation Trust	Hillingdon Hospital	84	Pield Heath Road , Uxbridge, Middlesex, UB8 3NN	> 350,000 people	81.9%		Close to Heathrow Airport for which it is the emergency receiving Hospital	https://www.nhs.uk/Services/Trusts/HospitalsAndClinics/DefaultView.aspx?id=289
	Royal Free London NHS Foundation Trust	Royal Free Hospital	78	Pond Street, London, NW3 2QG		83.2%			
	North Middlesex University Hospital NHS Trust	North Middlesex University Hospital	64	Sterling Way, London, N18 1QX	350,000	85.3%			NMUH 2017/18 Quality Account:
Gatwick	Surrey & Sussex Healthcare NHS Trust	East Surrey Hospital	40	Canada Ave, Redhill RH1 5RH		88.8%		the emergency receiving Hospital	
Manston	East Kent Hospitals University NHS Trust	QEQM Hospital	98	St Peter's Rd, Margate CT9 4AN	695,000	79.4%		Nearest A&E dept	
Stansted	Essex Partnership University NHS Foundation Trust	Princess Alexandra Hospital	123	Hamstel Road, Harlow, Essex, CM20 1QX	Approx. 2.5m people across trust area	72.9%		Nearest A&E dept	
Southend	Southend University Hospital NHS Trust	Southend University Hospital	103	12-13, Comet Way, Southend-on-Sea SS2 6GD		78.4%		Second A&E	

		Southend University Hospital		Prittlewell Chase, Southend-on-Sea, Westcliff-on-Sea SS0 0RY				Main A&E	
	Basildon & Thurrock University Hospitals NHS Trust	Basildon University Hospital	7	Nether Mayne, Basildon SS16 5NL	450,000	94.9%			

* Dec 2018 figures: <https://www.bbc.co.uk/news/health-41483322>

Regional gross value added (balanced) loc

Region	LAD code	LA name	SIC07
South East	E06000036	Bracknell Forest	1-9; 35-39
South East	E06000036	Bracknell Forest	ABDE
South East	E06000036	Bracknell Forest	10-15
South East	E06000036	Bracknell Forest	CA-CB
South East	E06000036	Bracknell Forest	16-23
South East	E06000036	Bracknell Forest	CC-CG
South East	E06000036	Bracknell Forest	24-30
South East	E06000036	Bracknell Forest	CH-CL
South East	E06000036	Bracknell Forest	31-33
South East	E06000036	Bracknell Forest	CM
South East	E06000036	Bracknell Forest	C
South East	E06000036	Bracknell Forest	A-E
South East	E06000036	Bracknell Forest	41
South East	E06000036	Bracknell Forest	42
South East	E06000036	Bracknell Forest	43
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South East	E06000036	Bracknell Forest	45
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South East	E06000036	Bracknell Forest	52-53
South East	E06000036	Bracknell Forest	H
South East	E06000036	Bracknell Forest	55-56
South East	E06000036	Bracknell Forest	I
South East	E06000036	Bracknell Forest	58-63
South East	E06000036	Bracknell Forest	J
South East	E06000036	Bracknell Forest	64-66
South East	E06000036	Bracknell Forest	K
South East	E06000036	Bracknell Forest	68
South East	E06000036	Bracknell Forest	68IMP
South East	E06000036	Bracknell Forest	L
South East	E06000036	Bracknell Forest	69
South East	E06000036	Bracknell Forest	70
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South East	E06000036	Bracknell Forest	85
South East	E06000036	Bracknell Forest	P
South East	E06000036	Bracknell Forest	86-87
South East	E06000036	Bracknell Forest	88
South East	E06000036	Bracknell Forest	Q

South East	E06000036	Bracknell Forest	90-93
South East	E06000036	Bracknell Forest	R
South East	E06000036	Bracknell Forest	94-95
South East	E06000036	Bracknell Forest	96
South East	E06000036	Bracknell Forest	S
South East	E06000036	Bracknell Forest	97-98
South East	E06000036	Bracknell Forest	T
South East	E06000036	Bracknell Forest	G-T
South East	E06000036	Bracknell Forest	Total
South East	E06000037	West Berkshire	1-9; 35-39
South East	E06000037	West Berkshire	ABDE
South East	E06000037	West Berkshire	10-15
South East	E06000037	West Berkshire	CA-CB
South East	E06000037	West Berkshire	16-23
South East	E06000037	West Berkshire	CC-CG
South East	E06000037	West Berkshire	24-30
South East	E06000037	West Berkshire	CH-CL
South East	E06000037	West Berkshire	31-33
South East	E06000037	West Berkshire	CM
South East	E06000037	West Berkshire	C
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South East	E06000037	West Berkshire	72-75
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South East	E06000037	West Berkshire	81
South East	E06000037	West Berkshire	82
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South East	E06000037	West Berkshire	84

South East	E06000037	West Berkshire	O
South East	E06000037	West Berkshire	85
South East	E06000037	West Berkshire	P
South East	E06000037	West Berkshire	86-87
South East	E06000037	West Berkshire	88
South East	E06000037	West Berkshire	Q
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South East	E06000037	West Berkshire	96
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South East	E06000038	Reading	CC-CG
South East	E06000038	Reading	24-30
South East	E06000038	Reading	CH-CL
South East	E06000038	Reading	31-33
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South East	E06000039	Slough	J
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South East	E06000039	Slough	68IMP

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South East	E06000039	Slough	72-75
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South East	E06000039	Slough	88
South East	E06000039	Slough	Q
South East	E06000039	Slough	90-93
South East	E06000039	Slough	R
South East	E06000039	Slough	94-95
South East	E06000039	Slough	96
South East	E06000039	Slough	S
South East	E06000039	Slough	97-98
South East	E06000039	Slough	T
South East	E06000039	Slough	G-T
South East	E06000039	Slough	Total
South East	E06000040	Windsor and Maidenhead	1-9; 35-39
South East	E06000040	Windsor and Maidenhead	ABDE
South East	E06000040	Windsor and Maidenhead	10-15
South East	E06000040	Windsor and Maidenhead	CA-CB
South East	E06000040	Windsor and Maidenhead	16-23
South East	E06000040	Windsor and Maidenhead	CC-CG
South East	E06000040	Windsor and Maidenhead	24-30
South East	E06000040	Windsor and Maidenhead	CH-CL
South East	E06000040	Windsor and Maidenhead	31-33
South East	E06000040	Windsor and Maidenhead	CM
South East	E06000040	Windsor and Maidenhead	C
South East	E06000040	Windsor and Maidenhead	A-E
South East	E06000040	Windsor and Maidenhead	41
South East	E06000040	Windsor and Maidenhead	42
South East	E06000040	Windsor and Maidenhead	43
South East	E06000040	Windsor and Maidenhead	F
South East	E06000040	Windsor and Maidenhead	45
South East	E06000040	Windsor and Maidenhead	46
South East	E06000040	Windsor and Maidenhead	47
South East	E06000040	Windsor and Maidenhead	G
South East	E06000040	Windsor and Maidenhead	49-51
South East	E06000040	Windsor and Maidenhead	52-53
South East	E06000040	Windsor and Maidenhead	H
South East	E06000040	Windsor and Maidenhead	55-56
South East	E06000040	Windsor and Maidenhead	I

South East	E06000040	Windsor and Maidenhead	58-63
South East	E06000040	Windsor and Maidenhead	J
South East	E06000040	Windsor and Maidenhead	64-66
South East	E06000040	Windsor and Maidenhead	K
South East	E06000040	Windsor and Maidenhead	68
South East	E06000040	Windsor and Maidenhead	68IMP
South East	E06000040	Windsor and Maidenhead	L
South East	E06000040	Windsor and Maidenhead	69
South East	E06000040	Windsor and Maidenhead	70
South East	E06000040	Windsor and Maidenhead	71
South East	E06000040	Windsor and Maidenhead	72-75
South East	E06000040	Windsor and Maidenhead	M
South East	E06000040	Windsor and Maidenhead	77
South East	E06000040	Windsor and Maidenhead	78-80
South East	E06000040	Windsor and Maidenhead	81
South East	E06000040	Windsor and Maidenhead	82
South East	E06000040	Windsor and Maidenhead	N
South East	E06000040	Windsor and Maidenhead	84
South East	E06000040	Windsor and Maidenhead	O
South East	E06000040	Windsor and Maidenhead	85
South East	E06000040	Windsor and Maidenhead	P
South East	E06000040	Windsor and Maidenhead	86-87
South East	E06000040	Windsor and Maidenhead	88
South East	E06000040	Windsor and Maidenhead	Q
South East	E06000040	Windsor and Maidenhead	90-93
South East	E06000040	Windsor and Maidenhead	R
South East	E06000040	Windsor and Maidenhead	94-95
South East	E06000040	Windsor and Maidenhead	96
South East	E06000040	Windsor and Maidenhead	S
South East	E06000040	Windsor and Maidenhead	97-98
South East	E06000040	Windsor and Maidenhead	T
South East	E06000040	Windsor and Maidenhead	G-T
South East	E06000040	Windsor and Maidenhead	Total
South East	E06000041	Wokingham	1-9; 35-39
South East	E06000041	Wokingham	ABDE
South East	E06000041	Wokingham	10-15
South East	E06000041	Wokingham	CA-CB
South East	E06000041	Wokingham	16-23
South East	E06000041	Wokingham	CC-CG
South East	E06000041	Wokingham	24-30
South East	E06000041	Wokingham	CH-CL
South East	E06000041	Wokingham	31-33
South East	E06000041	Wokingham	CM
South East	E06000041	Wokingham	C
South East	E06000041	Wokingham	A-E
South East	E06000041	Wokingham	41
South East	E06000041	Wokingham	42
South East	E06000041	Wokingham	43
South East	E06000041	Wokingham	F
South East	E06000041	Wokingham	45
South East	E06000041	Wokingham	46
South East	E06000041	Wokingham	47

South East	E06000041	Wokingham	G
South East	E06000041	Wokingham	49-51
South East	E06000041	Wokingham	52-53
South East	E06000041	Wokingham	H
South East	E06000041	Wokingham	55-56
South East	E06000041	Wokingham	I
South East	E06000041	Wokingham	58-63
South East	E06000041	Wokingham	J
South East	E06000041	Wokingham	64-66
South East	E06000041	Wokingham	K
South East	E06000041	Wokingham	68
South East	E06000041	Wokingham	68IMP
South East	E06000041	Wokingham	L
South East	E06000041	Wokingham	69
South East	E06000041	Wokingham	70
South East	E06000041	Wokingham	71
South East	E06000041	Wokingham	72-75
South East	E06000041	Wokingham	M
South East	E06000041	Wokingham	77
South East	E06000041	Wokingham	78-80
South East	E06000041	Wokingham	81
South East	E06000041	Wokingham	82
South East	E06000041	Wokingham	N
South East	E06000041	Wokingham	84
South East	E06000041	Wokingham	O
South East	E06000041	Wokingham	85
South East	E06000041	Wokingham	P
South East	E06000041	Wokingham	86-87
South East	E06000041	Wokingham	88
South East	E06000041	Wokingham	Q
South East	E06000041	Wokingham	90-93
South East	E06000041	Wokingham	R
South East	E06000041	Wokingham	94-95
South East	E06000041	Wokingham	96
South East	E06000041	Wokingham	S
South East	E06000041	Wokingham	97-98
South East	E06000041	Wokingham	T
South East	E06000041	Wokingham	G-T
South East	E06000041	Wokingham	Total
South East	E06000042	Milton Keynes	1-9; 35-39
South East	E06000042	Milton Keynes	ABDE
South East	E06000042	Milton Keynes	10-15
South East	E06000042	Milton Keynes	CA-CB
South East	E06000042	Milton Keynes	16-23
South East	E06000042	Milton Keynes	CC-CG
South East	E06000042	Milton Keynes	24-30
South East	E06000042	Milton Keynes	CH-CL
South East	E06000042	Milton Keynes	31-33
South East	E06000042	Milton Keynes	CM
South East	E06000042	Milton Keynes	C
South East	E06000042	Milton Keynes	A-E
South East	E06000042	Milton Keynes	41

South East	E06000042	Milton Keynes	42
South East	E06000042	Milton Keynes	43
South East	E06000042	Milton Keynes	F
South East	E06000042	Milton Keynes	45
South East	E06000042	Milton Keynes	46
South East	E06000042	Milton Keynes	47
South East	E06000042	Milton Keynes	G
South East	E06000042	Milton Keynes	49-51
South East	E06000042	Milton Keynes	52-53
South East	E06000042	Milton Keynes	H
South East	E06000042	Milton Keynes	55-56
South East	E06000042	Milton Keynes	I
South East	E06000042	Milton Keynes	58-63
South East	E06000042	Milton Keynes	J
South East	E06000042	Milton Keynes	64-66
South East	E06000042	Milton Keynes	K
South East	E06000042	Milton Keynes	68
South East	E06000042	Milton Keynes	68IMP
South East	E06000042	Milton Keynes	L
South East	E06000042	Milton Keynes	69
South East	E06000042	Milton Keynes	70
South East	E06000042	Milton Keynes	71
South East	E06000042	Milton Keynes	72-75
South East	E06000042	Milton Keynes	M
South East	E06000042	Milton Keynes	77
South East	E06000042	Milton Keynes	78-80
South East	E06000042	Milton Keynes	81
South East	E06000042	Milton Keynes	82
South East	E06000042	Milton Keynes	N
South East	E06000042	Milton Keynes	84
South East	E06000042	Milton Keynes	O
South East	E06000042	Milton Keynes	85
South East	E06000042	Milton Keynes	P
South East	E06000042	Milton Keynes	86-87
South East	E06000042	Milton Keynes	88
South East	E06000042	Milton Keynes	Q
South East	E06000042	Milton Keynes	90-93
South East	E06000042	Milton Keynes	R
South East	E06000042	Milton Keynes	94-95
South East	E06000042	Milton Keynes	96
South East	E06000042	Milton Keynes	S
South East	E06000042	Milton Keynes	97-98
South East	E06000042	Milton Keynes	T
South East	E06000042	Milton Keynes	G-T
South East	E06000042	Milton Keynes	Total
South East	E07000004	Aylesbury Vale	1-9; 35-39
South East	E07000004	Aylesbury Vale	ABDE
South East	E07000004	Aylesbury Vale	10-15
South East	E07000004	Aylesbury Vale	CA-CB
South East	E07000004	Aylesbury Vale	16-23
South East	E07000004	Aylesbury Vale	CC-CG
South East	E07000004	Aylesbury Vale	24-30

South East	E07000004	Aylesbury Vale	CH-CL
South East	E07000004	Aylesbury Vale	31-33
South East	E07000004	Aylesbury Vale	CM
South East	E07000004	Aylesbury Vale	C
South East	E07000004	Aylesbury Vale	A-E
South East	E07000004	Aylesbury Vale	41
South East	E07000004	Aylesbury Vale	42
South East	E07000004	Aylesbury Vale	43
South East	E07000004	Aylesbury Vale	F
South East	E07000004	Aylesbury Vale	45
South East	E07000004	Aylesbury Vale	46
South East	E07000004	Aylesbury Vale	47
South East	E07000004	Aylesbury Vale	G
South East	E07000004	Aylesbury Vale	49-51
South East	E07000004	Aylesbury Vale	52-53
South East	E07000004	Aylesbury Vale	H
South East	E07000004	Aylesbury Vale	55-56
South East	E07000004	Aylesbury Vale	I
South East	E07000004	Aylesbury Vale	58-63
South East	E07000004	Aylesbury Vale	J
South East	E07000004	Aylesbury Vale	64-66
South East	E07000004	Aylesbury Vale	K
South East	E07000004	Aylesbury Vale	68
South East	E07000004	Aylesbury Vale	68IMP
South East	E07000004	Aylesbury Vale	L
South East	E07000004	Aylesbury Vale	69
South East	E07000004	Aylesbury Vale	70
South East	E07000004	Aylesbury Vale	71
South East	E07000004	Aylesbury Vale	72-75
South East	E07000004	Aylesbury Vale	M
South East	E07000004	Aylesbury Vale	77
South East	E07000004	Aylesbury Vale	78-80
South East	E07000004	Aylesbury Vale	81
South East	E07000004	Aylesbury Vale	82
South East	E07000004	Aylesbury Vale	N
South East	E07000004	Aylesbury Vale	84
South East	E07000004	Aylesbury Vale	O
South East	E07000004	Aylesbury Vale	85
South East	E07000004	Aylesbury Vale	P
South East	E07000004	Aylesbury Vale	86-87
South East	E07000004	Aylesbury Vale	88
South East	E07000004	Aylesbury Vale	Q
South East	E07000004	Aylesbury Vale	90-93
South East	E07000004	Aylesbury Vale	R
South East	E07000004	Aylesbury Vale	94-95
South East	E07000004	Aylesbury Vale	96
South East	E07000004	Aylesbury Vale	S
South East	E07000004	Aylesbury Vale	97-98
South East	E07000004	Aylesbury Vale	T
South East	E07000004	Aylesbury Vale	G-T
South East	E07000004	Aylesbury Vale	Total
South East	E07000005	Chiltern	1-9; 35-39

South East	E07000005	Chiltern	ABDE
South East	E07000005	Chiltern	10-15
South East	E07000005	Chiltern	CA-CB
South East	E07000005	Chiltern	16-23
South East	E07000005	Chiltern	CC-CG
South East	E07000005	Chiltern	24-30
South East	E07000005	Chiltern	CH-CL
South East	E07000005	Chiltern	31-33
South East	E07000005	Chiltern	CM
South East	E07000005	Chiltern	C
South East	E07000005	Chiltern	A-E
South East	E07000005	Chiltern	41
South East	E07000005	Chiltern	42
South East	E07000005	Chiltern	43
South East	E07000005	Chiltern	F
South East	E07000005	Chiltern	45
South East	E07000005	Chiltern	46
South East	E07000005	Chiltern	47
South East	E07000005	Chiltern	G
South East	E07000005	Chiltern	49-51
South East	E07000005	Chiltern	52-53
South East	E07000005	Chiltern	H
South East	E07000005	Chiltern	55-56
South East	E07000005	Chiltern	I
South East	E07000005	Chiltern	58-63
South East	E07000005	Chiltern	J
South East	E07000005	Chiltern	64-66
South East	E07000005	Chiltern	K
South East	E07000005	Chiltern	68
South East	E07000005	Chiltern	68IMP
South East	E07000005	Chiltern	L
South East	E07000005	Chiltern	69
South East	E07000005	Chiltern	70
South East	E07000005	Chiltern	71
South East	E07000005	Chiltern	72-75
South East	E07000005	Chiltern	M
South East	E07000005	Chiltern	77
South East	E07000005	Chiltern	78-80
South East	E07000005	Chiltern	81
South East	E07000005	Chiltern	82
South East	E07000005	Chiltern	N
South East	E07000005	Chiltern	84
South East	E07000005	Chiltern	O
South East	E07000005	Chiltern	85
South East	E07000005	Chiltern	P
South East	E07000005	Chiltern	86-87
South East	E07000005	Chiltern	88
South East	E07000005	Chiltern	Q
South East	E07000005	Chiltern	90-93
South East	E07000005	Chiltern	R
South East	E07000005	Chiltern	94-95
South East	E07000005	Chiltern	96

South East	E07000005	Chiltern	S
South East	E07000005	Chiltern	97-98
South East	E07000005	Chiltern	T
South East	E07000005	Chiltern	G-T
South East	E07000005	Chiltern	Total
South East	E07000006	South Bucks	1-9; 35-39
South East	E07000006	South Bucks	ABDE
South East	E07000006	South Bucks	10-15
South East	E07000006	South Bucks	CA-CB
South East	E07000006	South Bucks	16-23
South East	E07000006	South Bucks	CC-CG
South East	E07000006	South Bucks	24-30
South East	E07000006	South Bucks	CH-CL
South East	E07000006	South Bucks	31-33
South East	E07000006	South Bucks	CM
South East	E07000006	South Bucks	C
South East	E07000006	South Bucks	A-E
South East	E07000006	South Bucks	41
South East	E07000006	South Bucks	42
South East	E07000006	South Bucks	43
South East	E07000006	South Bucks	F
South East	E07000006	South Bucks	45
South East	E07000006	South Bucks	46
South East	E07000006	South Bucks	47
South East	E07000006	South Bucks	G
South East	E07000006	South Bucks	49-51
South East	E07000006	South Bucks	52-53
South East	E07000006	South Bucks	H
South East	E07000006	South Bucks	55-56
South East	E07000006	South Bucks	I
South East	E07000006	South Bucks	58-63
South East	E07000006	South Bucks	J
South East	E07000006	South Bucks	64-66
South East	E07000006	South Bucks	K
South East	E07000006	South Bucks	68
South East	E07000006	South Bucks	68IMP
South East	E07000006	South Bucks	L
South East	E07000006	South Bucks	69
South East	E07000006	South Bucks	70
South East	E07000006	South Bucks	71
South East	E07000006	South Bucks	72-75
South East	E07000006	South Bucks	M
South East	E07000006	South Bucks	77
South East	E07000006	South Bucks	78-80
South East	E07000006	South Bucks	81
South East	E07000006	South Bucks	82
South East	E07000006	South Bucks	N
South East	E07000006	South Bucks	84
South East	E07000006	South Bucks	O
South East	E07000006	South Bucks	85
South East	E07000006	South Bucks	P
South East	E07000006	South Bucks	86-87

South East	E07000006	South Bucks	88
South East	E07000006	South Bucks	Q
South East	E07000006	South Bucks	90-93
South East	E07000006	South Bucks	R
South East	E07000006	South Bucks	94-95
South East	E07000006	South Bucks	96
South East	E07000006	South Bucks	S
South East	E07000006	South Bucks	97-98
South East	E07000006	South Bucks	T
South East	E07000006	South Bucks	G-T
South East	E07000006	South Bucks	Total
South East	E07000007	Wycombe	1-9; 35-39
South East	E07000007	Wycombe	ABDE
South East	E07000007	Wycombe	10-15
South East	E07000007	Wycombe	CA-CB
South East	E07000007	Wycombe	16-23
South East	E07000007	Wycombe	CC-CG
South East	E07000007	Wycombe	24-30
South East	E07000007	Wycombe	CH-CL
South East	E07000007	Wycombe	31-33
South East	E07000007	Wycombe	CM
South East	E07000007	Wycombe	C
South East	E07000007	Wycombe	A-E
South East	E07000007	Wycombe	41
South East	E07000007	Wycombe	42
South East	E07000007	Wycombe	43
South East	E07000007	Wycombe	F
South East	E07000007	Wycombe	45
South East	E07000007	Wycombe	46
South East	E07000007	Wycombe	47
South East	E07000007	Wycombe	G
South East	E07000007	Wycombe	49-51
South East	E07000007	Wycombe	52-53
South East	E07000007	Wycombe	H
South East	E07000007	Wycombe	55-56
South East	E07000007	Wycombe	I
South East	E07000007	Wycombe	58-63
South East	E07000007	Wycombe	J
South East	E07000007	Wycombe	64-66
South East	E07000007	Wycombe	K
South East	E07000007	Wycombe	68
South East	E07000007	Wycombe	68IMP
South East	E07000007	Wycombe	L
South East	E07000007	Wycombe	69
South East	E07000007	Wycombe	70
South East	E07000007	Wycombe	71
South East	E07000007	Wycombe	72-75
South East	E07000007	Wycombe	M
South East	E07000007	Wycombe	77
South East	E07000007	Wycombe	78-80
South East	E07000007	Wycombe	81
South East	E07000007	Wycombe	82

South East	E07000007	Wycombe	N
South East	E07000007	Wycombe	84
South East	E07000007	Wycombe	O
South East	E07000007	Wycombe	85
South East	E07000007	Wycombe	P
South East	E07000007	Wycombe	86-87
South East	E07000007	Wycombe	88
South East	E07000007	Wycombe	Q
South East	E07000007	Wycombe	90-93
South East	E07000007	Wycombe	R
South East	E07000007	Wycombe	94-95
South East	E07000007	Wycombe	96
South East	E07000007	Wycombe	S
South East	E07000007	Wycombe	97-98
South East	E07000007	Wycombe	T
South East	E07000007	Wycombe	G-T
South East	E07000007	Wycombe	Total
South East	E07000177	Cherwell	1-9; 35-39
South East	E07000177	Cherwell	ABDE
South East	E07000177	Cherwell	10-15
South East	E07000177	Cherwell	CA-CB
South East	E07000177	Cherwell	16-23
South East	E07000177	Cherwell	CC-CG
South East	E07000177	Cherwell	24-30
South East	E07000177	Cherwell	CH-CL
South East	E07000177	Cherwell	31-33
South East	E07000177	Cherwell	CM
South East	E07000177	Cherwell	C
South East	E07000177	Cherwell	A-E
South East	E07000177	Cherwell	41
South East	E07000177	Cherwell	42
South East	E07000177	Cherwell	43
South East	E07000177	Cherwell	F
South East	E07000177	Cherwell	45
South East	E07000177	Cherwell	46
South East	E07000177	Cherwell	47
South East	E07000177	Cherwell	G
South East	E07000177	Cherwell	49-51
South East	E07000177	Cherwell	52-53
South East	E07000177	Cherwell	H
South East	E07000177	Cherwell	55-56
South East	E07000177	Cherwell	I
South East	E07000177	Cherwell	58-63
South East	E07000177	Cherwell	J
South East	E07000177	Cherwell	64-66
South East	E07000177	Cherwell	K
South East	E07000177	Cherwell	68
South East	E07000177	Cherwell	68IMP
South East	E07000177	Cherwell	L
South East	E07000177	Cherwell	69
South East	E07000177	Cherwell	70
South East	E07000177	Cherwell	71

South East	E07000177	Cherwell	72-75
South East	E07000177	Cherwell	M
South East	E07000177	Cherwell	77
South East	E07000177	Cherwell	78-80
South East	E07000177	Cherwell	81
South East	E07000177	Cherwell	82
South East	E07000177	Cherwell	N
South East	E07000177	Cherwell	84
South East	E07000177	Cherwell	O
South East	E07000177	Cherwell	85
South East	E07000177	Cherwell	P
South East	E07000177	Cherwell	86-87
South East	E07000177	Cherwell	88
South East	E07000177	Cherwell	Q
South East	E07000177	Cherwell	90-93
South East	E07000177	Cherwell	R
South East	E07000177	Cherwell	94-95
South East	E07000177	Cherwell	96
South East	E07000177	Cherwell	S
South East	E07000177	Cherwell	97-98
South East	E07000177	Cherwell	T
South East	E07000177	Cherwell	G-T
South East	E07000177	Cherwell	Total
South East	E07000178	Oxford	1-9; 35-39
South East	E07000178	Oxford	ABDE
South East	E07000178	Oxford	10-15
South East	E07000178	Oxford	CA-CB
South East	E07000178	Oxford	16-23
South East	E07000178	Oxford	CC-CG
South East	E07000178	Oxford	24-30
South East	E07000178	Oxford	CH-CL
South East	E07000178	Oxford	31-33
South East	E07000178	Oxford	CM
South East	E07000178	Oxford	C
South East	E07000178	Oxford	A-E
South East	E07000178	Oxford	41
South East	E07000178	Oxford	42
South East	E07000178	Oxford	43
South East	E07000178	Oxford	F
South East	E07000178	Oxford	45
South East	E07000178	Oxford	46
South East	E07000178	Oxford	47
South East	E07000178	Oxford	G
South East	E07000178	Oxford	49-51
South East	E07000178	Oxford	52-53
South East	E07000178	Oxford	H
South East	E07000178	Oxford	55-56
South East	E07000178	Oxford	I
South East	E07000178	Oxford	58-63
South East	E07000178	Oxford	J
South East	E07000178	Oxford	64-66
South East	E07000178	Oxford	K

South East	E07000178	Oxford	68
South East	E07000178	Oxford	68IMP
South East	E07000178	Oxford	L
South East	E07000178	Oxford	69
South East	E07000178	Oxford	70
South East	E07000178	Oxford	71
South East	E07000178	Oxford	72-75
South East	E07000178	Oxford	M
South East	E07000178	Oxford	77
South East	E07000178	Oxford	78-80
South East	E07000178	Oxford	81
South East	E07000178	Oxford	82
South East	E07000178	Oxford	N
South East	E07000178	Oxford	84
South East	E07000178	Oxford	O
South East	E07000178	Oxford	85
South East	E07000178	Oxford	P
South East	E07000178	Oxford	86-87
South East	E07000178	Oxford	88
South East	E07000178	Oxford	Q
South East	E07000178	Oxford	90-93
South East	E07000178	Oxford	R
South East	E07000178	Oxford	94-95
South East	E07000178	Oxford	96
South East	E07000178	Oxford	S
South East	E07000178	Oxford	97-98
South East	E07000178	Oxford	T
South East	E07000178	Oxford	G-T
South East	E07000178	Oxford	Total
South East	E07000179	South Oxfordshire	1-9; 35-39
South East	E07000179	South Oxfordshire	ABDE
South East	E07000179	South Oxfordshire	10-15
South East	E07000179	South Oxfordshire	CA-CB
South East	E07000179	South Oxfordshire	16-23
South East	E07000179	South Oxfordshire	CC-CG
South East	E07000179	South Oxfordshire	24-30
South East	E07000179	South Oxfordshire	CH-CL
South East	E07000179	South Oxfordshire	31-33
South East	E07000179	South Oxfordshire	CM
South East	E07000179	South Oxfordshire	C
South East	E07000179	South Oxfordshire	A-E
South East	E07000179	South Oxfordshire	41
South East	E07000179	South Oxfordshire	42
South East	E07000179	South Oxfordshire	43
South East	E07000179	South Oxfordshire	F
South East	E07000179	South Oxfordshire	45
South East	E07000179	South Oxfordshire	46
South East	E07000179	South Oxfordshire	47
South East	E07000179	South Oxfordshire	G
South East	E07000179	South Oxfordshire	49-51
South East	E07000179	South Oxfordshire	52-53
South East	E07000179	South Oxfordshire	H

South East	E07000179	South Oxfordshire	55-56
South East	E07000179	South Oxfordshire	I
South East	E07000179	South Oxfordshire	58-63
South East	E07000179	South Oxfordshire	J
South East	E07000179	South Oxfordshire	64-66
South East	E07000179	South Oxfordshire	K
South East	E07000179	South Oxfordshire	68
South East	E07000179	South Oxfordshire	68IMP
South East	E07000179	South Oxfordshire	L
South East	E07000179	South Oxfordshire	69
South East	E07000179	South Oxfordshire	70
South East	E07000179	South Oxfordshire	71
South East	E07000179	South Oxfordshire	72-75
South East	E07000179	South Oxfordshire	M
South East	E07000179	South Oxfordshire	77
South East	E07000179	South Oxfordshire	78-80
South East	E07000179	South Oxfordshire	81
South East	E07000179	South Oxfordshire	82
South East	E07000179	South Oxfordshire	N
South East	E07000179	South Oxfordshire	84
South East	E07000179	South Oxfordshire	O
South East	E07000179	South Oxfordshire	85
South East	E07000179	South Oxfordshire	P
South East	E07000179	South Oxfordshire	86-87
South East	E07000179	South Oxfordshire	88
South East	E07000179	South Oxfordshire	Q
South East	E07000179	South Oxfordshire	90-93
South East	E07000179	South Oxfordshire	R
South East	E07000179	South Oxfordshire	94-95
South East	E07000179	South Oxfordshire	96
South East	E07000179	South Oxfordshire	S
South East	E07000179	South Oxfordshire	97-98
South East	E07000179	South Oxfordshire	T
South East	E07000179	South Oxfordshire	G-T
South East	E07000179	South Oxfordshire	Total
South East	E07000180	Vale of White Horse	1-9; 35-39
South East	E07000180	Vale of White Horse	ABDE
South East	E07000180	Vale of White Horse	10-15
South East	E07000180	Vale of White Horse	CA-CB
South East	E07000180	Vale of White Horse	16-23
South East	E07000180	Vale of White Horse	CC-CG
South East	E07000180	Vale of White Horse	24-30
South East	E07000180	Vale of White Horse	CH-CL
South East	E07000180	Vale of White Horse	31-33
South East	E07000180	Vale of White Horse	CM
South East	E07000180	Vale of White Horse	C
South East	E07000180	Vale of White Horse	A-E
South East	E07000180	Vale of White Horse	41
South East	E07000180	Vale of White Horse	42
South East	E07000180	Vale of White Horse	43
South East	E07000180	Vale of White Horse	F
South East	E07000180	Vale of White Horse	45

South East	E07000180	Vale of White Horse	46
South East	E07000180	Vale of White Horse	47
South East	E07000180	Vale of White Horse	G
South East	E07000180	Vale of White Horse	49-51
South East	E07000180	Vale of White Horse	52-53
South East	E07000180	Vale of White Horse	H
South East	E07000180	Vale of White Horse	55-56
South East	E07000180	Vale of White Horse	I
South East	E07000180	Vale of White Horse	58-63
South East	E07000180	Vale of White Horse	J
South East	E07000180	Vale of White Horse	64-66
South East	E07000180	Vale of White Horse	K
South East	E07000180	Vale of White Horse	68
South East	E07000180	Vale of White Horse	68IMP
South East	E07000180	Vale of White Horse	L
South East	E07000180	Vale of White Horse	69
South East	E07000180	Vale of White Horse	70
South East	E07000180	Vale of White Horse	71
South East	E07000180	Vale of White Horse	72-75
South East	E07000180	Vale of White Horse	M
South East	E07000180	Vale of White Horse	77
South East	E07000180	Vale of White Horse	78-80
South East	E07000180	Vale of White Horse	81
South East	E07000180	Vale of White Horse	82
South East	E07000180	Vale of White Horse	N
South East	E07000180	Vale of White Horse	84
South East	E07000180	Vale of White Horse	O
South East	E07000180	Vale of White Horse	85
South East	E07000180	Vale of White Horse	P
South East	E07000180	Vale of White Horse	86-87
South East	E07000180	Vale of White Horse	88
South East	E07000180	Vale of White Horse	Q
South East	E07000180	Vale of White Horse	90-93
South East	E07000180	Vale of White Horse	R
South East	E07000180	Vale of White Horse	94-95
South East	E07000180	Vale of White Horse	96
South East	E07000180	Vale of White Horse	S
South East	E07000180	Vale of White Horse	97-98
South East	E07000180	Vale of White Horse	T
South East	E07000180	Vale of White Horse	G-T
South East	E07000180	Vale of White Horse	Total
South East	E07000181	West Oxfordshire	1-9; 35-39
South East	E07000181	West Oxfordshire	ABDE
South East	E07000181	West Oxfordshire	10-15
South East	E07000181	West Oxfordshire	CA-CB
South East	E07000181	West Oxfordshire	16-23
South East	E07000181	West Oxfordshire	CC-CG
South East	E07000181	West Oxfordshire	24-30
South East	E07000181	West Oxfordshire	CH-CL
South East	E07000181	West Oxfordshire	31-33
South East	E07000181	West Oxfordshire	CM
South East	E07000181	West Oxfordshire	C

South East	E07000181	West Oxfordshire	A-E
South East	E07000181	West Oxfordshire	41
South East	E07000181	West Oxfordshire	42
South East	E07000181	West Oxfordshire	43
South East	E07000181	West Oxfordshire	F
South East	E07000181	West Oxfordshire	45
South East	E07000181	West Oxfordshire	46
South East	E07000181	West Oxfordshire	47
South East	E07000181	West Oxfordshire	G
South East	E07000181	West Oxfordshire	49-51
South East	E07000181	West Oxfordshire	52-53
South East	E07000181	West Oxfordshire	H
South East	E07000181	West Oxfordshire	55-56
South East	E07000181	West Oxfordshire	I
South East	E07000181	West Oxfordshire	58-63
South East	E07000181	West Oxfordshire	J
South East	E07000181	West Oxfordshire	64-66
South East	E07000181	West Oxfordshire	K
South East	E07000181	West Oxfordshire	68
South East	E07000181	West Oxfordshire	68IMP
South East	E07000181	West Oxfordshire	L
South East	E07000181	West Oxfordshire	69
South East	E07000181	West Oxfordshire	70
South East	E07000181	West Oxfordshire	71
South East	E07000181	West Oxfordshire	72-75
South East	E07000181	West Oxfordshire	M
South East	E07000181	West Oxfordshire	77
South East	E07000181	West Oxfordshire	78-80
South East	E07000181	West Oxfordshire	81
South East	E07000181	West Oxfordshire	82
South East	E07000181	West Oxfordshire	N
South East	E07000181	West Oxfordshire	84
South East	E07000181	West Oxfordshire	O
South East	E07000181	West Oxfordshire	85
South East	E07000181	West Oxfordshire	P
South East	E07000181	West Oxfordshire	86-87
South East	E07000181	West Oxfordshire	88
South East	E07000181	West Oxfordshire	Q
South East	E07000181	West Oxfordshire	90-93
South East	E07000181	West Oxfordshire	R
South East	E07000181	West Oxfordshire	94-95
South East	E07000181	West Oxfordshire	96
South East	E07000181	West Oxfordshire	S
South East	E07000181	West Oxfordshire	97-98
South East	E07000181	West Oxfordshire	T
South East	E07000181	West Oxfordshire	G-T
South East	E07000181	West Oxfordshire	Total
South East	E06000043	Brighton and Hove	1-9; 35-39
South East	E06000043	Brighton and Hove	ABDE
South East	E06000043	Brighton and Hove	10-15
South East	E06000043	Brighton and Hove	CA-CB
South East	E06000043	Brighton and Hove	16-23

South East	E06000043	Brighton and Hove	CC-CG
South East	E06000043	Brighton and Hove	24-30
South East	E06000043	Brighton and Hove	CH-CL
South East	E06000043	Brighton and Hove	31-33
South East	E06000043	Brighton and Hove	CM
South East	E06000043	Brighton and Hove	C
South East	E06000043	Brighton and Hove	A-E
South East	E06000043	Brighton and Hove	41
South East	E06000043	Brighton and Hove	42
South East	E06000043	Brighton and Hove	43
South East	E06000043	Brighton and Hove	F
South East	E06000043	Brighton and Hove	45
South East	E06000043	Brighton and Hove	46
South East	E06000043	Brighton and Hove	47
South East	E06000043	Brighton and Hove	G
South East	E06000043	Brighton and Hove	49-51
South East	E06000043	Brighton and Hove	52-53
South East	E06000043	Brighton and Hove	H
South East	E06000043	Brighton and Hove	55-56
South East	E06000043	Brighton and Hove	I
South East	E06000043	Brighton and Hove	58-63
South East	E06000043	Brighton and Hove	J
South East	E06000043	Brighton and Hove	64-66
South East	E06000043	Brighton and Hove	K
South East	E06000043	Brighton and Hove	68
South East	E06000043	Brighton and Hove	68IMP
South East	E06000043	Brighton and Hove	L
South East	E06000043	Brighton and Hove	69
South East	E06000043	Brighton and Hove	70
South East	E06000043	Brighton and Hove	71
South East	E06000043	Brighton and Hove	72-75
South East	E06000043	Brighton and Hove	M
South East	E06000043	Brighton and Hove	77
South East	E06000043	Brighton and Hove	78-80
South East	E06000043	Brighton and Hove	81
South East	E06000043	Brighton and Hove	82
South East	E06000043	Brighton and Hove	N
South East	E06000043	Brighton and Hove	84
South East	E06000043	Brighton and Hove	O
South East	E06000043	Brighton and Hove	85
South East	E06000043	Brighton and Hove	P
South East	E06000043	Brighton and Hove	86-87
South East	E06000043	Brighton and Hove	88
South East	E06000043	Brighton and Hove	Q
South East	E06000043	Brighton and Hove	90-93
South East	E06000043	Brighton and Hove	R
South East	E06000043	Brighton and Hove	94-95
South East	E06000043	Brighton and Hove	96
South East	E06000043	Brighton and Hove	S
South East	E06000043	Brighton and Hove	97-98
South East	E06000043	Brighton and Hove	T
South East	E06000043	Brighton and Hove	G-T

South East	E06000043	Brighton and Hove	Total
South East	E07000061	Eastbourne	1-9; 35-39
South East	E07000061	Eastbourne	ABDE
South East	E07000061	Eastbourne	10-15
South East	E07000061	Eastbourne	CA-CB
South East	E07000061	Eastbourne	16-23
South East	E07000061	Eastbourne	CC-CG
South East	E07000061	Eastbourne	24-30
South East	E07000061	Eastbourne	CH-CL
South East	E07000061	Eastbourne	31-33
South East	E07000061	Eastbourne	CM
South East	E07000061	Eastbourne	C
South East	E07000061	Eastbourne	A-E
South East	E07000061	Eastbourne	41
South East	E07000061	Eastbourne	42
South East	E07000061	Eastbourne	43
South East	E07000061	Eastbourne	F
South East	E07000061	Eastbourne	45
South East	E07000061	Eastbourne	46
South East	E07000061	Eastbourne	47
South East	E07000061	Eastbourne	G
South East	E07000061	Eastbourne	49-51
South East	E07000061	Eastbourne	52-53
South East	E07000061	Eastbourne	H
South East	E07000061	Eastbourne	55-56
South East	E07000061	Eastbourne	I
South East	E07000061	Eastbourne	58-63
South East	E07000061	Eastbourne	J
South East	E07000061	Eastbourne	64-66
South East	E07000061	Eastbourne	K
South East	E07000061	Eastbourne	68
South East	E07000061	Eastbourne	68IMP
South East	E07000061	Eastbourne	L
South East	E07000061	Eastbourne	69
South East	E07000061	Eastbourne	70
South East	E07000061	Eastbourne	71
South East	E07000061	Eastbourne	72-75
South East	E07000061	Eastbourne	M
South East	E07000061	Eastbourne	77
South East	E07000061	Eastbourne	78-80
South East	E07000061	Eastbourne	81
South East	E07000061	Eastbourne	82
South East	E07000061	Eastbourne	N
South East	E07000061	Eastbourne	84
South East	E07000061	Eastbourne	O
South East	E07000061	Eastbourne	85
South East	E07000061	Eastbourne	P
South East	E07000061	Eastbourne	86-87
South East	E07000061	Eastbourne	88
South East	E07000061	Eastbourne	Q
South East	E07000061	Eastbourne	90-93
South East	E07000061	Eastbourne	R

South East	E07000061	Eastbourne	94-95
South East	E07000061	Eastbourne	96
South East	E07000061	Eastbourne	S
South East	E07000061	Eastbourne	97-98
South East	E07000061	Eastbourne	T
South East	E07000061	Eastbourne	G-T
South East	E07000061	Eastbourne	Total
South East	E07000062	Hastings	1-9; 35-39
South East	E07000062	Hastings	ABDE
South East	E07000062	Hastings	10-15
South East	E07000062	Hastings	CA-CB
South East	E07000062	Hastings	16-23
South East	E07000062	Hastings	CC-CG
South East	E07000062	Hastings	24-30
South East	E07000062	Hastings	CH-CL
South East	E07000062	Hastings	31-33
South East	E07000062	Hastings	CM
South East	E07000062	Hastings	C
South East	E07000062	Hastings	A-E
South East	E07000062	Hastings	41
South East	E07000062	Hastings	42
South East	E07000062	Hastings	43
South East	E07000062	Hastings	F
South East	E07000062	Hastings	45
South East	E07000062	Hastings	46
South East	E07000062	Hastings	47
South East	E07000062	Hastings	G
South East	E07000062	Hastings	49-51
South East	E07000062	Hastings	52-53
South East	E07000062	Hastings	H
South East	E07000062	Hastings	55-56
South East	E07000062	Hastings	I
South East	E07000062	Hastings	58-63
South East	E07000062	Hastings	J
South East	E07000062	Hastings	64-66
South East	E07000062	Hastings	K
South East	E07000062	Hastings	68
South East	E07000062	Hastings	68IMP
South East	E07000062	Hastings	L
South East	E07000062	Hastings	69
South East	E07000062	Hastings	70
South East	E07000062	Hastings	71
South East	E07000062	Hastings	72-75
South East	E07000062	Hastings	M
South East	E07000062	Hastings	77
South East	E07000062	Hastings	78-80
South East	E07000062	Hastings	81
South East	E07000062	Hastings	82
South East	E07000062	Hastings	N
South East	E07000062	Hastings	84
South East	E07000062	Hastings	O
South East	E07000062	Hastings	85

South East	E07000062	Hastings	P
South East	E07000062	Hastings	86-87
South East	E07000062	Hastings	88
South East	E07000062	Hastings	Q
South East	E07000062	Hastings	90-93
South East	E07000062	Hastings	R
South East	E07000062	Hastings	94-95
South East	E07000062	Hastings	96
South East	E07000062	Hastings	S
South East	E07000062	Hastings	97-98
South East	E07000062	Hastings	T
South East	E07000062	Hastings	G-T
South East	E07000062	Hastings	Total
South East	E07000063	Lewes	1-9; 35-39
South East	E07000063	Lewes	ABDE
South East	E07000063	Lewes	10-15
South East	E07000063	Lewes	CA-CB
South East	E07000063	Lewes	16-23
South East	E07000063	Lewes	CC-CG
South East	E07000063	Lewes	24-30
South East	E07000063	Lewes	CH-CL
South East	E07000063	Lewes	31-33
South East	E07000063	Lewes	CM
South East	E07000063	Lewes	C
South East	E07000063	Lewes	A-E
South East	E07000063	Lewes	41
South East	E07000063	Lewes	42
South East	E07000063	Lewes	43
South East	E07000063	Lewes	F
South East	E07000063	Lewes	45
South East	E07000063	Lewes	46
South East	E07000063	Lewes	47
South East	E07000063	Lewes	G
South East	E07000063	Lewes	49-51
South East	E07000063	Lewes	52-53
South East	E07000063	Lewes	H
South East	E07000063	Lewes	55-56
South East	E07000063	Lewes	I
South East	E07000063	Lewes	58-63
South East	E07000063	Lewes	J
South East	E07000063	Lewes	64-66
South East	E07000063	Lewes	K
South East	E07000063	Lewes	68
South East	E07000063	Lewes	68IMP
South East	E07000063	Lewes	L
South East	E07000063	Lewes	69
South East	E07000063	Lewes	70
South East	E07000063	Lewes	71
South East	E07000063	Lewes	72-75
South East	E07000063	Lewes	M
South East	E07000063	Lewes	77
South East	E07000063	Lewes	78-80

South East	E07000063	Lewes	81
South East	E07000063	Lewes	82
South East	E07000063	Lewes	N
South East	E07000063	Lewes	84
South East	E07000063	Lewes	O
South East	E07000063	Lewes	85
South East	E07000063	Lewes	P
South East	E07000063	Lewes	86-87
South East	E07000063	Lewes	88
South East	E07000063	Lewes	Q
South East	E07000063	Lewes	90-93
South East	E07000063	Lewes	R
South East	E07000063	Lewes	94-95
South East	E07000063	Lewes	96
South East	E07000063	Lewes	S
South East	E07000063	Lewes	97-98
South East	E07000063	Lewes	T
South East	E07000063	Lewes	G-T
South East	E07000063	Lewes	Total
South East	E07000064	Rother	1-9; 35-39
South East	E07000064	Rother	ABDE
South East	E07000064	Rother	10-15
South East	E07000064	Rother	CA-CB
South East	E07000064	Rother	16-23
South East	E07000064	Rother	CC-CG
South East	E07000064	Rother	24-30
South East	E07000064	Rother	CH-CL
South East	E07000064	Rother	31-33
South East	E07000064	Rother	CM
South East	E07000064	Rother	C
South East	E07000064	Rother	A-E
South East	E07000064	Rother	41
South East	E07000064	Rother	42
South East	E07000064	Rother	43
South East	E07000064	Rother	F
South East	E07000064	Rother	45
South East	E07000064	Rother	46
South East	E07000064	Rother	47
South East	E07000064	Rother	G
South East	E07000064	Rother	49-51
South East	E07000064	Rother	52-53
South East	E07000064	Rother	H
South East	E07000064	Rother	55-56
South East	E07000064	Rother	I
South East	E07000064	Rother	58-63
South East	E07000064	Rother	J
South East	E07000064	Rother	64-66
South East	E07000064	Rother	K
South East	E07000064	Rother	68
South East	E07000064	Rother	68IMP
South East	E07000064	Rother	L
South East	E07000064	Rother	69

South East	E07000064	Rother	70
South East	E07000064	Rother	71
South East	E07000064	Rother	72-75
South East	E07000064	Rother	M
South East	E07000064	Rother	77
South East	E07000064	Rother	78-80
South East	E07000064	Rother	81
South East	E07000064	Rother	82
South East	E07000064	Rother	N
South East	E07000064	Rother	84
South East	E07000064	Rother	O
South East	E07000064	Rother	85
South East	E07000064	Rother	P
South East	E07000064	Rother	86-87
South East	E07000064	Rother	88
South East	E07000064	Rother	Q
South East	E07000064	Rother	90-93
South East	E07000064	Rother	R
South East	E07000064	Rother	94-95
South East	E07000064	Rother	96
South East	E07000064	Rother	S
South East	E07000064	Rother	97-98
South East	E07000064	Rother	T
South East	E07000064	Rother	G-T
South East	E07000064	Rother	Total
South East	E07000065	Wealden	1-9; 35-39
South East	E07000065	Wealden	ABDE
South East	E07000065	Wealden	10-15
South East	E07000065	Wealden	CA-CB
South East	E07000065	Wealden	16-23
South East	E07000065	Wealden	CC-CG
South East	E07000065	Wealden	24-30
South East	E07000065	Wealden	CH-CL
South East	E07000065	Wealden	31-33
South East	E07000065	Wealden	CM
South East	E07000065	Wealden	C
South East	E07000065	Wealden	A-E
South East	E07000065	Wealden	41
South East	E07000065	Wealden	42
South East	E07000065	Wealden	43
South East	E07000065	Wealden	F
South East	E07000065	Wealden	45
South East	E07000065	Wealden	46
South East	E07000065	Wealden	47
South East	E07000065	Wealden	G
South East	E07000065	Wealden	49-51
South East	E07000065	Wealden	52-53
South East	E07000065	Wealden	H
South East	E07000065	Wealden	55-56
South East	E07000065	Wealden	I
South East	E07000065	Wealden	58-63
South East	E07000065	Wealden	J

South East	E07000065	Wealden	64-66
South East	E07000065	Wealden	K
South East	E07000065	Wealden	68
South East	E07000065	Wealden	68IMP
South East	E07000065	Wealden	L
South East	E07000065	Wealden	69
South East	E07000065	Wealden	70
South East	E07000065	Wealden	71
South East	E07000065	Wealden	72-75
South East	E07000065	Wealden	M
South East	E07000065	Wealden	77
South East	E07000065	Wealden	78-80
South East	E07000065	Wealden	81
South East	E07000065	Wealden	82
South East	E07000065	Wealden	N
South East	E07000065	Wealden	84
South East	E07000065	Wealden	O
South East	E07000065	Wealden	85
South East	E07000065	Wealden	P
South East	E07000065	Wealden	86-87
South East	E07000065	Wealden	88
South East	E07000065	Wealden	Q
South East	E07000065	Wealden	90-93
South East	E07000065	Wealden	R
South East	E07000065	Wealden	94-95
South East	E07000065	Wealden	96
South East	E07000065	Wealden	S
South East	E07000065	Wealden	97-98
South East	E07000065	Wealden	T
South East	E07000065	Wealden	G-T
South East	E07000065	Wealden	Total
South East	E07000207	Elmbridge	1-9; 35-39
South East	E07000207	Elmbridge	ABDE
South East	E07000207	Elmbridge	10-15
South East	E07000207	Elmbridge	CA-CB
South East	E07000207	Elmbridge	16-23
South East	E07000207	Elmbridge	CC-CG
South East	E07000207	Elmbridge	24-30
South East	E07000207	Elmbridge	CH-CL
South East	E07000207	Elmbridge	31-33
South East	E07000207	Elmbridge	CM
South East	E07000207	Elmbridge	C
South East	E07000207	Elmbridge	A-E
South East	E07000207	Elmbridge	41
South East	E07000207	Elmbridge	42
South East	E07000207	Elmbridge	43
South East	E07000207	Elmbridge	F
South East	E07000207	Elmbridge	45
South East	E07000207	Elmbridge	46
South East	E07000207	Elmbridge	47
South East	E07000207	Elmbridge	G
South East	E07000207	Elmbridge	49-51

South East	E07000207	Elmbridge	52-53
South East	E07000207	Elmbridge	H
South East	E07000207	Elmbridge	55-56
South East	E07000207	Elmbridge	I
South East	E07000207	Elmbridge	58-63
South East	E07000207	Elmbridge	J
South East	E07000207	Elmbridge	64-66
South East	E07000207	Elmbridge	K
South East	E07000207	Elmbridge	68
South East	E07000207	Elmbridge	68IMP
South East	E07000207	Elmbridge	L
South East	E07000207	Elmbridge	69
South East	E07000207	Elmbridge	70
South East	E07000207	Elmbridge	71
South East	E07000207	Elmbridge	72-75
South East	E07000207	Elmbridge	M
South East	E07000207	Elmbridge	77
South East	E07000207	Elmbridge	78-80
South East	E07000207	Elmbridge	81
South East	E07000207	Elmbridge	82
South East	E07000207	Elmbridge	N
South East	E07000207	Elmbridge	84
South East	E07000207	Elmbridge	O
South East	E07000207	Elmbridge	85
South East	E07000207	Elmbridge	P
South East	E07000207	Elmbridge	86-87
South East	E07000207	Elmbridge	88
South East	E07000207	Elmbridge	Q
South East	E07000207	Elmbridge	90-93
South East	E07000207	Elmbridge	R
South East	E07000207	Elmbridge	94-95
South East	E07000207	Elmbridge	96
South East	E07000207	Elmbridge	S
South East	E07000207	Elmbridge	97-98
South East	E07000207	Elmbridge	T
South East	E07000207	Elmbridge	G-T
South East	E07000207	Elmbridge	Total
South East	E07000209	Guildford	1-9; 35-39
South East	E07000209	Guildford	ABDE
South East	E07000209	Guildford	10-15
South East	E07000209	Guildford	CA-CB
South East	E07000209	Guildford	16-23
South East	E07000209	Guildford	CC-CG
South East	E07000209	Guildford	24-30
South East	E07000209	Guildford	CH-CL
South East	E07000209	Guildford	31-33
South East	E07000209	Guildford	CM
South East	E07000209	Guildford	C
South East	E07000209	Guildford	A-E
South East	E07000209	Guildford	41
South East	E07000209	Guildford	42
South East	E07000209	Guildford	43

South East	E07000209	Guildford	F
South East	E07000209	Guildford	45
South East	E07000209	Guildford	46
South East	E07000209	Guildford	47
South East	E07000209	Guildford	G
South East	E07000209	Guildford	49-51
South East	E07000209	Guildford	52-53
South East	E07000209	Guildford	H
South East	E07000209	Guildford	55-56
South East	E07000209	Guildford	I
South East	E07000209	Guildford	58-63
South East	E07000209	Guildford	J
South East	E07000209	Guildford	64-66
South East	E07000209	Guildford	K
South East	E07000209	Guildford	68
South East	E07000209	Guildford	68IMP
South East	E07000209	Guildford	L
South East	E07000209	Guildford	69
South East	E07000209	Guildford	70
South East	E07000209	Guildford	71
South East	E07000209	Guildford	72-75
South East	E07000209	Guildford	M
South East	E07000209	Guildford	77
South East	E07000209	Guildford	78-80
South East	E07000209	Guildford	81
South East	E07000209	Guildford	82
South East	E07000209	Guildford	N
South East	E07000209	Guildford	84
South East	E07000209	Guildford	O
South East	E07000209	Guildford	85
South East	E07000209	Guildford	P
South East	E07000209	Guildford	86-87
South East	E07000209	Guildford	88
South East	E07000209	Guildford	Q
South East	E07000209	Guildford	90-93
South East	E07000209	Guildford	R
South East	E07000209	Guildford	94-95
South East	E07000209	Guildford	96
South East	E07000209	Guildford	S
South East	E07000209	Guildford	97-98
South East	E07000209	Guildford	T
South East	E07000209	Guildford	G-T
South East	E07000209	Guildford	Total
South East	E07000214	Surrey Heath	1-9; 35-39
South East	E07000214	Surrey Heath	ABDE
South East	E07000214	Surrey Heath	10-15
South East	E07000214	Surrey Heath	CA-CB
South East	E07000214	Surrey Heath	16-23
South East	E07000214	Surrey Heath	CC-CG
South East	E07000214	Surrey Heath	24-30
South East	E07000214	Surrey Heath	CH-CL
South East	E07000214	Surrey Heath	31-33

South East	E07000214	Surrey Heath	CM
South East	E07000214	Surrey Heath	C
South East	E07000214	Surrey Heath	A-E
South East	E07000214	Surrey Heath	41
South East	E07000214	Surrey Heath	42
South East	E07000214	Surrey Heath	43
South East	E07000214	Surrey Heath	F
South East	E07000214	Surrey Heath	45
South East	E07000214	Surrey Heath	46
South East	E07000214	Surrey Heath	47
South East	E07000214	Surrey Heath	G
South East	E07000214	Surrey Heath	49-51
South East	E07000214	Surrey Heath	52-53
South East	E07000214	Surrey Heath	H
South East	E07000214	Surrey Heath	55-56
South East	E07000214	Surrey Heath	I
South East	E07000214	Surrey Heath	58-63
South East	E07000214	Surrey Heath	J
South East	E07000214	Surrey Heath	64-66
South East	E07000214	Surrey Heath	K
South East	E07000214	Surrey Heath	68
South East	E07000214	Surrey Heath	68IMP
South East	E07000214	Surrey Heath	L
South East	E07000214	Surrey Heath	69
South East	E07000214	Surrey Heath	70
South East	E07000214	Surrey Heath	71
South East	E07000214	Surrey Heath	72-75
South East	E07000214	Surrey Heath	M
South East	E07000214	Surrey Heath	77
South East	E07000214	Surrey Heath	78-80
South East	E07000214	Surrey Heath	81
South East	E07000214	Surrey Heath	82
South East	E07000214	Surrey Heath	N
South East	E07000214	Surrey Heath	84
South East	E07000214	Surrey Heath	O
South East	E07000214	Surrey Heath	85
South East	E07000214	Surrey Heath	P
South East	E07000214	Surrey Heath	86-87
South East	E07000214	Surrey Heath	88
South East	E07000214	Surrey Heath	Q
South East	E07000214	Surrey Heath	90-93
South East	E07000214	Surrey Heath	R
South East	E07000214	Surrey Heath	94-95
South East	E07000214	Surrey Heath	96
South East	E07000214	Surrey Heath	S
South East	E07000214	Surrey Heath	97-98
South East	E07000214	Surrey Heath	T
South East	E07000214	Surrey Heath	G-T
South East	E07000214	Surrey Heath	Total
South East	E07000216	Waverley	1-9; 35-39
South East	E07000216	Waverley	ABDE
South East	E07000216	Waverley	10-15

South East	E07000216	Waverley	CA-CB
South East	E07000216	Waverley	16-23
South East	E07000216	Waverley	CC-CG
South East	E07000216	Waverley	24-30
South East	E07000216	Waverley	CH-CL
South East	E07000216	Waverley	31-33
South East	E07000216	Waverley	CM
South East	E07000216	Waverley	C
South East	E07000216	Waverley	A-E
South East	E07000216	Waverley	41
South East	E07000216	Waverley	42
South East	E07000216	Waverley	43
South East	E07000216	Waverley	F
South East	E07000216	Waverley	45
South East	E07000216	Waverley	46
South East	E07000216	Waverley	47
South East	E07000216	Waverley	G
South East	E07000216	Waverley	49-51
South East	E07000216	Waverley	52-53
South East	E07000216	Waverley	H
South East	E07000216	Waverley	55-56
South East	E07000216	Waverley	I
South East	E07000216	Waverley	58-63
South East	E07000216	Waverley	J
South East	E07000216	Waverley	64-66
South East	E07000216	Waverley	K
South East	E07000216	Waverley	68
South East	E07000216	Waverley	68IMP
South East	E07000216	Waverley	L
South East	E07000216	Waverley	69
South East	E07000216	Waverley	70
South East	E07000216	Waverley	71
South East	E07000216	Waverley	72-75
South East	E07000216	Waverley	M
South East	E07000216	Waverley	77
South East	E07000216	Waverley	78-80
South East	E07000216	Waverley	81
South East	E07000216	Waverley	82
South East	E07000216	Waverley	N
South East	E07000216	Waverley	84
South East	E07000216	Waverley	O
South East	E07000216	Waverley	85
South East	E07000216	Waverley	P
South East	E07000216	Waverley	86-87
South East	E07000216	Waverley	88
South East	E07000216	Waverley	Q
South East	E07000216	Waverley	90-93
South East	E07000216	Waverley	R
South East	E07000216	Waverley	94-95
South East	E07000216	Waverley	96
South East	E07000216	Waverley	S
South East	E07000216	Waverley	97-98

South East	E07000216	Waverley	T
South East	E07000216	Waverley	G-T
South East	E07000216	Waverley	Total
South East	E07000217	Woking	1-9; 35-39
South East	E07000217	Woking	ABDE
South East	E07000217	Woking	10-15
South East	E07000217	Woking	CA-CB
South East	E07000217	Woking	16-23
South East	E07000217	Woking	CC-CG
South East	E07000217	Woking	24-30
South East	E07000217	Woking	CH-CL
South East	E07000217	Woking	31-33
South East	E07000217	Woking	CM
South East	E07000217	Woking	C
South East	E07000217	Woking	A-E
South East	E07000217	Woking	41
South East	E07000217	Woking	42
South East	E07000217	Woking	43
South East	E07000217	Woking	F
South East	E07000217	Woking	45
South East	E07000217	Woking	46
South East	E07000217	Woking	47
South East	E07000217	Woking	G
South East	E07000217	Woking	49-51
South East	E07000217	Woking	52-53
South East	E07000217	Woking	H
South East	E07000217	Woking	55-56
South East	E07000217	Woking	I
South East	E07000217	Woking	58-63
South East	E07000217	Woking	J
South East	E07000217	Woking	64-66
South East	E07000217	Woking	K
South East	E07000217	Woking	68
South East	E07000217	Woking	68IMP
South East	E07000217	Woking	L
South East	E07000217	Woking	69
South East	E07000217	Woking	70
South East	E07000217	Woking	71
South East	E07000217	Woking	72-75
South East	E07000217	Woking	M
South East	E07000217	Woking	77
South East	E07000217	Woking	78-80
South East	E07000217	Woking	81
South East	E07000217	Woking	82
South East	E07000217	Woking	N
South East	E07000217	Woking	84
South East	E07000217	Woking	O
South East	E07000217	Woking	85
South East	E07000217	Woking	P
South East	E07000217	Woking	86-87
South East	E07000217	Woking	88
South East	E07000217	Woking	Q

South East	E07000217	Woking	90-93
South East	E07000217	Woking	R
South East	E07000217	Woking	94-95
South East	E07000217	Woking	96
South East	E07000217	Woking	S
South East	E07000217	Woking	97-98
South East	E07000217	Woking	T
South East	E07000217	Woking	G-T
South East	E07000217	Woking	Total
South East	E07000212	Runnymede	1-9; 35-39
South East	E07000212	Runnymede	ABDE
South East	E07000212	Runnymede	10-15
South East	E07000212	Runnymede	CA-CB
South East	E07000212	Runnymede	16-23
South East	E07000212	Runnymede	CC-CG
South East	E07000212	Runnymede	24-30
South East	E07000212	Runnymede	CH-CL
South East	E07000212	Runnymede	31-33
South East	E07000212	Runnymede	CM
South East	E07000212	Runnymede	C
South East	E07000212	Runnymede	A-E
South East	E07000212	Runnymede	41
South East	E07000212	Runnymede	42
South East	E07000212	Runnymede	43
South East	E07000212	Runnymede	F
South East	E07000212	Runnymede	45
South East	E07000212	Runnymede	46
South East	E07000212	Runnymede	47
South East	E07000212	Runnymede	G
South East	E07000212	Runnymede	49-51
South East	E07000212	Runnymede	52-53
South East	E07000212	Runnymede	H
South East	E07000212	Runnymede	55-56
South East	E07000212	Runnymede	I
South East	E07000212	Runnymede	58-63
South East	E07000212	Runnymede	J
South East	E07000212	Runnymede	64-66
South East	E07000212	Runnymede	K
South East	E07000212	Runnymede	68
South East	E07000212	Runnymede	68IMP
South East	E07000212	Runnymede	L
South East	E07000212	Runnymede	69
South East	E07000212	Runnymede	70
South East	E07000212	Runnymede	71
South East	E07000212	Runnymede	72-75
South East	E07000212	Runnymede	M
South East	E07000212	Runnymede	77
South East	E07000212	Runnymede	78-80
South East	E07000212	Runnymede	81
South East	E07000212	Runnymede	82
South East	E07000212	Runnymede	N
South East	E07000212	Runnymede	84

South East	E07000212	Runnymede	O
South East	E07000212	Runnymede	85
South East	E07000212	Runnymede	P
South East	E07000212	Runnymede	86-87
South East	E07000212	Runnymede	88
South East	E07000212	Runnymede	Q
South East	E07000212	Runnymede	90-93
South East	E07000212	Runnymede	R
South East	E07000212	Runnymede	94-95
South East	E07000212	Runnymede	96
South East	E07000212	Runnymede	S
South East	E07000212	Runnymede	97-98
South East	E07000212	Runnymede	T
South East	E07000212	Runnymede	G-T
South East	E07000212	Runnymede	Total
South East	E07000213	Spelthorne	1-9; 35-39
South East	E07000213	Spelthorne	ABDE
South East	E07000213	Spelthorne	10-15
South East	E07000213	Spelthorne	CA-CB
South East	E07000213	Spelthorne	16-23
South East	E07000213	Spelthorne	CC-CG
South East	E07000213	Spelthorne	24-30
South East	E07000213	Spelthorne	CH-CL
South East	E07000213	Spelthorne	31-33
South East	E07000213	Spelthorne	CM
South East	E07000213	Spelthorne	C
South East	E07000213	Spelthorne	A-E
South East	E07000213	Spelthorne	41
South East	E07000213	Spelthorne	42
South East	E07000213	Spelthorne	43
South East	E07000213	Spelthorne	F
South East	E07000213	Spelthorne	45
South East	E07000213	Spelthorne	46
South East	E07000213	Spelthorne	47
South East	E07000213	Spelthorne	G
South East	E07000213	Spelthorne	49-51
South East	E07000213	Spelthorne	52-53
South East	E07000213	Spelthorne	H
South East	E07000213	Spelthorne	55-56
South East	E07000213	Spelthorne	I
South East	E07000213	Spelthorne	58-63
South East	E07000213	Spelthorne	J
South East	E07000213	Spelthorne	64-66
South East	E07000213	Spelthorne	K
South East	E07000213	Spelthorne	68
South East	E07000213	Spelthorne	68IMP
South East	E07000213	Spelthorne	L
South East	E07000213	Spelthorne	69
South East	E07000213	Spelthorne	70
South East	E07000213	Spelthorne	71
South East	E07000213	Spelthorne	72-75
South East	E07000213	Spelthorne	M

South East	E07000213	Spelthorne	77
South East	E07000213	Spelthorne	78-80
South East	E07000213	Spelthorne	81
South East	E07000213	Spelthorne	82
South East	E07000213	Spelthorne	N
South East	E07000213	Spelthorne	84
South East	E07000213	Spelthorne	O
South East	E07000213	Spelthorne	85
South East	E07000213	Spelthorne	P
South East	E07000213	Spelthorne	86-87
South East	E07000213	Spelthorne	88
South East	E07000213	Spelthorne	Q
South East	E07000213	Spelthorne	90-93
South East	E07000213	Spelthorne	R
South East	E07000213	Spelthorne	94-95
South East	E07000213	Spelthorne	96
South East	E07000213	Spelthorne	S
South East	E07000213	Spelthorne	97-98
South East	E07000213	Spelthorne	T
South East	E07000213	Spelthorne	G-T
South East	E07000213	Spelthorne	Total
South East	E07000208	Epsom and Ewell	1-9; 35-39
South East	E07000208	Epsom and Ewell	ABDE
South East	E07000208	Epsom and Ewell	10-15
South East	E07000208	Epsom and Ewell	CA-CB
South East	E07000208	Epsom and Ewell	16-23
South East	E07000208	Epsom and Ewell	CC-CG
South East	E07000208	Epsom and Ewell	24-30
South East	E07000208	Epsom and Ewell	CH-CL
South East	E07000208	Epsom and Ewell	31-33
South East	E07000208	Epsom and Ewell	CM
South East	E07000208	Epsom and Ewell	C
South East	E07000208	Epsom and Ewell	A-E
South East	E07000208	Epsom and Ewell	41
South East	E07000208	Epsom and Ewell	42
South East	E07000208	Epsom and Ewell	43
South East	E07000208	Epsom and Ewell	F
South East	E07000208	Epsom and Ewell	45
South East	E07000208	Epsom and Ewell	46
South East	E07000208	Epsom and Ewell	47
South East	E07000208	Epsom and Ewell	G
South East	E07000208	Epsom and Ewell	49-51
South East	E07000208	Epsom and Ewell	52-53
South East	E07000208	Epsom and Ewell	H
South East	E07000208	Epsom and Ewell	55-56
South East	E07000208	Epsom and Ewell	I
South East	E07000208	Epsom and Ewell	58-63
South East	E07000208	Epsom and Ewell	J
South East	E07000208	Epsom and Ewell	64-66
South East	E07000208	Epsom and Ewell	K
South East	E07000208	Epsom and Ewell	68
South East	E07000208	Epsom and Ewell	68IMP

South East	E07000208	Epsom and Ewell	L
South East	E07000208	Epsom and Ewell	69
South East	E07000208	Epsom and Ewell	70
South East	E07000208	Epsom and Ewell	71
South East	E07000208	Epsom and Ewell	72-75
South East	E07000208	Epsom and Ewell	M
South East	E07000208	Epsom and Ewell	77
South East	E07000208	Epsom and Ewell	78-80
South East	E07000208	Epsom and Ewell	81
South East	E07000208	Epsom and Ewell	82
South East	E07000208	Epsom and Ewell	N
South East	E07000208	Epsom and Ewell	84
South East	E07000208	Epsom and Ewell	O
South East	E07000208	Epsom and Ewell	85
South East	E07000208	Epsom and Ewell	P
South East	E07000208	Epsom and Ewell	86-87
South East	E07000208	Epsom and Ewell	88
South East	E07000208	Epsom and Ewell	Q
South East	E07000208	Epsom and Ewell	90-93
South East	E07000208	Epsom and Ewell	R
South East	E07000208	Epsom and Ewell	94-95
South East	E07000208	Epsom and Ewell	96
South East	E07000208	Epsom and Ewell	S
South East	E07000208	Epsom and Ewell	97-98
South East	E07000208	Epsom and Ewell	T
South East	E07000208	Epsom and Ewell	G-T
South East	E07000208	Epsom and Ewell	Total
South East	E07000210	Mole Valley	1-9; 35-39
South East	E07000210	Mole Valley	ABDE
South East	E07000210	Mole Valley	10-15
South East	E07000210	Mole Valley	CA-CB
South East	E07000210	Mole Valley	16-23
South East	E07000210	Mole Valley	CC-CG
South East	E07000210	Mole Valley	24-30
South East	E07000210	Mole Valley	CH-CL
South East	E07000210	Mole Valley	31-33
South East	E07000210	Mole Valley	CM
South East	E07000210	Mole Valley	C
South East	E07000210	Mole Valley	A-E
South East	E07000210	Mole Valley	41
South East	E07000210	Mole Valley	42
South East	E07000210	Mole Valley	43
South East	E07000210	Mole Valley	F
South East	E07000210	Mole Valley	45
South East	E07000210	Mole Valley	46
South East	E07000210	Mole Valley	47
South East	E07000210	Mole Valley	G
South East	E07000210	Mole Valley	49-51
South East	E07000210	Mole Valley	52-53
South East	E07000210	Mole Valley	H
South East	E07000210	Mole Valley	55-56
South East	E07000210	Mole Valley	I

South East	E07000210	Mole Valley	58-63
South East	E07000210	Mole Valley	J
South East	E07000210	Mole Valley	64-66
South East	E07000210	Mole Valley	K
South East	E07000210	Mole Valley	68
South East	E07000210	Mole Valley	68IMP
South East	E07000210	Mole Valley	L
South East	E07000210	Mole Valley	69
South East	E07000210	Mole Valley	70
South East	E07000210	Mole Valley	71
South East	E07000210	Mole Valley	72-75
South East	E07000210	Mole Valley	M
South East	E07000210	Mole Valley	77
South East	E07000210	Mole Valley	78-80
South East	E07000210	Mole Valley	81
South East	E07000210	Mole Valley	82
South East	E07000210	Mole Valley	N
South East	E07000210	Mole Valley	84
South East	E07000210	Mole Valley	O
South East	E07000210	Mole Valley	85
South East	E07000210	Mole Valley	P
South East	E07000210	Mole Valley	86-87
South East	E07000210	Mole Valley	88
South East	E07000210	Mole Valley	Q
South East	E07000210	Mole Valley	90-93
South East	E07000210	Mole Valley	R
South East	E07000210	Mole Valley	94-95
South East	E07000210	Mole Valley	96
South East	E07000210	Mole Valley	S
South East	E07000210	Mole Valley	97-98
South East	E07000210	Mole Valley	T
South East	E07000210	Mole Valley	G-T
South East	E07000210	Mole Valley	Total
South East	E07000211	Reigate and Banstead	1-9; 35-39
South East	E07000211	Reigate and Banstead	ABDE
South East	E07000211	Reigate and Banstead	10-15
South East	E07000211	Reigate and Banstead	CA-CB
South East	E07000211	Reigate and Banstead	16-23
South East	E07000211	Reigate and Banstead	CC-CG
South East	E07000211	Reigate and Banstead	24-30
South East	E07000211	Reigate and Banstead	CH-CL
South East	E07000211	Reigate and Banstead	31-33
South East	E07000211	Reigate and Banstead	CM
South East	E07000211	Reigate and Banstead	C
South East	E07000211	Reigate and Banstead	A-E
South East	E07000211	Reigate and Banstead	41
South East	E07000211	Reigate and Banstead	42
South East	E07000211	Reigate and Banstead	43
South East	E07000211	Reigate and Banstead	F
South East	E07000211	Reigate and Banstead	45
South East	E07000211	Reigate and Banstead	46
South East	E07000211	Reigate and Banstead	47

South East	E07000211	Reigate and Banstead	G
South East	E07000211	Reigate and Banstead	49-51
South East	E07000211	Reigate and Banstead	52-53
South East	E07000211	Reigate and Banstead	H
South East	E07000211	Reigate and Banstead	55-56
South East	E07000211	Reigate and Banstead	I
South East	E07000211	Reigate and Banstead	58-63
South East	E07000211	Reigate and Banstead	J
South East	E07000211	Reigate and Banstead	64-66
South East	E07000211	Reigate and Banstead	K
South East	E07000211	Reigate and Banstead	68
South East	E07000211	Reigate and Banstead	68IMP
South East	E07000211	Reigate and Banstead	L
South East	E07000211	Reigate and Banstead	69
South East	E07000211	Reigate and Banstead	70
South East	E07000211	Reigate and Banstead	71
South East	E07000211	Reigate and Banstead	72-75
South East	E07000211	Reigate and Banstead	M
South East	E07000211	Reigate and Banstead	77
South East	E07000211	Reigate and Banstead	78-80
South East	E07000211	Reigate and Banstead	81
South East	E07000211	Reigate and Banstead	82
South East	E07000211	Reigate and Banstead	N
South East	E07000211	Reigate and Banstead	84
South East	E07000211	Reigate and Banstead	O
South East	E07000211	Reigate and Banstead	85
South East	E07000211	Reigate and Banstead	P
South East	E07000211	Reigate and Banstead	86-87
South East	E07000211	Reigate and Banstead	88
South East	E07000211	Reigate and Banstead	Q
South East	E07000211	Reigate and Banstead	90-93
South East	E07000211	Reigate and Banstead	R
South East	E07000211	Reigate and Banstead	94-95
South East	E07000211	Reigate and Banstead	96
South East	E07000211	Reigate and Banstead	S
South East	E07000211	Reigate and Banstead	97-98
South East	E07000211	Reigate and Banstead	T
South East	E07000211	Reigate and Banstead	G-T
South East	E07000211	Reigate and Banstead	Total
South East	E07000215	Tandridge	1-9; 35-39
South East	E07000215	Tandridge	ABDE
South East	E07000215	Tandridge	10-15
South East	E07000215	Tandridge	CA-CB
South East	E07000215	Tandridge	16-23
South East	E07000215	Tandridge	CC-CG
South East	E07000215	Tandridge	24-30
South East	E07000215	Tandridge	CH-CL
South East	E07000215	Tandridge	31-33
South East	E07000215	Tandridge	CM
South East	E07000215	Tandridge	C
South East	E07000215	Tandridge	A-E
South East	E07000215	Tandridge	41

South East	E07000215	Tandridge	42
South East	E07000215	Tandridge	43
South East	E07000215	Tandridge	F
South East	E07000215	Tandridge	45
South East	E07000215	Tandridge	46
South East	E07000215	Tandridge	47
South East	E07000215	Tandridge	G
South East	E07000215	Tandridge	49-51
South East	E07000215	Tandridge	52-53
South East	E07000215	Tandridge	H
South East	E07000215	Tandridge	55-56
South East	E07000215	Tandridge	I
South East	E07000215	Tandridge	58-63
South East	E07000215	Tandridge	J
South East	E07000215	Tandridge	64-66
South East	E07000215	Tandridge	K
South East	E07000215	Tandridge	68
South East	E07000215	Tandridge	68IMP
South East	E07000215	Tandridge	L
South East	E07000215	Tandridge	69
South East	E07000215	Tandridge	70
South East	E07000215	Tandridge	71
South East	E07000215	Tandridge	72-75
South East	E07000215	Tandridge	M
South East	E07000215	Tandridge	77
South East	E07000215	Tandridge	78-80
South East	E07000215	Tandridge	81
South East	E07000215	Tandridge	82
South East	E07000215	Tandridge	N
South East	E07000215	Tandridge	84
South East	E07000215	Tandridge	O
South East	E07000215	Tandridge	85
South East	E07000215	Tandridge	P
South East	E07000215	Tandridge	86-87
South East	E07000215	Tandridge	88
South East	E07000215	Tandridge	Q
South East	E07000215	Tandridge	90-93
South East	E07000215	Tandridge	R
South East	E07000215	Tandridge	94-95
South East	E07000215	Tandridge	96
South East	E07000215	Tandridge	S
South East	E07000215	Tandridge	97-98
South East	E07000215	Tandridge	T
South East	E07000215	Tandridge	G-T
South East	E07000215	Tandridge	Total
South East	E07000223	Adur	1-9; 35-39
South East	E07000223	Adur	ABDE
South East	E07000223	Adur	10-15
South East	E07000223	Adur	CA-CB
South East	E07000223	Adur	16-23
South East	E07000223	Adur	CC-CG
South East	E07000223	Adur	24-30

South East	E07000223	Adur	CH-CL
South East	E07000223	Adur	31-33
South East	E07000223	Adur	CM
South East	E07000223	Adur	C
South East	E07000223	Adur	A-E
South East	E07000223	Adur	41
South East	E07000223	Adur	42
South East	E07000223	Adur	43
South East	E07000223	Adur	F
South East	E07000223	Adur	45
South East	E07000223	Adur	46
South East	E07000223	Adur	47
South East	E07000223	Adur	G
South East	E07000223	Adur	49-51
South East	E07000223	Adur	52-53
South East	E07000223	Adur	H
South East	E07000223	Adur	55-56
South East	E07000223	Adur	I
South East	E07000223	Adur	58-63
South East	E07000223	Adur	J
South East	E07000223	Adur	64-66
South East	E07000223	Adur	K
South East	E07000223	Adur	68
South East	E07000223	Adur	68IMP
South East	E07000223	Adur	L
South East	E07000223	Adur	69
South East	E07000223	Adur	70
South East	E07000223	Adur	71
South East	E07000223	Adur	72-75
South East	E07000223	Adur	M
South East	E07000223	Adur	77
South East	E07000223	Adur	78-80
South East	E07000223	Adur	81
South East	E07000223	Adur	82
South East	E07000223	Adur	N
South East	E07000223	Adur	84
South East	E07000223	Adur	O
South East	E07000223	Adur	85
South East	E07000223	Adur	P
South East	E07000223	Adur	86-87
South East	E07000223	Adur	88
South East	E07000223	Adur	Q
South East	E07000223	Adur	90-93
South East	E07000223	Adur	R
South East	E07000223	Adur	94-95
South East	E07000223	Adur	96
South East	E07000223	Adur	S
South East	E07000223	Adur	97-98
South East	E07000223	Adur	T
South East	E07000223	Adur	G-T
South East	E07000223	Adur	Total
South East	E07000224	Arun	1-9; 35-39

South East	E07000224	Arun	ABDE
South East	E07000224	Arun	10-15
South East	E07000224	Arun	CA-CB
South East	E07000224	Arun	16-23
South East	E07000224	Arun	CC-CG
South East	E07000224	Arun	24-30
South East	E07000224	Arun	CH-CL
South East	E07000224	Arun	31-33
South East	E07000224	Arun	CM
South East	E07000224	Arun	C
South East	E07000224	Arun	A-E
South East	E07000224	Arun	41
South East	E07000224	Arun	42
South East	E07000224	Arun	43
South East	E07000224	Arun	F
South East	E07000224	Arun	45
South East	E07000224	Arun	46
South East	E07000224	Arun	47
South East	E07000224	Arun	G
South East	E07000224	Arun	49-51
South East	E07000224	Arun	52-53
South East	E07000224	Arun	H
South East	E07000224	Arun	55-56
South East	E07000224	Arun	I
South East	E07000224	Arun	58-63
South East	E07000224	Arun	J
South East	E07000224	Arun	64-66
South East	E07000224	Arun	K
South East	E07000224	Arun	68
South East	E07000224	Arun	68IMP
South East	E07000224	Arun	L
South East	E07000224	Arun	69
South East	E07000224	Arun	70
South East	E07000224	Arun	71
South East	E07000224	Arun	72-75
South East	E07000224	Arun	M
South East	E07000224	Arun	77
South East	E07000224	Arun	78-80
South East	E07000224	Arun	81
South East	E07000224	Arun	82
South East	E07000224	Arun	N
South East	E07000224	Arun	84
South East	E07000224	Arun	O
South East	E07000224	Arun	85
South East	E07000224	Arun	P
South East	E07000224	Arun	86-87
South East	E07000224	Arun	88
South East	E07000224	Arun	Q
South East	E07000224	Arun	90-93
South East	E07000224	Arun	R
South East	E07000224	Arun	94-95
South East	E07000224	Arun	96

South East	E07000224	Arun	S
South East	E07000224	Arun	97-98
South East	E07000224	Arun	T
South East	E07000224	Arun	G-T
South East	E07000224	Arun	Total
South East	E07000225	Chichester	1-9; 35-39
South East	E07000225	Chichester	ABDE
South East	E07000225	Chichester	10-15
South East	E07000225	Chichester	CA-CB
South East	E07000225	Chichester	16-23
South East	E07000225	Chichester	CC-CG
South East	E07000225	Chichester	24-30
South East	E07000225	Chichester	CH-CL
South East	E07000225	Chichester	31-33
South East	E07000225	Chichester	CM
South East	E07000225	Chichester	C
South East	E07000225	Chichester	A-E
South East	E07000225	Chichester	41
South East	E07000225	Chichester	42
South East	E07000225	Chichester	43
South East	E07000225	Chichester	F
South East	E07000225	Chichester	45
South East	E07000225	Chichester	46
South East	E07000225	Chichester	47
South East	E07000225	Chichester	G
South East	E07000225	Chichester	49-51
South East	E07000225	Chichester	52-53
South East	E07000225	Chichester	H
South East	E07000225	Chichester	55-56
South East	E07000225	Chichester	I
South East	E07000225	Chichester	58-63
South East	E07000225	Chichester	J
South East	E07000225	Chichester	64-66
South East	E07000225	Chichester	K
South East	E07000225	Chichester	68
South East	E07000225	Chichester	68IMP
South East	E07000225	Chichester	L
South East	E07000225	Chichester	69
South East	E07000225	Chichester	70
South East	E07000225	Chichester	71
South East	E07000225	Chichester	72-75
South East	E07000225	Chichester	M
South East	E07000225	Chichester	77
South East	E07000225	Chichester	78-80
South East	E07000225	Chichester	81
South East	E07000225	Chichester	82
South East	E07000225	Chichester	N
South East	E07000225	Chichester	84
South East	E07000225	Chichester	O
South East	E07000225	Chichester	85
South East	E07000225	Chichester	P
South East	E07000225	Chichester	86-87

South East	E07000225	Chichester	88
South East	E07000225	Chichester	Q
South East	E07000225	Chichester	90-93
South East	E07000225	Chichester	R
South East	E07000225	Chichester	94-95
South East	E07000225	Chichester	96
South East	E07000225	Chichester	S
South East	E07000225	Chichester	97-98
South East	E07000225	Chichester	T
South East	E07000225	Chichester	G-T
South East	E07000225	Chichester	Total
South East	E07000229	Worthing	1-9; 35-39
South East	E07000229	Worthing	ABDE
South East	E07000229	Worthing	10-15
South East	E07000229	Worthing	CA-CB
South East	E07000229	Worthing	16-23
South East	E07000229	Worthing	CC-CG
South East	E07000229	Worthing	24-30
South East	E07000229	Worthing	CH-CL
South East	E07000229	Worthing	31-33
South East	E07000229	Worthing	CM
South East	E07000229	Worthing	C
South East	E07000229	Worthing	A-E
South East	E07000229	Worthing	41
South East	E07000229	Worthing	42
South East	E07000229	Worthing	43
South East	E07000229	Worthing	F
South East	E07000229	Worthing	45
South East	E07000229	Worthing	46
South East	E07000229	Worthing	47
South East	E07000229	Worthing	G
South East	E07000229	Worthing	49-51
South East	E07000229	Worthing	52-53
South East	E07000229	Worthing	H
South East	E07000229	Worthing	55-56
South East	E07000229	Worthing	I
South East	E07000229	Worthing	58-63
South East	E07000229	Worthing	J
South East	E07000229	Worthing	64-66
South East	E07000229	Worthing	K
South East	E07000229	Worthing	68
South East	E07000229	Worthing	68IMP
South East	E07000229	Worthing	L
South East	E07000229	Worthing	69
South East	E07000229	Worthing	70
South East	E07000229	Worthing	71
South East	E07000229	Worthing	72-75
South East	E07000229	Worthing	M
South East	E07000229	Worthing	77
South East	E07000229	Worthing	78-80
South East	E07000229	Worthing	81
South East	E07000229	Worthing	82

South East	E07000229	Worthing	N
South East	E07000229	Worthing	84
South East	E07000229	Worthing	O
South East	E07000229	Worthing	85
South East	E07000229	Worthing	P
South East	E07000229	Worthing	86-87
South East	E07000229	Worthing	88
South East	E07000229	Worthing	Q
South East	E07000229	Worthing	90-93
South East	E07000229	Worthing	R
South East	E07000229	Worthing	94-95
South East	E07000229	Worthing	96
South East	E07000229	Worthing	S
South East	E07000229	Worthing	97-98
South East	E07000229	Worthing	T
South East	E07000229	Worthing	G-T
South East	E07000229	Worthing	Total
South East	E07000226	Crawley	1-9; 35-39
South East	E07000226	Crawley	ABDE
South East	E07000226	Crawley	10-15
South East	E07000226	Crawley	CA-CB
South East	E07000226	Crawley	16-23
South East	E07000226	Crawley	CC-CG
South East	E07000226	Crawley	24-30
South East	E07000226	Crawley	CH-CL
South East	E07000226	Crawley	31-33
South East	E07000226	Crawley	CM
South East	E07000226	Crawley	C
South East	E07000226	Crawley	A-E
South East	E07000226	Crawley	41
South East	E07000226	Crawley	42
South East	E07000226	Crawley	43
South East	E07000226	Crawley	F
South East	E07000226	Crawley	45
South East	E07000226	Crawley	46
South East	E07000226	Crawley	47
South East	E07000226	Crawley	G
South East	E07000226	Crawley	49-51
South East	E07000226	Crawley	52-53
South East	E07000226	Crawley	H
South East	E07000226	Crawley	55-56
South East	E07000226	Crawley	I
South East	E07000226	Crawley	58-63
South East	E07000226	Crawley	J
South East	E07000226	Crawley	64-66
South East	E07000226	Crawley	K
South East	E07000226	Crawley	68
South East	E07000226	Crawley	68IMP
South East	E07000226	Crawley	L
South East	E07000226	Crawley	69
South East	E07000226	Crawley	70
South East	E07000226	Crawley	71

South East	E07000226	Crawley	72-75
South East	E07000226	Crawley	M
South East	E07000226	Crawley	77
South East	E07000226	Crawley	78-80
South East	E07000226	Crawley	81
South East	E07000226	Crawley	82
South East	E07000226	Crawley	N
South East	E07000226	Crawley	84
South East	E07000226	Crawley	O
South East	E07000226	Crawley	85
South East	E07000226	Crawley	P
South East	E07000226	Crawley	86-87
South East	E07000226	Crawley	88
South East	E07000226	Crawley	Q
South East	E07000226	Crawley	90-93
South East	E07000226	Crawley	R
South East	E07000226	Crawley	94-95
South East	E07000226	Crawley	96
South East	E07000226	Crawley	S
South East	E07000226	Crawley	97-98
South East	E07000226	Crawley	T
South East	E07000226	Crawley	G-T
South East	E07000226	Crawley	Total
South East	E07000227	Horsham	1-9; 35-39
South East	E07000227	Horsham	ABDE
South East	E07000227	Horsham	10-15
South East	E07000227	Horsham	CA-CB
South East	E07000227	Horsham	16-23
South East	E07000227	Horsham	CC-CG
South East	E07000227	Horsham	24-30
South East	E07000227	Horsham	CH-CL
South East	E07000227	Horsham	31-33
South East	E07000227	Horsham	CM
South East	E07000227	Horsham	C
South East	E07000227	Horsham	A-E
South East	E07000227	Horsham	41
South East	E07000227	Horsham	42
South East	E07000227	Horsham	43
South East	E07000227	Horsham	F
South East	E07000227	Horsham	45
South East	E07000227	Horsham	46
South East	E07000227	Horsham	47
South East	E07000227	Horsham	G
South East	E07000227	Horsham	49-51
South East	E07000227	Horsham	52-53
South East	E07000227	Horsham	H
South East	E07000227	Horsham	55-56
South East	E07000227	Horsham	I
South East	E07000227	Horsham	58-63
South East	E07000227	Horsham	J
South East	E07000227	Horsham	64-66
South East	E07000227	Horsham	K

South East	E07000227	Horsham	68
South East	E07000227	Horsham	68IMP
South East	E07000227	Horsham	L
South East	E07000227	Horsham	69
South East	E07000227	Horsham	70
South East	E07000227	Horsham	71
South East	E07000227	Horsham	72-75
South East	E07000227	Horsham	M
South East	E07000227	Horsham	77
South East	E07000227	Horsham	78-80
South East	E07000227	Horsham	81
South East	E07000227	Horsham	82
South East	E07000227	Horsham	N
South East	E07000227	Horsham	84
South East	E07000227	Horsham	O
South East	E07000227	Horsham	85
South East	E07000227	Horsham	P
South East	E07000227	Horsham	86-87
South East	E07000227	Horsham	88
South East	E07000227	Horsham	Q
South East	E07000227	Horsham	90-93
South East	E07000227	Horsham	R
South East	E07000227	Horsham	94-95
South East	E07000227	Horsham	96
South East	E07000227	Horsham	S
South East	E07000227	Horsham	97-98
South East	E07000227	Horsham	T
South East	E07000227	Horsham	G-T
South East	E07000227	Horsham	Total
South East	E07000228	Mid Sussex	1-9; 35-39
South East	E07000228	Mid Sussex	ABDE
South East	E07000228	Mid Sussex	10-15
South East	E07000228	Mid Sussex	CA-CB
South East	E07000228	Mid Sussex	16-23
South East	E07000228	Mid Sussex	CC-CG
South East	E07000228	Mid Sussex	24-30
South East	E07000228	Mid Sussex	CH-CL
South East	E07000228	Mid Sussex	31-33
South East	E07000228	Mid Sussex	CM
South East	E07000228	Mid Sussex	C
South East	E07000228	Mid Sussex	A-E
South East	E07000228	Mid Sussex	41
South East	E07000228	Mid Sussex	42
South East	E07000228	Mid Sussex	43
South East	E07000228	Mid Sussex	F
South East	E07000228	Mid Sussex	45
South East	E07000228	Mid Sussex	46
South East	E07000228	Mid Sussex	47
South East	E07000228	Mid Sussex	G
South East	E07000228	Mid Sussex	49-51
South East	E07000228	Mid Sussex	52-53
South East	E07000228	Mid Sussex	H

South East	E07000228	Mid Sussex	55-56
South East	E07000228	Mid Sussex	I
South East	E07000228	Mid Sussex	58-63
South East	E07000228	Mid Sussex	J
South East	E07000228	Mid Sussex	64-66
South East	E07000228	Mid Sussex	K
South East	E07000228	Mid Sussex	68
South East	E07000228	Mid Sussex	68IMP
South East	E07000228	Mid Sussex	L
South East	E07000228	Mid Sussex	69
South East	E07000228	Mid Sussex	70
South East	E07000228	Mid Sussex	71
South East	E07000228	Mid Sussex	72-75
South East	E07000228	Mid Sussex	M
South East	E07000228	Mid Sussex	77
South East	E07000228	Mid Sussex	78-80
South East	E07000228	Mid Sussex	81
South East	E07000228	Mid Sussex	82
South East	E07000228	Mid Sussex	N
South East	E07000228	Mid Sussex	84
South East	E07000228	Mid Sussex	O
South East	E07000228	Mid Sussex	85
South East	E07000228	Mid Sussex	P
South East	E07000228	Mid Sussex	86-87
South East	E07000228	Mid Sussex	88
South East	E07000228	Mid Sussex	Q
South East	E07000228	Mid Sussex	90-93
South East	E07000228	Mid Sussex	R
South East	E07000228	Mid Sussex	94-95
South East	E07000228	Mid Sussex	96
South East	E07000228	Mid Sussex	S
South East	E07000228	Mid Sussex	97-98
South East	E07000228	Mid Sussex	T
South East	E07000228	Mid Sussex	G-T
South East	E07000228	Mid Sussex	Total
South East	E06000044	Portsmouth	1-9; 35-39
South East	E06000044	Portsmouth	ABDE
South East	E06000044	Portsmouth	10-15
South East	E06000044	Portsmouth	CA-CB
South East	E06000044	Portsmouth	16-23
South East	E06000044	Portsmouth	CC-CG
South East	E06000044	Portsmouth	24-30
South East	E06000044	Portsmouth	CH-CL
South East	E06000044	Portsmouth	31-33
South East	E06000044	Portsmouth	CM
South East	E06000044	Portsmouth	C
South East	E06000044	Portsmouth	A-E
South East	E06000044	Portsmouth	41
South East	E06000044	Portsmouth	42
South East	E06000044	Portsmouth	43
South East	E06000044	Portsmouth	F
South East	E06000044	Portsmouth	45

South East	E06000044	Portsmouth	46
South East	E06000044	Portsmouth	47
South East	E06000044	Portsmouth	G
South East	E06000044	Portsmouth	49-51
South East	E06000044	Portsmouth	52-53
South East	E06000044	Portsmouth	H
South East	E06000044	Portsmouth	55-56
South East	E06000044	Portsmouth	I
South East	E06000044	Portsmouth	58-63
South East	E06000044	Portsmouth	J
South East	E06000044	Portsmouth	64-66
South East	E06000044	Portsmouth	K
South East	E06000044	Portsmouth	68
South East	E06000044	Portsmouth	68IMP
South East	E06000044	Portsmouth	L
South East	E06000044	Portsmouth	69
South East	E06000044	Portsmouth	70
South East	E06000044	Portsmouth	71
South East	E06000044	Portsmouth	72-75
South East	E06000044	Portsmouth	M
South East	E06000044	Portsmouth	77
South East	E06000044	Portsmouth	78-80
South East	E06000044	Portsmouth	81
South East	E06000044	Portsmouth	82
South East	E06000044	Portsmouth	N
South East	E06000044	Portsmouth	84
South East	E06000044	Portsmouth	O
South East	E06000044	Portsmouth	85
South East	E06000044	Portsmouth	P
South East	E06000044	Portsmouth	86-87
South East	E06000044	Portsmouth	88
South East	E06000044	Portsmouth	Q
South East	E06000044	Portsmouth	90-93
South East	E06000044	Portsmouth	R
South East	E06000044	Portsmouth	94-95
South East	E06000044	Portsmouth	96
South East	E06000044	Portsmouth	S
South East	E06000044	Portsmouth	97-98
South East	E06000044	Portsmouth	T
South East	E06000044	Portsmouth	G-T
South East	E06000044	Portsmouth	Total
South East	E06000045	Southampton	1-9; 35-39
South East	E06000045	Southampton	ABDE
South East	E06000045	Southampton	10-15
South East	E06000045	Southampton	CA-CB
South East	E06000045	Southampton	16-23
South East	E06000045	Southampton	CC-CG
South East	E06000045	Southampton	24-30
South East	E06000045	Southampton	CH-CL
South East	E06000045	Southampton	31-33
South East	E06000045	Southampton	CM
South East	E06000045	Southampton	C

South East	E06000045	Southampton	A-E
South East	E06000045	Southampton	41
South East	E06000045	Southampton	42
South East	E06000045	Southampton	43
South East	E06000045	Southampton	F
South East	E06000045	Southampton	45
South East	E06000045	Southampton	46
South East	E06000045	Southampton	47
South East	E06000045	Southampton	G
South East	E06000045	Southampton	49-51
South East	E06000045	Southampton	52-53
South East	E06000045	Southampton	H
South East	E06000045	Southampton	55-56
South East	E06000045	Southampton	I
South East	E06000045	Southampton	58-63
South East	E06000045	Southampton	J
South East	E06000045	Southampton	64-66
South East	E06000045	Southampton	K
South East	E06000045	Southampton	68
South East	E06000045	Southampton	68IMP
South East	E06000045	Southampton	L
South East	E06000045	Southampton	69
South East	E06000045	Southampton	70
South East	E06000045	Southampton	71
South East	E06000045	Southampton	72-75
South East	E06000045	Southampton	M
South East	E06000045	Southampton	77
South East	E06000045	Southampton	78-80
South East	E06000045	Southampton	81
South East	E06000045	Southampton	82
South East	E06000045	Southampton	N
South East	E06000045	Southampton	84
South East	E06000045	Southampton	O
South East	E06000045	Southampton	85
South East	E06000045	Southampton	P
South East	E06000045	Southampton	86-87
South East	E06000045	Southampton	88
South East	E06000045	Southampton	Q
South East	E06000045	Southampton	90-93
South East	E06000045	Southampton	R
South East	E06000045	Southampton	94-95
South East	E06000045	Southampton	96
South East	E06000045	Southampton	S
South East	E06000045	Southampton	97-98
South East	E06000045	Southampton	T
South East	E06000045	Southampton	G-T
South East	E06000045	Southampton	Total
South East	E06000046	Isle of Wight	1-9; 35-39
South East	E06000046	Isle of Wight	ABDE
South East	E06000046	Isle of Wight	10-15
South East	E06000046	Isle of Wight	CA-CB
South East	E06000046	Isle of Wight	16-23

South East	E06000046	Isle of Wight	CC-CG
South East	E06000046	Isle of Wight	24-30
South East	E06000046	Isle of Wight	CH-CL
South East	E06000046	Isle of Wight	31-33
South East	E06000046	Isle of Wight	CM
South East	E06000046	Isle of Wight	C
South East	E06000046	Isle of Wight	A-E
South East	E06000046	Isle of Wight	41
South East	E06000046	Isle of Wight	42
South East	E06000046	Isle of Wight	43
South East	E06000046	Isle of Wight	F
South East	E06000046	Isle of Wight	45
South East	E06000046	Isle of Wight	46
South East	E06000046	Isle of Wight	47
South East	E06000046	Isle of Wight	G
South East	E06000046	Isle of Wight	49-51
South East	E06000046	Isle of Wight	52-53
South East	E06000046	Isle of Wight	H
South East	E06000046	Isle of Wight	55-56
South East	E06000046	Isle of Wight	I
South East	E06000046	Isle of Wight	58-63
South East	E06000046	Isle of Wight	J
South East	E06000046	Isle of Wight	64-66
South East	E06000046	Isle of Wight	K
South East	E06000046	Isle of Wight	68
South East	E06000046	Isle of Wight	68IMP
South East	E06000046	Isle of Wight	L
South East	E06000046	Isle of Wight	69
South East	E06000046	Isle of Wight	70
South East	E06000046	Isle of Wight	71
South East	E06000046	Isle of Wight	72-75
South East	E06000046	Isle of Wight	M
South East	E06000046	Isle of Wight	77
South East	E06000046	Isle of Wight	78-80
South East	E06000046	Isle of Wight	81
South East	E06000046	Isle of Wight	82
South East	E06000046	Isle of Wight	N
South East	E06000046	Isle of Wight	84
South East	E06000046	Isle of Wight	O
South East	E06000046	Isle of Wight	85
South East	E06000046	Isle of Wight	P
South East	E06000046	Isle of Wight	86-87
South East	E06000046	Isle of Wight	88
South East	E06000046	Isle of Wight	Q
South East	E06000046	Isle of Wight	90-93
South East	E06000046	Isle of Wight	R
South East	E06000046	Isle of Wight	94-95
South East	E06000046	Isle of Wight	96
South East	E06000046	Isle of Wight	S
South East	E06000046	Isle of Wight	97-98
South East	E06000046	Isle of Wight	T
South East	E06000046	Isle of Wight	G-T

South East	E06000046	Isle of Wight	Total
South East	E07000086	Eastleigh	1-9; 35-39
South East	E07000086	Eastleigh	ABDE
South East	E07000086	Eastleigh	10-15
South East	E07000086	Eastleigh	CA-CB
South East	E07000086	Eastleigh	16-23
South East	E07000086	Eastleigh	CC-CG
South East	E07000086	Eastleigh	24-30
South East	E07000086	Eastleigh	CH-CL
South East	E07000086	Eastleigh	31-33
South East	E07000086	Eastleigh	CM
South East	E07000086	Eastleigh	C
South East	E07000086	Eastleigh	A-E
South East	E07000086	Eastleigh	41
South East	E07000086	Eastleigh	42
South East	E07000086	Eastleigh	43
South East	E07000086	Eastleigh	F
South East	E07000086	Eastleigh	45
South East	E07000086	Eastleigh	46
South East	E07000086	Eastleigh	47
South East	E07000086	Eastleigh	G
South East	E07000086	Eastleigh	49-51
South East	E07000086	Eastleigh	52-53
South East	E07000086	Eastleigh	H
South East	E07000086	Eastleigh	55-56
South East	E07000086	Eastleigh	I
South East	E07000086	Eastleigh	58-63
South East	E07000086	Eastleigh	J
South East	E07000086	Eastleigh	64-66
South East	E07000086	Eastleigh	K
South East	E07000086	Eastleigh	68
South East	E07000086	Eastleigh	68IMP
South East	E07000086	Eastleigh	L
South East	E07000086	Eastleigh	69
South East	E07000086	Eastleigh	70
South East	E07000086	Eastleigh	71
South East	E07000086	Eastleigh	72-75
South East	E07000086	Eastleigh	M
South East	E07000086	Eastleigh	77
South East	E07000086	Eastleigh	78-80
South East	E07000086	Eastleigh	81
South East	E07000086	Eastleigh	82
South East	E07000086	Eastleigh	N
South East	E07000086	Eastleigh	84
South East	E07000086	Eastleigh	O
South East	E07000086	Eastleigh	85
South East	E07000086	Eastleigh	P
South East	E07000086	Eastleigh	86-87
South East	E07000086	Eastleigh	88
South East	E07000086	Eastleigh	Q
South East	E07000086	Eastleigh	90-93
South East	E07000086	Eastleigh	R

South East	E07000086	Eastleigh	94-95
South East	E07000086	Eastleigh	96
South East	E07000086	Eastleigh	S
South East	E07000086	Eastleigh	97-98
South East	E07000086	Eastleigh	T
South East	E07000086	Eastleigh	G-T
South East	E07000086	Eastleigh	Total
South East	E07000087	Fareham	1-9; 35-39
South East	E07000087	Fareham	ABDE
South East	E07000087	Fareham	10-15
South East	E07000087	Fareham	CA-CB
South East	E07000087	Fareham	16-23
South East	E07000087	Fareham	CC-CG
South East	E07000087	Fareham	24-30
South East	E07000087	Fareham	CH-CL
South East	E07000087	Fareham	31-33
South East	E07000087	Fareham	CM
South East	E07000087	Fareham	C
South East	E07000087	Fareham	A-E
South East	E07000087	Fareham	41
South East	E07000087	Fareham	42
South East	E07000087	Fareham	43
South East	E07000087	Fareham	F
South East	E07000087	Fareham	45
South East	E07000087	Fareham	46
South East	E07000087	Fareham	47
South East	E07000087	Fareham	G
South East	E07000087	Fareham	49-51
South East	E07000087	Fareham	52-53
South East	E07000087	Fareham	H
South East	E07000087	Fareham	55-56
South East	E07000087	Fareham	I
South East	E07000087	Fareham	58-63
South East	E07000087	Fareham	J
South East	E07000087	Fareham	64-66
South East	E07000087	Fareham	K
South East	E07000087	Fareham	68
South East	E07000087	Fareham	68IMP
South East	E07000087	Fareham	L
South East	E07000087	Fareham	69
South East	E07000087	Fareham	70
South East	E07000087	Fareham	71
South East	E07000087	Fareham	72-75
South East	E07000087	Fareham	M
South East	E07000087	Fareham	77
South East	E07000087	Fareham	78-80
South East	E07000087	Fareham	81
South East	E07000087	Fareham	82
South East	E07000087	Fareham	N
South East	E07000087	Fareham	84
South East	E07000087	Fareham	O
South East	E07000087	Fareham	85

South East	E07000087	Fareham	P
South East	E07000087	Fareham	86-87
South East	E07000087	Fareham	88
South East	E07000087	Fareham	Q
South East	E07000087	Fareham	90-93
South East	E07000087	Fareham	R
South East	E07000087	Fareham	94-95
South East	E07000087	Fareham	96
South East	E07000087	Fareham	S
South East	E07000087	Fareham	97-98
South East	E07000087	Fareham	T
South East	E07000087	Fareham	G-T
South East	E07000087	Fareham	Total
South East	E07000088	Gosport	1-9; 35-39
South East	E07000088	Gosport	ABDE
South East	E07000088	Gosport	10-15
South East	E07000088	Gosport	CA-CB
South East	E07000088	Gosport	16-23
South East	E07000088	Gosport	CC-CG
South East	E07000088	Gosport	24-30
South East	E07000088	Gosport	CH-CL
South East	E07000088	Gosport	31-33
South East	E07000088	Gosport	CM
South East	E07000088	Gosport	C
South East	E07000088	Gosport	A-E
South East	E07000088	Gosport	41
South East	E07000088	Gosport	42
South East	E07000088	Gosport	43
South East	E07000088	Gosport	F
South East	E07000088	Gosport	45
South East	E07000088	Gosport	46
South East	E07000088	Gosport	47
South East	E07000088	Gosport	G
South East	E07000088	Gosport	49-51
South East	E07000088	Gosport	52-53
South East	E07000088	Gosport	H
South East	E07000088	Gosport	55-56
South East	E07000088	Gosport	I
South East	E07000088	Gosport	58-63
South East	E07000088	Gosport	J
South East	E07000088	Gosport	64-66
South East	E07000088	Gosport	K
South East	E07000088	Gosport	68
South East	E07000088	Gosport	68IMP
South East	E07000088	Gosport	L
South East	E07000088	Gosport	69
South East	E07000088	Gosport	70
South East	E07000088	Gosport	71
South East	E07000088	Gosport	72-75
South East	E07000088	Gosport	M
South East	E07000088	Gosport	77
South East	E07000088	Gosport	78-80

South East	E07000088	Gosport	81
South East	E07000088	Gosport	82
South East	E07000088	Gosport	N
South East	E07000088	Gosport	84
South East	E07000088	Gosport	O
South East	E07000088	Gosport	85
South East	E07000088	Gosport	P
South East	E07000088	Gosport	86-87
South East	E07000088	Gosport	88
South East	E07000088	Gosport	Q
South East	E07000088	Gosport	90-93
South East	E07000088	Gosport	R
South East	E07000088	Gosport	94-95
South East	E07000088	Gosport	96
South East	E07000088	Gosport	S
South East	E07000088	Gosport	97-98
South East	E07000088	Gosport	T
South East	E07000088	Gosport	G-T
South East	E07000088	Gosport	Total
South East	E07000090	Havant	1-9; 35-39
South East	E07000090	Havant	ABDE
South East	E07000090	Havant	10-15
South East	E07000090	Havant	CA-CB
South East	E07000090	Havant	16-23
South East	E07000090	Havant	CC-CG
South East	E07000090	Havant	24-30
South East	E07000090	Havant	CH-CL
South East	E07000090	Havant	31-33
South East	E07000090	Havant	CM
South East	E07000090	Havant	C
South East	E07000090	Havant	A-E
South East	E07000090	Havant	41
South East	E07000090	Havant	42
South East	E07000090	Havant	43
South East	E07000090	Havant	F
South East	E07000090	Havant	45
South East	E07000090	Havant	46
South East	E07000090	Havant	47
South East	E07000090	Havant	G
South East	E07000090	Havant	49-51
South East	E07000090	Havant	52-53
South East	E07000090	Havant	H
South East	E07000090	Havant	55-56
South East	E07000090	Havant	I
South East	E07000090	Havant	58-63
South East	E07000090	Havant	J
South East	E07000090	Havant	64-66
South East	E07000090	Havant	K
South East	E07000090	Havant	68
South East	E07000090	Havant	68IMP
South East	E07000090	Havant	L
South East	E07000090	Havant	69

South East	E07000090	Havant	70
South East	E07000090	Havant	71
South East	E07000090	Havant	72-75
South East	E07000090	Havant	M
South East	E07000090	Havant	77
South East	E07000090	Havant	78-80
South East	E07000090	Havant	81
South East	E07000090	Havant	82
South East	E07000090	Havant	N
South East	E07000090	Havant	84
South East	E07000090	Havant	O
South East	E07000090	Havant	85
South East	E07000090	Havant	P
South East	E07000090	Havant	86-87
South East	E07000090	Havant	88
South East	E07000090	Havant	Q
South East	E07000090	Havant	90-93
South East	E07000090	Havant	R
South East	E07000090	Havant	94-95
South East	E07000090	Havant	96
South East	E07000090	Havant	S
South East	E07000090	Havant	97-98
South East	E07000090	Havant	T
South East	E07000090	Havant	G-T
South East	E07000090	Havant	Total
South East	E07000085	East Hampshire	1-9; 35-39
South East	E07000085	East Hampshire	ABDE
South East	E07000085	East Hampshire	10-15
South East	E07000085	East Hampshire	CA-CB
South East	E07000085	East Hampshire	16-23
South East	E07000085	East Hampshire	CC-CG
South East	E07000085	East Hampshire	24-30
South East	E07000085	East Hampshire	CH-CL
South East	E07000085	East Hampshire	31-33
South East	E07000085	East Hampshire	CM
South East	E07000085	East Hampshire	C
South East	E07000085	East Hampshire	A-E
South East	E07000085	East Hampshire	41
South East	E07000085	East Hampshire	42
South East	E07000085	East Hampshire	43
South East	E07000085	East Hampshire	F
South East	E07000085	East Hampshire	45
South East	E07000085	East Hampshire	46
South East	E07000085	East Hampshire	47
South East	E07000085	East Hampshire	G
South East	E07000085	East Hampshire	49-51
South East	E07000085	East Hampshire	52-53
South East	E07000085	East Hampshire	H
South East	E07000085	East Hampshire	55-56
South East	E07000085	East Hampshire	I
South East	E07000085	East Hampshire	58-63
South East	E07000085	East Hampshire	J

South East	E07000085	East Hampshire	64-66
South East	E07000085	East Hampshire	K
South East	E07000085	East Hampshire	68
South East	E07000085	East Hampshire	68IMP
South East	E07000085	East Hampshire	L
South East	E07000085	East Hampshire	69
South East	E07000085	East Hampshire	70
South East	E07000085	East Hampshire	71
South East	E07000085	East Hampshire	72-75
South East	E07000085	East Hampshire	M
South East	E07000085	East Hampshire	77
South East	E07000085	East Hampshire	78-80
South East	E07000085	East Hampshire	81
South East	E07000085	East Hampshire	82
South East	E07000085	East Hampshire	N
South East	E07000085	East Hampshire	84
South East	E07000085	East Hampshire	O
South East	E07000085	East Hampshire	85
South East	E07000085	East Hampshire	P
South East	E07000085	East Hampshire	86-87
South East	E07000085	East Hampshire	88
South East	E07000085	East Hampshire	Q
South East	E07000085	East Hampshire	90-93
South East	E07000085	East Hampshire	R
South East	E07000085	East Hampshire	94-95
South East	E07000085	East Hampshire	96
South East	E07000085	East Hampshire	S
South East	E07000085	East Hampshire	97-98
South East	E07000085	East Hampshire	T
South East	E07000085	East Hampshire	G-T
South East	E07000085	East Hampshire	Total
South East	E07000091	New Forest	1-9; 35-39
South East	E07000091	New Forest	ABDE
South East	E07000091	New Forest	10-15
South East	E07000091	New Forest	CA-CB
South East	E07000091	New Forest	16-23
South East	E07000091	New Forest	CC-CG
South East	E07000091	New Forest	24-30
South East	E07000091	New Forest	CH-CL
South East	E07000091	New Forest	31-33
South East	E07000091	New Forest	CM
South East	E07000091	New Forest	C
South East	E07000091	New Forest	A-E
South East	E07000091	New Forest	41
South East	E07000091	New Forest	42
South East	E07000091	New Forest	43
South East	E07000091	New Forest	F
South East	E07000091	New Forest	45
South East	E07000091	New Forest	46
South East	E07000091	New Forest	47
South East	E07000091	New Forest	G
South East	E07000091	New Forest	49-51

South East	E07000091	New Forest	52-53
South East	E07000091	New Forest	H
South East	E07000091	New Forest	55-56
South East	E07000091	New Forest	I
South East	E07000091	New Forest	58-63
South East	E07000091	New Forest	J
South East	E07000091	New Forest	64-66
South East	E07000091	New Forest	K
South East	E07000091	New Forest	68
South East	E07000091	New Forest	68IMP
South East	E07000091	New Forest	L
South East	E07000091	New Forest	69
South East	E07000091	New Forest	70
South East	E07000091	New Forest	71
South East	E07000091	New Forest	72-75
South East	E07000091	New Forest	M
South East	E07000091	New Forest	77
South East	E07000091	New Forest	78-80
South East	E07000091	New Forest	81
South East	E07000091	New Forest	82
South East	E07000091	New Forest	N
South East	E07000091	New Forest	84
South East	E07000091	New Forest	O
South East	E07000091	New Forest	85
South East	E07000091	New Forest	P
South East	E07000091	New Forest	86-87
South East	E07000091	New Forest	88
South East	E07000091	New Forest	Q
South East	E07000091	New Forest	90-93
South East	E07000091	New Forest	R
South East	E07000091	New Forest	94-95
South East	E07000091	New Forest	96
South East	E07000091	New Forest	S
South East	E07000091	New Forest	97-98
South East	E07000091	New Forest	T
South East	E07000091	New Forest	G-T
South East	E07000091	New Forest	Total
South East	E07000093	Test Valley	1-9; 35-39
South East	E07000093	Test Valley	ABDE
South East	E07000093	Test Valley	10-15
South East	E07000093	Test Valley	CA-CB
South East	E07000093	Test Valley	16-23
South East	E07000093	Test Valley	CC-CG
South East	E07000093	Test Valley	24-30
South East	E07000093	Test Valley	CH-CL
South East	E07000093	Test Valley	31-33
South East	E07000093	Test Valley	CM
South East	E07000093	Test Valley	C
South East	E07000093	Test Valley	A-E
South East	E07000093	Test Valley	41
South East	E07000093	Test Valley	42
South East	E07000093	Test Valley	43

South East	E07000093	Test Valley	F
South East	E07000093	Test Valley	45
South East	E07000093	Test Valley	46
South East	E07000093	Test Valley	47
South East	E07000093	Test Valley	G
South East	E07000093	Test Valley	49-51
South East	E07000093	Test Valley	52-53
South East	E07000093	Test Valley	H
South East	E07000093	Test Valley	55-56
South East	E07000093	Test Valley	I
South East	E07000093	Test Valley	58-63
South East	E07000093	Test Valley	J
South East	E07000093	Test Valley	64-66
South East	E07000093	Test Valley	K
South East	E07000093	Test Valley	68
South East	E07000093	Test Valley	68IMP
South East	E07000093	Test Valley	L
South East	E07000093	Test Valley	69
South East	E07000093	Test Valley	70
South East	E07000093	Test Valley	71
South East	E07000093	Test Valley	72-75
South East	E07000093	Test Valley	M
South East	E07000093	Test Valley	77
South East	E07000093	Test Valley	78-80
South East	E07000093	Test Valley	81
South East	E07000093	Test Valley	82
South East	E07000093	Test Valley	N
South East	E07000093	Test Valley	84
South East	E07000093	Test Valley	O
South East	E07000093	Test Valley	85
South East	E07000093	Test Valley	P
South East	E07000093	Test Valley	86-87
South East	E07000093	Test Valley	88
South East	E07000093	Test Valley	Q
South East	E07000093	Test Valley	90-93
South East	E07000093	Test Valley	R
South East	E07000093	Test Valley	94-95
South East	E07000093	Test Valley	96
South East	E07000093	Test Valley	S
South East	E07000093	Test Valley	97-98
South East	E07000093	Test Valley	T
South East	E07000093	Test Valley	G-T
South East	E07000093	Test Valley	Total
South East	E07000094	Winchester	1-9; 35-39
South East	E07000094	Winchester	ABDE
South East	E07000094	Winchester	10-15
South East	E07000094	Winchester	CA-CB
South East	E07000094	Winchester	16-23
South East	E07000094	Winchester	CC-CG
South East	E07000094	Winchester	24-30
South East	E07000094	Winchester	CH-CL
South East	E07000094	Winchester	31-33

South East	E07000094	Winchester	CM
South East	E07000094	Winchester	C
South East	E07000094	Winchester	A-E
South East	E07000094	Winchester	41
South East	E07000094	Winchester	42
South East	E07000094	Winchester	43
South East	E07000094	Winchester	F
South East	E07000094	Winchester	45
South East	E07000094	Winchester	46
South East	E07000094	Winchester	47
South East	E07000094	Winchester	G
South East	E07000094	Winchester	49-51
South East	E07000094	Winchester	52-53
South East	E07000094	Winchester	H
South East	E07000094	Winchester	55-56
South East	E07000094	Winchester	I
South East	E07000094	Winchester	58-63
South East	E07000094	Winchester	J
South East	E07000094	Winchester	64-66
South East	E07000094	Winchester	K
South East	E07000094	Winchester	68
South East	E07000094	Winchester	68IMP
South East	E07000094	Winchester	L
South East	E07000094	Winchester	69
South East	E07000094	Winchester	70
South East	E07000094	Winchester	71
South East	E07000094	Winchester	72-75
South East	E07000094	Winchester	M
South East	E07000094	Winchester	77
South East	E07000094	Winchester	78-80
South East	E07000094	Winchester	81
South East	E07000094	Winchester	82
South East	E07000094	Winchester	N
South East	E07000094	Winchester	84
South East	E07000094	Winchester	O
South East	E07000094	Winchester	85
South East	E07000094	Winchester	P
South East	E07000094	Winchester	86-87
South East	E07000094	Winchester	88
South East	E07000094	Winchester	Q
South East	E07000094	Winchester	90-93
South East	E07000094	Winchester	R
South East	E07000094	Winchester	94-95
South East	E07000094	Winchester	96
South East	E07000094	Winchester	S
South East	E07000094	Winchester	97-98
South East	E07000094	Winchester	T
South East	E07000094	Winchester	G-T
South East	E07000094	Winchester	Total
South East	E07000084	Basingstoke and Deane	1-9; 35-39
South East	E07000084	Basingstoke and Deane	ABDE
South East	E07000084	Basingstoke and Deane	10-15

South East	E07000084	Basingstoke and Deane	CA-CB
South East	E07000084	Basingstoke and Deane	16-23
South East	E07000084	Basingstoke and Deane	CC-CG
South East	E07000084	Basingstoke and Deane	24-30
South East	E07000084	Basingstoke and Deane	CH-CL
South East	E07000084	Basingstoke and Deane	31-33
South East	E07000084	Basingstoke and Deane	CM
South East	E07000084	Basingstoke and Deane	C
South East	E07000084	Basingstoke and Deane	A-E
South East	E07000084	Basingstoke and Deane	41
South East	E07000084	Basingstoke and Deane	42
South East	E07000084	Basingstoke and Deane	43
South East	E07000084	Basingstoke and Deane	F
South East	E07000084	Basingstoke and Deane	45
South East	E07000084	Basingstoke and Deane	46
South East	E07000084	Basingstoke and Deane	47
South East	E07000084	Basingstoke and Deane	G
South East	E07000084	Basingstoke and Deane	49-51
South East	E07000084	Basingstoke and Deane	52-53
South East	E07000084	Basingstoke and Deane	H
South East	E07000084	Basingstoke and Deane	55-56
South East	E07000084	Basingstoke and Deane	I
South East	E07000084	Basingstoke and Deane	58-63
South East	E07000084	Basingstoke and Deane	J
South East	E07000084	Basingstoke and Deane	64-66
South East	E07000084	Basingstoke and Deane	K
South East	E07000084	Basingstoke and Deane	68
South East	E07000084	Basingstoke and Deane	68IMP
South East	E07000084	Basingstoke and Deane	L
South East	E07000084	Basingstoke and Deane	69
South East	E07000084	Basingstoke and Deane	70
South East	E07000084	Basingstoke and Deane	71
South East	E07000084	Basingstoke and Deane	72-75
South East	E07000084	Basingstoke and Deane	M
South East	E07000084	Basingstoke and Deane	77
South East	E07000084	Basingstoke and Deane	78-80
South East	E07000084	Basingstoke and Deane	81
South East	E07000084	Basingstoke and Deane	82
South East	E07000084	Basingstoke and Deane	N
South East	E07000084	Basingstoke and Deane	84
South East	E07000084	Basingstoke and Deane	O
South East	E07000084	Basingstoke and Deane	85
South East	E07000084	Basingstoke and Deane	P
South East	E07000084	Basingstoke and Deane	86-87
South East	E07000084	Basingstoke and Deane	88
South East	E07000084	Basingstoke and Deane	Q
South East	E07000084	Basingstoke and Deane	90-93
South East	E07000084	Basingstoke and Deane	R
South East	E07000084	Basingstoke and Deane	94-95
South East	E07000084	Basingstoke and Deane	96
South East	E07000084	Basingstoke and Deane	S
South East	E07000084	Basingstoke and Deane	97-98

South East	E07000084	Basingstoke and Deane	T
South East	E07000084	Basingstoke and Deane	G-T
South East	E07000084	Basingstoke and Deane	Total
South East	E07000089	Hart	1-9; 35-39
South East	E07000089	Hart	ABDE
South East	E07000089	Hart	10-15
South East	E07000089	Hart	CA-CB
South East	E07000089	Hart	16-23
South East	E07000089	Hart	CC-CG
South East	E07000089	Hart	24-30
South East	E07000089	Hart	CH-CL
South East	E07000089	Hart	31-33
South East	E07000089	Hart	CM
South East	E07000089	Hart	C
South East	E07000089	Hart	A-E
South East	E07000089	Hart	41
South East	E07000089	Hart	42
South East	E07000089	Hart	43
South East	E07000089	Hart	F
South East	E07000089	Hart	45
South East	E07000089	Hart	46
South East	E07000089	Hart	47
South East	E07000089	Hart	G
South East	E07000089	Hart	49-51
South East	E07000089	Hart	52-53
South East	E07000089	Hart	H
South East	E07000089	Hart	55-56
South East	E07000089	Hart	I
South East	E07000089	Hart	58-63
South East	E07000089	Hart	J
South East	E07000089	Hart	64-66
South East	E07000089	Hart	K
South East	E07000089	Hart	68
South East	E07000089	Hart	68IMP
South East	E07000089	Hart	L
South East	E07000089	Hart	69
South East	E07000089	Hart	70
South East	E07000089	Hart	71
South East	E07000089	Hart	72-75
South East	E07000089	Hart	M
South East	E07000089	Hart	77
South East	E07000089	Hart	78-80
South East	E07000089	Hart	81
South East	E07000089	Hart	82
South East	E07000089	Hart	N
South East	E07000089	Hart	84
South East	E07000089	Hart	O
South East	E07000089	Hart	85
South East	E07000089	Hart	P
South East	E07000089	Hart	86-87
South East	E07000089	Hart	88
South East	E07000089	Hart	Q

South East	E07000089	Hart	90-93
South East	E07000089	Hart	R
South East	E07000089	Hart	94-95
South East	E07000089	Hart	96
South East	E07000089	Hart	S
South East	E07000089	Hart	97-98
South East	E07000089	Hart	T
South East	E07000089	Hart	G-T
South East	E07000089	Hart	Total
South East	E07000092	Rushmoor	1-9; 35-39
South East	E07000092	Rushmoor	ABDE
South East	E07000092	Rushmoor	10-15
South East	E07000092	Rushmoor	CA-CB
South East	E07000092	Rushmoor	16-23
South East	E07000092	Rushmoor	CC-CG
South East	E07000092	Rushmoor	24-30
South East	E07000092	Rushmoor	CH-CL
South East	E07000092	Rushmoor	31-33
South East	E07000092	Rushmoor	CM
South East	E07000092	Rushmoor	C
South East	E07000092	Rushmoor	A-E
South East	E07000092	Rushmoor	41
South East	E07000092	Rushmoor	42
South East	E07000092	Rushmoor	43
South East	E07000092	Rushmoor	F
South East	E07000092	Rushmoor	45
South East	E07000092	Rushmoor	46
South East	E07000092	Rushmoor	47
South East	E07000092	Rushmoor	G
South East	E07000092	Rushmoor	49-51
South East	E07000092	Rushmoor	52-53
South East	E07000092	Rushmoor	H
South East	E07000092	Rushmoor	55-56
South East	E07000092	Rushmoor	I
South East	E07000092	Rushmoor	58-63
South East	E07000092	Rushmoor	J
South East	E07000092	Rushmoor	64-66
South East	E07000092	Rushmoor	K
South East	E07000092	Rushmoor	68
South East	E07000092	Rushmoor	68IMP
South East	E07000092	Rushmoor	L
South East	E07000092	Rushmoor	69
South East	E07000092	Rushmoor	70
South East	E07000092	Rushmoor	71
South East	E07000092	Rushmoor	72-75
South East	E07000092	Rushmoor	M
South East	E07000092	Rushmoor	77
South East	E07000092	Rushmoor	78-80
South East	E07000092	Rushmoor	81
South East	E07000092	Rushmoor	82
South East	E07000092	Rushmoor	N
South East	E07000092	Rushmoor	84

South East	E07000092	Rushmoor	O
South East	E07000092	Rushmoor	85
South East	E07000092	Rushmoor	P
South East	E07000092	Rushmoor	86-87
South East	E07000092	Rushmoor	88
South East	E07000092	Rushmoor	Q
South East	E07000092	Rushmoor	90-93
South East	E07000092	Rushmoor	R
South East	E07000092	Rushmoor	94-95
South East	E07000092	Rushmoor	96
South East	E07000092	Rushmoor	S
South East	E07000092	Rushmoor	97-98
South East	E07000092	Rushmoor	T
South East	E07000092	Rushmoor	G-T
South East	E07000092	Rushmoor	Total
South East	E06000035	Medway	1-9; 35-39
South East	E06000035	Medway	ABDE
South East	E06000035	Medway	10-15
South East	E06000035	Medway	CA-CB
South East	E06000035	Medway	16-23
South East	E06000035	Medway	CC-CG
South East	E06000035	Medway	24-30
South East	E06000035	Medway	CH-CL
South East	E06000035	Medway	31-33
South East	E06000035	Medway	CM
South East	E06000035	Medway	C
South East	E06000035	Medway	A-E
South East	E06000035	Medway	41
South East	E06000035	Medway	42
South East	E06000035	Medway	43
South East	E06000035	Medway	F
South East	E06000035	Medway	45
South East	E06000035	Medway	46
South East	E06000035	Medway	47
South East	E06000035	Medway	G
South East	E06000035	Medway	49-51
South East	E06000035	Medway	52-53
South East	E06000035	Medway	H
South East	E06000035	Medway	55-56
South East	E06000035	Medway	I
South East	E06000035	Medway	58-63
South East	E06000035	Medway	J
South East	E06000035	Medway	64-66
South East	E06000035	Medway	K
South East	E06000035	Medway	68
South East	E06000035	Medway	68IMP
South East	E06000035	Medway	L
South East	E06000035	Medway	69
South East	E06000035	Medway	70
South East	E06000035	Medway	71
South East	E06000035	Medway	72-75
South East	E06000035	Medway	M

South East	E06000035	Medway	77
South East	E06000035	Medway	78-80
South East	E06000035	Medway	81
South East	E06000035	Medway	82
South East	E06000035	Medway	N
South East	E06000035	Medway	84
South East	E06000035	Medway	O
South East	E06000035	Medway	85
South East	E06000035	Medway	P
South East	E06000035	Medway	86-87
South East	E06000035	Medway	88
South East	E06000035	Medway	Q
South East	E06000035	Medway	90-93
South East	E06000035	Medway	R
South East	E06000035	Medway	94-95
South East	E06000035	Medway	96
South East	E06000035	Medway	S
South East	E06000035	Medway	97-98
South East	E06000035	Medway	T
South East	E06000035	Medway	G-T
South East	E06000035	Medway	Total
South East	E07000107	Dartford	1-9; 35-39
South East	E07000107	Dartford	ABDE
South East	E07000107	Dartford	10-15
South East	E07000107	Dartford	CA-CB
South East	E07000107	Dartford	16-23
South East	E07000107	Dartford	CC-CG
South East	E07000107	Dartford	24-30
South East	E07000107	Dartford	CH-CL
South East	E07000107	Dartford	31-33
South East	E07000107	Dartford	CM
South East	E07000107	Dartford	C
South East	E07000107	Dartford	A-E
South East	E07000107	Dartford	41
South East	E07000107	Dartford	42
South East	E07000107	Dartford	43
South East	E07000107	Dartford	F
South East	E07000107	Dartford	45
South East	E07000107	Dartford	46
South East	E07000107	Dartford	47
South East	E07000107	Dartford	G
South East	E07000107	Dartford	49-51
South East	E07000107	Dartford	52-53
South East	E07000107	Dartford	H
South East	E07000107	Dartford	55-56
South East	E07000107	Dartford	I
South East	E07000107	Dartford	58-63
South East	E07000107	Dartford	J
South East	E07000107	Dartford	64-66
South East	E07000107	Dartford	K
South East	E07000107	Dartford	68
South East	E07000107	Dartford	68IMP

South East	E07000107	Dartford	L
South East	E07000107	Dartford	69
South East	E07000107	Dartford	70
South East	E07000107	Dartford	71
South East	E07000107	Dartford	72-75
South East	E07000107	Dartford	M
South East	E07000107	Dartford	77
South East	E07000107	Dartford	78-80
South East	E07000107	Dartford	81
South East	E07000107	Dartford	82
South East	E07000107	Dartford	N
South East	E07000107	Dartford	84
South East	E07000107	Dartford	O
South East	E07000107	Dartford	85
South East	E07000107	Dartford	P
South East	E07000107	Dartford	86-87
South East	E07000107	Dartford	88
South East	E07000107	Dartford	Q
South East	E07000107	Dartford	90-93
South East	E07000107	Dartford	R
South East	E07000107	Dartford	94-95
South East	E07000107	Dartford	96
South East	E07000107	Dartford	S
South East	E07000107	Dartford	97-98
South East	E07000107	Dartford	T
South East	E07000107	Dartford	G-T
South East	E07000107	Dartford	Total
South East	E07000109	Gravesham	1-9; 35-39
South East	E07000109	Gravesham	ABDE
South East	E07000109	Gravesham	10-15
South East	E07000109	Gravesham	CA-CB
South East	E07000109	Gravesham	16-23
South East	E07000109	Gravesham	CC-CG
South East	E07000109	Gravesham	24-30
South East	E07000109	Gravesham	CH-CL
South East	E07000109	Gravesham	31-33
South East	E07000109	Gravesham	CM
South East	E07000109	Gravesham	C
South East	E07000109	Gravesham	A-E
South East	E07000109	Gravesham	41
South East	E07000109	Gravesham	42
South East	E07000109	Gravesham	43
South East	E07000109	Gravesham	F
South East	E07000109	Gravesham	45
South East	E07000109	Gravesham	46
South East	E07000109	Gravesham	47
South East	E07000109	Gravesham	G
South East	E07000109	Gravesham	49-51
South East	E07000109	Gravesham	52-53
South East	E07000109	Gravesham	H
South East	E07000109	Gravesham	55-56
South East	E07000109	Gravesham	I

South East	E07000109	Gravesham	58-63
South East	E07000109	Gravesham	J
South East	E07000109	Gravesham	64-66
South East	E07000109	Gravesham	K
South East	E07000109	Gravesham	68
South East	E07000109	Gravesham	68IMP
South East	E07000109	Gravesham	L
South East	E07000109	Gravesham	69
South East	E07000109	Gravesham	70
South East	E07000109	Gravesham	71
South East	E07000109	Gravesham	72-75
South East	E07000109	Gravesham	M
South East	E07000109	Gravesham	77
South East	E07000109	Gravesham	78-80
South East	E07000109	Gravesham	81
South East	E07000109	Gravesham	82
South East	E07000109	Gravesham	N
South East	E07000109	Gravesham	84
South East	E07000109	Gravesham	O
South East	E07000109	Gravesham	85
South East	E07000109	Gravesham	P
South East	E07000109	Gravesham	86-87
South East	E07000109	Gravesham	88
South East	E07000109	Gravesham	Q
South East	E07000109	Gravesham	90-93
South East	E07000109	Gravesham	R
South East	E07000109	Gravesham	94-95
South East	E07000109	Gravesham	96
South East	E07000109	Gravesham	S
South East	E07000109	Gravesham	97-98
South East	E07000109	Gravesham	T
South East	E07000109	Gravesham	G-T
South East	E07000109	Gravesham	Total
South East	E07000113	Swale	1-9; 35-39
South East	E07000113	Swale	ABDE
South East	E07000113	Swale	10-15
South East	E07000113	Swale	CA-CB
South East	E07000113	Swale	16-23
South East	E07000113	Swale	CC-CG
South East	E07000113	Swale	24-30
South East	E07000113	Swale	CH-CL
South East	E07000113	Swale	31-33
South East	E07000113	Swale	CM
South East	E07000113	Swale	C
South East	E07000113	Swale	A-E
South East	E07000113	Swale	41
South East	E07000113	Swale	42
South East	E07000113	Swale	43
South East	E07000113	Swale	F
South East	E07000113	Swale	45
South East	E07000113	Swale	46
South East	E07000113	Swale	47

South East	E07000113	Swale	G
South East	E07000113	Swale	49-51
South East	E07000113	Swale	52-53
South East	E07000113	Swale	H
South East	E07000113	Swale	55-56
South East	E07000113	Swale	I
South East	E07000113	Swale	58-63
South East	E07000113	Swale	J
South East	E07000113	Swale	64-66
South East	E07000113	Swale	K
South East	E07000113	Swale	68
South East	E07000113	Swale	68IMP
South East	E07000113	Swale	L
South East	E07000113	Swale	69
South East	E07000113	Swale	70
South East	E07000113	Swale	71
South East	E07000113	Swale	72-75
South East	E07000113	Swale	M
South East	E07000113	Swale	77
South East	E07000113	Swale	78-80
South East	E07000113	Swale	81
South East	E07000113	Swale	82
South East	E07000113	Swale	N
South East	E07000113	Swale	84
South East	E07000113	Swale	O
South East	E07000113	Swale	85
South East	E07000113	Swale	P
South East	E07000113	Swale	86-87
South East	E07000113	Swale	88
South East	E07000113	Swale	Q
South East	E07000113	Swale	90-93
South East	E07000113	Swale	R
South East	E07000113	Swale	94-95
South East	E07000113	Swale	96
South East	E07000113	Swale	S
South East	E07000113	Swale	97-98
South East	E07000113	Swale	T
South East	E07000113	Swale	G-T
South East	E07000113	Swale	Total
South East	E07000106	Canterbury	1-9; 35-39
South East	E07000106	Canterbury	ABDE
South East	E07000106	Canterbury	10-15
South East	E07000106	Canterbury	CA-CB
South East	E07000106	Canterbury	16-23
South East	E07000106	Canterbury	CC-CG
South East	E07000106	Canterbury	24-30
South East	E07000106	Canterbury	CH-CL
South East	E07000106	Canterbury	31-33
South East	E07000106	Canterbury	CM
South East	E07000106	Canterbury	C
South East	E07000106	Canterbury	A-E
South East	E07000106	Canterbury	41

South East	E07000106	Canterbury	42
South East	E07000106	Canterbury	43
South East	E07000106	Canterbury	F
South East	E07000106	Canterbury	45
South East	E07000106	Canterbury	46
South East	E07000106	Canterbury	47
South East	E07000106	Canterbury	G
South East	E07000106	Canterbury	49-51
South East	E07000106	Canterbury	52-53
South East	E07000106	Canterbury	H
South East	E07000106	Canterbury	55-56
South East	E07000106	Canterbury	I
South East	E07000106	Canterbury	58-63
South East	E07000106	Canterbury	J
South East	E07000106	Canterbury	64-66
South East	E07000106	Canterbury	K
South East	E07000106	Canterbury	68
South East	E07000106	Canterbury	68IMP
South East	E07000106	Canterbury	L
South East	E07000106	Canterbury	69
South East	E07000106	Canterbury	70
South East	E07000106	Canterbury	71
South East	E07000106	Canterbury	72-75
South East	E07000106	Canterbury	M
South East	E07000106	Canterbury	77
South East	E07000106	Canterbury	78-80
South East	E07000106	Canterbury	81
South East	E07000106	Canterbury	82
South East	E07000106	Canterbury	N
South East	E07000106	Canterbury	84
South East	E07000106	Canterbury	O
South East	E07000106	Canterbury	85
South East	E07000106	Canterbury	P
South East	E07000106	Canterbury	86-87
South East	E07000106	Canterbury	88
South East	E07000106	Canterbury	Q
South East	E07000106	Canterbury	90-93
South East	E07000106	Canterbury	R
South East	E07000106	Canterbury	94-95
South East	E07000106	Canterbury	96
South East	E07000106	Canterbury	S
South East	E07000106	Canterbury	97-98
South East	E07000106	Canterbury	T
South East	E07000106	Canterbury	G-T
South East	E07000106	Canterbury	Total
South East	E07000108	Dover	1-9; 35-39
South East	E07000108	Dover	ABDE
South East	E07000108	Dover	10-15
South East	E07000108	Dover	CA-CB
South East	E07000108	Dover	16-23
South East	E07000108	Dover	CC-CG
South East	E07000108	Dover	24-30

South East	E07000108	Dover	CH-CL
South East	E07000108	Dover	31-33
South East	E07000108	Dover	CM
South East	E07000108	Dover	C
South East	E07000108	Dover	A-E
South East	E07000108	Dover	41
South East	E07000108	Dover	42
South East	E07000108	Dover	43
South East	E07000108	Dover	F
South East	E07000108	Dover	45
South East	E07000108	Dover	46
South East	E07000108	Dover	47
South East	E07000108	Dover	G
South East	E07000108	Dover	49-51
South East	E07000108	Dover	52-53
South East	E07000108	Dover	H
South East	E07000108	Dover	55-56
South East	E07000108	Dover	I
South East	E07000108	Dover	58-63
South East	E07000108	Dover	J
South East	E07000108	Dover	64-66
South East	E07000108	Dover	K
South East	E07000108	Dover	68
South East	E07000108	Dover	68IMP
South East	E07000108	Dover	L
South East	E07000108	Dover	69
South East	E07000108	Dover	70
South East	E07000108	Dover	71
South East	E07000108	Dover	72-75
South East	E07000108	Dover	M
South East	E07000108	Dover	77
South East	E07000108	Dover	78-80
South East	E07000108	Dover	81
South East	E07000108	Dover	82
South East	E07000108	Dover	N
South East	E07000108	Dover	84
South East	E07000108	Dover	O
South East	E07000108	Dover	85
South East	E07000108	Dover	P
South East	E07000108	Dover	86-87
South East	E07000108	Dover	88
South East	E07000108	Dover	Q
South East	E07000108	Dover	90-93
South East	E07000108	Dover	R
South East	E07000108	Dover	94-95
South East	E07000108	Dover	96
South East	E07000108	Dover	S
South East	E07000108	Dover	97-98
South East	E07000108	Dover	T
South East	E07000108	Dover	G-T
South East	E07000108	Dover	Total
South East	E07000112	Folkestone and Hythe	1-9; 35-39

South East	E07000112	Folkestone and Hythe	ABDE
South East	E07000112	Folkestone and Hythe	10-15
South East	E07000112	Folkestone and Hythe	CA-CB
South East	E07000112	Folkestone and Hythe	16-23
South East	E07000112	Folkestone and Hythe	CC-CG
South East	E07000112	Folkestone and Hythe	24-30
South East	E07000112	Folkestone and Hythe	CH-CL
South East	E07000112	Folkestone and Hythe	31-33
South East	E07000112	Folkestone and Hythe	CM
South East	E07000112	Folkestone and Hythe	C
South East	E07000112	Folkestone and Hythe	A-E
South East	E07000112	Folkestone and Hythe	41
South East	E07000112	Folkestone and Hythe	42
South East	E07000112	Folkestone and Hythe	43
South East	E07000112	Folkestone and Hythe	F
South East	E07000112	Folkestone and Hythe	45
South East	E07000112	Folkestone and Hythe	46
South East	E07000112	Folkestone and Hythe	47
South East	E07000112	Folkestone and Hythe	G
South East	E07000112	Folkestone and Hythe	49-51
South East	E07000112	Folkestone and Hythe	52-53
South East	E07000112	Folkestone and Hythe	H
South East	E07000112	Folkestone and Hythe	55-56
South East	E07000112	Folkestone and Hythe	I
South East	E07000112	Folkestone and Hythe	58-63
South East	E07000112	Folkestone and Hythe	J
South East	E07000112	Folkestone and Hythe	64-66
South East	E07000112	Folkestone and Hythe	K
South East	E07000112	Folkestone and Hythe	68
South East	E07000112	Folkestone and Hythe	68IMP
South East	E07000112	Folkestone and Hythe	L
South East	E07000112	Folkestone and Hythe	69
South East	E07000112	Folkestone and Hythe	70
South East	E07000112	Folkestone and Hythe	71
South East	E07000112	Folkestone and Hythe	72-75
South East	E07000112	Folkestone and Hythe	M
South East	E07000112	Folkestone and Hythe	77
South East	E07000112	Folkestone and Hythe	78-80
South East	E07000112	Folkestone and Hythe	81
South East	E07000112	Folkestone and Hythe	82
South East	E07000112	Folkestone and Hythe	N
South East	E07000112	Folkestone and Hythe	84
South East	E07000112	Folkestone and Hythe	O
South East	E07000112	Folkestone and Hythe	85
South East	E07000112	Folkestone and Hythe	P
South East	E07000112	Folkestone and Hythe	86-87
South East	E07000112	Folkestone and Hythe	88
South East	E07000112	Folkestone and Hythe	Q
South East	E07000112	Folkestone and Hythe	90-93
South East	E07000112	Folkestone and Hythe	R
South East	E07000112	Folkestone and Hythe	94-95
South East	E07000112	Folkestone and Hythe	96

South East	E07000112	Folkestone and Hythe	S
South East	E07000112	Folkestone and Hythe	97-98
South East	E07000112	Folkestone and Hythe	T
South East	E07000112	Folkestone and Hythe	G-T
South East	E07000112	Folkestone and Hythe	Total
South East	E07000114	Thanet	1-9; 35-39
South East	E07000114	Thanet	ABDE
South East	E07000114	Thanet	10-15
South East	E07000114	Thanet	CA-CB
South East	E07000114	Thanet	16-23
South East	E07000114	Thanet	CC-CG
South East	E07000114	Thanet	24-30
South East	E07000114	Thanet	CH-CL
South East	E07000114	Thanet	31-33
South East	E07000114	Thanet	CM
South East	E07000114	Thanet	C
South East	E07000114	Thanet	A-E
South East	E07000114	Thanet	41
South East	E07000114	Thanet	42
South East	E07000114	Thanet	43
South East	E07000114	Thanet	F
South East	E07000114	Thanet	45
South East	E07000114	Thanet	46
South East	E07000114	Thanet	47
South East	E07000114	Thanet	G
South East	E07000114	Thanet	49-51
South East	E07000114	Thanet	52-53
South East	E07000114	Thanet	H
South East	E07000114	Thanet	55-56
South East	E07000114	Thanet	I
South East	E07000114	Thanet	58-63
South East	E07000114	Thanet	J
South East	E07000114	Thanet	64-66
South East	E07000114	Thanet	K
South East	E07000114	Thanet	68
South East	E07000114	Thanet	68IMP
South East	E07000114	Thanet	L
South East	E07000114	Thanet	69
South East	E07000114	Thanet	70
South East	E07000114	Thanet	71
South East	E07000114	Thanet	72-75
South East	E07000114	Thanet	M
South East	E07000114	Thanet	77
South East	E07000114	Thanet	78-80
South East	E07000114	Thanet	81
South East	E07000114	Thanet	82
South East	E07000114	Thanet	N
South East	E07000114	Thanet	84
South East	E07000114	Thanet	O
South East	E07000114	Thanet	85
South East	E07000114	Thanet	P
South East	E07000114	Thanet	86-87

South East	E07000114	Thanet	88
South East	E07000114	Thanet	Q
South East	E07000114	Thanet	90-93
South East	E07000114	Thanet	R
South East	E07000114	Thanet	94-95
South East	E07000114	Thanet	96
South East	E07000114	Thanet	S
South East	E07000114	Thanet	97-98
South East	E07000114	Thanet	T
South East	E07000114	Thanet	G-T
South East	E07000114	Thanet	Total
South East	E07000105	Ashford	1-9; 35-39
South East	E07000105	Ashford	ABDE
South East	E07000105	Ashford	10-15
South East	E07000105	Ashford	CA-CB
South East	E07000105	Ashford	16-23
South East	E07000105	Ashford	CC-CG
South East	E07000105	Ashford	24-30
South East	E07000105	Ashford	CH-CL
South East	E07000105	Ashford	31-33
South East	E07000105	Ashford	CM
South East	E07000105	Ashford	C
South East	E07000105	Ashford	A-E
South East	E07000105	Ashford	41
South East	E07000105	Ashford	42
South East	E07000105	Ashford	43
South East	E07000105	Ashford	F
South East	E07000105	Ashford	45
South East	E07000105	Ashford	46
South East	E07000105	Ashford	47
South East	E07000105	Ashford	G
South East	E07000105	Ashford	49-51
South East	E07000105	Ashford	52-53
South East	E07000105	Ashford	H
South East	E07000105	Ashford	55-56
South East	E07000105	Ashford	I
South East	E07000105	Ashford	58-63
South East	E07000105	Ashford	J
South East	E07000105	Ashford	64-66
South East	E07000105	Ashford	K
South East	E07000105	Ashford	68
South East	E07000105	Ashford	68IMP
South East	E07000105	Ashford	L
South East	E07000105	Ashford	69
South East	E07000105	Ashford	70
South East	E07000105	Ashford	71
South East	E07000105	Ashford	72-75
South East	E07000105	Ashford	M
South East	E07000105	Ashford	77
South East	E07000105	Ashford	78-80
South East	E07000105	Ashford	81
South East	E07000105	Ashford	82

South East	E07000105	Ashford	N
South East	E07000105	Ashford	84
South East	E07000105	Ashford	O
South East	E07000105	Ashford	85
South East	E07000105	Ashford	P
South East	E07000105	Ashford	86-87
South East	E07000105	Ashford	88
South East	E07000105	Ashford	Q
South East	E07000105	Ashford	90-93
South East	E07000105	Ashford	R
South East	E07000105	Ashford	94-95
South East	E07000105	Ashford	96
South East	E07000105	Ashford	S
South East	E07000105	Ashford	97-98
South East	E07000105	Ashford	T
South East	E07000105	Ashford	G-T
South East	E07000105	Ashford	Total
South East	E07000110	Maidstone	1-9; 35-39
South East	E07000110	Maidstone	ABDE
South East	E07000110	Maidstone	10-15
South East	E07000110	Maidstone	CA-CB
South East	E07000110	Maidstone	16-23
South East	E07000110	Maidstone	CC-CG
South East	E07000110	Maidstone	24-30
South East	E07000110	Maidstone	CH-CL
South East	E07000110	Maidstone	31-33
South East	E07000110	Maidstone	CM
South East	E07000110	Maidstone	C
South East	E07000110	Maidstone	A-E
South East	E07000110	Maidstone	41
South East	E07000110	Maidstone	42
South East	E07000110	Maidstone	43
South East	E07000110	Maidstone	F
South East	E07000110	Maidstone	45
South East	E07000110	Maidstone	46
South East	E07000110	Maidstone	47
South East	E07000110	Maidstone	G
South East	E07000110	Maidstone	49-51
South East	E07000110	Maidstone	52-53
South East	E07000110	Maidstone	H
South East	E07000110	Maidstone	55-56
South East	E07000110	Maidstone	I
South East	E07000110	Maidstone	58-63
South East	E07000110	Maidstone	J
South East	E07000110	Maidstone	64-66
South East	E07000110	Maidstone	K
South East	E07000110	Maidstone	68
South East	E07000110	Maidstone	68IMP
South East	E07000110	Maidstone	L
South East	E07000110	Maidstone	69
South East	E07000110	Maidstone	70
South East	E07000110	Maidstone	71

South East	E07000110	Maidstone	72-75
South East	E07000110	Maidstone	M
South East	E07000110	Maidstone	77
South East	E07000110	Maidstone	78-80
South East	E07000110	Maidstone	81
South East	E07000110	Maidstone	82
South East	E07000110	Maidstone	N
South East	E07000110	Maidstone	84
South East	E07000110	Maidstone	O
South East	E07000110	Maidstone	85
South East	E07000110	Maidstone	P
South East	E07000110	Maidstone	86-87
South East	E07000110	Maidstone	88
South East	E07000110	Maidstone	Q
South East	E07000110	Maidstone	90-93
South East	E07000110	Maidstone	R
South East	E07000110	Maidstone	94-95
South East	E07000110	Maidstone	96
South East	E07000110	Maidstone	S
South East	E07000110	Maidstone	97-98
South East	E07000110	Maidstone	T
South East	E07000110	Maidstone	G-T
South East	E07000110	Maidstone	Total
South East	E07000111	Sevenoaks	1-9; 35-39
South East	E07000111	Sevenoaks	ABDE
South East	E07000111	Sevenoaks	10-15
South East	E07000111	Sevenoaks	CA-CB
South East	E07000111	Sevenoaks	16-23
South East	E07000111	Sevenoaks	CC-CG
South East	E07000111	Sevenoaks	24-30
South East	E07000111	Sevenoaks	CH-CL
South East	E07000111	Sevenoaks	31-33
South East	E07000111	Sevenoaks	CM
South East	E07000111	Sevenoaks	C
South East	E07000111	Sevenoaks	A-E
South East	E07000111	Sevenoaks	41
South East	E07000111	Sevenoaks	42
South East	E07000111	Sevenoaks	43
South East	E07000111	Sevenoaks	F
South East	E07000111	Sevenoaks	45
South East	E07000111	Sevenoaks	46
South East	E07000111	Sevenoaks	47
South East	E07000111	Sevenoaks	G
South East	E07000111	Sevenoaks	49-51
South East	E07000111	Sevenoaks	52-53
South East	E07000111	Sevenoaks	H
South East	E07000111	Sevenoaks	55-56
South East	E07000111	Sevenoaks	I
South East	E07000111	Sevenoaks	58-63
South East	E07000111	Sevenoaks	J
South East	E07000111	Sevenoaks	64-66
South East	E07000111	Sevenoaks	K

South East	E07000111	Sevenoaks	68
South East	E07000111	Sevenoaks	68IMP
South East	E07000111	Sevenoaks	L
South East	E07000111	Sevenoaks	69
South East	E07000111	Sevenoaks	70
South East	E07000111	Sevenoaks	71
South East	E07000111	Sevenoaks	72-75
South East	E07000111	Sevenoaks	M
South East	E07000111	Sevenoaks	77
South East	E07000111	Sevenoaks	78-80
South East	E07000111	Sevenoaks	81
South East	E07000111	Sevenoaks	82
South East	E07000111	Sevenoaks	N
South East	E07000111	Sevenoaks	84
South East	E07000111	Sevenoaks	O
South East	E07000111	Sevenoaks	85
South East	E07000111	Sevenoaks	P
South East	E07000111	Sevenoaks	86-87
South East	E07000111	Sevenoaks	88
South East	E07000111	Sevenoaks	Q
South East	E07000111	Sevenoaks	90-93
South East	E07000111	Sevenoaks	R
South East	E07000111	Sevenoaks	94-95
South East	E07000111	Sevenoaks	96
South East	E07000111	Sevenoaks	S
South East	E07000111	Sevenoaks	97-98
South East	E07000111	Sevenoaks	T
South East	E07000111	Sevenoaks	G-T
South East	E07000111	Sevenoaks	Total
South East	E07000115	Tonbridge and Malling	1-9; 35-39
South East	E07000115	Tonbridge and Malling	ABDE
South East	E07000115	Tonbridge and Malling	10-15
South East	E07000115	Tonbridge and Malling	CA-CB
South East	E07000115	Tonbridge and Malling	16-23
South East	E07000115	Tonbridge and Malling	CC-CG
South East	E07000115	Tonbridge and Malling	24-30
South East	E07000115	Tonbridge and Malling	CH-CL
South East	E07000115	Tonbridge and Malling	31-33
South East	E07000115	Tonbridge and Malling	CM
South East	E07000115	Tonbridge and Malling	C
South East	E07000115	Tonbridge and Malling	A-E
South East	E07000115	Tonbridge and Malling	41
South East	E07000115	Tonbridge and Malling	42
South East	E07000115	Tonbridge and Malling	43
South East	E07000115	Tonbridge and Malling	F
South East	E07000115	Tonbridge and Malling	45
South East	E07000115	Tonbridge and Malling	46
South East	E07000115	Tonbridge and Malling	47
South East	E07000115	Tonbridge and Malling	G
South East	E07000115	Tonbridge and Malling	49-51
South East	E07000115	Tonbridge and Malling	52-53
South East	E07000115	Tonbridge and Malling	H

South East	E07000115	Tonbridge and Malling	55-56
South East	E07000115	Tonbridge and Malling	I
South East	E07000115	Tonbridge and Malling	58-63
South East	E07000115	Tonbridge and Malling	J
South East	E07000115	Tonbridge and Malling	64-66
South East	E07000115	Tonbridge and Malling	K
South East	E07000115	Tonbridge and Malling	68
South East	E07000115	Tonbridge and Malling	68IMP
South East	E07000115	Tonbridge and Malling	L
South East	E07000115	Tonbridge and Malling	69
South East	E07000115	Tonbridge and Malling	70
South East	E07000115	Tonbridge and Malling	71
South East	E07000115	Tonbridge and Malling	72-75
South East	E07000115	Tonbridge and Malling	M
South East	E07000115	Tonbridge and Malling	77
South East	E07000115	Tonbridge and Malling	78-80
South East	E07000115	Tonbridge and Malling	81
South East	E07000115	Tonbridge and Malling	82
South East	E07000115	Tonbridge and Malling	N
South East	E07000115	Tonbridge and Malling	84
South East	E07000115	Tonbridge and Malling	O
South East	E07000115	Tonbridge and Malling	85
South East	E07000115	Tonbridge and Malling	P
South East	E07000115	Tonbridge and Malling	86-87
South East	E07000115	Tonbridge and Malling	88
South East	E07000115	Tonbridge and Malling	Q
South East	E07000115	Tonbridge and Malling	90-93
South East	E07000115	Tonbridge and Malling	R
South East	E07000115	Tonbridge and Malling	94-95
South East	E07000115	Tonbridge and Malling	96
South East	E07000115	Tonbridge and Malling	S
South East	E07000115	Tonbridge and Malling	97-98
South East	E07000115	Tonbridge and Malling	T
South East	E07000115	Tonbridge and Malling	G-T
South East	E07000115	Tonbridge and Malling	Total
South East	E07000116	Tunbridge Wells	1-9; 35-39
South East	E07000116	Tunbridge Wells	ABDE
South East	E07000116	Tunbridge Wells	10-15
South East	E07000116	Tunbridge Wells	CA-CB
South East	E07000116	Tunbridge Wells	16-23
South East	E07000116	Tunbridge Wells	CC-CG
South East	E07000116	Tunbridge Wells	24-30
South East	E07000116	Tunbridge Wells	CH-CL
South East	E07000116	Tunbridge Wells	31-33
South East	E07000116	Tunbridge Wells	CM
South East	E07000116	Tunbridge Wells	C
South East	E07000116	Tunbridge Wells	A-E
South East	E07000116	Tunbridge Wells	41
South East	E07000116	Tunbridge Wells	42
South East	E07000116	Tunbridge Wells	43
South East	E07000116	Tunbridge Wells	F
South East	E07000116	Tunbridge Wells	45

South East	E07000116	Tunbridge Wells	46
South East	E07000116	Tunbridge Wells	47
South East	E07000116	Tunbridge Wells	G
South East	E07000116	Tunbridge Wells	49-51
South East	E07000116	Tunbridge Wells	52-53
South East	E07000116	Tunbridge Wells	H
South East	E07000116	Tunbridge Wells	55-56
South East	E07000116	Tunbridge Wells	I
South East	E07000116	Tunbridge Wells	58-63
South East	E07000116	Tunbridge Wells	J
South East	E07000116	Tunbridge Wells	64-66
South East	E07000116	Tunbridge Wells	K
South East	E07000116	Tunbridge Wells	68
South East	E07000116	Tunbridge Wells	68IMP
South East	E07000116	Tunbridge Wells	L
South East	E07000116	Tunbridge Wells	69
South East	E07000116	Tunbridge Wells	70
South East	E07000116	Tunbridge Wells	71
South East	E07000116	Tunbridge Wells	72-75
South East	E07000116	Tunbridge Wells	M
South East	E07000116	Tunbridge Wells	77
South East	E07000116	Tunbridge Wells	78-80
South East	E07000116	Tunbridge Wells	81
South East	E07000116	Tunbridge Wells	82
South East	E07000116	Tunbridge Wells	N
South East	E07000116	Tunbridge Wells	84
South East	E07000116	Tunbridge Wells	O
South East	E07000116	Tunbridge Wells	85
South East	E07000116	Tunbridge Wells	P
South East	E07000116	Tunbridge Wells	86-87
South East	E07000116	Tunbridge Wells	88
South East	E07000116	Tunbridge Wells	Q
South East	E07000116	Tunbridge Wells	90-93
South East	E07000116	Tunbridge Wells	R
South East	E07000116	Tunbridge Wells	94-95
South East	E07000116	Tunbridge Wells	96
South East	E07000116	Tunbridge Wells	S
South East	E07000116	Tunbridge Wells	97-98
South East	E07000116	Tunbridge Wells	T
South East	E07000116	Tunbridge Wells	G-T
South East	E07000116	Tunbridge Wells	Total

Notes

¹ Estimates of workplace based GVA allocate values to the region in which the econc

² Components may not sum to totals as a result of rounding.

³ Provisional.

Local authority by NUTS 1 region: UKJ South East chained volume

SIC07 description	1998	1999	2000
Agriculture, mining, electricity, gas, water and waste	7	7	7
Agriculture, mining, electricity, gas, water and waste	7	7	7
Manufacture of food, beverages, textiles and clothing	1	1	1
Manufacture of food, beverages, textiles and clothing	1	1	1
Manufacture of wood, petroleum, chemicals and minerals	22	24	23
Manufacture of wood, petroleum, chemicals and minerals	22	24	23
Manufacture of metals, electrical products and machinery	111	116	119
Manufacture of metals, electrical products and machinery	111	116	119
Other manufacturing, repair and installation	5	6	6
Other manufacturing, repair and installation	5	6	6
Manufacturing	137	144	146
Production sector	139	146	149
Construction of buildings	13	15	14
Civil engineering	21	23	22
Specialised construction activities	105	116	106
Construction	141	158	144
Motor trades	302	287	353
Wholesale trade	540	589	518
Retail trade	160	168	185
Wholesale and retail trade; repair of motor vehicles	982	1022	1040
Land, water and air transport	17	20	20
Warehousing, transport support, postal and courier activities	35	38	41
Transportation and storage	52	58	62
Accommodation and food service activities	74	78	86
Accommodation and food service activities	74	78	86
Information and communication	245	324	380
Information and communication	245	324	380
Financial and insurance activities	127	108	103
Financial and insurance activities	127	108	103
Real estate activities, excluding imputed rental	99	101	115
Owner-occupiers' imputed rental	344	345	339
Real estate activities	451	454	459
Legal and accounting activities	5	6	7
Head offices and management consultancy	24	31	35
Architectural and engineering activities	68	71	65
Other professional, scientific and technical activities	341	304	276
Professional, scientific and technical activities	441	411	381
Rental and leasing activities	242	229	214
Employment activities; tourism and security services	30	36	43
Services to buildings and landscape activities	7	9	9
Office administration and business support activities	20	26	22
Administrative and support service activities	283	285	279
Public administration and defence	79	69	78
Public administration and defence	79	69	78
Education	198	220	229
Education	198	220	229
Human health and residential care activities	61	74	83
Social work activities	22	23	26
Human health and social work activities	84	98	110

Arts, entertainment and recreation	34	36	34
Arts, entertainment and recreation	34	36	34
Membership organisations; repair of household goods	8	8	8
Other personal service activities	18	16	17
Other service activities	26	24	24
Households as employers and own use production	23	22	20
Activities of households	23	22	20
Services sector	3026	3163	3235
All industries	3310	3468	3533
Agriculture, mining, electricity, gas, water and waste	215	243	250
Agriculture, mining, electricity, gas, water and waste	215	243	250
Manufacture of food, beverages, textiles and clothing	72	82	81
Manufacture of food, beverages, textiles and clothing	72	82	81
Manufacture of wood, petroleum, chemicals and minerals	128	134	121
Manufacture of wood, petroleum, chemicals and minerals	128	134	121
Manufacture of metals, electrical products and machinery	687	573	624
Manufacture of metals, electrical products and machinery	687	573	624
Other manufacturing, repair and installation	27	30	29
Other manufacturing, repair and installation	27	30	29
Manufacturing	937	843	876
Production sector	1165	1085	1126
Construction of buildings	166	199	189
Civil engineering	65	71	66
Specialised construction activities	100	111	101
Construction	335	387	361
Motor trades	82	78	96
Wholesale trade	404	441	388
Retail trade	181	189	209
Wholesale and retail trade; repair of motor vehicles	650	689	680
Land, water and air transport	46	54	55
Warehousing, transport support, postal and courier activities	64	68	76
Transportation and storage	109	122	131
Accommodation and food service activities	147	156	171
Accommodation and food service activities	147	156	171
Information and communication	439	611	777
Information and communication	439	611	777
Financial and insurance activities	78	71	74
Financial and insurance activities	78	71	74
Real estate activities, excluding imputed rental	291	299	339
Owner-occupiers' imputed rental	477	500	490
Real estate activities	781	813	834
Legal and accounting activities	34	41	45
Head offices and management consultancy	21	26	30
Architectural and engineering activities	29	31	28
Other professional, scientific and technical activities	44	49	49
Professional, scientific and technical activities	125	143	149
Rental and leasing activities	46	44	41
Employment activities; tourism and security services	19	24	26
Services to buildings and landscape activities	33	40	42
Office administration and business support activities	55	73	62
Administrative and support service activities	150	173	165
Public administration and defence	287	251	286

Public administration and defence	287	251	286
Education	284	316	328
Education	284	316	328
Human health and residential care activities	65	75	84
Social work activities	24	24	28
Human health and social work activities	89	99	113
Arts, entertainment and recreation	57	49	45
Arts, entertainment and recreation	57	49	45
Membership organisations; repair of household goods	161	172	148
Other personal service activities	58	50	53
Other service activities	216	218	197
Households as employers and own use production	30	28	27
Activities of households	30	28	27
Services sector	3135	3539	3835
All industries	4596	4980	5304
Agriculture, mining, electricity, gas, water and waste	347	344	397
Agriculture, mining, electricity, gas, water and waste	347	344	397
Manufacture of food, beverages, textiles and clothing	91	110	116
Manufacture of food, beverages, textiles and clothing	91	110	116
Manufacture of wood, petroleum, chemicals and minerals	274	290	287
Manufacture of wood, petroleum, chemicals and minerals	274	290	287
Manufacture of metals, electrical products and machinery	59	58	58
Manufacture of metals, electrical products and machinery	59	58	58
Other manufacturing, repair and installation	89	100	101
Other manufacturing, repair and installation	89	100	101
Manufacturing	515	561	566
Production sector	822	864	919
Construction of buildings	35	41	39
Civil engineering	60	66	61
Specialised construction activities	63	70	64
Construction	157	178	164
Motor trades	47	44	54
Wholesale trade	140	153	135
Retail trade	166	173	191
Wholesale and retail trade; repair of motor vehicles	351	368	381
Land, water and air transport	107	127	129
Warehousing, transport support, postal and courier activities	40	43	48
Transportation and storage	145	167	175
Accommodation and food service activities	129	137	150
Accommodation and food service activities	129	137	150
Information and communication	510	725	940
Information and communication	510	725	940
Financial and insurance activities	423	392	423
Financial and insurance activities	423	392	423
Real estate activities, excluding imputed rental	82	84	95
Owner-occupiers' imputed rental	385	399	430
Real estate activities	471	488	529
Legal and accounting activities	112	134	147
Head offices and management consultancy	26	33	38
Architectural and engineering activities	38	40	36
Other professional, scientific and technical activities	88	81	75
Professional, scientific and technical activities	264	284	289

Rental and leasing activities	27	26	24
Employment activities; tourism and security services	39	46	55
Services to buildings and landscape activities	11	14	14
Office administration and business support activities	22	28	24
Administrative and support service activities	90	103	110
Public administration and defence	376	328	373
Public administration and defence	376	328	373
Education	198	220	229
Education	198	220	229
Human health and residential care activities	225	273	304
Social work activities	45	46	53
Human health and social work activities	269	318	356
Arts, entertainment and recreation	81	97	93
Arts, entertainment and recreation	81	97	93
Membership organisations; repair of household goods	18	17	19
Other personal service activities	44	38	40
Other service activities	61	55	59
Households as employers and own use production	30	28	26
Activities of households	30	28	26
Services sector	3022	3472	3942
All industries	3981	4496	5018
Agriculture, mining, electricity, gas, water and waste	108	118	127
Agriculture, mining, electricity, gas, water and waste	108	118	127
Manufacture of food, beverages, textiles and clothing	380	440	438
Manufacture of food, beverages, textiles and clothing	380	440	438
Manufacture of wood, petroleum, chemicals and minerals	470	515	526
Manufacture of wood, petroleum, chemicals and minerals	470	515	526
Manufacture of metals, electrical products and machinery	193	199	204
Manufacture of metals, electrical products and machinery	193	199	204
Other manufacturing, repair and installation	19	20	19
Other manufacturing, repair and installation	19	20	19
Manufacturing	1074	1186	1198
Production sector	1181	1304	1324
Construction of buildings	41	49	46
Civil engineering	7	8	7
Specialised construction activities	136	152	138
Construction	185	209	192
Motor trades	451	428	527
Wholesale trade	405	442	389
Retail trade	145	151	167
Wholesale and retail trade; repair of motor vehicles	998	1019	1083
Land, water and air transport	104	122	123
Warehousing, transport support, postal and courier activities	191	204	225
Transportation and storage	290	320	343
Accommodation and food service activities	55	59	65
Accommodation and food service activities	55	59	65
Information and communication	669	961	1251
Information and communication	669	961	1251
Financial and insurance activities	91	104	92
Financial and insurance activities	91	104	92
Real estate activities, excluding imputed rental	68	70	79
Owner-occupiers' imputed rental	266	266	259

Real estate activities	336	338	338
Legal and accounting activities	15	18	20
Head offices and management consultancy	31	39	45
Architectural and engineering activities	36	38	35
Other professional, scientific and technical activities	151	144	135
Professional, scientific and technical activities	228	233	229
Rental and leasing activities	248	235	220
Employment activities; tourism and security services	35	43	49
Services to buildings and landscape activities	19	23	24
Office administration and business support activities	46	60	51
Administrative and support service activities	345	354	338
Public administration and defence	168	147	167
Public administration and defence	168	147	167
Education	187	208	216
Education	187	208	216
Human health and residential care activities	120	147	163
Social work activities	32	33	38
Human health and social work activities	150	176	198
Arts, entertainment and recreation	38	48	46
Arts, entertainment and recreation	38	48	46
Membership organisations; repair of household goods	27	28	26
Other personal service activities	23	20	21
Other service activities	50	48	46
Households as employers and own use production	25	23	22
Activities of households	25	23	22
Services sector	3311	3861	4352
All industries	4583	5278	5793
Agriculture, mining, electricity, gas, water and waste	221	253	269
Agriculture, mining, electricity, gas, water and waste	221	253	269
Manufacture of food, beverages, textiles and clothing	22	25	23
Manufacture of food, beverages, textiles and clothing	22	25	23
Manufacture of wood, petroleum, chemicals and minerals	133	141	147
Manufacture of wood, petroleum, chemicals and minerals	133	141	147
Manufacture of metals, electrical products and machinery	87	89	88
Manufacture of metals, electrical products and machinery	87	89	88
Other manufacturing, repair and installation	35	39	37
Other manufacturing, repair and installation	35	39	37
Manufacturing	280	295	297
Production sector	501	542	558
Construction of buildings	46	55	52
Civil engineering	228	251	233
Specialised construction activities	67	74	67
Construction	337	376	348
Motor trades	30	29	36
Wholesale trade	414	452	397
Retail trade	126	132	146
Wholesale and retail trade; repair of motor vehicles	548	587	560
Land, water and air transport	29	35	35
Warehousing, transport support, postal and courier activities	120	131	138
Transportation and storage	151	166	175
Accommodation and food service activities	139	149	163
Accommodation and food service activities	139	149	163

Information and communication	400	479	500
Information and communication	400	479	500
Financial and insurance activities	68	66	68
Financial and insurance activities	68	66	68
Real estate activities, excluding imputed rental	165	169	193
Owner-occupiers' imputed rental	686	686	681
Real estate activities	869	873	885
Legal and accounting activities	39	46	51
Head offices and management consultancy	59	75	86
Architectural and engineering activities	47	50	45
Other professional, scientific and technical activities	267	251	238
Professional, scientific and technical activities	402	412	409
Rental and leasing activities	26	24	23
Employment activities; tourism and security services	30	37	42
Services to buildings and landscape activities	14	16	17
Office administration and business support activities	62	81	69
Administrative and support service activities	122	146	142
Public administration and defence	180	157	179
Public administration and defence	180	157	179
Education	255	284	295
Education	255	284	295
Human health and residential care activities	93	111	124
Social work activities	47	48	55
Human health and social work activities	139	158	178
Arts, entertainment and recreation	157	151	142
Arts, entertainment and recreation	157	151	142
Membership organisations; repair of household goods	22	21	24
Other personal service activities	148	128	135
Other service activities	167	146	157
Households as employers and own use production	28	26	25
Activities of households	28	26	25
Services sector	3455	3667	3731
All industries	4267	4553	4611
Agriculture, mining, electricity, gas, water and waste	60	65	70
Agriculture, mining, electricity, gas, water and waste	60	65	70
Manufacture of food, beverages, textiles and clothing	2	2	2
Manufacture of food, beverages, textiles and clothing	2	2	2
Manufacture of wood, petroleum, chemicals and minerals	32	36	34
Manufacture of wood, petroleum, chemicals and minerals	32	36	34
Manufacture of metals, electrical products and machinery	193	205	213
Manufacture of metals, electrical products and machinery	193	205	213
Other manufacturing, repair and installation	33	35	32
Other manufacturing, repair and installation	33	35	32
Manufacturing	257	275	280
Production sector	293	315	324
Construction of buildings	70	84	80
Civil engineering	15	17	15
Specialised construction activities	101	112	102
Construction	182	209	193
Motor trades	29	28	34
Wholesale trade	186	203	179
Retail trade	134	140	155

Wholesale and retail trade; repair of motor vehicles	346	366	367
Land, water and air transport	21	25	25
Warehousing, transport support, postal and courier activities	9	10	11
Transportation and storage	30	34	36
Accommodation and food service activities	75	79	87
Accommodation and food service activities	75	79	87
Information and communication	643	749	728
Information and communication	643	749	728
Financial and insurance activities	494	571	501
Financial and insurance activities	494	571	501
Real estate activities, excluding imputed rental	95	97	111
Owner-occupiers' imputed rental	640	685	670
Real estate activities	746	795	789
Legal and accounting activities	8	10	10
Head offices and management consultancy	14	18	21
Architectural and engineering activities	92	96	88
Other professional, scientific and technical activities	76	76	71
Professional, scientific and technical activities	189	200	190
Rental and leasing activities	8	7	7
Employment activities; tourism and security services	15	18	21
Services to buildings and landscape activities	31	37	39
Office administration and business support activities	45	59	50
Administrative and support service activities	92	112	111
Public administration and defence	82	72	81
Public administration and defence	82	72	81
Education	349	389	404
Education	349	389	404
Human health and residential care activities	68	79	89
Social work activities	24	24	28
Human health and social work activities	93	105	118
Arts, entertainment and recreation	52	43	39
Arts, entertainment and recreation	52	43	39
Membership organisations; repair of household goods	39	40	39
Other personal service activities	56	48	51
Other service activities	92	86	87
Households as employers and own use production	31	29	28
Activities of households	31	29	28
Services sector	3181	3504	3443
All industries	3654	4022	3959
Agriculture, mining, electricity, gas, water and waste	74	82	88
Agriculture, mining, electricity, gas, water and waste	74	82	88
Manufacture of food, beverages, textiles and clothing	141	127	121
Manufacture of food, beverages, textiles and clothing	141	127	121
Manufacture of wood, petroleum, chemicals and minerals	353	299	409
Manufacture of wood, petroleum, chemicals and minerals	353	299	409
Manufacture of metals, electrical products and machinery	404	358	368
Manufacture of metals, electrical products and machinery	404	358	368
Other manufacturing, repair and installation	75	74	76
Other manufacturing, repair and installation	75	74	76
Manufacturing	937	829	930
Production sector	1010	907	1014
Construction of buildings	109	127	161

Civil engineering	25	27	33
Specialised construction activities	92	99	121
Construction	225	251	313
Motor trades	806	819	907
Wholesale trade	432	506	400
Retail trade	307	344	342
Wholesale and retail trade; repair of motor vehicles	1523	1647	1629
Land, water and air transport	72	93	85
Warehousing, transport support, postal and courier activities	166	191	188
Transportation and storage	237	281	271
Accommodation and food service activities	127	143	141
Accommodation and food service activities	127	143	141
Information and communication	413	496	646
Information and communication	413	496	646
Financial and insurance activities	301	316	313
Financial and insurance activities	301	316	313
Real estate activities, excluding imputed rental	157	169	204
Owner-occupiers' imputed rental	418	414	415
Real estate activities	578	583	611
Legal and accounting activities	135	147	174
Head offices and management consultancy	97	114	139
Architectural and engineering activities	84	81	79
Other professional, scientific and technical activities	40	41	43
Professional, scientific and technical activities	346	374	424
Rental and leasing activities	80	70	69
Employment activities; tourism and security services	73	81	101
Services to buildings and landscape activities	29	32	35
Office administration and business support activities	60	72	66
Administrative and support service activities	224	235	257
Public administration and defence	328	269	273
Public administration and defence	328	269	273
Education	463	483	447
Education	463	483	447
Human health and residential care activities	176	199	198
Social work activities	26	25	26
Human health and social work activities	203	226	225
Arts, entertainment and recreation	125	117	117
Arts, entertainment and recreation	125	117	117
Membership organisations; repair of household goods	87	89	110
Other personal service activities	66	60	68
Other service activities	149	145	174
Households as employers and own use production	31	31	32
Activities of households	31	31	32
Services sector	4888	5235	5507
All industries	6096	6351	6783
Agriculture, mining, electricity, gas, water and waste	60	61	57
Agriculture, mining, electricity, gas, water and waste	60	61	57
Manufacture of food, beverages, textiles and clothing	99	81	77
Manufacture of food, beverages, textiles and clothing	99	81	77
Manufacture of wood, petroleum, chemicals and minerals	154	141	156
Manufacture of wood, petroleum, chemicals and minerals	154	141	156
Manufacture of metals, electrical products and machinery	270	231	241

Manufacture of metals, electrical products and machinery	270	231	241
Other manufacturing, repair and installation	49	45	45
Other manufacturing, repair and installation	49	45	45
Manufacturing	572	497	517
Production sector	623	550	567
Construction of buildings	30	30	36
Civil engineering	100	91	105
Specialised construction activities	60	55	63
Construction	188	176	202
Motor trades	37	34	42
Wholesale trade	195	207	183
Retail trade	137	139	154
Wholesale and retail trade; repair of motor vehicles	358	369	371
Land, water and air transport	58	67	68
Warehousing, transport support, postal and courier activities	14	14	16
Transportation and storage	73	82	84
Accommodation and food service activities	73	75	83
Accommodation and food service activities	73	75	83
Information and communication	74	90	111
Information and communication	74	90	111
Financial and insurance activities	603	658	633
Financial and insurance activities	603	658	633
Real estate activities, excluding imputed rental	120	126	144
Owner-occupiers' imputed rental	458	475	481
Real estate activities	581	604	624
Legal and accounting activities	17	18	22
Head offices and management consultancy	13	15	18
Architectural and engineering activities	28	27	26
Other professional, scientific and technical activities	55	55	60
Professional, scientific and technical activities	110	111	121
Rental and leasing activities	35	30	30
Employment activities; tourism and security services	39	42	52
Services to buildings and landscape activities	32	35	38
Office administration and business support activities	79	93	84
Administrative and support service activities	169	180	191
Public administration and defence	350	278	300
Public administration and defence	350	278	300
Education	322	326	322
Education	322	326	322
Human health and residential care activities	178	196	208
Social work activities	34	31	34
Human health and social work activities	211	226	241
Arts, entertainment and recreation	44	50	51
Arts, entertainment and recreation	44	50	51
Membership organisations; repair of household goods	18	21	26
Other personal service activities	64	65	74
Other service activities	80	84	97
Households as employers and own use production	28	32	32
Activities of households	28	32	32
Services sector	2906	3009	3127
All industries	3738	3737	3894
Agriculture, mining, electricity, gas, water and waste	45	48	36

Agriculture, mining, electricity, gas, water and waste	45	48	36
Manufacture of food, beverages, textiles and clothing	4	3	3
Manufacture of food, beverages, textiles and clothing	4	3	3
Manufacture of wood, petroleum, chemicals and minerals	309	302	368
Manufacture of wood, petroleum, chemicals and minerals	309	302	368
Manufacture of metals, electrical products and machinery	82	68	74
Manufacture of metals, electrical products and machinery	82	68	74
Other manufacturing, repair and installation	39	34	33
Other manufacturing, repair and installation	39	34	33
Manufacturing	442	410	480
Production sector	488	458	521
Construction of buildings	77	77	90
Civil engineering	8	8	9
Specialised construction activities	27	25	28
Construction	114	112	130
Motor trades	15	14	17
Wholesale trade	65	69	60
Retail trade	67	68	76
Wholesale and retail trade; repair of motor vehicles	147	150	154
Land, water and air transport	19	22	23
Warehousing, transport support, postal and courier activities	6	6	7
Transportation and storage	26	28	30
Accommodation and food service activities	38	38	42
Accommodation and food service activities	38	38	42
Information and communication	110	122	150
Information and communication	110	122	150
Financial and insurance activities	6	8	6
Financial and insurance activities	6	8	6
Real estate activities, excluding imputed rental	96	100	115
Owner-occupiers' imputed rental	478	507	494
Real estate activities	581	615	612
Legal and accounting activities	12	13	16
Head offices and management consultancy	17	20	24
Architectural and engineering activities	14	14	13
Other professional, scientific and technical activities	57	50	50
Professional, scientific and technical activities	100	97	103
Rental and leasing activities	3	3	3
Employment activities; tourism and security services	20	23	27
Services to buildings and landscape activities	10	10	11
Office administration and business support activities	14	16	15
Administrative and support service activities	45	51	55
Public administration and defence	56	45	48
Public administration and defence	56	45	48
Education	173	175	173
Education	173	175	173
Human health and residential care activities	83	88	94
Social work activities	2	2	2
Human health and social work activities	86	90	97
Arts, entertainment and recreation	40	37	36
Arts, entertainment and recreation	40	37	36
Membership organisations; repair of household goods	39	44	55
Other personal service activities	32	32	37

Other service activities	68	74	89
Households as employers and own use production	16	18	18
Activities of households	16	18	18
Services sector	1433	1496	1570
All industries	1999	2033	2180
Agriculture, mining, electricity, gas, water and waste	35	33	29
Agriculture, mining, electricity, gas, water and waste	35	33	29
Manufacture of food, beverages, textiles and clothing	10	9	8
Manufacture of food, beverages, textiles and clothing	10	9	8
Manufacture of wood, petroleum, chemicals and minerals	31	30	31
Manufacture of wood, petroleum, chemicals and minerals	31	30	31
Manufacture of metals, electrical products and machinery	49	46	43
Manufacture of metals, electrical products and machinery	49	46	43
Other manufacturing, repair and installation	5	5	5
Other manufacturing, repair and installation	5	5	5
Manufacturing	90	84	81
Production sector	126	117	112
Construction of buildings	92	92	108
Civil engineering	13	12	14
Specialised construction activities	56	52	59
Construction	159	154	179
Motor trades	40	37	46
Wholesale trade	139	147	130
Retail trade	78	79	87
Wholesale and retail trade; repair of motor vehicles	256	263	265
Land, water and air transport	17	19	19
Warehousing, transport support, postal and courier activities	25	26	30
Transportation and storage	41	44	48
Accommodation and food service activities	93	99	108
Accommodation and food service activities	93	99	108
Information and communication	163	139	150
Information and communication	163	139	150
Financial and insurance activities	6	8	6
Financial and insurance activities	6	8	6
Real estate activities, excluding imputed rental	136	142	162
Owner-occupiers' imputed rental	359	358	345
Real estate activities	505	509	511
Legal and accounting activities	27	29	34
Head offices and management consultancy	26	30	36
Architectural and engineering activities	23	22	21
Other professional, scientific and technical activities	247	244	262
Professional, scientific and technical activities	305	308	336
Rental and leasing activities	28	24	24
Employment activities; tourism and security services	57	67	76
Services to buildings and landscape activities	8	9	10
Office administration and business support activities	27	32	29
Administrative and support service activities	127	134	138
Public administration and defence	54	43	46
Public administration and defence	54	43	46
Education	87	88	87
Education	87	88	87
Human health and residential care activities	61	64	68

Social work activities	27	25	28
Human health and social work activities	88	89	96
Arts, entertainment and recreation	25	27	27
Arts, entertainment and recreation	25	27	27
Membership organisations; repair of household goods	7	8	9
Other personal service activities	40	41	46
Other service activities	46	48	55
Households as employers and own use production	11	12	12
Activities of households	11	12	12
Services sector	1768	1765	1841
All industries	2072	2053	2145
Agriculture, mining, electricity, gas, water and waste	88	76	69
Agriculture, mining, electricity, gas, water and waste	88	76	69
Manufacture of food, beverages, textiles and clothing	36	30	29
Manufacture of food, beverages, textiles and clothing	36	30	29
Manufacture of wood, petroleum, chemicals and minerals	174	157	182
Manufacture of wood, petroleum, chemicals and minerals	174	157	182
Manufacture of metals, electrical products and machinery	429	363	413
Manufacture of metals, electrical products and machinery	429	363	413
Other manufacturing, repair and installation	140	129	126
Other manufacturing, repair and installation	140	129	126
Manufacturing	763	664	731
Production sector	778	676	730
Construction of buildings	148	148	174
Civil engineering	38	35	41
Specialised construction activities	111	103	116
Construction	297	286	331
Motor trades	231	213	263
Wholesale trade	384	409	360
Retail trade	169	172	190
Wholesale and retail trade; repair of motor vehicles	792	802	826
Land, water and air transport	171	195	198
Warehousing, transport support, postal and courier activities	96	100	111
Transportation and storage	273	300	315
Accommodation and food service activities	94	96	106
Accommodation and food service activities	94	96	106
Information and communication	320	392	471
Information and communication	320	392	471
Financial and insurance activities	76	77	64
Financial and insurance activities	76	77	64
Real estate activities, excluding imputed rental	102	107	122
Owner-occupiers' imputed rental	557	586	591
Real estate activities	657	690	706
Legal and accounting activities	104	112	131
Head offices and management consultancy	28	32	39
Architectural and engineering activities	44	42	41
Other professional, scientific and technical activities	111	110	116
Professional, scientific and technical activities	274	284	314
Rental and leasing activities	55	47	47
Employment activities; tourism and security services	52	56	70
Services to buildings and landscape activities	22	23	26
Office administration and business support activities	56	66	59

Administrative and support service activities	162	168	185
Public administration and defence	201	160	173
Public administration and defence	201	160	173
Education	277	280	277
Education	277	280	277
Human health and residential care activities	138	153	162
Social work activities	16	15	17
Human health and social work activities	155	168	179
Arts, entertainment and recreation	46	51	51
Arts, entertainment and recreation	46	51	51
Membership organisations; repair of household goods	85	97	120
Other personal service activities	121	123	138
Other service activities	198	213	250
Households as employers and own use production	29	32	32
Activities of households	29	32	32
Services sector	3455	3646	3901
All industries	4556	4611	4961
Agriculture, mining, electricity, gas, water and waste	88	86	92
Agriculture, mining, electricity, gas, water and waste	88	86	92
Manufacture of food, beverages, textiles and clothing	194	210	224
Manufacture of food, beverages, textiles and clothing	194	210	224
Manufacture of wood, petroleum, chemicals and minerals	168	185	195
Manufacture of wood, petroleum, chemicals and minerals	168	185	195
Manufacture of metals, electrical products and machinery	263	265	288
Manufacture of metals, electrical products and machinery	263	265	288
Other manufacturing, repair and installation	33	37	38
Other manufacturing, repair and installation	33	37	38
Manufacturing	637	674	721
Production sector	731	769	822
Construction of buildings	76	83	90
Civil engineering	34	33	35
Specialised construction activities	119	120	124
Construction	226	234	246
Motor trades	69	68	80
Wholesale trade	163	185	155
Retail trade	198	214	226
Wholesale and retail trade; repair of motor vehicles	427	463	461
Land, water and air transport	55	67	65
Warehousing, transport support, postal and courier activities	40	44	47
Transportation and storage	94	110	111
Accommodation and food service activities	104	113	118
Accommodation and food service activities	104	113	118
Information and communication	253	308	358
Information and communication	253	308	358
Financial and insurance activities	67	78	67
Financial and insurance activities	67	78	67
Real estate activities, excluding imputed rental	80	82	93
Owner-occupiers' imputed rental	372	397	407
Real estate activities	453	480	499
Legal and accounting activities	23	28	30
Head offices and management consultancy	12	15	18
Architectural and engineering activities	34	37	34

Other professional, scientific and technical activities	52	58	59
Professional, scientific and technical activities	119	136	138
Rental and leasing activities	25	24	23
Employment activities; tourism and security services	15	19	22
Services to buildings and landscape activities	15	18	20
Office administration and business support activities	27	35	31
Administrative and support service activities	79	91	93
Public administration and defence	516	407	445
Public administration and defence	516	407	445
Education	164	164	164
Education	164	164	164
Human health and residential care activities	88	96	103
Social work activities	12	11	13
Human health and social work activities	101	108	116
Arts, entertainment and recreation	80	87	89
Arts, entertainment and recreation	80	87	89
Membership organisations; repair of household goods	13	15	15
Other personal service activities	109	104	119
Other service activities	121	119	134
Households as employers and own use production	32	34	35
Activities of households	32	34	35
Services sector	2514	2651	2777
All industries	3457	3639	3831
Agriculture, mining, electricity, gas, water and waste	85	90	105
Agriculture, mining, electricity, gas, water and waste	85	90	105
Manufacture of food, beverages, textiles and clothing	5	5	5
Manufacture of food, beverages, textiles and clothing	5	5	5
Manufacture of wood, petroleum, chemicals and minerals	30	35	41
Manufacture of wood, petroleum, chemicals and minerals	30	35	41
Manufacture of metals, electrical products and machinery	305	266	255
Manufacture of metals, electrical products and machinery	305	266	255
Other manufacturing, repair and installation	5	5	5
Other manufacturing, repair and installation	5	5	5
Manufacturing	347	312	307
Production sector	418	384	389
Construction of buildings	47	51	55
Civil engineering	13	13	14
Specialised construction activities	73	74	77
Construction	124	129	136
Motor trades	53	52	61
Wholesale trade	70	79	67
Retail trade	160	174	183
Wholesale and retail trade; repair of motor vehicles	285	306	314
Land, water and air transport	79	96	93
Warehousing, transport support, postal and courier activities	18	20	21
Transportation and storage	95	113	112
Accommodation and food service activities	146	160	168
Accommodation and food service activities	146	160	168
Information and communication	226	259	285
Information and communication	226	259	285
Financial and insurance activities	101	111	96
Financial and insurance activities	101	111	96

Real estate activities, excluding imputed rental	74	75	86
Owner-occupiers' imputed rental	406	427	437
Real estate activities	484	507	525
Legal and accounting activities	57	70	76
Head offices and management consultancy	20	26	31
Architectural and engineering activities	31	33	31
Other professional, scientific and technical activities	79	85	87
Professional, scientific and technical activities	173	199	208
Rental and leasing activities	11	10	10
Employment activities; tourism and security services	30	38	43
Services to buildings and landscape activities	15	19	20
Office administration and business support activities	24	32	28
Administrative and support service activities	79	97	101
Public administration and defence	383	301	330
Public administration and defence	383	301	330
Education	1028	1031	1031
Education	1028	1031	1031
Human health and residential care activities	373	411	440
Social work activities	107	97	109
Human health and social work activities	470	498	538
Arts, entertainment and recreation	82	80	81
Arts, entertainment and recreation	82	80	81
Membership organisations; repair of household goods	16	17	21
Other personal service activities	45	43	49
Other service activities	60	59	69
Households as employers and own use production	34	36	36
Activities of households	34	36	36
Services sector	3546	3705	3849
All industries	4053	4175	4330
Agriculture, mining, electricity, gas, water and waste	68	71	69
Agriculture, mining, electricity, gas, water and waste	68	71	69
Manufacture of food, beverages, textiles and clothing	36	38	41
Manufacture of food, beverages, textiles and clothing	36	38	41
Manufacture of wood, petroleum, chemicals and minerals	209	219	259
Manufacture of wood, petroleum, chemicals and minerals	209	219	259
Manufacture of metals, electrical products and machinery	118	125	134
Manufacture of metals, electrical products and machinery	118	125	134
Other manufacturing, repair and installation	17	19	18
Other manufacturing, repair and installation	17	19	18
Manufacturing	378	399	449
Production sector	450	474	523
Construction of buildings	42	46	49
Civil engineering	36	36	38
Specialised construction activities	76	77	80
Construction	153	157	166
Motor trades	37	37	43
Wholesale trade	174	197	166
Retail trade	137	149	157
Wholesale and retail trade; repair of motor vehicles	347	380	366
Land, water and air transport	40	48	47
Warehousing, transport support, postal and courier activities	14	16	17
Transportation and storage	54	63	63

Accommodation and food service activities	126	138	144
Accommodation and food service activities	126	138	144
Information and communication	60	72	82
Information and communication	60	72	82
Financial and insurance activities	154	145	131
Financial and insurance activities	154	145	131
Real estate activities, excluding imputed rental	84	86	98
Owner-occupiers' imputed rental	503	524	536
Real estate activities	590	614	635
Legal and accounting activities	26	32	35
Head offices and management consultancy	22	28	33
Architectural and engineering activities	69	74	69
Other professional, scientific and technical activities	268	246	232
Professional, scientific and technical activities	388	380	366
Rental and leasing activities	62	60	57
Employment activities; tourism and security services	16	20	23
Services to buildings and landscape activities	19	23	25
Office administration and business support activities	69	92	80
Administrative and support service activities	156	179	175
Public administration and defence	113	89	98
Public administration and defence	113	89	98
Education	188	189	189
Education	188	189	189
Human health and residential care activities	43	46	49
Social work activities	6	6	6
Human health and social work activities	49	52	56
Arts, entertainment and recreation	56	53	53
Arts, entertainment and recreation	56	53	53
Membership organisations; repair of household goods	8	9	10
Other personal service activities	53	50	58
Other service activities	60	58	67
Households as employers and own use production	32	33	34
Activities of households	32	33	34
Services sector	2329	2413	2417
All industries	2904	3015	3077
Agriculture, mining, electricity, gas, water and waste	281	297	332
Agriculture, mining, electricity, gas, water and waste	281	297	332
Manufacture of food, beverages, textiles and clothing	5	5	6
Manufacture of food, beverages, textiles and clothing	5	5	6
Manufacture of wood, petroleum, chemicals and minerals	104	117	140
Manufacture of wood, petroleum, chemicals and minerals	104	117	140
Manufacture of metals, electrical products and machinery	167	172	199
Manufacture of metals, electrical products and machinery	167	172	199
Other manufacturing, repair and installation	25	26	26
Other manufacturing, repair and installation	25	26	26
Manufacturing	292	309	358
Production sector	592	627	716
Construction of buildings	179	194	210
Civil engineering	25	24	26
Specialised construction activities	71	71	74
Construction	273	289	309
Motor trades	26	26	30

Wholesale trade	215	244	205
Retail trade	106	114	121
Wholesale and retail trade; repair of motor vehicles	340	375	351
Land, water and air transport	36	44	43
Warehousing, transport support, postal and courier activities	50	56	57
Transportation and storage	86	99	100
Accommodation and food service activities	69	75	78
Accommodation and food service activities	69	75	78
Information and communication	350	400	421
Information and communication	350	400	421
Financial and insurance activities	47	53	46
Financial and insurance activities	47	53	46
Real estate activities, excluding imputed rental	82	84	96
Owner-occupiers' imputed rental	424	422	422
Real estate activities	512	512	520
Legal and accounting activities	27	33	36
Head offices and management consultancy	14	18	21
Architectural and engineering activities	101	108	100
Other professional, scientific and technical activities	130	120	113
Professional, scientific and technical activities	275	279	269
Rental and leasing activities	45	43	41
Employment activities; tourism and security services	17	21	24
Services to buildings and landscape activities	17	21	22
Office administration and business support activities	33	44	38
Administrative and support service activities	111	125	122
Public administration and defence	122	96	105
Public administration and defence	122	96	105
Education	210	211	211
Education	210	211	211
Human health and residential care activities	56	59	64
Social work activities	8	8	9
Human health and social work activities	65	67	73
Arts, entertainment and recreation	59	61	62
Arts, entertainment and recreation	59	61	62
Membership organisations; repair of household goods	15	16	20
Other personal service activities	46	44	50
Other service activities	58	58	68
Households as employers and own use production	28	30	30
Activities of households	28	30	30
Services sector	2307	2427	2431
All industries	3124	3292	3390
Agriculture, mining, electricity, gas, water and waste	57	66	75
Agriculture, mining, electricity, gas, water and waste	57	66	75
Manufacture of food, beverages, textiles and clothing	28	31	33
Manufacture of food, beverages, textiles and clothing	28	31	33
Manufacture of wood, petroleum, chemicals and minerals	101	108	112
Manufacture of wood, petroleum, chemicals and minerals	101	108	112
Manufacture of metals, electrical products and machinery	158	163	185
Manufacture of metals, electrical products and machinery	158	163	185
Other manufacturing, repair and installation	48	51	49
Other manufacturing, repair and installation	48	51	49
Manufacturing	324	341	368

Production sector	378	404	439
Construction of buildings	44	48	52
Civil engineering	16	16	17
Specialised construction activities	60	61	63
Construction	120	125	132
Motor trades	17	17	19
Wholesale trade	55	62	52
Retail trade	71	77	81
Wholesale and retail trade; repair of motor vehicles	139	151	150
Land, water and air transport	26	31	30
Warehousing, transport support, postal and courier activities	35	39	40
Transportation and storage	60	70	70
Accommodation and food service activities	61	67	71
Accommodation and food service activities	61	67	71
Information and communication	33	42	51
Information and communication	33	42	51
Financial and insurance activities	48	53	46
Financial and insurance activities	48	53	46
Real estate activities, excluding imputed rental	53	54	62
Owner-occupiers' imputed rental	357	367	374
Real estate activities	414	425	437
Legal and accounting activities	12	15	16
Head offices and management consultancy	9	11	13
Architectural and engineering activities	24	25	24
Other professional, scientific and technical activities	25	29	30
Professional, scientific and technical activities	68	78	80
Rental and leasing activities	21	21	20
Employment activities; tourism and security services	26	34	38
Services to buildings and landscape activities	9	10	11
Office administration and business support activities	22	29	26
Administrative and support service activities	86	101	99
Public administration and defence	103	81	88
Public administration and defence	103	81	88
Education	123	123	123
Education	123	123	123
Human health and residential care activities	51	52	56
Social work activities	6	5	6
Human health and social work activities	57	58	63
Arts, entertainment and recreation	114	96	95
Arts, entertainment and recreation	114	96	95
Membership organisations; repair of household goods	15	18	18
Other personal service activities	37	36	41
Other service activities	52	53	59
Households as employers and own use production	24	25	25
Activities of households	24	25	25
Services sector	1352	1413	1450
All industries	1840	1933	2015
Agriculture, mining, electricity, gas, water and waste	282	339	245
Agriculture, mining, electricity, gas, water and waste	282	339	245
Manufacture of food, beverages, textiles and clothing	41	38	38
Manufacture of food, beverages, textiles and clothing	41	38	38
Manufacture of wood, petroleum, chemicals and minerals	80	86	89

Manufacture of wood, petroleum, chemicals and minerals	80	86	89
Manufacture of metals, electrical products and machinery	59	58	64
Manufacture of metals, electrical products and machinery	59	58	64
Other manufacturing, repair and installation	28	27	29
Other manufacturing, repair and installation	28	27	29
Manufacturing	206	208	219
Production sector	500	548	489
Construction of buildings	103	105	119
Civil engineering	19	18	21
Specialised construction activities	145	140	160
Construction	271	267	306
Motor trades	32	32	33
Wholesale trade	105	91	88
Retail trade	286	287	297
Wholesale and retail trade; repair of motor vehicles	416	406	413
Land, water and air transport	78	89	92
Warehousing, transport support, postal and courier activities	39	40	47
Transportation and storage	116	127	138
Accommodation and food service activities	229	232	251
Accommodation and food service activities	229	232	251
Information and communication	220	233	269
Information and communication	220	233	269
Financial and insurance activities	541	558	562
Financial and insurance activities	541	558	562
Real estate activities, excluding imputed rental	182	188	205
Owner-occupiers' imputed rental	763	768	800
Real estate activities	936	947	993
Legal and accounting activities	62	62	65
Head offices and management consultancy	25	24	26
Architectural and engineering activities	50	45	43
Other professional, scientific and technical activities	55	52	53
Professional, scientific and technical activities	191	181	185
Rental and leasing activities	16	17	17
Employment activities; tourism and security services	155	153	176
Services to buildings and landscape activities	34	33	33
Office administration and business support activities	86	100	92
Administrative and support service activities	282	292	308
Public administration and defence	283	245	256
Public administration and defence	283	245	256
Education	621	623	616
Education	621	623	616
Human health and residential care activities	255	243	268
Social work activities	95	91	108
Human health and social work activities	345	329	371
Arts, entertainment and recreation	126	119	140
Arts, entertainment and recreation	126	119	140
Membership organisations; repair of household goods	104	102	91
Other personal service activities	56	53	56
Other service activities	160	155	146
Households as employers and own use production	44	45	49
Activities of households	44	45	49
Services sector	4442	4437	4665

All industries	5166	5200	5417
Agriculture, mining, electricity, gas, water and waste	19	18	18
Agriculture, mining, electricity, gas, water and waste	19	18	18
Manufacture of food, beverages, textiles and clothing	10	10	10
Manufacture of food, beverages, textiles and clothing	10	10	10
Manufacture of wood, petroleum, chemicals and minerals	26	30	31
Manufacture of wood, petroleum, chemicals and minerals	26	30	31
Manufacture of metals, electrical products and machinery	20	22	25
Manufacture of metals, electrical products and machinery	20	22	25
Other manufacturing, repair and installation	77	81	86
Other manufacturing, repair and installation	77	81	86
Manufacturing	140	149	158
Production sector	157	166	174
Construction of buildings	8	9	9
Civil engineering	5	6	6
Specialised construction activities	21	22	24
Construction	35	36	39
Motor trades	34	34	32
Wholesale trade	69	60	53
Retail trade	128	127	122
Wholesale and retail trade; repair of motor vehicles	228	219	206
Land, water and air transport	36	40	39
Warehousing, transport support, postal and courier activities	20	20	22
Transportation and storage	56	59	61
Accommodation and food service activities	75	75	74
Accommodation and food service activities	75	75	74
Information and communication	27	30	37
Information and communication	27	30	37
Financial and insurance activities	140	124	126
Financial and insurance activities	140	124	126
Real estate activities, excluding imputed rental	43	46	50
Owner-occupiers' imputed rental	227	233	237
Real estate activities	269	277	283
Legal and accounting activities	33	31	32
Head offices and management consultancy	5	4	5
Architectural and engineering activities	7	6	6
Other professional, scientific and technical activities	10	9	10
Professional, scientific and technical activities	54	50	51
Rental and leasing activities	55	55	53
Employment activities; tourism and security services	8	7	9
Services to buildings and landscape activities	10	9	9
Office administration and business support activities	16	17	15
Administrative and support service activities	85	85	83
Public administration and defence	129	114	121
Public administration and defence	129	114	121
Education	193	197	197
Education	193	197	197
Human health and residential care activities	148	143	161
Social work activities	46	44	54
Human health and social work activities	191	185	212
Arts, entertainment and recreation	25	25	29
Arts, entertainment and recreation	25	25	29

Membership organisations; repair of household goods	22	25	26
Other personal service activities	19	20	21
Other service activities	40	43	46
Households as employers and own use production	21	23	25
Activities of households	21	23	25
Services sector	1496	1474	1514
All industries	1681	1669	1721
Agriculture, mining, electricity, gas, water and waste	23	22	22
Agriculture, mining, electricity, gas, water and waste	23	22	22
Manufacture of food, beverages, textiles and clothing	11	11	11
Manufacture of food, beverages, textiles and clothing	11	11	11
Manufacture of wood, petroleum, chemicals and minerals	60	71	74
Manufacture of wood, petroleum, chemicals and minerals	60	71	74
Manufacture of metals, electrical products and machinery	99	119	136
Manufacture of metals, electrical products and machinery	99	119	136
Other manufacturing, repair and installation	25	26	28
Other manufacturing, repair and installation	25	26	28
Manufacturing	198	230	254
Production sector	219	252	276
Construction of buildings	12	13	14
Civil engineering	6	6	7
Specialised construction activities	19	19	21
Construction	37	38	41
Motor trades	22	22	21
Wholesale trade	24	21	18
Retail trade	85	84	81
Wholesale and retail trade; repair of motor vehicles	129	126	119
Land, water and air transport	25	28	27
Warehousing, transport support, postal and courier activities	23	23	25
Transportation and storage	48	50	52
Accommodation and food service activities	47	47	47
Accommodation and food service activities	47	47	47
Information and communication	13	17	22
Information and communication	13	17	22
Financial and insurance activities	20	20	20
Financial and insurance activities	20	20	20
Real estate activities, excluding imputed rental	68	72	77
Owner-occupiers' imputed rental	173	167	161
Real estate activities	238	235	233
Legal and accounting activities	18	17	17
Head offices and management consultancy	1	1	1
Architectural and engineering activities	14	11	11
Other professional, scientific and technical activities	6	6	6
Professional, scientific and technical activities	39	35	35
Rental and leasing activities	4	4	4
Employment activities; tourism and security services	9	8	10
Services to buildings and landscape activities	20	18	18
Office administration and business support activities	5	6	5
Administrative and support service activities	34	32	34
Public administration and defence	140	123	130
Public administration and defence	140	123	130
Education	145	148	148

Education	145	148	148
Human health and residential care activities	110	107	120
Social work activities	13	13	15
Human health and social work activities	122	118	134
Arts, entertainment and recreation	31	30	36
Arts, entertainment and recreation	31	30	36
Membership organisations; repair of household goods	4	4	4
Other personal service activities	12	12	13
Other service activities	16	16	17
Households as employers and own use production	19	21	24
Activities of households	19	21	24
Services sector	1022	1005	1035
All industries	1263	1284	1342
Agriculture, mining, electricity, gas, water and waste	48	48	46
Agriculture, mining, electricity, gas, water and waste	48	48	46
Manufacture of food, beverages, textiles and clothing	13	17	19
Manufacture of food, beverages, textiles and clothing	13	17	19
Manufacture of wood, petroleum, chemicals and minerals	48	56	61
Manufacture of wood, petroleum, chemicals and minerals	48	56	61
Manufacture of metals, electrical products and machinery	57	67	73
Manufacture of metals, electrical products and machinery	57	67	73
Other manufacturing, repair and installation	26	28	31
Other manufacturing, repair and installation	26	28	31
Manufacturing	147	170	186
Production sector	191	215	230
Construction of buildings	15	17	18
Civil engineering	32	33	35
Specialised construction activities	37	38	42
Construction	84	87	94
Motor trades	20	20	19
Wholesale trade	30	26	23
Retail trade	80	79	76
Wholesale and retail trade; repair of motor vehicles	130	126	119
Land, water and air transport	23	25	25
Warehousing, transport support, postal and courier activities	45	45	48
Transportation and storage	68	71	74
Accommodation and food service activities	46	47	47
Accommodation and food service activities	46	47	47
Information and communication	37	40	47
Information and communication	37	40	47
Financial and insurance activities	15	16	16
Financial and insurance activities	15	16	16
Real estate activities, excluding imputed rental	33	35	37
Owner-occupiers' imputed rental	296	294	289
Real estate activities	328	327	324
Legal and accounting activities	24	23	23
Head offices and management consultancy	5	5	5
Architectural and engineering activities	22	19	18
Other professional, scientific and technical activities	20	18	18
Professional, scientific and technical activities	71	64	63
Rental and leasing activities	7	7	7
Employment activities; tourism and security services	4	4	5

Services to buildings and landscape activities	14	12	12
Office administration and business support activities	13	14	13
Administrative and support service activities	34	34	34
Public administration and defence	233	205	218
Public administration and defence	233	205	218
Education	158	161	162
Education	158	161	162
Human health and residential care activities	78	75	85
Social work activities	44	42	51
Human health and social work activities	119	115	133
Arts, entertainment and recreation	39	39	46
Arts, entertainment and recreation	39	39	46
Membership organisations; repair of household goods	12	13	13
Other personal service activities	23	23	25
Other service activities	34	35	37
Households as employers and own use production	21	23	26
Activities of households	21	23	26
Services sector	1307	1280	1315
All industries	1573	1576	1633
Agriculture, mining, electricity, gas, water and waste	22	22	22
Agriculture, mining, electricity, gas, water and waste	22	22	22
Manufacture of food, beverages, textiles and clothing	17	17	17
Manufacture of food, beverages, textiles and clothing	17	17	17
Manufacture of wood, petroleum, chemicals and minerals	44	52	56
Manufacture of wood, petroleum, chemicals and minerals	44	52	56
Manufacture of metals, electrical products and machinery	22	25	27
Manufacture of metals, electrical products and machinery	22	25	27
Other manufacturing, repair and installation	22	23	24
Other manufacturing, repair and installation	22	23	24
Manufacturing	103	116	123
Production sector	123	136	143
Construction of buildings	20	22	24
Civil engineering	6	6	6
Specialised construction activities	23	24	26
Construction	50	52	57
Motor trades	15	15	14
Wholesale trade	28	24	22
Retail trade	57	57	54
Wholesale and retail trade; repair of motor vehicles	98	95	89
Land, water and air transport	21	23	23
Warehousing, transport support, postal and courier activities	12	12	13
Transportation and storage	33	34	35
Accommodation and food service activities	56	56	55
Accommodation and food service activities	56	56	55
Information and communication	13	14	19
Information and communication	13	14	19
Financial and insurance activities	72	64	65
Financial and insurance activities	72	64	65
Real estate activities, excluding imputed rental	26	27	29
Owner-occupiers' imputed rental	307	296	285
Real estate activities	331	321	312
Legal and accounting activities	13	12	12

Head offices and management consultancy	3	3	3
Architectural and engineering activities	15	13	12
Other professional, scientific and technical activities	23	18	18
Professional, scientific and technical activities	52	43	43
Rental and leasing activities	4	4	4
Employment activities; tourism and security services	8	7	9
Services to buildings and landscape activities	13	12	12
Office administration and business support activities	10	11	10
Administrative and support service activities	32	31	32
Public administration and defence	52	46	48
Public administration and defence	52	46	48
Education	134	136	137
Education	134	136	137
Human health and residential care activities	66	64	72
Social work activities	4	4	5
Human health and social work activities	71	68	77
Arts, entertainment and recreation	16	16	19
Arts, entertainment and recreation	16	16	19
Membership organisations; repair of household goods	12	14	14
Other personal service activities	15	15	16
Other service activities	26	28	30
Households as employers and own use production	21	22	24
Activities of households	21	22	24
Services sector	998	966	973
All industries	1164	1149	1167
Agriculture, mining, electricity, gas, water and waste	59	58	58
Agriculture, mining, electricity, gas, water and waste	59	58	58
Manufacture of food, beverages, textiles and clothing	56	57	58
Manufacture of food, beverages, textiles and clothing	56	57	58
Manufacture of wood, petroleum, chemicals and minerals	101	118	125
Manufacture of wood, petroleum, chemicals and minerals	101	118	125
Manufacture of metals, electrical products and machinery	74	86	96
Manufacture of metals, electrical products and machinery	74	86	96
Other manufacturing, repair and installation	17	18	20
Other manufacturing, repair and installation	17	18	20
Manufacturing	253	284	305
Production sector	310	340	360
Construction of buildings	63	67	73
Civil engineering	271	278	296
Specialised construction activities	94	96	104
Construction	413	427	459
Motor trades	45	45	42
Wholesale trade	67	58	51
Retail trade	146	145	139
Wholesale and retail trade; repair of motor vehicles	257	248	233
Land, water and air transport	18	18	18
Warehousing, transport support, postal and courier activities	24	24	27
Transportation and storage	41	42	44
Accommodation and food service activities	82	83	83
Accommodation and food service activities	82	83	83
Information and communication	52	60	73
Information and communication	52	60	73

Financial and insurance activities	29	30	29
Financial and insurance activities	29	30	29
Real estate activities, excluding imputed rental	41	44	47
Owner-occupiers' imputed rental	534	533	517
Real estate activities	576	577	563
Legal and accounting activities	26	24	25
Head offices and management consultancy	8	7	8
Architectural and engineering activities	41	34	32
Other professional, scientific and technical activities	32	30	31
Professional, scientific and technical activities	106	95	94
Rental and leasing activities	9	9	9
Employment activities; tourism and security services	21	21	25
Services to buildings and landscape activities	38	34	34
Office administration and business support activities	44	48	43
Administrative and support service activities	101	101	103
Public administration and defence	76	67	71
Public administration and defence	76	67	71
Education	200	204	204
Education	200	204	204
Human health and residential care activities	84	81	91
Social work activities	27	26	32
Human health and social work activities	110	107	122
Arts, entertainment and recreation	33	33	38
Arts, entertainment and recreation	33	33	38
Membership organisations; repair of household goods	18	20	20
Other personal service activities	39	40	42
Other service activities	55	58	61
Households as employers and own use production	33	36	39
Activities of households	33	36	39
Services sector	1739	1723	1737
All industries	2447	2476	2538
Agriculture, mining, electricity, gas, water and waste	96	97	88
Agriculture, mining, electricity, gas, water and waste	96	97	88
Manufacture of food, beverages, textiles and clothing	22	24	22
Manufacture of food, beverages, textiles and clothing	22	24	22
Manufacture of wood, petroleum, chemicals and minerals	135	160	154
Manufacture of wood, petroleum, chemicals and minerals	135	160	154
Manufacture of metals, electrical products and machinery	37	45	43
Manufacture of metals, electrical products and machinery	37	45	43
Other manufacturing, repair and installation	12	13	12
Other manufacturing, repair and installation	12	13	12
Manufacturing	204	241	230
Production sector	309	348	329
Construction of buildings	141	161	155
Civil engineering	19	21	20
Specialised construction activities	35	38	37
Construction	198	223	215
Motor trades	170	185	180
Wholesale trade	278	260	239
Retail trade	124	133	132
Wholesale and retail trade; repair of motor vehicles	567	576	551
Land, water and air transport	76	88	91

Warehousing, transport support, postal and courier activities	47	51	56
Transportation and storage	123	139	147
Accommodation and food service activities	67	73	76
Accommodation and food service activities	67	73	76
Information and communication	212	259	275
Information and communication	212	259	275
Financial and insurance activities	47	47	52
Financial and insurance activities	47	47	52
Real estate activities, excluding imputed rental	133	144	157
Owner-occupiers' imputed rental	695	719	732
Real estate activities	830	864	887
Legal and accounting activities	17	21	23
Head offices and management consultancy	79	95	106
Architectural and engineering activities	36	41	39
Other professional, scientific and technical activities	77	85	90
Professional, scientific and technical activities	200	232	247
Rental and leasing activities	14	19	19
Employment activities; tourism and security services	18	23	30
Services to buildings and landscape activities	14	16	17
Office administration and business support activities	56	82	77
Administrative and support service activities	89	121	129
Public administration and defence	65	63	65
Public administration and defence	65	63	65
Education	186	207	202
Education	186	207	202
Human health and residential care activities	49	51	56
Social work activities	30	32	37
Human health and social work activities	77	81	91
Arts, entertainment and recreation	54	53	64
Arts, entertainment and recreation	54	53	64
Membership organisations; repair of household goods	25	25	25
Other personal service activities	52	49	54
Other service activities	76	74	79
Households as employers and own use production	24	25	28
Activities of households	24	25	28
Services sector	2564	2783	2860
All industries	3068	3351	3402
Agriculture, mining, electricity, gas, water and waste	72	73	68
Agriculture, mining, electricity, gas, water and waste	72	73	68
Manufacture of food, beverages, textiles and clothing	77	86	80
Manufacture of food, beverages, textiles and clothing	77	86	80
Manufacture of wood, petroleum, chemicals and minerals	25	30	28
Manufacture of wood, petroleum, chemicals and minerals	25	30	28
Manufacture of metals, electrical products and machinery	106	124	116
Manufacture of metals, electrical products and machinery	106	124	116
Other manufacturing, repair and installation	154	174	188
Other manufacturing, repair and installation	154	174	188
Manufacturing	357	408	410
Production sector	434	486	484
Construction of buildings	100	115	110
Civil engineering	32	35	33
Specialised construction activities	45	49	47

Construction	179	201	193
Motor trades	93	101	98
Wholesale trade	170	159	146
Retail trade	200	215	213
Wholesale and retail trade; repair of motor vehicles	455	470	454
Land, water and air transport	32	37	38
Warehousing, transport support, postal and courier activities	48	53	59
Transportation and storage	80	89	96
Accommodation and food service activities	79	86	90
Accommodation and food service activities	79	86	90
Information and communication	134	169	194
Information and communication	134	169	194
Financial and insurance activities	197	179	213
Financial and insurance activities	197	179	213
Real estate activities, excluding imputed rental	144	155	170
Owner-occupiers' imputed rental	549	583	571
Real estate activities	705	751	749
Legal and accounting activities	51	64	69
Head offices and management consultancy	25	30	34
Architectural and engineering activities	126	141	137
Other professional, scientific and technical activities	38	41	43
Professional, scientific and technical activities	241	277	282
Rental and leasing activities	11	15	15
Employment activities; tourism and security services	29	37	44
Services to buildings and landscape activities	19	23	24
Office administration and business support activities	18	25	24
Administrative and support service activities	71	92	100
Public administration and defence	269	259	266
Public administration and defence	269	259	266
Education	335	373	363
Education	335	373	363
Human health and residential care activities	132	140	152
Social work activities	32	34	40
Human health and social work activities	162	172	190
Arts, entertainment and recreation	90	85	101
Arts, entertainment and recreation	90	85	101
Membership organisations; repair of household goods	62	60	54
Other personal service activities	60	57	63
Other service activities	123	117	117
Households as employers and own use production	25	26	30
Activities of households	25	26	30
Services sector	2870	3083	3173
All industries	3489	3780	3860
Agriculture, mining, electricity, gas, water and waste	77	75	69
Agriculture, mining, electricity, gas, water and waste	77	75	69
Manufacture of food, beverages, textiles and clothing	9	9	9
Manufacture of food, beverages, textiles and clothing	9	9	9
Manufacture of wood, petroleum, chemicals and minerals	113	130	126
Manufacture of wood, petroleum, chemicals and minerals	113	130	126
Manufacture of metals, electrical products and machinery	360	366	378
Manufacture of metals, electrical products and machinery	360	366	378
Other manufacturing, repair and installation	48	53	55

Other manufacturing, repair and installation	48	53	55
Manufacturing	533	565	572
Production sector	614	644	646
Construction of buildings	28	31	30
Civil engineering	16	18	17
Specialised construction activities	40	43	42
Construction	83	92	89
Motor trades	27	29	28
Wholesale trade	119	111	102
Retail trade	116	125	123
Wholesale and retail trade; repair of motor vehicles	265	270	260
Land, water and air transport	7	8	8
Warehousing, transport support, postal and courier activities	21	23	26
Transportation and storage	27	30	33
Accommodation and food service activities	57	62	64
Accommodation and food service activities	57	62	64
Information and communication	101	130	148
Information and communication	101	130	148
Financial and insurance activities	99	116	115
Financial and insurance activities	99	116	115
Real estate activities, excluding imputed rental	48	52	57
Owner-occupiers' imputed rental	337	359	351
Real estate activities	388	414	409
Legal and accounting activities	9	11	12
Head offices and management consultancy	11	13	14
Architectural and engineering activities	32	36	35
Other professional, scientific and technical activities	75	69	69
Professional, scientific and technical activities	127	127	128
Rental and leasing activities	4	6	6
Employment activities; tourism and security services	23	29	34
Services to buildings and landscape activities	13	16	17
Office administration and business support activities	9	13	12
Administrative and support service activities	47	61	67
Public administration and defence	56	54	56
Public administration and defence	56	54	56
Education	105	117	114
Education	105	117	114
Human health and residential care activities	120	127	138
Social work activities	23	25	29
Human health and social work activities	141	150	165
Arts, entertainment and recreation	20	18	23
Arts, entertainment and recreation	20	18	23
Membership organisations; repair of household goods	13	14	14
Other personal service activities	32	31	34
Other service activities	45	43	46
Households as employers and own use production	16	17	19
Activities of households	16	17	19
Services sector	1448	1558	1596
All industries	2144	2291	2328
Agriculture, mining, electricity, gas, water and waste	97	97	97
Agriculture, mining, electricity, gas, water and waste	97	97	97
Manufacture of food, beverages, textiles and clothing	7	7	6

Manufacture of food, beverages, textiles and clothing	7	7	6
Manufacture of wood, petroleum, chemicals and minerals	40	49	46
Manufacture of wood, petroleum, chemicals and minerals	40	49	46
Manufacture of metals, electrical products and machinery	47	59	57
Manufacture of metals, electrical products and machinery	47	59	57
Other manufacturing, repair and installation	10	11	10
Other manufacturing, repair and installation	10	11	10
Manufacturing	104	126	120
Production sector	197	222	215
Construction of buildings	140	160	154
Civil engineering	16	17	16
Specialised construction activities	58	63	61
Construction	224	251	243
Motor trades	104	113	110
Wholesale trade	56	52	48
Retail trade	112	120	119
Wholesale and retail trade; repair of motor vehicles	268	283	275
Land, water and air transport	13	15	16
Warehousing, transport support, postal and courier activities	43	47	52
Transportation and storage	56	62	67
Accommodation and food service activities	48	53	56
Accommodation and food service activities	48	53	56
Information and communication	94	117	129
Information and communication	94	117	129
Financial and insurance activities	46	48	49
Financial and insurance activities	46	48	49
Real estate activities, excluding imputed rental	88	96	105
Owner-occupiers' imputed rental	525	533	532
Real estate activities	617	631	637
Legal and accounting activities	17	21	23
Head offices and management consultancy	11	13	15
Architectural and engineering activities	71	79	77
Other professional, scientific and technical activities	25	28	30
Professional, scientific and technical activities	124	142	144
Rental and leasing activities	5	7	7
Employment activities; tourism and security services	11	15	17
Services to buildings and landscape activities	16	19	20
Office administration and business support activities	20	30	28
Administrative and support service activities	50	67	69
Public administration and defence	60	57	59
Public administration and defence	60	57	59
Education	238	265	258
Education	238	265	258
Human health and residential care activities	384	391	437
Social work activities	76	81	94
Human health and social work activities	457	467	526
Arts, entertainment and recreation	34	33	39
Arts, entertainment and recreation	34	33	39
Membership organisations; repair of household goods	54	56	60
Other personal service activities	35	33	37
Other service activities	88	89	96
Households as employers and own use production	23	24	27

Activities of households	23	24	27
Services sector	2156	2296	2390
All industries	2572	2762	2844
Agriculture, mining, electricity, gas, water and waste	9	9	8
Agriculture, mining, electricity, gas, water and waste	9	9	8
Manufacture of food, beverages, textiles and clothing	6	6	6
Manufacture of food, beverages, textiles and clothing	6	6	6
Manufacture of wood, petroleum, chemicals and minerals	41	48	45
Manufacture of wood, petroleum, chemicals and minerals	41	48	45
Manufacture of metals, electrical products and machinery	77	91	88
Manufacture of metals, electrical products and machinery	77	91	88
Other manufacturing, repair and installation	5	5	5
Other manufacturing, repair and installation	5	5	5
Manufacturing	126	148	142
Production sector	136	158	152
Construction of buildings	35	40	39
Civil engineering	7	8	7
Specialised construction activities	114	124	120
Construction	155	170	165
Motor trades	14	15	15
Wholesale trade	348	326	299
Retail trade	75	81	80
Wholesale and retail trade; repair of motor vehicles	424	411	385
Land, water and air transport	13	15	15
Warehousing, transport support, postal and courier activities	68	75	82
Transportation and storage	80	88	96
Accommodation and food service activities	47	52	54
Accommodation and food service activities	47	52	54
Information and communication	175	224	256
Information and communication	175	224	256
Financial and insurance activities	274	341	321
Financial and insurance activities	274	341	321
Real estate activities, excluding imputed rental	136	147	160
Owner-occupiers' imputed rental	431	452	452
Real estate activities	565	596	607
Legal and accounting activities	33	41	44
Head offices and management consultancy	9	11	12
Architectural and engineering activities	102	115	112
Other professional, scientific and technical activities	364	454	431
Professional, scientific and technical activities	457	552	535
Rental and leasing activities	8	11	11
Employment activities; tourism and security services	54	65	71
Services to buildings and landscape activities	11	14	14
Office administration and business support activities	18	27	25
Administrative and support service activities	89	113	117
Public administration and defence	67	64	66
Public administration and defence	67	64	66
Education	103	115	112
Education	103	115	112
Human health and residential care activities	45	48	52
Social work activities	7	8	9
Human health and social work activities	52	55	60

Arts, entertainment and recreation	105	99	121
Arts, entertainment and recreation	105	99	121
Membership organisations; repair of household goods	16	17	18
Other personal service activities	42	40	44
Other service activities	57	56	61
Households as employers and own use production	18	18	21
Activities of households	18	18	21
Services sector	2523	2810	2841
All industries	2820	3148	3166
Agriculture, mining, electricity, gas, water and waste	466	460	515
Agriculture, mining, electricity, gas, water and waste	466	460	515
Manufacture of food, beverages, textiles and clothing	2	2	2
Manufacture of food, beverages, textiles and clothing	2	2	2
Manufacture of wood, petroleum, chemicals and minerals	52	64	60
Manufacture of wood, petroleum, chemicals and minerals	52	64	60
Manufacture of metals, electrical products and machinery	51	64	62
Manufacture of metals, electrical products and machinery	51	64	62
Other manufacturing, repair and installation	13	14	14
Other manufacturing, repair and installation	13	14	14
Manufacturing	119	145	138
Production sector	591	626	664
Construction of buildings	131	150	145
Civil engineering	3	3	3
Specialised construction activities	59	64	62
Construction	196	220	213
Motor trades	30	33	32
Wholesale trade	301	282	259
Retail trade	123	132	131
Wholesale and retail trade; repair of motor vehicles	445	441	418
Land, water and air transport	35	41	42
Warehousing, transport support, postal and courier activities	43	47	52
Transportation and storage	79	88	94
Accommodation and food service activities	54	59	61
Accommodation and food service activities	54	59	61
Information and communication	310	421	496
Information and communication	310	421	496
Financial and insurance activities	83	75	90
Financial and insurance activities	83	75	90
Real estate activities, excluding imputed rental	58	63	68
Owner-occupiers' imputed rental	295	311	320
Real estate activities	355	376	389
Legal and accounting activities	63	79	85
Head offices and management consultancy	71	85	94
Architectural and engineering activities	29	32	31
Other professional, scientific and technical activities	152	145	147
Professional, scientific and technical activities	303	320	335
Rental and leasing activities	23	30	31
Employment activities; tourism and security services	51	65	83
Services to buildings and landscape activities	16	19	20
Office administration and business support activities	11	15	14
Administrative and support service activities	92	119	137
Public administration and defence	55	53	54

Public administration and defence	55	53	54
Education	177	197	192
Education	177	197	192
Human health and residential care activities	131	139	152
Social work activities	6	7	8
Human health and social work activities	137	146	159
Arts, entertainment and recreation	38	38	45
Arts, entertainment and recreation	38	38	45
Membership organisations; repair of household goods	36	36	37
Other personal service activities	29	27	30
Other service activities	63	62	65
Households as employers and own use production	15	16	18
Activities of households	15	16	18
Services sector	2045	2290	2449
All industries	2754	3059	3251
Agriculture, mining, electricity, gas, water and waste	97	96	85
Agriculture, mining, electricity, gas, water and waste	97	96	85
Manufacture of food, beverages, textiles and clothing	10	10	9
Manufacture of food, beverages, textiles and clothing	10	10	9
Manufacture of wood, petroleum, chemicals and minerals	12	14	14
Manufacture of wood, petroleum, chemicals and minerals	12	14	14
Manufacture of metals, electrical products and machinery	34	39	37
Manufacture of metals, electrical products and machinery	34	39	37
Other manufacturing, repair and installation	24	26	28
Other manufacturing, repair and installation	24	26	28
Manufacturing	71	81	79
Production sector	169	179	167
Construction of buildings	14	16	15
Civil engineering	36	39	37
Specialised construction activities	100	108	105
Construction	147	161	156
Motor trades	17	18	18
Wholesale trade	80	75	69
Retail trade	139	149	148
Wholesale and retail trade; repair of motor vehicles	240	248	241
Land, water and air transport	217	255	261
Warehousing, transport support, postal and courier activities	142	157	168
Transportation and storage	371	419	441
Accommodation and food service activities	127	139	147
Accommodation and food service activities	127	139	147
Information and communication	147	188	225
Information and communication	147	188	225
Financial and insurance activities	28	33	33
Financial and insurance activities	28	33	33
Real estate activities, excluding imputed rental	136	147	161
Owner-occupiers' imputed rental	415	412	410
Real estate activities	560	566	575
Legal and accounting activities	6	7	8
Head offices and management consultancy	4	4	5
Architectural and engineering activities	32	36	35
Other professional, scientific and technical activities	190	233	253
Professional, scientific and technical activities	220	264	281

Rental and leasing activities	6	9	9
Employment activities; tourism and security services	18	23	28
Services to buildings and landscape activities	20	24	25
Office administration and business support activities	9	13	12
Administrative and support service activities	49	63	69
Public administration and defence	87	84	86
Public administration and defence	87	84	86
Education	96	108	105
Education	96	108	105
Human health and residential care activities	33	35	38
Social work activities	1	2	2
Human health and social work activities	35	37	41
Arts, entertainment and recreation	22	21	25
Arts, entertainment and recreation	22	21	25
Membership organisations; repair of household goods	5	5	5
Other personal service activities	21	20	22
Other service activities	24	23	26
Households as employers and own use production	18	18	21
Activities of households	18	18	21
Services sector	1947	2140	2250
All industries	2258	2472	2561
Agriculture, mining, electricity, gas, water and waste	24	24	28
Agriculture, mining, electricity, gas, water and waste	24	24	28
Manufacture of food, beverages, textiles and clothing	6	5	5
Manufacture of food, beverages, textiles and clothing	6	5	5
Manufacture of wood, petroleum, chemicals and minerals	47	47	45
Manufacture of wood, petroleum, chemicals and minerals	47	47	45
Manufacture of metals, electrical products and machinery	5	6	6
Manufacture of metals, electrical products and machinery	5	6	6
Other manufacturing, repair and installation	2	2	2
Other manufacturing, repair and installation	2	2	2
Manufacturing	63	65	62
Production sector	96	98	98
Construction of buildings	23	26	25
Civil engineering	2	2	2
Specialised construction activities	29	32	31
Construction	57	63	61
Motor trades	26	29	28
Wholesale trade	26	25	23
Retail trade	45	50	50
Wholesale and retail trade; repair of motor vehicles	94	102	100
Land, water and air transport	9	11	11
Warehousing, transport support, postal and courier activities	6	6	8
Transportation and storage	15	17	18
Accommodation and food service activities	21	24	26
Accommodation and food service activities	21	24	26
Information and communication	24	30	34
Information and communication	24	30	34
Financial and insurance activities	57	73	76
Financial and insurance activities	57	73	76
Real estate activities, excluding imputed rental	29	32	35
Owner-occupiers' imputed rental	289	314	320

Real estate activities	319	346	354
Legal and accounting activities	14	17	18
Head offices and management consultancy	2	2	2
Architectural and engineering activities	55	60	57
Other professional, scientific and technical activities	15	18	18
Professional, scientific and technical activities	83	93	91
Rental and leasing activities	3	4	4
Employment activities; tourism and security services	14	17	22
Services to buildings and landscape activities	11	13	13
Office administration and business support activities	72	101	93
Administrative and support service activities	89	119	122
Public administration and defence	42	40	42
Public administration and defence	42	40	42
Education	188	209	205
Education	188	209	205
Human health and residential care activities	103	109	120
Social work activities	16	17	20
Human health and social work activities	119	125	138
Arts, entertainment and recreation	29	29	34
Arts, entertainment and recreation	29	29	34
Membership organisations; repair of household goods	5	5	6
Other personal service activities	19	18	20
Other service activities	24	23	26
Households as employers and own use production	18	18	21
Activities of households	18	18	21
Services sector	1108	1242	1279
All industries	1256	1398	1433
Agriculture, mining, electricity, gas, water and waste	8	8	8
Agriculture, mining, electricity, gas, water and waste	8	8	8
Manufacture of food, beverages, textiles and clothing	18	21	20
Manufacture of food, beverages, textiles and clothing	18	21	20
Manufacture of wood, petroleum, chemicals and minerals	127	100	95
Manufacture of wood, petroleum, chemicals and minerals	127	100	95
Manufacture of metals, electrical products and machinery	36	48	52
Manufacture of metals, electrical products and machinery	36	48	52
Other manufacturing, repair and installation	24	28	29
Other manufacturing, repair and installation	24	28	29
Manufacturing	227	220	219
Production sector	120	117	116
Construction of buildings	165	188	181
Civil engineering	22	24	22
Specialised construction activities	39	43	42
Construction	226	255	246
Motor trades	11	12	12
Wholesale trade	90	87	81
Retail trade	56	62	62
Wholesale and retail trade; repair of motor vehicles	150	156	150
Land, water and air transport	5	6	6
Warehousing, transport support, postal and courier activities	24	27	30
Transportation and storage	29	33	36
Accommodation and food service activities	27	30	31
Accommodation and food service activities	27	30	31

Information and communication	181	230	264
Information and communication	181	230	264
Financial and insurance activities	228	244	250
Financial and insurance activities	228	244	250
Real estate activities, excluding imputed rental	183	201	220
Owner-occupiers' imputed rental	395	398	397
Real estate activities	585	603	617
Legal and accounting activities	69	81	88
Head offices and management consultancy	130	150	163
Architectural and engineering activities	112	122	115
Other professional, scientific and technical activities	21	24	24
Professional, scientific and technical activities	320	363	375
Rental and leasing activities	3	4	4
Employment activities; tourism and security services	57	66	69
Services to buildings and landscape activities	15	17	17
Office administration and business support activities	11	15	14
Administrative and support service activities	82	98	100
Public administration and defence	92	88	91
Public administration and defence	92	88	91
Education	183	203	199
Education	183	203	199
Human health and residential care activities	64	68	75
Social work activities	13	14	16
Human health and social work activities	77	81	90
Arts, entertainment and recreation	31	29	36
Arts, entertainment and recreation	31	29	36
Membership organisations; repair of household goods	25	26	28
Other personal service activities	37	35	38
Other service activities	60	59	65
Households as employers and own use production	21	22	24
Activities of households	21	22	24
Services sector	2030	2220	2316
All industries	2271	2462	2541
Agriculture, mining, electricity, gas, water and waste	92	91	89
Agriculture, mining, electricity, gas, water and waste	92	91	89
Manufacture of food, beverages, textiles and clothing	5	5	5
Manufacture of food, beverages, textiles and clothing	5	5	5
Manufacture of wood, petroleum, chemicals and minerals	77	80	77
Manufacture of wood, petroleum, chemicals and minerals	77	80	77
Manufacture of metals, electrical products and machinery	60	82	88
Manufacture of metals, electrical products and machinery	60	82	88
Other manufacturing, repair and installation	59	72	80
Other manufacturing, repair and installation	59	72	80
Manufacturing	205	244	256
Production sector	296	335	346
Construction of buildings	151	172	166
Civil engineering	16	18	17
Specialised construction activities	61	66	64
Construction	237	266	257
Motor trades	156	175	172
Wholesale trade	887	857	795
Retail trade	92	102	102

Wholesale and retail trade; repair of motor vehicles	1097	1100	1039
Land, water and air transport	30	30	30
Warehousing, transport support, postal and courier activities	31	35	39
Transportation and storage	60	63	67
Accommodation and food service activities	39	44	46
Accommodation and food service activities	39	44	46
Information and communication	148	182	197
Information and communication	148	182	197
Financial and insurance activities	1470	1573	1621
Financial and insurance activities	1470	1573	1621
Real estate activities, excluding imputed rental	117	128	140
Owner-occupiers' imputed rental	457	490	522
Real estate activities	574	619	662
Legal and accounting activities	106	126	135
Head offices and management consultancy	7	8	9
Architectural and engineering activities	64	70	66
Other professional, scientific and technical activities	29	32	32
Professional, scientific and technical activities	197	225	230
Rental and leasing activities	5	6	6
Employment activities; tourism and security services	28	35	44
Services to buildings and landscape activities	16	18	19
Office administration and business support activities	35	48	44
Administrative and support service activities	75	96	105
Public administration and defence	214	205	212
Public administration and defence	214	205	212
Education	252	280	274
Education	252	280	274
Human health and residential care activities	160	169	185
Social work activities	30	32	38
Human health and social work activities	188	198	220
Arts, entertainment and recreation	34	33	40
Arts, entertainment and recreation	34	33	40
Membership organisations; repair of household goods	14	13	13
Other personal service activities	106	101	111
Other service activities	120	114	123
Households as employers and own use production	33	34	38
Activities of households	33	34	38
Services sector	4238	4502	4600
All industries	4747	5079	5180
Agriculture, mining, electricity, gas, water and waste	58	59	66
Agriculture, mining, electricity, gas, water and waste	58	59	66
Manufacture of food, beverages, textiles and clothing	8	9	8
Manufacture of food, beverages, textiles and clothing	8	9	8
Manufacture of wood, petroleum, chemicals and minerals	33	42	43
Manufacture of wood, petroleum, chemicals and minerals	33	42	43
Manufacture of metals, electrical products and machinery	22	28	30
Manufacture of metals, electrical products and machinery	22	28	30
Other manufacturing, repair and installation	20	24	26
Other manufacturing, repair and installation	20	24	26
Manufacturing	81	100	105
Production sector	147	169	182
Construction of buildings	72	82	80

Civil engineering	40	44	41
Specialised construction activities	49	53	52
Construction	161	178	172
Motor trades	19	21	21
Wholesale trade	23	22	20
Retail trade	48	53	53
Wholesale and retail trade; repair of motor vehicles	88	95	94
Land, water and air transport	28	29	30
Warehousing, transport support, postal and courier activities	28	31	34
Transportation and storage	55	60	63
Accommodation and food service activities	34	38	40
Accommodation and food service activities	34	38	40
Information and communication	25	32	37
Information and communication	25	32	37
Financial and insurance activities	2	2	2
Financial and insurance activities	2	2	2
Real estate activities, excluding imputed rental	28	31	34
Owner-occupiers' imputed rental	292	319	315
Real estate activities	320	350	348
Legal and accounting activities	4	4	5
Head offices and management consultancy	4	5	5
Architectural and engineering activities	11	12	12
Other professional, scientific and technical activities	12	14	15
Professional, scientific and technical activities	31	35	36
Rental and leasing activities	9	12	12
Employment activities; tourism and security services	9	11	14
Services to buildings and landscape activities	11	13	13
Office administration and business support activities	7	9	8
Administrative and support service activities	32	41	44
Public administration and defence	56	54	56
Public administration and defence	56	54	56
Education	203	226	221
Education	203	226	221
Human health and residential care activities	40	42	46
Social work activities	5	6	7
Human health and social work activities	45	47	52
Arts, entertainment and recreation	21	20	23
Arts, entertainment and recreation	21	20	23
Membership organisations; repair of household goods	24	23	22
Other personal service activities	28	27	30
Other service activities	52	50	52
Households as employers and own use production	21	21	24
Activities of households	21	21	24
Services sector	962	1054	1078
All industries	1257	1388	1420
Agriculture, mining, electricity, gas, water and waste	67	66	50
Agriculture, mining, electricity, gas, water and waste	67	66	50
Manufacture of food, beverages, textiles and clothing	11	10	10
Manufacture of food, beverages, textiles and clothing	11	10	10
Manufacture of wood, petroleum, chemicals and minerals	39	38	38
Manufacture of wood, petroleum, chemicals and minerals	39	38	38
Manufacture of metals, electrical products and machinery	53	46	50

Manufacture of metals, electrical products and machinery	53	46	50
Other manufacturing, repair and installation	41	36	38
Other manufacturing, repair and installation	41	36	38
Manufacturing	142	130	136
Production sector	208	192	190
Construction of buildings	26	27	28
Civil engineering	47	48	47
Specialised construction activities	52	52	53
Construction	124	126	127
Motor trades	16	17	16
Wholesale trade	42	38	35
Retail trade	69	72	71
Wholesale and retail trade; repair of motor vehicles	125	125	121
Land, water and air transport	10	11	11
Warehousing, transport support, postal and courier activities	18	19	21
Transportation and storage	27	30	32
Accommodation and food service activities	22	24	25
Accommodation and food service activities	22	24	25
Information and communication	23	30	37
Information and communication	23	30	37
Financial and insurance activities	117	102	94
Financial and insurance activities	117	102	94
Real estate activities, excluding imputed rental	9	10	11
Owner-occupiers' imputed rental	174	173	171
Real estate activities	184	183	181
Legal and accounting activities	3	3	3
Head offices and management consultancy	2	2	2
Architectural and engineering activities	63	59	56
Other professional, scientific and technical activities	12	12	12
Professional, scientific and technical activities	80	76	73
Rental and leasing activities	4	4	4
Employment activities; tourism and security services	5	6	7
Services to buildings and landscape activities	8	8	8
Office administration and business support activities	8	10	9
Administrative and support service activities	23	25	26
Public administration and defence	48	41	43
Public administration and defence	48	41	43
Education	57	56	57
Education	57	56	57
Human health and residential care activities	36	34	38
Social work activities	7	7	8
Human health and social work activities	43	40	46
Arts, entertainment and recreation	5	5	5
Arts, entertainment and recreation	5	5	5
Membership organisations; repair of household goods	7	7	7
Other personal service activities	19	17	17
Other service activities	25	24	23
Households as employers and own use production	16	16	16
Activities of households	16	16	16
Services sector	777	769	776
All industries	1105	1083	1089
Agriculture, mining, electricity, gas, water and waste	39	39	38

Agriculture, mining, electricity, gas, water and waste	39	39	38
Manufacture of food, beverages, textiles and clothing	7	6	6
Manufacture of food, beverages, textiles and clothing	7	6	6
Manufacture of wood, petroleum, chemicals and minerals	54	55	56
Manufacture of wood, petroleum, chemicals and minerals	54	55	56
Manufacture of metals, electrical products and machinery	98	100	104
Manufacture of metals, electrical products and machinery	98	100	104
Other manufacturing, repair and installation	15	13	14
Other manufacturing, repair and installation	15	13	14
Manufacturing	176	175	183
Production sector	208	208	214
Construction of buildings	57	60	60
Civil engineering	21	21	21
Specialised construction activities	95	95	96
Construction	175	179	181
Motor trades	39	41	40
Wholesale trade	39	35	32
Retail trade	149	155	153
Wholesale and retail trade; repair of motor vehicles	227	231	226
Land, water and air transport	56	65	66
Warehousing, transport support, postal and courier activities	18	19	22
Transportation and storage	73	83	87
Accommodation and food service activities	129	134	135
Accommodation and food service activities	129	134	135
Information and communication	46	54	59
Information and communication	46	54	59
Financial and insurance activities	21	23	19
Financial and insurance activities	21	23	19
Real estate activities, excluding imputed rental	67	71	78
Owner-occupiers' imputed rental	469	463	451
Real estate activities	537	533	526
Legal and accounting activities	14	14	15
Head offices and management consultancy	2	2	2
Architectural and engineering activities	14	13	13
Other professional, scientific and technical activities	13	14	16
Professional, scientific and technical activities	43	43	45
Rental and leasing activities	24	26	26
Employment activities; tourism and security services	14	14	17
Services to buildings and landscape activities	9	9	9
Office administration and business support activities	33	41	37
Administrative and support service activities	76	86	86
Public administration and defence	100	85	90
Public administration and defence	100	85	90
Education	141	139	140
Education	141	139	140
Human health and residential care activities	56	53	59
Social work activities	24	22	27
Human health and social work activities	79	74	85
Arts, entertainment and recreation	46	41	45
Arts, entertainment and recreation	46	41	45
Membership organisations; repair of household goods	13	12	9
Other personal service activities	26	24	24

Other service activities	38	36	33
Households as employers and own use production	37	37	38
Activities of households	37	37	38
Services sector	1575	1590	1602
All industries	1950	1969	1988
Agriculture, mining, electricity, gas, water and waste	60	60	60
Agriculture, mining, electricity, gas, water and waste	60	60	60
Manufacture of food, beverages, textiles and clothing	122	120	124
Manufacture of food, beverages, textiles and clothing	122	120	124
Manufacture of wood, petroleum, chemicals and minerals	43	43	44
Manufacture of wood, petroleum, chemicals and minerals	43	43	44
Manufacture of metals, electrical products and machinery	120	115	131
Manufacture of metals, electrical products and machinery	120	115	131
Other manufacturing, repair and installation	24	21	22
Other manufacturing, repair and installation	24	21	22
Manufacturing	309	300	321
Production sector	371	362	383
Construction of buildings	69	73	74
Civil engineering	65	66	65
Specialised construction activities	89	89	91
Construction	219	224	225
Motor trades	40	42	41
Wholesale trade	89	80	74
Retail trade	137	142	140
Wholesale and retail trade; repair of motor vehicles	262	261	253
Land, water and air transport	34	39	40
Warehousing, transport support, postal and courier activities	28	30	33
Transportation and storage	62	68	72
Accommodation and food service activities	126	132	135
Accommodation and food service activities	126	132	135
Information and communication	104	119	126
Information and communication	104	119	126
Financial and insurance activities	47	46	42
Financial and insurance activities	47	46	42
Real estate activities, excluding imputed rental	164	173	189
Owner-occupiers' imputed rental	424	423	434
Real estate activities	588	595	620
Legal and accounting activities	26	27	29
Head offices and management consultancy	13	13	14
Architectural and engineering activities	26	24	23
Other professional, scientific and technical activities	30	30	32
Professional, scientific and technical activities	93	92	95
Rental and leasing activities	5	6	6
Employment activities; tourism and security services	17	18	22
Services to buildings and landscape activities	46	46	47
Office administration and business support activities	28	34	31
Administrative and support service activities	88	95	99
Public administration and defence	401	340	362
Public administration and defence	401	340	362
Education	201	198	199
Education	201	198	199
Human health and residential care activities	118	110	124

Social work activities	26	24	29
Human health and social work activities	141	132	150
Arts, entertainment and recreation	44	41	44
Arts, entertainment and recreation	44	41	44
Membership organisations; repair of household goods	23	23	21
Other personal service activities	41	38	37
Other service activities	62	60	57
Households as employers and own use production	28	28	28
Activities of households	28	28	28
Services sector	2202	2183	2256
All industries	2791	2766	2862
Agriculture, mining, electricity, gas, water and waste	58	67	74
Agriculture, mining, electricity, gas, water and waste	58	67	74
Manufacture of food, beverages, textiles and clothing	9	7	6
Manufacture of food, beverages, textiles and clothing	9	7	6
Manufacture of wood, petroleum, chemicals and minerals	378	594	599
Manufacture of wood, petroleum, chemicals and minerals	378	594	599
Manufacture of metals, electrical products and machinery	69	72	76
Manufacture of metals, electrical products and machinery	69	72	76
Other manufacturing, repair and installation	7	6	6
Other manufacturing, repair and installation	7	6	6
Manufacturing	467	676	684
Production sector	556	790	806
Construction of buildings	17	18	19
Civil engineering	5	5	5
Specialised construction activities	57	57	58
Construction	79	80	81
Motor trades	24	25	25
Wholesale trade	39	35	32
Retail trade	149	154	153
Wholesale and retail trade; repair of motor vehicles	210	214	209
Land, water and air transport	24	25	25
Warehousing, transport support, postal and courier activities	136	145	155
Transportation and storage	157	166	176
Accommodation and food service activities	54	57	60
Accommodation and food service activities	54	57	60
Information and communication	45	59	71
Information and communication	45	59	71
Financial and insurance activities	281	296	248
Financial and insurance activities	281	296	248
Real estate activities, excluding imputed rental	42	44	48
Owner-occupiers' imputed rental	419	418	427
Real estate activities	462	463	475
Legal and accounting activities	25	26	27
Head offices and management consultancy	31	31	34
Architectural and engineering activities	14	14	13
Other professional, scientific and technical activities	20	21	22
Professional, scientific and technical activities	91	91	96
Rental and leasing activities	5	5	5
Employment activities; tourism and security services	110	109	113
Services to buildings and landscape activities	8	8	8
Office administration and business support activities	9	11	10

Administrative and support service activities	125	127	130
Public administration and defence	176	150	159
Public administration and defence	176	150	159
Education	136	133	134
Education	136	133	134
Human health and residential care activities	258	236	269
Social work activities	36	34	41
Human health and social work activities	291	267	307
Arts, entertainment and recreation	24	22	24
Arts, entertainment and recreation	24	22	24
Membership organisations; repair of household goods	3	3	3
Other personal service activities	35	33	32
Other service activities	38	36	35
Households as employers and own use production	26	26	26
Activities of households	26	26	26
Services sector	2069	2073	2135
All industries	2688	2899	2976
Agriculture, mining, electricity, gas, water and waste	96	107	122
Agriculture, mining, electricity, gas, water and waste	96	107	122
Manufacture of food, beverages, textiles and clothing	16	16	17
Manufacture of food, beverages, textiles and clothing	16	16	17
Manufacture of wood, petroleum, chemicals and minerals	184	266	279
Manufacture of wood, petroleum, chemicals and minerals	184	266	279
Manufacture of metals, electrical products and machinery	315	329	367
Manufacture of metals, electrical products and machinery	315	329	367
Other manufacturing, repair and installation	43	46	54
Other manufacturing, repair and installation	43	46	54
Manufacturing	541	612	672
Production sector	676	764	843
Construction of buildings	19	20	21
Civil engineering	39	40	40
Specialised construction activities	42	42	43
Construction	100	103	104
Motor trades	34	41	40
Wholesale trade	96	98	89
Retail trade	88	104	102
Wholesale and retail trade; repair of motor vehicles	215	241	231
Land, water and air transport	843	832	820
Warehousing, transport support, postal and courier activities	307	370	399
Transportation and storage	1166	1205	1216
Accommodation and food service activities	104	124	128
Accommodation and food service activities	104	124	128
Information and communication	126	161	188
Information and communication	126	161	188
Financial and insurance activities	250	243	220
Financial and insurance activities	250	243	220
Real estate activities, excluding imputed rental	40	42	46
Owner-occupiers' imputed rental	188	184	187
Real estate activities	228	226	232
Legal and accounting activities	50	53	57
Head offices and management consultancy	15	15	17
Architectural and engineering activities	131	126	123

Other professional, scientific and technical activities	14	13	13
Professional, scientific and technical activities	206	204	207
Rental and leasing activities	28	32	33
Employment activities; tourism and security services	205	212	230
Services to buildings and landscape activities	55	56	59
Office administration and business support activities	7	9	9
Administrative and support service activities	285	300	319
Public administration and defence	165	137	146
Public administration and defence	165	137	146
Education	162	155	157
Education	162	155	157
Human health and residential care activities	48	44	50
Social work activities	17	15	18
Human health and social work activities	64	59	68
Arts, entertainment and recreation	36	32	36
Arts, entertainment and recreation	36	32	36
Membership organisations; repair of household goods	16	15	14
Other personal service activities	38	35	35
Other service activities	53	50	48
Households as employers and own use production	24	24	25
Activities of households	24	24	25
Services sector	3062	3166	3231
All industries	3796	3987	4127
Agriculture, mining, electricity, gas, water and waste	48	47	45
Agriculture, mining, electricity, gas, water and waste	48	47	45
Manufacture of food, beverages, textiles and clothing	34	34	36
Manufacture of food, beverages, textiles and clothing	34	34	36
Manufacture of wood, petroleum, chemicals and minerals	313	402	418
Manufacture of wood, petroleum, chemicals and minerals	313	402	418
Manufacture of metals, electrical products and machinery	105	113	121
Manufacture of metals, electrical products and machinery	105	113	121
Other manufacturing, repair and installation	31	30	33
Other manufacturing, repair and installation	31	30	33
Manufacturing	497	589	621
Production sector	529	618	646
Construction of buildings	84	90	91
Civil engineering	42	43	43
Specialised construction activities	131	134	137
Construction	256	266	271
Motor trades	31	38	36
Wholesale trade	55	56	51
Retail trade	52	61	60
Wholesale and retail trade; repair of motor vehicles	136	154	147
Land, water and air transport	15	17	17
Warehousing, transport support, postal and courier activities	12	14	16
Transportation and storage	26	31	33
Accommodation and food service activities	41	49	50
Accommodation and food service activities	41	49	50
Information and communication	61	78	93
Information and communication	61	78	93
Financial and insurance activities	273	289	243
Financial and insurance activities	273	289	243

Real estate activities, excluding imputed rental	256	269	293
Owner-occupiers' imputed rental	335	333	333
Real estate activities	607	616	636
Legal and accounting activities	11	12	13
Head offices and management consultancy	10	10	11
Architectural and engineering activities	18	17	17
Other professional, scientific and technical activities	67	54	56
Professional, scientific and technical activities	101	88	91
Rental and leasing activities	8	9	9
Employment activities; tourism and security services	9	10	13
Services to buildings and landscape activities	19	19	20
Office administration and business support activities	34	42	40
Administrative and support service activities	65	75	78
Public administration and defence	62	52	55
Public administration and defence	62	52	55
Education	186	179	181
Education	186	179	181
Human health and residential care activities	46	42	47
Social work activities	31	28	34
Human health and social work activities	75	68	80
Arts, entertainment and recreation	32	30	32
Arts, entertainment and recreation	32	30	32
Membership organisations; repair of household goods	27	28	27
Other personal service activities	42	39	39
Other service activities	68	66	65
Households as employers and own use production	29	29	30
Activities of households	29	29	30
Services sector	1682	1726	1757
All industries	2428	2570	2632
Agriculture, mining, electricity, gas, water and waste	30	29	26
Agriculture, mining, electricity, gas, water and waste	30	29	26
Manufacture of food, beverages, textiles and clothing	21	21	22
Manufacture of food, beverages, textiles and clothing	21	21	22
Manufacture of wood, petroleum, chemicals and minerals	59	55	57
Manufacture of wood, petroleum, chemicals and minerals	59	55	57
Manufacture of metals, electrical products and machinery	79	78	87
Manufacture of metals, electrical products and machinery	79	78	87
Other manufacturing, repair and installation	11	10	11
Other manufacturing, repair and installation	11	10	11
Manufacturing	169	163	177
Production sector	196	189	201
Construction of buildings	54	58	59
Civil engineering	46	47	47
Specialised construction activities	67	69	70
Construction	168	175	178
Motor trades	19	22	22
Wholesale trade	57	58	53
Retail trade	72	85	84
Wholesale and retail trade; repair of motor vehicles	147	165	159
Land, water and air transport	58	62	61
Warehousing, transport support, postal and courier activities	25	29	33
Transportation and storage	82	90	94

Accommodation and food service activities	52	62	63
Accommodation and food service activities	52	62	63
Information and communication	111	131	141
Information and communication	111	131	141
Financial and insurance activities	86	86	79
Financial and insurance activities	86	86	79
Real estate activities, excluding imputed rental	78	82	89
Owner-occupiers' imputed rental	464	488	485
Real estate activities	546	574	577
Legal and accounting activities	10	10	11
Head offices and management consultancy	8	8	9
Architectural and engineering activities	55	53	52
Other professional, scientific and technical activities	23	24	26
Professional, scientific and technical activities	96	96	98
Rental and leasing activities	7	8	8
Employment activities; tourism and security services	48	50	58
Services to buildings and landscape activities	14	14	15
Office administration and business support activities	33	42	39
Administrative and support service activities	99	111	117
Public administration and defence	97	80	86
Public administration and defence	97	80	86
Education	212	204	206
Education	212	204	206
Human health and residential care activities	126	115	131
Social work activities	43	39	48
Human health and social work activities	167	153	176
Arts, entertainment and recreation	39	36	40
Arts, entertainment and recreation	39	36	40
Membership organisations; repair of household goods	43	43	41
Other personal service activities	62	58	57
Other service activities	104	99	97
Households as employers and own use production	31	31	32
Activities of households	31	31	32
Services sector	1833	1902	1949
All industries	2198	2264	2327
Agriculture, mining, electricity, gas, water and waste	97	145	190
Agriculture, mining, electricity, gas, water and waste	97	145	190
Manufacture of food, beverages, textiles and clothing	15	14	14
Manufacture of food, beverages, textiles and clothing	15	14	14
Manufacture of wood, petroleum, chemicals and minerals	123	101	107
Manufacture of wood, petroleum, chemicals and minerals	123	101	107
Manufacture of metals, electrical products and machinery	392	346	381
Manufacture of metals, electrical products and machinery	392	346	381
Other manufacturing, repair and installation	15	15	19
Other manufacturing, repair and installation	15	15	19
Manufacturing	526	461	504
Production sector	657	611	686
Construction of buildings	41	47	50
Civil engineering	55	56	60
Specialised construction activities	130	131	140
Construction	221	230	246
Motor trades	88	88	76

Wholesale trade	155	163	162
Retail trade	257	296	293
Wholesale and retail trade; repair of motor vehicles	491	541	526
Land, water and air transport	180	209	202
Warehousing, transport support, postal and courier activities	66	78	86
Transportation and storage	246	287	295
Accommodation and food service activities	164	198	219
Accommodation and food service activities	164	198	219
Information and communication	181	179	203
Information and communication	181	179	203
Financial and insurance activities	214	193	188
Financial and insurance activities	214	193	188
Real estate activities, excluding imputed rental	72	70	76
Owner-occupiers' imputed rental	411	395	383
Real estate activities	489	470	463
Legal and accounting activities	26	26	21
Head offices and management consultancy	7	8	6
Architectural and engineering activities	24	17	14
Other professional, scientific and technical activities	19	15	13
Professional, scientific and technical activities	74	62	52
Rental and leasing activities	16	12	12
Employment activities; tourism and security services	41	37	35
Services to buildings and landscape activities	71	68	77
Office administration and business support activities	132	130	128
Administrative and support service activities	266	252	256
Public administration and defence	1133	1002	972
Public administration and defence	1133	1002	972
Education	374	346	373
Education	374	346	373
Human health and residential care activities	286	273	290
Social work activities	38	34	37
Human health and social work activities	322	306	325
Arts, entertainment and recreation	82	94	99
Arts, entertainment and recreation	82	94	99
Membership organisations; repair of household goods	10	10	8
Other personal service activities	32	33	32
Other service activities	40	42	38
Households as employers and own use production	42	30	26
Activities of households	42	30	26
Services sector	3841	3753	3788
All industries	4739	4606	4740
Agriculture, mining, electricity, gas, water and waste	196	179	170
Agriculture, mining, electricity, gas, water and waste	196	179	170
Manufacture of food, beverages, textiles and clothing	409	227	166
Manufacture of food, beverages, textiles and clothing	409	227	166
Manufacture of wood, petroleum, chemicals and minerals	101	108	81
Manufacture of wood, petroleum, chemicals and minerals	101	108	81
Manufacture of metals, electrical products and machinery	263	287	235
Manufacture of metals, electrical products and machinery	263	287	235
Other manufacturing, repair and installation	58	69	67
Other manufacturing, repair and installation	58	69	67
Manufacturing	680	614	495

Production sector	858	777	647
Construction of buildings	89	105	115
Civil engineering	76	79	86
Specialised construction activities	116	120	132
Construction	285	309	339
Motor trades	69	60	55
Wholesale trade	158	144	151
Retail trade	222	222	231
Wholesale and retail trade; repair of motor vehicles	441	421	432
Land, water and air transport	724	635	686
Warehousing, transport support, postal and courier activities	86	90	101
Transportation and storage	847	787	863
Accommodation and food service activities	105	110	127
Accommodation and food service activities	105	110	127
Information and communication	122	123	151
Information and communication	122	123	151
Financial and insurance activities	646	729	689
Financial and insurance activities	646	729	689
Real estate activities, excluding imputed rental	131	128	141
Owner-occupiers' imputed rental	421	410	414
Real estate activities	557	543	558
Legal and accounting activities	213	218	227
Head offices and management consultancy	24	28	27
Architectural and engineering activities	76	55	57
Other professional, scientific and technical activities	71	58	64
Professional, scientific and technical activities	377	351	365
Rental and leasing activities	9	7	9
Employment activities; tourism and security services	105	99	111
Services to buildings and landscape activities	16	16	23
Office administration and business support activities	4	4	5
Administrative and support service activities	134	126	146
Public administration and defence	643	563	484
Public administration and defence	643	563	484
Education	530	485	464
Education	530	485	464
Human health and residential care activities	314	297	280
Social work activities	92	82	79
Human health and social work activities	402	375	355
Arts, entertainment and recreation	83	98	104
Arts, entertainment and recreation	83	98	104
Membership organisations; repair of household goods	23	24	19
Other personal service activities	51	53	51
Other service activities	72	75	68
Households as employers and own use production	45	32	29
Activities of households	45	32	29
Services sector	5000	4818	4853
All industries	6213	5957	5863
Agriculture, mining, electricity, gas, water and waste	53	53	57
Agriculture, mining, electricity, gas, water and waste	53	53	57
Manufacture of food, beverages, textiles and clothing	36	39	40
Manufacture of food, beverages, textiles and clothing	36	39	40
Manufacture of wood, petroleum, chemicals and minerals	30	29	32

Manufacture of wood, petroleum, chemicals and minerals	30	29	32
Manufacture of metals, electrical products and machinery	74	83	89
Manufacture of metals, electrical products and machinery	74	83	89
Other manufacturing, repair and installation	57	72	98
Other manufacturing, repair and installation	57	72	98
Manufacturing	177	201	235
Production sector	229	255	294
Construction of buildings	49	53	61
Civil engineering	38	37	42
Specialised construction activities	44	42	48
Construction	131	132	151
Motor trades	21	19	19
Wholesale trade	40	37	43
Retail trade	100	102	117
Wholesale and retail trade; repair of motor vehicles	160	158	178
Land, water and air transport	83	85	97
Warehousing, transport support, postal and courier activities	35	37	46
Transportation and storage	115	120	143
Accommodation and food service activities	99	107	128
Accommodation and food service activities	99	107	128
Information and communication	17	19	26
Information and communication	17	19	26
Financial and insurance activities	54	60	75
Financial and insurance activities	54	60	75
Real estate activities, excluding imputed rental	49	48	53
Owner-occupiers' imputed rental	449	453	470
Real estate activities	504	507	529
Legal and accounting activities	15	19	21
Head offices and management consultancy	4	6	6
Architectural and engineering activities	38	34	37
Other professional, scientific and technical activities	23	24	25
Professional, scientific and technical activities	81	82	88
Rental and leasing activities	2	2	3
Employment activities; tourism and security services	21	23	25
Services to buildings and landscape activities	3	4	6
Office administration and business support activities	2	2	3
Administrative and support service activities	28	30	36
Public administration and defence	242	225	230
Public administration and defence	242	225	230
Education	112	109	124
Education	112	109	124
Human health and residential care activities	81	80	93
Social work activities	66	63	71
Human health and social work activities	147	143	165
Arts, entertainment and recreation	43	48	56
Arts, entertainment and recreation	43	48	56
Membership organisations; repair of household goods	7	8	9
Other personal service activities	16	17	19
Other service activities	22	24	26
Households as employers and own use production	19	14	15
Activities of households	19	14	15
Services sector	1608	1615	1782

All industries	1961	2003	2231
Agriculture, mining, electricity, gas, water and waste	25	34	41
Agriculture, mining, electricity, gas, water and waste	25	34	41
Manufacture of food, beverages, textiles and clothing	62	60	59
Manufacture of food, beverages, textiles and clothing	62	60	59
Manufacture of wood, petroleum, chemicals and minerals	28	25	26
Manufacture of wood, petroleum, chemicals and minerals	28	25	26
Manufacture of metals, electrical products and machinery	296	311	307
Manufacture of metals, electrical products and machinery	296	311	307
Other manufacturing, repair and installation	78	90	105
Other manufacturing, repair and installation	78	90	105
Manufacturing	464	484	492
Production sector	506	533	545
Construction of buildings	155	158	160
Civil engineering	52	47	47
Specialised construction activities	134	119	122
Construction	340	323	329
Motor trades	58	53	46
Wholesale trade	303	290	289
Retail trade	143	149	148
Wholesale and retail trade; repair of motor vehicles	488	479	470
Land, water and air transport	82	90	87
Warehousing, transport support, postal and courier activities	91	96	107
Transportation and storage	169	181	191
Accommodation and food service activities	53	59	64
Accommodation and food service activities	53	59	64
Information and communication	44	57	83
Information and communication	44	57	83
Financial and insurance activities	254	170	162
Financial and insurance activities	254	170	162
Real estate activities, excluding imputed rental	46	45	50
Owner-occupiers' imputed rental	370	374	375
Real estate activities	416	420	425
Legal and accounting activities	59	71	74
Head offices and management consultancy	22	30	29
Architectural and engineering activities	110	95	97
Other professional, scientific and technical activities	31	29	33
Professional, scientific and technical activities	219	221	227
Rental and leasing activities	4	4	5
Employment activities; tourism and security services	28	32	37
Services to buildings and landscape activities	10	12	17
Office administration and business support activities	3	4	4
Administrative and support service activities	45	51	62
Public administration and defence	220	208	199
Public administration and defence	220	208	199
Education	132	130	138
Education	132	130	138
Human health and residential care activities	56	57	61
Social work activities	17	16	17
Human health and social work activities	72	72	78
Arts, entertainment and recreation	30	36	41
Arts, entertainment and recreation	30	36	41

Membership organisations; repair of household goods	7	7	6
Other personal service activities	33	38	40
Other service activities	39	44	44
Households as employers and own use production	24	19	19
Activities of households	24	19	19
Services sector	2108	2084	2152
All industries	2959	2952	3039
Agriculture, mining, electricity, gas, water and waste	24	25	23
Agriculture, mining, electricity, gas, water and waste	24	25	23
Manufacture of food, beverages, textiles and clothing	28	27	27
Manufacture of food, beverages, textiles and clothing	28	27	27
Manufacture of wood, petroleum, chemicals and minerals	48	44	44
Manufacture of wood, petroleum, chemicals and minerals	48	44	44
Manufacture of metals, electrical products and machinery	165	159	161
Manufacture of metals, electrical products and machinery	165	159	161
Other manufacturing, repair and installation	12	14	16
Other manufacturing, repair and installation	12	14	16
Manufacturing	250	240	243
Production sector	274	265	266
Construction of buildings	65	66	67
Civil engineering	42	38	38
Specialised construction activities	77	68	70
Construction	184	173	176
Motor trades	32	30	26
Wholesale trade	163	156	156
Retail trade	110	115	114
Wholesale and retail trade; repair of motor vehicles	307	303	298
Land, water and air transport	129	140	136
Warehousing, transport support, postal and courier activities	53	58	62
Transportation and storage	181	197	200
Accommodation and food service activities	38	41	45
Accommodation and food service activities	38	41	45
Information and communication	40	45	50
Information and communication	40	45	50
Financial and insurance activities	112	161	146
Financial and insurance activities	112	161	146
Real estate activities, excluding imputed rental	34	33	37
Owner-occupiers' imputed rental	238	233	231
Real estate activities	273	268	269
Legal and accounting activities	15	19	19
Head offices and management consultancy	18	25	24
Architectural and engineering activities	19	16	16
Other professional, scientific and technical activities	36	36	34
Professional, scientific and technical activities	85	94	92
Rental and leasing activities	3	3	3
Employment activities; tourism and security services	18	20	22
Services to buildings and landscape activities	6	7	10
Office administration and business support activities	6	7	9
Administrative and support service activities	32	36	42
Public administration and defence	335	317	303
Public administration and defence	335	317	303
Education	146	144	154

Education	146	144	154
Human health and residential care activities	41	41	44
Social work activities	9	9	9
Human health and social work activities	49	50	53
Arts, entertainment and recreation	13	16	19
Arts, entertainment and recreation	13	16	19
Membership organisations; repair of household goods	5	5	4
Other personal service activities	42	48	50
Other service activities	47	53	54
Households as employers and own use production	23	18	17
Activities of households	23	18	17
Services sector	1666	1723	1730
All industries	2135	2167	2178
Agriculture, mining, electricity, gas, water and waste	3	4	4
Agriculture, mining, electricity, gas, water and waste	3	4	4
Manufacture of food, beverages, textiles and clothing	23	22	21
Manufacture of food, beverages, textiles and clothing	23	22	21
Manufacture of wood, petroleum, chemicals and minerals	95	85	84
Manufacture of wood, petroleum, chemicals and minerals	95	85	84
Manufacture of metals, electrical products and machinery	43	40	35
Manufacture of metals, electrical products and machinery	43	40	35
Other manufacturing, repair and installation	35	43	56
Other manufacturing, repair and installation	35	43	56
Manufacturing	190	187	198
Production sector	189	186	197
Construction of buildings	6	6	6
Civil engineering	2	2	2
Specialised construction activities	21	18	19
Construction	28	26	27
Motor trades	4	4	4
Wholesale trade	29	27	27
Retail trade	44	46	46
Wholesale and retail trade; repair of motor vehicles	77	78	77
Land, water and air transport	5	6	5
Warehousing, transport support, postal and courier activities	6	7	8
Transportation and storage	11	12	13
Accommodation and food service activities	18	19	22
Accommodation and food service activities	18	19	22
Information and communication	6	9	12
Information and communication	6	9	12
Financial and insurance activities	6	8	9
Financial and insurance activities	6	8	9
Real estate activities, excluding imputed rental	15	15	17
Owner-occupiers' imputed rental	201	203	194
Real estate activities	217	219	211
Legal and accounting activities	4	5	5
Head offices and management consultancy	2	3	2
Architectural and engineering activities	5	5	5
Other professional, scientific and technical activities	9	8	9
Professional, scientific and technical activities	19	18	20
Rental and leasing activities	0	0	0
Employment activities; tourism and security services	2	2	3

Services to buildings and landscape activities	2	2	3
Office administration and business support activities	1	1	2
Administrative and support service activities	5	6	7
Public administration and defence	184	174	166
Public administration and defence	184	174	166
Education	85	84	90
Education	85	84	90
Human health and residential care activities	31	31	33
Social work activities	3	3	3
Human health and social work activities	34	34	36
Arts, entertainment and recreation	16	21	24
Arts, entertainment and recreation	16	21	24
Membership organisations; repair of household goods	2	2	2
Other personal service activities	12	14	15
Other service activities	14	16	16
Households as employers and own use production	17	13	12
Activities of households	17	13	12
Services sector	664	672	679
All industries	879	881	900
Agriculture, mining, electricity, gas, water and waste	179	222	238
Agriculture, mining, electricity, gas, water and waste	179	222	238
Manufacture of food, beverages, textiles and clothing	38	37	35
Manufacture of food, beverages, textiles and clothing	38	37	35
Manufacture of wood, petroleum, chemicals and minerals	58	54	54
Manufacture of wood, petroleum, chemicals and minerals	58	54	54
Manufacture of metals, electrical products and machinery	467	465	520
Manufacture of metals, electrical products and machinery	467	465	520
Other manufacturing, repair and installation	35	39	45
Other manufacturing, repair and installation	35	39	45
Manufacturing	621	618	682
Production sector	813	840	921
Construction of buildings	28	28	29
Civil engineering	22	20	20
Specialised construction activities	63	56	57
Construction	113	104	106
Motor trades	21	19	16
Wholesale trade	74	70	70
Retail trade	95	100	99
Wholesale and retail trade; repair of motor vehicles	191	191	187
Land, water and air transport	9	9	9
Warehousing, transport support, postal and courier activities	11	12	13
Transportation and storage	20	21	22
Accommodation and food service activities	41	45	48
Accommodation and food service activities	41	45	48
Information and communication	43	56	83
Information and communication	43	56	83
Financial and insurance activities	16	22	24
Financial and insurance activities	16	22	24
Real estate activities, excluding imputed rental	22	22	24
Owner-occupiers' imputed rental	376	386	398
Real estate activities	398	408	422
Legal and accounting activities	10	12	13

Head offices and management consultancy	7	10	9
Architectural and engineering activities	22	19	20
Other professional, scientific and technical activities	20	20	20
Professional, scientific and technical activities	60	61	62
Rental and leasing activities	2	2	2
Employment activities; tourism and security services	29	33	39
Services to buildings and landscape activities	14	16	23
Office administration and business support activities	49	60	73
Administrative and support service activities	91	107	130
Public administration and defence	106	100	96
Public administration and defence	106	100	96
Education	145	144	153
Education	145	144	153
Human health and residential care activities	61	61	67
Social work activities	11	11	11
Human health and social work activities	71	71	78
Arts, entertainment and recreation	22	29	33
Arts, entertainment and recreation	22	29	33
Membership organisations; repair of household goods	36	33	23
Other personal service activities	32	36	38
Other service activities	67	69	61
Households as employers and own use production	25	20	19
Activities of households	25	20	19
Services sector	1214	1269	1353
All industries	2063	2136	2297
Agriculture, mining, electricity, gas, water and waste	4	4	4
Agriculture, mining, electricity, gas, water and waste	4	4	4
Manufacture of food, beverages, textiles and clothing	30	35	34
Manufacture of food, beverages, textiles and clothing	30	35	34
Manufacture of wood, petroleum, chemicals and minerals	236	232	243
Manufacture of wood, petroleum, chemicals and minerals	236	232	243
Manufacture of metals, electrical products and machinery	87	88	86
Manufacture of metals, electrical products and machinery	87	88	86
Other manufacturing, repair and installation	19	21	26
Other manufacturing, repair and installation	19	21	26
Manufacturing	363	367	381
Production sector	78	79	82
Construction of buildings	39	39	40
Civil engineering	27	24	24
Specialised construction activities	47	42	43
Construction	112	104	106
Motor trades	18	17	14
Wholesale trade	97	93	91
Retail trade	85	89	87
Wholesale and retail trade; repair of motor vehicles	205	205	198
Land, water and air transport	25	27	26
Warehousing, transport support, postal and courier activities	15	16	17
Transportation and storage	39	42	43
Accommodation and food service activities	102	112	124
Accommodation and food service activities	102	112	124
Information and communication	34	39	48
Information and communication	34	39	48

Financial and insurance activities	87	94	91
Financial and insurance activities	87	94	91
Real estate activities, excluding imputed rental	68	67	74
Owner-occupiers' imputed rental	329	332	337
Real estate activities	405	407	418
Legal and accounting activities	12	15	15
Head offices and management consultancy	10	14	14
Architectural and engineering activities	45	39	40
Other professional, scientific and technical activities	39	37	41
Professional, scientific and technical activities	103	101	104
Rental and leasing activities	1	1	1
Employment activities; tourism and security services	27	29	31
Services to buildings and landscape activities	12	14	19
Office administration and business support activities	4	5	6
Administrative and support service activities	44	50	58
Public administration and defence	115	109	103
Public administration and defence	115	109	103
Education	150	147	156
Education	150	147	156
Human health and residential care activities	53	53	58
Social work activities	126	121	128
Human health and social work activities	168	163	175
Arts, entertainment and recreation	24	28	30
Arts, entertainment and recreation	24	28	30
Membership organisations; repair of household goods	17	18	15
Other personal service activities	47	52	55
Other service activities	63	69	69
Households as employers and own use production	21	17	16
Activities of households	21	17	16
Services sector	1483	1505	1556
All industries	1337	1352	1398
Agriculture, mining, electricity, gas, water and waste	133	162	171
Agriculture, mining, electricity, gas, water and waste	133	162	171
Manufacture of food, beverages, textiles and clothing	9	10	10
Manufacture of food, beverages, textiles and clothing	9	10	10
Manufacture of wood, petroleum, chemicals and minerals	665	540	590
Manufacture of wood, petroleum, chemicals and minerals	665	540	590
Manufacture of metals, electrical products and machinery	151	148	133
Manufacture of metals, electrical products and machinery	151	148	133
Other manufacturing, repair and installation	44	48	61
Other manufacturing, repair and installation	44	48	61
Manufacturing	893	780	827
Production sector	1045	956	1012
Construction of buildings	145	145	148
Civil engineering	106	95	96
Specialised construction activities	153	135	138
Construction	403	374	381
Motor trades	33	30	26
Wholesale trade	261	250	246
Retail trade	103	107	105
Wholesale and retail trade; repair of motor vehicles	396	389	377
Land, water and air transport	82	90	86

Warehousing, transport support, postal and courier activities	29	31	34
Transportation and storage	109	118	118
Accommodation and food service activities	83	92	97
Accommodation and food service activities	83	92	97
Information and communication	23	26	32
Information and communication	23	26	32
Financial and insurance activities	32	33	38
Financial and insurance activities	32	33	38
Real estate activities, excluding imputed rental	116	114	125
Owner-occupiers' imputed rental	705	690	690
Real estate activities	836	819	827
Legal and accounting activities	24	29	30
Head offices and management consultancy	28	38	36
Architectural and engineering activities	203	175	176
Other professional, scientific and technical activities	52	49	53
Professional, scientific and technical activities	314	298	301
Rental and leasing activities	6	6	7
Employment activities; tourism and security services	21	22	23
Services to buildings and landscape activities	5	6	8
Office administration and business support activities	3	4	5
Administrative and support service activities	35	38	43
Public administration and defence	215	203	193
Public administration and defence	215	203	193
Education	218	214	226
Education	218	214	226
Human health and residential care activities	140	138	152
Social work activities	19	18	19
Human health and social work activities	158	156	171
Arts, entertainment and recreation	76	87	94
Arts, entertainment and recreation	76	87	94
Membership organisations; repair of household goods	6	7	7
Other personal service activities	59	65	69
Other service activities	64	72	74
Households as employers and own use production	34	26	25
Activities of households	34	26	25
Services sector	2527	2501	2545
All industries	3872	3743	3845
Agriculture, mining, electricity, gas, water and waste	46	49	48
Agriculture, mining, electricity, gas, water and waste	46	49	48
Manufacture of food, beverages, textiles and clothing	64	67	68
Manufacture of food, beverages, textiles and clothing	64	67	68
Manufacture of wood, petroleum, chemicals and minerals	97	93	100
Manufacture of wood, petroleum, chemicals and minerals	97	93	100
Manufacture of metals, electrical products and machinery	208	208	219
Manufacture of metals, electrical products and machinery	208	208	219
Other manufacturing, repair and installation	36	39	48
Other manufacturing, repair and installation	36	39	48
Manufacturing	397	401	427
Production sector	440	448	473
Construction of buildings	40	41	41
Civil engineering	47	42	43
Specialised construction activities	86	76	78

Construction	174	159	163
Motor trades	34	31	27
Wholesale trade	262	251	246
Retail trade	118	124	120
Wholesale and retail trade; repair of motor vehicles	414	408	396
Land, water and air transport	98	107	103
Warehousing, transport support, postal and courier activities	29	31	34
Transportation and storage	125	136	136
Accommodation and food service activities	47	52	56
Accommodation and food service activities	47	52	56
Information and communication	50	59	70
Information and communication	50	59	70
Financial and insurance activities	74	78	82
Financial and insurance activities	74	78	82
Real estate activities, excluding imputed rental	61	60	66
Owner-occupiers' imputed rental	347	371	390
Real estate activities	416	441	465
Legal and accounting activities	10	12	12
Head offices and management consultancy	18	25	24
Architectural and engineering activities	47	40	41
Other professional, scientific and technical activities	33	30	33
Professional, scientific and technical activities	103	103	105
Rental and leasing activities	6	6	7
Employment activities; tourism and security services	14	16	18
Services to buildings and landscape activities	4	5	7
Office administration and business support activities	4	5	6
Administrative and support service activities	28	31	37
Public administration and defence	211	199	189
Public administration and defence	211	199	189
Education	139	137	145
Education	139	137	145
Human health and residential care activities	66	65	72
Social work activities	13	12	13
Human health and social work activities	78	77	85
Arts, entertainment and recreation	23	27	30
Arts, entertainment and recreation	23	27	30
Membership organisations; repair of household goods	8	10	9
Other personal service activities	44	49	52
Other service activities	51	57	59
Households as employers and own use production	22	17	16
Activities of households	22	17	16
Services sector	1700	1744	1794
All industries	2317	2357	2437
Agriculture, mining, electricity, gas, water and waste	19	20	18
Agriculture, mining, electricity, gas, water and waste	19	20	18
Manufacture of food, beverages, textiles and clothing	48	50	51
Manufacture of food, beverages, textiles and clothing	48	50	51
Manufacture of wood, petroleum, chemicals and minerals	29	27	30
Manufacture of wood, petroleum, chemicals and minerals	29	27	30
Manufacture of metals, electrical products and machinery	98	98	99
Manufacture of metals, electrical products and machinery	98	98	99
Other manufacturing, repair and installation	48	58	76

Other manufacturing, repair and installation	48	58	76
Manufacturing	220	230	253
Production sector	139	146	155
Construction of buildings	104	104	106
Civil engineering	21	19	19
Specialised construction activities	63	56	57
Construction	192	182	186
Motor trades	37	34	29
Wholesale trade	236	226	222
Retail trade	91	95	93
Wholesale and retail trade; repair of motor vehicles	365	357	346
Land, water and air transport	56	55	55
Warehousing, transport support, postal and courier activities	41	45	47
Transportation and storage	101	106	109
Accommodation and food service activities	72	80	85
Accommodation and food service activities	72	80	85
Information and communication	141	184	262
Information and communication	141	184	262
Financial and insurance activities	357	387	369
Financial and insurance activities	357	387	369
Real estate activities, excluding imputed rental	90	89	98
Owner-occupiers' imputed rental	435	455	483
Real estate activities	533	552	589
Legal and accounting activities	27	33	33
Head offices and management consultancy	23	32	30
Architectural and engineering activities	55	48	48
Other professional, scientific and technical activities	67	63	71
Professional, scientific and technical activities	165	168	174
Rental and leasing activities	6	6	7
Employment activities; tourism and security services	68	77	90
Services to buildings and landscape activities	17	20	27
Office administration and business support activities	4	5	5
Administrative and support service activities	95	108	130
Public administration and defence	544	512	487
Public administration and defence	544	512	487
Education	187	184	195
Education	187	184	195
Human health and residential care activities	144	145	155
Social work activities	39	37	39
Human health and social work activities	182	181	193
Arts, entertainment and recreation	32	35	35
Arts, entertainment and recreation	32	35	35
Membership organisations; repair of household goods	16	20	18
Other personal service activities	35	39	41
Other service activities	49	56	57
Households as employers and own use production	21	16	16
Activities of households	21	16	16
Services sector	2577	2682	2849
All industries	2839	2944	3123
Agriculture, mining, electricity, gas, water and waste	104	123	137
Agriculture, mining, electricity, gas, water and waste	104	123	137
Manufacture of food, beverages, textiles and clothing	52	57	58

Manufacture of food, beverages, textiles and clothing	52	57	58
Manufacture of wood, petroleum, chemicals and minerals	909	815	846
Manufacture of wood, petroleum, chemicals and minerals	909	815	846
Manufacture of metals, electrical products and machinery	174	180	180
Manufacture of metals, electrical products and machinery	174	180	180
Other manufacturing, repair and installation	42	51	60
Other manufacturing, repair and installation	42	51	60
Manufacturing	1146	1080	1121
Production sector	1373	1314	1371
Construction of buildings	110	110	112
Civil engineering	63	56	57
Specialised construction activities	89	78	80
Construction	265	249	253
Motor trades	37	34	29
Wholesale trade	495	479	473
Retail trade	142	150	147
Wholesale and retail trade; repair of motor vehicles	679	671	657
Land, water and air transport	24	27	26
Warehousing, transport support, postal and courier activities	51	57	60
Transportation and storage	75	83	86
Accommodation and food service activities	49	54	59
Accommodation and food service activities	49	54	59
Information and communication	188	240	301
Information and communication	188	240	301
Financial and insurance activities	385	411	391
Financial and insurance activities	385	411	391
Real estate activities, excluding imputed rental	206	206	225
Owner-occupiers' imputed rental	256	266	264
Real estate activities	467	478	491
Legal and accounting activities	34	42	43
Head offices and management consultancy	17	23	22
Architectural and engineering activities	74	66	66
Other professional, scientific and technical activities	62	66	73
Professional, scientific and technical activities	184	194	200
Rental and leasing activities	2	2	3
Employment activities; tourism and security services	28	33	39
Services to buildings and landscape activities	2	2	3
Office administration and business support activities	47	60	72
Administrative and support service activities	81	97	115
Public administration and defence	200	186	175
Public administration and defence	200	186	175
Education	218	212	222
Education	218	212	222
Human health and residential care activities	161	159	168
Social work activities	17	17	17
Human health and social work activities	178	176	186
Arts, entertainment and recreation	20	22	25
Arts, entertainment and recreation	20	22	25
Membership organisations; repair of household goods	216	256	260
Other personal service activities	53	55	60
Other service activities	261	303	312
Households as employers and own use production	13	9	9

Activities of households	13	9	9
Services sector	2841	3008	3138
All industries	4328	4429	4616
Agriculture, mining, electricity, gas, water and waste	2	2	2
Agriculture, mining, electricity, gas, water and waste	2	2	2
Manufacture of food, beverages, textiles and clothing	2	2	2
Manufacture of food, beverages, textiles and clothing	2	2	2
Manufacture of wood, petroleum, chemicals and minerals	16	15	16
Manufacture of wood, petroleum, chemicals and minerals	16	15	16
Manufacture of metals, electrical products and machinery	49	54	54
Manufacture of metals, electrical products and machinery	49	54	54
Other manufacturing, repair and installation	5	7	8
Other manufacturing, repair and installation	5	7	8
Manufacturing	71	76	80
Production sector	26	28	28
Construction of buildings	74	75	76
Civil engineering	41	36	37
Specialised construction activities	57	50	51
Construction	171	160	163
Motor trades	56	52	44
Wholesale trade	88	85	84
Retail trade	39	42	41
Wholesale and retail trade; repair of motor vehicles	190	186	176
Land, water and air transport	12	14	13
Warehousing, transport support, postal and courier activities	14	16	17
Transportation and storage	26	28	29
Accommodation and food service activities	53	59	64
Accommodation and food service activities	53	59	64
Information and communication	218	301	421
Information and communication	218	301	421
Financial and insurance activities	15	16	18
Financial and insurance activities	15	16	18
Real estate activities, excluding imputed rental	49	49	54
Owner-occupiers' imputed rental	234	268	267
Real estate activities	286	321	324
Legal and accounting activities	6	7	7
Head offices and management consultancy	6	9	8
Architectural and engineering activities	33	30	30
Other professional, scientific and technical activities	18	17	19
Professional, scientific and technical activities	59	58	60
Rental and leasing activities	109	111	136
Employment activities; tourism and security services	17	19	19
Services to buildings and landscape activities	2	3	4
Office administration and business support activities	2	2	3
Administrative and support service activities	128	132	159
Public administration and defence	92	85	80
Public administration and defence	92	85	80
Education	127	123	129
Education	127	123	129
Human health and residential care activities	51	50	55
Social work activities	9	9	9
Human health and social work activities	61	60	65

Arts, entertainment and recreation	8	9	11
Arts, entertainment and recreation	8	9	11
Membership organisations; repair of household goods	10	10	9
Other personal service activities	18	18	20
Other service activities	27	28	29
Households as employers and own use production	7	5	5
Activities of households	7	5	5
Services sector	1191	1329	1510
All industries	1284	1410	1579
Agriculture, mining, electricity, gas, water and waste	50	54	51
Agriculture, mining, electricity, gas, water and waste	50	54	51
Manufacture of food, beverages, textiles and clothing	1	2	2
Manufacture of food, beverages, textiles and clothing	1	2	2
Manufacture of wood, petroleum, chemicals and minerals	19	17	18
Manufacture of wood, petroleum, chemicals and minerals	19	17	18
Manufacture of metals, electrical products and machinery	75	76	77
Manufacture of metals, electrical products and machinery	75	76	77
Other manufacturing, repair and installation	25	30	36
Other manufacturing, repair and installation	25	30	36
Manufacturing	120	125	133
Production sector	169	178	184
Construction of buildings	32	32	32
Civil engineering	4	4	4
Specialised construction activities	36	31	32
Construction	73	69	70
Motor trades	31	28	24
Wholesale trade	106	102	101
Retail trade	79	84	82
Wholesale and retail trade; repair of motor vehicles	208	208	202
Land, water and air transport	13	15	15
Warehousing, transport support, postal and courier activities	21	23	25
Transportation and storage	32	35	36
Accommodation and food service activities	27	30	32
Accommodation and food service activities	27	30	32
Information and communication	128	154	220
Information and communication	128	154	220
Financial and insurance activities	93	85	78
Financial and insurance activities	93	85	78
Real estate activities, excluding imputed rental	110	110	120
Owner-occupiers' imputed rental	257	267	275
Real estate activities	376	388	404
Legal and accounting activities	11	14	14
Head offices and management consultancy	15	21	20
Architectural and engineering activities	90	80	80
Other professional, scientific and technical activities	34	30	38
Professional, scientific and technical activities	135	130	138
Rental and leasing activities	5	5	6
Employment activities; tourism and security services	16	18	18
Services to buildings and landscape activities	9	11	15
Office administration and business support activities	1	2	2
Administrative and support service activities	30	34	40
Public administration and defence	227	211	199

Public administration and defence	227	211	199
Education	139	135	141
Education	139	135	141
Human health and residential care activities	24	24	25
Social work activities	12	11	11
Human health and social work activities	35	34	36
Arts, entertainment and recreation	14	16	19
Arts, entertainment and recreation	14	16	19
Membership organisations; repair of household goods	7	7	7
Other personal service activities	8	8	9
Other service activities	13	14	15
Households as employers and own use production	8	6	5
Activities of households	8	6	5
Services sector	1312	1339	1439
All industries	1548	1582	1690
Agriculture, mining, electricity, gas, water and waste	223	307	354
Agriculture, mining, electricity, gas, water and waste	223	307	354
Manufacture of food, beverages, textiles and clothing	27	25	24
Manufacture of food, beverages, textiles and clothing	27	25	24
Manufacture of wood, petroleum, chemicals and minerals	182	180	180
Manufacture of wood, petroleum, chemicals and minerals	182	180	180
Manufacture of metals, electrical products and machinery	284	301	330
Manufacture of metals, electrical products and machinery	284	301	330
Other manufacturing, repair and installation	29	33	31
Other manufacturing, repair and installation	29	33	31
Manufacturing	524	542	568
Production sector	800	883	949
Construction of buildings	76	84	82
Civil engineering	61	69	69
Specialised construction activities	190	214	207
Construction	328	368	359
Motor trades	53	60	55
Wholesale trade	155	131	131
Retail trade	239	248	245
Wholesale and retail trade; repair of motor vehicles	428	424	417
Land, water and air transport	151	153	143
Warehousing, transport support, postal and courier activities	89	89	88
Transportation and storage	238	240	230
Accommodation and food service activities	95	100	105
Accommodation and food service activities	95	100	105
Information and communication	50	64	75
Information and communication	50	64	75
Financial and insurance activities	290	259	261
Financial and insurance activities	290	259	261
Real estate activities, excluding imputed rental	76	73	74
Owner-occupiers' imputed rental	609	581	561
Real estate activities	687	655	636
Legal and accounting activities	17	13	18
Head offices and management consultancy	7	6	9
Architectural and engineering activities	71	71	70
Other professional, scientific and technical activities	18	18	23
Professional, scientific and technical activities	118	114	124

Rental and leasing activities	17	21	26
Employment activities; tourism and security services	35	32	42
Services to buildings and landscape activities	21	21	27
Office administration and business support activities	12	9	10
Administrative and support service activities	83	81	102
Public administration and defence	195	198	202
Public administration and defence	195	198	202
Education	242	272	254
Education	242	272	254
Human health and residential care activities	187	204	212
Social work activities	114	123	141
Human health and social work activities	296	322	346
Arts, entertainment and recreation	53	63	83
Arts, entertainment and recreation	53	63	83
Membership organisations; repair of household goods	28	35	40
Other personal service activities	30	37	48
Other service activities	59	73	88
Households as employers and own use production	22	23	26
Activities of households	22	23	26
Services sector	2787	2820	2888
All industries	3881	4029	4153
Agriculture, mining, electricity, gas, water and waste	102	102	92
Agriculture, mining, electricity, gas, water and waste	102	102	92
Manufacture of food, beverages, textiles and clothing	10	11	11
Manufacture of food, beverages, textiles and clothing	10	11	11
Manufacture of wood, petroleum, chemicals and minerals	352	373	358
Manufacture of wood, petroleum, chemicals and minerals	352	373	358
Manufacture of metals, electrical products and machinery	27	30	29
Manufacture of metals, electrical products and machinery	27	30	29
Other manufacturing, repair and installation	61	71	64
Other manufacturing, repair and installation	61	71	64
Manufacturing	436	473	448
Production sector	558	597	563
Construction of buildings	102	105	92
Civil engineering	40	43	38
Specialised construction activities	98	102	89
Construction	239	248	217
Motor trades	105	126	117
Wholesale trade	101	89	91
Retail trade	214	232	233
Wholesale and retail trade; repair of motor vehicles	413	440	434
Land, water and air transport	119	125	120
Warehousing, transport support, postal and courier activities	80	83	84
Transportation and storage	199	207	205
Accommodation and food service activities	55	61	64
Accommodation and food service activities	55	61	64
Information and communication	41	48	51
Information and communication	41	48	51
Financial and insurance activities	116	124	151
Financial and insurance activities	116	124	151
Real estate activities, excluding imputed rental	89	85	84
Owner-occupiers' imputed rental	167	169	168

Real estate activities	256	255	254
Legal and accounting activities	68	58	61
Head offices and management consultancy	2	2	2
Architectural and engineering activities	21	23	18
Other professional, scientific and technical activities	16	18	17
Professional, scientific and technical activities	108	102	98
Rental and leasing activities	9	12	11
Employment activities; tourism and security services	24	24	24
Services to buildings and landscape activities	7	8	8
Office administration and business support activities	11	9	8
Administrative and support service activities	53	56	55
Public administration and defence	56	50	51
Public administration and defence	56	50	51
Education	116	114	107
Education	116	114	107
Human health and residential care activities	147	140	146
Social work activities	14	13	15
Human health and social work activities	161	153	160
Arts, entertainment and recreation	24	25	29
Arts, entertainment and recreation	24	25	29
Membership organisations; repair of household goods	2	2	2
Other personal service activities	17	19	22
Other service activities	19	21	24
Households as employers and own use production	17	16	16
Activities of households	17	16	16
Services sector	1596	1640	1664
All industries	2316	2404	2370
Agriculture, mining, electricity, gas, water and waste	11	11	10
Agriculture, mining, electricity, gas, water and waste	11	11	10
Manufacture of food, beverages, textiles and clothing	1	1	1
Manufacture of food, beverages, textiles and clothing	1	1	1
Manufacture of wood, petroleum, chemicals and minerals	111	111	109
Manufacture of wood, petroleum, chemicals and minerals	111	111	109
Manufacture of metals, electrical products and machinery	39	34	35
Manufacture of metals, electrical products and machinery	39	34	35
Other manufacturing, repair and installation	8	9	8
Other manufacturing, repair and installation	8	9	8
Manufacturing	156	151	149
Production sector	167	162	158
Construction of buildings	12	12	11
Civil engineering	31	33	29
Specialised construction activities	47	49	42
Construction	91	95	83
Motor trades	15	18	16
Wholesale trade	17	15	16
Retail trade	75	81	81
Wholesale and retail trade; repair of motor vehicles	106	113	112
Land, water and air transport	94	99	95
Warehousing, transport support, postal and courier activities	25	26	26
Transportation and storage	116	122	119
Accommodation and food service activities	27	30	32
Accommodation and food service activities	27	30	32

Information and communication	9	11	12
Information and communication	9	11	12
Financial and insurance activities	62	74	90
Financial and insurance activities	62	74	90
Real estate activities, excluding imputed rental	23	22	21
Owner-occupiers' imputed rental	174	170	161
Real estate activities	196	191	182
Legal and accounting activities	5	4	4
Head offices and management consultancy	1	1	1
Architectural and engineering activities	4	4	3
Other professional, scientific and technical activities	7	8	8
Professional, scientific and technical activities	16	17	16
Rental and leasing activities	5	6	6
Employment activities; tourism and security services	9	9	10
Services to buildings and landscape activities	4	5	5
Office administration and business support activities	3	3	2
Administrative and support service activities	21	22	22
Public administration and defence	131	116	119
Public administration and defence	131	116	119
Education	114	112	105
Education	114	112	105
Human health and residential care activities	45	42	45
Social work activities	9	9	10
Human health and social work activities	53	51	55
Arts, entertainment and recreation	18	19	22
Arts, entertainment and recreation	18	19	22
Membership organisations; repair of household goods	2	3	3
Other personal service activities	19	21	24
Other service activities	21	23	27
Households as employers and own use production	19	17	18
Activities of households	19	17	18
Services sector	879	890	899
All industries	1139	1146	1141
Agriculture, mining, electricity, gas, water and waste	54	55	50
Agriculture, mining, electricity, gas, water and waste	54	55	50
Manufacture of food, beverages, textiles and clothing	32	37	33
Manufacture of food, beverages, textiles and clothing	32	37	33
Manufacture of wood, petroleum, chemicals and minerals	509	520	487
Manufacture of wood, petroleum, chemicals and minerals	509	520	487
Manufacture of metals, electrical products and machinery	125	109	104
Manufacture of metals, electrical products and machinery	125	109	104
Other manufacturing, repair and installation	11	13	12
Other manufacturing, repair and installation	11	13	12
Manufacturing	673	675	631
Production sector	702	705	657
Construction of buildings	88	90	79
Civil engineering	26	28	25
Specialised construction activities	63	66	57
Construction	180	187	164
Motor trades	24	29	27
Wholesale trade	87	77	78
Retail trade	85	92	93

Wholesale and retail trade; repair of motor vehicles	188	190	190
Land, water and air transport	104	110	103
Warehousing, transport support, postal and courier activities	96	101	99
Transportation and storage	201	212	204
Accommodation and food service activities	44	49	51
Accommodation and food service activities	44	49	51
Information and communication	18	21	21
Information and communication	18	21	21
Financial and insurance activities	51	55	66
Financial and insurance activities	51	55	66
Real estate activities, excluding imputed rental	131	126	124
Owner-occupiers' imputed rental	343	335	342
Real estate activities	479	466	472
Legal and accounting activities	5	5	5
Head offices and management consultancy	2	2	3
Architectural and engineering activities	15	17	13
Other professional, scientific and technical activities	21	24	23
Professional, scientific and technical activities	43	47	42
Rental and leasing activities	4	6	5
Employment activities; tourism and security services	8	8	9
Services to buildings and landscape activities	9	10	10
Office administration and business support activities	15	13	11
Administrative and support service activities	35	36	34
Public administration and defence	138	123	126
Public administration and defence	138	123	126
Education	137	135	127
Education	137	135	127
Human health and residential care activities	43	41	42
Social work activities	27	25	29
Human health and social work activities	69	65	70
Arts, entertainment and recreation	31	33	38
Arts, entertainment and recreation	31	33	38
Membership organisations; repair of household goods	9	10	10
Other personal service activities	33	36	42
Other service activities	41	46	52
Households as employers and own use production	24	22	23
Activities of households	24	22	23
Services sector	1463	1468	1479
All industries	2324	2337	2278
Agriculture, mining, electricity, gas, water and waste	79	80	76
Agriculture, mining, electricity, gas, water and waste	79	80	76
Manufacture of food, beverages, textiles and clothing	4	4	4
Manufacture of food, beverages, textiles and clothing	4	4	4
Manufacture of wood, petroleum, chemicals and minerals	96	100	97
Manufacture of wood, petroleum, chemicals and minerals	96	100	97
Manufacture of metals, electrical products and machinery	121	119	112
Manufacture of metals, electrical products and machinery	121	119	112
Other manufacturing, repair and installation	18	21	19
Other manufacturing, repair and installation	18	21	19
Manufacturing	234	240	226
Production sector	311	317	300
Construction of buildings	89	86	79

Civil engineering	30	30	28
Specialised construction activities	94	93	84
Construction	220	216	197
Motor trades	57	68	64
Wholesale trade	62	54	56
Retail trade	126	136	140
Wholesale and retail trade; repair of motor vehicles	238	253	255
Land, water and air transport	20	21	20
Warehousing, transport support, postal and courier activities	15	15	17
Transportation and storage	33	35	36
Accommodation and food service activities	66	73	79
Accommodation and food service activities	66	73	79
Information and communication	57	69	80
Information and communication	57	69	80
Financial and insurance activities	271	269	245
Financial and insurance activities	271	269	245
Real estate activities, excluding imputed rental	50	48	48
Owner-occupiers' imputed rental	341	329	344
Real estate activities	391	378	393
Legal and accounting activities	25	19	22
Head offices and management consultancy	8	7	8
Architectural and engineering activities	10	10	8
Other professional, scientific and technical activities	21	21	22
Professional, scientific and technical activities	61	56	58
Rental and leasing activities	3	3	3
Employment activities; tourism and security services	28	25	26
Services to buildings and landscape activities	5	5	5
Office administration and business support activities	21	16	14
Administrative and support service activities	53	47	47
Public administration and defence	214	189	195
Public administration and defence	214	189	195
Education	420	413	389
Education	420	413	389
Human health and residential care activities	160	153	157
Social work activities	24	23	26
Human health and social work activities	183	175	182
Arts, entertainment and recreation	21	22	28
Arts, entertainment and recreation	21	22	28
Membership organisations; repair of household goods	92	104	115
Other personal service activities	23	25	32
Other service activities	116	130	147
Households as employers and own use production	17	15	17
Activities of households	17	15	17
Services sector	2067	2067	2114
All industries	2584	2588	2600
Agriculture, mining, electricity, gas, water and waste	39	41	41
Agriculture, mining, electricity, gas, water and waste	39	41	41
Manufacture of food, beverages, textiles and clothing	46	51	46
Manufacture of food, beverages, textiles and clothing	46	51	46
Manufacture of wood, petroleum, chemicals and minerals	90	94	90
Manufacture of wood, petroleum, chemicals and minerals	90	94	90
Manufacture of metals, electrical products and machinery	94	87	86

Manufacture of metals, electrical products and machinery	94	87	86
Other manufacturing, repair and installation	3	4	4
Other manufacturing, repair and installation	3	4	4
Manufacturing	230	232	222
Production sector	266	270	260
Construction of buildings	28	27	25
Civil engineering	14	14	13
Specialised construction activities	78	77	70
Construction	121	119	109
Motor trades	14	17	16
Wholesale trade	26	23	24
Retail trade	57	62	64
Wholesale and retail trade; repair of motor vehicles	96	101	103
Land, water and air transport	1479	1524	1559
Warehousing, transport support, postal and courier activities	56	59	59
Transportation and storage	1477	1526	1555
Accommodation and food service activities	41	45	48
Accommodation and food service activities	41	45	48
Information and communication	12	13	14
Information and communication	12	13	14
Financial and insurance activities	6	8	12
Financial and insurance activities	6	8	12
Real estate activities, excluding imputed rental	22	21	21
Owner-occupiers' imputed rental	294	293	285
Real estate activities	317	315	307
Legal and accounting activities	5	4	4
Head offices and management consultancy	2	2	2
Architectural and engineering activities	4	4	3
Other professional, scientific and technical activities	49	56	55
Professional, scientific and technical activities	58	65	63
Rental and leasing activities	7	9	9
Employment activities; tourism and security services	9	8	9
Services to buildings and landscape activities	7	8	8
Office administration and business support activities	1	1	1
Administrative and support service activities	24	25	26
Public administration and defence	158	140	145
Public administration and defence	158	140	145
Education	125	123	116
Education	125	123	116
Human health and residential care activities	61	58	60
Social work activities	20	19	22
Human health and social work activities	81	77	82
Arts, entertainment and recreation	16	17	21
Arts, entertainment and recreation	16	17	21
Membership organisations; repair of household goods	3	4	4
Other personal service activities	11	12	15
Other service activities	14	15	19
Households as employers and own use production	13	12	13
Activities of households	13	12	13
Services sector	1947	1981	2006
All industries	2342	2377	2376
Agriculture, mining, electricity, gas, water and waste	305	282	274

Agriculture, mining, electricity, gas, water and waste	305	282	274
Manufacture of food, beverages, textiles and clothing	27	30	34
Manufacture of food, beverages, textiles and clothing	27	30	34
Manufacture of wood, petroleum, chemicals and minerals	73	84	83
Manufacture of wood, petroleum, chemicals and minerals	73	84	83
Manufacture of metals, electrical products and machinery	52	47	44
Manufacture of metals, electrical products and machinery	52	47	44
Other manufacturing, repair and installation	27	29	26
Other manufacturing, repair and installation	27	29	26
Manufacturing	182	195	192
Production sector	509	507	497
Construction of buildings	58	56	52
Civil engineering	55	55	51
Specialised construction activities	40	39	35
Construction	159	156	143
Motor trades	13	16	15
Wholesale trade	17	15	16
Retail trade	87	94	96
Wholesale and retail trade; repair of motor vehicles	116	124	126
Land, water and air transport	216	232	222
Warehousing, transport support, postal and courier activities	13	14	14
Transportation and storage	228	244	235
Accommodation and food service activities	48	54	57
Accommodation and food service activities	48	54	57
Information and communication	17	19	20
Information and communication	17	19	20
Financial and insurance activities	34	44	63
Financial and insurance activities	34	44	63
Real estate activities, excluding imputed rental	20	20	20
Owner-occupiers' imputed rental	312	311	315
Real estate activities	334	332	335
Legal and accounting activities	6	4	5
Head offices and management consultancy	6	6	7
Architectural and engineering activities	5	5	4
Other professional, scientific and technical activities	7	7	7
Professional, scientific and technical activities	23	22	23
Rental and leasing activities	30	37	38
Employment activities; tourism and security services	68	60	62
Services to buildings and landscape activities	11	12	12
Office administration and business support activities	4	3	3
Administrative and support service activities	102	104	107
Public administration and defence	226	200	206
Public administration and defence	226	200	206
Education	125	123	116
Education	125	123	116
Human health and residential care activities	61	59	61
Social work activities	31	29	34
Human health and social work activities	91	86	93
Arts, entertainment and recreation	22	24	30
Arts, entertainment and recreation	22	24	30
Membership organisations; repair of household goods	1	1	1
Other personal service activities	12	13	17

Other service activities	13	15	19
Households as employers and own use production	12	11	12
Activities of households	12	11	12
Services sector	1375	1391	1427
All industries	2011	2023	2042
Agriculture, mining, electricity, gas, water and waste	83	77	74
Agriculture, mining, electricity, gas, water and waste	83	77	74
Manufacture of food, beverages, textiles and clothing	8	8	7
Manufacture of food, beverages, textiles and clothing	8	8	7
Manufacture of wood, petroleum, chemicals and minerals	129	143	140
Manufacture of wood, petroleum, chemicals and minerals	129	143	140
Manufacture of metals, electrical products and machinery	147	156	163
Manufacture of metals, electrical products and machinery	147	156	163
Other manufacturing, repair and installation	31	35	31
Other manufacturing, repair and installation	31	35	31
Manufacturing	320	349	348
Production sector	401	426	421
Construction of buildings	58	56	51
Civil engineering	12	12	11
Specialised construction activities	71	70	63
Construction	143	140	128
Motor trades	11	13	12
Wholesale trade	33	29	30
Retail trade	112	122	125
Wholesale and retail trade; repair of motor vehicles	153	161	165
Land, water and air transport	49	52	50
Warehousing, transport support, postal and courier activities	13	14	14
Transportation and storage	61	65	64
Accommodation and food service activities	42	47	51
Accommodation and food service activities	42	47	51
Information and communication	9	11	13
Information and communication	9	11	13
Financial and insurance activities	14	18	27
Financial and insurance activities	14	18	27
Real estate activities, excluding imputed rental	38	36	36
Owner-occupiers' imputed rental	599	610	590
Real estate activities	638	649	628
Legal and accounting activities	9	7	8
Head offices and management consultancy	2	2	2
Architectural and engineering activities	2	2	2
Other professional, scientific and technical activities	10	11	11
Professional, scientific and technical activities	23	22	22
Rental and leasing activities	6	7	7
Employment activities; tourism and security services	11	10	10
Services to buildings and landscape activities	4	5	5
Office administration and business support activities	8	6	6
Administrative and support service activities	29	28	28
Public administration and defence	80	70	73
Public administration and defence	80	70	73
Education	184	181	171
Education	184	181	171
Human health and residential care activities	99	94	96

Social work activities	35	33	39
Human health and social work activities	132	126	133
Arts, entertainment and recreation	31	33	40
Arts, entertainment and recreation	31	33	40
Membership organisations; repair of household goods	2	3	3
Other personal service activities	9	10	12
Other service activities	11	12	15
Households as employers and own use production	16	15	16
Activities of households	16	15	16
Services sector	1426	1444	1452
All industries	1955	1997	1989
Agriculture, mining, electricity, gas, water and waste	46	46	45
Agriculture, mining, electricity, gas, water and waste	46	46	45
Manufacture of food, beverages, textiles and clothing	44	45	41
Manufacture of food, beverages, textiles and clothing	44	45	41
Manufacture of wood, petroleum, chemicals and minerals	201	229	224
Manufacture of wood, petroleum, chemicals and minerals	201	229	224
Manufacture of metals, electrical products and machinery	48	45	44
Manufacture of metals, electrical products and machinery	48	45	44
Other manufacturing, repair and installation	54	62	56
Other manufacturing, repair and installation	54	62	56
Manufacturing	336	369	356
Production sector	374	406	392
Construction of buildings	32	32	29
Civil engineering	91	92	84
Specialised construction activities	91	90	81
Construction	217	216	195
Motor trades	54	64	60
Wholesale trade	163	142	146
Retail trade	130	139	142
Wholesale and retail trade; repair of motor vehicles	335	335	338
Land, water and air transport	105	111	105
Warehousing, transport support, postal and courier activities	53	55	54
Transportation and storage	157	165	159
Accommodation and food service activities	70	77	81
Accommodation and food service activities	70	77	81
Information and communication	39	45	48
Information and communication	39	45	48
Financial and insurance activities	43	48	60
Financial and insurance activities	43	48	60
Real estate activities, excluding imputed rental	93	90	91
Owner-occupiers' imputed rental	224	227	230
Real estate activities	315	315	319
Legal and accounting activities	23	20	21
Head offices and management consultancy	11	11	13
Architectural and engineering activities	14	15	12
Other professional, scientific and technical activities	68	73	75
Professional, scientific and technical activities	111	112	113
Rental and leasing activities	10	13	13
Employment activities; tourism and security services	26	25	27
Services to buildings and landscape activities	13	15	15
Office administration and business support activities	12	10	8

Administrative and support service activities	61	61	64
Public administration and defence	87	78	80
Public administration and defence	87	78	80
Education	126	126	117
Education	126	126	117
Human health and residential care activities	114	111	112
Social work activities	32	30	35
Human health and social work activities	144	140	146
Arts, entertainment and recreation	20	21	25
Arts, entertainment and recreation	20	21	25
Membership organisations; repair of household goods	4	4	4
Other personal service activities	54	59	71
Other service activities	58	63	76
Households as employers and own use production	14	13	14
Activities of households	14	13	14
Services sector	1552	1575	1611
All industries	2144	2205	2207
Agriculture, mining, electricity, gas, water and waste	122	120	110
Agriculture, mining, electricity, gas, water and waste	122	120	110
Manufacture of food, beverages, textiles and clothing	24	24	22
Manufacture of food, beverages, textiles and clothing	24	24	22
Manufacture of wood, petroleum, chemicals and minerals	303	294	285
Manufacture of wood, petroleum, chemicals and minerals	303	294	285
Manufacture of metals, electrical products and machinery	67	60	60
Manufacture of metals, electrical products and machinery	67	60	60
Other manufacturing, repair and installation	14	16	14
Other manufacturing, repair and installation	14	16	14
Manufacturing	405	389	377
Production sector	516	500	478
Construction of buildings	91	88	80
Civil engineering	99	99	90
Specialised construction activities	123	123	110
Construction	313	311	280
Motor trades	72	85	80
Wholesale trade	130	113	116
Retail trade	129	138	140
Wholesale and retail trade; repair of motor vehicles	326	333	333
Land, water and air transport	52	55	52
Warehousing, transport support, postal and courier activities	49	50	53
Transportation and storage	99	102	103
Accommodation and food service activities	87	96	102
Accommodation and food service activities	87	96	102
Information and communication	73	84	90
Information and communication	73	84	90
Financial and insurance activities	86	100	128
Financial and insurance activities	86	100	128
Real estate activities, excluding imputed rental	69	67	68
Owner-occupiers' imputed rental	303	302	289
Real estate activities	370	368	355
Legal and accounting activities	43	36	39
Head offices and management consultancy	8	8	9
Architectural and engineering activities	30	32	25

Other professional, scientific and technical activities	30	33	33
Professional, scientific and technical activities	109	107	102
Rental and leasing activities	15	20	19
Employment activities; tourism and security services	55	52	54
Services to buildings and landscape activities	14	15	15
Office administration and business support activities	10	8	7
Administrative and support service activities	92	94	95
Public administration and defence	542	488	499
Public administration and defence	542	488	499
Education	176	176	165
Education	176	176	165
Human health and residential care activities	142	138	141
Social work activities	43	41	47
Human health and social work activities	183	177	185
Arts, entertainment and recreation	52	55	67
Arts, entertainment and recreation	52	55	67
Membership organisations; repair of household goods	3	4	4
Other personal service activities	44	48	59
Other service activities	48	53	63
Households as employers and own use production	19	18	19
Activities of households	19	18	19
Services sector	2207	2209	2254
All industries	3012	2993	2989
Agriculture, mining, electricity, gas, water and waste	41	38	37
Agriculture, mining, electricity, gas, water and waste	41	38	37
Manufacture of food, beverages, textiles and clothing	27	28	24
Manufacture of food, beverages, textiles and clothing	27	28	24
Manufacture of wood, petroleum, chemicals and minerals	91	93	89
Manufacture of wood, petroleum, chemicals and minerals	91	93	89
Manufacture of metals, electrical products and machinery	77	81	76
Manufacture of metals, electrical products and machinery	77	81	76
Other manufacturing, repair and installation	22	27	24
Other manufacturing, repair and installation	22	27	24
Manufacturing	218	229	212
Production sector	257	264	247
Construction of buildings	222	221	201
Civil engineering	17	17	16
Specialised construction activities	52	53	48
Construction	296	296	269
Motor trades	28	33	31
Wholesale trade	90	79	81
Retail trade	68	74	74
Wholesale and retail trade; repair of motor vehicles	180	183	182
Land, water and air transport	278	287	286
Warehousing, transport support, postal and courier activities	14	15	15
Transportation and storage	285	294	294
Accommodation and food service activities	40	44	47
Accommodation and food service activities	40	44	47
Information and communication	63	76	89
Information and communication	63	76	89
Financial and insurance activities	68	66	60
Financial and insurance activities	68	66	60

Real estate activities, excluding imputed rental	193	186	186
Owner-occupiers' imputed rental	192	188	182
Real estate activities	382	372	365
Legal and accounting activities	30	25	28
Head offices and management consultancy	18	18	21
Architectural and engineering activities	19	21	17
Other professional, scientific and technical activities	41	44	43
Professional, scientific and technical activities	104	104	106
Rental and leasing activities	3	4	4
Employment activities; tourism and security services	29	27	32
Services to buildings and landscape activities	24	27	28
Office administration and business support activities	29	24	22
Administrative and support service activities	80	77	84
Public administration and defence	41	37	38
Public administration and defence	41	37	38
Education	138	137	128
Education	138	137	128
Human health and residential care activities	60	58	60
Social work activities	22	21	24
Human health and social work activities	82	78	84
Arts, entertainment and recreation	33	35	42
Arts, entertainment and recreation	33	35	42
Membership organisations; repair of household goods	15	16	17
Other personal service activities	33	35	41
Other service activities	48	52	58
Households as employers and own use production	17	15	16
Activities of households	17	15	16
Services sector	1444	1458	1492
All industries	1993	2016	2006
Agriculture, mining, electricity, gas, water and waste	153	151	133
Agriculture, mining, electricity, gas, water and waste	153	151	133
Manufacture of food, beverages, textiles and clothing	21	22	19
Manufacture of food, beverages, textiles and clothing	21	22	19
Manufacture of wood, petroleum, chemicals and minerals	394	402	386
Manufacture of wood, petroleum, chemicals and minerals	394	402	386
Manufacture of metals, electrical products and machinery	75	77	74
Manufacture of metals, electrical products and machinery	75	77	74
Other manufacturing, repair and installation	17	21	19
Other manufacturing, repair and installation	17	21	19
Manufacturing	506	521	496
Production sector	615	627	589
Construction of buildings	93	92	84
Civil engineering	58	60	55
Specialised construction activities	63	64	58
Construction	223	225	205
Motor trades	62	74	69
Wholesale trade	173	153	155
Retail trade	105	114	114
Wholesale and retail trade; repair of motor vehicles	327	330	327
Land, water and air transport	97	103	97
Warehousing, transport support, postal and courier activities	71	73	76
Transportation and storage	166	174	172

Accommodation and food service activities	41	45	48
Accommodation and food service activities	41	45	48
Information and communication	74	85	87
Information and communication	74	85	87
Financial and insurance activities	157	186	242
Financial and insurance activities	157	186	242
Real estate activities, excluding imputed rental	69	66	67
Owner-occupiers' imputed rental	318	316	324
Real estate activities	388	385	393
Legal and accounting activities	16	14	16
Head offices and management consultancy	28	28	34
Architectural and engineering activities	68	73	60
Other professional, scientific and technical activities	31	34	35
Professional, scientific and technical activities	146	152	145
Rental and leasing activities	19	25	26
Employment activities; tourism and security services	71	68	73
Services to buildings and landscape activities	11	13	13
Office administration and business support activities	14	11	10
Administrative and support service activities	114	115	122
Public administration and defence	215	191	196
Public administration and defence	215	191	196
Education	186	184	172
Education	186	184	172
Human health and residential care activities	60	57	59
Social work activities	41	39	45
Human health and social work activities	99	94	102
Arts, entertainment and recreation	21	23	27
Arts, entertainment and recreation	21	23	27
Membership organisations; repair of household goods	10	12	12
Other personal service activities	24	26	31
Other service activities	35	37	42
Households as employers and own use production	16	15	15
Activities of households	16	15	15
Services sector	1956	1990	2044
All industries	2797	2846	2838
Agriculture, mining, electricity, gas, water and waste	39	38	35
Agriculture, mining, electricity, gas, water and waste	39	38	35
Manufacture of food, beverages, textiles and clothing	70	72	60
Manufacture of food, beverages, textiles and clothing	70	72	60
Manufacture of wood, petroleum, chemicals and minerals	68	68	65
Manufacture of wood, petroleum, chemicals and minerals	68	68	65
Manufacture of metals, electrical products and machinery	39	41	42
Manufacture of metals, electrical products and machinery	39	41	42
Other manufacturing, repair and installation	14	16	14
Other manufacturing, repair and installation	14	16	14
Manufacturing	188	195	178
Production sector	223	229	210
Construction of buildings	41	41	37
Civil engineering	30	31	28
Specialised construction activities	36	37	33
Construction	108	109	99
Motor trades	51	62	57

Wholesale trade	133	117	119
Retail trade	137	149	149
Wholesale and retail trade; repair of motor vehicles	311	320	317
Land, water and air transport	22	23	22
Warehousing, transport support, postal and courier activities	31	33	32
Transportation and storage	53	56	54
Accommodation and food service activities	42	47	49
Accommodation and food service activities	42	47	49
Information and communication	111	124	132
Information and communication	111	124	132
Financial and insurance activities	408	395	347
Financial and insurance activities	408	395	347
Real estate activities, excluding imputed rental	64	62	62
Owner-occupiers' imputed rental	318	332	335
Real estate activities	385	398	401
Legal and accounting activities	46	39	44
Head offices and management consultancy	24	24	29
Architectural and engineering activities	9	10	8
Other professional, scientific and technical activities	66	70	71
Professional, scientific and technical activities	141	137	147
Rental and leasing activities	6	8	8
Employment activities; tourism and security services	64	60	65
Services to buildings and landscape activities	6	6	7
Office administration and business support activities	27	22	20
Administrative and support service activities	98	92	96
Public administration and defence	74	66	68
Public administration and defence	74	66	68
Education	170	168	157
Education	170	168	157
Human health and residential care activities	128	122	124
Social work activities	19	18	21
Human health and social work activities	146	140	144
Arts, entertainment and recreation	16	17	20
Arts, entertainment and recreation	16	17	20
Membership organisations; repair of household goods	54	59	52
Other personal service activities	25	27	32
Other service activities	79	85	83
Households as employers and own use production	16	14	15
Activities of households	16	14	15
Services sector	1932	1953	1952
All industries	2263	2292	2260

omic activity takes place.

Volume measures in 2016 pounds^{1,2}

2001	2002	2003	2004	2005	2006	2007	2008	2009
8	10	12	12	14	13	14	14	12
8	10	12	12	14	13	14	14	12
1	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1
25	24	22	24	23	24	23	23	23
25	24	22	24	23	24	23	23	23
111	110	101	91	90	91	88	82	78
111	110	101	91	90	91	88	82	78
6	6	5	4	4	5	5	5	6
6	6	5	4	4	5	5	5	6
141	137	126	117	116	119	114	110	106
144	143	134	127	127	129	125	121	115
15	16	18	18	20	19	21	18	16
24	24	26	25	25	24	26	27	21
116	119	123	118	119	121	142	147	108
157	162	170	163	167	167	193	196	148
390	479	494	470	457	491	510	492	434
464	507	503	478	501	490	546	503	425
190	197	194	199	208	211	225	222	210
1026	1160	1168	1125	1145	1170	1257	1195	1049
19	20	19	20	21	24	23	21	18
46	46	53	54	65	68	66	60	57
65	67	72	74	87	92	90	81	76
80	83	82	89	89	96	95	88	83
80	83	82	89	89	96	95	88	83
389	417	443	462	522	561	562	574	586
389	417	443	462	522	561	562	574	586
142	151	178	151	149	160	177	158	189
142	151	178	151	149	160	177	158	189
120	137	144	137	143	135	133	131	130
339	345	345	326	335	336	318	329	334
462	481	486	460	475	471	448	460	464
8	7	9	7	9	10	9	9	10
33	30	51	58	65	69	69	71	61
71	64	73	76	84	86	96	88	80
263	272	322	354	378	354	348	325	272
371	371	453	494	535	518	523	493	422
221	235	251	238	227	229	244	265	238
44	39	42	42	43	51	65	68	59
10	10	11	11	12	13	14	13	12
23	25	27	25	28	26	24	21	19
289	294	315	302	298	311	344	366	326
75	81	77	68	72	68	71	78	74
75	81	77	68	72	68	71	78	74
228	220	224	212	214	206	202	193	190
228	220	224	212	214	206	202	193	190
83	85	84	78	86	82	87	91	102
28	28	28	28	30	33	32	26	25
113	114	114	106	118	116	119	118	128

34	42	43	41	43	39	37	30	26
34	42	43	41	43	39	37	30	26
8	10	9	10	10	11	10	8	9
20	19	19	18	17	17	20	22	22
28	30	28	28	28	28	30	31	32
19	21	23	19	23	22	19	22	20
19	21	23	19	23	22	19	22	20
3259	3464	3669	3626	3800	3868	3996	3914	3668
3564	3775	3981	3926	4106	4176	4328	4244	3948
270	284	291	294	303	285	264	233	223
270	284	291	294	303	285	264	233	223
74	74	69	65	63	59	54	54	42
74	74	69	65	63	59	54	54	42
125	128	134	126	135	125	119	83	73
125	128	134	126	135	125	119	83	73
560	537	405	577	575	623	728	885	836
560	537	405	577	575	623	728	885	836
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811	791	663	802	810	844	934	1046	979
1071	1059	928	1076	1091	1114	1189	1277	1199
203	216	238	232	267	245	270	241	207
72	75	79	77	77	73	80	82	63
111	114	118	113	114	116	136	140	104
391	410	441	427	467	442	496	471	383
106	130	134	128	124	133	139	133	118
348	379	377	358	375	367	409	377	318
215	222	219	225	234	239	254	251	237
657	718	716	697	721	726	786	748	661
51	54	52	54	58	65	63	57	49
82	85	99	106	121	121	114	99	93
133	139	151	159	179	187	178	157	143
159	165	163	178	177	190	189	175	165
159	165	163	178	177	190	189	175	165
788	828	854	977	1123	1204	1187	1241	1299
788	828	854	977	1123	1204	1187	1241	1299
85	69	77	70	71	68	87	88	83
85	69	77	70	71	68	87	88	83
355	404	426	403	421	398	391	387	383
500	499	493	490	540	532	510	524	538
858	896	905	885	958	931	900	914	926
49	45	57	47	59	61	60	57	61
28	25	44	50	56	59	59	61	52
31	28	32	33	37	37	42	38	35
54	57	62	60	67	67	64	59	52
157	149	191	190	218	224	227	217	202
42	45	48	46	44	44	47	51	46
29	27	33	31	38	42	44	40	34
46	47	51	50	56	59	62	59	53
66	69	75	69	77	72	66	59	55
177	182	200	189	207	209	210	203	181
276	295	280	249	263	251	260	286	273

276	295	280	249	263	251	260	286	273
327	315	322	304	307	295	290	276	273
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86	86	85	76	88	82	86	88	95
31	31	31	30	32	35	34	28	27
116	116	115	106	120	116	120	115	122
49	66	66	66	65	60	57	51	47
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167	180	145	139	150	149	158	149	163
64	62	62	59	55	55	63	72	71
226	237	203	194	202	202	218	218	231
24	28	30	26	31	30	26	31	27
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3886	4061	4156	4207	4569	4630	4680	4659	4565
5336	5525	5541	5705	6134	6190	6365	6389	6131
456	453	572	587	640	609	606	529	492
456	453	572	587	640	609	606	529	492
118	120	98	62	72	63	56	60	52
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307	292	274	268	252	264	273	282	276
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98	90	80	67	71	83	87	96	110
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578	553	497	438	438	458	464	488	488
985	959	1020	979	1030	1018	1021	960	921
42	45	49	48	55	51	56	50	43
67	69	73	71	72	68	74	76	59
70	71	74	71	71	73	86	88	65
179	186	197	190	200	193	218	215	169
60	74	76	72	70	76	78	76	67
121	132	131	124	130	127	142	131	110
197	204	201	206	215	219	232	230	218
379	410	408	403	417	423	454	438	396
121	127	122	126	137	154	149	134	115
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170	178	183	191	210	228	219	195	172
140	144	142	156	154	166	165	153	145
140	144	142	156	154	166	165	153	145
953	989	1022	1183	1367	1461	1445	1513	1598
953	989	1022	1183	1367	1461	1445	1513	1598
459	318	333	317	325	282	409	440	369
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100	113	120	113	118	112	110	109	108
436	443	435	423	450	432	414	428	428
539	556	553	535	568	544	523	537	536
158	148	186	154	191	199	197	187	200
36	32	55	63	71	75	75	77	66
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73	76	89	95	102	97	94	88	74
297	283	361	354	408	416	417	398	380

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114	109	117	113	118	129	150	155	137
361	385	366	325	344	327	339	374	356
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228	220	224	212	214	206	203	193	190
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307	312	309	284	318	302	319	332	370
57	57	57	56	60	65	63	52	50
363	368	365	339	377	365	380	383	420
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65	72	68	72	70	72	75	73	76
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25	28	30	26	31	30	26	31	27
3985	4030	4171	4259	4669	4727	4861	4928	4857
5138	5163	5375	5419	5893	5933	6096	6101	5944
137	147	149	150	171	147	138	115	116
137	147	149	150	171	147	138	115	116
398	398	370	347	336	315	288	286	220
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550	548	537	525	504	535	488	525	557
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194	186	165	152	152	155	150	143	134
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21	19	18	16	19	18	19	18	21
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1172	1161	1101	1051	1021	1029	949	977	933
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151	155	161	153	155	158	185	191	141
209	217	229	220	231	228	263	262	202
582	714	738	702	682	733	761	734	647
349	380	378	358	376	368	410	378	319
172	178	175	180	187	191	203	200	190
1099	1267	1284	1234	1242	1286	1368	1307	1151
118	123	116	120	128	144	143	146	123
245	252	293	309	358	362	344	302	285
358	370	404	424	479	501	483	446	406
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1268	1319	1371	1580	1827	1950	1935	2017	2129
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93	107	112	136	142	177	186	159	146
93	107	112	136	142	177	186	159	146
83	94	99	94	98	93	91	90	89
279	286	290	297	320	311	287	303	312

361	377	385	389	417	403	377	393	401
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135	142	165	174	184	174	169	157	135
230	228	288	305	334	331	331	315	277
226	241	257	244	233	235	250	272	244
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353	365	390	368	368	375	403	424	382
161	172	164	145	154	146	151	167	159
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215	207	212	200	202	194	191	182	180
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164	168	166	153	170	162	172	179	200
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5877	6171	6351	6500	6947	7138	7178	7162	6888
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156	144	139	149	140	153	139	144	148
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303	283	264	268	264	278	262	263	270
586	560	548	555	564	562	522	477	490
56	59	65	64	73	67	74	66	57
255	264	278	270	273	257	283	288	223
74	76	79	75	76	77	90	93	69
380	394	418	405	419	399	446	445	348
39	48	50	47	46	49	51	50	44
356	388	386	366	384	375	418	386	325
150	155	153	157	164	167	177	175	166
529	574	570	553	576	574	627	592	519
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160	156	170	168	214	230	232	219	213
197	194	207	206	257	277	279	266	254
152	156	154	166	163	173	175	166	155
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519	555	593	574	636	688	696	705	702
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73	55	57	59	61	58	76	78	66
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202	229	242	229	239	226	222	220	218
687	668	645	606	642	637	593	618	651
899	898	883	830	877	862	811	837	871
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80	72	124	142	159	168	168	173	148
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237	251	294	310	325	308	301	279	241
411	409	523	554	603	602	602	576	511
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19	19	21	20	23	24	25	24	21
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173	185	175	156	165	157	162	179	170
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294	283	289	273	276	265	261	248	245
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126	127	126	114	130	122	129	133	147
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147	188	191	185	189	177	171	158	148
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163	158	157	150	140	141	161	182	180
182	188	183	186	177	181	196	205	208
23	26	28	24	29	28	24	28	25
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3776	3888	4087	3994	4272	4316	4379	4323	4153
4707	4816	5034	4932	5241	5265	5345	5253	4992
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274	257	226	216	220	230	224	221	222
329	318	309	298	312	318	313	299	292
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210	218	233	225	242	234	266	258	205
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357	385	383	377	391	393	426	407	364
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763	824	907	817	894	966	993	985	965
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502	593	621	757	795	1002	1044	884	816
502	593	621	757	795	1002	1044	884	816
116	131	139	131	137	130	127	126	125
657	651	648	621	642	627	595	610	605
780	784	786	752	779	758	722	737	731
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96	87	99	103	114	117	131	119	109
73	75	84	85	97	91	87	81	68
200	189	226	235	264	264	274	257	228
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53	56	61	56	63	58	54	48	44
118	118	129	123	136	140	147	141	125
79	84	80	71	75	71	74	81	78
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403	388	396	374	378	363	358	340	336
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3492	3663	3844	3781	4017	4253	4340	4136	3957
4028	4197	4383	4303	4568	4804	4919	4693	4454
73	74	95	95	104	105	105	111	93
73	74	95	95	104	105	105	111	93
118	124	102	139	128	121	125	136	120
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387	362	359	390	358	316	282	253	232
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364	387	383	344	290	283	330	268	202
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77	75	63	69	61	68	88	102	106
77	75	63	69	61	68	88	102	106
906	911	867	914	813	770	813	756	659
976	982	960	1006	917	875	917	869	753
192	163	184	175	178	181	177	155	133

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147	120	128	119	106	120	124	126	93
378	315	346	327	315	333	332	311	251
1106	1380	1494	1214	1111	1256	1307	1465	1227
396	439	457	370	366	376	420	450	361
389	408	422	369	363	389	413	476	427
1863	2189	2329	1921	1811	1987	2105	2352	1981
91	99	99	87	89	110	108	114	93
229	237	285	254	282	304	292	302	272
319	335	383	340	369	413	400	417	366
145	153	158	148	140	158	157	168	151
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641	548	672	745	792	769	859	787	842
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362	346	374	507	499	539	603	620	682
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209	233	247	237	255	243	252	248	238
419	476	509	541	570	565	555	589	562
619	700	747	774	820	806	801	835	799
149	146	172	156	184	180	208	209	233
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37	41	43	46	48	44	50	49	44
346	339	439	489	533	519	617	639	622
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213	221	225	237	235	235	311	338	312
276	315	304	309	295	309	354	400	399
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467	480	498	539	491	521	565	552	571
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127	157	167	154	149	160	141	143	130
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179	208	201	218	216	261	231	225	249
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5725	6167	6721	6599	6590	6918	7473	7832	7462
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152	146	133	151	138	127	136	132	124
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217	199	186	196	181	179	183	145	125

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43	39	32	36	37	35	41	38	38
43	39	32	36	37	35	41	38	38
473	441	402	447	415	394	411	358	323
513	501	466	503	472	456	479	456	413
37	40	41	40	43	43	42	35	36
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46	55	60	54	47	55	58	55	55
163	173	181	162	151	162	185	168	161
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362	381	398	368	340	376	415	392	397
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114	99	107	124	131	123	130	127	127
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569	523	513	616	512	594	605	711	751
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150	167	176	171	167	157	159	164	159
486	486	480	497	510	509	489	524	533
634	646	646	661	673	664	644	686	692
22	19	21	19	23	22	22	24	26
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52	42	40	42	43	45	59	74	64
41	37	37	39	43	41	44	49	43
85	81	79	79	88	73	69	72	66
192	172	167	172	182	171	188	219	194
295	316	307	306	319	307	306	373	340
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326	315	329	349	346	337	319	336	318
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213	217	220	227	250	240	244	281	300
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47	53	57	55	52	46	44	48	40
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98	95	95	96	90	86	89	103	95
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67	62	58	55	51	48	50	37	29
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447	465	465	456	448	400	379	378	384
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616	599	587	595	580	588	564	616	628
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185	200	199	196	200	208	203	182	176
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169	188	198	193	188	177	179	184	179
347	324	324	328	332	340	349	366	357
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677	624	544	579	535	505	544	471	418
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303	304	336	331	327	370	359	314	320
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715	695	702	704	718	707	678	710	727
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123	115	122	152	157	145	143	137	167
265	249	260	323	316	322	324	290	326
750	731	671	637	611	703	791	844	767
442	397	418	419	481	453	465	431	440
1175	1117	1069	1033	1050	1131	1239	1270	1197
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239	263	282	295	286	275	274	287	229
108	109	89	77	63	73	87	79	66

166	169	152	119	93	97	83	70	69
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279	314	295	282	268	276	267	278	273
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305	308	354	385	416	432	477	502	614
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91	87	83	82	85	97	96	106	102
401	424	453	466	471	458	438	453	437
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962	824	770	740	729	708	706	768	715
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398	423	369	391	389	357	353	341	348
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303	395	365	398	400	425	431	424	477
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212	219	270	236	246	223	241	235	147
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595	593	668	623	658	643	675	597	450
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112	119	145	163	174	150	129	117	103
293	299	350	389	410	368	327	295	240
93	83	73	58	45	54	67	60	44
185	165	161	115	85	92	81	68	59
284	258	262	243	214	231	233	224	203
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158	183	213	250	252	240	248	158	179
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648	729	700	607	599	664	761	829	886
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162	154	148	148	153	177	174	179	178
425	459	525	537	538	524	497	481	456
585	616	684	697	702	704	672	659	631
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242	225	236	233	256	248	275	271	312
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19	18	22	21	25	26	28	24	24
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14	17	20	18	15	16	16	17	18
14	17	20	18	15	16	16	17	18
2007	2069	2055	2066	2086	2023	2000	2078	1994
2380	2451	2470	2474	2495	2416	2401	2473	2328
238	259	267	255	370	382	450	448	312

238	259	267	255	370	382	450	448	312
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72	74	77	61	64	55	44	42	35
72	74	77	61	64	55	44	42	35
52	48	51	59	55	48	43	43	32
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27	28	28	28	24	23	24	25	21
27	28	28	28	24	23	24	25	21
192	192	192	172	165	148	134	131	104
466	483	490	453	544	529	572	567	413
57	61	69	77	76	74	76	65	51
55	57	61	66	66	65	71	73	82
38	40	46	44	45	44	43	43	39
157	165	184	195	196	191	198	187	176
12	12	15	16	15	16	17	15	14
18	17	14	13	13	14	17	17	11
100	110	109	110	113	115	121	120	124
130	139	137	139	141	144	156	152	150
206	223	183	192	196	215	211	228	193
15	16	16	14	16	17	18	17	14
220	239	198	206	212	232	228	245	207
70	72	68	64	65	74	75	72	67
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21	23	24	26	27	28	27	28	24
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19	21	20	21	25	24	23	24	24
331	326	336	342	348	350	329	344	350
352	348	358	364	373	374	352	368	375
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28	27	24	30	34	37	41	43	44
38	37	45	49	54	60	54	56	40
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116	113	111	119	133	151	160	163	132
192	194	190	190	211	228	239	259	263
192	194	190	190	211	228	239	259	263
118	122	124	128	118	128	129	132	134
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68	77	85	85	88	91	92	109	104
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103	110	119	117	120	126	125	141	134
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13	16	19	16	14	15	16	16	17
1462	1499	1480	1509	1561	1655	1667	1744	1689
2068	2129	2133	2146	2269	2353	2407	2471	2290
64	69	70	67	97	99	115	116	85
64	69	70	67	97	99	115	116	85
7	6	6	6	6	6	6	5	5
7	6	6	6	6	6	6	5	5
126	128	135	112	111	96	80	77	64
126	128	135	112	111	96	80	77	64
174	161	169	177	185	171	193	206	143
174	161	169	177	185	171	193	206	143
32	32	33	35	31	30	32	35	30
32	32	33	35	31	30	32	35	30
343	333	349	330	332	302	306	316	237
407	402	420	397	428	399	419	431	321
57	61	69	76	75	73	75	64	51
12	12	13	14	14	14	15	15	17
68	72	81	78	81	78	77	76	69
139	148	166	172	174	169	171	159	139
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33	32	26	24	24	26	33	32	22
130	142	141	143	146	148	157	155	161
171	182	177	179	181	186	202	198	193
47	51	42	44	45	50	49	53	45
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23	27	32	38	32	36	40	58	63
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35	38	38	39	46	44	43	44	45
604	592	598	608	620	615	589	625	626
642	632	637	648	665	659	631	669	671
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31	32	31	35	41	46	51	55	50
68	69	67	67	74	80	84	91	93
68	69	67	67	74	80	84	91	93
174	179	183	188	174	188	190	195	198
174	179	183	188	174	188	190	195	198
109	124	138	140	146	147	153	181	175

42	40	40	39	37	42	39	37	34
148	162	177	177	182	187	191	218	208
38	39	46	44	56	61	61	50	47
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16	20	25	21	18	19	20	21	22
16	20	25	21	18	19	20	21	22
1500	1538	1555	1580	1621	1673	1688	1778	1751
2036	2076	2129	2137	2209	2231	2265	2353	2210
42	47	51	49	62	61	63	79	62
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34	33	26	27	28	31	30	33	38
34	33	26	27	28	31	30	33	38
195	201	175	187	206	227	219	225	219
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57	52	49	60	57	54	55	67	65
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328	323	290	320	340	353	344	369	355
362	361	332	360	393	405	398	437	407
31	34	39	42	43	42	43	35	27
90	94	103	108	111	109	121	118	130
85	91	106	100	105	101	102	95	85
208	222	251	254	262	255	268	250	242
47	48	61	73	66	67	70	62	60
157	154	127	129	127	130	161	157	110
143	160	165	178	180	174	179	179	193
338	354	345	372	364	363	402	390	356
94	104	91	100	101	106	102	108	95
56	62	56	49	60	64	66	69	59
150	166	147	149	161	169	166	175	152
98	104	101	101	102	110	109	107	102
98	104	101	101	102	110	109	107	102
49	51	54	54	59	60	58	59	57
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55	54	66	74	73	67	73	99	98
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89	98	97	100	121	113	110	111	111
242	258	290	299	308	314	298	325	314
331	356	389	402	426	427	408	437	425
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128	125	120	133	157	159	169	161	157
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9	10	11	15	22	22	26	28	29

65	69	69	78	90	100	120	128	113
75	77	75	76	81	86	93	93	96
75	77	75	76	81	86	93	93	96
121	126	128	133	120	125	131	124	128
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129	148	165	168	170	167	180	197	193
38	37	37	36	34	36	35	31	28
166	184	202	203	204	203	216	229	223
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78	71	80	72	84	83	93	90	84
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15	19	23	20	18	18	18	19	18
1665	1753	1795	1868	1946	1976	2076	2123	2020
2240	2339	2377	2484	2603	2639	2745	2812	2671
98	108	113	108	147	145	141	186	154
98	108	113	108	147	145	141	186	154
18	17	13	14	15	16	15	17	19
18	17	13	14	15	16	15	17	19
326	324	408	348	260	199	208	209	129
326	324	408	348	260	199	208	209	129
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14	14	13	14	14	12	12	15	14
413	411	487	432	349	281	291	301	212
502	510	589	531	495	424	430	490	369
86	95	110	118	119	116	120	98	76
97	102	112	117	120	118	131	128	140
116	124	144	136	143	137	138	129	116
299	321	367	374	384	373	390	354	328
62	64	81	97	87	89	93	82	80
125	122	101	103	100	103	128	125	88
141	158	163	176	178	172	177	177	191
327	345	345	376	366	365	398	384	359
46	51	45	49	50	52	50	53	47
54	58	63	61	69	67	66	64	54
99	108	106	110	117	118	115	116	100
123	130	127	127	128	138	136	134	129
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93	103	110	114	124	125	124	127	128
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126	112	128	137	139	126	129	164	172
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67	73	73	75	90	84	82	83	83
288	303	343	368	392	387	371	403	399
353	374	415	443	479	470	451	485	481
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19	20	18	20	23	23	24	22	22
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98	102	100	110	129	141	161	164	141
470	480	470	474	508	536	583	581	601
470	480	470	474	508	536	583	581	601
170	176	180	186	168	176	184	174	180
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161	184	205	208	211	208	223	242	238
51	50	50	48	45	49	47	42	39
209	231	253	254	255	255	269	284	276
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2294	2388	2483	2586	2717	2753	2890	2939	2878
3072	3193	3409	3461	3573	3539	3700	3762	3567
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211	204	218	217	221	199	196	200	184
241	240	255	250	268	246	244	246	254
218	231	257	271	284	277	285	259	215
17	17	18	19	20	20	22	24	28
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291	305	339	350	369	360	370	346	301
24	25	31	37	33	35	36	32	31
87	87	70	70	69	72	89	88	61
75	86	87	92	93	92	94	95	101
183	195	186	196	192	196	216	212	190
257	243	216	206	185	158	144	146	126
16	17	17	15	18	18	19	19	16
268	259	232	220	202	175	162	164	141
57	61	59	57	59	64	63	63	60
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94	101	105	106	121	117	116	112	115
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54	61	68	62	57	55	47	69	74
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183	201	199	209	247	232	226	230	225
197	201	226	243	256	264	248	257	247
380	399	427	455	499	497	473	488	471
33	34	31	31	40	40	43	40	37
26	23	22	33	38	38	42	48	47
20	19	19	18	24	26	28	27	26
46	47	50	55	69	64	62	60	56
122	119	118	135	167	166	174	174	166
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35	36	32	33	40	40	39	38	35
24	26	27	35	52	53	59	67	63
88	92	89	99	119	132	156	173	151
35	35	34	34	38	41	44	46	45
35	35	34	34	38	41	44	46	45
130	133	135	139	130	140	142	143	140
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66	73	80	79	83	86	87	99	92
26	25	25	24	23	26	24	23	20
91	97	104	103	106	112	110	122	112
42	37	44	41	49	49	53	44	40
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1545	1598	1617	1677	1790	1805	1840	1896	1777
2074	2139	2208	2275	2424	2408	2453	2483	2323
115	128	133	123	156	168	178	157	195
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16	16	16	16	17	18	16	15	15
16	16	16	16	17	18	16	15	15
410	420	504	388	345	319	317	307	230
410	420	504	388	345	319	317	307	230
80	70	74	82	86	70	69	69	62
80	70	74	82	86	70	69	69	62
19	18	18	21	21	19	19	22	20
19	18	18	21	21	19	19	22	20
524	523	611	504	467	424	420	412	327
598	609	697	588	588	562	569	539	504
91	96	107	113	119	116	119	108	90
59	60	63	65	69	68	75	81	95
61	63	71	65	71	69	69	71	68
220	229	251	254	270	263	273	270	259
54	57	70	82	74	78	80	72	69
167	167	136	135	132	139	171	169	117
116	132	133	141	143	141	145	147	155
328	346	330	349	341	349	386	377	333
85	92	86	88	90	93	89	86	75
78	86	92	87	98	97	95	93	78
163	176	176	174	186	189	183	177	152

58	62	60	58	59	65	64	64	60
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91	105	114	119	130	125	128	132	131
91	105	114	119	130	125	128	132	131
228	251	279	302	258	290	265	336	380
228	251	279	302	258	290	265	336	380
65	72	71	74	88	83	80	82	80
332	340	349	355	366	364	348	367	350
401	413	422	431	452	446	428	450	429
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41	37	35	53	61	61	68	76	76
72	67	66	65	85	93	99	95	93
37	38	39	42	51	50	48	47	44
171	162	159	180	224	231	246	248	241
24	24	30	32	38	39	34	35	23
75	74	66	67	78	87	106	110	85
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12	12	13	17	25	26	29	32	31
125	126	124	131	158	170	186	195	155
181	183	179	179	199	215	227	242	237
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174	179	182	187	175	188	191	192	188
174	179	182	187	175	188	191	192	188
65	73	80	80	84	86	88	102	95
48	46	46	44	43	48	45	42	37
111	117	125	123	126	133	132	143	131
27	25	29	28	34	35	36	29	26
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44	40	42	40	47	48	51	50	45
17	21	24	22	19	20	20	21	20
17	21	24	22	19	20	20	21	20
2089	2174	2199	2283	2390	2477	2532	2637	2496
2907	3010	3149	3125	3248	3304	3377	3449	3263
31	36	40	38	49	49	54	58	85
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42	40	42	44	45	37	40	37	33
42	40	42	44	45	37	40	37	33
14	14	14	15	14	12	12	14	13
14	14	14	15	14	12	12	14	13
165	165	172	171	178	168	163	172	157
194	199	209	206	224	215	214	227	240
41	43	48	50	53	52	53	48	40
31	31	33	33	36	35	39	42	49
35	36	40	37	41	39	39	40	39
106	110	121	122	130	126	131	130	126
45	47	58	68	61	64	66	60	57

128	128	104	103	101	107	131	130	90
151	172	174	184	187	185	189	191	203
318	341	331	350	344	350	381	375	345
19	21	19	20	20	21	20	19	17
34	38	35	31	37	39	40	41	35
53	59	55	51	57	60	60	60	51
60	64	62	60	61	67	66	66	62
60	64	62	60	61	67	66	66	62
139	147	154	159	177	179	178	175	168
139	147	154	159	177	179	178	175	168
315	356	383	335	317	298	235	338	377
315	356	383	335	317	298	235	338	377
61	67	67	70	82	77	75	77	75
336	338	344	358	381	375	357	364	357
401	408	413	431	464	454	434	442	433
51	53	49	49	62	63	67	63	57
35	32	30	45	52	52	58	65	65
10	9	9	9	11	12	13	13	13
78	74	74	75	90	89	86	82	72
169	163	157	178	216	216	226	225	208
8	8	10	11	12	13	11	12	8
65	65	58	59	68	77	96	101	77
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22	24	25	32	48	49	54	61	58
99	102	97	106	132	143	165	177	148
62	63	62	62	69	74	78	83	82
62	63	62	62	69	74	78	83	82
159	164	166	171	160	172	175	176	172
159	164	166	171	160	172	175	176	172
140	159	176	178	187	189	197	230	213
22	21	21	20	20	22	21	19	17
162	180	197	198	207	210	218	249	231
20	17	21	20	24	24	26	21	19
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55	60	61	58	72	70	68	66	58
33	30	32	31	35	36	42	40	37
87	90	94	89	107	107	110	106	95
16	20	23	21	18	18	19	20	19
16	20	23	21	18	18	19	20	19
1998	2099	2123	2170	2305	2323	2343	2486	2371
2295	2404	2450	2494	2655	2661	2685	2840	2733

£ million

2010	2011	2012	2013	2014	2015	2016	2017 ³	
15	17	16	16	17	20	18	18	
15	17	16	16	17	20	18	18	
0	1	1	1	1	1	1	1	
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24	25	30	34	31	31	39	33	
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111	107	137	131	129	89	98	149	
124	123	150	145	144	109	116	167	
16	18	193	16	19	18	22	28	
21	23	39	19	26	30	41	35	
113	121	60	86	79	95	106	97	
153	166	322	120	123	144	169	161	
418	428	411	490	525	687	693	543	
442	513	595	540	486	467	407	374	
204	195	184	175	151	138	129	130	
1046	1118	1161	1187	1151	1288	1229	1046	
17	17	13	13	14	11	13	11	
56	62	67	58	54	50	40	54	
73	79	79	71	68	62	54	65	
82	86	77	63	55	60	63	60	
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616	643	688	798	597	900	840	1270	
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172	161	188	187	238	175	197	256	
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132	141	132	95	110	137	144	167	
357	353	358	361	402	390	372	365	
490	494	491	456	511	527	515	532	
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54	53	48	41	46	46	43	58	
85	90	60	59	83	33	33	43	
300	322	275	221	292	295	354	237	
450	475	395	336	440	398	450	353	
257	253	184	164	148	210	198	199	
69	85	87	103	124	137	125	138	
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356	371	318	314	329	399	389	404	
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189	194	166	181	164	168	167	168	
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146	133	131	144	156	182	160	158	

23	28	27	26	24	24	25	23
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21	19	19	24	24	24	25	26
31	30	36	40	110	71	263	311
18	17	18	23	17	17	19	18
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3803	3941	3876	3929	3945	4382	4448	4738
4096	4248	4339	4191	4210	4634	4733	5065
281	270	271	241	306	266	208	270
281	270	271	241	306	266	208	270
44	54	55	62	56	54	29	29
44	54	55	62	56	54	29	29
81	79	82	108	132	114	105	108
81	79	82	108	132	114	105	108
805	745	816	776	760	850	742	763
805	745	816	776	760	850	742	763
31	31	26	15	24	29	16	19
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962	911	980	960	972	1050	892	919
1239	1177	1252	1204	1275	1315	1100	1189
209	241	250	274	203	246	152	153
63	70	51	68	68	106	104	112
108	116	99	148	152	161	207	185
388	437	412	500	426	517	463	451
114	116	120	110	147	201	262	247
331	384	371	478	406	371	380	323
230	220	205	205	183	193	201	217
664	711	689	777	727	763	843	786
47	47	42	44	37	38	46	41
95	106	121	113	114	113	87	106
143	153	162	156	151	151	132	147
163	172	158	156	128	135	135	142
163	172	158	156	128	135	135	142
1347	1406	1659	1361	1205	1654	1682	1662
1347	1406	1659	1361	1205	1654	1682	1662
69	68	79	77	61	29	20	66
69	68	79	77	61	29	20	66
390	416	426	503	337	342	384	330
540	550	539	536	568	560	543	526
935	970	969	1045	905	902	927	856
71	69	64	79	82	105	103	105
46	45	47	47	48	51	47	58
37	39	44	44	44	49	58	55
56	62	74	83	95	101	81	81
211	216	230	252	267	304	289	299
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38	43	46	55	55	52	61	49
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57	60	70	63	68	51	28	20
188	199	240	245	272	279	248	229
346	247	239	220	226	242	233	236

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280	234	264	272	278	267	263	258
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32	30	34	36	34	48	60	76
131	137	134	145	150	166	181	195
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168	216	255	252	257	318	106	48
68	62	60	56	74	69	76	93
235	275	311	304	326	380	182	140
25	23	24	31	23	22	25	24
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4705	4790	5123	5045	4739	5324	5211	5101
6316	6399	6782	6757	6439	7159	6774	6741
613	663	523	467	569	589	522	639
613	663	523	467	569	589	522	639
43	57	44	12	4	4	4	5
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258	240	223	164	164	150	102	85
258	240	223	164	164	150	102	85
48	48	59	55	58	55	47	49
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110	114	85	77	63	29	40	53
110	114	85	77	63	29	40	53
461	463	412	314	294	236	193	192
1041	1097	903	762	852	825	715	831
43	50	21	25	28	26	66	102
59	65	67	73	66	53	33	14
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171	190	146	169	162	143	179	193
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115	133	149	169	120	175	206	190
211	202	207	209	225	212	229	225
392	404	418	435	420	471	551	518
110	109	116	132	117	126	122	114
59	66	64	56	63	53	43	52
168	174	179	188	180	179	165	166
143	150	129	130	121	138	150	142
143	150	129	130	121	138	150	142
1640	1710	1896	1863	1769	1855	1727	1749
1640	1710	1896	1863	1769	1855	1727	1749
286	298	343	450	463	221	184	133
286	298	343	450	463	221	184	133
110	117	123	143	124	161	144	151
423	422	423	425	483	474	457	457
533	539	547	569	606	635	600	608
231	226	244	308	313	341	286	293
59	57	42	49	34	61	67	72
48	51	52	49	67	89	58	62
81	89	269	240	314	354	547	534
413	417	604	640	721	840	958	961

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87	105	89	82	85	89	97	131
17	18	11	12	14	14	21	21
22	23	35	34	39	42	67	106
152	172	161	148	162	170	219	288
439	427	377	372	365	317	291	288
439	427	377	372	365	317	291	288
175	196	219	228	207	225	207	201
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377	398	384	392	407	421	437	400
59	56	67	68	52	59	65	76
436	455	450	459	459	480	503	475
86	98	88	113	126	127	119	96
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52	47	48	50	51	61	67	73
73	71	75	84	87	92	93	111
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4941	5119	5506	5707	5708	5762	5792	5760
6165	6419	6561	6634	6723	6729	6686	6784
147	140	135	148	172	149	152	183
147	140	135	148	172	149	152	183
236	292	283	329	331	279	264	272
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567	559	364	404	496	477	597	480
567	559	364	404	496	477	597	480
140	136	126	125	130	115	118	124
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970	1013	796	874	968	883	1003	889
1116	1152	932	1023	1141	1031	1156	1073
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147	158	121	189	190	169	159	114
208	228	222	308	265	239	200	156
624	639	541	559	613	658	477	391
331	385	404	420	341	318	268	236
184	176	176	169	228	160	246	328
1136	1197	1105	1131	1179	1132	991	956
116	117	145	167	155	167	215	205
288	320	373	449	378	400	344	411
402	435	516	613	530	564	560	616
62	66	69	71	64	68	70	71
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2180	2275	2085	1963	1818	1625	1521	1273
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135	114	142	210	157	383	265	246
135	114	142	210	157	383	265	246
91	97	83	85	65	91	215	260
307	315	317	330	365	359	352	368

398	412	401	415	429	449	568	628
31	30	23	24	24	27	38	25
70	68	103	115	124	179	287	155
46	48	27	34	30	40	30	26
146	161	188	200	240	243	199	226
288	303	338	369	413	486	554	432
263	260	287	329	363	431	511	443
73	80	65	43	43	51	52	64
29	31	25	22	23	19	19	20
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409	415	406	441	465	558	649	571
129	138	152	140	122	133	105	109
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195	201	181	200	191	202	191	207
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203	191	200	200	207	224	208	213
42	40	21	15	11	12	53	58
242	228	221	216	219	237	262	271
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5715	5931	5733	5897	5732	5973	5860	5490
7018	7289	6892	7230	7133	7246	7216	6719
295	263	234	262	421	409	305	227
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153	172	174	163	175	239	224	252
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279	297	306	294	300	338	326	348
564	559	545	559	718	745	631	574
57	66	43	53	60	61	70	68
223	247	214	185	178	181	283	452
72	77	73	80	86	75	95	113
350	389	326	318	324	318	449	633
42	43	42	189	171	206	293	279
339	393	418	467	563	418	499	506
161	154	160	163	152	138	139	148
526	576	604	818	876	762	931	932
32	33	102	59	52	48	47	44
198	216	205	135	95	55	39	56
237	256	305	194	146	103	85	100
156	167	160	178	164	215	252	199
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758	786	748	963	788	893	1030	1019
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54	53	76	131	103	289	368	307
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222	236	250	153	141	240	201	217
670	686	683	678	773	761	722	714
894	925	935	831	912	1000	923	931
79	78	24	26	31	41	41	43
132	129	135	220	155	140	159	223
60	63	110	90	122	111	62	71
259	283	355	439	343	381	377	523
528	550	627	776	654	672	640	860
27	27	66	42	81	40	15	18
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63	67	54	54	65	61	57	76
170	184	203	180	234	191	152	173
186	180	150	137	149	145	126	87
186	180	150	137	149	145	126	87
248	248	258	273	271	276	245	269
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146	151	169	155	149	160	152	158
62	59	71	63	56	61	73	72
208	210	239	219	204	222	225	230
133	151	163	162	144	168	142	136
133	151	163	162	144	168	142	136
25	27	30	37	36	24	22	23
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200	186	184	200	204	192	147	149
23	21	22	29	21	21	23	23
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4254	4426	4606	5071	4840	5150	5289	5417
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164	166	154	99	81	87	104	87
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43	41	46	59	47	41	56	49
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332	337	544	474	509	549	707	560
88	101	63	100	106	101	93	86
15	16	11	10	9	8	9	9
109	117	99	111	107	107	123	126
210	233	169	221	223	216	225	222
41	42	28	24	36	42	53	48
152	177	189	204	181	156	176	180
170	163	159	152	123	121	136	142

364	384	375	378	337	320	365	369
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35	36	38	34	51	58	51	64
83	87	80	84	71	83	92	90
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1049	1088	1352	1270	1911	1630	1546	1616
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758	633	480	210	98	78	63	66
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127	135	128	128	109	138	146	149
624	636	637	610	698	720	688	666
752	773	766	740	806	858	834	815
16	16	15	25	34	43	38	47
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115	122	139	197	213	151	136	107
76	85	105	189	236	267	320	331
241	256	292	440	511	496	527	548
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132	146	159	147	161	159	166	152
119	86	84	83	78	89	81	77
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325	328	339	327	346	346	354	363
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108	94	88	110	105	105	99	101
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142	125	137	162	156	163	156	176
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4056	4014	4207	3992	4701	4439	4383	4485
4600	4584	4922	4688	5432	5207	5314	5267
56	65	91	88	79	79	94	96
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158	186	172	159	157	154	253	224
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177	229	203	195	182	203	198	178
177	229	203	195	182	203	198	178
233	223	176	268	297	268	272	299
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110	102	127	139	136	134	113	123
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679	743	683	763	773	758	835	824
730	802	776	851	852	838	929	920
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262	291	298	297	328	342	342	364
1264	1313	1449	1543	1985	2418	3059	3618
401	473	548	507	535	528	510	382
443	430	427	374	362	342	378	286
2074	2182	2389	2401	2866	3277	3946	4287
98	101	110	99	128	141	140	115
290	326	329	345	432	421	317	363
388	426	439	443	559	561	457	478
158	167	180	151	168	204	205	161
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922	869	816	960	975	986	1120	1091
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645	683	753	792	983	978	909	945
645	683	753	792	983	978	909	945
244	251	222	232	235	274	290	278
596	588	634	642	635	695	738	755
840	837	855	874	869	970	1028	1033
273	253	206	166	165	197	278	349
215	197	178	188	190	183	207	243
104	103	78	93	114	158	171	155
48	50	67	89	136	85	84	90
649	612	533	538	601	624	740	836
84	78	100	110	119	151	157	154
160	178	219	257	292	322	376	321
42	43	50	50	51	44	44	37
61	60	77	101	110	145	93	145
343	354	442	516	570	663	671	657
409	491	439	446	463	436	443	460
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588	557	558	559	549	691	721	718
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414	414	388	392	394	387	427	433
42	43	44	71	102	56	51	48
460	461	435	463	496	443	478	481
116	159	147	125	161	140	143	145
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136	176	227	265	292	376	359	360
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243	290	325	347	389	465	452	450
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8786	9124	9361	9740	10810	11621	12615	13053
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124	135	157	165	148	156	152	189

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294	290	298	295	310	338	362	418
357	366	356	365	391	425	482	527
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73	68	68	65	82	90	97	88
228	218	235	275	327	348	365	351
51	56	65	65	88	108	127	136
159	200	230	226	245	218	179	187
173	179	191	210	202	200	177	207
377	431	480	497	530	524	483	530
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69	76	92	99	123	149	101	123
80	91	96	111	106	124	104	121
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553	495	373	481	303	334	321	274
553	495	373	481	303	334	321	274
160	164	121	110	77	128	138	123
556	550	581	573	465	578	606	614
716	715	703	683	541	706	744	737
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76	89	76	86	86	71	84	83
41	45	34	29	28	24	24	23
70	74	86	101	82	120	110	78
214	234	226	249	233	260	264	228
420	397	403	384	368	373	360	371
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297	301	320	319	301	324	311	316
297	301	320	319	301	324	311	316
307	284	282	313	329	352	358	350
44	42	48	43	45	56	61	44
351	326	329	356	374	408	419	394
40	41	65	75	81	70	70	76
40	41	65	75	81	70	70	76
21	21	45	43	51	57	58	52
76	63	65	68	80	84	81	79
97	83	110	110	131	141	139	130
24	20	31	36	31	29	33	32
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3467	3474	3519	3719	3461	3808	3769	3746
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268	214	294	285	197	282	251	156
268	214	294	285	197	282	251	156
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326	272	338	327	251	349	307	213
372	318	402	342	264	360	317	222
110	109	59	65	63	92	83	74
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33	31	35	39	48	52	58	72
157	154	104	115	120	152	147	152
21	23	28	30	57	65	63	69
53	66	86	112	148	147	153	144
85	88	92	104	101	106	78	91
160	180	209	248	308	321	294	304
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41	45	56	57	48	53	47	54
41	45	56	57	48	53	47	54
180	181	179	182	192	174	425	411
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127	131	153	125	100	179	143	100
490	468	492	491	410	516	536	518
618	599	645	616	510	695	679	618
22	22	18	28	30	39	43	178
33	33	42	40	39	40	44	63
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126	131	192	221	277	315	350	439
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173	162	175	184	188	211	185	191
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82	75	54	42	49	46	41	43
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1715	1680	1855	1893	1940	2187	2374	2427
2236	2149	2356	2348	2323	2696	2838	2801
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214	209	192	174	164	159	144	155
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113	142	194	273	276	217	208	234
98	102	115	130	133	131	90	108
269	309	370	461	485	437	395	440
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48	57	88	81	107	100	84	113
106	125	127	115	104	110	89	112
106	125	127	115	104	110	89	112
135	134	135	168	187	209	180	219
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180	185	174	119	79	127	115	122
384	369	389	360	337	399	411	389
567	557	565	480	415	526	526	511
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266	299	237	204	163	130	114	126
376	407	326	334	349	315	291	312
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24	25	39	43	57	45	34	36
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2327	2361	2404	2472	2516	2648	2490	2662
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151	152	149	132	128	181	183	187
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374	350	304	275	373	352	385	394
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212	211	211	224	194	201	194	220
43	41	47	53	67	53	43	34
136	127	139	127	154	169	161	163
394	383	400	408	415	424	399	416
317	352	391	196	240	315	375	403
313	394	445	499	440	473	519	581
213	221	218	253	272	259	215	253
857	984	1073	942	956	1050	1109	1237
142	151	68	66	72	75	63	58
144	174	241	264	241	129	379	107
293	331	308	328	312	205	442	166
103	117	116	125	111	136	113	124
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586	592	624	599	569	692	497	451
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169	126	105	96	83	93	80	100
169	126	105	96	83	93	80	100
136	140	148	271	848	277	263	304
614	593	634	655	527	662	666	654
740	723	772	917	1385	938	929	958
187	184	176	108	120	149	165	55
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117	131	119	123	147	170	178	186
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225	252	384	392	401	353	356	383
203	191	175	153	158	171	155	146
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286	285	305	306	279	315	306	282
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233	224	233	225	233	253	235	250
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143	118	92	80	83	80	86	86
241	214	152	129	130	141	147	139
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92	98	105	102	151	124	134	166
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182	238	229	222	247	268	241	272
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168	162	130	155	179	185	175	111
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165	185	165	148	149	126	154	178
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671	743	679	677	788	778	796	828
99	107	83	73	81	84	103	102
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148	175	197	195	187	209	246	222
279	271	294	289	298	281	303	339
533	558	600	586	623	647	773	757
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124	133	141	139	153	156	137	160
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530	549	509	554	537	492	380	411
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103	108	119	160	157	236	259	286
444	451	450	452	493	486	492	485
545	558	567	611	649	722	751	770
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433	398	411	414	390	340	392	414
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138	141	138	139	134	143	135	152
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389	443	459	449	485	506	549	541
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449	502	542	499	536	555	598	595
529	580	630	523	578	627	681	671
61	66	65	180	338	286	304	318
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82	83	70	57	55	50	67	63
147	153	176	290	424	356	387	402
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64	75	65	85	56	46	59	63
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374	383	351	347	328	346	387	393
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179	191	203	183	187	229	233	236
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408	421	500	549	508	614	447	507
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149	133	154	130	28	110	146	136
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95	100	194	147	103	154	133	121
472	473	484	502	538	532	526	525
570	576	681	651	640	685	659	646
122	116	106	127	93	105	110	85
47	46	64	84	287	340	295	279
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97	108	137	116	135	181	179	186
292	298	322	348	555	667	624	590
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129	139	119	122	146	161	143	141
391	395	329	314	324	292	271	302
391	395	329	314	324	292	271	302
1193	1215	1335	1393	1436	1491	1542	1489
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785	773	819	787	854	890	895	811
170	164	87	67	59	80	88	84
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185	240	282	287	245	246	226	201
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79	85	80	91	83	82	76	76
23	24	19	20	33	28	30	24
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319	390	396	401	368	364	340	309
408	492	467	461	419	444	424	406
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37	38	31	36	34	36	44	38
85	86	77	71	80	126	121	136
176	183	153	160	166	210	225	234
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158	186	221	292	304	244	254	274
193	188	219	206	185	171	182	202
411	438	495	544	540	481	542	563
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154	163	155	152	168	165	163	165
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106	110	141	152	134	181	153	159
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208	197	158	112	556	267	171	231
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108	114	108	109	94	138	128	119
570	570	566	561	594	595	578	586
678	684	674	670	687	734	707	704
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253	272	299	398	385	491	462	507
449	470	477	569	549	644	613	671
68	67	152	159	139	187	194	192
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169	127	129	106	128	128	103	96
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223	225	203	235	223	247	230	239
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233	251	221	208	215	229	229	252
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338	359	312	306	317	338	354	408
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149	145	155	147	139	145	145	149
381	415	451	435	413	412	468	460
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589	610	639	777	666	385	686	526
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262	248	254	261	276	298	293	306
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142	148	129	121	127	129	171	169
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173	181	184	179	201	199	244	239
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178	184	170	175	169	166	182	168
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636	611	618	622	636	630	596	608
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228	221	197	192	204	209	220	221
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187	176	158	156	164	169	173	183
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217	201	200	239	225	224	229	226
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722	707	892	841	702	962	942	916
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258	250	237	232	216	239	247	261
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298	239	303	357	337	337	277	140
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786	785	714	757	733	826	827	927
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123	118	107	128	170	204	208	222
180	149	162	158	174	198	209	247
347	308	316	338	403	469	487	544
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236	233	222	250	266	262	286	293
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332	264	515	524	616	613	500	477
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232	230	200	247	260	283	272	299
282	279	251	306	318	341	329	334
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356	406	495	470	523	637	669	716
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296	273	202	229	285	290	314	336
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474	410	455	450	440	427	425	446
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163	166	179	154	170	170	172	191
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697	555	634	572	523	513	543	548
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143	127	88	37	25	43	53	55
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496	453	429	440	458	482	460	414
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5770	5326	5432	5470	5560	5463	5542	5651
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617	649	631	737	830	872	793	903
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217	216	284	255	255	166	171	187
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887	863	807	814	814	818	759	751
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474	506	438	373	330	300	254	205
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988	989	916	804	658	709	600	457
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362	360	369	359	380	381	385	390
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736	713	709	668	685	675	671	661
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184	189	216	243	307	213	238	245
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451	470	513	549	530	627	575	531
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388	403	491	528	520	571	579	588
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682	680	763	797	889	874	868	851
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41	40	41	44	42	47	62	55
72	70	71	77	94	91	119	110
172	176	337	199	234	255	304	273
60	45	46	46	53	51	50	55
60	45	46	46	53	51	50	55
149	143	156	172	149	157	160	163
149	143	156	172	149	157	160	163
97	118	93	95	115	128	117	126
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162	173	169	159	179	179	160	204

63	64	64	60	72	74	68	77
63	64	64	60	72	74	68	77
139	148	149	172	162	157	156	135
139	148	149	172	162	157	156	135
328	279	307	327	349	210	114	166
328	279	307	327	349	210	114	166
88	89	114	108	129	210	138	187
361	371	343	357	373	383	411	413
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412	435	323	321	372	670	840	661
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Consultant Dr David Hargroves

Stroke service proposals: Consultant Dr David Hargroves

🕒 March 8, 2018 👤 Kathy Bailes 📁 Opinion 💬 22

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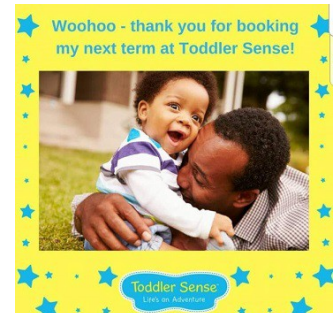
I am the senior stroke consultant at East Kent Hospitals, working in Margate, Canterbury and Ashford, and I am passionate about people getting the best treatment for stroke. I have dedicated my career to it and it saddens me deeply that local people do not always get the best care currently, despite the efforts of our fantastic stroke teams.

Based on overwhelming evidence, I am certain that the way to save lives and reduce disability for stroke patients is to set up three excellent hyper acute stroke units in Kent and Medway. In these, you would get expert care from a 24/7 stroke specialist team for the vital first 72 hours. As set out in our public consultation, acute stroke units and TIA clinics would be based there too.

I am also firmly convinced, as services are currently configured, that Ashford is the right place for the proposed east Kent hyper acute stroke unit, and that it will reduce deaths and long-lasting impairments for the people of Thanet, as well as the wider population of east Kent.

I know that some people are questioning why we need to change. I am touched that they value our existing stroke service at Queen Elizabeth the Queen Mother Hospital (QEQM), which is good, but it can, and should, be better.

The reality is that the stroke care we can provide in Ashford and Thanet is not meeting national standards, and is not as good as our patients deserve. We do not



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🕒 January 11, 2019 💬 1

Have you promised yourself you'll finally get

have true hyper acute stroke units anywhere in Kent, and we do not provide a full service seven days a week at any, due to a national shortage of trained staff.

The stroke team at QEQM and Ashford do not have all the specialist staff that patients need, such as speech and language therapists, for example. We do not have stroke consultants on the stroke unit every weekend and we cannot give patients seven-day assessments by a multi-skilled team.

The brutal truth is that we do not save as many lives as we could if people had access to a hyper acute stroke unit, with a specialist team providing 24/7 care. I am surprised that members of the public have not demanded this change sooner. We, certainly, working within stroke, have thought about it for a number of years.

I sympathise with people who feel the solution is a hyper acute stroke unit at QEQM and another at William Harvey. On the face of it, this looks like an attractive option.

As a hospital trust, we feel we could not deliver two hyper acute stroke units. Despite our best efforts, we struggle to recruit specialist NHS staff in east Kent. Existing stroke services in north and west Kent are so near London that if they closed, it would be natural for their staff to commute there, rather than to Margate.

The options set out in the consultation were arrived at after a really careful, detailed evaluation of the places where the proposed new units could be based. People taking part did not know which sites they were commenting on – the evaluation was “blind” for complete fairness. This concluded that QEQM would not be sustainable, given the lack of adjacency to other specialist services recommended such as PPCI for the most serious heart attacks, interventional radiology, trauma, and vascular surgery.

I understand why some people in Thanet are concerned about the proposal that they travel to Ashford for urgent stroke care instead of going to QEQM. This appears to go against the well-known ‘Act F.A.S.T.’ advice.

But, as a stroke consultant, I must stress that the most important thing is to get to the right place as quickly as possible. The F.A.S.T. message is: call 999 as soon as you spot the symptoms of stroke. After that, what makes the difference is having the first 72 hours of your

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around to putting health first? Is 2019 the [...]

Care delivered 24/7 by a specialist team, and getting clot-busting treatment swiftly if you need it. It is better to have an hour in an ambulance to a specialist unit where you will be treated quickly, than travel for 15 minutes and wait for over three hours in A&E, which can happen, I am sorry to say.

In the south east, we have set ourselves a standard of two hours from 999 call to thrombolysis (treatment to dissolve clots) for the ten to 20 per cent of stroke patients who need it. I am proud of this stringent standard.

I am confident that added investment in ambulance services as part of the implementation plan, and the new way of working at hyper acute stroke units, would see the vast majority of people from Thanet getting clot-busting treatment at Ashford (if they needed it) within two hours or very close to it.

I cannot tell you how wonderful it is to see a stroke patient walk out of hospital after a few days, going back to their normal life. That is what I want for as many people as possible.

As a doctor who treats patients who have had a stroke every day of my working life, I believe the proposed changes are the right thing to do for everyone in east Kent, and this very much includes residents in Thanet. And that's why they have my full support.

To find out more:
www.kentandmedway.nhs.uk/stroke – please read our consultation document, come to one of our meetings if you can, and respond to our questionnaire.



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22 COMMENTS



Kevin Hill

MARCH 8, 2018 AT 3:28 PM

Did the “blind” consultation, consider where most strokes at present occur, it would appear a simple decision to put the Acute Stroke Unit where most potential clients are. There by assuring a FAST response time.



Nikky Warden

MARCH 8, 2018 AT 10:37 PM

No account of demographics of Thanet has been taken as I can see.
Travel to Ashford is going to put lives at risk.



Barry Lewis

MARCH 8, 2018 AT 5:40 PM

Again this man thinks Ashford is in east Kent , and has publicly said he drove from Ashford hospital (postcode tn24) to Margate (ct9) in less than 45 minutes driving within the speed limit I will give £500 to his given charity if he can drive from Margate (east Kent) to Ashford (MID Kent) in less than 45 minutes during office hours . His policy will mean more deaths in Thanet and I as a ELECTED councillor will oppose this UNELECTED outsider who is trying to destroy the NATIONAL health service in my patch



**Carly Jeffrey**

MARCH 8, 2018 AT 5:58 PM

The QEQM currently has out of hours access to consultant assessment for serious strokes that require clot busting drugs to be administered urgently. All of Kent's hospitals do. QEQM hospital's stroke unit is also above the national average in terms of rapid and accurate diagnosis, which means imaging (scanning) within one hour of admission. This information comes from the committee's own consultation materials (Fig. 7 Pre Consultation Business Case, page 38). Myself and the group I campaign with, Save Our NHS in Kent (www.saveournhskent.org.uk) would like to see improvements to speed and quality of care across all of Kent in regard to stroke provision. We do not believe that relocating the unit to Ashford will be safe due to the long journey time. We have seen the report that Dr Hargroves refers to which concludes that a longer journey time to a better hospital is safer than a short journey to a bad hospital. That report also concludes that once the journey is over a certain length, the benefits of the best clinics will be reduced. It is about balance. Patients require the best hospital care AND a reasonable journey time. Proximity and quality of care are ultimately both important. Save Our NHS in Kent has a number of doctors that support our case, for example Dr Appleyard, Dr Richard Symonds and Dr Coral Jones all gave speeches at our last protest. We are meeting more doctors, nurses and paramedics all the time who don't think the plan is realistic. We will be putting together an open letter from all those doctors in due course and will present it to the Kent and Medway STP group (the committee that designed this plan) and to the public.

**Candy Gregory**

MARCH 8, 2018 AT 6:37 PM

Dr Hargroves needs to think outside the box! Use telemedicine. As we learned the nurses already administer thrombolysis at QEQM and are happy to continue to do so. Paramedics say that only on a perfect day with no traffic issues {very rare} do they reach Ashford from Margate in 45 minutes. They say usually much longer. How dare this man not consider the impact of shutting a vital service to the poorest & most vulnerable area of Kent who have a much lower life expectancy. There are plenty of 'co-adjacent'



professionals in Thanet to offer rehabilitation to the stroke victims of Thanet.



Helen Whitehead

MARCH 8, 2018 AT 6:43 PM

Much of what your article sets out begins with a false premise.

This is not, and should not be, an either/or situation. Currently patients living in London suffering a stroke arrive at a HASU within sixteen minutes on average. The entire point of restructuring was (supposedly) to reduce disparities in care across regions.

Deciding that it's fine for patients in one area to be treated within sixteen minutes whilst others are more likely to be treated within an hour and a half/two hours (potentially longer depending on ambulance availability and traffic) is the very epitome of a postcode lottery.

As you say, we deserve excellent care. So provide it.

Thanet needs a HASU.



Robster

MARCH 8, 2018 AT 6:52 PM

When I drove to Ashford today, driving past QEQM, then to William Harvey... it took one and a half hours! Just saying.... perhaps though, a matter of LIFE or Death, or severe disability through a stroke not getting treatment quickly enough.

Recommend: A Helicopter being 'at the ready' at QEQM and William Harvey specially for the job of transporting stroke patients more quickly than that by road.



Dr Coral Jones

MARCH 8, 2018 AT 7:36 PM

This consultation document, which cost £6 million, does NOT support the conclusions in the article. The map in the consultation which shows very good access for the whole of Kent is number 13, where the units are at QEQM, Ashford and Maidstone.

This configuration is not even in the final consultation 'choices'.



Are the PFI hospitals determining which of the configurations are offered?

The 5 options, which all include one or both of the PFI hospitals, do not make any sense in terms of rapid access nor where strokes are most common. The need is Thanet, NOT Tunbridge Wells.

At QEOM and Ashford there are already well functioning units which score above the national average for arrival to diagnosis time, and slightly below for diagnosis to treatment time. The money earmarked for the reconfiguration would be much better spent improving these times in both hospitals.

In terms of difficulty recruiting staff, money should be spent on implementing the government recommendations for agenda for change (which have been drawn up), even before these are formally agreed. There could be an 'east Kent weighting' to help to attract people to Margate and Ashford.(similar to London weighting)

If you want to improve the health of the people of Kent, which you claim, then the A&E at Canterbury must be re-opened to prevent the appalling waits at QEOM and Ashford A&E and to give people effective treatment at Canterbury.

Suspected stroke patients need to be seen immediately at QEOM and Ashford by efficient triage. We hope that at the moment suspected stroke patients, heart attack or sepsis patients, are not left in an ambulance for 3 hours!!

If the requirement to have a HASU is to have speech & language therapists and physios every day (they do not need to be there 24 hours per day) then use this available money to increase the cover of the existing services.

The need for urgent thrombectomy after stroke is very rare according to NICE guidelines, these patients could be the ones who are transported.

It will worsen the health of people in the area of Kent already with the worst health outcomes if the existing stroke unit at QEOM is closed.



Ian Venables

MARCH 8, 2018 AT 9:00 PM

Once again Dr Hargroves I ask the question 'When is a Listening Event not a Listening event' As the question hasn't been answered I suggest this:

When local people are asked to choose between options that are unacceptable to them, with no possibility of influencing the outcome, in a process that doesn't consider their needs and fears. That.Dr



Hargroves and your Unlistening Events is Is the reality and gloss and spin wont alter that. Its wrong, you know its wrong and you know we know it's wrong. We will not accept a degrading of services for those most in need in our communities. Ian Venables

**Jack Campbell**

MARCH 8, 2018 AT 9:11 PM

Received the consultation leaflet today and was surprised to see that the organisers aren't planning to hold an event in either of Thanet's largest towns, Ramsgate and Margate.

**Christine tongue**

MARCH 8, 2018 AT 9:15 PM

My partner was recently blue lighted to Ashford from QEOM with an emergency heart condition. So I know what it's like sitting with your loved one in an ambulance and knowing he may die if you don't get there in time. It was the middle of the day and light traffic and it took an hour. This proposal is about cutting funding and imposing a worse service on Thanet than we currently have.

**Ylande Evison**

MARCH 8, 2018 AT 9:17 PM

The journey from Thanet to Ashford takes a minimum of 90 minutes, in heavy traffic even longer. What about patients who have strokes in bad weather like last week's snow, they'd be lucky to make the journey at all! This will kill people.
Thanet is good now, it has the potential to be great.
Give us a chance!

**Louise Oldfield**

MARCH 8, 2018 AT 9:19 PM

But what if you can't get to Ashford easily from Thanet? The roads are often congested. This has to be the worst consultation ever. It just asked if you'd like a shiny new unit but didn't make it clear that if you want a new unit you will lose your local services in Thanet.



**Cherry**

MARCH 8, 2018 AT 10:24 PM

The nature of a stroke call means that the stroke team are aware of the incoming patient with stroke symptoms and are present on the patients arrival at QEQM. To say that they wait three hours is scaremongering and very inaccurate- statistics please!

**Steve Wilkins**

MARCH 8, 2018 AT 10:25 PM

First we are not defending the status quo we have put forward an alternative that deals with the question of a lack of specialist staff. It allows for a HASU to do the intensive 72 hours but also allows people to get the earliest screening and thrombolysis if appropriate at the nearest hospital with a video link to the HASU which means being seen earlier and given a better chance of the best possible outcome. Secondly can Dr Hargroves point us to the research that demonstrates the improvements he claims in an area similar to Kent & Medway and not London where the situation is very different

**Debbie Marriott**

MARCH 9, 2018 AT 3:24 AM

As I understand from your own comments you have been running the EK teams since 2010. You felt in 2010 that you could match the service being pioneered with HyperAcute units in London and then Manchester. Although you say there is overwhelming evidence, your own documentation has no research which shows that reducing disability for stroke patients will be impacted by setting up three excellent hyper acute stroke units in Kent and Medway.

I have heard no-one question the desire to improve services. The CCG are being questioned because their legal obligation is to reduce inequalities, and they seem to be making a choice which increases inequality (same access to the same services as the West of Kent).

Regarding the 24/7 and seven days a week service – you currently make available 144 beds in Kent for stroke patients, all of which are staffed by trained professionals 24/7 and at weekends. There is no evidence in your documentation the stroke care you can



provide in Ashford and Thanet is not meeting national standards, and is not as good as our patients deserve. I suspect it is inaccurate that the stroke team at QEQM and Ashford do not have some of the specialist staff that patients need, such as speech and language therapists. Again, you provide no clear documentation to show what is and is not provided at present. I suspect np specialism has it's consultants working every weekend. As the person whose been in charge of this since 2010 (I think) – when you say you don't provide seven-day assessments by a multi-skilled team, do you really mean that someone who has experienced a serious stroke gets none or insufficient or inadequate medical attention between a Friday afternoon and a Monday morning?

When you say "The brutal truth is that we do not save as many lives as we could if people had access to a hyper acute stroke unit, with a specialist team providing 24/7 care." you are presumably assuming you will repeat what looks like a success in London. However, this wasn't replicated at all in Manchester so it's questionable that lives saved will be an outcome of this change.

"I am surprised that members of the public have not demanded this change sooner. We, certainly, working within stroke, have thought about it for a number of years." That makes sense because it is your career and you are naturally engaged with it. We're surprised you haven't been able to maintain your standards against the national average – although actually right now QEQM is in the top quartile in the country for rapid and accurate diagnosis which seems the most important determinant in stroke care. Do you understand why you have not maintained your standards and if it relates to both the cuts in NHS funding and to the almost 50% cut in social care since 2010 – which would have much more impact in Kent, and especially Thanet, than in London?

The solution of a hyper acute stroke unit at QEQM and another at William Harvey was the only option (option13 in the original designs) which actually allowed you to get most people in Kent to a hyperacute unit in 30 minutes (blue lighted down to a maximum of 27) and everyone in Kent to a hospital within 45 minutes which the ambulance think they can blue light down to about 40. In Thanet (which has the most complex combinations of deprivation, and old age) it would take less than the 16 minutes which is the time it takes the London service to get people to hospital.

It's difficult to understand why as a hospital trust, you feel you could not deliver two hyper acute stroke units. Given you tell us this change is happening throughout



the country there will be a natural reduction in staff places and Thanet is becoming more and more attractive as a life style choice for couples with young children. So, with fewer places to fill, and such a wonderful place to live it's hard to see that your past experience would extrapolate into the future as you are imagining.

Although you say the options set out in the consultation were arrived at after a really careful, detailed evaluation of the places where the proposed new units could be based – many aspects of your own evaluation are contradictory. In addition, siting the service at QEQM would logically expand the adjacency of other specialist services – unless NHEngland wants to run down the service.

As a stroke consultant, I think you have to back up this "wait for over three hours in A&E" comment with clear data. It's such a serious condemnation of the current A&E service at QEQM it cannot be repeated so regularly in this process without a more serious examination. Jeremy Hunt is free to embellish his claims and we temper our listening of them because we know he is a politician. The heads of our Clinical Commissioning Groups endorsing this sort of claim is a different matter because if accurate it raises serious questions about the current service. I think if you provide real data for the past year we may see that difficult to diagnose individuals have been left waiting and that it is likely they would be under the new system.

"In the south east, we have set ourselves a standard of two hours from 999 call to thrombolysis (treatment to dissolve clots) for the ten to 20 per cent of stroke patients who need it. I am proud of this stringent standard." In your place I would be proud – except this whole change and it's benefits are predicated on the London experience and they set a target of 30 minutes in the ambulance and this has in actuality been 16. Then you mention people "getting clot-busting treatment (if they needed it) within two hours or very close to it" so regularly I think it's important to note how few people this applies to. Part of the issue here is that of the 58 people who you say at present have strokes each week in Kent, only 11 will need treatment to dissolve clots, and on the Northumberland experience only 3 will actually be right for it – and of those 3 only 1 in 7 will get any benefit from it. Every person matters – it's just important to not leave people thinking there is this magic solution to strokes when it is applicable to so few people and effective on so few of those who it is applied to.

"I cannot tell you how wonderful it is to see a stroke patient walk out of hospital after a few days, going back



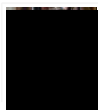
to their normal life. That is what I want for as many people as possible.” I think this comment is really difficult. I think you are suggesting an experience which may be being provided at present with the current units to the extent it can. What you aren’t addressing is the fact that acute units will discharge people around 15 days and some strokes take a long rehabilitation. You’re wanting to loan £36million over 20 years with £6million in interest payments to provide a very high quality initial short experience, when all the research is that prevention and rehabilitation are where the money produces results – this change addresses neither of these.

As a doctor who treats patients who have had a stroke every day of my working life, and is utterly committed to finding the right thing to do for everyone in east Kent, including the people of Thanet – perhaps you could slow down, look again at the fine detail of our experience in Kent which is distinct and work out how this fits with the other plans around the hospitals. I think if you could approach this differently you would find a creative way to up your game and match what London is accomplishing by re-configuring without the enormous expense and with solid improvements in outcomes which at the moment there is no evidence that any hyperacute unit is producing. You have my full support in doing this.

**Rob Yates**

MARCH 9, 2018 AT 7:28 AM

This excuse about not attracting staff is nonsense. I’m a young professional who recently moved to Margate and the idea that doctors don’t want to live by the sea with cheaper costs of living is nonsense.

**Phil Collis**

MARCH 9, 2018 AT 9:55 AM

Would East Kent potentially be an ideal place to explore or trial a ‘mobile’ stroke unit?.....just a thought. It would be expensive to implement but the ‘care at scene’ model would fit well in this geographical area?

**Richard Nicholson**

MARCH 9, 2018 AT 10:35 AM



The advice is clear you need to be seen within the “golden hour” however it is obvious to anyone surely the quicker the better. So wait for an ambulance the get loaded and off to Ashford with your chances of a good recovery diminishing every minute and if traffic heavy or an accident occurs then you have no chance. If those who make decisions were actually caring about stroke victims then it should be K&C Canterbury at the most surely?



Liam Nabb

MARCH 10, 2018 AT 10:41 AM

If the proposal goes ahead, 134,000 Thanet residents, who now have a treatment 10 minutes away, will have to travel a minimum of 90 minutes. Aren't the first 90 minutes supposed to be so crucial? This plan condemns 134,000 Thanet residents to death or disability in case of a stroke. The consultation is totally misleading. There is no mention in the consultation of the fact that the plan implies the loss of the stroke unit in Thanet.



Carly Jeffrey

MARCH 11, 2018 AT 11:08 AM

Please note that this is happening around the country and the 'critical' ambulance journey time that they agree to stay within is different in each case – 30 mins in London, 45 mins in Yorkshire.

In Yorkshire, a senior consultant agreed with protestors that there was an absence of evidence for centralising stroke care in HASUs.

Please join Save Our NHS in Kent if you want to resist this unrealistic and unevidenced plan.

<http://www.saveournhskent.org.uk>



Carly Jeffrey

MARCH 11, 2018 AT 11:10 AM

Here's the article about the Yorkshire consultant Prof Graham Venables, who admitted there was a lack of evidence:

<https://calderdaleandkirklees999callforthenhs.wordpress.com/2017/08/21/west-yorkshire-and-harrogate->



[sustainability-and-transformation-partnership-bolts-towards-un-evidenced-stroke-services-centralisation/](#)

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