



# Annual Report

## 2009/10



## Who we are

**Support Services Partnership South West London (SSP) was set up in 2002 to provide the NHS in the local area with a wide range of reliable, efficient and cost-effective support services.**

**A** non-profit making NHS organisation, SSP is a 'one stop shop' delivering everything from procurement to fire safety advice and domestic cleaning. Using such shared services results in savings and efficiencies that enable local NHS managers and staff to direct their time, effort and resources to delivering patient care.

Hosted by Wandsworth PCT, SSP provides services to PCTs in Croydon, Kingston, Richmond and Twickenham, Sutton and Merton and Wandsworth.



Some of the Procurement Team



# Acting Joint Chief Operating Officers' introduction

## 2009/10 was a year of positive change for SSP in preparation to support the restructuring of the NHS and the necessity to consider the implications of the current and future economic climate.

Over the past year, we have continued to meet the Transforming Community Services programme by reviewing our services with input from our staff and our partner Primary Care Trusts (PCTs), which has resulted in us becoming a more cost-effective service to all our partners.

We are entering into a period of change within the NHS and we are ready to meet the challenge. We have restructured our internal departments to ensure we operate efficiently and more effectively in these demanding times.

We feel unwavering certainty SSP has a strong future and a valued presence within the changing NHS and with the current and unfaltering support of staff and partners; we are adapting and planning to enable us to succeed in the challenge.

This Annual Report provides our partners, staff and other interested parties with a review of our activities during 2009/10 and future commitments.

We would like to thank all our staff for their support and continued hard work. Our achievements are down to them.

In response to the swine flu pandemic, we supported our partner PCTs by co-ordinating the logistical response for anti-viral drugs, vaccinations and personal protective equipment. We also provided extra support within facilities management, in particular cleaning.

Once again our Facilities team were involved in the Patient Environment Action Team (PEAT) audit at Teddington Memorial Hospital (Richmond and Twickenham PCT) which achieved "Excellent" for the third year in a row. Our Contracting Services team were also involved in the PEAT audit at Queen Mary's Hospital at Roehampton (Wandsworth PCT) where a "Good" score was given overall, with "Excellent" for patient dining.

Our Procurement team ensured that taxpayer's money was maximised by achieving the best value in procuring goods and services on behalf of our five PCT partners by exceeding the savings target set for this financial year.

In Technical Services, our Carbon Footprint programme was introduced in response to the NHS Carbon Reduction Strategy for England 'Saving Carbon, Improving Health' and we have implemented this service for two PCT partners; Sutton and Merton PCT and Wandsworth PCT.

During 2010/11 we will be relocating from The Wilson in Mitcham to our new headquarters at 120 The Broadway, Wimbledon. We will continue to examine ways to improve our services whilst continuing to deliver value for money to all our PCT partners.

We are proud to report on our achievements during 2009/10 and are pleased we are able to share this Annual Report with you which we hope you find informative. Your comments are most welcome.

**Tony Griffiths and Grace Bishop,**  
Acting Joint Chief Operating Officers, SSP



Tony Griffiths



Grace Bishop

Help us fight Infection  
Please Wash Your  
Hands

ALCOHOL GEL  
HYGIENIC HAND  
CLEANSER

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Luke Goddard, Rachel Fry, Kalpesh Mistry, Liz Whelan, Peter Ramrayka, Anita Hunjan



## Projects and partnering

### What we do

**P**rojects and Partnering offer an array of services comprising of the development of estate strategy and feasibility projects, project management of capital projects, developments in primary care and the purchase and disposal of NHS estates and land.

A strong focus of the team is to guide PCTs through the complex capital investment process. Comprehensive support is provided at all stages, from the business case process to commissioning and the occupation of a new building.

With our health planning expertise we advise and direct our partner PCTs on changes to individual GP practices and third party developments in primary care.

We also offer assistance with local planning applications and help in any 'Section 106' negotiations where a PCT is asked to enter into a legal agreement

to offset impacts caused by a new development.

An important capital procurement route is through LIFT (Local Improvement Finance Trust) which SSP programme manages on behalf of the PCTs in south west London.

### Our achievements

**2009/2010 has been a very busy year for us.**

**F**or Wandsworth PCT we continued with the Re-decoration Project Phase 3 which will improve the patient environment across the GP and PCT estates concentrating on infection control and improving access for people with disabilities.

**W**e wrote the business case, negotiated the lease, project managed the fit out and the relocation of the Cardiac Network Offices. An outline Business Case for an extension and refurbishment at Bridge Lane

Health Centre was approved in September 2009. These improvements will help deliver innovative, high quality clinical services and improve patient experience in the local area. We were also commissioned to survey 53 GP sites and the potential for an additional 1,000 clinical sessions per week were identified. These are key enablers for the Wandsworth PCT Polysystem.

In May 2009, SSP sold, decommissioned and handed over the Arton Wilson site to a housing developer and is the lead on the on-going negotiations with the Borough and Commons Conservators on Section 106 and Easement for the disposal of Putney Hospital.

Wandsworth PCT asked us to develop an understanding of existing utilisation and to deliver short term options for future accommodation requirements at St John's Therapy Centre and to project manage the outcome.

And finally, we were asked to source new offices for seventy community staff, write the Business Case, negotiate the lease, project manage the fit out and manage the relocation.

For Sutton and Merton PCT we are assisting them with their on-going long term programme to improve the living conditions of people with learning disabilities. We transferred seven properties on the Orchard Hill site to the London Borough of Sutton and Merton and the majority of residents from these properties are now living in fit for purpose accommodation in new developments.

We project managed the relocation and refurbishment of modular units from Green Wrythe Lane to The Wilson site to provide a new GP led health centre and we were asked, as part of the Phase 1 Better Healthcare Closer to Home programme, to source new headquarters for Sutton and Merton PCT, write the Business Case, negotiate the lease, project manage the fit-out and manage the successful move to their new headquarters in Wimbledon by mid April 2010.

Finally, in March 2010 we completed the project management of a £3m investment programme in Primary Care premises covering 18 GP sites and 6 PCT Health Centres and Clinics.

For Croydon PCT we developed the Business Case and provided project management and liaised between the contractor and Croyden PCT on a new GP Led Health Centre.

In January 2009 we were asked by Richmond and Twickenham PCT to investigate space utilisation for 33 GP sites and an additional 680 clinical sessions per week were identified as having potential to support the secondary to primary care shifts and we continued to support the LIFT



procurement project for the development of a new health centre in Richmond at Whitton Clinic.

We are also proud of four SSP Project Officers who received accredited training and their certificates were presented by Peter Ramrayka, Lead for Procure 21 at the Department of Health (see the photograph opposite).

### ■ Looking ahead

**W**e will continue to support our partners by developing estate processes to support the aims of Transforming Community Services within the sector.

SSP will progress long term estate strategies identified by the PCTs including the disposal of surplus PCT properties and we will continue to work with our LIFT partners on the next phase of the Whitton and Bridge Lane developments.

*Comprehensive support is provided at all stages, from the business case process to commissioning and the occupation of a new building.*

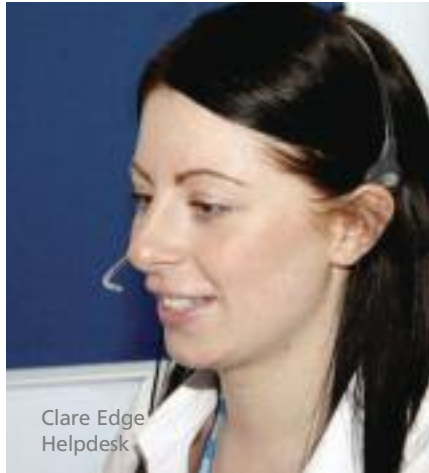




# Operational services



Harry Traynor  
Transport



Clare Edge  
Helpdesk



Joseph Adum Domseit  
Domestic Services

## What we do

We provide a range of operational services to our NHS partners. Our extensive portfolio includes estates maintenance with out of hours and on-call services; domestic services including management of third party contracts for pest control, window cleaning and grounds and gardens.

Our comprehensive facilities management service incorporates front-of-house, security, portering and catering staff, non-emergency patient transport and courier services covering NHS services within south west London.

In addition, we manage the SSP Helpdesk which is the gateway to all SSP services. We also provide project management services to Kingston, Wandsworth, Croydon and Sutton and Merton PCTs to enable them to meet their minor capital programmes.

*Our comprehensive facilities management service incorporates front-of-house, security, portering and catering staff, non-emergency patient transport and courier services covering NHS services within south west London.*



Steve Harley  
Minor Capital Projects



Janice Garcia  
Domestic Services

## ■ Our achievements

**F**or the third year running, we were delighted to be involved in the annual Patient Environment Action Team (PEAT) audit for 2009 at Teddington Memorial Hospital (Richmond & Twickenham PCT) where we made a significant contribution to the Trust achieving the score of “Excellent” in all categories.

In Wandsworth PCT, we achieved good results when we facilitated the co-ordination of the second PEAT audit at Dawes House, an intermediate 16 bed in-patient care unit. Through their Minor Capital programme, we successfully worked with the PCT to improve the patient environment.

## ■ Looking ahead

**I**n 2010/11 we are rolling out the upgraded estates and facilities software programme to improve the quality of reporting. This programme incorporates 3G technology which will make the issuing of work docket,

Health and Safety instructions and risk assessments more efficient and therefore improving our service to our PCT partners.

We will continue with Minor Capital Works programmes for our partners ensuring that PCT properties are maintained and continually upgraded to comply with current DDA (Disability and Discrimination Act) legislation and relevant building regulations.

We constantly strive to exceed National Cleaning Standards within all our PCT partners whilst ensuring our services are cost-effective and value for money especially in the current challenging financial environment.

*In 2010/11 we are rolling out the upgraded estates and facilities software programme to improve the quality of reporting.*



Steve Curran  
Head of Operational Services



# Technical services

## What we do

We provide our NHS partners with a full range of technical estates services to enable them to meet statutory and legal requirements. We provide advice on energy contracts and utilisation, security, fire, estates usage and reporting, carbon and waste management and management of SSP risks.

## Our achievements

During 2009/10, we have made considerable progress with waste management across the south west London sector and delivery of SLA obligations. In particular the SSP waste team has been focusing on compliance with Environmental Regulations. In order to provide assurance across the

515 premises who currently receive waste management services from SSP, we developed an on-line auditing tool which proved highly successful allowing the analysis of a wide variety of data in a short period of time. Combined with the audits, the development of waste management folders gave assurance to the PCTs that all relevant information was provided to independent contractors and PCT staff whilst enabling safe storage of Duty of Care documentation.

We have now merged our fire and security services under the guidance of an experienced Fire Safety Manager who is also a fully accredited Local Security Management Specialist and we are looking to release synergies by merging these two disciplines with a

view to offer better value for money to our partners.

Our aim this year is to work with our partners to maximise the number of staff attending statutory annual fire safety training.

SSP set up a Carbon and Sustainability Management Service to provide our partners with the support necessary to meet the aspirations set out by the Sustainable Development Unit (SDU). In 2009/10, this service provided two of our partners (Wandsworth PCT and Sutton and Merton PCT) with a Board approved Sustainable Development Management Plan (SDMP) underpinned by a detailed carbon footprint for the organisation along with benchmarking data derived from the Good Corporate Citizen Model.



Sarah Kennedy  
Waste Management Services - carrying out a site waste audit

This work led to the preparation of detailed business cases for carbon and energy reduction programmes for the said PCTs. The same period also saw the introduction of 'Carbon Matters' (an in-house publication designed to raise awareness about sustainability issues for all staff groups).

Our energy service contracts continued during 2009/10 and we evolved the quarterly report on energy and water consumption into an analytical look at consumption trends, their causes and how they might be used to identify opportunities for reducing usage in the future.

### ■ Looking ahead

In 2010/11 SSP will continue to develop carbon and sustainability management by developing a comprehensive communications package and pushing forward carbon reduction initiatives in procurement, travel and waste. We will also report on carbon and sustainability performance quarterly and update the Sustainable Development Management Plan, carbon footprint and Good Corporate Citizenship Model Scores.



Tony Dowdeswell  
Fire Safety Services

We continue to invest in developing our security management expertise by sponsoring a further two staff through the Local Security Management Service training programme which will provide better coverage for all our PCT partners.

SSP waste management is moving from strength to strength as it builds economies of scale that enable small producers of waste to gain access to expertise and appropriate contracts for them to operate safely at a reasonable cost at a time when environmental legislation is increasing in complexity

and enforcement action is becoming more frequent.

Our future aim is to seek ways in which we can use our expertise to further improve efficiency and reduce cost, ideally, by serving as wide a NHS community as possible within south west London.



Paul Norman-Brown  
Head of Technical Services





# Contracting services and procurement

## ■ What we do

The contract management and procurement service uses its specialist knowledge, experience and collaboration to secure the best value-for-money contracts for NHS partners and ensure these are managed and monitored appropriately.

Our mix of skills enables us to guide our partners safely through the negotiation and management of all types of contract ranging from complex multi-million pound partnership projects to small-scale purchases; from procurement of general goods and services to clinical services tenders, reflecting the comprehensive range of our procurement services.

Our services also include contract management and performance monitoring of operational PFI and LIFT projects; major estates and facilities services contract procurement and management, and specialist and general procurement services including a full range of tendering and advice.

## ■ Our achievements

Working with one of our PCT partners we established a new service to review and analyse the cost of occupation on several multi-tenanted sites in order to re-evaluate and recover those property costs.

Throughout the year, we carried out more than 1,100 domestic cleaning technical audits and achieved 100% satisfaction in a client survey. In addition, we delivered savings of £1.5m to our PCT partners on a combined spend of £20.8m, over 2% above its KPI savings target of 5%. Influenceable spend was increased by 7% during 2009/10 delivering increased savings to PCT partners and a 'Substantial Assurance' rating given to procurement by an internal audit.

*Our organisation will continue to work on the Transforming Community Services programme. This involves reviewing all our services to ensure we continue to meet the changing NHS environment and the needs of our partners.*



Vivette Bell  
Head of Contracting Services  
and Procurement

We supported Commissioners across several PCTs providing procurement expertise on a number of high value clinical procurement tenders, including 3 GP-led Health Centre projects

We worked hard during the year to maintain standards and foster co-operation with service providers and Wandsworth PCT staff produced another good PEAT result for Queen Mary's Hospital; with an "Excellent" rating score on patient dining.

The soft facilities services (which include domestic cleaning, catering, linen and laundry, portering and security and waste management) at Queen Mary's Hospital underwent a benchmarking exercise towards the end of February 2010. Final outcomes are yet to be determined but negotiations are well under way to

reduce these costs and incorporate service improvements and efficiencies that will continue to deliver improved value for money going forward.

There was an acknowledged improvement in the performance of the cross-PCT decontamination contract as an example of effective contract management.

### ■ Looking ahead

**W**e always aim to build on the achievements and groundwork from the previous year, and incorporate lessons learned. We will complete the benchmarking review at Queen Mary's to finalise cost savings and service efficiencies with the patient experience always underpinning what we set out to achieve.

We are expanding our services to support

our Commissioners in the management of leases and licenses, their tenant arrangements and the effective recovery of the cost of the estate.

Contract performance management will grow in importance to ensure services are meeting requirements and delivering value and contributing to patient outcomes.

The next 12 months and beyond will be a challenging time with many changes within the NHS. Our department and its role may look very different in the coming months as new priorities emerge; but our ethos will not change.



David Ferriter and Pete Black  
Contracting Services - reviewing an audit survey



# Corporate services

## What we do

Our role is to ensure the smooth operation of the day to day running of the organisation in line with our corporate vision and objectives.

We support all departments to provide quality services within agreed costs and timescales by ensuring compliance with integrated governance and through reviewing our services against models of best practice.

## Our achievements

Significantly, in October 2009 a decision was made by the SSP Board to separate the provider focused functions from the commissioning functions of SSP to meet the requirements of the Transforming Community Services programme.

One of our main achievements this year was the successful completion of the process to select a suitable new host for SSP provider function services.

Following this selection process, the SSP Board, Wandsworth PCT Board and our partners agreed Guy's and St. Thomas' NHS Foundation Trust would become our preferred new host for SSP provider function services after October 1st 2010.

It was agreed the SSP commissioning functions continue to be hosted by Wandsworth PCT and it is anticipated that these functions will eventually form a sector wide Strategic Asset Management function.

We also successfully completed the restructure of the Corporate Department which made a significant contribution to reducing management overheads and, in turn, brought the organisation in on financial balance at year end despite a challenging year.

Take up of mandatory training across the organization has vastly improved

on 2008/09 and we continue to monitor our performance through the production of quarterly reports with service key performance indicators (KPIs) for our PCT partners. We also have ensured that our staff receive an annual PDA (Personal Development Assessment) and personal professional development training is encouraged for all our staff.

By developing our service level agreements, our team maintained a strong focus on business planning, ensuring our objectives were met through ongoing monitoring and review throughout the year.

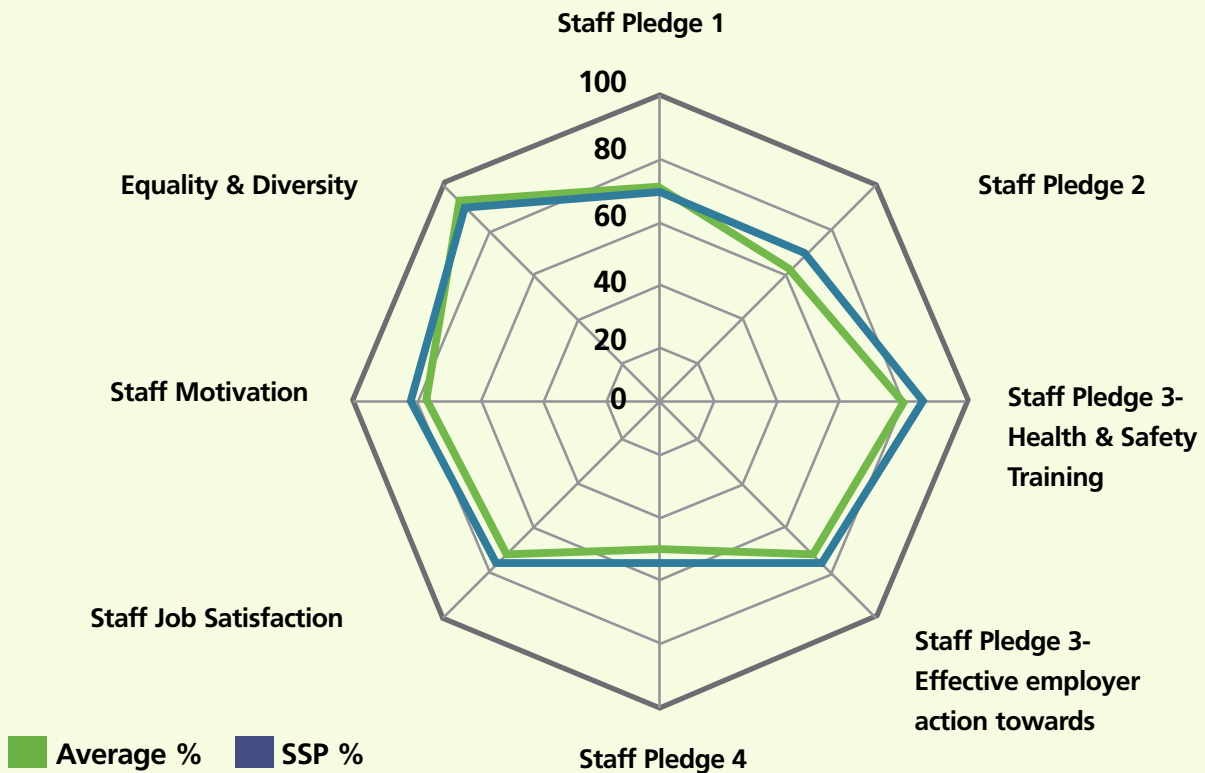
## Looking ahead

The corporate focus for 2010/11 will be to support both provider and commissioner arms of our partner PCTs whilst embracing the Transforming Community Services programme so we are prepared and focused to compete in the new NHS.



*One of our main achievements this year was the successful completion of the process to select a suitable new host for SSP provider function services.*

# 2009 Staff survey results



**In 2009 we participated in the NHS Staff Survey and we were delighted that 82% of SSP staff responded which was the highest percentage within Wandsworth PCT.**

## Definitions:

- Staff Pledge 1:** To provide all staff with clear roles and responsibilities and rewarding jobs for teams and individuals that make a difference to patients, their families and carers and communities.
- Staff Pledge 2:** To provide all staff with personal development, access to appropriate training for their jobs and line management support to succeed.
- Staff Pledge 3:** To provide support and opportunities for staff to maintain their health, well-being and safety.
- Staff Pledge 4:** To engage staff in decisions that affect them and the services they provide, individually, through representative organisations and through local staff partnership working arrangements. All staff will be empowered to put forward ways to deliver better and safer services for patients and their families.
- Equality & Diversity:** This is the percentage of staff who said that they had received equality and diversity training in the last 12 months.
- Staff Motivation:** Staff were asked questions about the extent to which they look forward to going to work, and are enthusiastic and absorbed in their jobs.
- Staff Job Satisfaction:** This scale measures staff job satisfaction in the following areas: recognition for good work; support from immediate managers and colleagues; freedom to choose methods of working; amount of responsibility; opportunities to use skills; and the extent to which the trust is seen to value the work of staff.



## A word about our people

**2009/10 was another year in which we take enormous pride in our staff as they are our most valuable asset. By using their combined knowledge, years of expertise and by maintaining their positive commitment during this period of dramatic change within the NHS, SSP staff continue to deliver quality services across the south west London community.**

This year we actively engaged staff along with our partner PCTs in all aspects of SSP's progress. They were invited to play their part in decision making for the Transforming Community Services programme. I would like to thank our staff for sharing their views on our organisation's future.

Once again we encountered severe weather in the early part of 2010 and our staff showed admirable dedication to their job under difficult circumstances. At this year's SSP Awards, Brian Gough received the Outstanding Contribution Award for being resolute in delivering sensitive medical records back to The Wilson by not abandoning his snowbound vehicle - an exemplary example of dedication to the job.

We would also like to mention the Flu Team who successfully co-ordinated the response to the flu pandemic on behalf of our partner PCTs by providing a highly proactive and reactive service whilst overcoming a variety of logistical hurdles, earning them the Team of the Year. Kate Bradley was recognised for her Outstanding Progress and Personal Development - she worked extremely hard across a variety of complex projects while attending her degree course and expecting her first baby! The Best Innovation of the Year was awarded to the Waste Team who developed and delivered new services to help all our partners to achieve statutory compliance. Dan Cronin received the Internal Focus Award following his contribution to ensuring both building and engineering services met statutory and user requirements at the new Sutton and Merton PCT's HQ in Wimbledon. Jon Beeson, Mas Mohammad and Lorraine James were awarded the Customer Focus Award in

recognition of the introduction of a number of successful and innovative initiatives to improve the quality and consistency of services provided to our partner PCTs. Finally, Liz Whelan was honoured with the Best Quality Improvement Award after devising and implementing a work programme course for the projects team. The course was so successful it was accredited by the Institute of Healthcare Management.

Congratulations to all our staff for their hard work and support over the past year and we are confident SSP is evolving in the right direction to meet the demands made on the NHS community we proudly serve. With the continued support of our staff we are sure that SSP continues to have a positive future within the new NHS structure.

**Godfrey Allen**, Chairman, SSP



Godfrey Allen

# SSP awards 2010



**Outstanding Contribution**  
Brian Gough with Godfrey Allen



**Best Quality Improvement**  
Liz Whelan with Godfrey Allen



**Internal Focus**  
Dan Cronin with Godfrey Allen



**Best Innovation of the Year**  
Waste Team - Sarah Kennedy, Godfrey Allen and Graham Flynn

## Our achievement winners were:

### Outstanding contribution

Brian Gough

### Team of the year

#### Flu Team

Peter Leighton, Helen Phynn, Neil Selby, John Welch, Daniel James, Janet Macdonald, Jon Beeston and Steve Curran

### Best innovation of the year

#### Waste Team

Sarah Kennedy, Godfrey Allen, Graham Flynn

### Best quality improvement

Liz Whelan

### Customer focus

Jon Beeson, Lorraine James, Mas Mohammad

### Outstanding progress and personal development

Kate Bradley

### Internal focus

Dan Cronin

### Length of service 25 years+

Alan Piper, Grace Bishop



**Customer Focus**  
Mas Mohammad and Lorraine James with Godfrey Allen and Nigel Lake



**Team of the Year - Flu Team**  
Peter Leighton, Helen Phynn, Godfrey Allen, Neil Selby, John Welch, Daniel James and Janet Macdonald



# Vision & objectives

**Our corporate objectives for 2010/2011 will continue to support the changing NHS landscape – specifically the division of separate commissioning and provider arms and the implications of the TCS (Transforming Community Services) programme.**

SSP constantly endeavours to improve efficiency and to maximise the benefits of shared services for our partner PCTs.

*We will continue to deliver and exceed SLA expectations by maintaining financial balance; ensuring value for money and continuing to develop and embed equality and diversity into all SSP services.*

## ■ Corporate objectives

1. We will continue to deliver and exceed SLA expectations by maintaining financial balance; ensuring value for money and continuing to develop and embed equality and diversity into all SSP services.
2. We will continue with the Transforming Community Services programme.

(In view of SSP's objectives to meet the TCS programme for 2010/11, changes will be made which will result in SSP Provider and Strategic Asset Management (SAM) services separating and taking on a new organisational form; this is the last SSP Annual Report.)



SSP Heads of Function



# Financial report

	Overheads £k	Management Services £k	Shared Services £k	Tech Estates Services £k	Operational Services £k	Facilities Services £k	Total 2009/10 £k	Total 2008/09 £k
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## ■ SLA INCOME

Wandsworth PCT	9	1,011	611	488	1,182	942	4,243	8,474
Sutton and Merton PCT	9	954	372	1,413	1,120	1,705	5,573	5,715
Richmond and Twick'm PCT	21	193	59	711	322	924	2,230	1,993
Kingston PCT	0	41	67	123	235	0	466	448
Croydon PCT	9	105	151	180	119	8	572	370
Other NHS Bodies	0	0	0	0	0	0	0	0
<b>Total SLA Income</b>	<b>48</b>	<b>2,304</b>	<b>1,260</b>	<b>2,915</b>	<b>2,978</b>	<b>3,579</b>	<b>13,084</b>	<b>17,000</b>

## ■ NON-SLA INCOME

Wandsworth PCT	0	114	2	0	367	3	486	4,099
Sutton and Merton PCT	0	65	3	8	180	448	704	734
Richmond and Twick'm PCT	0	8	0	0	0	4	12	56
Kingston PCT	0	-6	8	0	18	0	20	507
Croydon PCT	0	461	0	0	22	0	483	813
Other NHS Bodies	16	153	189	66	56	1	465	1,065
<b>Total Non-SLA Income</b>	<b>16</b>	<b>795</b>	<b>202</b>	<b>74</b>	<b>643</b>	<b>456</b>	<b>2,170</b>	<b>7,274</b>

## ■ TOTAL INCOME

Wandsworth PCT	9	1,125	613	488	1,549	945	4,729	12,573
Sutton and Merton PCT	9	1,019	375	1,452	1,300	2,153	6,308	6,449
Richmond and Twick'm PCT	21	201	59	711	322	828	2,142	2,049
Kingston PCT	0	35	75	123	253	0	486	955
Croydon PCT	9	566	151	180	141	8	1,055	1,183
Other NHS Bodies	16	153	189	66	57	1	482	1,065
<b>*Total Income</b>	<b>64</b>	<b>3,099</b>	<b>1,462</b>	<b>3,020</b>	<b>3,622</b>	<b>3,935</b>	<b>15,202</b>	<b>24,274</b>

## ■ EXPENDITURE

Pay	685	950	1,075	668	1,674	2,292	7,344	6,918
Non-Pay	1,064	1,300	247	2,112	1,943	1,192	7,858	17,356
Overheads	-1,685	849	140	240	5	451	0	0
<b>Total Expenditure</b>	<b>64</b>	<b>3,099</b>	<b>1,462</b>	<b>3,020</b>	<b>3,622</b>	<b>3,935</b>	<b>15,202</b>	<b>24,274</b>

<b>Excess of income over expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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\* Total income for SSP based on Accounting Standards is required to be shown gross to show all costs, e.g. includes recharges for minor capital works.

## Contact us

If you have any questions or require any further information you can contact us by post, telephone, fax or email below:

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