

HCS Management and Administration expenditure	2018 Expenditure (£'000)			2019 Expenditure (£'000)			2020 Expenditure (£'000)			2021 Expenditure (£'000)			2022 Expenditure (£'000)		
	Management	Administration	Total	Management	Administration	Total	Management	Administration	Total	Management	Administration	Total	Management	Administration	Total
Total	6,423	12,655	136,955	6,549	12,265	142,891	7,373	12,918	163,155	7,031	12,546	156,111	7,947	13,570	167,672

HCS Management and Administration expenditure as a percentage of total costs	2018 Expenditure %	
	Management	Administration
Total	4.7%	9.2%

2019 Expenditure %	
Management	Administration
4.6%	8.6%

2020 Expenditure %	
Management	Administration
4.5%	7.9%

2021 Expenditure %	
Management	Administration
4.5%	8.0%

2022 Expenditure %	
Management	Administration
4.7%	8.1%