



**Merton**

**Clinical Commissioning Group**

## Report to the Merton Clinical Commissioning Group Governing Body

**Date of Meeting:** 19<sup>th</sup> September 2013

**Agenda No:** 6.3

**ATTACHMENT 05**

<b>Title of Document:</b> Finance Report – Month 5	<b>Purpose of Report:</b> For agreement
<b>Report Author:</b> Faiza Waheed and Cynthia Cardozo	<b>Lead Director:</b> Cynthia Cardozo
<b>Contact details:</b> <a href="mailto:Faiza.Waheed@nhs.net">Faiza.Waheed@nhs.net</a> and <a href="mailto:Cynthia.Cardozo@mertonccg.nhs.uk">Cynthia.Cardozo@mertonccg.nhs.uk</a>	
<p><b>Executive Summary:</b> The 2013/14 financial plan for Merton CCG is to achieve a surplus of £2.1m. For the five months to 31st August 2013, Merton CCG is reporting that it will achieve the planned surplus for the year, by utilising surplus reserves.</p> <p>Acute over performance of £5.3m is reported, the main areas of over performance are non-elective activity and outpatient procedures. The highest over performance is reported at St George's NHS Trust where the full forecast is £2m above plan and Epsom and St Helier NHS Trust where the full year forecast is £1.7m over plan. Work is underway to understand the drivers behind the over performance. Currently being mitigated by reserves, contingency fund and unallocated funding from the 2% non-recurrent fund.</p> <p>Following a deep dive review of QIPP in Month 5, full year under achievement of £0.9m is forecast against target. Mitigating actions are in place to bridge the reported gap.</p>	
<b>Key sections for particular note (paragraph/page), areas of concern etc:</b> Entire report	
<b>Recommendation(s):</b> The Merton Clinical Commission Group Governing Body is requested to agree the Finance Report	
<b>Committees which have previously discussed/agreed the report:</b> Executive Management Team 11.09.13	
<b>PEC Comments where appropriate:</b> N/A	
<b>Financial Implications:</b> To plan	
<b>Equality Assessment:</b> N/A	
<b>Information Privacy Issues:</b> N/A	
<b>Communication Plan:</b> N/A	

# Finance Report

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Month 5 - As at 31st August 2013

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## Recommendations

Note risks as per slide 14 and approve finance report.

### Five months to 31<sup>st</sup> August 2013

- NHS Merton CCG is reporting achievement of plan after five months and is forecasting to meet its planned surplus of £2.1m at the end of the financial year.
- Following a detailed review of the QIPP programme a year to date under achievement of £0.4m (14%) against plan is reported. Full year under achievement of £0.9m is forecast, which is 13% below target. Mitigating actions are in the process of being worked up to bridge the reported gap.
- Acute commissioning is forecast to over perform by £5.3m for the full year. The main areas of over performance are non elective activity and outpatient procedures. Work is under going with the South London Commissioning Support Unit to understand the drivers behind the over performance. The over performance is currently being mitigated by use of the SLA reserve, 0.5% contingency fund and unallocated funding from the 2% non-recurrent fund.
- The Better Practice Payment Policy is currently below target for volume of invoices but is on target for value of paid invoices.
- The month end cash balance is 2% of the cash drawn for the month. This is a significant improvement on previous months and it is anticipated to continue.
- The CCG has not yet been informed of it's capital resource limit.
- In terms of financial risks, key risks are winter pressures and specialised commissioning allocations. Detailed work is being carried out on specialised commissioning by the Technical Group and it is anticipated that any resulting impact will be reflected in Month 6 reporting.
- Summary – The financial position after five months is delivering to plan; the focus on the remaining months of the year is to ensure the QIPP plan delivers the reduction in non-elective admissions and implements referral management to reduce outpatient activity.

## BALANCED SCORECARD – FINANCE DOMAIN

FINANCIAL PERFORMANCE			
No.	Indicator	Primary / Supporting Indicator	Self Assessment
1	Underlying recurrent surplus	Primary	tbc
2	Surplus - year to date (YTD) performance	Primary	1%
3	Surplus - full year (FY) forecast	Primary	1%
4	Management of 2% non recurrent funds within agreed processes	Supporting	Yes
5	QIPP - year to date delivery	Primary	85.9%
6	QIPP - full year forecast	Primary	87.4%
7	Activity trends - year to date	Supporting	
8	Activity trends - full year forecast	Supporting	
9	Running costs	Primary	£,4960k
10	Clear identification of risks against financial delivery and mitigations	Primary	Yes

Individual Indicator RAG rating threshold			
Green	Amber/Green	Amber/Red	Red
>= 2%	1% - 1.99%	0% - 0.99%	< 0%
Variance <= 0.1%	0.1% > variance <= 0.25%	0.25% > variance < 0.5%	Variance => 0.5%
Variance <= 0.1%	0.1% > variance <= 0.25%	0.25% > variance < 0.5%	Variance => 0.5%
Yes			No
>= 95% of plan	>= 80% of plan	>= 50% of plan	< 50% of plan
>= 95% of plan	>= 80% of plan	>= 50% of plan	< 50% of plan
< 101% of plan	< 102% of plan	< 103% of plan	< 104% of plan
< 101% of plan	< 102% of plan	< 103% of plan	< 104% of plan
<= RCA			> RCA
Indicator met in full	Indicator partially met - limited uncovered risk	Indicator partially met - material uncovered risk	Indicator not met

FINANCIAL MANAGEMENT			
No.	Indicator	Primary / Supporting Indicator	Self Assessment
1	Better Payment Practice Code - % payable within 30 days of receipt - Numbers	Supporting	79.2%
2	Better Payment Practice Code - % payable within 30 days of receipt - Values	Supporting	97.4%
3	Cash management - month end cash balance as % of cash drawn	Supporting	1.9%

Individual Indicator RAG rating threshold			
Green	Amber/Green	Amber/Red	Red
>= 95%	>= 85%	>= 80%	< 80%
>= 95%	>= 85%	>= 80%	< 80%
<= 5%	<= 10%	<= 15%	< 15%

- The financial indicators are part of the draft CCG assurance framework used by NHS England.
- The overall financial performance is rated as amber green and the overall financial management performance is rated as red.
- Cash flow forecasting has improved significantly from last month and plans are in place to improve the number of invoices paid within 30 days of receipt.

## INCOME AND EXPENDITURE POSITION

Year to date			August 2013	Forecast		
Budget	Actual	Variance	£000's	Budget	Actual	Variance
86,761	86,761	0	<b>Income</b>	208,227	208,227	0
50,449	51,752	-1,302	<b>Expenditure</b>	121,079	126,394	-5,316
8,561	8,664	-103	Acute	20,545	20,655	-110
5,607	5,631	-24	Mental Health	13,456	13,476	-20
4,925	4,962	-37	Community	11,820	11,931	-111
9,230	9,227	3	Other non acute	22,151	22,151	0
1,052	1,586	-533	Prescribing	2,526	2,484	42
2,887	2,865	22	Primary Care*	6,929	6,929	0
3,184	1,208	1,976	Corporate and estate	7,641	2,127	5,514
85,895	85,894	0	Reserves	206,147	206,148	0
<b>867</b>	<b>867</b>	<b>0</b>	<b>Total Expenditure</b>	<b>2,080</b>	<b>2,080</b>	<b>0</b>
			<b>Surplus</b>			

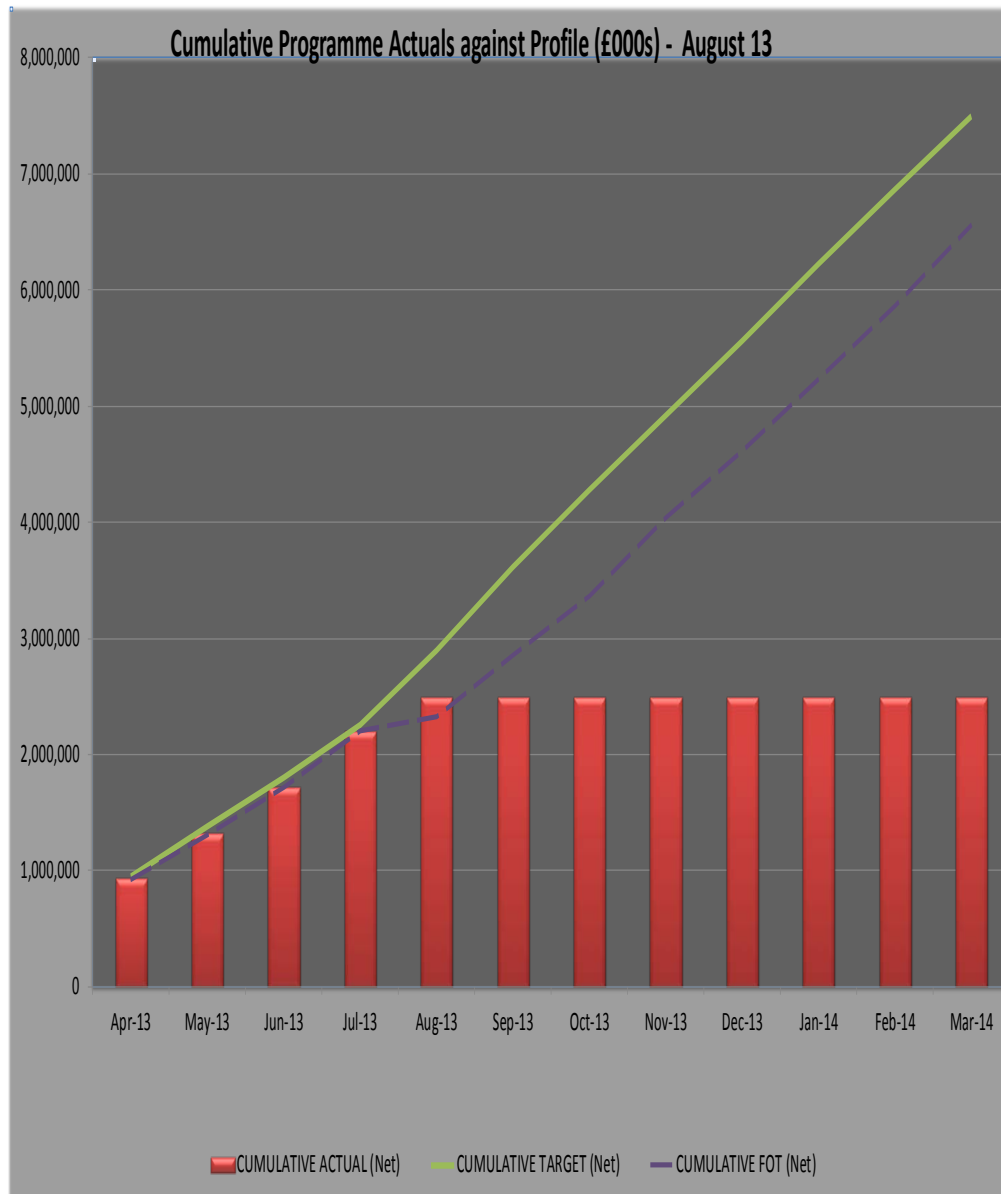
\*Out of Hours, Local Enhanced Services, GP Led Health Centre and Collaborative Fees

- YTD and FY surplus is on target
- Acute full year over performance is forecast at £5.3m – more detail on slides 6 to 10.
- Risks to the position are detailed on slide 14. The biggest risks for Merton CCG are specialised commissioning, winter pressures and allocation errors related to GP led health centre and public health funding.

Year to date			August 2013	Forecast (net)		
Budget	Actual	Variance	£000's	Budget	Actual	Variance
<b>Schemes</b>						
1,211	1,424	(213)	Transactional	2,885	3,235	(350)
1,684	1,062	622	Transformational	4,615	3,322	1,293
-	-	-	Other	-	-	-
2,895	2,486	409	<b>Total QIPP</b>	7,500	6,557	943
2,895	2,895	-	<b>QIPP Target</b>	7,500	7,500	-
100%	86%	14%	<b>% of Target</b>	100%	87%	13%

**Commentary**

- The YTD performance is 86% of target and the FY performance is 87% of target.
- Following a deep dive review of QIPP in Month 5 three schemes related to mental health, referral management and angina education have been rag rated black owing to optimistic planning assumptions and slippage of plans with providers. Achievement on the acute challenges scheme has been amended to reflect KPIs only, this has significantly reduced achievement from £1.5m to plan of £0.7m. Some of this has been offset by over achievement on effective commissioning initiatives of £0.4m.
- Work is in progress on delivering phase 2 of the urgent care centre at St Helier’s, urgent care at nursing home service, and referral management to see if planned QIPP of £7.5m can be delivered.



## ACUTE PERFORMANCE

### Commentary

- The acute position as at Month 5 is based on Month 4 actual data extrapolated to Month 5.
- The year to date (YTD) position on acute SLAs is an over spend of £2.4m excluding NCAs (non-contract activity), mostly at St George's Trust, Epsom and St Helier's and Kingston Trust. St George's is over plan primarily owing to emergency and outpatient activity. Epsom and St Helier's is over plan in most activity types; the highest being non elective emergency and Outpatients. Kingston is over plan in non elective admissions and critical care bed days.
- An adjustment (£0.5m) has been made to the contract performance report to reflect the over-charging of maternity patients at St Helier's. This has yet to be agreed by the Trust. SLCSU have indicated work is on going on further challenges which have not been quantified to date owing to access to patient level data issues.
- The FY over spend is £5.3m for reasons mentioned above.

Acute Trust	Year to date - £m's			Full year - £m's		
	Plan	Actual	Variance	Plan	Actual	Variance
St George's (Excl QMH)	22.9	23.7	-0.8	54.9	56.9	-2.0
Epsom & St Helier (Acute and Renal Only)	12.6	13.3	-0.7	30.2	31.9	-1.7
Kingston	3.7	4.0	-0.3	8.8	9.6	-0.8

The activity variances below for the 3 Trust's shows a different picture to the financial performance implying in most cases that where activity is below plan a more complex case mix is driving the financial over performance e.g. emergency activity at St Helier's is forecast to be 5% below plan where as the financial performance is forecast to be 8% above plan mainly due to excess bed days and case mix complexity. Further work needs to be undertaken to understand the reasons for excess bed days and the cause of increased complex acuity compared to last year.

St George's Activity	Annual Plan	Annual Forecast	% Variance	Epsom and St Helier's Activity	Annual Plan	Annual Forecast	% Variance	Kingston Hospital Activity	Annual Plan	Annual Forecast	% Variance
A&E attendances	35,440	33,228	-6%	A&E attendances	17,548	17,901	2%	A&E attendances	6,549	6,726	3%
Elective spells	1,765	1,905	8%	Elective spells	674	660	-2%	Elective spells	234	276	18%
Emergency spells	7,691	7,692	0%	Emergency Spells	4,636	4,419	-5%	Emergency Spells	1,840	1,779	-3%
Outpatient attendances	72,867	87,414	20%	Outpatient attendances	68,589	71,934	5%	Outpatient attendances	12,852	14,898	16%

Excludes day cases and maternity activity

## STATEMENT OF CONTRACT POSITION - At Month 4 not Month 5

Provider	Plan Annual	YTD Plan	YTD Actual	YTD Variance	ADJUSTMENTS/CHALLENGES			REVISED POSITION SLAM MONTH			COMPARISON TO LAST SLAM MONTH	
					Adjustments Gum/Dental	Other Challenges	KPIs	YTD Actual	YTD Variance	Variance Previous YTD extrapolated	Movement from Previous Month	
												£000's
St George's	54,905	18,302	19,999	1,697	-644	-195	-199	18,302	18,961	659	415	244
Epsom & St Helier (Acute)	30,191	10,064	11,224	1,160		-492	-112	10,064	10,621	557	626	-68
Kingston Hospital	8,773	2,886	3,206	321	-0		-9	2,886	3,198	312	477	-165
London Ambulance Service	5,529	1,843	1,843	0				1,843	1,843	0	0	0
Epsom & St Helier (SWLEOC)	4,251	1,417	1,418	1				1,417	1,418	1	-152	153
Moorfields' Eye	3,184	1,061	1,202	141				1,061	1,202	141	126	15
Croydon University Hospital	1,961	654	665	11	-25	-2	0	654	637	-16	-5	-12
Guy's & St Thomas'	1,785	595	600	5				595	600	5	-2	7
Royal Marsden	1,504	501	544	43				501	544	43	-17	60
Queen Mary's (Roehampton)	1,349	450	629	179				450	629	179	82	97
Chelsea & Westminster	843	281	370	89	-17	0	0	281	353	72	36	36
Imperial College	758	253	248	-4				253	248	-4	-24	20
University College London	650	217	220	3	-3			217	217	0	-23	23
King's College	640	213	347	134	-7			213	340	127	63	64
Royal Brompton & Harefield	393	131	96	-35		0		131	96	-35	-24	-11
Bart's & the London	374	125	97	-28	-3			125	94	-31	-56	25
Royal Surrey County	341	114	50	-63				114	50	-63	-61	-3
Royal National Orthopaedic	259	86	87	0				86	87	0	-21	22
Ashford & St Peter's	98	33	32	-1				33	32	-1	-0	-0
Royal Free	98	33	36	4				33	36	4	-4	8
Lewisham	98	33	23	-10				33	23	-10	-5	-5
North West London	80	27	47	20				27	47	20	7	13
West Middlesex	56	19	3	-15				19	3	-15	-12	-4
Great Ormond Street	48	16	41	25				16	41	25	22	2
<b>Total</b>	<b>118,169</b>	<b>39,351</b>	<b>43,028</b>	<b>3,677</b>	<b>-699</b>	<b>-689</b>	<b>-319</b>	<b>39,351</b>	<b>41,321</b>	<b>1,970</b>	<b>1,449</b>	<b>521</b>

### Commentary

The three top contracts will be discussed in further detail on slides 8 -10.

### Other Contracts:

Moorfields' Eye hospital – YTD performance of £141k is driven by day case attendances for glaucoma and medical retina procedures.

Queen Mary's – YTD over performance of £179k is due to high activity levels on rehabilitation bed days.

Kings' College - YTD over performance of £134k is mainly due to elective activity.



**ST GEORGE'S NHS TRUST - PERFORMANCE At Month 4 not Month 5**

POD	Annual Plan Activity	YTD Plan Activity	YTD Actual Activity	YTD Variance Activity	FYO Actual Activity	FYO Variance Activity	Annual Plan £000s	YTD Plan £000s	YTD Actual £000s	YTD Variance £000s	FYO Actual £000s	FYO Variance £000s	QIPP £000s
A&E/Urgent care	35,440	11,813	11,076	(737)	33,228	(2,212)	3,818	1,273	1,270	(3)	3,809	(10)	490
Critical Care	2,706	902	1,074	172	3,222	516	3,476	1,159	974	-185	2,921	-554	
Daycases	4,960	1,653	1,781	128	5,343	383	4,350	1,441	1,576	135	4,729	379	
Direct Access	4,447	1,482	1,726	244	5,178	731	1,658	553	709	157	2,128	470	
Elective	1,765	588	635	47	1,905	140	4,772	1,590	1,602	11	4,805	32	31
Emergency	7,691	2,564	2,683	119	8,049	358	15,184	5,035	5,918	883	17,753	2,569	1,773
Outpatient	72,867	24,289	29,138	4,849	87,414	14,547	10,583	3,514	3,635	121	10,904	321	461
Maternity	4,055	1,352	1,321	-31	3,963	-92	6,537	2,179	2,051	-128	6,153	-384	
OP Diagnostics	5,558	1,853	2,441	589	7,324	1,766	837	279	299	20	896	59	
Programme Activity	0	0	0	0	0	0	1,047	349	247	-102	742	-305	
Regular Attenders	975,357	325,119	1,216	-323,903	3,648	-971,709	596	199	205	7	616	20	
Patient Transport	0	0	0	0	0	0	511	170	170	0	511	0	
Other	3,452	1,151	0	-1,151	0	-3,452	794	265	212	-53	635	-159	
CQUIN	0	0	0	0	0	0	1,339	446	488	41	1,463	124	69
Challenges	0	0	0	0	0	0	-597	-149	-394	-245	-1,183	-586	
<b>TOTAL</b>							<b>54,906</b>	<b>18,303</b>	<b>18,961</b>	<b>658</b>	<b>56,882</b>	<b>1,977</b>	<b>2,824</b>

**Commentary**

- The table shows the contract performance by POD (point of delivery) for activity and costs along with the QIPP targets that have been deducted from the contract plan.
- A&E/Urgent care is performing to plan and delivering the QIPP planned.
- Day cases YTD £135k over performance is across a few specialties, gynaecology, general surgery, ENT and Endoscopy.
- Emergency YTD over performance of £883k is predominantly in General Medicine and reflects that escalation beds were open till July. The planned QIPP of £1.8m has also not been achieved to-date.
- Outpatients YTD over performance of £121k is across several specialities but main areas are Dermatology, Orthopaedics, Chest medicine and Urology. The over performance reflects that majority of QIPP is not achieved.
- The challenges reported year to-date have not been confirmed by the Provider and are being resolved as part of Q1 freeze.

## ST HELIER'S NHS TRUST - PERFORMANCE At Month 4 not Month 5

POD	Annual Plan Activity	YTD Plan Activity	YTD Actual Activity	YTD Variance Activity	FYO Actual Activity	FYO Variance Activity	Annual Plan £000s	YTD Plan £000s	YTD Actual £000s	YTD Variance £000s	FYO Actual £000s	FYO Variance £000s	QIPP £000s
A&E	17,548	5,849	5,967	118	17,901	353	1,801	600	614	14	1,843	42	
Critical Care	464	155	195	40	585	121	654	218	276	58	829	175	
Daycases	4,954	1,651	1,527	-124	4,581	-373	3,608	1,203	1,075	-128	3,225	-383	
Direct Access	768,663	256,221	282,690	26,469	848,070	79,407	3,834	1,278	1,294	16	3,882	49	
Elective	674	225	220	-5	660	-14	1,401	467	498	31	1,494	93	
Emergency	4,636	1,545	1,473	-72	4,419	-217	8,753	2,918	3,161	243	9,483	730	600
Outpatient	68,589	22,863	23,978	1,115	71,934	3,345	6,708	2,236	2,322	86	6,965	257	
Maternity	1,472	491	775	284	2,325	853	1,411	470	490	19	1,469	58	
OP diagnostics	6,750	2,250	2,304	54	6,912	162	611	204	223	20	669	59	
Regular Attender	506	169	238	69	714	208	118	39	49	10	148	30	
Patient Transport	0	0	0	0	0	0	357	119	119	0	357	0	
GUM	0	0	0	0	0	0	230	77	77	0	230	0	
Other	204	68	109	41	327	123	341	114	260	147	781	441	
CQUIN	0	0	0	0	0	0	736	245	274	28	821	85	
Challenges	0	0	0	0	0	0	-372	-124	-112	-112	-335	37	
<b>TOTAL</b>							<b>30,191</b>	<b>10,064</b>	<b>10,621</b>	<b>433</b>	<b>31,863</b>	<b>1,672</b>	<b>600</b>

### Commentary

- The table shows the contract performance by POD (point of delivery) for activity and costs along with the QIPP targets that have been deducted from the contract plan.
- A&E/Urgent care is above plan, which reflects that the urgent care centre is not fully operational.
- Emergency YTD £243k reflects that escalation beds were open till July. The planned QIPP of £0.6m has also not been achieved to-date.
- Outpatients YTD £86k, is increased in consultant led activity for new and follow-ups. Further work is being done to understand the source of referrals.
- The challenges reported year to-date have not been confirmed by the Provider and are being resolved as part of Q1 freeze.

**KINGSTON NHS TRUST - PERFORMANCE At Month 4 not Month 5**

POD	Annual Plan Activity	YTD Plan Activity	YTD Actual Activity	YTD Variance Activity	FYO Actual Activity	FYO Variance Activity	Annual Plan £000s	YTD Plan £000s	YTD Actual £000s	YTD Variance £000s	FYO Actual £000s	FYO Variance £000s	QIPP £000s
A&E/Urgent Care	6,549	2,312	2,242	(70)	6,339	(210)	719	246	243	(3)	730	10	22
Critical Care	50	15	52	37	161	111	70	21	85	64	254	184	0
Daycases	767	258	305	47	908	141	753	253	246	(7)	737	(15)	0
Elective	234	77	92	15	279	44	395	130	161	31	483	87	0
Emergency	1,840	588	593	5	1,855	15	3,610	1,160	1,261	101	3,784	174	0
Outpatient	12,852	4,509	4,966	457	14,223	1,371	1,508	502	533	31	1,598	90	34
Maternity	710	240	234	(6)	694	(17)	1,148	387	383	(4)	1,149	1	0
OP Diagnostics	904	305	634	329	1,891	987	88	30	53	23	158	70	0
Direct Access	2,814	949	4,188	3,239	12,530	9,717	33	11	23	12	70	37	0
Other	823	278	368	90	1,094	271	279	94	116	22	349	70	0
Patient Transport	0	0	0	0	0	0	72	24	24	0	72	0	0
CQUIN	0	0	0	0	0	0	214	67	78	12	235	21	0
Challenges	0	0	0	0	0	0	(117)	(39)	(9)	(9)	(27)	90	0
<b>TOTAL</b>							<b>8,773</b>	<b>2,886</b>	<b>3,198</b>	<b>273</b>	<b>9,593</b>	<b>820</b>	<b>56</b>

**Commentary**

- The table shows the contract performance by POD (point of delivery) for activity and costs along with the QIPP targets that have been deducted from the contract plan.
- A&E/Urgent care is performing to plan and partially delivering the QIPP planned.
- Emergency YTD over performance of £101k reflects that escalation beds were open till July.
- Outpatients YTD £31k and OP Diagnostics £23k over performance reflects the increase in referrals from the Raynes Park development. The over performance reflects that majority of QIPP is not achieved.
- The challenges reported year to-date have not been confirmed by the Provider and are being resolved as part of Q1 freeze.

## NON ACUTE PERFORMANCE

Year to date			August 2013	Forecast		
Budget	Actual	Variance	£000's	Budget	Actual	Variance
<b>Mental Health:</b>						
6,441	6,441	0	SWL St Georges MHT	15,458	15,458	0
1,344	1,344	0	Placements	3,225	3,227	-2
776	879	-103	Other	1,863	1,970	-108
8,561	8,664	-103	<b>Total Mental Health</b>	20,546	20,655	-110
726	726	0	<b>Learning Disabilities</b>	1,743	1,816	-73
<b>Community:</b>						
5,381	5,389	-8	Community Services SLA	12,913	12,913	0
2,781	2,776	5	Continuing Care	6,673	6,673	0
1,644	1703	-59	Other	3,946	4,004	-58
9,805	9,867	-62	<b>Total Community</b>	23,533	23,591	-58
<b>19,092</b>	<b>19,257</b>	<b>(165)</b>	<b>Total Non Acute</b>	<b>45,821</b>	<b>46,062</b>	<b>(241)</b>

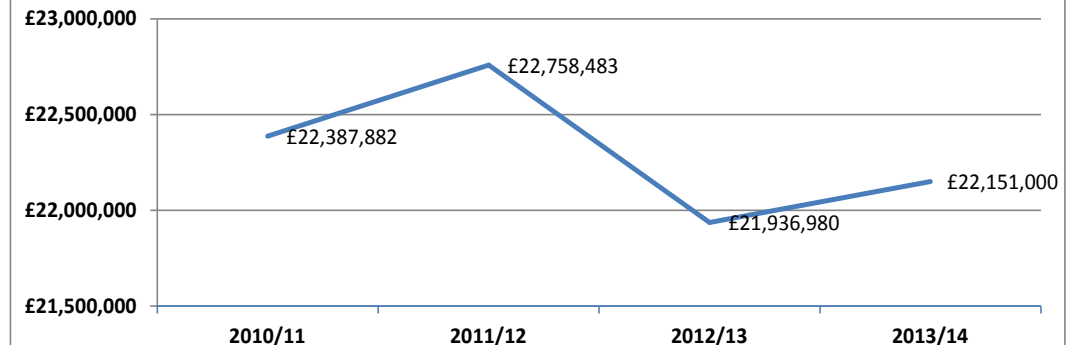
### Commentary

- A YTD over performance of £165k is reported.
- The FY over performance of £241k mostly relates to a £179k over spend on South London and Maudsley cross boundary flows.

### Commentary

- Graph on the right shows the prescribing spend trend for Merton from 2010/11 to the forecast for 2013/14.
- The spend in 2012/13 was lower compared to other years owing to Category M savings.
- Three months activity data is available for prescribing to date, too early to establish a trend.

### Prescribing Spend



## STATEMENT OF FINANCIAL POSITION

A14			
	QTR 1	Jul-13	Aug-13
PPE	0	0	0
Accumulated Depreciation	0	0	0
<b>Net PPE</b>	<b>0</b>	<b>0</b>	<b>0</b>
Intangible Assets	0	0	0
Intangible Assets Depreciation	0	0	0
<b>Net Intangible Assets</b>	<b>0</b>	<b>0</b>	<b>0</b>
Investment Property	0	0	0
Non-Current Assets Held for Sale	0	0	0
Non-Current Financial Assets	0	0	0
Other Receivables Non-Current	0	0	0
<b>Total Other Non-Current Assets</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Non-Current Assets</b>	<b>0</b>	<b>0</b>	<b>0</b>
Cash	1,537,376	4,276,918	230,775
Accounts Receivable	5,161,253	9,238,458	5,644,670
Inventory	0	0	0
Investments	0	0	0
Other Current Assets	0	0	0
<b>Current Assets</b>	<b>6,698,629</b>	<b>13,515,376</b>	<b>5,875,445</b>
<b>TOTAL ASSETS</b>	<b>6,698,629</b>	<b>13,515,376</b>	<b>5,875,445</b>
Accounts Payable	1,386,978	8,705,885	2,059,843
Accrued Liabilities	13,135,376	11,450,733	13,727,692
Short Term Borrowing	0	0	0
<b>Current Liabilities</b>	<b>14,522,354</b>	<b>20,156,618</b>	<b>15,787,535</b>
Non-Current Payables	0	0	0
Non-Current Borrowing	0	0	0
Other Liabilities	0	0	0
<b>Long Term Liabilities</b>	<b>0</b>	<b>0</b>	<b>0</b>
General Fund	0	0	0
Share Capital	0	0	0
Revaluation Reserve	0	0	0
Donated Assets Reserve	0	0	0
Government Grants Reserve	0	0	0
Other Reserves	0	0	0
Retained Earnings incl. In Year	(7,823,725)	(6,641,242)	(9,912,090)
<b>Total Taxpayers Equity</b>	<b>(7,823,725)</b>	<b>(6,641,242)</b>	<b>(9,912,090)</b>
<b>TOTAL EQUITY + LIABILITIES</b>	<b>6,698,629</b>	<b>13,515,376</b>	<b>5,875,445</b>
	* Restated	* Restated	* Restated

### Commentary

- The cash position is as per the cash flow statement on slide 13.
- Accounts receivables balance has reduced by £3.6m due to a reduction of prepayment accruals of £4.3m offset by an increase in aged receivables of £0.8m.
- The £2.5m balance is made up of three debtors:
  - Sutton London Borough Council - £0.8m
  - NHS Commissioning Board - £1.2m
  - Merton Borough Council – £0.5m
 These debts have been pursued by the CCG and are awaiting response from the relevant debtors.
- Accounts payables has reduced by £6.6m due to August SLA invoices received in July and paid. Accrued Liabilities has increased by £2.3m due to purchase order accruals double counting SLA invoices already paid through accounts payable. This is being reviewed by SL CSU and work is on-going to resolve this.

## CASH MANAGEMENT AND BETTER PAYMENT PRACTICE POLICY

A13

	QTR 1	Jul-13	Aug-13	YTD
Net Income	-16,861,057	-13,817,517	-15,270,848	-80,182,090
Incr (decr) in depreciation expenses	0	0	0	0
<b>(Incr) decr in accounts receivable</b>	<b>-2,566,518</b>	<b>-4,077,205</b>	<b>3,593,788</b>	<b>-5,644,670</b>
Incr (decr) in inventory	0	0	0	0
Incr (decr) in prepaid expenses	0	0	0	0
Incr (decr) in other current assets	0	0	0	0
Incr (decr) in accounts payable	-2,672,382	7,318,907	-6,646,042	2,059,843
Incr (decr) in accrued liabilities	9,304,058	-1,684,643	2,276,960	13,727,692
Incr (decr) in other current liabilities	0	0	0	0
<b>Operating cash flow</b>	<b>-12,795,899</b>	<b>-12,260,458</b>	<b>-16,046,143</b>	<b>-70,039,225</b>
Incr (decr) in PPE	0	0	0	0
Incr (decr) in other assets	0	0	0	0
<b>Investing cash flow</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Incr (decr) in short term borrowing	0	0	0	0
Incr (decr) in long term debt	0	0	0	0
Incr (decr) in other liabilities	0	0	0	0
Incr (decr) in preferred stock	0	0	0	0
Incr (decr) in common stock	0	0	0	0
Incr (decr) in other equity capital	12,000,000	15,000,000	12,000,000	70,270,000
<b>Financing cash flow</b>	<b>12,000,000</b>	<b>15,000,000</b>	<b>12,000,000</b>	<b>70,270,000</b>
<b>Net cash flow</b>	<b>-795,899.00</b>	<b>2,739,542.00</b>	<b>-4,046,143</b>	<b>230,775</b>
<b>Opening cash balance</b>	<b>2,333,275</b>	<b>1,537,376</b>	<b>4,276,918</b>	<b>0</b>
<b>Closing cash balance</b>	<b>1,537,376</b>	<b>4,276,918</b>	<b>230,775</b>	<b>230,775</b>
	* Restated	* Restated	* Restated	

### Better Payment Practice Code

Period	Invoice Count	Invoice Count (Passed)	% Passed	BPPC Amount £000's	Invoice Amount (Passed) £000's	% Amount Passed
Apr-13	49	49	100%	14,583	14,583	100%
May-13	226	188	83%	15,279	15,206	100%
Jun-13	439	304	69%	16,015	15,310	96%
Jul-13	464	415	89%	14,188	13,940	98%
Aug-13	673	533	79%	16,834	16,396	97%
<b>Cumulative %</b>	<b>1851</b>	<b>1489</b>	<b>80.4%</b>	<b>76,899</b>	<b>75,435</b>	<b>98.1%</b>

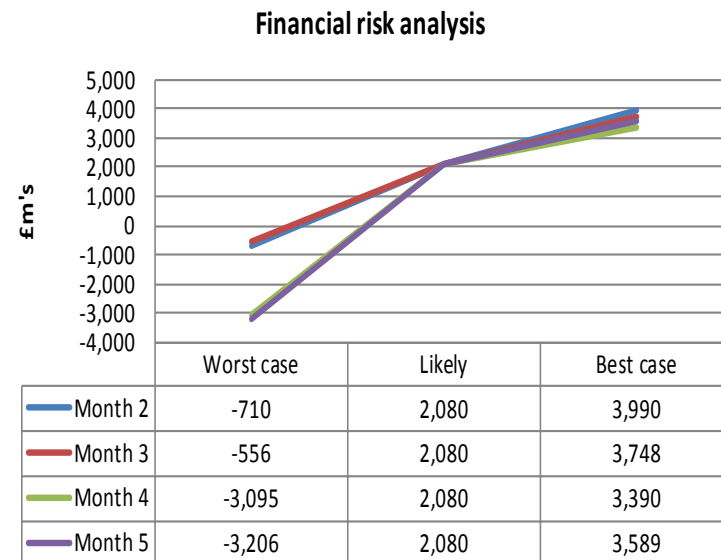
### Commentary

- The month end cash balance as at 31st August 2013 is 1.92% of the cash drawn.
- Although the better payment practice code improved significantly in July it is below target in relation to the volume of invoices received in August. It is likely the low numbers of invoices processed is owing to the holiday period and actions such as weekly monitoring of invoices in the work flow are in place to improve this target.

## RISKS AND MITIGATIONS

### Financial Risk Analysis: Month 5

	Worst £000's	Likely £000's	Best £000's
<b>Planned Surplus</b>	<b>2,080</b>	<b>2,080</b>	<b>2,080</b>
<b>1 Risks</b>			
2 Acute SLAs	-4,024	-2,012	-503
3 Community SLAs	0	100	100
4 Other	-1,637	0	0
<b>5 Total Risks</b>	<b>-5,661</b>	<b>-1,912</b>	<b>-403</b>
<b>6 Mitigations</b>			
7 Non recurrent measures	375	1,912	1,912
<b>8 Total Mitigations</b>	<b>375</b>	<b>1,912</b>	<b>1,912</b>
<b>9 Net risk</b>	<b>-5,286</b>	<b>-0</b>	<b>1,509</b>
<b>10 Risk adjusted performance</b>	<b>-3,206</b>	<b>2,080</b>	<b>3,589</b>



### Commentary

- The Acute SLAs risk relates to winter pressures (£1.5m worst case) and Specialised Commissioning (£2.5m worst case). Any further allocation adjustments related to Specialised Commissioning will be subject to national reconciliation and validation by the London Technical Group. The worst case scenario reflects the full extent of the risk, the likely scenario is 50% of this.
- The 'other' risk relates to: 1) funding transferred in error to NHS England regarding unregistered appointments at the GP Led Health Centre - £1m 2) funding transferred in error to the local authority - £0.6m. The likely scenario assumes this will be resolved with both NHS England and the Local Authority.
- Non recurrent measures to mitigate risk relate to: 1) anticipated income from NHS England of £1m 2) QIPP extensions of £0.7m related to new schemes i.e. referral management and mental health placements 3) Slippage on Better Services Better Value programme
- The contingency fund (0.5%), the SLA reserve and the uncommitted funding from the 2% non recurrent fund have been used to offset the acute over performance.
- An un quantified risk associated with Sutton CCG should be noted. Budgets between the two CCGs were split on a fair shares basis, in some areas this is not indicative of actual activity. A Month 6 review has been planned.

## APPENDICES

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Appendix number	Description	Slide number
1	Acute Commissioning	16
2	Mental Health	17
3	Other Non Acute	18
4	Primary Care	19
5	Corporate and reserves	20
6	QIPP	21



## Acute Commissioning – Appendix 1

	Merton CCG - ACUTE COMMISSIONING	DH uploaded budget	Changes	Budget (M5)	Year to Date (August 13)				Full Year Forecast					
					Plan	Actual	Var	% Var	Plan	Forecast	Var	% Var		
1	<b>ACUTE TRUSTS</b>													
2	ST GEORGE'S HEALTHCARE TRUST	55,202	-297	54,905	22,877	23,701	-824	-4%	54,905	56,882	-1,977	-4%		
3	EPSOM & ST. HELIER UNIVERSITY HOSPITALS NHS TRUST	35,626	-1,184	34,442	14,351	15,048	-698	-5%	34,442	36,116	-1,675	-5%		
4	KINGSTON NHS TRUST	8,773	0	8,773	3,655	3,997	-342	-9%	8,773	9,555	-782	-9%		
5	LAS - EMERGENCY SERVICE CONTRACT	5,529	0	5,529	2,304	2,304	0	0%	5,529	5,529	0	0%		
6	CROYDON UNIVERSITY HOSPITAL NHS TRUST	1,961	0	1,961	817	797	20	3%	1,961	1,912	49	3%		
7	QUEEN MARYS ROEHAMPTON	1,349	0	1,349	562	786	-224	-40%	1,349	1,824	-475	-35%		
8	IMPERIAL COLLEGE NHS TRUST	809	-51	758	316	310	5	2%	758	745	13	2%		
9	BARTS & THE LONDON NHS TRUST	374	0	374	156	123	33	21%	374	281	92	25%		
10	THE ROYAL NATIONAL ORTHOPAEDIC HOSPITAL TRUST	259	0	259	108	108	-1	0%	259	260	-1	0%		
11	THE ROYAL FREE (HAMPSTEAD) NHS TRUST	98	0	98	41	46	-5	-12%	98	109	-11	-12%		
12	LEWISHAM HOSPITAL NHS TRUST	98	0	98	41	29	12	29%	98	69	29	29%		
13	NORTH WEST LONDON HOSPITALS TRUST	96	-16	80	33	58	-25	-75%	80	140	-60	-75%		
14	WEST MIDDLESEX NHS TRUST	56	0	56	23	4	19	83%	56	9	46	83%		
15	<b>FOUNDATION HOSPITAL TRUSTS</b>													
16	MOORFIELDS EYE HOSPITAL	3,184	0	3,184	1,327	1,503	-176	-13%	3,184	3,607	-423	-13%		
17	GUYS & ST THOMAS' HOSPITAL TRUST	1,785	0	1,785	744	750	-7	-1%	1,785	1,801	-16	-1%		
18	THE ROYAL MARSDEN HOSPITAL TRUST	1,504	0	1,504	627	681	-54	-9%	1,504	1,552	-48	-3%		
19	CHELSEA & WESTMINSTER HLTHCARE TRUST	843	0	843	351	441	-90	-25%	843	896	-53	-6%		
20	UNIVERSITY COLLEGE LONDON HOSPITALS TRUST	616	34	650	271	271	0	0%	650	651	0	0%		
21	KINGS HEALTHCARE TRUST	640	0	640	267	426	-159	-60%	640	886	-246	-38%		
22	THE ROYAL BROMPTON & HAREFIELD HOSPITALS TRUST	388	5	393	164	120	44	27%	393	287	106	27%		
23	ROYAL SURREY COUNTY & ST LUKE'S HOSPITAL TRUST	341	0	341	142	63	79	56%	341	151	190	56%		
24	ASHFORD & ST PETERS NHS TRUST	98	0	98	41	40	1	2%	98	97	2	2%		
25	GREAT ORMOND ST HOSPITAL FOR CHILDREN NHS TRUST	48	0	48	20	51	-31	-153%	48	123	-74	-153%		
26	<b>NON-NHS</b>													
27	BRITISH PREGNANCY ADVISORY SERVICE	172	0	172	72	81	-9	-13%	172	172	0	0%		
28	MARIE STOPES INTERNATIONAL	47	0	47	19	33	-13	-69%	47	47	0	-1%		
29	<b>GENERAL ACUTE COMMISSIONING</b>	<b>119,896</b>	<b>(1,509)</b>	<b>118,387</b>	<b>49,328</b>	<b>51,771</b>	<b>(2,443)</b>	<b>-5%</b>	<b>118,387</b>	<b>123,702</b>	<b>(5,315)</b>	<b>-4%</b>		
30	<b>NCA / OVERSEA VISITORS</b>	<b>2,619</b>	<b>-</b>	<b>2,619</b>	<b>1,091</b>	<b>244</b>	<b>847</b>	<b>78%</b>	<b>2,619</b>	<b>2,619</b>	<b>(0)</b>	<b>0%</b>		
31	<b>NON-SLA / ACUTE OTHER</b>	<b>73</b>	<b>-</b>	<b>73</b>	<b>30</b>	<b>(263)</b>	<b>294</b>	<b>966%</b>	<b>73</b>	<b>73</b>	<b>(0)</b>	<b>0%</b>		
32	<b>TOTAL ACUTE COMMISSIONING</b>	<b>122,588</b>	<b>(1,509)</b>	<b>121,079</b>	<b>50,449</b>	<b>51,752</b>	<b>(1,302)</b>	<b>-3%</b>	<b>121,079</b>	<b>126,394</b>	<b>(5,316)</b>	<b>-4%</b>		

## Mental Health – Appendix 2

	Merton CCG - NON ACUTE COMMISSIONING	DH uploaded budget	Changes	Budget (M5)	Year to Date (August 13)				Full Year Forecast				
					Plan	Actual	Var	% Var	Plan	Forecast	Var	% Var	
1	<u>MENTAL HEALTH COMMISSIONING CONTRACTS</u>												
2	SOUTH WEST LONDON AND ST GEORGES MENTAL HEALTH TRUST	14,267	0	14,267	5,945	5,945	0	0%	14,267	14,267	0	0%	
3	SURREY BORDERS	20	0	20	8	8	0	-2%	20	20	0	0%	
4	CNWL MENTAL HEALTH NHS TRUST	78	0	78	32	32	0	0%	78	78	0	0%	
5	SUSSEX FOUNDATION PARTNERSHIP - TIER 4 DETOX SERVICE	325	0	325	135	140	-5	-3%	325	315	10	3%	
6	SOUTH LONDON & MAUDSLEY TRUST - SPECIALIST SERVICES	28	0	28	12	0	12	100%	28	28	0	0%	
7	SOUTH LONDON & MAUDSLEY TRUST - XBF, TOOTING BEC	71	0	71	30	131	-101	-339%	71	250	-179	-250%	
8	<u>JOINT AGENCY, VOLUNTARY AND INDEPENDENT SECTOR CONTRACTS</u>												
9	CAMHS DEVELOPMENT FUND	168	0	168	70	79	-9	-13%	168	168	0	0%	
10	OLDER PEOPLE MIND - DEMENTIA	30	0	30	12	12	0	2%	30	30	0	0%	
11	FANON COMMUNITY DEVELOPMENT WORKERS	56	0	56	23	23	0	2%	56	56	0	1%	
12	IMAGINE	42	0	42	18	18	0	-2%	42	42	0	1%	
13	CAMHS TIER 4 EATING DISORDERS	278	-278	0	0	0	0	0%	0	0	0	0%	
14	KINGSTON KALEIDOSCOPE - DRUG DEPENDANCY SERVICE	25	0	25	11	11	0	-4%	25	25	0	2%	
15	MERTON VOLUNTARY SECTOR GRANT	130	0	130	54	55	0	0%	130	130	0	0%	
16	RE-THINK	111	0	111	46	46	0	1%	111	111	0	0%	
17	HEXAGON NURSING HOME	348	0	348	145	145	0	0%	348	348	0	0%	
18	CARE UK CUMBERLAND	186	0	186	78	78	0	0%	186	186	0	0%	
19	DEMENTIA SERVICES	106	0	106	44	44	0	1%	106	106	0	0%	
20	<u>NAMED PATIENTS AND PLACEMENTS</u>												
21	MENTAL HEALTH UNCONTRACTED ACTIVITY	3,225	0	3,225	1,344	1,344	0	0%	3,225	3,227	-2	0%	
24	<u>OTHER MENTAL HEALTHCARE SERVICES</u>												
25	TALKING THERAPIES IAPT	1,191	0	1,191	496	496	0	0%	1,191	1,191	0	0%	
26	MH NSF IMPLEMENTATION COSTS	6	0	6	2	2	0	16%	6	6	0	0%	
27	MH ENQUIRIES	132	0	132	55	55	0	0%	132	72	60	45%	
28	<b>TOTAL MENTAL HEALTH</b>	<b>20,824</b>	<b>-278</b>	<b>20,546</b>	<b>8,561</b>	<b>8,664</b>	<b>-103</b>	<b>-1%</b>	<b>20,546</b>	<b>20,655</b>	<b>-110</b>	<b>-1%</b>	

## Other Non Acute – Appendix 3

	Merton CCG - NON ACUTE COMMISSIONING	DH uploaded budget	Changes	Budget (M5)	Year to Date (August 13)				Full Year Forecast			
					Plan	Actual	Var	% Var	Plan	Forecast	Var	% Var
29	MERTON ROAD LD	-100	0	-100	-42	-41	-1	2%	-100	-70	-30	30%
30	JOINT AGENCY (SECTION 75) AGREEMENTS VIA LB SUTTON	603	0	603	251	251	0	0%	603	646	-43	-7%
31	SPECIAL CONTRACTUAL PLACEMENTS	1,240	0	1,240	517	516	0	0%	1,240	1,240	0	0%
32	<b>TOTAL PLD HEALTHCARE SERVICES</b>	<b>1,743</b>	<b>0</b>	<b>1,743</b>	<b>726</b>	<b>726</b>	<b>0</b>	<b>0%</b>	<b>1,743</b>	<b>1,816</b>	<b>-73</b>	<b>-4%</b>
33	END OF LIFE - LOCAL ENHANCED SERVICE	60	0	60	25	25	0	1%	60	60	0	0%
34	NURSING - MARIE CURIE - CANCER	96	0	96	40	40	0	-1%	96	96	0	0%
35	PROSPECT	21	0	21	9	9	0	-1%	21	21	0	0%
36	TRINITY HOSPICE	81	0	81	34	34	0	0%	81	81	0	0%
37	ST RAPHAELS	502	0	502	209	210	0	0%	502	502	0	0%
38	SOUTH WEST LONDON CANCER NETWORK - SPECIALIST PALLIATIVE CARE	170	0	170	71	71	0	0%	170	170	0	0%
39	<b>TOTAL END OF LIFE CARE AND HOSPICES</b>	<b>930</b>	<b>0</b>	<b>930</b>	<b>388</b>	<b>389</b>	<b>-1</b>	<b>0%</b>	<b>930</b>	<b>930</b>	<b>0</b>	<b>0%</b>
40	HOME OXYGEN SERVICE	236	0	236	98	98	0	0%	236	236	0	0%
41	<b>TOTAL LONG TERM CONDITIONS</b>	<b>236</b>	<b>0</b>	<b>236</b>	<b>98</b>	<b>98</b>	<b>0</b>	<b>0%</b>	<b>236</b>	<b>236</b>	<b>0</b>	<b>0%</b>
42	URGENT CARE	106	0	106	44	44	0	0%	106	106	0	0%
43	INTERMEDIATE CARE COMMISSIONING (BEDS)	656	0	656	273	273	0	0%	656	656	0	0%
44	REABLEMENT FUNDS	943	0	0	0	0	0	0%	0	0	0	0%
45	<b>TOTAL URGENT AND INTERMEDIATE CARE</b>	<b>1,704</b>	<b>0</b>	<b>761</b>	<b>317</b>	<b>317</b>	<b>0</b>	<b>0%</b>	<b>761</b>	<b>761</b>	<b>0</b>	<b>0%</b>
46	COMMUNITY SERVICES	12,590	0	12,488	5,203	5,212	-8	0%	12,488	12,488	0	0%
47	COMMUNITY SERVICES CQUIN RESERVE	425	0	425	177	177	0	0%	425	425	0	0%
48	PODIATRY	125	0	125	52	72	-19	-37%	125	125	0	0%
49	MERTON ICES	255	0	255	106	130	-24	-22%	255	275	-20	-8%
50	MERTON MUSCULOSKELETAL SERVICE	163	0	163	68	41	27	39%	163	163	0	0%
51	<b>TOTAL COMMUNITY SERVICES</b>	<b>13,558</b>	<b>0</b>	<b>13,456</b>	<b>5,607</b>	<b>5,631</b>	<b>-24</b>	<b>0%</b>	<b>13,456</b>	<b>13,476</b>	<b>-20</b>	<b>0%</b>
52	EPSOM & ST HELIER - PAEDIATRIC CONTRACT	570	0	570	238	238	0	0%	570	570	0	0%
53	EPSOM & ST HELIER - AUDIOLOGY CONTRACT	104	0	104	43	43	0	0%	104	104	0	0%
54	MERTON CHILDREN - SCPS	648	0	648	270	326	-56	-21%	648	686	-38	-6%
55	MERTON CHILDREN EQUIPMENT - SCPS	34	0	34	14	15	0	-1%	34	34	0	0%
56	MERTON YOUTH OFFENDING TEAM	36	0	36	15	0	15	100%	36	36	0	0%
57	CHILD PROTECTION	49	0	49	20	35	-15	-71%	49	49	0	0%
58	LOCAL SAFEGUARDING CHILDRENS BOARD	35	0	35	15	0	15	100%	35	35	0	0%
59	<b>TOTAL CHILDREN AND YOUNG PEOPLE</b>	<b>1,477</b>	<b>0</b>	<b>1,477</b>	<b>615</b>	<b>657</b>	<b>-41</b>	<b>-7%</b>	<b>1,477</b>	<b>1,515</b>	<b>-38</b>	<b>-3%</b>
60	MERTON YOUNG PHYSICALLY DISABLED - SCPS	1,478	0	1,478	616	616	0	0%	1,478	1,478	0	0%
61	FUNDED NURSING CARE	1,815	0	1,815	756	759	-2	0%	1,815	1,815	0	0%
62	JOINT FUNDED	580	0	580	242	234	7	3%	580	580	0	0%
63	INTERIM PLACEMENTS	190	0	190	79	79	0	0%	190	190	0	0%
64	CONTINUING CARE PLACEMENTS - MERTON	2,610	0	2,610	1,088	1,088	0	0%	2,610	2,610	0	0%
65	<b>TOTAL CONTINUING CARE</b>	<b>6,673</b>	<b>0</b>	<b>6,673</b>	<b>2,781</b>	<b>2,776</b>	<b>5</b>	<b>0%</b>	<b>6,673</b>	<b>6,673</b>	<b>0</b>	<b>0%</b>
66	<b>TOTAL NON ACUTE COMMISSIONING</b>	<b>47,145</b>	<b>(278)</b>	<b>45,821</b>	<b>19,092</b>	<b>19,257</b>	<b>(165)</b>	<b>-1%</b>	<b>45,821</b>	<b>46,062</b>	<b>(241)</b>	<b>-1%</b>

## Primary Care – Appendix 4

	Merton CCG - PRIMARY CARE	DH uploaded budget	Changes	Budget (M5)	Year to Date (August 13)				Full Year Forecast			
					Plan	Actual	Var	% Var	Plan	Forecast	Var	% Var
1	GP - STATUTORY MEDICAL FEES	100	0	100	42	37	5	11%	100	100	0	0%
2	NES - NEAR PATIENT TESTING	6	0	6	3	3	0	0%	6	5	1	22%
3	LES - ATRIAL FIBRILATION	0	0	0	0	4	-4	0%	0	6	-6	0%
4	LES - PMS COUNSELLORS	17	0	17	7	7	0	0%	17	17	0	0%
5	LES - ANTI COAG	159	0	159	66	121	-54	-82%	159	159	0	0%
7	DERMATOLOGY	62	0	62	26	26	0	-1%	62	62	0	0%
8	LES - PHLEBOTOMY	152	0	152	63	63	0	0%	152	152	0	0%
9	LES - PMS INTERMEDIATE CARE	32	0	32	13	14	-1	-4%	32	32	0	0%
10	LES - POST OPERATIVE WOUND CARE	0	0	0	0	5	-5	0%	0	22	-22	0%
11	LES - GPSI'S COMMISSIONING	135	0	135	56	56	0	0%	135	135	0	0%
12	LES - PMS PHYSIO SUTTON	16	0	16	7	7	0	0%	16	16	0	0%
13	LES - MENORRAGHIA	54	0	54	23	63	-40	-179%	54	64	-10	-18%
14	LES - GYNAECOLOGY	74	0	74	31	31	0	0%	74	64	10	13%
15	LES - ECG	39	0	39	16	16	0	0%	39	39	0	0%
16	LES - OPHTHALMOLOGY	117	0	117	49	48	0	0%	117	117	0	0%
17	LES - UROLOGY	26	0	26	11	11	0	0%	26	36	-10	-40%
18	LES - DIABETES	47	0	47	20	26	-6	-30%	47	47	0	0%
19	LES - ULTRASOUND	36	0	36	15	15	0	0%	36	36	0	0%
18	GP LED HEALTH CENTRE - UNREGISTERED APPOINTMENTS	0	0	0	0	405	-405	0%	0	0	0	0%
20	111 CONTRACT	450	0	450	188	188	0	0%	450	321	129	29%
21	PMS - OUT OF HOURS	1,003	0	1,003	418	442	-24	-6%	1,003	1,053	-50	-5%
22	<b>TOTAL PRIMARY CARE</b>	<b>2,526</b>	<b>0</b>	<b>2,526</b>	<b>1,052</b>	<b>1,586</b>	<b>-533</b>	<b>-51%</b>	<b>2,526</b>	<b>2,484</b>	<b>42</b>	<b>0</b>
23	<b>PRESCRIBING</b>											
24	DRUGS BILL CHARGES	488	0	488	203	203	0	0%	488	488	0	0%
25	MEDICINES MANAGEMENT SERVICE PROGRAMME	9	0	9	4	4	0	0%	9	9	0	0%
26	DRUGS COSTS	21,571	0	21,571	8,988	8,988	0	0%	21,571	21,571	0	0%
27	SCRIPT SWITCH	84	0	84	35	32	3	8%	84	84	0	0%
28	<b>TOTAL PRESCRIBING</b>	<b>22,151</b>	<b>0</b>	<b>22,151</b>	<b>9,230</b>	<b>9,227</b>	<b>3</b>	<b>0%</b>	<b>22,151</b>	<b>22,151</b>	<b>0</b>	<b>0</b>
29	<b>TOTAL PRIMARY CARE</b>	<b>24,677</b>	<b>-</b>	<b>24,677</b>	<b>10,282</b>	<b>10,813</b>	<b>(531)</b>	<b>-5%</b>	<b>24,677</b>	<b>24,635</b>	<b>42</b>	<b>0%</b>

## Corporate and Reserves – Appendix 5

Merton CCG - CORPORATE & ESTATE COSTS	DH uploaded budget	Changes	Budget (M5)	Year to Date (August 13)				Full Year Forecast					
				Plan	Actual	Var	% Var	Plan	Forecast	Var	% Var		
<b>1 CORPORATE COSTS</b>													
2 CCG STAFF RUNNING COSTS	1,843	0	1,843	768	810	-42	-6%	1,843	1,843	0	0%		
3 CCG OTHER RUNNING COSTS	848	-1	847	353	322	31	9%	847	847	0	0%		
4 CSU RUNNING COSTS	2,271	0	2,271	946	1,241	-295	-31%	2,271	2,271	0	0%		
5 GP IT (SLCSU)	548	0	548	228	46	183	80%	548	548	0	0%		
6 CONTINUING CARE TEAM (SLCSU)	326	0	326	136	54	82	60%	326	326	0	0%		
8 ISPS (SLCSU)	25	0	25	10	2	8	80%	25	25	0	0%		
9 INFECTION CONTROL (SLCSU)	30	0	30	12	2	10	80%	30	30	0	0%		
10 MEDICINES MANAGEMENT TEAM	378	0	378	158	114	44	28%	378	378	0	0%		
11 SAFEGUARDING	50	0	50	21	0	21	100%	50	50	0	0%		
12 INTERPRETING SERVICES	30	0	30	13	13	0	0%	30	30	0	0%		
<b>13 TOTAL CORPORATE COSTS</b>	<b>6,348</b>	<b>-1</b>	<b>6,347</b>	<b>2,644</b>	<b>2,604</b>	<b>41</b>	<b>4</b>	<b>6,347</b>	<b>6,347</b>	<b>0</b>	<b>0</b>		
<b>14 ESTATE COSTS</b>													
15 PROPERTY RUNNING COSTS	582	0	582	243	261	-19	-8%	582	582	0	0%		
<b>16 TOTAL ESTATE COSTS</b>	<b>582</b>	<b>0</b>	<b>582</b>	<b>243</b>	<b>261</b>	<b>-19</b>	<b>0</b>	<b>582</b>	<b>582</b>	<b>0</b>	<b>0</b>		
<b>17 TOTAL CORPORATE AND ESTATE COSTS</b>	<b>6,930</b>	<b>(1)</b>	<b>6,929</b>	<b>2,887</b>	<b>2,865</b>	<b>22</b>	<b>1%</b>	<b>6,929</b>	<b>6,929</b>	<b>-</b>	<b>0%</b>		
<b>18 TOTAL RESERVES AND OTHER</b>	<b>6,124</b>	<b>1,518</b>	<b>7,641</b>	<b>3,184</b>	<b>1,208</b>	<b>1,976</b>	<b>62%</b>	<b>7,641</b>	<b>2,127</b>	<b>5,514</b>	<b>72%</b>		

**QIPP – Appendix 6**

QIPP CATEGORY	GROSS SAVINGS					PROJECT COSTS					NET SAVINGS					NET FOT (RAG RATED) (£000s)
	Gross Savings Target (£000s)	Plan YTD (£000s)	Actual YTD (£000s)	Variance YTD (£000s)	FOT Variance (£000s)	Costs Target (£000s)	Planned YTD (£000s)	Costs YTD (£000s)	Variance YTD (£000s)	Forecast Variance (£000s)	Net Savings Target (£000s)	Planned YTD (£000s)	Actual YTD (£000s)	YTD Variance (£000s)	FOT Variance (£000s)	
Mental Health	1,425	885	888	3	(194)	125	52	32	20	75	1,300	833	857	23	(119)	A-G
Acute Sector	745	310	310	-	-	-	-	-	-	-	745	310	310	-	-	G
Primary Care Productivity	50	21	-	(21)	90	-	-	-	-	-	50	21	-	(21)	90	G
Community support services	680	257	257	-	(15)	-	-	-	-	-	680	257	257	-	(15)	G
Activity shifts	30	13	-	(13)	-	-	-	-	-	-	30	13	-	(13)	-	G
Long Term Conditions	1,682	256	131	(125)	(94)	94	39	39	-	-	1,588	217	92	(125)	(94)	A-G
Urgent Care	1,170	488	304	(183)	(366)	28	1	1	0	-	1,142	486	303	(183)	(366)	A-R
Planned Care	128	13	-	(13)	(122)	-	-	-	-	-	128	13	-	(13)	(122)	R
Prevention	150	19	-	(19)	(15)	-	-	-	-	(28)	150	19	-	(19)	(43)	A-R
Non Clinical Procurement	20	8	-	(8)	0	-	-	-	-	-	20	8	-	(8)	0	G
Decommissioning ineffective procedures	50	21	230	209	414	-	-	-	-	-	50	21	230	209	414	G
Referral management	415	173	-	(173)	(415)	115	-	-	-	115	300	173	-	(173)	(300)	B
Diagnostics	395	140	-	(140)	(387)	38	16	-	16	38	357	124	-	(124)	(349)	R
Medicines use	714	297	438	141	158	42	18	1	16	41	672	280	437	157	199	G
Prescribing	288	120	-	(120)	(218)	-	-	-	-	(22)	288	120	-	(120)	(240)	R
<b>TOTAL (£000s)</b>	<b>7,942</b>	<b>3,020</b>	<b>2,559</b>	<b>(461)</b>	<b>(1,162)</b>	<b>442</b>	<b>126</b>	<b>73</b>	<b>53</b>	<b>219</b>	<b>7,500</b>	<b>2,895</b>	<b>2,486</b>	<b>(409)</b>	<b>(943)</b>	<b>A-G</b>