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MERTON CLINICAL COMMISSIONING GROUP GOVERNING BODY

Date of Meeting: 25th January 2018

Agenda No: 9.2

Attachment: 11

Title of Document: Finance Report Month 9	Purpose of Report: To inform the Governing Body of the financial position for Merton CCG at the end of October and the forecast outturn position for the full year.
Report Authors: Verena Sandford and Robert Kirton	Lead Director: Neil McDowell
Executive Summary: Merton CCG is reporting that it is in a breakeven position at the end of December (M9) and forecasts to breakeven for the financial year. There are a number of risks and mitigations which may impact on this decision which are outlined in this report.	
Key sections for particular note (paragraph/page), areas of concern etc: The section regarding Acute Commissioning details the financial pressures in this area. Slide 7 risk and mitigations covers all the key issues.	
Recommendation(s): The Governing Body is asked to NOTE this report.	
Committees which have previously discussed/agreed the report: The Finance Committee in Common considered a fuller version of this report	
Financial Implications: The financial position and future risks are outlined in this report.	
Implications for CCG Governing Body: The Governing Body must seek assurance that the CCG can achieve its financial responsibilities.	
How has the Patient voice been considered in development of this paper: The financial position of the CCG is discussed at public GB meetings and papers posted to the CCGs website. The public is consulted when major QIPP initiatives are proposed.	
Other Implications: N/A	
Equality Assessment: N/A	
Information Privacy Issues: None	
Communication Plan: The financial position of the CCG is discussed at public GB meetings and papers posted to the CCGs website.	



Merton

Clinical Commissioning Group

Finance Report December 2017 (Month 9)

Produced by Finance – January 2018



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1. Finance Scorecard

Financial Strategy	Financial Performance
<ul style="list-style-type: none">• SWL Collaborative Commissioning programme work is ongoing to deliver system transformation plan.• 2017/18 is year 2 of the 5 year notification of allocations. Years 4 and 5 are “soft” allocations.• 0.5% of the 1% non recurrent reserve cannot be committed in 2017/18• Contracts have been agreed but with significant QIPP outside of these plans.• SWL commissioner control totals have been issued rather than CCG specific.	<ul style="list-style-type: none">• Plan to achieve a break-even position at year-end.• QIPP target is now currently forecast to be met but will be mitigated by introducing non-recurrent transactional schemes and holding back investments to compensate for non-delivery of a number of schemes within the initial plan.• We are forecasting to meet the running cost target.• Contract values agreed with all main providers.• Overall there is no variance from plan at month 9.• The CCG missed the Better Payment Practice Code (BPPC) of paying 95% of invoices in total within 30 days for the number of invoices paid. The value was below target in November but recovered in December.
Financial Governance	Financial Risk
<ul style="list-style-type: none">• Annual internal audit plan for 2017/18 has been agreed• Board Assurance Framework has been updated.• With the formation of the Merton & Wandsworth Local Delivery Unit a review of meetings and governance has been undertaken.• Financial Recovery Group and Savings Delivery Group (focus on QIPP) now meets across Wandsworth and Merton CCGs. In the near future, it may prove effective to incorporate the work of the Savings Delivery Group into the Financial Recovery Group, reducing meetings and increasing focus.	<ul style="list-style-type: none">• Financial ledger system has limited capability to do detailed analysis.• Issues may emerge around acute contracting which may impact on our ability to achieve the target surplus. Further mitigations will be developed to ensure that flexibility is built into the position.• Attribution of specialised activity transferring to the CCG may not be in line with the allocation.• 2017/18 QIPP delivery represents a significant risk due to size of the programme and the level of reserves held to mitigate against performance.• Currently, the QIPP programme is under-performing by £362k at Month 9. However, with more robust data to work with, reporting will be more accurate bringing with it a potential risk of QIPP underperformance.



2. Key Indicators

	YTD £'000	YTD RAG RATING	Forecast £'000	Forecast RAG RATING
Expenditure				
Acute Commissioning	105,474		140,885	
Continuing Care	9,117		12,156	
Mental Health	18,757		25,009	
Prescribing	17,534		23,379	
Surplus	0		0	
QIPP	7,710		11,243	



3. Month 9 Financial Position

- The overall year to date position for month 9 and forecast outturn in-year is break-even as planned.
- It should be noted that this month we have moved most of the risks into the position. Therefore the downside position on slide 7 has improved. However this assumes that the position remains stable and in line with trends from the last year over quarter 4. There is very little flexibility with all reserves and contingencies now released into the position.
- The year to date position for total acute commissioning at month 9 is an overspend of £4,980k which is principally due to overspends at St George's (£3,196k) and Kingston (£1,219k).
- The forecast outturn position is an overspend of £6,687k due primarily to overspends forecast at St George's (£4,058k) and Kingston (£1,636k).
- QIPP delivery is £362k behind target year to date but for the full-year a break even position is reported. There is a risk that QIPP will not deliver its fully planned savings which is required to deliver the planned break-even position. However this is being mitigated by introducing further non-recurrent transactional schemes.
- For the non-acute position, the CCG relies on receiving timely invoices for contracts let by the CCG. The year to date position for total non acute commissioning at Month 9 is an underspend of £1,342k and a forecast outturn underspend of £1,892k.
- Running costs are planned to be achieved
- Acute contracts is the main area of pressure predominantly driven by increasing activity and risk to achievement of QIPP savings. The change in the identification rules for specialised commissioned activity could also have an adverse impact for the CCG if not fully recognised in allocations.
- The 0.5% non-recurrent reserve remains uncommitted, as per NHSE requirements.



4. Summary Financial Position

Merton CCG - SUMMARY FINANCIAL POSITION	PERIODS TO DATE		
	Budget £000s	Actual £000s	Var £000s
Resource Limit	209,827	209,827	0

FULL YEAR		
Budget £ 000s	Actual £000s	Var £000s
282,115	282,115	0

EXPENDITURE

Acute Commissioning	100,494	105,474	(4,980)
Non Acute Commissioning	53,380	52,038	1,342
Primary Care & Prescribing	42,911	41,807	1,104
Running Costs	3,338	3,336	2
CSU (Excluding Running Costs)	765	943	(178)
Estate Costs	2,046	2,046	0
Other	3,026	3,318	(292)
Reserves	3,867	865	3,002

134,199	140,885	(6,686)
71,174	69,282	1,892
57,990	56,725	1,265
4,451	4,447	4
1,020	1,257	(237)
2,728	2,728	0
4,034	4,418	(384)
6,519	2,373	4,146

Total Applications	209,827	209,827	0
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282,115	282,115	0
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Surplus/(Deficit)	0	0	0
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0	0	0
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5. Risks and Mitigations

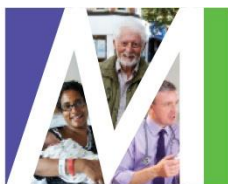
MERTON CCG				
TABLE 1 CURRENT REPORTED POSITION			POTENTIAL UNMITIGATED RISK SCENARIOS	
	£'000	£'000		£'000
Risks			Further Risks	
Acute Contracts			Acute SLAs:	(1,000)
- Performance	(3,188)		- Acute QIPP under delivery	(1,600)
- Acute QIPP under delivery	(1,173)		- Specialised Commissioning Issue	(1,200)
Acute Reserves	(1,199)			
			Prescribing cost pressure	(400)
Mental Health	(408)		System Issues	(250)
End of Life Care & Hospices	(49)		LBM - dispute	(375)
Enhanced Services & Other	(11)		CHC Dispute	(250)
Corporate	(617)			
QIPP Shortfall	(1,411)			
Reserves	(200)			
Total Risks		(8,255)	Total Further Risks to Mitigate	(5,075)
Mitigations			Further Mitigations	
Other SLAs (inc LAS)	284		Release LAS commitment	100
Learning Disabilities	636		Refocus / Stretch QIPP	700
Continuing Care	1,415			
Community Services	178		Balance Sheet scrutiny	575
Other Non Acute	120		IR allocation adjustment	1,200
Prescribing	755		Prescribing NCSO	900
Out of Hours	238		BCF Risk Reserve	200
Other Primary Care & Prescribing	283		CAMHS/IAPT release commitment	200
Reserves	4,346			
Total Mitigations		8,255	Total Further Mitigations	3,875
Total Reported Position		0	Potential Surplus Risks to Mitigations	(1,200)



As Acute performance deteriorated in month 9, the value attached to further risks has been reduced. The possible new QIPP schemes are being developed and monitored by the Financial Recovery Group.

6. Acute Commissioning

ACUTE COMMISSIONING	Full Year Budget	Budget to Date	Actual to Date	Variance to Date	Forecast Actual	Forecast Variance	% Var
	£000s	£000s	£000s	£000s	£000s	£000s	
ST GEORGE'S HEALTHCARE TRUST	62,413	46,657	49,853	-3,196	66,471	-4,058	-6%
EPSOM & ST. HELIER UNIVERSITY HOSPITALS NHS TRUST - ACUTE	32,459	24,344	24,249	95	32,537	-78	0%
KINGSTON NHS TRUST	10,261	7,696	8,915	-1,219	11,897	-1,636	-14%
LAS - EMERGENCY SERVICE CONTRACT	6,616	4,962	5,079	-117	6,772	-156	-2%
EPSOM & ST. HELIER UNIVERSITY HOSPITALS NHS TRUST	4,102	3,077	2,872	204	3,943	159	4%
MOORFIELDS EYE HOSPITAL	4,083	3,062	3,006	57	3,941	142	4%
GUYS & ST THOMAS' HOSPITAL TRUST	2,948	2,211	1,864	347	2,471	477	19%
CROYDON UNIVERSITY HOSPITAL NHS TRUST	1,968	1,476	1,613	-137	2,121	-153	-7%
THE ROYAL MARSDEN HOSPITAL TRUST	1,689	1,267	1,316	-49	1,727	-38	-2%
CHELSEA & WESTMINSTER HEALTHCARE TRUST	1,503	1,127	1,025	103	1,343	160	12%
QUEEN MARYS ROEHAMPTON	1,435	1,076	1,105	-29	1,458	-23	-2%
Other Contracts <£1m	4,867	3,650	3,790	-141	5,152	-285	-6%
ACUTE CONTRACT RESERVE	0	0	0	0	0	0	0%
NON CONTRACTED ACTIVITY (net of QIPP)	2,199	1,649	1,253	396	1,672	527	32%
Other Acute Non-SLA Services	-2,344	-1,760	-467	-1,293	-618	-1,726	279%
Total Acute Commissioning	134,199	100,494	105,474	-4,980	140,885	-6,687	-5%



6. Acute Commissioning

Year to Date

- The YTD position for Total Acute Commissioning at Month 9 is an overspend of £4,980, principally due to overspends at St George's (£3,196) and Kingston (£1,219k).
- The YTD overspend at St George's is principally due to Emergency (£1,584k), Critical Care (£693k), Elective (£524k), Maternity Pathway (£495k), Outpatients (£371k) and A&E (£234k).
- The YTD overspend at Kingston is due to a planning gap of £600k, while Emergency is overspent by £328k and Maternity Pathway overspent by £158.

Forecast Outturn

- The FOT position is an overspend of £6,687k due to overspends at St George's (£4,058k) and Kingston (£1,636k).
- The FOT position at St George's is due to a continuation of trends in electives and non-electives. In addition, the FOT assumes a shortfall in QIPP contracted activity, more expenditure on births of £1m and a readmission challenge of £300k.
- The FOT overspend position at Kingston is an extrapolation of the year to date position due to Critical Care, Seasonality and a Planning Gap of £1.2m.



7. Non-Acute Commissioning

Merton CCG - NON ACUTE COMMISSIONING	Year To Date			Full Year Forecast Outturn		
	Budget	Actual	Variance	Budget	Forecast	Variance
	£000's	£000's	£000's	£000's	£000's	£000's
MENTAL HEALTH CONTRACTS						
SOUTH WEST LONDON AND ST GEORGES MENTAL HEALTH TRUST	12,325	12,325	0	16,434	16,434	0
TIER 4 DETOX SERVICE	168	166	2	223	221	2
SOUTH LONDON & MAUDSLEY	326	326	0	435	435	0
SABP & MH NCAS	96	96	0	128	128	0
JOINT AGENCY, VOLUNTARY & INDEPENDENT SECTOR CONTRACTS						
CAMHS DEVELOPMENT FUND / YOUTH OFFENDING TEAM	526	526	0	702	702	0
MERTON VOLUNTARY SECTOR / CARERS SUPPORT	62	26	37	83	33	50
MULTI SYSTEMIC THERAPY	11	11	0	14	14	0
DEMENTIA SERVICES	52	0	52	69	0	69
NAMED PATIENTS & PLACEMENTS						
MENTAL HEALTH PLACEMENTS AND UNCONTRACTED ACTIVITY	2,999	3,396	(397)	3,999	4,528	(529)
SPECIALIST SERVICES - EXPENSIVE PLACEMENT	751	751	(0)	1,001	1,001	0
OTHER MENTAL HEALTH SERVICES						
IAPT	1,135	1,135	(0)	1,513	1,513	0
TOTAL MENTAL HEALTH	18,451	18,757	(306)	24,602	25,009	(408)
LEARNING DISABILITIES	235	425	(190)	313	418	(105)
LEARNING DISABILITIES CONTINUING CARE	1,787	1,231	556	2,383	1,642	741
TOTAL LEARNING DIFFICULTIES	2,022	1,656	366	2,696	2,060	636



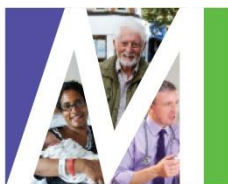
7. Non-Acute Commissioning (cont.)

END OF LIFE - LOCAL ENHANCED SERVICE	19	15	4	25	20	5
NURSING - MARIE CURIE - CANCER	0	(0)	0	0	0	0
BEREAVEMENT SERVICES	37	38	(1)	50	50	0
HOSPICES	391	431	(40)	521	575	(54)
SWL CANCER NETWORK AND ESH CANCER NURSE	119	119	0	159	159	0
TOTAL END OF LIFE CARE AND HOSPICES	566	603	(37)	755	804	(49)
HOME OXYGEN SERVICE	151	133	18	201	177	24
TB PROJECT	19	30	(11)	26	30	(4)
TOTAL LONG TERM CONDITIONS	170	163	7	227	207	20
URGENT CARE	0	0	0	0	0	0
GPSI'S COMMISSIONING - MINOR SURGERY	71	61	10	95	81	14
OPHTHALMOLOGY (LOW VISION SERVICE)	7	9	(2)	9	12	(3)
BPAS	93	108	(15)	124	144	(20)
MARIE STOPES INTERNATIONAL	115	90	25	154	120	34
INTERMEDIATE CARE COMMISSIONING (BEDS)	15	20	(5)	20	27	(7)
DESP SURVEYANCE SERVICE	12	0	12	16	0	16
BETTER CARE FUND	4,275	4,226	49	5,700	5,634	66
TOTAL URGENT AND INTERMEDIATE CARE	4,588	4,514	75	6,118	6,018	100
COMMUNITY SERVICES	13,333	13,335	(1)	17,778	17,778	0
NELSON HEALTH CENTRE	1,766	1,551	215	2,355	2,126	229
PODIATRY	0	0	0	0	0	0
MERTON ICES	191	230	(39)	255	306	(51)
MERTON MUSCULOSKELETAL SERVICE	767	767	0	1,022	1,022	0
TOTAL COMMUNITY SERVICES	16,057	15,882	175	21,410	21,232	178
ESH PAEDIATRIC CONTRACT	0	0	0	0	0	0
CHILDRENS CHC PLACEMENTS	839	839	0	1,119	1,119	0
CHILDRENS TRIPARTITE / CEDAR LODGE	444	444	(0)	592	592	0
SAFEGUARDING CHILDREN BOARD	64	64	(0)	85	85	0
TOTAL CHILDREN SERVICES	1,347	1,347	(0)	1,796	1,796	0
FUNDED NURSING CARE	1,543	2,277	(734)	2,057	3,035	(978)
PERSONAL HEALTH BUDGETS	360	236	124	480	315	165
JOINT FUNDED	253	253	(0)	337	337	0
CONTINUING CARE PLACEMENTS - MERTON	8,022	6,351	1,671	10,696	8,468	2,228
TOTAL ADULT CONTINUING CARE	10,178	9,117	1,061	13,571	12,156	1,415
TOTAL NON ACUTE COMMISSIONING	53,380	52,038	1,342	71,174	69,282	1,892



8. Primary Care

Merton CCG - PRIMARY CARE & PRESCRIBING	Year To Date			Full Year Forecast Outturn		
	Budget	Actual	Variance	Budget	Forecast	Variance
	£000's	£000's	£000's	£000's	£000's	£000's
PRESCRIBING	17,527	17,000	527	23,369	22,666	703
MEDICINES OPTIMISATION	50	55	(5)	67	73	(6)
CENTRAL DRUGS	523	480	43	698	640	58
TOTAL PRESCRIBING	18,100	17,534	566	24,134	23,379	755
PRIMARY CARE CONTRACT VALUE AND KPI'S	13,634	15,102	(1,468)	20,546	20,327	219
PRIMARY CARE OTHER DELEGATED BUDGET	7,576	5,959	1,617	8,049	8,268	(219)
TOTAL PRIMARY CARE DELEGATED BUDGET	21,210	21,061	149	28,595	28,595	0
LES - NEAR PATIENT TESTING	2	1	1	3	1	2
LES - ATRIAL FIBRILATION	3	3	0	4	4	0
LES - ANTI COAG	149	154	(6)	198	205	(7)
LES - PHLEBOTOMY	46	47	(1)	61	63	(2)
LES - POST OPERATIVE WOUND CARE	15	18	(3)	20	24	(4)
LES - MENORRAGHIA	66	66	(0)	88	88	0
LES - GYNAECOLOGY	43	44	(1)	58	58	0
LES - UROLOGY	30	30	0	40	40	0
LES - DIABETES	2	2	0	3	3	0
LES - OTHER	(0)	0	(0)	0	0	0
LOCAL ENHANCED SERVICES	356	365	(9)	475	486	(11)
TOTAL OUT OF HOURS	1,518	1,340	178	2,024	1,786	238
GP - STATUTORY MEDICAL FEES	73	80	(6)	98	106	(8)
QUALITY PREMIUM	50	50	0	66	66	0
PRIMARY CARE OTHER	909	684	225	1,515	1,224	291
PRIMARY CARE TRANSFORMATION FUND	406	406	(0)	700	700	0
PRIMARY CARE INVESTMENTS	103	103	0	137	137	0
WALK IN CENTRE (UNREGISTERED PATIENTS)	185	185	0	246	246	0
TOTAL PRIMARY CARE OTHER	1,726	1,507	219	2,762	2,479	283
TOTAL PRIMARY CARE & PRESCRIBING	42,911	41,807	1,104	57,990	56,725	1,265



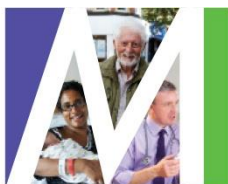
8. Non-Acute Commissioning and Primary Care

- Non-Acute Commissioning is showing an underspend of £1,342k at Month 9 along with a forecast year-end underspend of £1,892k.
- Forecast underspends are principally in the Learning Difficulties budget on Continuing Care (£636k) and Continuing Care placements (£2,228k).
- The forecast underspend in Primary Care is £1,265k which is principally due to underspends in Prescribing (£755k) and Primary Care Other (PMS Practice Transformational Support) budget (£291k).
- The other significant underspend forecast in the Primary Care and Prescribing budgets is in the Out of Hours Services where the budget is reporting a forecast outturn underspend of £238k.



9. Running Costs and Corporate

Merton CCG - CORPORATE & ESTATES	Year To Date			Full Year Forecast Outturn		
	Budget	Actual	Variance	Budget	Forecast	Variance
	£000's	£000's	£000's	£000's	£000's	£000's
ADMINISTRATION & BUSINESS SUPPORT	90	99	(10)	120	132	(12)
CEO/ BOARD OFFICE	411	383	27	547	511	36
CHAIR AND NON EXECs	89	88	0	118	118	0
CLINICAL SUPPORT	51	77	(26)	68	103	(35)
COMMISSIONING	269	323	(54)	358	430	(72)
CORPORATE COSTS & SERVICES	1,923	1,840	83	2,564	2,453	111
EDUCATION AND TRAINING	0	0	(0)	0	0	0
ESTATES AND FACILITIES	169	169	(0)	226	226	(0)
FINANCE	176	195	(19)	235	260	(25)
GENERAL RESERVE - ADMIN	0	0	0	0	0	0
PATIENT AND PUBLIC INVOLVEMENT	4	4	0	6	6	0
PERFORMANCE	145	145	0	193	193	0
QUALITY ASSURANCE	12	12	(0)	16	16	(0)
QUALITY PREMIUM ADMIN	0	0	0	0	0	0
SERVICE REFORM & PLANNING	0	0	0	0	0	0
TOTAL RUNNING COSTS	3,338	3,336	2	4,451	4,447	4
GP IT	575	513	62	767	684	82
ISPS	14	14	0	19	19	0
OTHER CSU SLA PROGRAMME CHARGES	160	394	(234)	213	525	(312)
INFECTIOIN CONTROL	16	22	(6)	22	29	(7)
TOTAL CSU CHARGES	765	943	(178)	1,020	1,258	(237)
MEDICINES MANAGEMENT	544	474	69	725	632	92
CONTINUING CARE TEAM	438	446	(8)	584	594	(10)
SAFEGUARDING	35	38	(3)	47	51	(4)
INTERPRETING SERVICES	7	7	0	9	9	0
CLINICAL LEADS	390	391	(1)	521	517	4
TRANSFORMATIONAL SERVICE MANAGERS	1,330	1,684	(354)	1,773	2,245	(472)
DEPRECIATION	150	150	(0)	200	200	0
PPI / CSU COMMS / LEVIES	132	127	5	176	170	6
TOTAL OTHER CORPORATE COSTS	3,026	3,318	(292)	4,034	4,418	(384)
PROPERTY COSTS	2,046	2,046	(0)	2,728	2,728	0
TOTAL CORPORATE & ESTATE COSTS	9,175	9,643	(468)	12,234	12,851	(617)



11. Statement of Financial Position

Merton CCG - STATEMENT OF FINANCIAL POSITION	MAR-17	OCT-17	NOV-17	DEC-17
	£	£	£	£
Property, Plant And Equipment	671,429	558,670	541,837	525,040
Non-current Assets Total	671,429	558,670	541,837	525,040
Cash And Cash Equivalents	17,377	(1,283,604)	(1,480)	(764,576)
Current Trade And Other Receivables	4,958,595	2,156,872	2,980,024	2,661,949
Current Assets Total	4,975,972	873,268	2,978,544	1,897,374
Current Other Liabilities	(2,706,109)	(586,765)	(795,919)	(587,828)
Current Trade And Other Payables	(18,456,260)	(25,747,273)	(24,528,891)	(22,594,221)
Provisions	0	0	0	0
Current Liabilities Total	(21,162,369)	(26,334,038)	(25,324,809)	(23,182,049)
NC Provisions	0	0	0	0
Non-Current Liabilities: Total	0	0	0	0
Grand Total	(15,514,967)	(24,902,100)	(21,804,429)	(20,759,636)
General Fund	15,514,967	24,902,100	21,804,429	20,759,636
Financed by Taxpayers Equity: Total	15,514,967	24,902,100	21,804,429	20,759,636
Grand Total	0	0	0	0



12. Statement of Cash Flows

Merton CCG - STATEMENT OF CASH FLOWS	2017-18			
	Qtr 1	Qtr 2	Qtr 3	Total
	£	£	£	£
(Increase) decrease in trade and other receivables	1,854,770	583,428	(141,552)	2,296,646
Depreciation and amortisation	50,056	50,056	50,280	150,392
Increase (decrease) in provisions	0	0	0	0
Increase (decrease) in trade and other payables	(454,375)	4,628,628	(2,154,573)	2,019,680
Interest Paid	0	0	0	0
Net operating costs for the financial year	(69,376,389)	(70,127,972)	(70,322,313)	(209,826,675)
Provisions utilised	0	0	0	0
1. Cash Flows from Operating Activities: Total	(67,925,938)	(64,865,860)	(72,568,158)	(205,359,956)
(Payments) for property, plant and equipment	0	(3,278)	(725)	(4,003)
Proceeds from disposal of assets held for sale:	0	0	0	0
2. Cash Flows from Investing Activities Total	0	(3,278)	(725)	(4,003)
Net parliamentary funding received	67,878,520	64,154,918	72,548,569	204,582,006
3. Cash Flows from Financing Activities Total	67,878,520	64,154,918	72,548,569	204,582,006
Grand Total	(47,419)	(714,221)	(20,313)	(781,953)
Cash Movement	(47,419)	(714,221)	(20,313)	(781,953)
Opening Cash Balance	17,377	(30,041)	(2,029,346)	17,377
Closing Cash Balance	(30,041)	(744,262)	(2,049,660)	(764,576)



13. Cash Drawdown to Month 9

Merton CCG - CASH DRAWDOWN	Forecast Monthly Drawdown	Main Drawdown	Additional Drawdown	Difference between Forecast and Actual	Cumulative Drawdown	Proportion of Annual Cash Resource Limit	KPI 1.25% of main drawdown	Actual month end cash balance	KPI achievement
Month	£000's	£000's	£000's	£000's	£000's		£000's	£000's	
Apr-17	21,546	19,000	1,150	(1,396)	20,150	0	238	20	0.11%
May-17	21,546	19,000	2,600	54	41,750	0	238	20	0.11%
Jun-17	21,546	19,200	1,300	(1,046)	62,250	0	240	155	0.81%
Jul-17	21,546	18,850	1,000	(1,696)	82,100	0	236	106	0.56%
Aug-17	21,546	18,850	500	(2,196)	101,450	0	236	165	0.88%
Sep-17	21,546	19,000	0	(2,546)	120,450	0	238	167	0.88%
Oct-17	21,546	18,900	750	(1,896)	140,100	1	236	25	0.13%
Nov-17	21,546	19,500	5,350	3,304	164,950	1	244	129	0.66%
Dec-17	21,546	16,500	5,600	554	187,050	1	206	8	0.05%
Jan-18	21,546	19,300	4,020	1,774	210,370	1	241		
Feb-18	21,546								
Mar-18	21,547								
Annual Total	258,553	188,100	22,270	(5,090)					



We have met the cash target set which is to ensure we are within 0.5% of the cash drawdown at the beginning of the month.

14. Analysis of Aged Debt Month 9

Merton CCG - Aged Debt		DEC-17					
Customer Account Group	Total AR O/S Amt	AR Ageing 1-30 Amt	AR Ageing 31-60 Amt	AR Ageing 61-90 Amt	AR Ageing 91 - 120 Amt	AR Ageing 121-180 Amount	AR Ageing 181 + Amount
NHS	618,013	87,285	(3,665)	0	0	435	533,958
NON-NHS	811,721	0	577,061	0	0	0	234,660
UNALLOCATED INCOME	(480)	(480)	0	0	0	0	0
Grand Total	1,429,254	86,805	573,396	0	0	435	768,617



15. Better Payment Practice (BPPC)

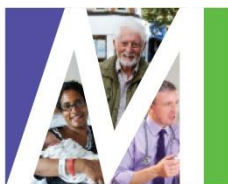
BETTER PAYMENT PRACTICE CODE	Nov-17			Dec-17		
	NHS	NON-NHS	TOTAL	NHS	NON-NHS	TOTAL
<u>NUMBERS FOR THE MONTH</u>						
Total number of invoices paid in the month	122	742	864	252	923	1,175
Number of invoices paid within target	117	687	804	244	808	1,052
Numbers % for the month	95.9%	92.59%	93.06%	96.8%	87.54%	89.53%
<u>VALUES FOR THE MONTH (£000s)</u>						
Total value of invoices paid in the month	18,379	6,378	24,757	13,302	9,101	22,403
Value of invoices paid within target	18,291	5,547	23,838	13,203	8,670	21,873
Value % for the month	99.52%	86.97%	96.29%	99.26%	95.26%	97.63%
<u>CUMULATIVE NUMBERS TO THE MONTH</u>						
Total number of invoices paid YTD	1,727	6,581	8,308	1,979	7,504	9,483
Number of invoices paid within target	1,676	6,396	8,072	1,920	7,204	9,124
Numbers % Cumulative	97.05%	97.19%	97.16%	97.02%	96.00%	96.21%
<u>CUMULATIVE VALUES TO THE MTH (£000s)</u>						
Total value of invoices paid YTD	124,773	42,896	167,669	138,075	51,997	190,072
Value of invoices paid within target	124,064	40,257	164,321	137,267	48,927	186,194
Value % Cumulative	99.43%	93.85%	98.00%	99.41%	94.10%	97.96%



The target is 95% and the CCG missed this target for the second month running for the number of invoices paid. The value paid was below target in November but recovered to 95.26% in December.

16. Month 9 RRL

Merton CCG - REVENUE RESOURCE LIMIT - 2017/18	Total Recurring Budget	Total Non Recurring Budget	Total Budget	In Year Recurrent Changes	In Year Non Recurrent Changes	Total Revised Resource
	£000's	£000's	£000's	£000's	£000's	£000's
16/17 RESOURCE LIMIT	237,592	0	237,592			237,592
GROWTH @ 2.41%	5,717	0	5,717			5,717
REVISED INITIAL RESOURCE LIMIT	243,309	0	243,309	0	0	243,309
RUNNING COST ALLOCATION	4,421	0	4,421			4,421
OPENING RECURRENT RESOURCE LIMIT	247,730	0	247,730	0	0	247,730
PRIMARY CARE ALLOCATION	28,595		28,595			28,595
CHEMOTHERAPY DELIVERY	-54		-54			-54
EPSOM & ST HELIER CYTOKINE	829		829			829
IDENTIFICATION RULES CHANGES		175	175			175
HRG4+ CHANGES		1,608	1,608			1,608
FOETAL MEDICINE				590		590
EPSOM & ST HELIER CYTOKINE				25		25
LIAISON AND DIVERSIONS - CYP					99	99
TRAINING CARE NAVIGATORS AND MEDICAL ASSISTANTS					39	39
NHS WIFI					91	91
MARKET RENTS					1,473	1,473
MARKET RENTS - RUNNING COSTS					28	28
PARAMEDIC REBANDING					132	132
TUBERCULOSIS					26	26
HEALTH AND SOCIAL CARE NETWORK - N3 ACCESS					53	53
HEALTH AND SOCIAL CARE NETWORK - N3 ACCESS - RUNNING COSTS					2	2
GPV extended access 17/18					661	661
Additional months IR Changes - agreed by J Stalker Booth					-8	-8
contribution to london Levies 17/18					-396	-396
Charge Exempt Overseas Visitor (CEOV) Adjustment -					352	352
Quality Premium 16/17 stage one payment - All QP measures except					66	66
GP WiFi - rounding correctn to M3 Allocation					-1	-1
LATEST REVENUE RESOURCE LIMIT	277,100	1,783	278,883	615	2,617	282,115
PRIOR YEAR SYSTEM RISK RESERVE		2,055	2,055			2,055
PRIOR YEAR SURPLUS			0		47	47
REVENUE RESOURCE LIMIT AS PER LEDGER	277,100	3,838	280,938	615	2,664	284,217



There were two changes to the RRL in December, Quality Premium 16/17 stage one payment in amount of £66k and a correction to the M3 GP WiFi allocation in amount of -£1k.