

Paper D

**WEST LEICESTERSHIRE CLINICAL COMMISSIONING GROUP
BOARD MEETING**

8th August 2017

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| Title of the report: | Finance Report |
| Section: | Managing Our Finances |
| Report by: | Gill Killbery, Deputy Chief Finance Officer |
| Presented by: | Gill Killbery, Deputy Chief Finance Officer |

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|---|---|---|--|
| Report supports the following West Leicestershire CCG's goal(s): | | | |
| Improve health outcomes | | Improve the quality of health-care services | |
| Use our resources wisely | ✓ | ✓ | |

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| Equality Act 2010 – positive general duties: |
| 1. The CCG is committed to fulfil its obligations under the Equality Act 2010, and to ensure services commissioned by the CCG are non-discriminatory on the grounds of any protected characteristics. |
| 2. The CCG will work with providers, service users and communities of interest to ensure any issues relating to equality of service within this report are identified and addressed. |

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|--|--|
| Additional Paper details: | |
| Please state relevant Constitution provision | Section 5.3.1(b) – General financial duties Section 6.6.1(f) – Governing body functions: monitoring performance against plans |
| Please state relevant Scheme of Reservation and Delegation provision (SORD) | n/a |
| Please state relevant Financial Scheme of Delegation provision | n/a |
| Please state reason why this paper is being presented to the WLCCG Board | To provide an update on the current financial position. |
| Discussed by | Finance and Planning Committee |
| Alignment with other strategies | |
| Environmental Implications | n/a |
| Has this paper been discussed with members of the public and other stakeholders? If so, please provide | n/a |

EXECUTIVE SUMMARY:

1. WLCCG is currently £700k off plan but is forecasting a break even position for year end.
2. QIPP schemes identified during the planning phases continue to be reviewed. Some schemes are no longer considered valid in their current form or have been classed as high risk and require replacement This accounts for 6.1m.
3. There are some significant risks to financial delivery over and above activity increases. These include QIPP delivery, year-end challenges and Continuing Health Care charges

RECOMMENDATION:

The West Leicestershire Clinical Commissioning Group is requested to:

NOTE the financial position and risks to financial balance

WEST LEICESTERSHIRE CLINICAL COMMISSIONING GROUP

BOARD MEETING

8th August 2017
Finance Report

INTRODUCTION

1. This report provides an overview of the CCG's financial position for the first three months of the financial year.
2. In addition, the report highlights the key in-year financial risks for the CCG and actions which are in place to mitigate those risks.

| No. | Matter | References |
|-----|---|----------------|
| | <i>Financial Performance</i> | |
| 1. | <p><u>In Year position</u></p> <p>The year to date position shows a £700k overspend against the anticipated position at 30th June 2017. There is significant over-performance against Acute care, mainly due to the slower than anticipated delivery of QIPP savings. The impact of the first tranche of 16/17 year end dispute reconciliations has cost the CCG £631k. Work continues to address the QIPP shortfall by increased delivery in later months.</p> <p><u>Full-Year Outturn</u></p> <p>Despite increasing financial pressure the CCG is predicting achievement of its required outturn for 2017/18. This equates to an overall surplus of £8.9m. The CCG has been instructed to reserve half of its 1% non-recurrent funding (£2.2m) as a resource available for the national risk pool.</p> <p>The financial forecast for the year includes significant assumptions regarding QIPP delivery, prescribing outturn and CHC.</p> | See Appendices |
| 2. | <p><u>Better Payment Practice Code (BPPC)</u></p> <p>Having marginally achieved the BPPC targets in 16/17 the current position is showing a return to historic achievement with 99.9% of NHS invoices paid within month (and cumulative) and 100% of non NHS.</p> | See Appendices |
| 3. | <p><u>Cash Management</u></p> <p>In the first three months of the year, the CCG received £106m funding from the Department of Health and an additional £4.1m from other sources. The majority of the cash received has been spent, leaving a balance of £243k in the bank at the end of the month.</p> | |

| | | |
|-----------|---|--|
| | | |
| | QIPP | |
| 4. | <p><u>QIPP performance</u></p> <ul style="list-style-type: none"> • The forecast position at month 3 is one of achievement of the planned QIPP. However there is £6m of the original £18m considered as high risk of non-delivery. • Workbooks for each scheme are completed on a monthly basis and reviewed by an LLR QIPP assurance group. • Mitigating schemes are being identified to improve the delivery of QIPP, some of these are likely to be non-recurrent. • | <p>The CCG PMO continue to work with QIPP leads across LLR, to improve the current forecast delivery position and identify new schemes.</p> <p>WLCCG led schemes are subject to regular internal review with an escalation process to CMT, MD's and SLT where required.</p> |
| | Risk | Mitigations |
| 5. | <ul style="list-style-type: none"> • Under delivery of QIPP schemes will have a significant impact on the CCG's financial outturn. The original QIPP target was significantly higher than previous years, and delivery across all projects is not at the level anticipated. • CHC is monitored via a Broad-care system Significant data problems were experienced throughout 16/17 and a clean data set that is not expected until September 2017. Swings of approximately £1.5m have been known to occur in this area depending on the growth assumptions and reliability of data input. • A number of year-end assumptions regarding both Acute contract disputes and CHC invoicing have yet to crystallise. Should these not go in the CCG's favour additional costs of approximately £2.5m may need to be covered in year. | <p>The PMO is reviewing monthly reports from QIPP leads and challenging actions and outcomes. Additional scrutiny is being carried out across LLR.</p> <p>MAL CSU are working to ensure the Broadcare care system data is fit for purpose. Individual cases are being checked and historic analysis and payments reviewed.</p> |
| | Other | |

| | |
|----|---|
| 5. | <p><u>LLR wide QIPP assurance:</u></p> <p>The LLR wide QIPP assurance group meets fortnightly to discuss progress with programs and individual schemes. The data available for schemes varies depending on the maturity of the programme, the nature of the work and the contractible nature of the programme.</p> <p>The Finance and Planning Committee have asked for assurance that the reporting workbooks are to be fully completed for all programmes as agreed with SRO's and for further details of the rigorous challenge taking place within individual CCG's on their lead programmes.</p> <p>The requirement for an equivalent challenge and reporting process within each CCG has been highlight by the committee and a request raised with MD's to confirm delivery.</p> |
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CONCLUSION:

The CCG financial position is reliant on significant levels of QIPP being delivered. This position is aggravated by a number of additional risks including yearend actions and CHC data.

RECOMMENDATION:

The West Leicestershire Clinical Commissioning Group is requested to:

NOTE the financial position and the risks to financial balance

Summary Financial Position 2017/18

M3

| All £'000s | Annual Budget | Year to Date | | | Forecast Outturn | | | |
|---|----------------|----------------|----------------|----------------|------------------|--------------------|------------------------|-----------------|
| | | Budget | Spend | Variance | Annual spend | Recurrent Variance | Non Recurrent Variance | Total Variance |
| | £000's | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Programme Costs | | | | | | | | |
| Secondary Care Commissioning: | | | | | | | | |
| Acute NHS | 198,516 | 49,629 | 50,340 | 711 | 199,553 | 1,037 | - | 1,037 |
| Acute Non-NHS | 37,394 | 9,348 | 9,073 | (276) | 37,488 | 94 | - | 94 |
| Total Acute Care (See Appendix 2) | 235,909 | 58,977 | 59,412 | 435 | 237,041 | 1,131 | - | 1,131 |
| Non Acute Contracts | 116,918 | 29,229 | 29,114 | (115) | 116,622 | (295) | - | (295) |
| Non Acute Programmes | 57 | 14 | - | (14) | 57 | (0) | - | (0) |
| Total Non Acute Care (See Appendix 2) | 116,975 | 29,244 | 29,114 | (130) | 116,680 | (295) | - | (295) |
| Co-Commissioning | 47,112 | 11,778 | 11,631 | (147) | 47,186 | 74 | - | 74 |
| CCG-Led Primary Care | 59,777 | 14,681 | 14,323 | (358) | 59,775 | (2) | - | (2) |
| Total Primary Care (See Appendix 3) | 106,889 | 26,459 | 25,953 | (506) | 106,961 | 72 | - | 72 |
| Non-Recurrent Reserves | 6,774 | 1,121 | 553 | (568) | 3,338 | - | (3,436) | (3,436) |
| Other Reserves | 1,260 | (355) | 244 | 598 | 2,190 | 319 | 611 | 930 |
| 15/16 Under/Over Accruals | (68) | (17) | 628 | 646 | 628 | - | 697 | 697 |
| Approved Underspend | 8,879 | 2,220 | - | (2,220) | - | (8,879) | - | (8,879) |
| Total Reserves (See Appendix 4) | 16,844 | 2,969 | 1,425 | (1,544) | 6,156 | (8,560) | (2,128) | (10,688) |
| Programme Infrastructure | | | | | | | | |
| Hosted Recharges | 293 | 73 | 66 | (7) | 293 | - | - | - |
| Other Non pay | 260 | 65 | 65 | - | 260 | - | - | - |
| Total Other Programme Costs (See Appendix 5) | 553 | 138 | 131 | (7) | 553 | - | - | - |
| Total Programme Costs | 477,171 | 117,787 | 116,035 | (1,752) | 467,391 | (7,653) | (2,128) | (9,780) |
| InInfrastructure Running Costs | | | | | | | | |
| CCG Teams | 6,032 | 1,508 | 1,746 | 238 | 6,920 | 835 | 52 | 888 |
| Hosted Teams | 872 | 218 | 212 | (6) | 885 | - | 13 | 13 |
| Total Running Costs (See Appendix 6) | 6,904 | 1,726 | 1,958 | 232 | 7,805 | 835 | 66 | 901 |
| Total Expenditure | 484,075 | 119,514 | 117,994 | (1,520) | 475,196 | (6,817) | (2,062) | (8,879) |
| Required Underspend | | | | (2,220) | | | | (8,879) |
| Variance Against Plan | | | | 700 | | | | - |

Secondary Care Financial Position 2017/18

M3

| All £'000s | Annual Budget | Year to Date | | | Forecast Outturn | | | |
|---|----------------|---------------|---------------|--------------|------------------|--------------------|------------------------|----------------|
| | | Budget | Spend | Variance | Annual spend | Recurrent Variance | Non Recurrent Variance | Total Variance |
| | | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| ACUTE - NHS | £000's | | | | | | | |
| University Hospitals of Leicester NHS Trust | 130,581 | 32,645 | 34,273 | 1,628 | 134,965 | 4,385 | - | 4,385 |
| Alliance Contract | 15,161 | 3,790 | 3,362 | (429) | 13,814 | (1,347) | - | (1,347) |
| Alliance Woodbrook Medical Centre | - | - | - | - | - | - | - | - |
| University Hospitals of Coventry and Warwickshire | 7,786 | 1,947 | 1,858 | (88) | 7,384 | (402) | - | (402) |
| Kettering General Hospital | 88 | 22 | 17 | (5) | 67 | (21) | - | (21) |
| South Warwickshire | - | - | - | - | - | - | - | - |
| Peterborough Hospital | 51 | 13 | 18 | 5 | 71 | 20 | - | 20 |
| United Lincs Hospital | 104 | 26 | 19 | (7) | 76 | (28) | - | (28) |
| Nottingham University Hospitals | 4,286 | 1,071 | 1,023 | (48) | 4,097 | (188) | - | (188) |
| Derby Hospitals FT | 10,180 | 2,545 | 2,931 | 386 | 11,737 | 1,557 | - | 1,557 |
| George Eliot | 11,967 | 2,992 | 2,992 | 0 | 11,984 | 17 | - | 17 |
| Burton Hospital | 13,353 | 3,338 | 2,557 | (781) | 10,197 | (3,156) | - | (3,156) |
| Northampton General Hospital | 65 | 16 | 10 | (7) | 38 | (27) | - | (27) |
| Sheffield Teaching Hospital | 87 | 22 | 39 | 17 | 154 | 67 | - | 67 |
| OOC Acute London & West Mids Trusts | 971 | 243 | 283 | 40 | 1,131 | 160 | - | 160 |
| NHS Acute Provider Non Contracted Activity | 3,837 | 959 | 959 | (0) | 3,837 | 0 | - | 0 |
| Total Acute NHS Commissioning | 198,516 | 49,629 | 50,340 | 711 | 199,553 | 1,037 | - | 1,037 |
| ACUTE - NON NHS | | | | | | | | |
| Independent Sector | 6,224 | 1,556 | 1,351 | (205) | 6,249 | 26 | - | 26 |
| Nottingham ISTC | 1,236 | 309 | 345 | 36 | 1,468 | 232 | - | 232 |
| Continuing Care | 20,525 | 5,131 | 5,233 | 102 | 21,191 | 666 | - | 666 |
| Specialist Brain Injury | 297 | 74 | 38 | (36) | 152 | (145) | - | (145) |
| AHPF | 3,428 | 857 | 813 | (44) | 3,250 | (178) | - | (178) |
| S117 | 2,767 | 692 | 582 | (109) | 2,329 | (438) | - | (438) |
| Funded Nursing Care | 2,051 | 513 | 496 | (17) | 1,982 | (69) | - | (69) |
| StepDown Beds | 865 | 216 | 215 | (1) | 865 | - | - | - |
| Total Acute Non-NHS Commissioning | 37,394 | 9,348 | 9,073 | (276) | 37,488 | 94 | - | 94 |
| TOTAL Acute | 235,909 | 58,977 | 59,412 | 435 | 237,041 | 1,131 | - | 1,131 |
| NON ACUTE - CONTRACTS | | | | | | | | |
| NHS: | | | | | | | | |
| Leicestershire Partnership Trust - MH | 28,410 | 7,102 | 6,992 | (110) | 28,430 | 20 | - | 20 |
| Leicestershire Partnership Trust - LD | 2,877 | 719 | 719 | - | 2,877 | (0) | - | (0) |
| Leicestershire Partnership Trust - CHS | 28,575 | 7,144 | 7,144 | 0 | 28,575 | 0 | - | 0 |
| Out of County - Non Acute SLAs | 599 | 150 | 150 | 0 | 599 | (0) | - | (0) |
| East Midlands Ambulance Service - A & E | 10,170 | 2,543 | 2,525 | (17) | 10,102 | (69) | - | (69) |
| West Midlands Ambulance Service | 14 | 4 | 4 | 0 | 9 | (6) | - | (6) |
| Other NHS - Non Acute Provider NCAs | 1,124 | 281 | 206 | (75) | 824 | (300) | - | (300) |
| NON-NHS: | | | | | | | | |
| Acute Visiting Service | - | - | (1) | (1) | - | - | - | - |
| AQPs | 418 | 104 | 120 | 16 | 403 | (15) | - | (15) |
| BPAS Independent Sector | 242 | 61 | 63 | 3 | 254 | 12 | - | 12 |
| Childrens Complex Care cases | 822 | 206 | 212 | 6 | 836 | 14 | - | 14 |
| Childrens Investment | 7 | 2 | 2 | - | 7 | - | - | - |
| Childrens Investment Leics County Council | 17 | 4 | 4 | (0) | 17 | - | - | - |
| DHU111 | 815 | 204 | 195 | (9) | 815 | - | - | - |
| Future In Mind (FIMS) Mental Health Contracts | 148 | 37 | 37 | - | 148 | - | - | - |
| Home Visiting Service - 24/7 | 2,425 | 606 | 598 | (8) | 2,565 | 141 | - | 141 |
| IAPT | 2,332 | 583 | 583 | (0) | 2,332 | 0 | - | 0 |
| LCC Community Equipment Pool | 1,172 | 293 | 250 | (43) | 1,000 | (172) | - | (172) |
| Learning Disabilities Pooled Budget | 7,591 | 1,898 | 2,059 | 162 | 7,753 | 162 | - | 162 |
| Loughborough Urgent Care Centre | 2,841 | 710 | 710 | (0) | 2,841 | - | - | - |
| Miscellaneous Expenditure | 19 | 5 | 5 | - | 19 | (0) | - | (0) |
| OOH | 91 | 23 | 25 | 2 | 100 | 9 | - | 9 |
| Other Non NHS - Non Acute Service Agreements | - | - | - | - | - | - | - | - |
| Partnership | 11 | 3 | 3 | 0 | 11 | 0 | - | 0 |
| Partnership Leics County Council | 229 | 57 | 57 | (1) | 226 | (3) | - | (3) |
| Patients Transport Services - ARRIVA | 2,378 | 595 | 582 | (13) | 2,327 | (51) | - | (51) |
| Patient Transport Services - New Medical Systems | 79 | 20 | - | (20) | 79 | 0 | - | 0 |
| SK:N | 13 | 3 | 1 | (2) | 3 | (10) | - | (10) |
| Voluntary Sector | 1,408 | 352 | 345 | (7) | 1,382 | (26) | - | (26) |
| Better Care Fund | 22,038 | 5,510 | 5,510 | - | 22,038 | (0) | - | (0) |
| Community Based Services: | | | | | | | | |
| Optometrists | 48 | 12 | 12 | 0 | 48 | (0) | - | (0) |
| Pharmacies | 5 | 1 | 1 | 0 | 5 | - | - | - |
| Total Non Acute Contracts | 116,918 | 29,229 | 29,114 | (115) | 116,622 | (295) | - | (295) |
| NON ACUTE - PROGRAMMES | | | | | | | | |
| Risk Stratification | 44 | 11 | - | (11) | 44 | (0) | - | (0) |
| Cancer Survivorship | 10 | 3 | - | (3) | 10 | - | - | - |
| Nursing Home Training & Development | 3 | 1 | - | (1) | 3 | (0) | - | (0) |
| Total Non Acute Programmes | 57 | 14 | - | (14) | 57 | (0) | - | (0) |
| TOTAL Non Acute | 116,975 | 29,244 | 29,114 | (130) | 116,680 | (295) | - | (295) |
| Total Secondary Care | 352,884 | 88,221 | 88,526 | 305 | 353,720 | 836 | - | 836 |

Secondary Care Financial Position 2017/18

M3

| All in £'000s | Annual Budget | Year to Date | | | Forecast Outturn | | | |
|--|----------------|---------------|---------------|--------------|------------------|--------------------|------------------------|----------------|
| | | Budget | Spend | Variance | Annual spend | Recurrent Variance | Non Recurrent Variance | Total Variance |
| | £000's | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| CO-COMMISSIONING | | | | | | | | |
| GMS | 31,910 | 7,978 | 7,940 | (37) | 31,911 | 0 | - | 0 |
| APMS | 513 | 128 | 128 | 0 | 513 | - | - | - |
| Dispensing | 1,229 | 307 | 255 | (53) | 1,229 | - | - | - |
| Enhanced Services - Directed Enhanced Services | 1,269 | 317 | 394 | 76 | 1,344 | 75 | - | 75 |
| QOF | 4,831 | 1,208 | 1,208 | - | 4,831 | - | - | - |
| Premises | 5,150 | 1,287 | 1,200 | (87) | 5,148 | (2) | - | (2) |
| Other GP Services | 2,210 | 553 | 506 | (47) | 2,210 | - | - | - |
| Total Co-Commissioning | 47,112 | 11,778 | 11,631 | (147) | 47,186 | 74 | - | 74 |
| CCG-LED PRIMARY CARE | | | | | | | | |
| Enhanced Services - Community Based Schemes | 2,755 | 689 | 667 | (22) | 2,753 | (2) | - | (2) |
| GP Commissioning Schemes | 1,920 | 480 | 473 | (7) | 1,920 | - | - | - |
| Prescribing | 55,220 | 13,542 | 13,063 | (479) | 55,220 | - | - | - |
| Primary care Non recurrent reserve | 289 | 72 | 120 | 48 | 289 | 0 | - | 0 |
| Primary Care QIPP | (406) | (102) | - | 102 | (406) | - | - | - |
| Total CCG-Led Primary Care | 59,777 | 14,681 | 14,323 | (358) | 59,775 | (2) | - | (2) |
| Total Primary Care | 106,889 | 26,459 | 25,953 | (506) | 106,961 | 72 | - | 72 |

Secondary Care Financial Position 2017/18

M3

| All in £'000s | Annual Budget | Year to Date | | | Forecast Outturn | | | |
|--|---------------|--------------|--------------|----------------|------------------|--------------------|------------------------|-----------------|
| | | Budget | Spend | Variance | Annual spend | Recurrent Variance | Non Recurrent Variance | Total Variance |
| | £000's | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Non Recurrent Reserves | | | | | | | | |
| Transformational funds | 6,774 | 1,121 | 553 | (568) | 3,338 | | (3,436) | (3,436) |
| Total Non Recurrent Head Room | 6,774 | 1,121 | 553 | (568) | 3,338 | - | (3,436) | (3,436) |
| Other Reserves | | | | | | | | |
| General Reserve | 2 | (268) | 129 | 398 | (219) | 319 | (540) | (221) |
| Programme Projects | 334 | (319) | 115 | 433 | 2,409 | - | 2,076 | 2,076 |
| Commissioning reserve | 925 | 232 | - | (232) | - | - | (925) | (925) |
| Total Commissioning reserve | 1,260 | (355) | 244 | 598 | 2,190 | 319 | 611 | 930 |
| 16/17 Under/Over Accruals | | | | | | | | |
| Programme | (68) | (17) | 631 | 648 | 631 | - | 699 | 699 |
| Admin | - | - | (2) | (2) | (2) | - | (2) | (2) |
| Total 15/16 Under/Over Accruals | (68) | (17) | 628 | 646 | 628 | - | 697 | 697 |
| Required Underspend | 8,879 | 2,220 | - | (2,220) | - | (8,879) | - | (8,879) |
| Total Reserves | 16,844 | 2,969 | 1,425 | (1,544) | 6,156 | (8,560) | (2,128) | (10,688) |

Secondary Care Financial Position 2017/18

M3

| All in £'000s | Annual Budget | Year to Date | | | Forecast Outcome | | | |
|---------------|---------------|--------------|-------|----------|------------------|--------------------|------------------------|----------------|
| | | Budget | Spend | Variance | Annual spend | Recurrent Variance | Non Recurrent Variance | Total Variance |

INFRASTRUCTURE COSTS TREATED AS RUNNING COSTS:

| | | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
|---|--------|--------------|--------------|--------------|-------------|--------------|------------|-------------|
| Administration & Business Support: | | | | | | | | |
| Non-Pay Costs | 412751 | 1,008 | 252 | 412 | 160 | 1,147 | 139 | - |
| | | 1,008 | 252 | 412 | 160 | 1,147 | 139 | - |
| CEO: | | | | | | | | |
| Pay Costs | 412771 | 681 | 170 | 171 | 1 | 681 | (0) | - |
| Non-Pay Costs | | 62 | 16 | 17 | 1 | 62 | - | - |
| | | 743 | 186 | 187 | 2 | 743 | (0) | - |
| Clinical Leadership: | | | | | | | | |
| Pay Costs | 412791 | 746 | 187 | 175 | (11) | 715 | - | (32) |
| Non-Pay Costs | | 13 | 3 | 1 | (2) | 13 | - | - |
| | | 759 | 190 | 176 | (14) | 727 | - | (32) |
| Hosted Services Recharges: | | | | | | | | |
| Income | 412816 | (687) | (172) | (172) | 0 | (687) | - | - |
| Non-Pay Costs | | 236 | 59 | 233 | 174 | 932 | 696 | - |
| | | (451) | (113) | 61 | 174 | 245 | 696 | - |
| Performance & Assurance: | | | | | | | | |
| Pay Costs | 412821 | 292 | 73 | 69 | (4) | 292 | - | - |
| Non-Pay Costs | | 760 | 190 | 209 | 19 | 760 | - | - |
| | | 1,052 | 263 | 279 | 15 | 1,052 | - | - |
| Urgent & Emergency Care: | | | | | | | | |
| Pay Costs | 412836 | 782 | 195 | 184 | (12) | 795 | - | 13 |
| Non-Pay Costs | | 90 | 23 | 28 | 5 | 90 | - | - |
| | | 872 | 218 | 212 | (6) | 885 | - | 13 |
| Finance & Planning: | | | | | | | | |
| Pay Costs | 412851 | 821 | 205 | 171 | (34) | 889 | - | 68 |
| Non-Pay Costs | | 38 | 9 | 5 | (5) | 38 | - | - |
| | | 859 | 215 | 176 | (39) | 927 | - | 68 |
| Clinical Quality: | | | | | | | | |
| Income | 412896 | - | - | 2 | 2 | (5) | - | (5) |
| Pay Costs | | 998 | 249 | 216 | (33) | 1,018 | - | 21 |
| Non-Pay Costs | | 122 | 30 | 17 | (13) | 122 | - | - |
| | | 1,119 | 280 | 236 | (44) | 1,135 | - | 16 |
| Service Improvement & Delivery: | | | | | | | | |
| Pay Costs | 412901 | 895 | 224 | 211 | (12) | 895 | - | - |
| Non-Pay Costs | | 48 | 12 | 7 | (5) | 48 | - | - |
| | | 943 | 236 | 219 | (17) | 943 | - | - |
| Total: | | | | | | | | |
| Income | | (687) | (172) | (169) | 2 | (692) | - | (5) |
| Pay Costs | | 5,214 | 1,303 | 1,198 | (105) | 5,284 | (0) | 71 |
| Non-Pay Costs | | 2,378 | 594 | 929 | 335 | 3,213 | 835 | - |
| | | 6,904 | 1,726 | 1,958 | 232 | 7,805 | 835 | 66 |

INFRASTRUCTURE COSTS TREATED AS PROGRAMME:

| | | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
|---------------------------------|--------|------------|------------|------------|------------|------------|----------|----------|
| Income - Recharged Depreciation | 411226 | (283) | (71) | (71) | (0) | (283) | - | - |
| Depreciation | 411226 | 283 | 71 | 71 | 0 | 283 | - | - |
| Hosted Services Recharges | 411308 | 293 | 73 | 66 | (7) | 293 | - | - |
| Other Non-Pay Costs | 411301 | 260 | 65 | 65 | - | 260 | - | - |
| | | 553 | 138 | 131 | (7) | 553 | - | - |

Better Payment Practice Month 3

MONTHLY

| Month | NHS CREDITORS | | | | | |
|-------|-----------------------|-------------------------|---------------------------|----------------------|-------------------------|---------------------------|
| | By Number of Invoices | | | By Value of Invoices | | |
| | Invs Paid in Month | Invs Paid within Target | % Invs Paid within Target | Invs Paid in Month | Invs Paid within Target | % Invs Paid within Target |
| Apr | 308 | 307 | 99.68 | 23,898 | 23,898 | 100.00 |
| May | 251 | 250 | 99.60 | 24,106 | 24,102 | 99.98 |
| Jun | 304 | 303 | 99.67 | 23,294 | 23,255 | 99.84 |
| YTD | 863 | 860 | 99.65 | 71,297 | 71,255 | 99.94 |

| Month | NON-NHS CREDITORS | | | | | |
|-------|-----------------------|-------------------------|---------------------------|----------------------|-------------------------|---------------------------|
| | By Number of Invoices | | | By Value of Invoices | | |
| | Invs Paid in Month | Invs Paid within Target | % Invs Paid within Target | Invs Paid in Month | Invs Paid within Target | % Invs Paid within Target |
| Apr | 465 | 465 | 100.00 | 3,612 | 3,612 | 100.00 |
| May | 717 | 715 | 99.72 | 3,995 | 3,994 | 100.00 |
| Jun | 674 | 674 | 100.00 | 6,997 | 6,997 | 100.00 |
| YTD | 1,856 | 1,854 | 99.89 | 14,604 | 14,604 | 100.00 |

CUMULATIVE MONTHLY

| Month | NHS CREDITORS | | | | | |
|-------|-----------------------|-------------------------|---------------------------|----------------------|-------------------------|---------------------------|
| | By Number of Invoices | | | By Value of Invoices | | |
| | Invs Paid in Month | Invs Paid within Target | % Invs Paid within Target | Invs Paid in Month | Invs Paid within Target | % Invs Paid within Target |
| Apr | 308 | 307 | 99.68 | 23,898 | 23,898 | 100.00 |
| May | 559 | 557 | 99.64 | 48,003 | 47,999 | 99.99 |
| Jun | 863 | 860 | 99.65 | 71,297 | 71,255 | 99.94 |

| Month | NON-NHS CREDITORS | | | | | |
|-------|-----------------------|-------------------------|---------------------------|----------------------|-------------------------|---------------------------|
| | By Number of Invoices | | | By Value of Invoices | | |
| | Invs Paid in Month | Invs Paid within Target | % Invs Paid within Target | Invs Paid in Month | Invs Paid within Target | % Invs Paid within Target |
| Apr | 465 | 465 | 100.00 | 3,612 | 3,612 | 100.00 |
| May | 1,182 | 1,180 | 99.83 | 7,607 | 7,607 | 100.00 |
| Jun | 1,856 | 1,854 | 99.89 | 14,604 | 14,604 | 100.00 |