

NHS BERKSHIRE WEST CCG

FINANCIAL PERFORMANCE TO March 2020/21

MONTH 12 2020/21

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Section A1- Finance Dashboard:

Financial Duties		Target	Target £'000s	Actual £'000	% achieved	Rating this month	Narrative
1	In Year Financial Position - Forecast	Achievement of breakeven position	£480	£613	yes		M1-6 has been funded nationally to ensure break even, for M7-12 the CCG is forecasting a £480k surplus related to the cumulative surplus brought forward from prior years as per guidance from NHS E additional £153k related to small year end surpluses.
2	Runnings Costs Forecast Outturn	Not overspend Running cost allocation	£9,839	£9,741	Yes		
3	Capital expenditure not to exceed resource		£0	£0	Yes		
Non statutory financial duties		Target	Target £'000s	Actual £'000	% achieved	Rating this month	Narrative
4a	YTD Creditors - Better Payment Practice Code	95% paid within 30 days	£111,934	£110,603	98.8%		
4b	YTD Creditors - Better Payment Practice Code (By volume)	95% paid within 30 days	17,682	17,217	97.4%		
5	Mental Health Parity of Esteem target achieved	Set % increase in spend in year.	5.6%	6.2%	Yes		
6	YTD Cash drawing	% of total allocation drawn	777,820	760,457	97.8%		
7	Month end cash balances	1.25% Bank Balance or within £250k	815	183	Yes		
Financial Indicators		Target	Target £'000s	Actual £'000	% achieved	Rating this month	Narrative
8	In Year Financial Position year to date	Achievement of breakeven position	£480	£613	Yes		M1-6 has been funded nationally to ensure break even, M12 YTD surplus per NHS E guidance
9	QIPP Year to Date	Actual	0	0	N/A		
10	QIPP Forecast Outturn	Actual	0	0	N/A		
11	Net risks to Outturn	All risks able to be mitigated	0	0	N/A		
Key			Note:				
On Plan							
Take Note							
Action Required							

At month 12 the CCG is has acheived a cumulative surplus of £613k against a target of £480k. The in year position of the CCG is a £133k surplus on income of £770m.

The Mental Health investment Standard (MHIS) Target of increasing spend by 5.6% in 2020-21 over the spend in 2019-20, has been exceeded, with a spending increase of 6.2%.

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Section B1 -Financial Performance

Summary of Position against Plan

Area	YTD Plan £'000	YTD Actual £'000	YTD Variance against Plan £'000	Previous Month Forecast Variance £'000
Commissioning				
Acute Services	369,583	369,404	(179)	(14)
Mental Health Services	83,011	83,071	59	107
Community Health Services	92,409	92,021	(388)	(589)
Other Commissioning	32,709	26,920	(5,790)	(5,605)
Primary Care	163,865	162,617	(1,248)	(1,416)
Continuing Care	26,416	26,276	(139)	282
Reserves	23	0	(23)	(789)
<i>Anticipated Allocation</i>	(20)	0	20	0
<i>Anticipated deduction related to Acute IS contracts</i>		0	0	369
Commissioning Sub Total	767,998	760,309	(7,689)	(7,655)
Running Costs	9,839	9,740	(99)	(0)
Total in year	777,837	770,049	(7,788)	(7,655)
Deficit	(7,175)	0	7,175	7,175
Cumulative position	770,662	770,049	(613)	(480)

The CCG had planned for a actual deficit of £7,175k (made up of brought forward surplus of £480k and a planned in year deficit of £7,655k). Against these planned numbers the CCG has achieved a in year surplus of £133k, to add to its brought forward surplus of £480k.

The CCG's in year position against the planned deficit was achieved with the help of the following variances to plan:

1. Improvement in prescribing spend of £1.4m.
2. Credit received from East Berkshire CCG related to London contracts, for which EB acts as a lead commissioner of £0.7m.
3. Slippage on investments planned for year £2.2m

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Section C1 -Acute Services

Summary of Position against Plan

Area	YTD Plan £'000	YTD Actual £'000	YTD Variance against Plan £'000	Previous Month Forecast Variance £'000
Royal Berkshire NHS Foundation Trust	299,248	299,281	33	(0)
Hampshire Hospitals NHS Foundation Trust	17,690	17,690	0	(0)
Great Western NHS Foundation Trust	7,795	7,795	0	0
Oxford University Hospitals NHS Trust	8,378	8,378	(0)	(0)
Buckinghamshire Healthcare NHS Trust	121	121	(0)	0
University Hospital Southampton NHS Foundation Trust	1,016	1,016	(0)	0
Frimley Park NHS Foundation Trust	9,743	9,743	(0)	0
Ashford & St Peters Hospital NHS Foundation Trust	192	192	0	0
Non NHS Providers *	870	835	(35)	(35)
London Trust's	2,969	2,969	0	0
Ambulance Services	19,982	19,982	(0)	0
Collaborative Commissioning	271	271	0	0
High Cost Drugs	22	22	0	0
Non Contracted Activity (NCA)	461	735	274	53
Winter Pressures	62	40	(22)	(22)
End of Life Care	0	0	0	0
Urgent Care	39	21	(18)	(18)
Clinical Assessment and Treatment Centres	525	196	(329)	(4)
London Trusts Optum savings commission	188	94	(94)	0
Other	11	23	13	13
Total	369,583	369,404	(179)	(14)
* Non NHS Providers:				
Berkshire Independent Hospitals (Ramsay)	0	(0)	(0)	0
Circle Reading	(0)	(0)	0	0
Spire Dunedin	0	0	0	0
Hampshire Clinics	0	0	0	0
Marie Stopes	2	2	0	0
Oxford Fertility Unit	370	350	(20)	(20)
British Pregnancy Advice Society	498	483	(16)	(16)
Independent Health Group	0	0	0	0
Other	0	0	0	0
Nuffield Health	0	0	0	(0)
	870	835	(35)	(35)

All Acute contracts with NHS providers are being paid on a block basis (set amounts as determined by NHSE), and the contracts with our main Independent Sector providers have been suspended for the time being (with these providers paid directly by NHSE for their capacity). Underspends have occurred regarding slippage of the MSK programme and savings made in commission paid to Optum re London Trust's contract.

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Section C3 -Mental, Community Health Services and Continuing Care

Summary of Position against Plan

Area	YTD Plan £'000	YTD Actual £'000	YTD Variance against Plan £'000	Previous Month Forecast Variance £'000
Mental Health Services				
Berkshire Healthcare Foundation NHS Trus	63,207	63,207	0	0
Child Mental Health Placement:	599	553	(46)	(85)
IAPT	118	109	(9)	0
Mental Health Services – Not Contracted Activit	382	446	64	5
Child and Adolescent Mental Healt	1,888	1,888	(0)	(0)
Learning Difficulties	1,383	950	(433)	(181)
Adult Mental Health Placement:	15,197	15,660	463	348
MH/LD Assessment and Support	138	158	20	21
	83,011	83,071	59	107

Adult placement budget has seen an increase this month due to Increases in number of new placements and additional 1:1 care charges have been partially offset by some patients leaving care. This is being offset by underspends in Learning Difficulties where programme s and consequently, planned spend has been delayed.

Area	YTD Plan £'000	YTD Actual £'000	YTD Variance against Plan £'000	Previous Month Forecast Variance £'000
Community Services				
Berkshire Healthcare Foundation NHS Trus	65,560	65,559	(1)	0
BHFT Community SLA Exclusions	0	0	0	0
Neuro Rehab (52161005	215	352	136	96
Integrated Community Equipment (NRS	3,728	4,020	292	25
Other Community Equipmen	90	100	10	11
Carers	195	195	0	0
Hospices	4,276	3,701	(575)	(607)
YOT	0	0	0	0
Long Term Conditions	(0)	0	0	0
Covid (only will show items unique Covid cost centre	18,232	17,982	(250)	(116)
HDP from October 20 onwards	0	0	0	0
	92,297	91,909	(388)	(589)

Overspend in NRS Equipment and neuro rehab as activity increased in both areas. Equipment costs also impacted by some revaluation downwards of stock items of Equipment inventory at year-end (bedroom, specials and tissue viability equipment). COVID costs primarily relate to the Hospital Discharge Scheme, which are reimbursed to Local Authorities (LA's) on a monthly basis , based on claims and provided FOT's from each of the 3 LA's in the area.

Area	YTD Plan £'000	YTD Actual £'000	YTD Variance against Plan £'000	Previous Month Forecast Variance £'000
Continuing Care				
CHC Adult Fully Funded	12,340	12,148	(192)	298
CHC Adult Fully Funded Personal Health Budget	1,467	1,664	196	173
Adult Joint-Funded Continuing Care	2,670	2,452	(217)	(284)
Adult Joint-Funded Continuing Care PHB:	37	42	5	5
Children's Continuing Care	1,249	1,168	(81)	(2)
Children's Continuing Care PHB:	152	172	21	21
Funded Nursing Care	7,491	7,520	29	(82)
Continuing Healthcare Assessment & Support	1,010	1,110	100	152
	26,416	26,276	(139)	282

Spend within CHC cost centres was in line with the annual plans. Change between M11 and M12 was the resut of year end reviews of reserves held related to HDP clients, the assessments for which were delayed until the end of the year.

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Section C4 -Other Commissioning Services

Summary of Position against Plan

Area	YTD Variance against Plan			Previous Month Forecast Variance
	YTD Plan £'000	YTD Actual £'000	Plan £'000	
Commissioning - Non Acute*	3,443	3,223	(221)	(310)
Non Recurrent Programmes	1,397	(1,824)	(3,221)	(3,176)
Patient Transport	2,540	2,504	(37)	(36)
Programme Projects	3,481	1,081	(2,400)	(2,190)
Exceptions & Prior Approvals	70	90	20	(3)
Safeguarding	0	0	0	0
NHS 111	2,302	2,302	(1)	(1)
QUALITY PREMIUM PROGRAMME	0	0	0	0
Better Care Fund	18,334	18,131	(203)	0
Recharges NHS Property Services Ltd	1,090	1,362	272	110
Nursing and Quality Programme	51	51	(0)	(0)
Clinical Leads (ACS)	0	0	0	0
	32,709	26,920	(5,790)	(5,605)

Commissioning Non- Acute is Tier 2 and AQP services which were largely suspended due to COVID 19, are beginning to expand services again, although Physiotherapy services and Ophthalmolgy are running at a much reduced service.

£3,221k underspend under non recurrent programmes is largely the prior year credit released (including the recognition of sundry income related to London contracts).

The variance of £2,400k against programme projects is related to slippage on projects.

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Section C5 - Primary Care

Summary of Position against Plan

Area	YTD			Previous Month Forecast Variance £'000
	YTD Plan £'000	YTD Actual £'000	Variance against Plan £'000	
Primary care co commissioning	73,681	73,681	0	(0)
Primary Care IT	1,612	1,835	223	(0)
Local Enhanced Services	10,263	10,263	0	0
Westcall	3,460	3,461	0	0
Primary Care Developments	7	0	(7)	(7)
Commissioning Schemes	9	0	(9)	(9)
GPC Medicines Mgmt Meeting	571	582	11	11
	91,140	91,359	219	(4)

Prescribing

GP Prescribing	67,713	66,628	(1,085)	(1,166)
Out of Hours Prescribing	130	10	(120)	(120)
Centrally held drug charge	2,085	1,990	(95)	0
Dressing Products	1,855	1,684	(170)	(116)
Prescribing Incentive	500	500	0	0
Home Oxygen Therapy	510	481	(30)	(10)
Script Switch	233	216	(17)	0
Other income/rebates	(300)	(249)	51	0
	72,726	71,259	(1,467)	(1,412)

Primary Care

Within Primary Care, budgets are largely operating within plan.

Prescribing

Prescribing costs are normally reported through the national process two months in arrears, so forecasting for the year are based on YTD trends. These trends are difficult to analyse as so far this year they have been very volatile, however using M1-10 an average cost increase of 10% has been used to estimate costs for the year.

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Section D1 - Running Costs

Summary of Position against Plan

Area	YTD			Previous Month Forecast Variance £'000
	YTD Plan £'000	YTD Actual £'000	Variance against Plan £'000	
Pay	4,843	4,563	(280)	(320)
Non Pay	2,307	2,573	266	321
CSU SLA	2,689	2,604	(85)	(0)
	9,839	9,740	(99)	(0)

Running costs are showing a slight underspend due to the sharing of very senior posts across the BOB patch.

Section D2 - Reserves and contingencies

Area	YTD			Previous Month Forecast Variance £'000
	YTD Plan £'000	YTD Actual £'000	Variance against Plan £'000	
Contingency	0	0	0	0
Other reserves	23	0	(23)	(789)
QIPP reserve	0	0	0	0
	23	0	(23)	(789)

Small amount of investments monies held in reserves related to non recurrent stream of monies received late in the year.

	Main programme	CFS	PC co comm	total programme	running cost	total
	£k		£k	£k	£k	£k
Published allocations at M2	633,895		75,492	709,387	9,523	718,910
Recurrent adjustment from prior year	1,459		-2,168	-709		-709
	635,354	0	73,324	708,678	9,523	718,201
20-21 adj						
emergency digital delivery	-212			-212		-212
	635,142		73,324	708,466	9,523	717,989
COVID M5-12 adj	-423,446		-48,865	-472,311	-6,349	-478,660
	211,696		24,459	236,155	3,174	239,329
Non recurrent adj m1-4	-3,743		-822	-4,565	-447	-5,012
Allocations for period April to July 2020.	207,953		23,637	231,590	2,727	234,317
Allocations for M5-6	103,990		11,805	115,795	1,363	117,158
Retrospective allocation adjustment						
		YTD M1-3				
		FOT M4	10,271	10,271		10,271
		FOT M5	2,922	2,922		2,922
			2,243	2,243		2,243
Allocations for period April to September 2020.	311,943	15,436	35,442	362,821	4,090	366,911
Allocations for M7-12	317,569		36,649	354,218	4,762	358,980
CCG NR Adjustments to Model Breakeven	-6,630		-	6,630	-	6,630
System top up	9,985			9,985		9,985
System Covid	11,239			11,239		11,239
Growth funding	6,407			6,407		6,407
Other non recurrent allocations:						
CYPMH 0-18	90			90		90
CYPMH Green Paper	786			786		786
NHS111 First	712			712		712
Learning Disabilities Mortality Review Programme (LeDeR)	26			26		26
Community/CETR	158			158		158
	652,285	15,436	72,091	739,812	8,852	748,664
Allocations for M6						
RETRO Non-COVID for month 06		2,258		2,258		2,258
RETRO COVID for month 06		1,898		1,898		1,898
Other non recurrent allocations:						
Fund to support safeguarding	30			30		30
Winter Pressures - MH	175			175		175
Flash Glucose Offer to Patients with Learning Disabilit	11			11		11
Workforce - International recruitment GP Recruitment Programme			50	50		50
Impact and Investment Fund			212	212		212
Care Homes Premium			145	145		145
Increase in practice funding			88	88		88
Children's & Young People's Palliative and End of Life Can	32			32		32
	652,533	19,592	72,586	744,711	8,852	753,563
Allocations for M9						
Primary Care Networks - development and support	348			348		348
Workforce: Training Hubs	97			97		97
Reception and clerical training	79			79		79
Workforce: retained doctors (system allocations)	92			92		92
Online consultation software systems (local	118			118		118
Practice resilience programme - loca	64			64		64
Implementing post-Covid specialist assessment clinic	90			90		90
System leadership / preparation funding / Fair Shares	118			118		118
Fair shares allocation of the CSF H2			1,269	1,269		1,269
UCR Accelerators Q3	311			311		311
CYPMH 0-18	-30			-30		-30
CYPMH 0-18	-30			-30		-30
MH Transformation regional funding 2021	60			60		60
LeDeR additional covid payment	11			11		11
Ageing Well - EHC training and development funding	24			24		24
Winter Initiatives 1 Funding-HSCN uplift	21			21		21
Clinical Leads Oximetry @Home	10			10		10
CYP Respite	12			12		12
	653,928	19,592	73,855	747,375	8,852	756,227
Allocations for M10						
SE UEC Support to STPs to Enable Faster Implementation of Initiatives (1920	38			38		38
Perinatal - Maternal Mental Health Service	74			74		74
Perinatal -In Addition to STP Confirmed Envelopes (Conditional SDF	15			15		15
Discharge Funding -MH	339			339		339
SMI Outreach	30			30		30
Continual Glucose Monitoring (CGM) NDPP/Pregnancy	14			14		14
South Central Ambulance Service NHS Foundation Trust 2020 Winter Volunteers	20			20		20
IPC (Infection Prevention Control) System Funding 2020/21	50			50		50
MH Crisis	58			58		58
Out of Envelope Reimbursement Mth7 & Mth8 - Hospital Discharge Programme		2767		2767		2,767
Pension (6.3% uplift) based on Mth09 BSA data and forecast for full yea				0	313	313
Workforce - International recruitment - International GP Recruitment Programme - Dir	20			20		20
CYP Respite	11			11		11
Flash Glucose Monitoring	215			215		215
	654,812	22,359	73,855	751,026	9,165	760,191
Allocations for M11						
MH Resilience Hubs	82			82		82
Urgent Community Response	398			398		398
Re MOU - COVID 19	30			30		30
DTF local underspend	-37			-37		37
LMS	-14			-14		14
MH - AED FREED	35			35		35
Infrastructure and Resilience	70			70		70
Digital First SE messaging top-up	48			48		48
CYP System leadership C&YP restore and recover	150			150		150
SDF Cancer Alliance Funding	465			465		465
Health and Wellbeing Funding for Primary Care Workforce	173			173		173
South Central Ambulance Service NHS Foundation Trust Covid-19 Fund	20			20		20
Out of Envelope Reimbursement Mth9 - Hospital Discharge Programme		1249		1249		1,249
Historic Surplus/Deficit	480			480		480
M10 Reimbursement Hospital Discharge Programme		1388		1388		1,388
FOT Interim allocation for reimbursement Hospital Discharge Programme		2182		2182		2,182
M11 Adjustment to Transforming Care Partnerships	136			136		136
	656,848	27,178	73,855	757,881	9,165	767,046
Allocations for M12						
Primary Care Additional Embedded SDF Allocations	66			66		66
Proxy Access for medications - Care homes	8			8		8
Distribution of ICS Covid reserve	4000			4000		4,000
LD funding	-88			-88		88
BOB ICS LMS	-48			-48		48
Mental Health Transformation regional funding 2021	20			20		20
Final fair share GPIT GPFV Infrastructure and Resilienc	46			46		46
M11 Reimbursement Hospital Discharge Programme		-39		-39		39
Out of Envelope Reimbursement Mth11- Acute IS		-330		-330		330
Period 13 adjustment - HDP costs	-20			-20		20
	660,832	26,809	73,855	761,496	9,165	770,662

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Section G - Better Care Fund

Summary of Position against Plan

Area	YTD			Previous Month Forecast Variance £'000
	YTD Plan £'000	YTD Actual £'000	Variance against Plan £'000	
LA Schemes	15,846	15,846	(0)	0
CCG Local Schemes	2,683	2,480	(202)	(0)
	18,529	18,326	(203)	(0)

Above only reflects payments made to LA and schemes such as Carers and Dementia, with other elements of the BCF fund embedded within NHS contracts. The BCF showed a small underspend for the year.

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Section I - COVID (Breakdown of costs within each area)

Summary of Position against Plan

Area	YTD Plan £'000	YTD Actual £'000	YTD Variance against Plan £'000	Previous Month Forecast Variance £'000
MENTAL HEALTH	48	89	41	10
PRIMARY CARE	3,444	3,306	(138)	343
CONTINUING CARE	0	0	0	282
COMMUNITY HEALTH SERVICES	18,877	18,625	(252)	2,884
OTHER	114	144	30	0
CORPORATE	3	8	6	52
	22,486	22,173	(313)	3,572

The table above shows all costs that have been directly attributable to Covid 19. The costs of the Hospital Discharge Programme to month12 total £17,726k. The underspend against COVID budgets for the year arose as the allocation distributed to the CCG for Months 7-12 to fund COVID expenditure was not fully spent.

NHS Berkshire West CCG

Statement of Financial Position as at:	As at 31 Mar 20	As at 28 February 21	Movement	As at 31 March 21
31-Mar-21	£000	£000	£000	£000
Non Current Assets	57	24	(3)	21
Total Non Current Assets	57	24	(3)	21
Inventories	2,871	2,871	(412)	2,459
NHS Receivables - Revenue	1,670	338	2,459	2,797
NHS Prepayments and Accrued Income	2,152	45,888	(45,168)	720
Non-NHS Receivables - Revenue	159	332	293	625
Non-NHS Prepayments and Accrued Income	990	1,612	(787)	825
Other Receivables	55	55	(22)	33
Total Trade and Other	7,897	51,096	(43,637)	7,459
Cash	17	2,025	(1,842)	183
Total Current Assets	7,971	53,145	(45,482)	7,663
NHS Payables - Revenue	(3,395)	(689)	(259)	(948)
NHS Accruals and Deferred Income	(3,379)	(2,764)	2,435	(329)
Non-NHS payables - Revenue	(2,537)	(2,177)	(1,835)	(4,012)
Non-NHS payables - Capital	0	0	0	0
Non-NHS Accruals and Deferred Income	(16,386)	(24,297)	212	(24,085)
Other Payables	(14,417)	(19,126)	493	(18,633)
Borrowings	0	(779)	779	0
Provisions	(821)	(1,970)	(242)	(2,212)
Total Current Liabilities	(40,935)	(51,802)	1,583	(50,219)
Total Non Current Liabilities	(294)	(294)	0	(294)
Total Assets Employed	(33,258)	1,049	(43,899)	(42,850)
General Fund	(33,258)	1,049	(43,899)	(42,850)
Total Taxpayers Equity	(33,258)	1,049	(43,899)	(42,850)

The Statement of Financial Position summarises the assets and liabilities of the CCG at a point in time.

Receivables have decreased by £43,637k, and now stand at £7,459k, mainly due to there being no block prepayments in March (value in February £44,059k).

Cash ledger balance at 31 March stands at £183k.

Current liabilities have decreased £1,583k and now stand at £50,219k.

The net result is a increase in Total Taxpayers Equity of £43,897k.

NHS Berkshire West CCG

Receivables

31-Mar-21

Aged Receivables	NHS Receivables		Non NHS Receivables		Total Value	
	Value (£000)	No	Value (£000)	No	Value (£000)	No
Less than 31 days (Not Due)	1,896	12	33	5	1,929	17
Between 31 - 60 days	95	6	142	7	237	13
Between 61 - 90 days	47	2	-	1	47	3
Greater than 90 days			-	1	-	1
Total	2,038	20	174	14	2,212	34

At the end of month , the CCG had one Non NHS overdue invoice over 90 days.

Cash Drawings

Main Cash Drawdown To Date £000	Prescribing To Date £000	Total Cash Drawings To Date £000	Current Allocation £000	Drawings to Date as a % of Allocation £000
697,957	62,187	760,144	777,820	98%

The CCG processed a cash draw down of £23,897k in March resulting in a total year to date figure of £697,957k. The drawings against prescribing to date stands at £62,187k. The total cash drawings to date amount to £760,144k, this represents a 98% utilisation against a cash allocation of £777,820k for the year.

At the end of the month the CCG had £183k cash at bank which represents 0.3% of cash drawn down for the month of February as per instructions received from NHS England.

NHS Berkshire West CCG

Payables

31-Mar-21

Aged Creditors - value	Not Due £000	Overdue 1-30 days £000	Overdue 31-60 £000	Overdue 61-90 days £000	Overdue 90+ days £000	Total £000
At 31 January	3,060	630	-38	349	1,771	5,772
At 28 February	1,205	818	170	-85	1,338	3,446
At 31 March	3,179	496	335	19	995	5,024
Aged Payables - volume	Nos	Nos	Nos	Nos	Nos	Total Nos
At 31 January	268	77	40	56	224	665
At 28 February	242	81	35	27	220	605
At 31 March	344	86	55	23	222	730

The CCG Aged Payables show the amount of unpaid invoices as at 31 March 2021 which includes authorised and unauthorised invoices and credit notes.

Better Payment Practice Code

Better Payment Practice Code - payment within 30 days (cumulative YTD)	NHS Invoices		Non NHS Invoices		Total	
	Value of invoice (YTD) £'000	Number (YTD)	Value of invoices (YTD) £'000	Number (YTD)	Value of invoice (YTD) £'000	Number (YTD)
Total invoices paid	16,681	1,173	95,253	16,509	111,934	17,682
Total invoices paid within 30 days	16,387	1,144	94,216	16,073	110,603	17,217
% Paid within 30 days	98.2%	97.5%	98.9%	97.4%	98.8%	97.4%
Rating	Green	Green	Green	Green	Green	Green

*95% or more Green - 75% to 95% Amber - Less than 75% Red

The value of NHS invoices has been significantly reduced with the introduction of block payments in April, which are not invoiced and therefore not included in the figures above.

The Better Payment Practice Code requires the CCG to aim to pay all valid invoices by the due date or within 30 days of receipt of a valid invoice, whichever is later. The target for achievement is 95%. The CCG is achieving its target of paying NHS and Non-NHS invoices by value and volume.

