

NHS KINGSTON
Finance Report – February 2012

INTRODUCTION

This is the month eleven finance report; it presents the financial results for the period to 29th February 2012.

FINANCIAL OUTLOOK 2011/12

NHS Kingston's financial plan is a recurrent surplus of £3.959m which is 1.5% of recurrent revenue resource. The organisation is required to maintain a surplus of 1% by the operating framework to enable flexibility to manage risk and volatility. The additional surplus requirement is to deliver the South West London cluster control total of 1.4% to support NHS London's 1% surplus.

The financial performance shows, as detailed in Appendix 1a, the year to date position reflects an under spend of £3,629k in line with the target surplus. It assumes full utilisation of reserves and contingencies, achievement of NHS Kingston's financial and investment plans and delivery of the QIPP (Quality, Innovation, Productivity & Prevention) programme.

KEY FINANCIAL PERFORMANCE INDICATORS 2011/12

The table sets out the financial performance targets and indicators against which NHS Kingston will be monitored during 2011/12.

Financial Performance Target/ Indicator	Measure	Target	Forecast	Status	Performance Improving?
Statutory Break Even Duties					
Revenue Resource Limit (RRL)	Stay within RRL	£279,269K	£275,310k	Green	↔
Capital Resource Limit	Stay within CRL	£1,115m	£1,115m	Green	↔
Cash Resource Limit	Stay with Cash Limit	£273m	£273m	Green	↔
Administration Duties					
Better Practice Payment Policy	Payment of valid invoices within 30 days.	95%	Non NHS 86% NHS 92%	Amber	↔
Other Significant Financial Targets					
Remain within Control Total	Deliver control total	Surplus of £3,959m	Surplus of £3,959m	Green	↔
QIPP- Quality, Innovation, Productivity & Prevention Programme	Delivery of Programme Savings	£6.8m	£6.6m	Green	↔
Commissioning Running Costs	Stay within running cost envelope.	£7.723m	£7.723m	Green	↔

KEY FINANCIAL RISKS (Appendix 1b)

There are a number of risks which may impact on the delivery of NHS Kingston's 2011/12 plans. NHS Kingston has contingencies, reserves and a planned surplus that should enable it to manage/mitigate many of these risks in year and within the planning period. The table in Appendix 1b sets out the key financial risks NHS Kingston is exposed to in 2011/12 and actions undertaken to manage these risks. The key change from the budget book is the increase in risk in relation to in year acute SLA over performance as a number of SLA's have been agreed at levels below those proposed by Providers. The key risk to the PCT is the acute over performance, however, this risk has been reduced as year-end positions have been finalised with Kingston Hospital and St Georges Hospital.

CONTINGENCY RESERVES & PROVISIONS

NHS Kingston's budget book contained a number of reserves to mitigate against increased activity over funded growth levels; some of the acute over performance has been offset by the utilisation of the 2% reserve.

CHANGES TO RESOURCE & APPLICATION (Appendix 1c)

A detailed analysis of the PCT's Resource Limit is provided in Appendix 1c. It should be noted that further budget changes will arise throughout the remainder of the year, particularly as a result of changes to the PCT's Revenue Resource Limit.

COMMISSIONED SERVICES

Acute Services (Appendices 2a to 2b)

1. Of 21 NHS providers, all SLA contract values are agreed.
2. It should be noted that the actual year to date is based on January monitoring reports and has been straight line extrapolated to report at month 11. There are a number of inherent in year risks within the agreed acute SLAs which may or may not crystallise.
3. An assessment of the likely value of key performance indicators has been included for all South West London providers based on month 10 data. Given that KPI's will be calculated on a quarterly or even annually there is some risk that if performance improves this will minimise the impact, additionally data sources and processes need to be fully verified before figures can be fully validated. We do however, have a number of agreed KPI positions as at Q2/Q3 and these are included within the analysis.
4. A major risk to the PCT is the level of demand management which has been taken out of provider plans. This totals £2m at Kingston Hospital (£1.6m YTD) with a smaller impact at St Georges and Epsom St Helier. Current status of these demand management schemes will be contained within a separate QIPP report but depending on the impact of these schemes will affect the financial performance for those Trusts.
5. The overall position for the PCT is £8.8m over-performance at M10 reducing to £6.3m after the application of challenges and KPI's. (£5.9m at M9).

6. The over-performance centres around four main contracts. Kingston Hospital accounts for 57% of the over-performance. St. Georges 17%. The Royal Marsden, Guys & St. Thomas and Royal Brompton account for a further 7% each of the over-performance.

Below is a short summary by provider of the main issues:

Kingston Hospital

There is a significant over performance at month 10 of £5.1m before applying challenges and KPI adjustments. (£4.8m at month 9)

The main drivers of the over-performance remain non-electives (£0.9m), day case activity (£1.7m) and outpatient activity (£1.8m)

The main specialities driving the performance within day cases are trauma and orthopaedics, paediatrics and general medicine. Non elective over-performance is predominantly around general medicine. Outpatient over-performance is centred around first attendances; obstetrics, T&O, and ophthalmology being the main drivers.

Demand Management taken out of the plan accounts for £1.3m of the over-performance in these areas. Actual performance in the designated demand management areas is additionally £0.2m over-performing above those planned level taken out (ie. £1.5m overall over-performance). There remains an error in the application of the reduced zero length of stay tariffs which mitigates the over-performance in non-elective activity by circa. £0.25m. The KPI for zero LoS activity has resulted in a further £0.9m reduction already realised within the position.

After applying the contract key performance indicators this reduces the over performance down by a further £1.4m (Resultant overall over-performance to £3.6m – M9 £3.3m). The key KPI's in this contract are emergency readmissions, the allotted activity due for payment from the maternity calculator and reduction in paid activity through the first to follow up ratios. At Q2 the Trust agreed to a KPI reduction of approx. £0.9m thus, the figure of £1.6m at M10 should be viewed as a robust indication of the position.

A year end settlement has been agreed at £72.3m which represents a £2.6m over-performance on the contracted value. The premise of the settlement was based on Forecast outturn less full challenges and no payment for further over-performance in RTT areas for the remaining months. Additionally, the Trust received centrally funded monies for RTT and winter pressures which impacted on the settlement value.

St Georges

This contract is showing an over performance of £1.7m at month 10 (£1.5m M9) before applying challenges and KPI's. This represents a month of activity just over planned amounts in January, which is not representative of past months nor South West London as a whole. After applying KPI's the over-performance reduces to £1.1m.

The main areas of over performance are in major trauma and elective care. Because the Trust is behind on their 18 week waiting times they have been informed by NHS London and the ACU to catch up on activity to achieve the RTT and sector wide we have seen the impact of this in elective care - £4.8m over-performance on planned care across SW London (£0.9m = NHSK). This is expected to continue through to March.

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Emergency activity is the other main driver of over-performance (£0.8m). The main cause being neurology admissions, nearly four times the planned amount and accounting for £0.5m over-performance.

A Year-end settlement has been agreed with the Trust at £18.3m which represents an over-performance of £1.7m.

Epsom & St Helier / EOC

The Epsom & St Helier Contract is basically at plan. Recording issues within outpatient activity have been identified and challenges reduce this to an under-performance of £0.2m. A year-end settlement of £6.2m has been reached for this contract (not EOC). This represents a £0.1m under-performance for the year.

Regarding EOC specifically, a fifth operating theatre was opened in the second half of last year which has resulted in increased activity that wasn't reflected in the 2010/11 outturn position. The over-performance increased to £0.3m. The Trust had been asked to manage its activity / waiting list and activity had remained at plan through M10.

Royal Marsden

The over-performance on this contract is primarily driven by chemotherapy and radiotherapy, and to a lesser extent by additional activity over planned levels regarding inpatient work. Chemotherapy and radiotherapy activity levels were expected to increase as indicated to the PCT by the Trust during the negotiation phase of the contract. Growth for this area was not however, purchased by the PCT. The ACU is in discussions with the Trust via the CQC as to how we can limit the performance around radiotherapy which is linked to the move from standard radiotherapy to more advanced (and more costly) radiotherapy (IMRT). The issue with chemotherapy is still being discussed with the Trust to come up with a solution that caps the risk for PCT's and it is anticipated that over-performance in this area will be mitigated by 25%, £0.1m full year. The contract is over-performing by £0.5m and has remained relatively stable over the last four months, with a marginal downward trend reducing the earlier months over-performance.

Guys and St Thomas

The contract is over-performing by £0.5m. Non-PbR activity accounts for 73% of the over-performance. Critical care activity had originally been the main driver of over-performance (and continues to be over plan, at a reducing rate) but drugs and devices expenditure is the main driver of the expenditure (£0.2m overall). Increased emergency activity and additional elective work account for the performance in PbR spend. Virtually all of this is cardiac surgery and cardiology work (£0.2m). Of additional note, despite the large over-performances at SGH, there is a corresponding reduction in cardiac work at that hospital.

Royal Brompton & Harefield

The over-performance at M10 is £0.5m. Since M6 through to M10 we have seen a consistent rise in elective admissions to the Trust accounting for a £300k rise in over-performance over recent months. The main over-performance specialty is cardiology, coupled with the increase at Guys and reduction at SGH this appears to be a reflection of referral policy. M10 was marginally over plan.

The other main issue on this contract is the as yet not agreed cost of cystic fibrosis patients. The actual includes this increased charge against a budget which reflects a lower cost per patient. This has been escalated to managing director level at North West London ACU but continues to be a main driver of the over-performance.

Additional Performance Notes:

Ashford & St.Peter's over-performance is largely due to a single neonatal critical care patient (£180k) in M4-5.

Kingston Trust apart, the contracts have performed roughly at plan in M10.

Non Acute Services (Appendices 2e to 2g)

Non-acute budgets are forecast to overspend by £596k at the year-end.

The YPD budget continues to show a forecast overspend of £214k, where three new clients have added pressure to the budget. Continuing care forecast overspend of £642k, reflecting an increase in the number of cases. In addition it should be noted that there is likely to be a further cost pressure in respect of a number of restitution cases that have recently arisen. We do not yet have an estimate of the likely costs of these cases or of the probability of applications being successful.

The PCT has reached an agreement with the Mental Health Trust regarding the disputed invoices relating to the delayed closure of Roselodge and Fushia Ward at South West London & St Georges Mental Health Trust.

Primary Care Services (appendix 2h)

Primary Care Services are forecast to underspend by £2.3m by year end. There is a saving on GP budgets due to reductions in 2010/11 QOF Achievement payments amounting to over £350k and the consequent reduction in current year aspiration payments. This saving should rise to £591k by year-end.

Offsetting these savings is a forecast £200k over-spend in the year on Out Of Hours contract costs. A new contract has been let this year, which has increased costs by £25K per month over the old contract, together with £102k of set-up costs agreed to be funded.

Dentistry

The dental budget is currently £799k under-spent at month 11. Claw-backs made for under-performance in 2010/11 have generated an un-budgeted £401k benefit. In addition the full allocation of monies available for commissioning dental activity has not been utilised in contracts let, thereby creating a further £350k under-spend on budget. The level of patient recharge income looks to be falling away, so the overall forecast is taking a pessimistic view of this income and as such an under-spend of £872k in total is forecast for this budget.

Optometry

The aggregate spend to date shows a £6k over-spend. This is potentially due to the backlog of ophthalmic payments made due to staffing difficulties at PCSS in January to March 2011, which may have pushed costs from 2010/11 into the current year when the payments were finally processed. The forecast is for a £6k over-spend based on the last three months activity levels.

Pharmacy

Pharmacy contract costs are showing a forecast overspend of £84k, as contract payments made to pharmacies are over-spending but prescription charge income is greater than budget, thereby negating the over-spend.

CORPORATE SERVICES (Appendix 2i)

At month 11 the corporate budget, including estates, is reflecting an under spend of £654k, it is envisaged that this budget will deliver a £638 under spend at year end.

In order to deliver the expected 1.5% surplus it is anticipated that we will under-utilise the Borough reserve by £292k.

Capital Position

The capital plan reflects Kingston's anticipated Capital Resource Limit (CRL) for 2011/12.

Better Practice Payment Policy

The PCT's performance against the better payment practice policy is below target, but improving. The poor performance earlier in the year was due to the migration to SBS and the cluster reorganisation.

RECOMMENDATION

To note the forecast financial position for 2011/12 and the assumptions contained within it.

Yarlini Roberts
Borough Assistant Director of Finance
February 2012

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FINANCE REPORT - Appendix 1a
NHS Kingston Summary 2011/12 -YTD & Outlook

	Year To Date			Full Year Forecast Outturn			RISK
	Budget	Actual	Variance	Budget	Actual	Variance	
	£	£	£	£	£	£	£
Commissioning							
RESOURCES							
Revenue Resource Limit	255,996,583	255,996,583	0	279,269,000	279,269,000	0	0
APPLICATION OF FUNDS							
Acute Commissioning							
General Acute (FTs & Non FTs)	111,749,800	117,331,561	(5,581,761)	121,908,974	128,179,762	(6,270,787)	(6,270,787)
Specialist Acute	6,278,746	6,630,397	(351,651)	6,849,655	7,233,160	(383,505)	(383,505)
Non Contract Activity	1,772,716	2,336,190	(563,474)	1,933,873	2,548,570	(614,697)	(670,579)
GPWSI Services/PBC	449,864	378,172	71,692	490,800	412,551	78,249	78,249
Non SLAs/Acute Other	1,829,310	1,771,236	58,073	1,995,791	1,932,258	63,533	63,533
Total Acute	122,080,436	128,447,556	(6,367,120)	133,179,093	140,306,302	(7,127,208)	(7,183,090)
Non Acute Commissioning							
Mental Health	22,798,409	22,766,193	32,216	24,871,306	24,835,847	35,459	0
Learning Disabilities	991,485	919,985	71,500	1,081,692	1,003,620	78,072	78,072
Hospices	540,551	540,557	(6)	589,699	589,699	(0)	0
Disabilities	3,206,216	3,349,255	(143,039)	3,497,917	3,653,732	(155,815)	(155,815)
Community Health Services	19,272,135	19,303,671	(31,536)	21,024,155	21,058,550	(34,395)	(34,395)
Other Non Acute	11,556,536	12,032,938	(476,402)	12,607,561	13,126,842	(519,281)	(566,488)
Total Non Acute	58,365,332	58,912,599	(547,267)	63,672,330	64,268,290	(595,960)	(678,626)
Primary Care							
Prescribing	18,414,572	17,818,738	595,834	20,088,658	19,438,623	650,035	650,000
Pharmacy	3,480,125	3,558,760	(78,635)	3,798,621	3,882,283	(83,662)	(85,000)
GP Services	22,235,525	21,622,279	613,246	24,258,622	23,587,941	670,681	600,000
Out of Hours	1,298,881	1,482,250	(183,369)	1,417,000	1,617,001	(200,001)	(200,000)
Dentistry	5,250,036	4,451,215	798,821	5,727,597	4,855,871	871,726	750,000
General Ophthalmic Services	1,209,329	1,215,081	(5,752)	1,319,699	1,325,543	(5,844)	(6,376)
Other Primary Care	1,382,293	1,013,659	368,634	1,508,139	1,105,810	402,329	402,329
Total Primary Care	53,270,761	51,161,983	2,108,778	58,118,336	55,813,072	2,305,264	2,110,953
Total Commissioning Costs	233,716,529	238,522,138	(4,805,609)	254,969,759	260,387,664	(5,417,905)	(5,750,763)
Corporate							
Borough	6,741,047	5,998,564	742,483	7,297,186	6,543,889	753,297	708,000
Cluster recharge	1,186,792	1,169,429	17,363	1,294,861	1,294,861	0	0
Total Corporate Costs	7,927,839	7,167,993	759,846	8,592,047	7,838,750	753,297	708,000
Estates Costs (Borough)							
Capital Charges	1,587,440	1,693,332	(105,892)	1,731,762	1,847,271	(115,509)	(126,010)
Provider Rental Income	(733,336)	(733,333)	(3)	(800,000)	(800,000)	(0)	0
Total Estates Costs	854,104	959,998	(105,894)	931,762	1,047,271	(115,509)	(126,010)
Public Health							
Public Health Dept	1,697,159	1,525,461	171,698	1,851,631	1,664,139	187,492	187,492
Public Health Projects	2,317,562	1,765,572	551,990	2,528,500	1,926,079	602,421	551,990
Total Public Health Costs	4,014,721	3,291,033	723,688	4,380,131	3,590,218	789,913	739,482
Surplus before reserves utilisation	246,513,193	249,941,163	(3,427,970)	268,873,699	272,863,903	(3,990,203)	(4,429,291)
Reserves							
2% Reserve	2,701,640	452,167	2,249,473	2,997,000	292,457	2,704,543	2,704,543
0.5% Additional Contingency	1,209,074	0	1,209,074	1,319,000	0	1,319,000	1,319,000
Pass Through Payments	1,943,304	1,973,881	(30,578)	2,119,986	2,153,325	(33,340)	(33,340)
Total Reserves	5,854,018	2,426,048	3,427,970	6,435,986	2,445,782	3,990,203	3,990,203
Total Applications	252,367,211	252,367,211	(0)	275,309,685	275,309,685	0	(439,087)
In Year Deficit/(Surplus)	(3,629,372)	(3,629,372)	(0)	(3,959,315)	(3,959,315)	0	(3,520,228)

2010/11 – Key Financial Risks
Appendix 1b

Commissioner Risks

No	Risk Description	Potential risk	Impact on Performance Indicator	Mitigation	Risk
1	Sector, London Financial Health	There is a risk that PCTs will be required to continue to and/or increase their support to organisations in the sector and London that have poor financial health.	RRI, Control Total, Investment Programme	There may not be any mitigation against this risk.	Medium
2.	Non Achievement of Efficiency, Demand Management and Shift in Care Plans	There is a risk that the levels of savings required within the budget cannot be delivered in year. Failure to deliver savings will result in over reliance on the PCTs contingency plans.	RRI, Control Total, Investment Programme	Use of reserves, provisions and contingencies. Monitoring of plans by QIPP review	Medium
3.	SLA Over Performance-Commissioned Services	There is a high risk that the current SLA over performance risk will worsen. Acute activity historically increases in the last six months of the year in both elective and particularly non elective care.	RRI, Control Total, Investment Programme	A contract management plan is in place and is regularly reported to the Resources Committee. Contingency reserves are held to mitigate some of this risk, A financial action plan which identifies which spend can be suspended in year is also being developed.	Medium
4.	Annual Accounts and Year end Procedures	There is a risk that the PCT will not be able to complete annual accounts within the required timescale. Risk that all accounting treatments and disclosures are accurately recorded	RRI, Control Total,	An annual accounts timetable is being compiled identifying key named individuals and their responsibilities in producing all statutory requirements. A review of all cluster and borough staff is being carried out to ensure that there is an adequate staffing resource to complete all year end processes.	Medium

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Appendix 1c
2011/12 Revenue Resource Limit

	REVENUE RESOURCE LIMIT			CAPITAL RESOURCE LIMIT £000	CASH LIMIT £000
	REC £000	NON- REC £000	TOTAL £000		
2010-11 RECURRENT AT MONTH 12 - Final	262,286		262,286		262,286
2010/11 OPENING BASELINE	262,286	0	262,286	0	262,286
11/12 Adj as per AWP PCT 03 - reduction for Tfr to Local Authorities for Social Care & Learning Disabilities	(3,563)		(3,563)		(3,563)
11/12 Recurrent Resource Increase	5,246		5,246		5,246
2010/11 OPENING RECURRENT ALLOCATION (per Expo Book)	263,969	0	263,969	0	263,969
NCG Levy - Programme Budget for Existing Services		(1,064)	(1,064)		(1,064)
NCG Levy - New Designations		(29)	(29)		(29)
NCG Levy - Safe & Sustainable Paediatric Review		(4)	(4)		(4)
NCG Levy - High Cost Drugs (LSD & PNH)		(496)	(496)		(496)
NCG Levy - Increase from 2010/11		(28)	(28)		(28)
Central Budget Deduction: Free School Fruit Scheme		(130)	(130)		(130)
Cancer Drugs clawback		(435)	(435)		(435)
Primary Dental Services	5,606		5,606		5,606
General Ophthalmic Services	1,184		1,184		1,184
Pharmaceutical Services	1,906		1,906		1,906
Joint Working Between Health & Social Care	1,512		1,512		1,512
2010/2011 Allocation for Adult Pooled Treatment Budget		784	784		784
Young People s Pooled Drug Treatment		60	60		60
DIP Funding		123	123		123
HPV Vaccine Programme		30	30		30
£2 per head GP Commissioner Dev. Fund 11-12 and 12-13		-764	(764)		(764)
2% Resource Transfer to SHA		-5,279	(5,279)		(5,279)
Mental Capacity Act est as 09/10		31	31		31
PMEDs		49	49		49
Cancer Drugs Fund (ICDF) cash c/f			0		(61)
Funds for London Health Programmes and TB		(76)	(76)		(76)
Redundancy cash c/f			0		366
Pan London Programmes Levy		(41)	(41)		(41)
PCT Recharge aka Pooled budgets		(25)	(25)		(25)
ISTC Diagnostics			0		(97)
PCT Initial CRL			0	385	385
CEA for KHT		20	20		20
CEA for KHT		28	28		28
Social care element of dementia memory services		25	25		25
MPET: Dental VTS Funding		36	36		36
Cancer Drugs funding		308	308		496
Cancer Drugs Funding M7-12		188	188		188
Resource c/f		2,629	2,629		
Charge Exempt Overseas Visitors adj - PCT topslice		(165)	(165)		(165)
ISTC refund		1	1		1
Private Sector Capital Clawback			0	(270)	(270)
Military Health & Veterans		10	10		10
Military Health & Veterans - community armed forces		25	25		25
Funding for transfer to LA to support social care & reduce delayed transfers of care.		351	351		351
Winter Pressures		357	357		357
Winter Pressures		447	447		447
Non Recurrent Dental Access Funding 2011-12		100	100		100
Additional allocation as agreed with DH				1,000	1,000
£2 NHS Kingston		146	146		146
2% SWL Kingston Position Support		2,711	2,711		2,711
2% SWL Surbiton Hospital Redevelopment		1,000	1,000		1,000
2% SWL Develop IS to support GP comms + referrals		161	161		161
2% SWL Tarrif development for subs misuse and MHS		69	69		69
2% SWL SPA Business Case 111		445	445		445
CQUIN CPPD Funding Stop Smoking Dr J Hilderbrand		20	20		20
HCAS for KINGSTON HOSPITAL NHS TRUST		394	394		394
HCAS for KINGSTON PCT		81	81		81
NSCT final Transfers 2011/12		(43)	(43)		(43)
Reversal of NSCT final Transfers 2011/12		43	43		43
Graphnet		220	220		220
2011/12 NOTIFIED ALLOCATION (per limits report)	263,969	12,521	276,490	1,115	275,372
Anticipated Non-Recuurent Adjustments to Notified RRL					
Cancer Drugs funding		0	0		0
clinical excellence awards		74	74		
Winter Pressure		0	0		
2012			0		0
Rape Haven Contribution - est.same as 10/11		(42)	(42)		(42)
Funds for London Health Programmes and TB		(26)	(26)		(26)
DSPD Service Development (SW London & St Georges)			0		0
Dental Vocational Training est same as 10/11		0	0		0
LD Big Health Check Funds (J Bailey)			0		0
Improving Access Psychological Therapies (IAPT)		0	0		0
London NHS Diagnostics		-284	(284)		(284)
Clinical Coding			0		0
Reablement Services			0		0
Capital Charges: Cost of Capital			0		0
Capital Charges: Depreciation			0		0
2011-2011 70% Marginal Tariff Benefit Estimate			0		0
£2 per head GP Commissioner Dev. Fund 11-12 and 12-13 (assume receive 50%)		236	236		236
Impairment funding for Surbiton Hospital		2059	2,059		
2012/13 Accelerated Management Costs deduction		-131	(131)		(131)
2% Resource Transfer to SHA (PCT will get back as per LB 27.06.11)		893	893		893
Total Resource Limit as at Month 11	263,969	15,300	279,269	1115	276,018

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Appendix 1d
Contingencies and Reserves

Reserves & Contingencies	Total £ 000's	Status	Current Balance £000's
2% Reserve Unallocated	2,997	Used to fund increase in SLA's and overperformance. Forecast to be fully utilised by year end.	292
0.5% Additional Contingency	1,319	Used to fund increase in SLA's and overperformance. Forecast to be fully utilised by year end.	0
Pass Through Payments	2,119	Forecast to underspend against this reserve by year end; underspend will be offset by overperformance on SLA's.	2153
Total Reserves	6,435		2,445

Appendix 2a
Acute Commissioning Summary

	Year To Date			Full Year Forecast Outturn		
	Budget	Actual	Variance	Budget	Actual	Variance
	£	£	£	£	£	£
Foundation Trusts						
K05001 SLA Guy's & St Thomas'	1,570,385	2,048,956	(478,571)	1,713,156	2,260,436	(547,280)
K05003 SLA Royal Marsden	5,551,181	5,698,377	(147,196)	6,055,830	6,520,647	(464,817)
K05005 SLA Royal Brompton & H	2,357,292	2,825,551	(468,259)	2,571,608	3,075,559	(503,951)
K05010 SLA Royal Surrey County	296,276	244,249	52,027	323,218	269,882	53,336
K05014 SLA King's College Hosp	652,343	603,811	48,532	711,650	629,689	81,961
K05017 SLA Moorfields Eye Hosp	621,757	657,735	(35,978)	678,295	715,050	(36,755)
K05018 SLA Chelsea & Westminster	804,947	787,330	17,617	878,125	839,722	38,403
K05019 SLA UCL Hospital	1,294,967	1,130,871	164,096	1,412,706	1,199,445	213,261
K05020 SLA Ashford & St Peter's	225,984	545,702	(319,718)	246,535	573,705	(327,170)
K05029 SLA Heatherwood & Wexham	0	0	0	0	0	0
K05030 SLA Frimley Park Hospital	(9)	(6,472)	6,463	(13)		(13)
K05031 SLA Cambridge Univ. Hosp	0	(1,575)	1,575	0	0	0
	13,375,123	14,534,534	(1,159,411)	14,591,110	16,084,135	(1,493,025)
Acute Trusts						
K05000 SLA Kingston Hospital	63,824,111	67,072,870	(3,248,759)	69,626,304	72,300,000	(2,673,696)
K05002 SLA St Georges H/care	15,246,923	15,909,479	(662,556)	16,633,008	18,370,000	(1,736,992)
K05004 SLA Imperial College	1,468,336	1,563,931	(95,595)	1,601,824	1,665,280	(63,456)
K05006 SLA Epsom & St Helier	5,755,406	5,511,611	243,795	6,278,631	6,157,618	121,013
K05008 SLA SWL Elective Ortho	2,482,877	2,854,801	(371,924)	2,708,599	3,013,542	(304,943)
K05009 SLA Non-Elective Threshld	0	0	0	0	0	0
K05011 SLA Royal Free Hospital	214,250	214,814	(564)	233,742	235,246	(1,504)
K05012 SLA Royal National Ortho	224,433	184,240	40,193	244,846	192,771	52,075
K05013 SLA West Midlxs Univ Hosp	308,153	199,268	108,885	336,170	209,585	126,585
K05015 SLA Barts & The London	293,334	351,884	(58,550)	319,997	398,945	(78,948)
K05016 SLA Great Ormond Street	572,506	671,572	(99,066)	624,552	707,617	(83,065)
K05021 SLA North West London Hos	108,369	185,933	(77,564)	118,219	199,301	(81,082)
K05032 SLA Oxford Radcliffe	0	0	0	0	0	0
K05022 SLA Contingency DrugExlns	1,421,885	1,527,540	(105,655)	1,551,130	1,650,000	(98,870)
K05023 SLA Practice Based Comm	0	0	0	0	0	0
K05024 SLA Lucentis	0	5,946	(5,946)	0	5,946	(5,946)
K05025 SLA BP Fragility Hip	0	0	0	0	0	0
K05027 Demand Management	0	0	0	0	0	0
K05028 Demand Mgmt KPI's	0	0	0	0	0	0
K05130 KHT A&E Project	0	60,890	(60,890)	0	0	0
K05140 Emergency Services Agmts - London Ambulance Ser	3,867,898	3,942,151	(74,253)	4,219,528	4,219,528	(0)
K05141 Libyan civilians	0	(0)	0	0	0	0
	95,788,481	100,256,930	(4,468,449)	104,496,550	109,325,380	(4,828,829)
PCTs						
K05007 SLA Wandsworth PCT	2,586,196	2,540,097	46,099	2,821,314	2,770,247	51,067
	2,586,196	2,540,097	46,099	2,821,314	2,770,247	51,067
Total Acute SLA	111,749,800	117,331,561	(5,581,761)	121,908,974	128,179,762	(6,270,787)

Appendix 2b
Specialist Acute Commissioning Summary

	Year To Date			Full Year Forecast Outturn		
	Budget	Actual	Variance	Budget	Actual	Variance
	£	£	£	£	£	£
Specialist Commissioning						
K05150 Spec Comm AIDS/HIV	1,599,687	1,569,365	30,322	1,745,121	1,712,035	33,086
K05151 Spec Comm NICU	1,093,282	1,113,507	(20,225)	1,192,678	1,214,735	(22,057)
K05152 Spec Comm BMT Adult	348,768	360,539	(11,771)	380,479	393,315	(12,836)
K05153 Spec Comm Spinal Injuries	179,467	206,970	(27,503)	195,788	225,785	(29,997)
K05154 Spec Comm PICU	436,085	465,361	(29,276)	475,733	507,667	(31,934)
K05155 Spec Comm ClinicGenetics	156,916	156,919	(3)	171,185	171,184	1
K05156 Spec Comm NCAs specialisd	41,913	30,459	11,454	45,729	33,228	12,501
K05157 Spec Comm CleftLip&Palate	95,393	95,395	(2)	104,067	104,067	(0)
K05158 Spec Comm GenderDysphoria	32,527	18,039	14,488	35,486	19,679	15,807
K05159 Spec Comm Haemophilia	780,253	756,900	23,353	851,188	825,709	25,479
K05160 Spec Comm SpecialistPharm	25,127	25,132	(5)	27,417	27,417	0
K05161 Spec Comm Screening QA	0	0	0	0	0	0
K05162 Spec Comm AIA Unit	3,929	3,932	(3)	4,290	4,289	1
K05163 Spec Comm SCG Centrl Budg	94,867	94,873	(6)	103,498	103,498	0
K05164 Spec Comm Dyn Gracioplsty	0	0	0	0	0	0
K05165 Spec Comm Burns	115,203	115,204	(1)	125,677	125,677	(0)
K05166 Spec Comm CAYPOC-GOSH	16,701	19,317	(2,616)	18,227	21,073	(2,846)
K05167 Spec Comm Neuro-Rehab	347,073	347,075	(2)	378,627	378,627	(0)
K05168 Spec Comm LondonWide Proj	309,268	309,268	0	337,389	337,383	6
K05169 Spec Comm Major Trauma	187,662	186,035	1,627	204,728	202,947	1,781
K05170 Spec Comm BowelCancerScrn	93,041	93,047	(6)	101,506	101,506	0
K05171 Spec Comm Antenatal&Nwbrn	36,644	36,649	(5)	39,981	39,981	0
K05172 Spec Comm Paediatric BMT	196,241	194,015	2,226	214,085	211,653	2,432
K05173 Spec Comm Practitioner Health Programme	17,492	17,496	(4)	19,086	19,087	(1)
K05174 Spec Comm DSPD	32,627	32,629	(2)	35,595	35,595	(0)
K05175 Spec Comm Havens	38,580	38,587	(7)	42,095	42,095	0
K05176 Spec Comm SCBU	0	343,684	(343,684)	0	374,928	(374,928)
Total Acute Specialist Commissioning	6,278,746	6,630,397	(351,651)	6,849,655	7,233,160	(383,505)

Appendix 2c
Acute Commissioning Services – Non SLA Items

Non Contractual Activity						
K05200 Non Contract Activity	1,772,716	2,221,248	(448,532)	1,933,873	2,423,180	(489,307)
K05201 PY Non contract Activity	0	114,941	(114,941)	0	125,391	(125,391)
Total NCA	1,772,716	2,336,190	(563,474)	1,933,873	2,548,570	(614,697)

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	Year To Date			Full Year Forecast Outturn		
	Budget	Actual	Variance	Budget	Actual	Variance
	£	£	£	£	£	£
Non SLAs/Acute Other						
K05087 PYSLA Contingency DrugExl	0	85,966	(85,966)	0	93,782	(93,782)
K05113 PYSLA Int Dis Chlm Service	0	(159)	159	0	(173)	173
Other Items						
K05205 Private Providers	563,529	480,364	83,165	614,780	524,034	90,746
K05226 HCA International	73,328	150,281	(76,953)	80,000	163,943	(83,943)
K05291 Environmental Control	24,123	11,290	12,833	26,320	12,316	14,004
K05215 Cancer Services	130,460	130,469	(9)	142,330	142,330	(0)
K05250 Modernisation Acute	333,545	268,735	64,810	363,870	293,165	70,705
K05251 Modernisation Other	193,216	193,254	(38)	210,823	210,823	0
K05227 Antenatal screening	0	0	0	0	0	0
K05230 Diabetic Retinopathy Serv	216,865	156,786	60,079	236,668	171,039	65,629
K05228 MSK/Rheumatology	188,830	188,833	(3)	206,000	206,000	0
K05229 Urology	36,665	36,667	(2)	40,000	40,000	(0)
K05231 Falls Management	68,750	68,750	0	75,000	75,000	0
K05232 Care at Home	(1)	0	(1)	0	0	0
Total Non SLA/Acute Other	1,829,310	1,771,236	58,073	1,995,791	1,932,258	63,533

	Year To Date			Full Year Forecast Outturn		
	Budget	Actual	Variance	Budget	Actual	Variance
	£	£	£	£	£	£
GPWSI/PBC Services						
K05220 Dermatology	75,409	71,390	4,019	82,270	77,880	4,390
K05221 Neurology	44,235	28,999	15,236	48,270	31,635	16,635
K05222 Foot & Ankle	212,938	36,674	176,264	232,300	40,008	192,292
K05223 Vasectomy	38,632	38,638	(6)	42,150	42,150	0
K05224 Ophthalmology Services	78,650	202,472	(123,822)	85,810	220,878	(135,068)
Total GPWSI/PBC	449,864	378,172	71,692	490,800	412,551	78,249

Appendix 2d
Mental Health Commissioning Summary

	Year To Date			Full Year Forecast Outturn		
	Budget	Actual	Variance	Budget	Actual	Variance
	£	£	£	£	£	£
<u>Mental Health - Contracts</u>						
K05260 Service Agreement MH	17,120,765	17,213,558	(92,793)	18,677,245	18,778,427	(101,182)
K05261 MH Specialist Comm	1,531,607	1,495,194	36,413	1,670,921	1,631,120	39,801
K05262 MH Secure Facilities	755,854	818,267	(62,413)	824,580	892,655	(68,075)
	19,408,226	19,527,019	(118,793)	21,172,746	21,302,203	(129,457)
<u>Mental Health - Placements</u>						
K05263 MH Long Stay Placements	781,440	847,930	(66,490)	852,571	925,015	(72,444)
K05264 Section 256/257 MH	351,593	351,626	(33)	383,592	383,592	(0)
K05265 CAMHS	0	0	0	0	0	0
K05266 Forensic MH	2,046,319	1,826,000	220,319	2,232,397	1,991,999	240,398
K05267 South Bank Repronision	210,831	213,618	(2,787)	230,000	233,038	(3,038)
	3,390,183	3,239,174	151,009	3,698,560	3,533,645	164,915
Total Mental Health Non Acute	22,798,409	22,766,193	32,216	24,871,306	24,835,847	35,459

Appendix 2e
Learning Disability Commissioning Summary

	Year To Date			Full Year Forecast Outturn		
	Budget	Actual	Variance	Budget	Actual	Variance
	£	£	£	£	£	£
<u>Learning Difficulties</u>						
K05270 Service Agreements PLD	229,229	157,729	71,500	250,074	172,068	78,006
K05271 Long Stay PLD	760,232	760,232	(0)	829,403	829,344	59
K05272 Section 28a PLD	2,024	2,024	0	2,215	2,208	7
	991,485	919,985	71,500	1,081,692	1,003,620	78,072
Total Learning Disabilities	991,485	919,985	71,500	1,081,692	1,003,620	78,072

Appendix 2f
Special Placements (Community and other)

	Year To Date			Full Year Forecast Outturn		
	Budget	Actual	Variance	Budget	Actual	Variance
	£	£	£	£	£	£
Drug Rehabilitation						
K05293 Drug Rehabilitation	975,139	1,058,841	(83,702)	1,063,821	1,155,099	(91,278)
	975,139	1,058,841	(83,702)	1,063,821	1,155,099	(91,278)
Continuing Care						
K05310 Continuing Care	6,221,567	6,810,183	(588,616)	6,787,469	7,429,290	(641,821)
K05311 Continuing Care Hobkirke	286,451	263,857	22,594	312,503	287,844	24,659
	6,508,018	7,074,040	(566,022)	7,099,972	7,717,134	(617,162)
Funded Nursing Care						
K05305 Funded Nursing Care	1,901,548	1,680,880	220,668	2,074,423	1,833,687	240,736
	1,901,548	1,680,880	220,668	2,074,423	1,833,687	240,736
Other Non-Acute Budgets						
K05290 Partnerships	129,404	129,404	0	141,210	141,168	42
K05292 Specialist Drugs	277,849	336,516	(58,667)	303,135	367,108	(63,973)
K05240 Chlamydia Project	0	(11,320)	11,320	0	(12,349)	12,349
K05315 Social Care Comm	1,764,578	1,764,578	0	1,925,000	1,924,994	6
	2,171,831	2,219,178	(47,347)	2,369,345	2,420,921	(51,576)
Total Other Non Acute	11,556,536	12,032,938	(476,402)	12,607,561	13,126,842	(519,281)

Appendix 2g
Community, Elderly and Children Services – Non SLA Items

	Year To Date			Full Year Forecast Outturn		
	Budget	Actual	Variance	Budget	Actual	Variance
	£	£	£	£	£	£
Provider Services/Your Healthcare						
K05300 Community Health Services	19,169,592	19,201,123	(31,531)	20,912,285	20,946,680	(34,395)
K07025 Security services	102,543	102,548	(5)	111,870	111,870	0
Total Community Healthcare	19,272,135	19,303,671	(31,536)	21,024,155	21,058,550	(34,395)

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Appendix 2h
Primary Care

	Year To Date			Full Year Forecast Outturn		
	Budget	Actual	Variance	Budget	Actual	Variance
	£	£	£	£	£	£
<u>Prescribing and Pharmacy</u>						
GP Prescribing	18,414,572	17,818,738	595,834	20,088,658	19,438,623	650,035
Pharmacies	2,978,866	3,529,730	(550,864)	3,251,792	3,850,615	(598,823)
Other Pharmacy Costs	290,246	29,030	261,216	316,632	31,669	284,963
Reserves	211,013	0	211,013	230,197	0	230,197
Total Pharmacy	3,480,125	3,558,760	(78,635)	3,798,621	3,882,283	(83,662)
Total Prescribing and Pharmacy	21,894,697	21,377,498	517,200	23,887,279	23,320,906	566,373
<u>GMS/PMS Expenditure</u>						
Total PMS Practices	9,563,061	9,474,154	88,907	10,432,824	10,335,440	97,384
Total GMS Practices	8,571,629	8,416,304	155,325	9,351,940	9,181,422	170,518
K0601£GMS-PMS Enhanced Other	22,990	78,472	(55,482)	25,096	85,606	(60,510)
K0601£GMS Reserves	(3)	(730)	727	0	(796)	796
K0602£APMS -AT Medics Choudhry	325,644	338,261	(12,617)	355,285	369,012	(13,727)
K06021APMS -Gosbury Hill GP Clinic	932,195	868,526	63,669	1,016,949	947,483	69,466
Total Practice Expenditure	19,415,516	19,174,987	240,529	21,182,094	20,918,168	263,926
Total Enhanced Services	2,820,009	2,447,293	372,717	3,076,528	2,669,774	406,754
Total GMS/PMS Expenditure	22,235,525	21,622,279	613,246	24,258,622	23,587,941	670,681
<u>Out of Hours</u>						
K0617£Out Of Hours	1,298,881	1,482,250	(183,369)	1,417,000	1,617,001	(200,001)
Dentistry	5,250,036	4,451,215	798,821	5,727,597	4,855,871	871,726
Ophthalmic Services	1,209,329	1,215,081	(5,752)	1,319,699	1,325,543	(5,844)
<u>Other Primary Care</u>						
Community Pharm Other	605,759	653,707	(47,948)	660,840	713,135	(52,295)
PMS GMS Improvement Grant	404,250	50,000	354,250	441,000	54,545	386,455
Gms/Pms IT Services	285,879	244,304	41,575	312,000	266,513	45,487
GP Fees	86,405	65,648	20,757	94,299	71,616	22,683
Total Other Primary Care	1,382,293	1,013,659	368,634	1,508,139	1,105,810	402,329
Total Primary Care	53,270,761	51,161,983	2,108,778	58,118,336	55,813,072	2,305,264

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Appendix 2i
Corporate Services

	Year To Date			Full Year Forecast Outturn		
	Budget	Actual	Variance	Budget	Actual	Variance
	£	£	£	£	£	£
K07001 ACU	368,214	368,214	0	401,688	401,688	0
K07006 Finance Department	453,521	441,941	11,580	494,829	494,829	0
K07041 Primary Care	265,265	265,265	0	289,455	289,455	0
K07031 Communications	99,792	94,009	5,783	108,889	108,889	0
SW London Cluster Recharge	1,186,792	1,169,429	17,363	1,294,861	1,294,861	0
<u>Offices of Chairman and Chief Exec</u>						
K07011 PEC	131,933	311,655	(179,722)	143,954	339,987	(196,033)
K07012 Chief Executive	102,481	81,498	20,983	111,882	88,907	22,975
	234,414	393,153	(158,739)	255,836	428,894	(173,058)
<u>Projects</u>						
K07123 JHIP	0	0	0	0	0	0
K07125 Surbiton Impairment	2,190,889	2,138,583	52,306	2,333,000	2,333,000	(0)
K07126 Surbiton Development	916,664	821,979	94,685	1,000,000	896,704	103,296
	3,107,553	2,960,562	146,991	3,333,000	3,229,704	103,296
<u>Corporate Affairs & Communication</u>						
K07013 Corporate Office	250,175	167,009	83,166	272,942	182,192	90,750
K07032 Borough Comms	114,242	119,184	(4,942)	124,640	130,019	(5,379)
	364,417	286,193	78,224	397,582	312,210	85,371
<u>Performance Directorate</u>						
K07036 Performance	331,945	307,107	24,838	362,181	335,026	27,155
K07037 Provider Performance	147,271	147,996	(725)	160,678	161,450	(772)
K07038 PMO	1,826	0	1,826	2,000	0	2,000
K07039 Information Services	169,529	132,253	37,276	184,976	144,276	40,700
K07040 KCI	372,164	392,839	(20,675)	406,000	428,552	(22,552)
K07002 CSL	212,135	842	211,293	231,425	918	230,507
	1,234,870	981,036	253,834	1,347,260	1,070,222	277,039
<u>Finance & Project Management Office</u>						
K07007 PCSS	448,250	410,066	38,184	489,000	447,345	41,655
K07008 GP Consortia	474,375	321,911	152,464	517,500	351,175	166,325
K07009 Borough Finance	419,410	220,546	198,864	457,551	240,596	216,956
	1,342,035	952,523	389,512	1,464,051	1,039,116	424,935
<u>Professional & Clinical Development</u>						
K07014 PCD	191,031	166,151	24,880	208,451	181,256	27,195
K07124 Expert Patient Programme	25,652	17,860	7,792	28,000	19,484	8,516
	216,683	184,011	32,672	236,451	200,740	35,711
<u>Corporate Business Services</u>						
K07021 Corporate HR	89,925	89,929	(4)	98,104	98,104	(0)
K07024 Operational Services	151,150	151,157	(7)	164,902	164,899	3
	241,075	241,086	(11)	263,006	263,003	3
Total Borough Costs (excluding Estates)	6,741,047	5,998,564	742,483	7,297,186	6,543,889	753,297
<u>Estates Costs</u>						
K07022 Provider Rental Income	(733,336)	(733,333)	(3)	(800,000)	(800,000)	(0)
K07023 Capital Charges	1,587,440	1,693,332	(105,892)	1,731,762	1,847,271	(115,509)
Total Estates Costs	854,104	959,998	(105,894)	931,762	1,047,271	(115,509)
Total Corporate	8,781,943	8,127,992	653,951	9,523,809	8,886,020	637,789

Appendix 2j
Public Health

	Year To Date			Full Year Forecast Outturn		
	Budget	Actual	Variance	Budget	Actual	Variance
	£	£	£	£	£	£
Public Health						
K07056 Public Health	1,090,738	952,862	137,876	1,189,996	1,039,486	150,510
K07057 KVA	100,958	91,102	9,856	110,154	99,384	10,770
K07058 Quality Assurance	4,576	2,000	2,576	5,000	2,182	2,818
K07059 Pharmacy Team	500,887	479,496	21,391	546,481	523,087	23,394
Total Public Health	1,697,159	1,525,461	171,698	1,851,631	1,664,139	187,492
Public Health Projects	2,317,562	1,765,572	551,990	2,528,500	1,926,079	602,421
Total Public Health	4,014,721	3,291,033	723,688	4,380,131	3,590,218	789,913

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Appendix 3a
Balance Sheet

COMBINED STATEMENT OF FINANCIAL POSITION

	Statement of Financial Position as at 29.02.12 £000's	Statement of Financial Position as at 01.04.11 £000's	Movement from Opening Position £000's
NON CURRENT ASSETS			
Property, Plant and Equipment	25,972	31,439	(5,467)
Intangible Assets	808	1,058	(250)
Other Financial assets	0	4	(4)
Trade and other receivables			0
TOTAL NON CURRENT ASSETS	26,780	32,501	(5,721)
CURRENT ASSETS			
Inventories	0		0
Trade and other receivables	3,216	3,528	(312)
Other current assets	0		0
Cash in bank & in hand	812	10	802
SUB TOTAL CURRENT ASSETS	4,028	3,538	490
Non-Current assets held for sale	0	0	0
Total Current assets	4,028	3,538	490
TOTAL ASSETS	30,808	36,039	(5,231)
CURRENT LIABILITIES			
Trade and other payables	(21,659)	(18,841)	(2,818)
Other Liabilities	0		0
Provisions	(191)	(515)	324
Borrowings			0
Other Financial Liabilities	0		0
Total current liabilities	(21,850)	(19,356)	(2,494)
NET CURRENT ASSETS (LIABILITIES)	(17,822)	(15,818)	(2,004)
TOTAL ASSETS LESS CURRENT LIABILITIES	8,958	16,683	(7,725)
NON CURRENT LIABILITIES			
Trade and other payables	0	0	0
Other Liabilities	0	0	0
Provisions	(467)	(467)	0
Borrowings		0	0
Other Financial Liabilities	0	0	0
Total non current liabilities	(467)	(467)	0
TOTAL ASSETS EMPLOYED	8,491	16,216	(7,725)
TAX PAYERS EQUITY			
General Fund	(583)	7,142	(7,725)
Revaluation Reserve	8,804	8,804	0
Donated asset Reserve	270	270	
TOTAL EQUITY	8,491	16,216	(7,725)

CASH POSITION AS AT 29 FEBRUARY 2012

	£000
Total Revenue Resource Limit	276,270
Total Capital Resource Limit	1,115
Total Resource	277,385
Less	
Capital Charges (Non Cash)	
Revenue c/fwd adj	
Other cash limit adjs.	(5,075)
Total Cash Limit as at 29 February 2012 for the year	272,310
Cash Budget as at 29 February 2012 (for the year to date)	249,618
Cash Actually Drawn as at 29 February 2012	239,325
Cash Drawn Variance as at 29 February 2012	10,293

CASHFLOW AS AT 29 FEBRUARY 2012

	£000
Net Operating Costs	(247,050)
Capital Charges	1,683
Impairments	2,928
Profit on disposal of fixed assets	0
Interest Received	0
interest element finance leases	0
(Increase)/decrease in inventories	0
(Increase)/decrease in receivables	312
Increase/(decrease) in payables	2,818
Increase/(decrease) in provisions	(324)
Increase/(decrease) in borrowings	0
Net cash outflow from operating activities	(239,633)
Receipt from land sale	2,904
Payment to acquire tangible fixed assets	(1,794)
Net cash outflow	(238,523)
Net parliamentary Funding	239,325
Increase (decrease) in cash	802

BETTER PAYMENT PRACTICE POLICY

	NUMBER	PAID ON TIME	%	TOTAL VALUE £'000	VALUE ON TIME £'000	%
NON NHS	6,030	4,672	77.48%	56,001	48,711	86.98%
NHS	2,541	1,393	54.82%	149,093	136,879	91.81%