

**2020/21 Month 11 - February**

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# Financial Headlines

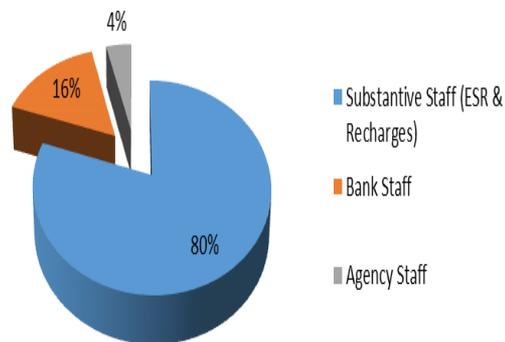
# M11 2020/2021

	In Month	In Month	In Month		YTD	YTD	YTD		FOT	FOT	FOT		Prior Month
	Plan	Actual	Variance		Plan	Actual	Variance		Plan	Forecast	Variance		Forecast
	£ms	£ms	£ms		£ms	£ms	£ms		£ms	£ms	£ms		£ms
 I&E Performance	(0.71)	0.08	 0.79		(3.51)	0.00	 3.51		(4.30)	(2.00)	 2.30		 3.50
 NHSI Agency Ceiling	0.87	1.32	 (0.46)		9.79	14.90	 (5.12)		10.65	16.60	 (5.96)		 (6.62)
 Efficiency Programme (CIP)	1.71	0.82	 (0.89)		17.11	9.02	 (8.09)		20.54	9.74	 (10.80)		 (10.80)
 Capital Expenditure (Excl MMUH)	3.4	1.9	 1.5		20.6	19.2	 1.4		32.1	28.9	 3.2		 1.65
 Capital Expenditure (MMUH)	23.0	19.1	 3.9		215.1	139.1	 76.0		237.1	170.6	 66.5		 54.25
 Cash Balance	10.6	79.0	 68.4		10.6	79.0	 68.4		2.0	50.9	 48.9		 48.92

### Income & Expenditure Position

	In Month £m	YTD £m
Main Contracts	43.89	449.73
Other Income	6.24	53.94
Retrospective Top Up	0.00	26.89
<b>TOTAL INCOME</b>	<b>50.13</b>	<b>530.56</b>
<b>EXPENDITURE</b>	<b>-50.05</b>	<b>-530.56</b>
<b>NET I&amp;E</b>	<b>0.08</b>	<b>0.00</b>

### Pay Expenditure



### Patient Related Income

During interim funding arrangements, this section will not be populated. This approach will be reviewed on a regular basis

### Underlying Position

During interim funding arrangements, this section will not be populated. This approach will be reviewed on a regular basis

### Covid Expenditure

£3.97m in Month, £34.16m ytd. Pay up c£1.2m compared to forecast, £0.7m due to nursing (qualified and unqualified) of which £0.4m was due to increase in shifts £0.3m due to increase in rates/one off payments. Medical spend continued for the second month at £0.5m above forecast due to an increase in Additional Payments within Medical rotas.  
Non pay up £0.3m compared to forecast: MMUH costs, increases in estates work, drugs and equipment for the wards. A significant increase on pre winter costs.

### Cost Improvement Programme

#### Year to Date

Plan	Actual	Variance
£m	£m	£m
18.82	9.02	-9.80

#### Forecast Outturn

Plan	Actual	Variance
£m	£m	£m
20.54	9.78	-10.76

Forecasting now to achieve 47.6% of the plan

### Cash in the Bank



### Forecast Expenditure

Favourable variance in month £0.79m, against a deficit plan of £0.71m. YTD favourable variance of £3.51m against a £3.51m deficit plan. The trust has revised its forecast to a £2.0m deficit, against last months of £0.8m deficit. This is due to NHSE-I confirming the treatment of taper income which was different to previously advised. This is an issue of concern for the Trust which we will monitor.  
Close monitoring of the position continues, and the significant enhancements to bank rates in particular have been reviewed to ensure the forecast can be achieved.  
The enhanced rates of pay are a key consideration for the organisation as we enter the new financial year. To ensure financial targets are met, a careful balance between attractive rates and affordability will need to be struck.

### **I&E**

The Trust reported a surplus of £0.08m in month, this is against the planned deficit of (£0.71m), a favourable variance of £0.79m. Covid specific costs increased from the previous period, particularly pay where increased capacity and increased bank rates drove the rise.

### **Other Income**

Significantly above NHSI plan. This is in part due to the receipt of backdated education income due to their information having correct tariffs applied. There continues to be some recovery in Pathology related income.

### **Pay**

Pressures on capacity, and the number of unfilled shifts has seen agreement for higher bank rates for nurses, midwives, AHP and HCA's, with these being extended to the end of the financial year. The use of locums in medical staff groups has also increased to cover additional capacity and other workloads.

### **Non-pay**

Non pay has increased from last month, as last month was affected by reductions to PDC interest charges. The favourable variance against plan relates to the plan restoring activity to pre-covid levels, and this restoration has not occurred due to the latest wave of the pandemic.

### **Performance against budgets**

Medicine and Emergency care continue to show a significant adverse variance to their budget, this is driven by pay pressures and non-delivery of CIP. Remediation will be important as we move into 2021/2022. Other clinical groups are showing underspends against expenditure budgets. Compliance to post CIP budgets should be the focus. Budgetary pressures are also seen in all Corporate directorates, with the exception of Finance. The drivers for the non-Covid adverse variances are mostly related to non-delivery of CIP and require in year mitigation. Whilst financial control has been maintained, in part through central groups like tactical, as the Trust exit Covid, it is important that the local controls that were in place pre-Covid are re-established at departmental level etc.

### **Capital and Cash**

The outturn has now been revised to reflect the latest MMUH cash-flow forecast from Balfour Beatty. Work continues to confirm the 5 year internally funded programme to align to the DHSC approved FBC, the Trust's extant cash plans and STP envelopes. This was considered at FIC in July and November, and submitted to NHSI/E in August. Scheme detail behind the affordability envelope is nearing finalisation and was submitted to FIC in November. The Trust continues to work closely with the STP, to manage use of capital resources across all local providers. Covid capital claims have now been partially approved and funded, with the residual spend covered within the existing capital plan.

Cash is considerably ahead of plan due to receipt of the block income in advance, and this is reflected in increased creditor balances against plan also. Please note, the Trust will not be receiving an advance contract payment in March 2021 which adjusts for the advance payment in the early part of 2020/21. The balance sheet position is improving, as set out on slide 16. As a result of the Covid-19 Provider to Provider guidance, working balances are improving and historical debt (Pre March-20) has reduced significantly. Work continues on identifying a 2% spend commitment with local suppliers in line with Anchor Institution commitments.

	<b>Plan £000's</b>	<b>Actual £000's</b>	<b>Forecast £000's</b>
<b>Patient Related Income</b>	509,759	509,128	-631
<b>Other Income</b>	64,475	69,613	5,138
<b>Pay</b>	-366,006	-372,263	-6,257
<b>Non Pay</b>	-201,537	-200,745	792
<b>Finance Costs</b>	-11,001	-7,733	3,268
<b>Control Total NET I&amp;E</b>	<b>-4,310</b>	<b>-2,000</b>	<b>2,310</b>
<b>Annual Leave Impact</b>		-2,874	-2,874
<b>Accounts Net I&amp;E</b>	<b>-4,310</b>	<b>-4,874</b>	<b>-564</b>

- There have been a number of changes to the forecast outturn of the Trust, mainly driven by external factors:
  - Commissioners have identified a further improvement in their forecast outturn (£4.8m) that under the Risk arrangement delivered break-even to all STP partners .
  - NHSE-I have asked the Trust to remove £2m of taper funding from the forecast, hence the Trust is now forecasting a £2m deficit. The issue of Taper Relief and other “lost” income will be addressed through the year-end process, and the Trust expects to receive income in line with expectations of achieving break-even.
- The Trust is still committed to providing £2.3m back to the STP risk reserve, and this is taken into account in the forecast above.
- Senior finance colleagues are engaging regularly with NHSI/E colleagues to ensure understanding and transparency.
- The table above also shows the impact of annual leave on the position. NHSE-I are aware that additional activities and requirements resulting from COVID have resulted in many staff having to defer their annual leave. In recognition of the fact additional backfill will now be required for some staff to take this built-up leave, a payment of additional income and cash is being made. The income is associated with the annual leave accrual being recognised in 2020/21. The Trust has been notified that it will receive an interim payment on 15<sup>th</sup> March. This is an interim payment and the final value and treatment will be confirmed closer to the year end. Internally, work continues to ensure that the value posted at year-end is as robust as possible, this work is being led by the People and OD function.
- There continues to be risks within the forecast, predominately linked to Covid 19, and the impact on capacity, reduced elective work and the workforce (sickness, increased premium bank rates), whilst recognising the significant pressures on staffing
- The risks are understood by the Trust, with a high level of confidence these can be mitigated to ensure delivery of the financial forecast

## Financial Regime Update – Months 7-12

### Financial Regime Update

- Identification of more flexibility within the CCG has meant that the STP was forecasting a break-even position against a Month 7 to 12 forecast £27m deficit. Risk share arrangements mean that all STP partners would forecast breakeven.
- As identified on the previous tab, changes in treatment of taper income meant that this will move to a £2m deficit.
- STP capital plans are now forecast to be within the annual budget (M9 there was a £2.5m gap), All partners have received confirmation of their Covid capital allocations during the month. For SWB this was £1.4m

### KEY MESSAGES

- Remain within 20/21 post CIP expenditure budgets for activity recovery plan. Exit run rates and being clear on any issues that drive those away from budgets vital.
- Critical decisions on significant costs (Vanguard, Endoscopy, Imaging) if additional funding for restoration is not provided
- Restoration of “other income” will be critical - value circa £5m a month.
- Financial grip and control needs to be very tight across the Trust.

### RISKS TO 2020/2021 FORECAST

- *EIS – Closed risk NHSI/E stated will not apply rules.*
- Increased direct covid costs. Mitigation currently is that high marginal cost activity has not been restored, which is offsetting. Some concerns around controls, and impact on views of next year, as will all the expenditure disappear if covid were to cease being an issue? *Low risk – Income and expenditure remains in balance, and covid related activity has reduced significantly.*
- Outstanding Retrospective top up costs paid, but maybe subject to audit. *Only risk is an adverse audit, given this, the risk is considered mitigated.*
- Increased rates for medical staff bank nurses and midwives. One month of evidence would suggest the pressure can be contained within the forecast. Any significant restoration of elective activity in 2021 might expose this pressure. *Low Risk, mitigation is via controls at Tactical Group. Two months of the higher bank rates has not moved the Trust into an adverse financial position.*
- Further pressure on other bank rates as a result of the point above are being seen. *Low Risk, mitigations as above, covid activity seems to be declining. Chief Financial Officer, Chief Nurse and Director of People & OD have met and agreed an end to current rates from 1/4/2021 replaced by those in Wave 1.*
- Annual Leave.. *Low Risk, as NHSM indicated that Annual leave is outside performance against control total. SWB have had confirmation from NHSE-I that their calculation/methodology is robust*

# Income and Expenditure Run Rates

Month 11 2020/2021

£000's	2020/2021											
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	
<b>Patient Related Income</b>												
Plan	39,250	39,250	39,250	39,250	39,250	39,250	45,383	45,388	45,388	45,397	45,397	
Actual	44,075	42,844	45,611	47,379	41,311	45,007	45,436	45,170	45,271	45,504	45,719	
Variance	4,825	3,594	6,361	8,129	2,061	5,758	53	-218	-117	107	322	
<b>Other Income</b>												
Plan	4,663	4,663	4,663	4,663	4,663	4,663	2,955	2,961	2,985	3,081	3,085	
Actual	2,997	2,501	3,302	3,182	2,765	2,754	3,430	3,995	4,158	3,739	4,415	
Variance	-1,666	-2,162	-1,360	-1,480	-1,897	-1,908	475	1,034	1,173	658	1,330	
<b>Pay</b>												
Plan	-29,110	-29,110	-29,110	-29,110	-29,110	-29,110	-30,806	-30,831	-30,887	-30,872	-30,873	
Actual	-30,377	-29,934	-29,846	-30,745	-29,480	-30,649	-31,085	-31,195	-31,808	-32,853	-33,191	
Variance	-1,267	-823	-735	-1,635	-370	-1,538	-279	-364	-921	-1,981	-2,318	
<b>Non Pay</b>												
Plan	-14,802	-14,802	-14,802	-14,802	-14,802	-14,802	-17,984	-18,189	-18,363	-18,401	-18,319	
Actual	-16,691	-15,414	-19,068	-19,817	-14,596	-17,113	-17,946	-18,232	-17,672	-15,992	-16,859	
Variance	-1,889	-612	-4,266	-5,015	206	-2,311	38	-43	691	2,409	1,460	
<b>Net I&amp;E</b>												
Plan	0	0	0	0	0	0	-452	-671	-877	-795	-710	
Actual	3	-3	0	0	0	0	-165	-263	-52	398	83	
Variance	3	-3	0	0	0	0	287	408	825	1,193	793	

## ANALYSIS

### Patient Related Income

Small variance from plan that reflects M7-12 agreed funding levels, and some movement to other income.

### Other Income

Improvements against the plan relate to backdated E&T tariff changes, and the agreed treatment of the commercial income over the life of the agreement. Some improvement in Pathology income continues

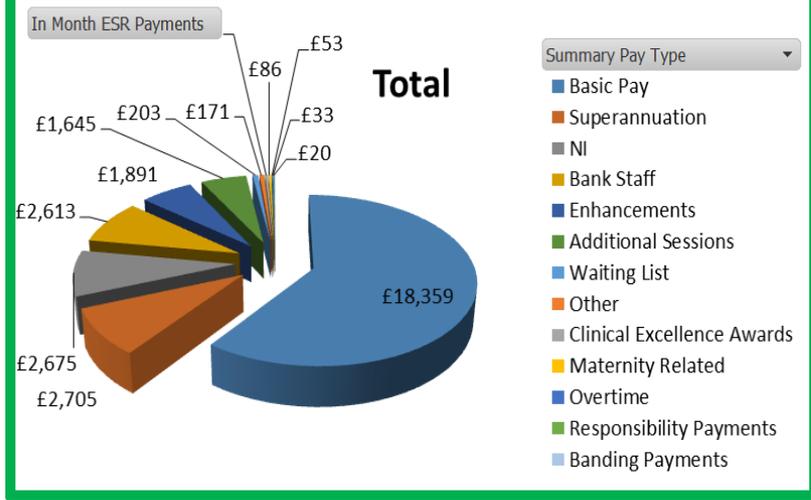
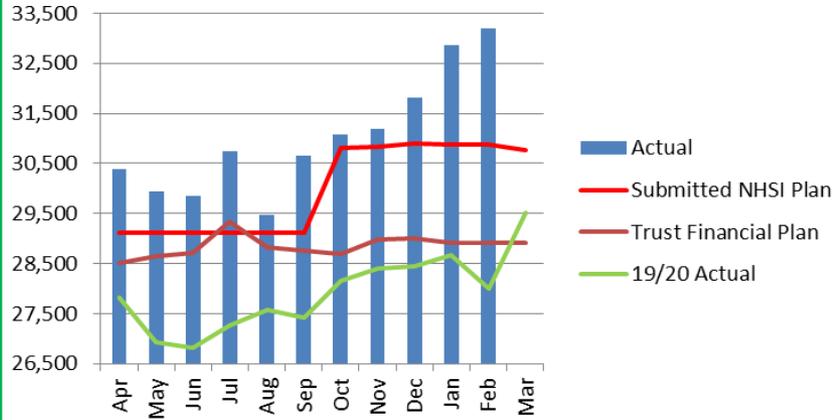
### Pay

Significant increase in actual pay expenditure. Covid pressures both in terms of capacity and rates of pay has driven a significant increase in February in light of a full month of the changes. Rate increases are likely to continue until the end of March.

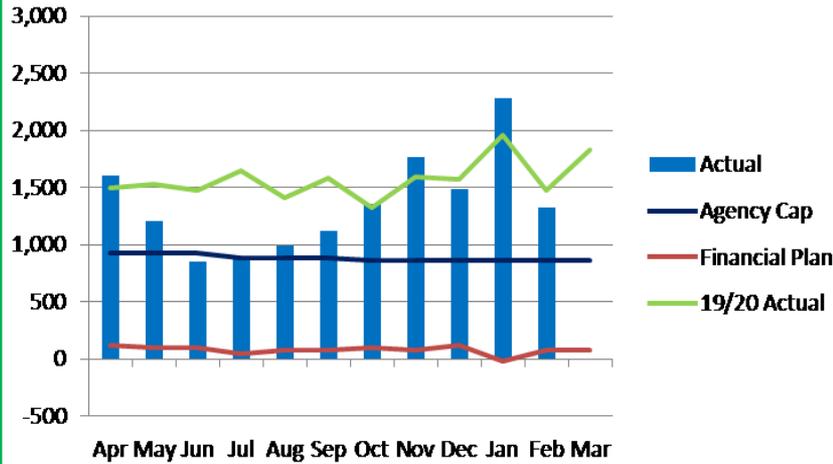
### Non Pay

Previous Month was low due to the changes to PDC and capital related expenditure outlined in last months report. February remains below plan due to the planned levels of elective and other activity not being restored due to covid.

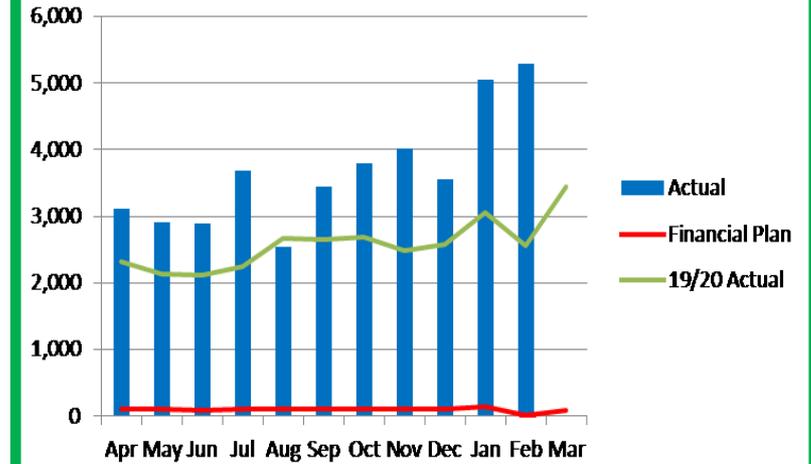
### Pay Expenditure Trend



### Agency Expenditure Trend



### Bank Expenditure Trend



# Capital Expenditure

Month 11 2020/21

SANDWELL & WEST BIRMINGHAM HOSPITALS NHS TRUST							
Summary Capital Expenditure: FY 2020/20 to P11							
	Original Plan £000s	Year to Date			Forecast		
		Plan £000s	Actual £000s	Variance £000s	Plan £000s	Forecast £000s	Variance £000s
<b>Internal - Self Financing</b>							
Estates	7,152	6,635	3,810	2,825	7,152	4,552	2,600
IT	4,111	3,553	2,681	872	4,111	4,174	-63
Medical equipment	2,272	2,104	1,924	180	2,355	2,292	63
<b>Sub total</b>	<b>13,535</b>	<b>12,292</b>	<b>8,415</b>	<b>3,877</b>	<b>13,618</b>	<b>11,018</b>	<b>2,600</b>
<b>External - PDC</b>							
ETTF - GP Practice	1,800	1,800	1,628	172	1,800	1,800	0
STP Reconfiguration	3,704	3,466	2,201	1,265	3,050	3,050	0
ED Monies	0	0	1,282	-1,282	4,000	4,000	0
CCS Surge	0	0	1,070	-1,070	2,017	2,017	0
CIR	1,882	1,646	1,882	-236	1,882	1,884	-2
E roster	0	0	0	0	605	0	605
HSLI	0	0	0	0	150	150	0
Shared Care	0	0	0	0	985	985	0
Job Planning	0	0	0	0	43	43	0
I Pads	0	0	0	0	7	7	0
Breast Screening Trailers	0	0	0	0	484	484	0
Adapt & Adopt-Endoscopy	0	0	0	0	490	490	0
Covid-19	0	0	1,420	-1,420	1,420	1,420	0
<b>Sub total</b>	<b>7,386</b>	<b>6,912</b>	<b>9,483</b>	<b>-2,571</b>	<b>16,933</b>	<b>16,330</b>	<b>603</b>
<b>MMUH - PDC</b>							
Midland Met Construction Cost to Complete	237,115	215,054	139,050	76,004	237,115	170,568	66,547
<b>TOTAL</b>	<b>258,036</b>	<b>234,258</b>	<b>156,948</b>	<b>77,310</b>	<b>267,666</b>	<b>197,916</b>	<b>69,750</b>
<b>Technical-IFRIC12</b>							
IFRIC12, MES & Charity	1,594	1,427	1,343	84	1,594	1,594	0
<b>Trust Wide Programme</b>	<b>259,630</b>	<b>235,685</b>	<b>158,291</b>	<b>77,394</b>	<b>269,260</b>	<b>199,510</b>	<b>69,750</b>

## Analysis

- The above plan and forecast outturn reflect the latest submitted plan to NHSI (July 2020) and the spend to Month 11 20/21. The Forecast Outturn now reflects the latest MMUH cashflow expectations. The actual spend and forecast will now be measured against this plan as part of regular Capital Review meetings. The Finance Team are working with operational leads to ensure the Trust does not materially slip from this forecast.
- The Year to Date actuals include COVID costs totalling £1,420k. Funding of £1,420k has been received for these items
- The internal- self financing schemes are forecasting a £2,600k underspend in line with the slippage offered to the BCWB STP.
- The plan values for Medical Equipment and Estates now include the additional PDC the Trust has secured for Critical Care Surge, ED, Endoscopy, Diagnostic Imaging Equipment, E-Roster, Shared Care Record and HSLI.

# Finance Report

# SOFP

Month 11 2020/21

**Sandwell & West Birmingham Hospitals NHS Trust**  
**STATEMENT OF FINANCIAL POSITION 2020/21**

	Balance as at 31st March 2020	Balance as at 28th February 2021	NHSI Planned Balance as at 28th February 2021	Variance to plan as at 28th February 2021	NHSI Plan as at 31st March 2021	Forecast 31st March 2021
	£000	£000	£000	£000	£000	£000
<b>Non Current Assets</b>						
Property, Plant and Equipment	521,752	663,234	728,007	(64,773)	749,751	704,374
Intangible Assets	132	93	106	(13)	106	117
Investment Assets	0	0	0	0	0	0
Trade and Other Receivables	181	(207)	67	(274)	67	0
<b>Current Assets</b>						
Inventories	5,129	4,156	4,742	(586)	4,742	5,127
Trade and Other Receivables	45,497	35,732	47,344	(11,612)	47,344	39,866
Cash and Cash Equivalents	23,381	79,014	10,614	68,400	2,009	50,932
<b>Current Liabilities</b>						
Trade and Other Payables	(83,897)	(138,940)	(84,218)	(54,722)	(82,774)	(96,050)
Provisions	(815)	(613)	(1,855)	1,242	(1,855)	(752)
Borrowings	(1,858)	(1,829)	(3,872)	2,043	(3,872)	(1,843)
DH Loan	0	0	0	0	0	0
<b>Non Current Liabilities</b>						
Provisions	(3,504)	(3,504)	(3,454)	(50)	(3,454)	(3,504)
Borrowings	(27,545)	(25,711)	(29,530)	3,819	(29,295)	(26,566)
DH Loan	0	0	0	0	0	0
	<b>478,453</b>	<b>611,425</b>	<b>667,951</b>	<b>(56,526)</b>	<b>682,769</b>	<b>671,701</b>
<b>Financed By</b>						
<b>Taxpayers Equity</b>						
Public Dividend Capital	300,103	433,220	510,298	(77,078)	527,359	495,658
Retained Earnings reserve	158,853	158,708	135,270	23,438	133,027	156,546
Revaluation Reserve	10,439	10,439	13,325	(2,886)	13,325	10,439
Other Reserves	9,058	9,058	9,058	0	9,058	9,058
	<b>478,453</b>	<b>611,425</b>	<b>667,951</b>	<b>(56,526)</b>	<b>682,769</b>	<b>671,701</b>

## Analysis

- The overall variance from plan is due to lower capital spend due to slippage on major capital schemes.
- Working balances are improving as the NHSI/E Provider to Provider payment arrangements reduce aged balances. Payables is showing a higher value due to the Block Income now being received a month in advance and reflected in the SOFP as a payment in advance.
- Further Analysis of Cash Balances and movements are included on the SOCF slide
- Further analysis on Receivables and Payables balances is available on slide 18
- Cash and Cash Equivalents balances on this slide will differ from the SOCF by the value of Cash in Hand, that is not included in the SOCF

# Finance Report

# SOCF

Month 11 2020/21

Sandwell & West Birmingham Hospitals NHS Trust												
CASH FLOW 2020/21												
ACTUAL/FORECAST	April	May	June	July	August	September	October	November	December	January	February	March
	Actual	Forecast										
	£000s											
<b>Receipts</b>												
SLAs: SWB CCG	50,491	26,041	27,926	24,463	24,255	25,214	25,626	37,277	31,743	32,680	31,607	0
Associates	18,046	8,993	8,783	8,916	8,874	9,235	8,515	8,435	8,410	8,418	8,461	0
Other NHS	8,193	1,184	1,209	4,275	184	1,846	263	1,244	2,748	775	946	1,875
Specialised Services	4,987	14,583	8,206	7,089	4,394	16,352	4,012	3,683	12,882	4,152	3,808	198
STF Funding	0	0	0	0	0	0	0	0	0	0	0	0
Over Performance	0	0	0	0	0	0	0	0	0	0	0	0
Education & Training - HEE	5,209	26	0	1,499	3	0	3,854	0	5,501	0	0	4,405
Public Dividend Capital	5,059	6,208	8,979	0	16,474	11,099	16,419	14,856	19,077	2,323	30,254	45,313
Loans	0	0	0	0	0	0	0	0	0	0	0	0
Other Receipts	893	796	4,078	4,817	6,793	2,252	5,213	3,847	3,730	3,304	2,275	2,075
<b>Total Receipts</b>	<b>92,879</b>	<b>57,830</b>	<b>59,181</b>	<b>51,059</b>	<b>60,975</b>	<b>65,998</b>	<b>63,901</b>	<b>69,342</b>	<b>84,091</b>	<b>51,651</b>	<b>77,350</b>	<b>53,866</b>
<b>Payments</b>												
Payroll	16,273	16,035	16,770	16,744	16,270	16,707	16,821	16,673	17,151	17,013	17,512	16,574
Tax, NI and Pensions	3,970	11,972	11,929	11,618	11,793	11,716	12,021	11,648	12,342	11,821	13,189	11,800
Non Pay - NHS	1,550	1,550	1,550	1,550	1,550	1,550	1,550	1,550	1,550	1,550	1,550	1,550
Non Pay - Trade	27,364	8,135	6,589	23,751	8,077	12,275	13,897	10,463	18,305	10,799	12,519	24,301
Non Pay - Capital	10,202	7,779	14,530	4,931	14,299	12,937	18,425	14,643	22,694	20,820	16,259	18,568
MMH PFI	0	0	0	0	0	0	0	0	0	0	0	0
PDC Dividend	0	0	0	0	0	0	0	2,416	0	0	0	8,500
Repayment of Loans & Interest	0	0	0	0	0	0	0	0	0	0	0	0
BTC Unitary Charge	440	440	440	440	440	440	440	440	440	440	440	440
NHS Litigation Authority	1,565	1,565	1,565	1,565	1,565	1,565	1,565	1,565	1,565	1,565	0	0
Other Payments	1,124	6,411	9,546	460	433	549	433	456	517	461	604	179
<b>Total Payments</b>	<b>62,487</b>	<b>53,887</b>	<b>62,919</b>	<b>61,060</b>	<b>54,428</b>	<b>57,739</b>	<b>65,151</b>	<b>59,853</b>	<b>74,565</b>	<b>64,469</b>	<b>62,072</b>	<b>81,912</b>
Cash Brought Forward	23,348	53,740	57,684	53,945	43,945	50,492	58,752	57,502	66,991	76,517	63,699	78,978
Net Receipts/(Payments)	30,392	3,944	(3,738)	(10,001)	6,547	8,259	(1,250)	9,489	9,526	(12,818)	15,279	(28,046)
Cash Carried Forward	53,740	57,684	53,945	43,945	50,492	58,752	57,502	66,991	76,517	63,699	78,978	50,932

## Analysis

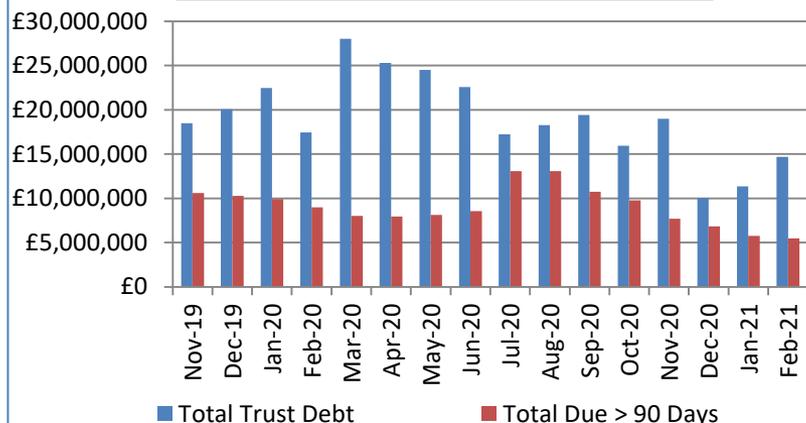
- This cash flow incorporates YTD M11 actual movements and a full year forecast for balances in the Trusts Bank Account.
- The cash flow represents the application of the breakeven NHS funding plans for Months 1 to 6, and achieving a small deficit during M7-12.
- This forecast assumes the Trust will be holding circa £20m in cash to pay the March BB MMUH invoice which is expected in April.
- Over the medium term delivery of I&E plans are the key determinant of cash borrowing requirements, as well as capital investment.

# Finance Report

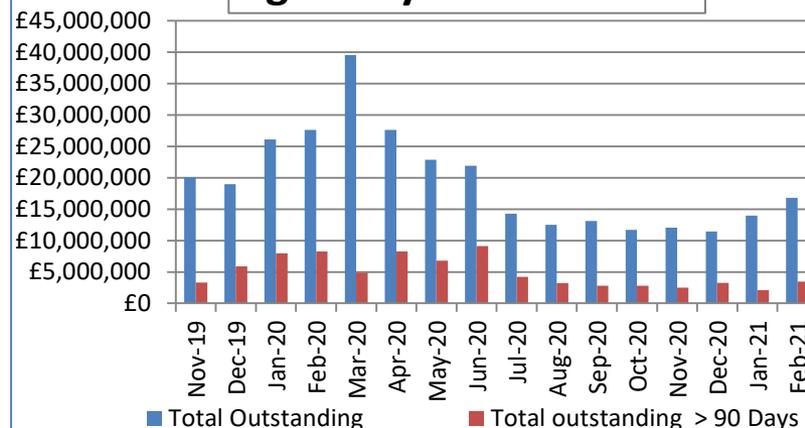
# Aged Receivables, Aged Payables & BPPC

Month 11 2020/21

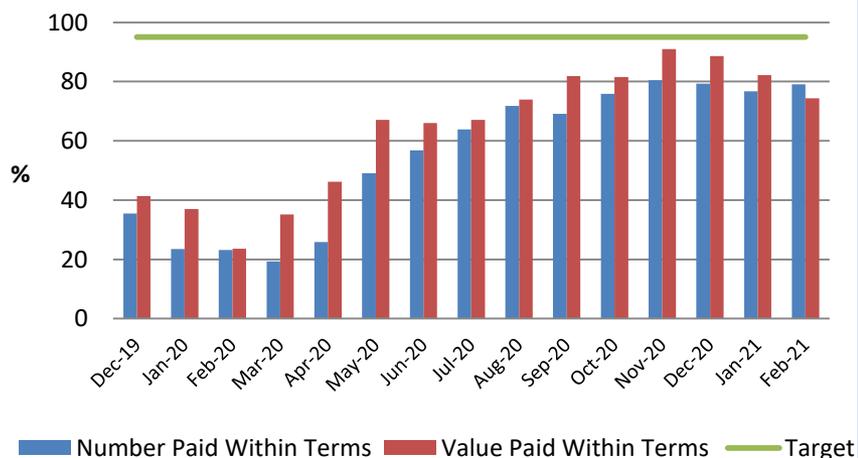
### Aged Receivables 2020-21



### Aged Payables 2020-21



### Annual BPPC Performance



## Analysis

- The overall Debt increased in February as quarterly invoices for NHS Education were raised, for which payment will be received in March. Therefore the Trust expects to see an overall decline in debt at Month 12. The over 90 days debt decreased as historical non NHS debt was paid by Sandwell SMBC. The Trust is continuing to target specific customers to settle outstanding amounts as part of the overall plan to further reduce the Aged debt profile by the 31st March 2021
- The overall value of Payables increased in February as invoices were received for Capital Projects, that will be due for payment in April 2021. The Trust is targeting those suppliers to ensure payments flow and the profile improves. Provider to Provider billing arrangements remain in place, ensuring prompt payment of invoices within 7 days.
- BPPC is showing continued signs of improvement but remains below the 95% target. This will continue to be managed in line with non-NHS creditor improvement and cash balances. The Trust is investigating further plans to improve performance against the target.