Oxford University Hospitals
NHS Foundation Trust

Finance, Procurement and Contracting

Financial Performance Report: Month 7

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Executive Summary

Oxford University Hospitals NHS Foundation Trust

Month 7 In-Month and YTD Position

The Trust has reported a £2.2m deficit in month 7 which is £2.1m adverse the route map value of £0.1m deficit. Against the original Trust plan of £1.1m surplus there is an adverse variance of £3.3m. There are three drivers for the non delivery in month; costs not being adequately controlled across the cost base, CIP delivery being less than required and temporary staffing spend increasing in month.

Year to date, the Trust is £7.6m adverse to the original annual plan and £2.1m adverse to the route map. IA in June and SEC delays contribute to this in addition to month 7 drivers. The forecast outturn continues to assume the delivery of a breakeven position for 2026/27 as reflected in the plan and the route map. The route map to year end is now more challenging and a full reforecast will be carried out.

We would highlight for the Board:

Clinical activity income has a YTD over performance excluding passthrough of £8.0m, split equally with £4m for activity delivered, and £4m for depreciation funding (£1.8) and drugs gain share (£2.2m). The delay to SEC opening means activity over performance is concentrated in months 1-5, with activity breaking even in month 6/7 due to baseline increases offsetting SEC plans.

Pay has an adverse variance in-month to plan of £4.3m (£5.3m last month). The plan has remained materially the same at £82.5m with actual cost reducing by £1.2m (R&D reduced by £1.4m, wider Trust increased by £0.2m). A separate Finance Committee appendix provides more detail. The reason for the variance remains primarily the undelivered CIP.

Non-pay variance in-month is £4.6m, increasing from £2.3m last month. Material increases in variance driven by £1.4m pass-through drugs (offset by income) and £0.6m on utilities due CHP being offline. The core variance remains undelivered CIP.

Control Totals are being implemented by division to meet commitments in the Route Map, more detail provided on slide 3.

SEC cost increased in month 7 due to the start of the Oxford Kitting & Carting (OK&C) contract (c. £0.6m) alongside pay costs already being incurred (c. £0.6m) and finance charges of £0.9m. The Trust is losing circa £450k per week of income for lost activity.

Risks the two most significant risks to delivery of the year-end breakeven position remains the level of unidentified CIP and the need ensure to that expenditure is controlled including non-recurrent items profiled across the remaining five months of the year.

Cash is £17m against a plan of £30m, adverse due to historic profiling used to set the 2026/27 plan. The forecast has been updated from £30m down to £6m, indicating that on current trajectory the Trust will require cash support in Q4.

MRC are £0.4m **adverse** to plan in month 7, mainly due to prior year CIP -£0.5m in month, partly offset by Cardiology activity over performing.

NOTSSCaN are £2.1m **adverse** to plan in month 7, driven by pay overspend £1.1m +43 wte (including SEC theatres staff net £0.4m pressure) and non-pay £0.8m. Activity income -£0.6m (including SEC underperformance), offset by other income £0.4m (education income).

SUWON are **on plan** in month 7. Pay pressure -£0.6m driven by efficiencies and +68 wte (including substantive business case recruitment) offset by non-pay £0.5m and by income net £0.1m.

CSS are £0.1m **adverse** to plan in month 7, driven by pay -£0.4m and non-pay -£0.4m, offset by £0.7m other income (Path and laboratories overperformance £0.4m and education income £0.3m).

Non-Clinical is reporting a **favourable** variance of £1.4m in month 7 from R&D additional income £0.7m, £0.4m SDE capitalisation and delivery fund budget not yet allocated and in Estates a £0.3m benefit on PFI costs.

Central budgets are £2.1m **adverse** to plan in month 7. This is driven by a net shortfall against strategic CIPs.

Cash was £16.5m at month 7, which was £13.3m below plan due to higher payments to suppliers. The cash forecast has been updated to partly reflect current trends and shows a year-end balance of £6m. This is dependent on delivery of cash releasing savings in Q3 and Q4.

Gross **capital** expenditure to October was £36.4m, which is £5.8m (14%) below plan. Digital is £12.02m over plan following the inclusion of PDC funded AI tele-dermatology in month. Slippage continues on SEC, UEC and Maternity.

Income and Expenditure Position: Trustwide Overview

Source: Budget in Finance Ledger.

Oxford University Hospitals NHS Foundation Trust

Financial Summary OUH £000s	IN MONTH 7 Plan	Actual	Var £	Var %	YEAR TO DATE Plan	Actual	Var £	Var %	Full Year Plan	Control Total
Activity Income	110,932	111,392	460	0.4%	767,461	775,497	8,036	1.0%	1,323,370	1,362,470
Pass Through(Income)	21,592	24,205	2,613	12.1%	151,216	157,460	6,245	4.1%	259,227	270,614
PP, Overseas &RTA Income	1,632	1,398	(234)	(14.4%)	11,097	9,879	(1,218)	(11.0%)	19,279	16,887
Other Income	15,827	17,978	2,151	13.6%	112,963	116,737	3,774	3.3%	192,103	200,144
Income Total	**149,983**	**154,973**	**4,989**	**3.3%**	**1,042,737**	**1,059,574**	**16,837**	**1.6%**	**1,793,979**	**1,850,114**
Staff	(78,854)	(82,089)	(3,236)	(4.1%)	(568,441)	(574,716)	(6,275)	(1.1%)	(954,242)	(986,519)
NHSP	(3,259)	(4,384)	(1,125)	(34.5%)	(23,216)	(29,124)	(5,908)	(25.4%)	(39,492)	(47,119)
Agency	(239)	(146)	93	38.9%	(1,797)	(1,459)	337	18.8%	(2,991)	(2,498)
Pay Total	**(82,352)**	**(86,619)**	**(4,267)**	**(5.2%)**	**(593,453)**	**(605,299)**	**(11,846)**	**(2.0%)**	**(996,725)**	**(1,036,137)**
Clinical Supplies & Services (Excl Pass Through)	(11,777)	(12,669)	(893)	(7.6%)	(77,578)	(87,372)	(9,794)	(12.6%)	(137,045)	(157,075)
Pass Through(NonPay)	(21,592)	(24,205)	(2,613)	(12.1%)	(151,216)	(157,460)	(6,245)	(4.1%)	(259,227)	(270,591)
Drugs (Excl Pass Through)	(5,032)	(4,044)	988	19.6%	(35,180)	(32,571)	2,608	7.4%	(60,345)	(52,305)
Premises and Fixed Plant	(9,914)	(10,039)	(125)	(1.3%)	(66,625)	(66,380)	245	0.4%	(115,418)	(111,089)
Other Non-Pay	(9,144)	(11,141)	(1,997)	(21.8%)	(75,533)	(72,615)	2,918	3.9%	(119,060)	(109,995)
Non-Pay Total	**(57,459)**	**(62,098)**	**(4,639)**	**(8.1%)**	**(406,132)**	**(416,399)**	**(10,267)**	**(2.5%)**	**(691,095)**	**(701,055)**
EBITDA	**10,172**	**6,255**	**(3,917)**	**(38.5%)**	**43,152**	**37,877**	**(5,276)**	**(12.2%)**	**106,159**	**112,923**
Capital and Financial Charges	**(9,112)**	**(8,465)**	**647**	**7.1%**	**(62,531)**	**(64,874)**	**(2,343)**	**(3.7%)**	**(106,110)**	**(112,923)**
Total	**1,060**	**(2,209)**	**(3,270)**	**(308.4%)**	**(19,379)**	**(26,998)**	**(7,619)**	**(39.3%)**	**48**	**0**

WTE	IN MONTH 7 Plan	Actual	Variance	Var %
Staff	14,085.4	13,517.2	568.2	4.0%
NHSP	199.8	720.6	(521)	(260.6%)
Agency	6.2	15.2	(9)	(144.5%)
Total WTE	**14,291.5**	**14,253.0**	**38**	**0.3%**

Income

Income is £5.0m better than plan at month 7, but removing passthrough/R&D it reduces to £2.4m better than plan. Commissioning activity has a favourable variance of £0.5m: £0.4m drug gain shares, £0.4m depreciation funding. Offset by net estimated activity underperformance £0.3m (net effect of SEC not being open (£0.9m) and out-performance of plan in existing capacity £0.6m). Other income £2.2m favourable: SDE £0.5m (offset by expenditure), Path and laboratories £0.4m.

Trust

Month 7 was £3.3m off plan at £2.2m deficit. YTD is a £27.0m deficit, which is worse than plan by £7.6m. The plan for the full year remains a breakeven position. Key drivers of the YTD variance are net income overperformance of £10.6m, offset by pay pressures (£11.8m adverse), non-pay net pressures £4.0m and non-EBITDA (£0.1m adverse excluding depreciation impact which is funded). The non-recurrent items included in the month 7 position total £6.9m (including vacancies being held non-recurrently) which means the Trust's underlying position is a deficit of circa £10.0m month 6 and £65.1m YTD.

Pay

Pay is £4.3m worse than plan at month 7. Excluding E&T and R&D, substantive pay is £3.6m adverse to plan, this is primarily due to the savings shortfall of £2.5m this month. The Trust is 38 wte below plan, with 568 substantive vacancies offset by 521 wte of NHSP and 9 wte of agency. However, the pay budget assumed non-wte savings (e.g. from additional sessions and reduced cost/wte) that have not been delivered. Note also there is a misalignment between the establishment in ESR and in the ledger with ESR showing unbudgeted posts. The alignment is being addressed for 27/28 planning.

Non-Pay

Non pay is £4.6m worse than plan at month 7, but removing passthrough and similar items it is £2.4m worse than plan. Driven by a £2.2m adverse on other expenditure, primarily from an adverse variance of £1.7m on the centrally held non-recurrent CIP target and SDE costs £0.5m (offset by income). This was partly offset by a further non-recurrent Estates reduced PFI costs of £0.4m.

Income and Expenditure: Divisional Positions

Source: Finance Ledger.

Oxford University Hospitals NHS Foundation Trust

Division Financial Summary OUH £000s	IN MONTH 7 Plan	Actual	Var £	Var %	YEAR TO DATE Plan	Actual	Var £	Var %	Full Year Plan	Control Total
Medicine Rehabilitation and Cardiac	9,649	9,281	(368)	(3.8%)	65,039	63,408	(1,631)	(2.5%)	114,651	110,375
Neurosciences Orthopaedics Trauma Specialist Surg	10,104	7,966	(2,138)	(21.2%)	63,268	59,628	(3,640)	(5.8%)	116,730	104,942
Surgery Women and Oncology	11,610	11,618	8	0.1%	76,862	74,399	(2,463)	(3.2%)	135,280	134,795
Clinical Support Services	(8,070)	(8,160)	(90)	(1.1%)	(58,633)	(58,002)	631	1.1%	(97,791)	(99,151)
Corporate	(12,734)	(12,317)	417	3.3%	(88,687)	(86,286)	2,401	2.7%	(151,550)	(146,165)
Estates	(13,059)	(12,719)	340	2.6%	(90,572)	(86,305)	4,266	4.7%	(154,498)	(143,808)
Education and Training	4,156	4,180	24	0.6%	26,589	26,637	49	0.2%	47,548	47,625
Hosted Services DIV	0	(46)	(46)	(55,691.7%)	1	4	3	563.8%	1	(1)
Research and Development	200	901	701	350.7%	1,400	2,645	1,245	88.9%	2,400	3,187
Operating Expenses	(4,527)	(3,303)	1,224	27.0%	(30,809)	(30,178)	630	2.0%	(51,996)	(53,683)
Trustwide Reserves	3,732	390	(3,342)	(89.6%)	16,162	7,053	(9,110)	(56.4%)	39,274	41,885
	0	0	0	0.0%	0	0	0	0.0%	0	
	0	0	0	0.0%	0	0	0	0.0%	0	
	0	0	0	0.0%	0	0	0	0.0%	0	
Total, by Divisions	**1,060**	**(2,209)**	**(3,270)**	**(308.4%)**	**(19,379)**	**(26,998)**	**(7,619)**	**(39.3%)**	**48**	**0**

Clinical

Clinical divisions are £7.1m off plan year to date.

NOTSSCaN are the most significant at £3.6m adverse to plan, driven by pay (£3.5m adverse) including a SEC net pressure of £1.5m and pay CIP shortfall of £1.5m.

SUWON are £2.5m off plan, driven by underachieved non pay CIP of £5.3m, offset by net activity income (£0.8m) and other income (£1.1m).

MRC are £1.6m off plan, driven by unachieved pay CIP of £3.7m partly offset by activity in Cardiology (£1.7m) and non-pay (£0.2m).

CSS are £0.6m better than plan, driven education income (£1.4m) and non-recurrent income benefit £0.5m offset by pay (£0.9m) non-pay £1.0m (excluding passthrough), including PET CT pressures of £0.3m and £0.3m reporting and SEC costs.

Control Totals are shown in the previous slide and subsequent divisional slides in this pack. They have been developed from the month 6 bottom-up forecast with top-down Route Map actions allocated to each area. A rigorous forecasting cycle at month 7 has been undertaken with divisional sign-off to determine revised forecasts against these control totals to determine forecast risk and mitigation. This process is ongoing at the submission of papers, but will largely have concluded by the Board meeting.

Non-Clinical

Non-Clinical areas are £8.0m better than plan year to date.

Estates Division £4.3m better than plan, from utilities CIP £2.7m and PFI benefits to contract (including CIP delivered) £2.0m.

Corporate Division £2.4m better than plan, driven by other income £1.4m and pay underspend £1.0m (SDE capitalisation net £1.7m).

Education on plan after budget adjustments relating to CEA awards.

R&D are £1.2m better than plan. Expenditure is a net £1.2m underspent.

Central

Central budgets are £8.5m worse than plan year to date, due primarily to a net CIP shortfall.

The **Trustwide Reserves** Division is driving this at £9.1m adverse variance including net strategic CIP shortfall.

I&E: Divisional Position MRC

Source: Finance Ledger.

Oxford University Hospitals NHS Foundation Trust

Financial Summary N4EMTA £000s	IN MONTH 7 Plan	Actual	Var £	Var %	YEAR TO DATE Plan	Actual	Var £	Var %	Full Year Plan	Control Total
Activity Income	29,393	29,752	359	1.2%	204,945	206,657	1,712	0.8%	351,974	355,532
Pass Through(Income)	6,525	6,805	280	4.3%	45,704	47,331	1,626	3.6%	78,350	81,051
PP, Overseas &RTA Income	905	972	67	7.4%	6,332	6,548	217	3.4%	10,854	10,990
Other Income	420	541	121	28.9%	2,938	3,400	462	15.7%	5,037	6,061
Income Total	**37,243**	**38,070**	**828**	**2.2%**	**259,920**	**263,936**	**4,016**	**1.5%**	**446,216**	**453,634**
Staff	(17,400)	(17,209)	190	1.1%	(123,489)	(121,198)	2,291	1.9%	(209,187)	(206,627)
NHSP	(339)	(1,194)	(855)	(251.9%)	(2,460)	(8,413)	(5,954)	(242.0%)	(4,154)	(14,240)
Agency	(12)	(97)	(84)	(693.6%)	(85)	(659)	(573)	(672.5%)	(146)	(1,124)
Pay Total	**(17,751)**	**(18,500)**	**(749)**	**(4.2%)**	**(126,034)**	**(130,270)**	**(4,236)**	**(3.4%)**	**(213,487)**	**(221,991)**
Clinical Supplies & Services (Excl Pass Through)	(1,616)	(1,404)	212	13.1%	(11,352)	(10,104)	1,248	11.0%	(19,389)	(18,926)
Pass Through(NonPay)	(6,525)	(6,805)	(280)	(4.3%)	(45,704)	(47,331)	(1,626)	(3.6%)	(78,350)	(81,051)
Drugs (Excl Pass Through)	(955)	(1,096)	(141)	(14.8%)	(6,559)	(6,430)	129	2.0%	(11,380)	(10,823)
Premises and Fixed Plant	(124)	(178)	(55)	(44.2%)	(865)	(1,042)	(178)	(20.6%)	(1,482)	(1,718)
Other Non-Pay	(623)	(806)	(183)	(29.5%)	(4,366)	(5,351)	(984)	(22.5%)	(7,477)	(8,751)
Non-Pay Total	**(9,842)**	**(10,289)**	**(446)**	**(4.5%)**	**(68,846)**	**(70,257)**	**(1,411)**	**(2.0%)**	**(118,078)**	**(121,268)**
EBITDA	**9,649**	**9,281**	**(368)**	**(3.8%)**	**65,039**	**63,408**	**(1,631)**	**(2.5%)**	**114,651**	**110,375**

WTE	IN MONTH 7 Plan	Actual	Variance	Var %
Staff	3,191.9	3,004.5	187.4	5.9%
NHSP	49.9	193.7	(144)	(287.9%)
Agency	1.1	4.6	(4)	(335.2%)
Total WTE	**3,242.9**	**3,202.8**	**40**	**1.2%**

Current/YTD Results

The division is reporting a -£0.37m adverse variance for October.
Mainly due to non-delivery of prior year CIP -£0.5m in-month, partly of set by Cardiology activity over performing. Passthrough income over performed in Cardiology.
Excluding passthrough variances, the material YTD issues are:

- Activity ahead of plan EL/DC & OP in Cardiology ~£1.7m better than plan.
- Private patients over recovery mainly driven by TAVI activity ~£0.2m.
- Other income ~£0.5m better than plan driven by education income.
- Pay overspend by ~£4.2m, of which £0.3m relates to IA, temporary pay pressure £1m and undelivered CIP £3.7m. These are partially offset by vacancy savings.
- Non-Pay underspend £0.2m (excluding passthrough). Mainly due to one off benefits in Cardiology. CIP Target is over performing by £0.3m.

YTD CIP target is £8.2m, actual delivery is £6.2m. Behind plan by £2m.

Divisional Risk and Management Actions

Actions to reduce temporary spend include tighter NHSP controls, recruitment to vacancies, enhanced sickness management and proactive bed management. The principal forecast risk remains full delivery of CIP, with £16.7m of savings required and only £10.5m currently identified.

Risk – 2026/27 CIP Delivery – Status High

Explanation – annual target is £10.3m for 2026/27 and £6.4m remaining from 2025/26, totalling £16.7m. Circa £10.5m has been identified to cover 26/27 target. Management action; Divisional CIP board overseeing scheme/ development, validation & delivery, with particular focus on closing the unidentified gap. Weekly CIP meetings ongoing.

Risk - Future industrial action Status Medium.

Explanation – potential Industrial action for consultant medics regarding pay although November action has been suspended.
Mitigation – The financial impact will be assessed for each period of IA. No central funding has currently been confirmed.

Risk – High Volume Winter Pressures Status Low.

Explanation – additional capacity required Nov-Feb, with a potential increase in temporary staffing cost.
Mitigation – services to manage budgets seasonally, underspend early part of year to preserve resources for winter.

I&E: Divisional Position NOTSSCAN

Source: Finance Ledger.

Oxford University Hospitals NHS Foundation Trust

Financial Summary N4NTSS £000s	IN MONTH 7 Plan	Actual	Var £	Var %	YEAR TO DATE Plan	Actual	Var £	Var %	Full Year Plan	Control Total
Activity Income	36,080	35,496	(584)	(1.6%)	247,666	249,506	1,840	0.7%	429,030	432,921
Pass Through(Income)	5,334	5,262	(72)	(1.4%)	37,450	34,799	(2,651)	(7.1%)	64,201	59,074
PP, Overseas &RTA Income	196	203	7	3.4%	1,372	935	(437)	(31.8%)	2,352	1,699
Other Income	494	902	408	82.7%	3,403	4,438	1,036	30.4%	5,872	7,269
Income Total	**42,103**	**41,863**	**(241)**	**(0.6%)**	**289,890**	**289,678**	**(212)**	**(0.1%)**	**501,455**	**500,962**
Staff	(20,275)	(20,537)	(263)	(1.3%)	(144,014)	(142,250)	1,765	1.2%	(243,540)	(247,000)
NHSP	(388)	(1,235)	(847)	(218.1%)	(2,870)	(7,963)	(5,094)	(177.5%)	(4,803)	(13,080)
Agency	(22)	(20)	2	10.2%	(153)	(364)	(211)	(138.4%)	(262)	(689)
Pay Total	**(20,685)**	**(21,792)**	**(1,107)**	**(5.4%)**	**(147,037)**	**(150,577)**	**(3,541)**	**(2.4%)**	**(248,605)**	**(260,769)**
Clinical Supplies & Services (Excl Pass Through)	(3,187)	(3,485)	(298)	(9.4%)	(22,951)	(23,433)	(482)	(2.1%)	(39,344)	(40,439)
Pass Through(NonPay)	(5,334)	(5,262)	72	1.4%	(37,450)	(34,799)	2,651	7.1%	(64,201)	(59,074)
Drugs (Excl Pass Through)	(1,112)	(1,708)	(596)	(53.6%)	(8,039)	(9,423)	(1,384)	(17.2%)	(14,384)	(15,105)
Premises and Fixed Plant	(143)	(102)	41	28.5%	(999)	(610)	389	38.9%	(1,711)	(1,205)
Other Non-Pay	(1,539)	(1,548)	(9)	(0.6%)	(10,147)	(11,209)	(1,062)	(10.5%)	(16,480)	(19,428)
Non-Pay Total	**(11,315)**	**(12,105)**	**(791)**	**(7.0%)**	**(79,586)**	**(79,473)**	**112**	**0.1%**	**(136,120)**	**(135,251)**
EBITDA	**10,104**	**7,966**	**(2,138)**	**(21.2%)**	**63,268**	**59,628**	**(3,640)**	**(5.8%)**	**116,730**	**104,942**

WTE	IN MONTH 7 Plan	Actual	Variance	Var %
Staff	3,440.2	3,358.7	81.5	**2.4%**
NHSP	57.4	196.7	(139)	(242.7%)
Agency	1.3	7.4	(6)	(461.8%)
Total WTE	**3,498.9**	**3,562.8**	**(64)**	**(1.8%)**

Current/YTD Results

The division is reporting a £2.1m adverse variance in month and £3.6m YTD (5.8%). Excluding passthrough variances, the material YTD highlights are:

- Activity income - £1.8m favourable, includes £2.7m adverse to plan for SEC activity offset by circa £1.9m baseline extra activity and £2m of ICB drugs gainshare income.
- Other income - £1m favourable, driven largely by education income
- Private Patient Income underperformance - £0.4m adverse
- Industrial action costs - £0.3m adverse
- SEC staffing - £1.5m adverse - £3.2m of staffing costs, offsetting £1.7m of vacancies across Theatres. £0.4m of costs is outside of Theatres.
- Medical staff in Ophthalmology - £0.2m adverse
- Under-delivery of Pay CIP - £1.54m
- Internal recharges and clinical supplies - £1.2m adverse
- Non-passthrough drugs - £1.4m adverse

YTD CIP target is £11.65m, actual delivery is £15m. Ahead of plan by £3.3m

Divisional Risk and Management Actions

Risk – 2026/27 CIP Delivery – Status High
Explanation – annual target is £13.4m for 2026/27 and £9.8m remaining from 2025/26, totalling £23.2m. Forecast delivery against this target is £22m.
Management action – divisional non-pay panels are taking place on a weekly basis, pay scrutiny is continuing and temporary staffing controls are being assessed, including submission of shifts at matron level.

Risk - Future industrial action Status High.
Explanation – consultants have voted in favour of strikes. This presents a risk of activity reduction against plan although November action has been suspended
Mitigation – additional costs per action, no funding centrally confirmed to mitigate.

Risk – SEC Capacity Status High.
Explanation – delayed opening reduces activity and performance. 4 months delay estimated at c. 1,100 electives/day cases, circa £3.6m of income.
Mitigation – alternative sources of capacity being assessed.

I&E: Divisional Position SUWON

Oxford University Hospitals NHS Foundation Trust

Source: Finance Ledger.

Financial Summary N4SUON £000s	IN MONTH 7 Plan	Actual	Var £	Var %	YEAR TO DATE Plan	Actual	Var £	Var %	Full Year Plan	Control Total
Activity Income	35,270	35,220	(51)	(0.1%)	243,887	244,725	837	0.3%	420,093	422,606
Pass Through(Income)	9,183	11,593	2,410	26.2%	64,215	70,148	5,933	9.2%	110,084	121,213
PP, Overseas &RTA Income	186	118	(68)	(36.7%)	1,305	1,183	(123)	(9.4%)	2,237	2,183
Other Income	1,044	1,242	198	19.0%	7,309	8,383	1,074	14.7%	12,529	13,813
Income Total	**45,684**	**48,173**	**2,489**	**5.4%**	**316,717**	**324,439**	**7,722**	**2.4%**	**544,943**	**559,815**
Staff	(18,455)	(17,962)	493	2.7%	(130,842)	(125,096)	5,745	4.4%	(222,502)	(214,305)
NHSP	(287)	(1,414)	(1,127)	(392.3%)	(2,059)	(9,199)	(7,139)	(346.7%)	(3,503)	(14,205)
Agency	(32)	(18)	15	45.6%	(163)	(234)	(72)	(44.0%)	(325)	(434)
Pay Total	**(18,774)**	**(19,393)**	**(619)**	**(3.3%)**	**(133,064)**	**(134,529)**	**(1,466)**	**(1.1%)**	**(226,329)**	**(228,943)**
Clinical Supplies & Services (Excl Pass Through)	(3,095)	(3,767)	(673)	(21.7%)	(23,149)	(24,459)	(1,309)	(5.7%)	(39,848)	(41,467)
Pass Through(NonPay)	(9,183)	(11,593)	(2,410)	(26.2%)	(64,215)	(70,148)	(5,933)	(9.2%)	(110,084)	(121,190)
Drugs (Excl Pass Through)	(2,169)	(607)	1,562	72.0%	(15,499)	(13,047)	2,452	15.8%	(26,668)	(20,894)
Premises and Fixed Plant	(172)	(183)	(11)	(6.7%)	(1,194)	(1,312)	(118)	(9.9%)	(2,050)	(2,251)
Other Non-Pay	(681)	(1,012)	(330)	(48.5%)	(2,733)	(6,544)	(3,811)	(139.5%)	(4,685)	(10,275)
Non-Pay Total	**(15,300)**	**(17,163)**	**(1,862)**	**(12.2%)**	**(106,791)**	**(115,510)**	**(8,719)**	**(8.2%)**	**(183,334)**	**(196,077)**
EBITDA	**11,610**	**11,618**	**8**	**0.1%**	**76,862**	**74,399**	**(2,463)**	**(3.2%)**	**135,280**	**134,795**

WTE	IN MONTH 7 Plan	Actual	Variance	Var %
Staff	3,334.4	3,112.4	222.0	6.7%
NHSP	41.8	248.4	(207)	(494.9%)
Agency	1.2	3.3	(2)	(178.0%)
Total WTE	**3,377.3**	**3,364.1**	**13**	**0.4%**

Current/YTD Results

The division is reporting a balanced position in month with an adverse variance of £2.5m YTD. Excluding passthrough variances, the material YTD issues are:

- Activity above plan - £0.8m Favourable (£2.2m Favourable in Oncology and Surgery, offset with £1.4m adverse in Renal and Gastroenterology
- Private Patient and Other income - £1.0m Favourable
- Pay £1.5m adverse - £11.5m vacancies covered by £7.2m adverse on temporary staffing with £5.7m non recurrent CIP delivery and Industrial action costs of £0.1m
- In tariff drugs activity - £2.5m Favourable (£2.7m Favourable in Gastroenterology, Oncology and Renal party offset with Surgery and Maternity £0.2m Adverse)
- Underachieved 25/26 non pay CIP - £5.3m Adverse

YTD CIP target is £5.9m, actual delivery is £8.1m. Ahead of plan by £2.2m

Divisional Risk and Management Actions

Risk – 2026/27 CIP Delivery – Status High
Explanation – annual target is £12.9m for 2026/27. Currently forecast to deliver £15.6m against this target in the CIP tracker. However, the division still has residual 25/26 unidentified CIP. There are other schemes in development that will be added to the tracker. *Mitigation* - divisional CIP board is focusing on major schemes, and meeting on a weekly basis to review schemes/ideas. *Management action*; Divisional CIP board overseeing scheme development, validation & delivery, with particular focus on closing the unidentified gap.

Risk – Pharmacy processes Status Medium.
Explanation – Pharmacy processes causing potential billing discrepancies for high-cost drugs. This presents a risk around lost income and accurate forecasting of costs.
Mitigation –additional costs per action, no funding centrally confirmed to mitigate.

Risk – Recruitment to High-risk services Status Medium.
Explanation – current uncovered vacancies are a potential risk to patient safety (e.g. long wait times for radiotherapy). There is recruitment ongoing in these areas which *will increase headcount and pay costs. Mitigation* – services being risk assessed to target recruitment by risk profile.

I&E: Divisional Position CSS

Source: Finance Ledger.

Oxford University Hospitals NHS Foundation Trust

Financial Summary N4CTDP £000s	IN MONTH 7 Plan	Actual	Var £	Var %	YEAR TO DATE Plan	Actual	Var £	Var %	Full Year Plan	Control Total
Activity Income	10,114	10,217	103	1.0%	70,794	71,243	449	0.6%	121,362	122,862
Pass Through(Income)	549	544	(5)	(0.9%)	3,846	4,182	337	8.8%	6,592	7,276
PP, Overseas &RTA Income	170	95	(74)	(43.8%)	1,188	967	(221)	(18.6%)	2,036	1,743
Other Income	1,631	2,290	659	40.4%	11,416	13,733	2,318	20.3%	19,575	22,626
Income Total	**12,464**	**13,147**	**683**	**5.5%**	**87,243**	**90,126**	**2,883**	**3.3%**	**149,565**	**154,508**
Staff	(14,541)	(14,723)	(182)	(1.3%)	(103,144)	(102,876)	268	0.3%	(175,136)	(177,014)
NHSP	(171)	(395)	(224)	(131.6%)	(1,219)	(2,616)	(1,397)	(114.5%)	(2,050)	(4,113)
Agency	(29)	2	32	108.3%	(204)	3	207	101.7%	(350)	2
Pay Total	**(14,741)**	**(15,116)**	**(375)**	**(2.5%)**	**(104,567)**	**(105,488)**	**(921)**	**(0.9%)**	**(177,536)**	**(181,125)**
Clinical Supplies & Services (Excl Pass Through)	(4,134)	(4,577)	(444)	(10.7%)	(28,978)	(29,104)	(126)	(0.4%)	(49,567)	(49,369)
Pass Through(NonPay)	(549)	(544)	5	0.9%	(3,846)	(4,182)	(337)	(8.8%)	(6,592)	(7,276)
Drugs (Excl Pass Through)	(469)	(582)	(113)	(24.0%)	(3,240)	(4,477)	(1,236)	(38.2%)	(5,592)	(7,790)
Premises and Fixed Plant	(259)	135	394	151.9%	(1,650)	(1,095)	554	33.6%	(2,828)	(2,440)
Other Non-Pay	(382)	(622)	(240)	(62.7%)	(3,595)	(3,781)	(186)	(5.2%)	(5,240)	(5,659)
Non-Pay Total	**(5,793)**	**(6,191)**	**(398)**	**(6.9%)**	**(41,309)**	**(42,640)**	**(1,331)**	**(3.2%)**	**(69,820)**	**(72,534)**
EBITDA	**(8,070)**	**(8,160)**	**(90)**	**(1.1%)**	**(58,633)**	**(58,002)**	**631**	**1.1%**	**(97,791)**	**(99,151)**

WTE	IN MONTH 7 Plan	Actual	Variance	Var %
Staff	2,260.1	2,225.1	35.0	1.6%
NHSP	31.8	61.7	(30)	(94.0%)
Agency	1.4	0.0	1	100.0%
Total WTE	**2,293.4**	**2,286.7**	**7**	**0.3%**

Current/YTD Results

The Division is reporting a slight adverse month (-1.1% on a cost of £8.1m) with a £0.6m favourable position YTD. Excluding passthrough variances, the material YTD issues are:

- Activity above plan - £0.4m favourable (Radiology +£1.6m favourable, CDC/Critical Care --£1.1m adverse).
- Education funding - £1.4m & One-off income- £0.5m favourable YTD
- Underachieved CIP (inc. 25/26 target) - £1.1m adverse
- Industrial action costs - £0.1m adverse
- Underspend in clinical supplies/drugs - £0.1m favourable
- CDC increased costs : £0.3m & PET CT Costs : £0.3m adverse

Activity income has been updated for the 2026/27 M6 SLAM Plan

YTD CIP target is £8.0m, actual delivery is £7.1m, but £0.2m isn't shown on the ledger. Behind plan by £1.1m

Divisional Risk and Management Actions

Risk – 2026/27 CIP Delivery – Status Medium
Explanation – annual target is £11.6m for 2026/27 and £4.4m remaining from 2025/26, totalling £16.0m. Currently forecast to deliver £11.9m in the CIP Tracker, from non-recurrent schemes. *Mitigation* – partial. Division has set up divisional CIP board and directorate meetings to ensure delivery,
Risk – Demand Growth Status Medium.
Explanation – support services (Radiology and Pathology) annually experience circa 5% demand. Current expenditure budgets not funded for growth or additional RTT delivery for H2. Mitigation – productivity on resource; discussions with COO; and demand management required but increases risk on the CIP delivery as an offset.
Risk – Recruitment to Activity driven services Status Medium.
Explanation – current uncovered vacancies are a potential risk to activity and staff wellbeing. Ongoing recruitment into business cases will increase headcount and pay costs. Mitigation –Completing establishment reviews and continued oversight via weekly divisional pay panels.
Risk – Baxter increased prior year costs. Status Medium
Baxter have queried £2.4m additional costs, which has not been substantiated by OUH. Not in current costs YTD or forecast.

I&E: Divisional Position Non-Clinical Services (inc. Corp, R&D, Estates)

Source: Finance Ledger.

Oxford University Hospitals NHS Foundation Trust

Financial Summary Non-Clinical £000s	IN MONTH 7 Plan	Actual	Var £	Var %	YEAR TO DATE Plan	Actual	Var £	Var %	Full Year Plan	Control Total
Activity Income	22	22	0	0.0%	152	152	0	0.0%	261	261
Pass Through(Income)	0	0	0	0.0%	0	0	0	0.0%	0	0
PP, Overseas &RTA Income	7	10	3	50.3%	46	46	(1)	(1.4%)	80	72
Other Income	12,011	12,669	658	5.5%	83,797	85,354	1,558	1.9%	144,356	147,392
Income Total	**12,040**	**12,701**	**661**	**5.5%**	**83,995**	**85,553**	**1,557**	**1.9%**	**144,697**	**147,724**
Staff	(11,843)	(11,433)	409	3.5%	(83,758)	(83,112)	646	0.8%	(142,703)	(142,723)
NHSP	(116)	(145)	(29)	(25.2%)	(876)	(932)	(57)	(6.5%)	(1,454)	(1,481)
Agency	(12)	(15)	(2)	(18.5%)	(86)	(114)	(28)	(32.0%)	(148)	(199)
Pay Total	**(11,971)**	**(11,594)**	**378**	**3.2%**	**(84,720)**	**(84,158)**	**562**	**0.7%**	**(144,305)**	**(144,403)**
Clinical Supplies & Services (Excl Pass Through)	(385)	(435)	(51)	(13.1%)	(2,694)	(2,141)	553	20.5%	(4,619)	(3,411)
Pass Through(NonPay)	0	0	0	0.0%	0	0	0	0.0%	0	0
Drugs (Excl Pass Through)	(42)	(52)	(10)	(22.9%)	(295)	(195)	100	33.9%	(505)	(286)
Premises and Fixed Plant	(14,760)	(14,632)	128	0.9%	(101,745)	(97,632)	4,112	4.0%	(173,801)	(167,061)
Other Non-Pay	(6,319)	(5,989)	330	5.2%	(45,811)	(44,731)	1,079	2.4%	(77,566)	(71,725)
Non-Pay Total	**(21,506)**	**(21,108)**	**398**	**1.9%**	**(150,545)**	**(144,700)**	**5,845**	**3.9%**	**(256,491)**	**(242,484)**
EBITDA	**(21,437)**	**(20,001)**	**1,437**	**6.7%**	**(151,269)**	**(143,305)**	**7,964**	**5.3%**	**(256,099)**	**(239,162)**

WTE	IN MONTH 7 Plan	Actual	Variance	Var %
Staff	1,835.1	1,788.4	46.8	2.5%
NHSP	18.2	20.1	(2)	(10.4%)
Agency	0.9	0.0	1	100.0%
Total WTE	**1,854.2**	**1,808.5**	**46**	**2.5%**

Current/YTD Results

The combined divisional position is reporting a favourable variance of £1.4m in month (7% on a cost of £21.4m) with a favourable variance of £8m YTD. The material YTD issues are:

- Estates Utilities recorded as CIP delivered - £2.7m Favourable
- Estates PFI benefits to contract (inc CIP delivered) - £2.0m Favourable
- SDE (capitalisation) – Net £1.7m Favourable
- R&D additional income delivered £1.2m Favourable
- COO Delivery Fund not yet allocated to Divisions £0.6m Favourable

YTD CIP target is £5.4m, actual delivery is £6.4m. Ahead of plan by £1.0m

The WTE budget in month shows a favourable 46 WTE due to the capitalisation of staff in SDE (26) and vacancies held across directorates

Divisional Risk and Management Actions

Risk – 2026/27 CIP Delivery – Status Medium
Explanation – annual target is £10.4m for 2026/27 and £5.2m remaining from 2025/26, totalling £15.6m. Currently only £12.6m has been identified to deliver this target. The identified number increased in M7 due to recognising anticipated FY impact of utilities savings (see action below)
Mitigation – a corporate CIP board has been set up to review schemes/ideas, update the CIP Hopper and ensure EPIDs are completed.

Management Action – Estates Budget Review
A review of Estates budget variance (£4.3m), to recognise the exceptional impact of utilities favourability captured as CIP is in progress with actions due to be agreed and implemented in M8 once agreed by the CFO and CEFO.

I&E: Operating Expenses

Oxford University Hospitals NHS Foundation Trust

Financial Summary N4OPEX £000s	IN MONTH 7 Plan	Actual	Var £	Var %	YEAR TO DATE Plan	Actual	Var £	Var %	Full Year Plan	Control Total
Activity Income	0	436	436	0.0%	0	1,854	1,854	0.0%	0	2,939
Other Income	50	333	284	572.5%	347	1,428	1,081	311.6%	595	1,915
Income Total	**50**	**769**	**720**	**1,452.1%**	**347**	**3,282**	**2,935**	**846.0%**	**595**	**4,854**
Pay Total	**(29)**	**(26)**	**3**	**10.4%**	**(206)**	**(80)**	**125**	**60.9%**	**(353)**	**(108)**
Clinical Supplies & Services (Excl Pass Through)	(14)	0	14	100.0%	(97)	(0)	97	100.0%	(166)	(0)
Premises and Fixed Plant	4,449	4,430	(19)	(0.4%)	30,744	30,717	(27)	(0.1%)	52,456	52,574
Other Non-Pay	130	(11)	(140)	(108.4%)	907	777	(129)	(14.3%)	1,554	1,920
Non-Pay Total	**4,565**	**4,419**	**(146)**	**(3.2%)**	**31,553**	**31,494**	**(59)**	**(0.2%)**	**53,844**	**54,494**
EBITDA	**4,585**	**5,162**	**577**	**12.6%**	**31,695**	**34,696**	**3,001**	**9.5%**	**54,086**	**59,240**
Impairment	0	0	0	0.0%	0	0	0	0.0%	0	0
Donations	0	0	0	0.0%	0	0	0	0.0%	0	0
Investment Revenue	399	164	(235)	(58.9%)	2,796	1,819	(977)	(34.9%)	4,793	3,309
Depreciation	(4,829)	(5,265)	(436)	(9.0%)	(33,438)	(35,729)	(2,292)	(6.9%)	(57,599)	(61,596)
Other Gains & Losses	0	1,404	1,404	0.0%	875	2,329	1,454	166.0%	2,869	2,413
PDC Dividend Payable	(1,035)	(1,035)	(0)	(0.0%)	(7,244)	(7,244)	(0)	(0.0%)	(12,418)	(12,418)
Finance Cost	(3,648)	(3,734)	(86)	(2.3%)	(25,493)	(26,049)	(555)	(2.2%)	(43,729)	(44,630)
Capital and Financial Charges	**(9,112)**	**(8,465)**	**647**	**7.1%**	**(62,503)**	**(64,874)**	**(2,371)**	**(3.8%)**	**(106,082)**	**(112,923)**
Total	**(4,527)**	**(3,303)**	**1,224**	**27.0%**	**(30,809)**	**(30,178)**	**630**	**2.0%**	**(51,996)**	**(53,683)**

WTE	IN MONTH 7 Plan	Actual	Variance	Var %
Staff	6.3	6.3	0.0	0.5%
NHSP	0.0	0.0	0	0.0%
Agency	0.0	0.0	0	0.0%
Total WTE	**6.3**	**6.3**	**0**	**0.5%**

Current/YTD Results

- Activity Income is all depreciation funding which is better than plan due to capital spending agreed after plan submission.
- Other income £1.1m YTD favourable, predominantly from R&D £0.6m and study leave income £0.1m
- Capital and Financial Charges
  - Investment Revenue £1.0m adverse variance due to planning assumption not being delivered.
  - Depreciation overspends are partly funded by overperformance on activity income
  - Mid –year 3rd party valuation of investment properties – £1.5m favourable variance compared with plan of £1.0m.
  - Earlier and larger capitalisation of the SEC due to year end funding after plan submission contribute to higher finance charges £0.6m.

Divisional Risk and Management Actions

Risk – Interest Receivable

A £2m income target was set against interest income, based on the assumption that payroll dates would be moved to the last working day in the month. The This hasn't been enacted in the financial year and would require staffside engagement to implement.

Risk – PDC Dividend

Since the plan was produced the timing and quantum of the opening and closing asset net base has changed. Opening net assets were greater than the February plan assumption due early recognition of SEC assets and year end capital expenditure. We are revising our estimate of closing net assets to quantify this risk.

Risk – Depreciation Funding

The Trust is accruing for depreciation funding £1.9m above plan to match the overspend.

Risk – Expected Credit Loss

The Trust is currently not recognising a possible increase in its expected credit loss. The potential impact is being estimated using the same methodology as prior year. The Trust is reviewing its classifications to see if there are any mitigations against this pressure or if it is overly prudent.

Risk – OHH LLP

The partners in the JV has agreed to a strategic review of its progress. There is a risk that this review effects the £13m carrying value of the Trust's stake. The CEFO, CSO and CFO are leading the review on behalf of the Trust working with its partner.

I&E: Reserves

Oxford University Hospitals NHS Foundation Trust

Financial Summary N4TWRE £000s	IN MONTH 7 Plan	Actual	Var £	Var %	YEAR TO DATE Plan	Actual	Var £	Var %	Full Year Plan	Control Total
Activity Income	53	249	196	373.5%	16	1,360	1,344	8,151.9%	650	25,350
Pass Through(Income)	0	0	0	0.0%	0	1,000	1,000	0.0%	0	2,000
PP, Overseas &RTA Income	169	0	(169)	(100.0%)	854	200	(654)	(76.6%)	1,719	200
Other Income	178	0	(178)	(100.0%)	3,754	0	(3,754)	(100.0%)	4,139	1,068
Income Total	**399**	**249**	**(150)**	**(37.6%)**	**4,625**	**2,560**	**(2,065)**	**(44.6%)**	**6,509**	**28,618**
Staff	3,688	(198)	(3,886)	(105.4%)	17,011	(195)	(17,206)	(101.1%)	39,180	1,075
NHSP	(1,958)	0	1,958	100.0%	(13,732)	0	13,732	100.0%	(23,528)	0
Agency	(131)	0	131	100.0%	(1,105)	0	1,105	100.0%	(1,761)	128
Pay Total	**1,600**	**(198)**	**(1,798)**	**(112.4%)**	**2,174**	**(195)**	**(2,369)**	**(109.0%)**	**13,891**	**1,203**
Clinical Supplies & Services (Excl Pass Through)	653	1,000	347	53.0%	11,643	1,868	(9,775)	(84.0%)	15,888	(3,463)
Pass Through(NonPay)	0	(0)	(0)	0.0%	0	(1,000)	(1,000)	0.0%	0	(2,000)
Drugs (Excl Pass Through)	(285)	0	285	100.0%	(1,547)	1,000	2,547	164.6%	(1,816)	2,594
Premises and Fixed Plant	1,095	492	(602)	(55.0%)	9,082	4,595	(4,487)	(49.4%)	13,998	11,011
Other Non-Pay	270	(1,154)	(1,424)	(526.5%)	(9,787)	(1,776)	8,011	81.9%	(9,167)	3,923
Non-Pay Total	**1,733**	**339**	**(1,395)**	**(80.5%)**	**9,392**	**4,688**	**(4,704)**	**(50.1%)**	**18,903**	**12,064**
EBITDA	**3,732**	**390**	**(3,342)**	**(89.6%)**	**16,190**	**7,053**	**(9,138)**	**(56.4%)**	**39,302**	**41,885**
Capital and Financial Charges	**0**	**0**	**0**	**0.0%**	**(28)**	**0**	**28**	**100.0%**	**(28)**	**0**
Control Total	**3,732**	**390**	**(3,342)**	**(89.6%)**	**16,162**	**7,053**	**(9,110)**	**(56.4%)**	**39,274**	**41,885**

WTE	IN MONTH 7 Plan	Actual	Variance	Var %
Staff	17.4	21.9	(4.4)	(25.6%)
NHSP	0.7	0.0	1	100.0%
Agency	0.3	0.0	0	100.0%
Total WTE	**18.5**	**21.9**	**(3)**	**(18.4%)**

Current/YTD Results

The key YTD issues are:

- Activity and pass through income - £2.3m favourable (see below)
- SEC reserve - £0.8m adverse.
- Central CIP unachieved - £23.2m adverse.
- Unused redundancy reserve - £5.6m favourable
- Central reserves - £3.3m favourable linked to favourable variance for WTE
- Alignment to external plan - £3.6m favourable

See Appendix 7 for Finance Committee members.

Commissioning Income – Divisional Month 7 clinical income reflects the Month 6 SLAM estimate for Month 7, with a central adjustment (in trust reserves) applied to align the position with the current assessment of activity performance of £1.3m plus pass through of +£1.0m . See Appendix 5 for Finance Committee members.

Divisional Risk and Management Actions

Risk – 2026/27 CIP Delivery – Status High

Explanation – annual target is £61.8m for 2026/27 is being held centrally, covering the £33.0m non-recurrent and £28.8m strategic CIP targets. These have been assigned to Chief officers with only £19.8m (32%) identified.

Mitigation – the PMO is currently driving identification of CIP schemes to deliver against these targets. Finance Committee has agreed for risk mitigation to CIP delivery by reducing strategic CIP target by £16.5m, increasing NR CIP target by £6m and £2m further elective income overperformance.

Risk – SEC Delivery – Status High

Explanation – financial modelling is currently showing a reduced income/increased cost for SEC for 2026/27 due to delayed opening. The risk is a further delay to opening, increasing the financial issue.

Mitigation – plan for the November opening being costed and grounded in specialty level plans and review of Q4 benefit vs. route map assumption of £+0.8m.

Risk – Reserves Reconciliation to Plan– Status Medium

Explanation – budgets set later than plan, more realistic and localised. Leads to differences in the allocation of costs between plan and budget in central reserves.

Mitigation – change actioned in month to reallocate pay budget to non-pay budget in the central reserve and the plan has been updated with NHSE. Risk reduced.

Drivers: Cost Improvement Programme (CIP)

Oxford University Hospitals NHS Foundation Trust

Source: CIP Tracker. The table shows the 2026/27 planned CIP targets submitted to NHSE

Savings Summary	IN MONTH 7				YEAR TO DATE				Full Year			
£000s	Plan	Actual	Var £	Var %	Plan	Total Actual	Var £	Var %	Plan	Forecast (PFR)	Var £ (Fcst v Plan)	Var % (Fcst v Plan)
MRC	984	1,732	748	76%	4,413	6,211	1,798	41%	10,313	10,472	159	2%
NOTSSCAN	1,267	2,704	1,437	113%	6,009	15,094	9,085	151%	13,463	21,883	8,419	63%
SUWON	1,194	1,442	248	21%	5,905	8,131	2,226	38%	12,856	15,646	2,791	22%
CSS	1,071	909	(162)	(15%)	5,414	7,110	1,696	31%	11,613	11,890	278	2%
Corporate	578	265	(313)	(54%)	3,021	1,968	(1,053)	(35%)	6,326	4,572	(1,754)	(28%)
Estates	344	618	274	80%	2,265	4,410	2,144	95%	4,042	7,817	3,775	93%
Education	44	29	(15)	(35%)	161	57	(104)	(64%)	440	200	(240)	(55%)
Operating Expenses	0	0	0	0%	0	0	0	0%	0	0	0	0%
Central - NR CIP	2,752	609	(2,143)	(78%)	19,265	6,003	(13,262)	(69%)	33,025	13,047	(19,978)	(60%)
Central - Strategic CIP	2,885	480	(2,405)	(83%)	10,260	880	(9,381)	(91%)	28,772	6,859	(21,913)	(76%)
2025/26 FYE	43	43	0	0%	5,973	5,974	1	0%	6,016	6,016	0	0%
Subtotal									126,866	98,450	(28,416)	(22%)
Unidentified										28,416	(28,416)	0%
CIP Mitigation										(8,500)	8,500	0%
Total 2026/27 CIP	11,624	8,834	(2,790)	(24%)	60,253	55,861	(4,392)	(7%)	126,866	118,366	(8,500)	(7%)
Performance Against Route Map	10,562	8,834	(1,728)	(16%)	58,128	55,861	29,737	114%	118,366	118,366	0	0%
2025/26 Unachieved CIP	2,931		(2,931)	(100%)	20,528		(20,528)	(100%)	35,176		(35,176)	(100%)

Please be aware that the CIP plan considers all items as recurrent, except for the Central NR line listed in the table above.

Status Profile

Risk Profile

Total Plan: 126,866	Fully Developed	Plans in Progress	Opportunity	(Gap to Plan)	CIP Mitigaton	Total FCST	
Low	70,055 55%	170 0%	- 0%			70,225	59%
Medium	6,990 6%	962 1%	681 1%			8,633	7%
High	12,287 10%	33 0%	7,272 6%	28,416	(8,500)	39,508	33%
Total Fcst	89,332	1,165	7,953	28,416	(8,500)	118,366	
	75%	1%	7%	24%	-7%		

Overall Position

The Trust has a total new 2026/27 CIP requirement of c.£120.8m, underpinning delivery of the financial plan and £6.1m of full year effect from 2025/26, totalling £126.9m. As at Month 5, forecast for identified schemes total £78.2m, leaving £48.7m (c.38%) unidentified. CIP risk mitigation, included in the route map submission to NHSE reduces the gap to £8.5m by year end to achieve a forecast of £118.4m for the year.

Identification and Pipeline Development

There has been a material increase in identified CIP week-on-week, driven primarily by non-recurrent items. Existing processes remain active to continue to identify further CIP but it will not be sufficient to achieve the full value for 2027/28.

Performance

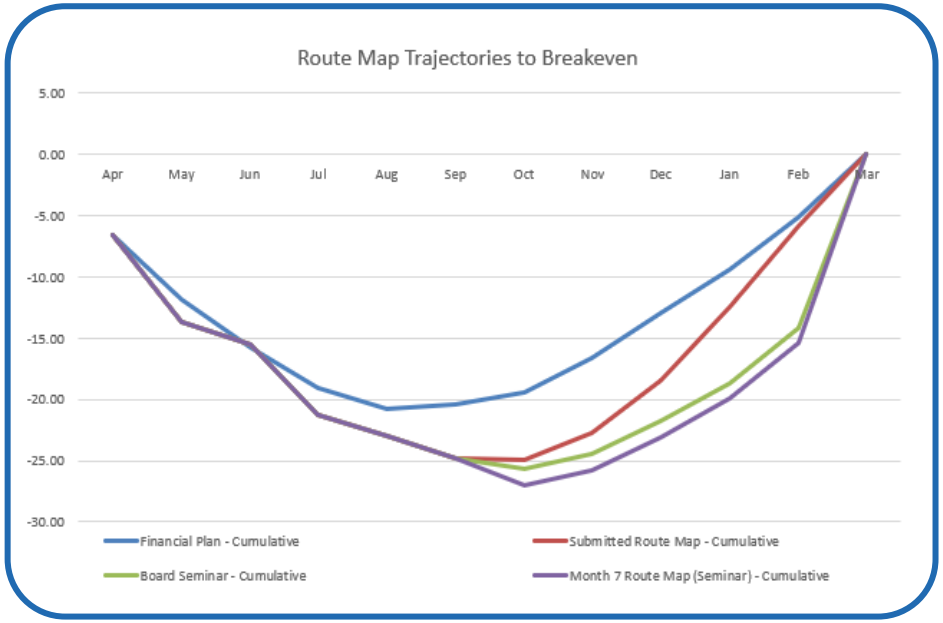
CIP under-delivered against plan by £2.8m in Month 7, of which £4.5m adverse performance relates to central non recurrent and strategic CIP targets, offset against divisional performance against their operational CIP.

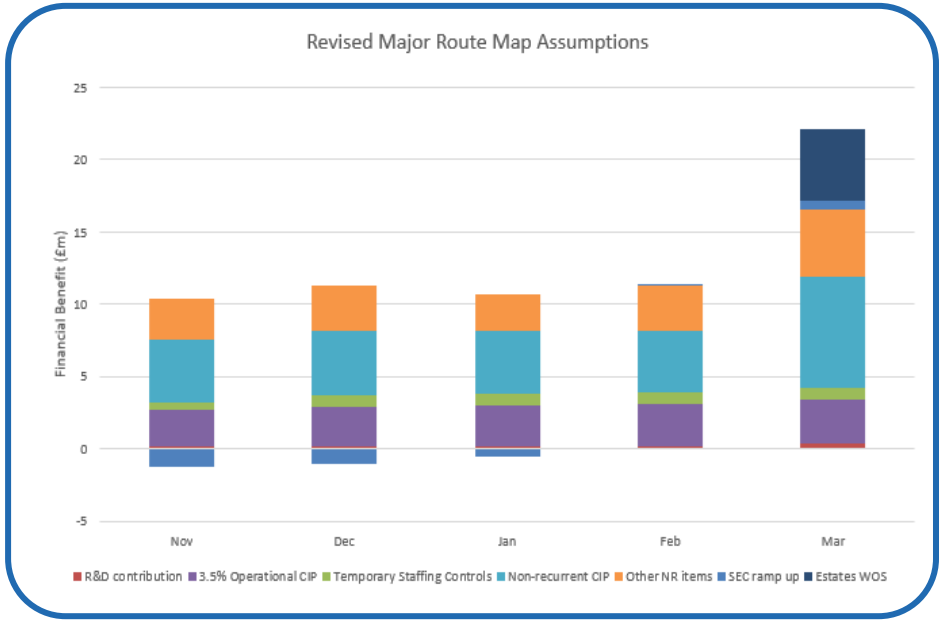
2025/26 CIP Targets

£35.2m of recurrent unachieved CIP remains from 2025/26 within service budgets. This is shown in the table above, which means total CIP required in 2026/27 (before CIP mitigation mentioned above of £8.5m) is £162m and £156m (ex. 25/26 FYE). The YTD for this element is £20.5m.

Route Map Update

Oxford University Hospitals
NHS Foundation Trust





Month 7 Route Map Update

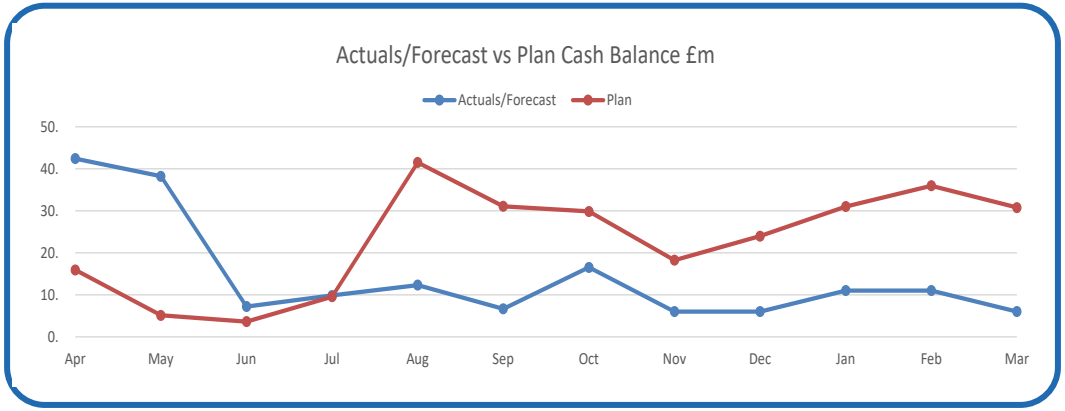
The chart above is new this month and shows four financial trajectories: the **Financial Pl**an (as submitted in February), the **Submitted Route Map** (based on M5 actuals and as submitted to NHSE in September), the **Board Seminar** version (based on M6 actuals and with an update to assumptions and the **Month 7** version (based on M6 actuals and with a light touch update as described below).

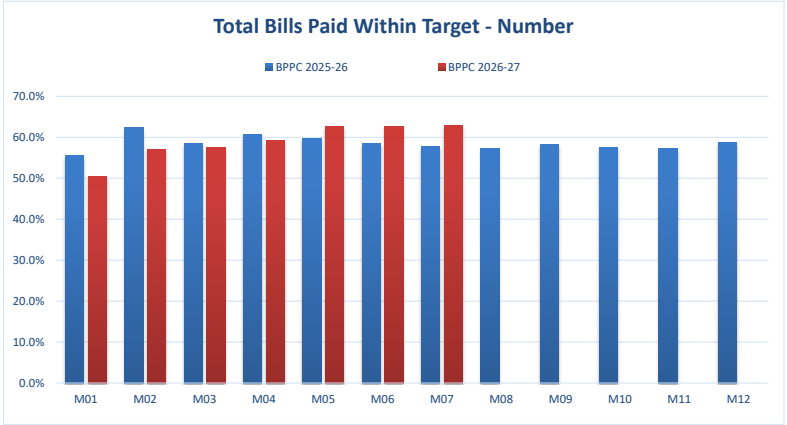
The key assumptions, including M7 updates, are as follows:

- **R&D Contribution**: on track. Potential to over-deliver. Not assessed as high-risk.
- **3.5% Operational CIP:** this is on track with division's over-performing YTD. This assumption is being tested via the control total process, but which is not currently assessed as high-risk
- **Temporary staffing controls**: £3.7m over M8-M12 not adjusted despite under-delivery of £0.3m in M7 based on November weekly data indicating reductions are now being implemented.
- **Non-recurrent CIP:** this is a major area of unfinished work with c.£20m of the non-recurrent CIP currently unidentified. The CFO is now leading this work personally.
- **Other Non Recurrent items:** monthly adjustment correcting issues in the draft financial performance each month. M7 process did not deliver as expected and Finance are reviewing the month end process to ensure better identification of required corrections during a tight month end close process. This has been increased by £2.2m for M12 to offset the variance in Month 7.
- **SEC**: the trajectory is unchanged. It assumes delayed opening and a positive contribution only beginning in Month 12. Further work on the SEC finances will be presented to the December Investment Committee.
- **WOS**: this assumption is unchanged. There is a risk that NHSE governance processes cannot be completed by 31 March 2027.

Cash

Oxford University Hospitals
NHS Foundation Trust





	2026	2027						
	M12	M01	M02	M03	M04	M05	M06	M07
Debtor Days	6.07	8.20	7.89	8.20	8.46	8.51	8.68	9.14
Creditor Days	38.72	34.61	35.56	24.62	27.72	34.62	31.93	32.95

Month 7 Cash Position

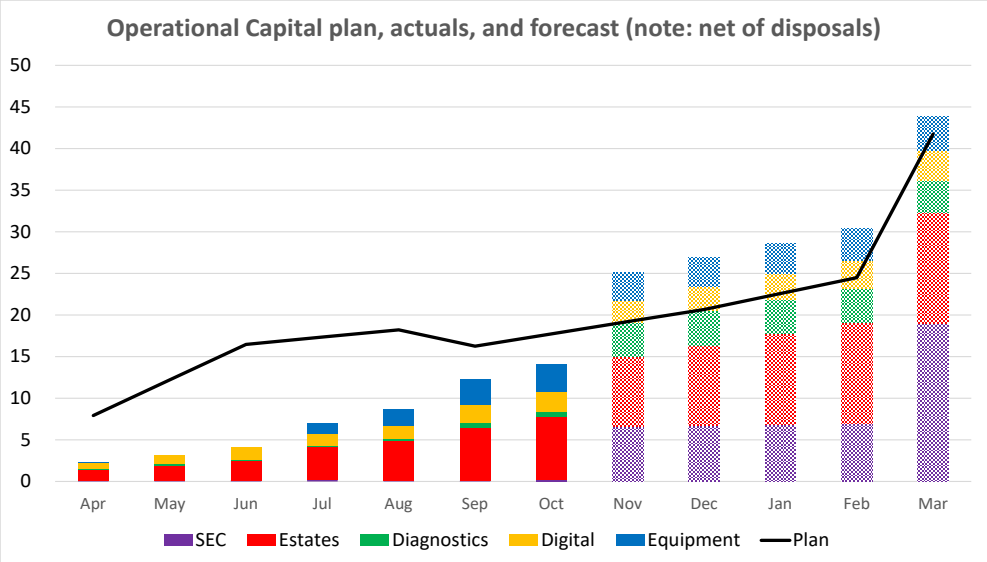
Cash is £13.3m below plan due to payments to suppliers being higher than planned. The year-end cash has been updated from £30m to £6m to partially reflect the current run rates on income and expenditure. If nothing else changes, cash support will be needed in the short term to be able to meet the Trust's contractual payment commitments.

Cash Forecast – monthly detail will be available in the Reading Room prior to the Board meeting.

Finance Committee will review management actions underway to manage the cash position and update the Board after release of papers.

Capital

Oxford University Hospitals NHS Foundation Trust



Capital Expenditure	IN MONTH 07			YEAR TO DATE			Full year
£m	Plan	Actual	Variance	Plan	Actual	Variance	Plan
Surgical Elective Centre (SEC)	-	0.18	(0.18)	6.85	0.89	5.96	22.20
Estates Safety/CIR	1.89	0.32	1.57	11.44	3.54	7.90	22.75
Estates PFI lifecycling	0.95	0.95	0.00	6.66	6.66	0.00	11.43
UEC Level 1	-	0.84	(0.84)	7.50	4.02	3.48	7.50
Helipad	0.56	(0.00)	0.56	3.94	0.01	3.93	6.75
Other Estates	0.17	0.09	0.08	0.44	0.08	0.36	1.37
Diagnostics	-	0.02	(0.02)	3.65	2.28	1.37	3.65
IFRS16 leases	0.04	-	0.04	0.18	2.81	(2.63)	0.44
Equipment	0.12	0.28	(0.16)	0.71	1.75	(1.03)	1.33
SDE capitalization	-	0.20	(0.20)	-	1.62	(1.62)	-
Digital	0.18	11.42	(11.24)	0.70	12.72	(12.02)	1.75
Divisional Priorities	0.07	0.01	0.07	0.07	0.01	0.06	0.44
Contingency/(Oversubscription)	-	-	-	-	-	-	-
Gross Capital Expenditure	**3.99**	**14.31**	**(10.33)**	**42.16**	**36.40**	**5.76**	**79.62**
Sales, disposals, and other deductions	-	(0.01)	0.01	(9.70)	(0.12)	(9.58)	(9.70)
Nat Capital Expenditure	**3.99**	**14.30**	**(10.32)**	**32.46**	**36.27**	**(3.82)**	**69.92**

Capital Expenditure - by funding source	IN MONTH 07			YEAR TO DATE			Full year
£m	Plan	Actual	Variance	Plan	Actual	Variance	Plan
Operational Capital	1.47	1.92	(0.45)	17.73	14.83	2.90	41.74
National Funding PDC	0.92	11.34	(10.42)	3.54	11.92	(8.38)	9.00
Other Capital Expenditure (G&D, PFI)	1.60	1.05	0.55	11.19	9.52	1.66	19.18
Net Capital Expenditure	**3.99**	**14.30**	**(10.32)**	**32.46**	**36.27**	**(3.82)**	**69.92**
Add back sales, disposals, and other deductions	-	0.01	(0.01)	9.70	0.12	9.58	9.70
Gross Capital Expenditure	**3.99**	**14.31**	**(10.33)**	**42.16**	**36.40**	**5.76**	**79.62**

Key Headlines

Gross capital expenditure to October was £36.4m, which is £5.8m (14%) below plan.

Operational capital expenditure was £14.8m, which is £2.9m (16%) below plan.

National PDC spend is £11.9m against a plan of £3.5m.

Main Reasons for the YTD Underspend

SEC: £5.9m behind plan. Plan included £6.9m IFRS 16 impact due to sectional completion in September, yet to be realized due to delay in certification.

Most the YTD underspend has been due to delays in HRB approvals. Key projects have now started with variance gap reducing but spending profiles remain behind plan.

Key affected projects include:

UEC Level 1: £3.9m behind plan. Delays were caused by HRB approvals, but construction is now underway with completion expected in year.

Maternity Ventilation: £2.8m behind plan due to HRB delays and operational issues. Current phase of work is still expected in year but risk of slippage into 2027/28 if any further delays.

Other Estates Safety/CIR: £5.1m behind plan, primarily due to delays in approval and mobilisation of nationally funded schemes.

Areas Overspending Against Plan

Digital is £12.02m over plan following the inclusion of PDC funded AI tele-dermatology in month (£11.2m not in the baseline plan).

IFRS16 Leases are **£2.6m above plan** creating additional capital pressure. **SDE capitalization** expenditure is **£1.6m** to date, against a nil plan.

Funding Position

Since July, the Trust has received verification or confirmation of £4.9m Estates Safety funding, £21.9m RtCS funding (including £11.2m for AI dermatology, £9.1m other Diagnostics, £2.7m UEC), and £1.0m SDE. Additional allocation of £2.0m UEC initiative increased Operational Capital envelope to £43.8m

Other Risks and Emerging Cost Pressures

SEC MMSA. The contract variation has a capital value of £26.7m, which includes elements planned for 2026/27. In-year CDEL impact to be confirmed.

SEC programme Trust costs of £6.4m spent and committed against nil plan, of which around £5.0m relates to novation on to a SoCI MES.

Accounting treatment of PDC awards re robots (£3.5m) and BiPlane works (£2.9m) to be confirmed.

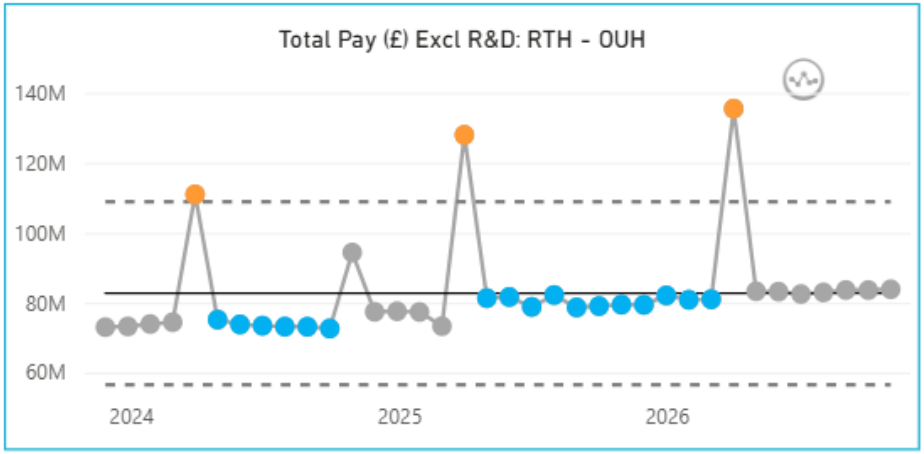
Legacy and prior-year costs not included in PMO forecast.

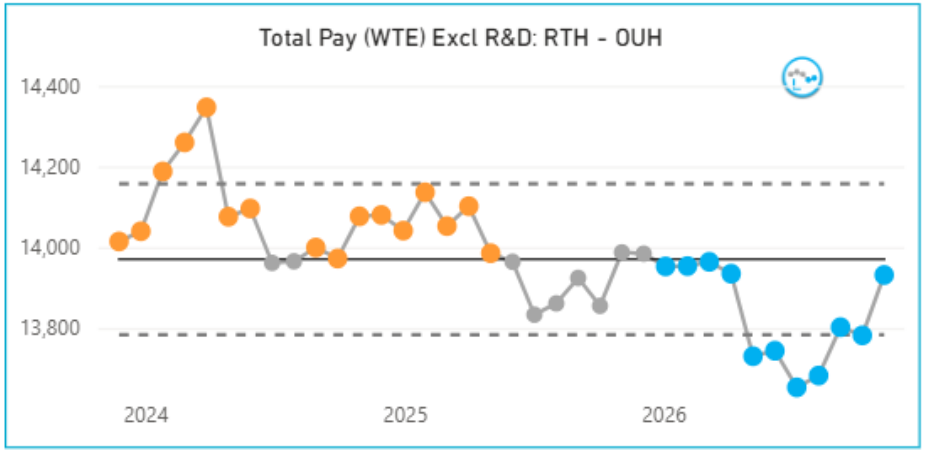
Appendices

Appendix 1: Driver - Cost Expenditure Run-Rates

Source: Finance Ledger.

Oxford University Hospitals
NHS Foundation Trust

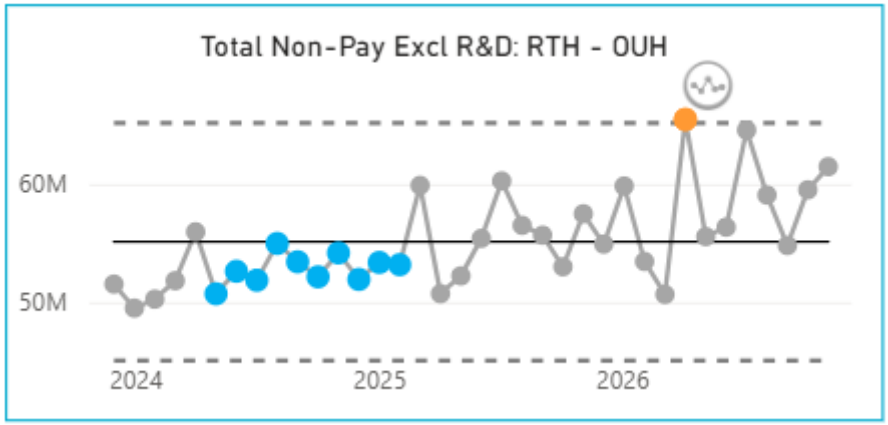




Pay Trends

Total pay was £1.2m lower in October compared to September. Excluding R&D, pay costs were £0.2m higher in October.
Total substantive staffing costs were £1.4m lower in October compared to September. Excluding R&D, substantive pay was unchanged from September.
Temporary staff in-month expenditure (excluding R&D) was £0.3m higher in October (at £4.5m).

WTEs overall increased by 139 in month at 14,253 (13,931 excluding R&D, with WTE increased by 149). Substantive staff increased by 91 WTE in October, while bank staff increased by 59 WTE and agency staff reduced by 1 WTE. The junior medical substantive workforce WTE have remained at the higher level seen after the August rotation. Pronounced reductions in temporary staffing have been seen in prior years particularly in March 2024.



Non-Pay Trends

Total non-pay is £1.8m higher in October than in September.

Excluding R&D, non-pay costs are £2.0m higher than last month. Excluding passthrough costs that are £1.4m higher than in September, non-pay costs are £0.6m higher in October.

This is predominantly on premises and plant (£1.0m including JR electricity which increased by £0.6m in month driven by CHP downtime) and other expenditure (£0.8m including SDE £0.5m matched with income), which were offset by clinical supplies and drugs £1.3m lower in October.

Appendix 2: Driver - Financial Sustainability, Underlying Position

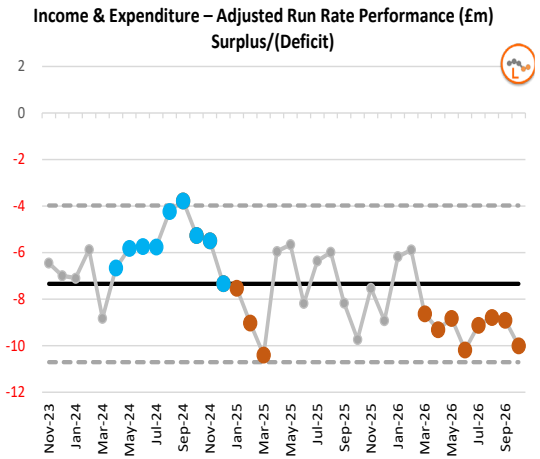
Oxford University Hospitals NHS Foundation Trust

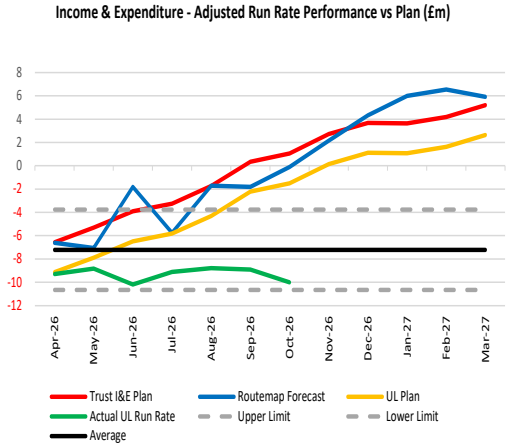
Source: Finance Ledger.

Month 7 Year to Date (£ms) Plan	Underlying	R&D	Pass through	One-off	Reported
Income	861.6	30.3	151.2	0.3	1,042.7
Pay	(574.4)	(22.1)	0.0	(3.0)	(593.5)
Non pay	(261.8)	(6.8)	(151.2)	(13.7)	(406.1)
Non-Opex	(62.7)	0.0	0.0	(0.2)	(62.5)
Total Plan	**(37.4)**	**1.4**	**0.0**	**(16.6)**	**(19.4)**

Actuals	Underlying	R&D	Pass through	One-off	Reported
Income	867.2	30.3	157.5	(4.6)	1,059.6
Pay	(599.3)	(22.6)	0.0	(16.7)	(605.3)
Non pay	(265.7)	(5.0)	(157.5)	(11.8)	(416.4)
Non-Opex	(67.2)	0.0	0.0	(2.3)	(64.9)
Total Actuals	**(65.1)**	**2.6**	**(0.0)**	**(35.5)**	**(27.0)**

Variance	Underlying	R&D	Pass through	One-off	Reported
Income	5.6	0.1	6.2	(5.0)	16.8
Pay	(24.9)	(0.6)	0.0	(13.6)	(11.8)
Non pay	(3.9)	1.8	(6.2)	1.9	(10.3)
Non-Opex	(4.5)	0.0	0.0	(2.2)	(2.3)
Total Variance	**(27.7)**	**1.2**	**(0.0)**	**(18.9)**	**(7.6)**





Month 7 YTD underlying performance was £65.1m, and £27.7 worse than planned, driven principally by more of the efficiency savings made being non-recurrent YTD and the adverse position YTD compared to plan.

One-off: The more significant non-recurrent items included in the reported financial position to date for this financial year include:

- Non-recurrent pay savings (£15.9m)
- PFI deductions of (£3.1m)
- Electricity and CHP savings (£2.4m)
- Gain on investment properties (£2.4m)
- Industrial action net impact (£0.7m).

There is an opportunity for divisions to convert non-recurrent pay savings into recurrent savings by reviewing establishments and removing posts permanently. Divisions are being given support to do this.

However, even with these actions the Trust is likely to miss its target to reduce the underlying deficit by c£40m.

R&D:

- £1.2m better than plan year to date.
- Small mix change between pay and non-pay due to specific grants won and projects/trials delivered.

Pass through:

- Passthrough income and expenditure are above plan by £6.2m year to date, net nil impact.
- The Trust is paid 3+ months in arrears for over-performance and after suppliers have been paid which creates a cash flow pressure.

Appendix 3: Driver - Activity Income

Oxford University Hospitals NHS Foundation Trust

Source: SLAM.

Aligned payment & incentive (API) income	POD	IN MONTH 7 Budget	IN MONTH 7 Actual	IN MONTH 7 Variance	IN MONTH 7 Var %	YEAR TO DATE Budget	YEAR TO DATE Actual	YEAR TO DATE Variance	YEAR TO DATE Var %
Variable - Elective	DC	7,690	7,355	-335	-4.4%	52,972	53,834	862	1.6%
	EL	9,068	8,720	-348	-3.8%	61,357	64,177	2,820	4.6%
	ExcessBed	77	73	-3	-4.1%	545	735	190	34.9%
	OPFA	6,776	7,068	292	4.3%	47,769	46,663	-1,105	-2.3%
	OPPROCs	3,040	3,090	50	1.6%	21,429	22,755	1,326	6.2%
Variable - Elective Total		**26,650**	**26,307**	**-343**	**-1.3%**	**184,071**	**188,164**	**4,093**	**2.2%**
Variable - Other		**5,497**	**6,127**	**630**	**11.5%**	**35,975**	**40,595**	**4,620**	**12.8%**
Blended Payments	UEC	30,050	30,285	234	0.8%	213,210	212,445	-764	-0.4%
	Rad Blended	1,239	1,177	-62	-5.0%	8,723	8,811	88	1.0%
Blended Payments Total		**36,787**	**37,589**	**802**	**2.2%**	**257,908**	**261,851**	**3,943**	**1.5%**
Fixed	Fixed	45,123	45,123	-0	0.0%	308,896	308,896	0	0.0%
	BLOCK - HCD	2,333	2,333	0	0.0%	16,399	16,399	0	0.0%
	Fixed - Devices	38	38	0	0.0%	188	188	0	0.0%
	Fixed - Drugs	0	0	0	0.0%	0	0	0	0.0%
Fixed Total		**47,495**	**47,495**	**-0**	**0.0%**	**325,482**	**325,482**	**0**	**0.0%**
Non-Passthrough Income Total		**110,932**	**111,391**	**459**	**0.4%**	**767,461**	**775,497**	**8,036**	**1.0%**
Passthrough	Variable - Devices	4,748	5,952	1,204	25.3%	33,314	38,971	5,657	17.0%
	Variable - Drugs	16,844	18,253	1,409	8.4%	117,902	118,490	588	0.5%
Passthrough Total		**21,592**	**24,205**	**2,613**	**12.1%**	**151,216**	**157,461**	**6,245**	**4.1%**
Grand Total		**132,524**	**135,596**	**3,072**	**2.3%**	**918,677**	**932,958**	**14,281**	**1.6%**

Commissioning income: The M7 position reflects M1-7 SLAM, extrapolated forward. All contracts have been agreed for 2026/27; NHSE have now released the post pay award Tariffs, and revised contract values are now being agreed which take the pay award uplifts into account.

'Elective Variable' and 'Variable Other' activity will be paid at 100% of tariff. SEC activity was planned from M4; the underperformance relates to the non-delivery of this activity. This is still being offset to an extent by the overperformance in M1-3.

Income budgets and actuals are now reflecting the additional Cost Uplift Factor (CUF), following revisions for final pay arrangements and the resident doctors' deal agreed in August'26.

Passthrough Drugs and Devices will be reimbursed in full by commissioners, as long as they have been prescribed in line with agreed commissioning policies.

UEC and Radiotherapy activity is subject to a 'Blended payment' approach in 2026-27. Activity above or below agreed plans is subject to a marginal payment or clawback of 20% of tariff for UEC, and 50% for Radiotherapy. The ledger reflects the position after the marginal rates have been applied. UEC activity is currently significantly under plan, but the marginal rate means the Trust are benefitting from the marginal rate by keeping 80% of the tariff for activity below the plan.

Appendix 4: Statement of Financial Position (SOFP)

Oxford University Hospitals NHS Foundation Trust

Statement of Financial Position 2026/27 £ms	M12 2025	In Month 7 2026	In Mth PLAN	Variance to PLAN	Movement in month	Movement from year-end
NON-CURRENT ASSETS:						
Property, Plant and Equipment	£841.1	£837.1	£840.3	(£3.2)	£8.4	(£3.9)
Investments	£64.2	£66.6	£63.0	£3.6	£1.4	£2.4
Trade and Other Receivables - non current	£26.4	£28.7	£23.2	£5.5	(£0.5)	£2.3
Total Non Current Assets	**£931.6**	**£932.4**	**£926.6**	**£5.8**	**£9.3**	**£0.8**
CURRENT ASSETS:						
Inventories	£32.9	£35.7	£32.6	£3.1	£1.4	£2.8
Trade and Other Receivables - current	£90.5	£112.1	£107.2	£5.0	£6.0	£21.6
Cash	£75.9	£16.5	£29.9	(£13.3)	£9.9	(£59.4)
Total Current Assets	**£199.2**	**£164.3**	**£169.6**	**(£5.3)**	**£17.3**	**(£35.0)**
TOTAL ASSETS	**£1,130.9**	**£1,096.7**	**£1,096.2**	**£0.5**	**£26.6**	**(£34.1)**
CURRENT LIABILITIES						
Trade and Other Payables - current	(£219.2)	(£183.8)	(£163.2)	(£20.7)	£0.0	£35.4
Other Liabilities: Deferred Income - current	(£2.9)	(£23.4)	(£67.2)	£43.8	(£18.7)	(£20.5)
Other Liabilities: - current	(£0.4)	(£0.4)	(£0.3)	(£0.1)	£0.0	(£0.0)
Provisions current	(£0.8)	(£0.6)	(£0.5)	(£0.1)	£0.1	£0.2
Borrowings - current	(£11.6)	(£17.6)	(£15.8)	(£1.9)	£0.7	(£6.0)
Loans - current	(£1.4)	(£1.4)	(£1.7)	£0.3	(£0.0)	(£0.0)
Total Current Liabilities	**(£236.4)**	**(£227.3)**	**(£248.7)**	**£21.4**	**(£18.0)**	**£9.1**
NET CURRENT ASSETS/(LIABILITIES)	**(£37.2)**	**(£63.0)**	**(£79.1)**	**£16.1**	**(£0.6)**	**(£25.9)**
TOTAL ASSETS LESS CURRENT LIABILITIES	**£894.5**	**£869.4**	**£847.5**	**£21.9**	**£8.7**	**(£25.0)**
NON-CURRENT LIABILITIES:						
Other Liabilities: Deferred Income - non current	(£3.7)	(£3.7)	(£2.3)	(£1.4)	£0.0	(£0.0)
Other Liabilities: - non current	(£4.0)	(£3.8)	(£3.3)	(£0.6)	£0.0	£0.2
Provisions - non current	(£6.9)	(£6.9)	(£6.4)	(£0.5)	£0.0	£0.0
Borrowings - non current	(£399.3)	(£389.4)	(£394.3)	£5.0	£0.4	£9.9
Loans - non current	(£16.5)	(£15.8)	(£16.2)	£0.3	£0.0	£0.7
Total Non-Current Liabilities	**(£430.3)**	**(£419.6)**	**(£422.5)**	**£2.9**	**£0.4**	**£10.7**
ASSETS LESS LIABILITIES (Total Assets Employed)	**£464.1**	**£449.8**	**£425.0**	**£24.8**	**£9.1**	**(£14.3)**
TAXPAYERS EQUITY						
Public Dividend Capital	£426.8	£438.6	£397.5	£41.0	£11.2	£11.8
Retained Earnings reserve	(£138.1)	(£157.2)	(£146.3)	(£11.0)	(£1.1)	(£19.2)
Revaluation Reserve	£183.6	£176.6	£177.4	(£0.7)	(£1.0)	(£7.0)
Other Reserves	£1.7	£1.7	£1.7	£0.0	£0.0	£0.0
Merger Reserve	£0.0	£0.0	£4.5	(£4.5)	£0.0	£0.0
FV Assets Reserve	(£9.9)	(£9.9)	(£9.9)	£0.0	£0.0	£0.0
Total	**£464.1**	**£449.8**	**£425.0**	**£24.8**	**£9.1**	**(£14.3)**

Balance Sheet

- PPE has reduced YTD due to additions being lower than depreciation and amortisation
- A PFI debtor has been recognised at a larger amount than was anticipated at the time the plan was produced
- Receivables remain at a consistent level to recent months. There is likely to be further deterioration in the short term due to resource shortfall.
- Cash is below plan – see earlier slide
- Trade and other payables also remain at a similar level to recent months with a reduction in plan values driving the lower variance from last month