

Finance, Procurement and Contracting

Financial Performance Report: Month 8

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Financial Performance Report

Integrated themes and issues from Month 8 (November 2025)

Executive Summary

Overall

Reported surplus was £1.1m in Month 8. **Underlying deficit** is initially estimated at £7.3m, £4.1m worse than plan but £4.3m better than Month 7. Underlying income, pay and non-pay all improved in month and WTE were stable (+4 WTE overall). **Forecast** the external forecast remains a £2m surplus, but with £16m reported risk. IAC have considered forecast scenarios ranging from a £0.9m deficit to a £48.1m deficit, with a mid case scenario of a £27.6m deficit forecast outturn position. This would be £29.6m worse than plan.

Cash

Cash was £21.8m at the end of November, £6.2m lower than the previous month but £18.2m higher than plan. The Trust has deferred c.£19m of supplier payments YTD to preserve cash. Capital cash outflows are also lower than plan (£13.7m) which is supporting the current cash position. The Trust received £11.3m of cash support during November.

Next steps

Additional financial controls have been agreed and are now in place for an 8-week period to the end of January. **Additional on-off items** are being developed by the CFO and have been communicated to IAC in the forecast scenarios paper.

CSS

CSS was £1.9m off plan in M8 (£8.5m YTD). Currently £6.6m behind plan on cash releasing savings (£2.5m Pay and £4.4m Non Pay). Increased activity has hindered ability to reduce costs. No agreed plan to return to budget

MRC

MRC was £0.8m off plan in M8 (£3.5m YTD). Currently £4.7m off plan on savings, including £3.2m pay. Offsetting by holding vacancies and temporary staffing. No agreed plan to return to budget.

NOTTSCaN

NOTTSCaN was £1.0m worse than plan in M8 (£4.5m off YTD). The pay variance worsened by £0.8m in month, headcount is up in the last two months. No agreed plan to return to budget

SUWON

SUWON was £2.5m off plan in M8 (£8.2m off YTD). Pay is stable but not reducing in line with budget and is £6.4m over YTD. Non-pay is £5.2m over (excluding passthrough). No agreed plan to return to budget

Corporate

Corporate (inc R&D, Education and Estates) is £1.7m better than plan in M8 (£7.2m YTD). R&D has delivered a £2.5m unplanned surplus and Estates costs are £3.7m better than budget. CPO (£1.4m) and CNO (£0.4m) are over budget.

Central

Central includes PFI, leases, accounting policy changes and central revenue budgets. One-off benefits have led these technical areas to be £17.6m better than budget. See later for detail.

Financial Performance Report

Integrated themes and issues from Month 8 (November 2025)

New Actions Arising after Month 8

Trust Position

At month 8 the Trust required an increased level of non-recurrent items to achieve the YTD plan. Strong financial controls measures to reduce expenditure have been implemented as follows:

- Recruitment – a pause on new recruitment to substantive roles for 8 weeks (December/January) as part of the next step in the Budget Control Process agreed by TME at the start of the year
- Temporary staff – stricter controls on authorisation of temporary staff shifts to criteria rules and escalated approval only at CMO/CNO level
- Business case review – ascertain the current pipeline of approved business cases and determine what can be delayed or postponed
- Non-clinical non-pay – use non-pay panel to review all purchase orders with recommendation to cancel or postpone given to the panel. Discretionary spend items in the catalogue to be reviewed.
- Clinical non-pay – schemes to be developed.

CIP

Month 8 reviews were also used to challenge the current delivery and forecast for CIP. Additional cost savings against forecast were requested by the CFO at divisional quarterly reviews in the w/c 3rd November. Divisions have been requested to enact these proposals where necessary.

Non-Pay improvement

The Non-Pay Expenditure Controls Panel (NPECP) has met for the first time at the start of November to determine scope and membership (Terms of reference were shared with TME for approval). An analytical review is being undertaken to understand the non-pay expenditure in the first half of the year and categorise spend into groupings. Controls for each group will be assessed and recommendations to enhance proposed. This action has been delayed due to 2026/27 planning.

Income and Expenditure: Overview – Reported Position

Source: Budget in Finance Ledger.

I & E Subjective £m	IN MONTH 8				YEAR TO DATE				FULL YEAR Plan
	Plan	Actual	Var	Var %	Plan	Actual	Var	Var %	
Income									
Commissioning Income	106.3	106.7	0.4	0.4%	850.2	852.3	2.1	0.2%	1,275.2
Passthrough Drugs & Devices	20.9	21.0	0.1	0.6%	167.2	180.3	13.1	7.8%	250.8
Other Income	15.4	18.9	3.5	22.8%	125.8	131.5	5.7	4.5%	189.3
PP, Overseas and RTA Income	1.5	0.8	(0.7)	-45.4%	14.1	10.9	(3.2)	-22.8%	20.1
Total Income	144.1	147.4	3.3	2.3%	1,157.2	1,174.8	17.7	1.5%	1,735.4
Pay									
Consultants and Medics	(29.3)	(29.8)	(0.5)	-1.7%	(236.0)	(233.8)	2.1	0.9%	(353.1)
Health Care Assistants & Support	(6.4)	(7.1)	(0.6)	-10.0%	(53.4)	(57.1)	(3.7)	-6.9%	(79.0)
Nurse and Midwives	(22.7)	(23.1)	(0.4)	-1.9%	(186.9)	(184.5)	2.4	1.3%	(277.3)
Other Staff	(11.4)	(10.5)	0.9	8.0%	(94.8)	(94.8)	0.0	0.0%	(139.9)
Scientific, Therapeutic and Technical	(11.5)	(11.7)	(0.3)	-2.2%	(94.3)	(94.2)	0.1	0.2%	(140.1)
Total Pay	(81.3)	(82.2)	(0.9)	-1.1%	(665.4)	(664.4)	1.0	0.1%	(989.3)
Non-Pay									
Clinical negligence	(3.2)	(3.1)	0.1	1.7%	(25.5)	(25.4)	0.1	0.5%	(38.2)
Clinical Supplies & Services	(10.1)	(10.7)	(0.7)	-6.6%	(80.5)	(91.1)	(10.6)	-13.1%	(120.7)
Drugs & Devices	(25.0)	(25.2)	(0.2)	-0.7%	(200.2)	(214.0)	(13.8)	-6.9%	(300.3)
Passthrough Drugs & Devices	(20.9)	(21.0)	(0.1)	-0.6%	(167.2)	(180.3)	(13.1)	-7.8%	(250.8)
Drugs	(4.1)	(4.2)	(0.0)	-1.1%	(33.0)	(33.7)	(0.7)	-2.2%	(49.5)
General Supplies & Services	(0.5)	(0.5)	0.0	8.1%	(4.3)	(4.3)	0.0	0.2%	(6.4)
Internal Recharges	(0.0)	(0.0)	0.0	100.0%	(0.2)	0.0	0.2	100.0%	(0.3)
Premises & Fixed Plant	(10.4)	(10.4)	(0.0)	-0.4%	(84.8)	(76.5)	8.3	9.8%	(124.5)
Other Expenditure	(4.2)	(5.9)	(1.8)	-41.9%	(35.7)	(40.9)	(5.2)	-14.6%	(52.4)
Total Non-Pay	(53.4)	(55.9)	(2.5)	-4.7%	(431.2)	(452.1)	(21.0)	-4.9%	(642.8)
Operational EBITDA	9.4	9.3	(0.1)	-1.1%	60.6	58.3	(2.3)	-3.8%	103.3
Financing and Capital Charges (Excl Tech Adj)	(8.3)	(8.1)	0.1	1.5%	(66.1)	(63.7)	2.4	3.6%	(101.3)
Operational Surplus / (Deficit)	1.1	1.1	0.0	2.5%	(5.5)	(5.4)	0.0	0.9%	2.0

Income

- Commissioning income is £15.2m better than plan to date. £13.1m is due to passthrough drugs and devices (offset by increased expenditure), other commissioning income is £2.1m better than plan mainly due to a £5.1m favourable variance from contract activity offset by £2.1m old year risk release.
- Other income is £5.7m better than plan YTD. The main factor is R&D income being £3.3m better than plan (with a £2.5m net contribution from R&D YTD) and additional SDE income of £1.4m taken at Month 8.
- Private patients, overseas and RTA income is £3.2m worse than plan to date, principally from private patient income (£2.5m), where the efficiencies are £0.9m below the target.

Pay

- Pay is £1.0m better than plan to date (£1.7m better than plan excluding R&D). The variance is driven by non-recurrent benefits (total £5.6m) from releasing pay enhancement provision from the Balance Sheet (£2.7m), maternity accruals (£1.3m), annual leave provision £1.1m) and sickness accruals (£0.5m).

Non-Pay

- Non-pay is £21.0m worse than plan YTD, excluding the £13.1m adverse variance on passthrough, it is £7.9m worse than plan. The main driver of this variance is under-delivery of the non-pay savings target (£7.2m excluding non-cash releasing efficiencies).

Income and Expenditure: Divisional Positions

Source: Finance Ledger.

I&E Variance Analysis £ms			IN MONTH 8				YEAR TO DATE				FULL YEAR
			Budget	Actual	Variance	Var %	Budget	Actual	Variance	Var %	Budget
Clinical	Income		£11.4	£10.9	(£0.6)	(4.9%)	£92.6	£92.4	(£0.1)	-0.1%	£138.6
	Clinical Support Services	Pay	(£14.3)	(£14.7)	(£0.4)	(2.8%)	(£116.3)	(£117.9)	(£1.6)	-1.4%	(£173.0)
		Non-Pay	(£4.9)	(£5.8)	(£0.9)	(18.3%)	(£40.0)	(£46.8)	(£6.8)	-16.9%	(£59.3)
	Total Clinical Support Services		(£7.7)	(£9.6)	(£1.9)	(24.0%)	(£63.7)	(£72.2)	(£8.5)	-13.3%	(£93.7)
	Income		£34.9	£34.1	(£0.8)	(2.2%)	£278.9	£281.9	£3.0	1.1%	£418.4
	Medicine Rehabilitation and Cardiac	Pay	(£17.2)	(£18.0)	(£0.8)	(4.7%)	(£140.3)	(£143.4)	(£3.1)	-2.2%	(£208.9)
		Non-Pay	(£9.6)	(£8.8)	£0.7	7.6%	(£76.5)	(£80.0)	(£3.5)	-4.6%	(£114.7)
	Total Medicine Rehabilitation and Cardiac		£8.1	£7.3	(£0.8)	(10.4%)	£62.1	£58.5	(£3.5)	-5.6%	£94.8
	Income		£39.3	£39.1	(£0.2)	(0.4%)	£314.5	£316.9	£2.4	0.8%	£471.7
	Neurosciences Orthopedics Trauma	Pay	(£20.1)	(£20.9)	(£0.8)	(4.1%)	(£165.9)	(£165.9)	(£0.1)	0.0%	(£246.0)
	Specialist Surgery Childrens and Neonates	Non-Pay	(£10.8)	(£10.8)	£0.0	0.2%	(£86.3)	(£93.2)	(£6.9)	-8.0%	(£129.4)
	Total Neurosciences Orthopedics Trauma Specialist Surgery Ch		£8.4	£7.4	(£1.0)	(11.5%)	£62.3	£57.8	(£4.5)	-7.2%	£96.3
	Income		£40.3	£41.3	£1.0	2.4%	£324.9	£337.3	£12.4	3.8%	£486.5
	Surgery Women and Oncology	Pay	(£17.2)	(£18.8)	(£1.6)	(9.4%)	(£141.9)	(£148.3)	(£6.4)	-4.5%	(£210.3)
		Non-Pay	(£13.1)	(£15.0)	(£1.9)	(14.2%)	(£106.0)	(£120.2)	(£14.1)	-13.3%	(£158.5)
	Total Surgery Women and Oncology		£10.0	£7.5	(£2.5)	(25.2%)	£77.0	£68.8	(£8.2)	-10.6%	£117.8
Clinical Total			£18.8	£12.6	(£6.2)	(32.9%)	£137.6	£113.0	(£24.7)	-17.9%	£215.1
Non-Clinical	Corporate	Total	(£10.6)	(£8.1)	£2.5	23.5%	(£85.1)	(£84.2)	£0.9	1.1%	(£127.6)
	Education and Training	Total	£4.0	£3.4	(£0.6)	(14.0%)	£31.8	£31.7	(£0.1)	-0.4%	£47.8
	Estates	Total	(£12.1)	(£12.7)	(£0.6)	(5.0%)	(£97.8)	(£94.2)	£3.7	3.8%	(£146.5)
	Hosted Services	Total	£0.0	(£0.0)	(£0.0)	N/A	£0.0	£0.0	£0.0	126.3%	£0.0
	Operational Services	Total	(£0.9)	(£0.9)	£0.0	1.5%	(£7.2)	(£7.0)	£0.2	2.8%	(£10.7)
	Research and Development	Total	£0.0	£0.4	£0.4	N/A	£0.0	£2.5	£2.5		(£0.0)
Non-Clinical Total			(£19.6)	(£17.9)	£1.7	8.8%	(£158.3)	(£151.2)	£7.2	4.5%	(£237.1)
Technical	Operating Expenses	Total	(£3.8)	(£4.4)	(£0.6)	(16.5%)	(£26.8)	(£28.0)	(£1.2)	-4.6%	(£41.8)
	Trust Wide Services	Total	£5.7	£10.7	£5.1	90.1%	£41.9	£60.7	£18.8	44.8%	£65.7
Technical Total			£1.9	£6.4	£4.5	235.3%	£15.2	£32.8	£17.6	115.5%	£24.0
Control Total			£1.1	£1.1	£0.0	2.5%	(£5.5)	(£5.4)	£0.0	0.9%	£2.0

- Clinical divisions** are £24.7m off plan year to date. CSS are the most significant at £8.5m adverse to plan, driven by a £6.6m efficiency shortfall. SUWON are £8.2m off plan, driven by a £3.5m efficiency target shortfall, pay cost pressures and non-passthrough drugs. NOTSSCaN are £4.5m off plan, driven by a £1.8m efficiency shortfall, which is partially offset by increased activity and increased contract income. MRC are £3.5m off plan, driven by a £4.7m efficiency shortfall.
- Trust wide** budgets are £18.8m better than plan YTD, an increase of £5.1m in month. This increase relates to further non-recurrent benefits taken in Month 8 of £3.9m including releasing maternity accruals (£1.3m), sickness accruals (£0.5m), adjustments relating to PFI.
- Non-Clinical** areas are £7.2m better than plan, driven by underspends in the Estates Division of £3.7m and the R&D Division contribution of £2.5m YTD. The Corporate Division is under-spent (£0.9m YTD) after in-month improvements including £1.4m of SDE income.

Divisional Summary: Clinical Support Services

Sources: Finance Ledger, SLAM and Commissioning Income Pack

Performance versus budget

I & E Subjective £000s	IN MONTH 8				YEAR TO DATE				Full Year Plan
	Plan	Actual	Variance	Var %	Plan	Actual	Variance	Var %	
Income Excl Pass Through	10,898.3	10,485.2	(413.1)	(3.8%)	88,278.5	88,154.1	(124.5)	(0.1%)	132,168
Pass Through (Income)	534.5	392.6	(141.9)	(26.6%)	4,275.8	4,281.5	5.6	0.1%	6,414
Pay	(14,254.2)	(14,659.8)	(405.6)	(2.8%)	(116,263.2)	(117,872.4)	(1,609.2)	(1.4%)	(172,970)
Non-Pay Excl Pass Through	(4,352.0)	(5,386.1)	(1,034.0)	(23.8%)	(35,715.2)	(42,469.8)	(6,754.6)	(18.9%)	(52,917)
Pass Through (Non-Pay)	(534.5)	(392.6)	141.9	26.6%	(4,275.8)	(4,281.5)	(5.6)	(0.1%)	(6,414)
EBITDA	(7,708.0)	(9,560.7)	(1,852.7)	(24.0%)	(63,699.9)	(72,188.1)	(8,488.2)	-13%	(93,719.0)

Directorate EBITDA £000s	IN MONTH 8				YEAR TO DATE				Full Year Plan
	Plan	Actual	Variance	Var %	Plan	Actual	Variance	Var %	
CAPPRO	(2,891.3)	(3,053.3)	(161.9)	(5.6%)	(24,131.8)	(24,574.6)	(442.8)	(1.8%)	(35,563.7)
CSS Management	(16.4)	(269.8)	(253.4)	(1,548.1%)	(149.7)	(1,425.7)	(1,276.0)	(852.3%)	(212.8)
Path and Labs	(1,018.1)	(1,999.6)	(981.5)	(96.4%)	(8,200.2)	(12,442.2)	(4,242.1)	(51.7%)	(12,001.1)
Pharmacy	(1,598.9)	(1,647.1)	(48.2)	(3.0%)	(12,534.9)	(12,695.2)	(160.3)	(1.3%)	(18,599.3)
Radiology	(2,183.4)	(2,591.0)	(407.6)	(18.7%)	(18,683.3)	(21,050.4)	(2,367.1)	(12.7%)	(27,342.1)
Total EBITDA by Directorate	(7,708.0)	(9,560.7)	(1,852.7)	(24.0%)	(63,699.9)	(72,188.1)	(8,488.2)	(13.3%)	(93,719.0)

In Month

- CIP Target is £1.8m in month (£0.1m Income; £0.9m pay; £0.8m NP) and is currently £0.9m behind on identified savings in month. NR benefits to offset this target are reducing bank and agency and vacancies including funding for growth posts +£0.3m
- Commissioning income was considerably lower than expected last month by -£0.5m.
- New cost pressures from increased non pay was by £0.3m in month. Continuing cost pressures for MES equipment costs -£0.1m and PET-CT Van was -£0.1m.

Year to date

- CIP Target is £12.0m YTD (£1.5m Income; £4.4m Pay; £6.1m non pay) and is currently £6.6m behind plan. Slippage on recruiting to agreed business cases has offset some of the target.
- MES costs are £0.7m adv & PET-CT van £0.3m adv and CDC £1.3m adv YTD. Queries in pay budgets are £0.9m YTD. NR Benefit of £0.4m due to credits relating to 24/25.
- Other Income continues to overperform but hasn't delivered all of the CIP target YTD. Pathology income is based on last year's accruals.

Headline narrative:

- Budgets include £19.4m CIP allocation for the year.
- Funded establishments have been reset on M11 (Feb 25).
- Establishments now include FTE for Bank & Agency. Bank And Agency has reduced by 18% since Feb 25. a reduction of £0.66m YTD & 22.18 FTE.
- Diagnostics pay growth funded M4.
- Non-Pay budget for Path outstanding

Management Actions:

- List of remedial actions include:
- Demand management for internal workload criteria.
- Divisional Task and Finish group for Overtime has been set up.
- Work with Procurement to prioritise cash releasing savings.

WTE	IN MONTH 8			
	Plan	Actual	Variance	Var %
Staff	2,267.2	2,239.0	28.2	1.2%
NHSP	32.2	54.7	(22.5)	(69.9%)
Agency	0.9	0.1	0.9	91.4%
Total WTE	2,300.3	2,293.7	6.6	0.3%

Internal Trading:

- These will be based on the M9 FOT 24/25, as per budget setting.
- Radiology +£638k overperformance (+4%) M8.
- Currently £123k YTD cost pressure in NP due to activity.
- Pathology: awaiting data.

Commissioning by POD Year To Date	ACTIVITY M8			FINANCE (£000's)		
	Plan	Actual	Variance	Plan	Actual	Variance
DC	1,679	1,742	63	2,082.4	2,314.5	232.2
Electives	183	190	7	917.1	1,123.5	206.4
Non Elective	187	208	20	1,703.5	2,104.5	401.0
Outpatient	51,127	49,362	(1,766)	7,590.2	7,125.2	(464.9)
Pass through				447.9	604.0	156.1
A&E	0	0	0	0.0	0.0	0.0
Chemotherapy	0	0	0	9.2	5.3	(3.9)
Critical Care	6,334	5,821	(513)	11,901.0	11,009.2	(891.7)
Diagnostics	4,274,909	4,245,188	(29,722)	33,123.7	32,004.1	(1,119.5)
Financial Adj - mainly Blended payment	0	0	0	0.0	0.0	0.0
Maternity Pathway	0	0	0	0.0	0.0	0.0
Other				17,449.2	17,694.2	245.0
Radiotherapy	0	0	0	0.0	0.0	0.0
Other Subtotal				75,224.1	73,984.7	(1,239.5)
Other Adj				1,838.2	4,383.0	2,544.8
Total				77,062.3	78,367.7	1,305.3

Risks (R) and Opportunities (O):

- Unable to reduce temporary staffing numbers to release savings (R)
- Staff numbers continue to increase due to workload (R)
- Consolidation from the Pathology Network (O)
- Increases in activity by other divisions and Fixed commissioning income increasing costs (R)
- Pathology income is based on last year's accrual, as data isn't available due to new Track and LIMS implementation (R)

Divisional Summary: Medicine Rehabilitation and Cardiac

Sources: Finance Ledger, SLAM and Commissioning Income Pack

Performance versus budget

I & E Subjective £000s	IN MONTH 8				YEAR TO DATE				Full Year Plan
	Plan	Actual	Variance	Var %	Plan	Actual	Variance	Var %	
Income Excl Pass Through	28,259.6	28,484.3	224.7	0.8%	226,079.1	226,206.5	127.4	0.1%	339,117
Pass Through (Income)	6,603.5	5,609.2	(994.3)	(15.1%)	52,827.9	55,734.1	2,906.3	5.5%	79,242
Pay	(17,189.4)	(17,991.1)	(801.7)	(4.7%)	(140,347.3)	(143,402.6)	(3,055.2)	(2.2%)	(208,870)
Non-Pay Excl Pass Through	(2,971.6)	(3,235.1)	(263.5)	(8.9%)	(23,681.1)	(24,257.2)	(576.1)	(2.4%)	(35,436)
Pass Through (Non-Pay)	(6,603.5)	(5,609.2)	994.3	15.1%	(52,827.9)	(55,734.1)	(2,906.3)	(5.5%)	(79,242)
EBITDA	8,098.6	7,258.1	(840.4)	(10.4%)	62,050.7	58,546.7	(3,504.0)	-6%	94,810.9

Directorate EBITDA £000s	IN MONTH 8				YEAR TO DATE				Full Year Plan
	Plan	Actual	Variance	Var %	Plan	Actual	Variance	Var %	
Specialist Medicine	1,965.7	1,892.5	(73.2)	(3.7%)	15,110.4	15,880.4	770.0	5.1%	23,031.0
CCTS	1,124.2	1,121.0	(3.2)	(0.3%)	9,022.9	7,556.2	(1,466.7)	(16.3%)	13,568.1
AMR	5,315.2	4,641.1	(674.1)	(12.7%)	40,803.3	38,250.2	(2,553.1)	(6.3%)	62,190.0
MRC Management	(306.5)	(396.4)	(89.9)	(29.3%)	(2,886.0)	(3,140.1)	(254.1)	(8.8%)	(3,978.2)
Total EBITDA by Directorate	8,098.6	7,258.1	(840.4)	(10.4%)	62,050.7	58,546.7	(3,504.0)	(5.6%)	94,810.9

In Mth

- Income** – Backdated SLAM adjustment for Cardiology ward activity, in-mth over-performing £0.3m.
- Pass through Income under performance £1m, mainly in Cardiology (Angiography & Physiology).
- Pay** -£248k costs covering Nov Resident doctor's strike (sess-payments & Bank). In- mth CIP under performance -£0.53m. Increase in temporary spend due to winter pressures, partly off set by vacancies.
- Non-Pay** Reduction in Pass through costs, in-mth £1m, mainly in Cardiology (Angiography & Physiology). Unachieved CIP target -£0.2m.

Year to Date

- Income** – Unachieved CIP target -£0.1m. Activity income over performing in Clinical Genetics £0.7m, offset by Dermatology under performing -£0.5m. Pass through income over performing £2.9m, in Cardiac £1.3m and Resp Med £1.6m.
- Pay** - £3.2m unachieved CIP target. Partly off set by vacancies. Costs incurred covering Resident Doctors strike ytd £381k.
- Non-pay** – Pass through over perf -£2.9m, in Cardiac Angio and Resp Med. Unachieved CIP target -£1.4m. Off-set by Spec Med, Sleep service underspending clinical supp £1m.

WTE	IN MONTH 8			
	Plan	Actual	Variance	Var %
Staff	3,202.2	3,025.7	176.5	5.5%
NHSP	54.6	204.3	(149.7)	(274.3%)
Agency	0.7	4.0	(3.3)	(481.2%)
Total WTE	3,257.5	3,234.0	23.5	0.7%

Commissioning by POD Year To Date	ACTIVITY M8			FINANCE (£000's)		
	Plan	Actual	Variance	Plan	Actual	Variance
DC	9,173	8,885	(288)	10,737.4	10,839.8	102.4
Electives	1,374	1,430	56	12,030.0	12,888.5	858.5
Non Elective	39,141	45,539	6,398	96,474.4	104,332.6	7,858.2
Outpatient	228,008	224,614	(3,395)	33,968.3	34,376.5	408.3
Pass through				38,535.4	40,420.6	1,885.2
A&E	119,595	118,439	(1,156)	32,215.0	30,948.3	(1,266.7)
Chemotherapy	50	55	4	20.4	23.6	3.3
Critical Care	3,201	2,908	(293)	6,452.3	5,583.6	(868.6)
Diagnostics	19,017	16,528	(2,489)	2,948.1	2,732.7	(215.3)
Financial Adj - mainly Blended payment	0	0	0	0.0	0.0	0.0
Maternity Pathway	0	0	0	0.0	0.0	0.0
Other				20,249.5	20,137.0	(112.5)
Radiotherapy	0	0	0	0.0	0.0	0.0
Other Subtotal				253,630.7	262,283.4	8,652.7
Other Adj				15,870.8	11,275.3	(4,595.5)
Total				269,501.5	273,558.7	4,057.2

Headline narrative:

- Monthly Finance clinics to support pay controls.
- Corporate governance and alignment of operational and finance pressures DURING WINTER PERIOD.

Management actions:

- List of remedial actions developed for exec review including:
- Divisional mgmt team have finance clinics every month , with key budget holders. To support pay controls & monitor temporary spend.
- Review Resident doctor rota's and temporary spend requests.
- Vacancy pause.
- Continue to monitor sessional and overtime payments.
- Review Income to ensure, all is being reported.
- Establishment of a non-pay review panel.

Risks (R) and Opportunities (O):

- Unidentified CIP (R)
- Budget setting issues outstanding (R)
- Impact of winter pressures and funding for additional capacity if required (R)

Divisional Summary: Neuro, Ortho, Trauma, Specialist Surgery and Children

Sources: Finance Ledger, SLAM and Commissioning Income Pack

Performance versus budget

I & E Subjective £000s	IN MONTH 8				YEAR TO DATE				Full Year Plan
	Plan	Actual	Variance	Var %	Plan	Actual	Variance	Var %	
Income Excl Pass Through	33,675.2	33,306.1	(369.1)	(1.1%)	269,561.1	269,481.7	(79.3)	(0.0%)	404,262
Pass Through (Income)	5,617.4	5,832.7	215.4	3.8%	44,938.8	47,462.4	2,523.6	5.6%	67,408
Pay	(20,115.3)	(20,943.0)	(827.7)	(4.1%)	(165,883.7)	(165,939.9)	(56.2)	(0.0%)	(246,029)
Non-Pay Excl Pass Through	(5,158.5)	(4,926.6)	232.0	4.5%	(41,393.7)	(45,765.1)	(4,371.4)	(10.6%)	(61,967)
Pass Through (Non-Pay)	(5,617.4)	(5,832.7)	(215.4)	(3.8%)	(44,938.8)	(47,462.4)	(2,523.6)	(5.6%)	(67,408)
EBITDA	8,401.3	7,436.6	(964.7)	(11.5%)	62,283.7	57,776.8	(4,507.0)	-7%	96,265.9

Directorate EBITDA £000s	IN MONTH 8				YEAR TO DATE				Full Year Plan
	Plan	Actual	Variance	Var %	Plan	Actual	Variance	Var %	
JR and WW Theatres	(2,378.3)	(2,457.7)	(79.4)	(3.3%)	(19,348.5)	(19,622.2)	(273.7)	(1.4%)	(28,837.3)
Neurosciences	3,215.5	2,820.4	(395.1)	(12.3%)	24,995.8	23,375.1	(1,620.7)	(6.5%)	37,907.9
NOTSSCaN Management	(674.2)	(1,088.1)	(413.9)	(61.4%)	(6,427.0)	(7,693.5)	(1,266.5)	(19.7%)	(9,053.5)
Orthopaedics	2,522.7	2,586.7	64.0	2.5%	19,436.1	17,013.1	(2,423.0)	(12.5%)	29,584.5
Childrens	2,097.8	2,324.7	227.0	10.8%	15,547.4	17,196.5	1,649.1	10.6%	24,039.5
Specialist Surgery	2,571.3	2,195.0	(376.3)	(14.6%)	19,922.2	18,086.0	(1,836.2)	(9.2%)	30,259.5
Ophthalmology	1,046.5	1,055.5	9.0	0.9%	8,157.8	9,421.8	1,264.0	15.5%	12,365.3
Total EBITDA by Directorate	8,401.3	7,436.6	(964.7)	(11.5%)	62,283.7	57,776.8	(4,507.0)	(7.2%)	96,265.9

In Month

- Activity income is down £1.8m due to 3 less working days. Down against plan as ledger not phased for working days.
- Passthrough income is down by £0.6m, mostly on devices.
- Small overperformance on other and PP.
- Pay increased by £0.4m but no WTE. £214k for IA and £152k for sessions awaiting approval. Temporary staffing remains high at £1.1m and 196 WTE.
- Non-pay decreased but pressures are continuing due to unidentified CIP.

Year to date

- Activity income underperforming YTD by £0.44m.
- PP underperforming by £0.25m but other income overperforming by £0.73m.
- Pay overspent YTD by £0.06m, partly due to IA and higher temporary staffing costs.
- Headcount is 25 above plan due to high temporary staffing WTE.
- Non-pay excl. passthrough is overspent by £4.37m, due to undelivered CIP.

Headline narrative:

- M8 WTE of 3,517
- In line with M7 but up 39 WTE compared to M6. On nursing and HCSW.
- Temporary staffing costs have increased since M7. 196 WTE highest so far this year.
- Pressures on non-pay are continuing.

Management actions:

- List of remedial actions developed for exec review including:
- Reviewing manual submissions to ensure income recovery is maximised.
- Resident doctor rota reviews
- Rigorous monitoring and scrutiny of overtime and overpayments
- Establishment of a non-pay review panel
- Vacancy pause

WTE	IN MONTH 8			
	Plan	Actual	Variance	Var %
Staff	3,417.9	3,320.9	97.0	2.8%
NHSP	72.1	184.4	(112.3)	(155.8%)
Agency	2.5	12.0	(9.5)	(372.8%)
Total WTE	3,492.5	3,517.2	(24.7)	(0.7%)

Commissioning by POD Year To Date	ACTIVITY M8			FINANCE (£000's)		
	Plan	Actual	Variance	Plan	Actual	Variance
DC	18,612	17,647	(966)	26,452.4	25,724.0	(728.4)
Electives	6,659	6,436	(222)	46,579.3	45,193.3	(1,386.0)
Non Elective	14,965	14,648	(316)	76,452.3	75,754.7	(697.6)
Outpatient	381,088	369,189	(11,899)	59,562.8	57,966.1	(1,596.6)
Pass through				43,172.1	43,403.4	231.3
A&E	11,894	11,385	(509)	2,054.2	1,969.5	(84.7)
Chemotherapy	1,635	1,473	(162)	549.8	482.4	(67.4)
Critical Care	17,359	16,987	(372)	24,108.8	23,947.5	(161.2)
Diagnostics	4,463	5,825	1,362	426.0	529.6	103.6
Financial Adj - mainly Blended payment	0	0	0	0.0	0.0	0.0
Maternity Pathway	0	0	0	0.0	0.0	0.0
Other	0	0	0	26,195.7	25,250.9	(944.8)
Radiotherapy	0	0	0	0.0	0.0	0.0
Other Subtotal				305,553.3	300,221.5	(5,331.9)
Other Adj				3,117.7	10,406.7	7,289.0
Total				308,671.0	310,628.1	1,957.1

Risks (R) and Opportunities (O):

- CIP delivery (R)
- Budget setting issues outstanding (R)
- Private patient income (O)
- Additional sessions rates (R/O)
- Activity and planning assumptions (R)

Divisional Summary: Surgery, Women's and Oncology

Sources: Finance Ledger, SLAM and Commissioning Income Pack

Performance versus budget

I & E Subjective £000s	IN MONTH 8				YEAR TO DATE				Full Year Plan
	Plan	Actual	Variance	Var %	Plan	Actual	Variance	Var %	
Income Excl Pass Through	32,180.5	31,948.6	(231.8)	(0.7%)	259,759.6	263,248.0	3,488.3	1.3%	388,770
Pass Through (Income)	8,147.2	9,342.9	1,195.6	14.7%	65,177.7	74,041.9	8,864.2	13.6%	97,767
Pay	(17,213.1)	(18,833.6)	(1,620.6)	(9.4%)	(141,897.4)	(148,289.5)	(6,392.1)	(4.5%)	(210,320)
Non-Pay Excl Pass Through	(4,962.4)	(5,627.6)	(665.2)	(13.4%)	(40,849.4)	(46,119.6)	(5,270.2)	(12.9%)	(60,698)
Pass Through (Non-Pay)	(8,147.2)	(9,342.9)	(1,195.6)	(14.7%)	(65,177.7)	(74,041.9)	(8,864.2)	(13.6%)	(97,767)
EBITDA	10,004.9	7,487.4	(2,517.6)	(25.2%)	77,012.8	68,838.9	(8,173.9)	-11%	117,752.1

Directorate EBITDA £000s	IN MONTH 8				YEAR TO DATE				Full Year Plan
	Plan	Actual	Variance	Var %	Plan	Actual	Variance	Var %	
GET	(631.7)	(1,340.3)	(708.7)	(112.2%)	(5,621.7)	(6,109.1)	(487.3)	(8.7%)	(8,104.7)
Gynaecology	1,024.8	836.8	(188.0)	(18.3%)	8,088.7	7,422.0	(666.7)	(8.2%)	12,200.4
Maternity	2,089.2	1,795.3	(293.9)	(14.1%)	16,566.2	15,697.5	(868.7)	(5.2%)	25,440.5
Oncology	2,831.0	2,830.1	(0.9)	(0.0%)	22,726.0	19,997.6	(2,728.4)	(12.0%)	34,137.2
Renal	2,485.0	2,052.0	(433.1)	(17.4%)	19,486.2	17,653.8	(1,832.4)	(9.4%)	29,469.9
SuWOn Management	(497.0)	(718.8)	(221.7)	(44.6%)	(5,355.5)	(5,329.5)	26.0	0.5%	(7,359.6)
Surgery	2,703.6	2,032.4	(671.3)	(24.8%)	21,122.9	19,506.6	(1,616.3)	(7.7%)	31,968.4
Total EBITDA by Directorate	10,004.9	7,487.4	(2,517.6)	(25.2%)	77,012.8	68,838.9	(8,173.9)	(10.6%)	117,752.1

In Month

- Underachievement due to some issues following budget setting for current staff in post and CIP delivery.
- Temporary staffing spend decreased in M8 to £1.3m due to maternity, beds being opened and a spike in ECCOs.
- Non-pay variance driven by CIP target
- Increase in WTE due to recruitment in maternity and Onc

Year to date

- £8.9m overachievement on pass through drugs income.
- WTE increasing for various reasons including NHSE and TVCA funded posts.
- Non-pay overspend due to CIP slippage and drugs spend offset with lower than forecast spend on recovery out/insourcing schemes

WTE	IN MONTH 8			
	Plan	Actual	Variance	Var %
Staff	3,118.2	3,168.5	(50.4)	(1.6%)
NHSP	65.3	215.6	(150.2)	(230.0%)
Agency	4.7	10.1	(5.3)	(113.1%)
Total WTE	3,188.2	3,394.2	(206.0)	(6.5%)

Commissioning by POD Year To Date	ACTIVITY M8			FINANCE (£000's)		
	Plan	Actual	Variance	Plan	Actual	Variance
DC	27,113	26,699	(414)	22,039.0	22,472.4	433.3
Electives	4,127	3,959	(168)	25,487.7	24,397.6	(1,090.1)
Non Elective	18,657	18,620	(37)	73,530.1	74,722.0	1,192.0
Outpatient	237,072	245,509	8,436	46,942.7	49,419.6	2,476.9
Pass through				78,361.5	86,618.6	8,257.1
A&E	0	0	0	0.0	0.0	0.0
Chemotherapy	20,991	22,998	2,007	6,728.7	7,505.8	777.1
Critical Care	37	0	(37)	67.5	0.0	(67.5)
Diagnostics	28,342	26,487	(1,855)	620.2	505.7	(114.5)
Financial Adj - mainly Blended payment	0	0	0	0.0	0.0	0.0
Maternity Pathway	10,631	10,101	(531)	13,869.1	13,341.6	(527.5)
Other				34,510.6	34,134.3	(376.3)
Radiotherapy	34,245	38,085	3,840	11,294.0	11,854.3	560.4
Other Subtotal				313,451.2	324,971.9	11,520.7
Other Adj				(657.8)	372.8	1,030.7
Total				312,793.4	325,344.8	12,551.4

Headline narrative:

- M8 WTE of 3,394
- Pay spend stable in M1-6 compared to 2425 but higher in M7-8
- Temporary staffing higher compared to 2425 but has increased in M7 & M8 due to ECCOs and beds
- No medical agency staff but continued reliance on additional sessions
- Remain reliant on some high-cost insourcing in key areas

Management actions:

- List of remedial actions developed for exec review including:
- Resident doctor rota reviews underway
- Guidance around additional consultant sessions refreshed alongside further monitoring and scrutiny.
- Established a non-pay review panel as of December 2025
- Vacancy pause

Risks (R) and Opportunities (O):

- CIP delivery (R)
- Budget setting issues outstanding (R)
- Business cases not funded (R)
- Admin staff retention and ability to attract (R)
- Further procurement CIP opportunities still to be worked up (O)

Divisional Summary: Corporate Services

Sources: Finance Ledger, SLAM and Commissioning Income Pack

Performance versus Budget

I & E Subjective £000s	IN MONTH 8				YEAR TO DATE				Full Year Plan
	Plan	Actual	Variance	Variance %	Plan	Actual	Variance	Variance %	
Income Excl Pass Through	11,360.3	15,165.8	3,805.4	33.5%	91,448.1	98,719.5	7,271.4	8.0%	136,855
Pass Through (Income)	0.0	0.0	0.0	0.0%	0.0	0.0	0.0	0.0%	0
Pay	(11,280.6)	(11,666.2)	(385.6)	-3.4%	(91,389.3)	(93,660.8)	(2,271.4)	-2.5%	(136,530)
Non-Pay Excl Pass Through	(19,683.2)	(21,371.3)	(1,688.1)	-8.6%	(158,415.6)	(156,219.4)	2,196.3	1.4%	(237,460)
Pass Through (Non-Pay)	0.0	0.0	0.0	0.0%	0.0	0.0	0.0	0.0%	0
EBITDA	(19,603.5)	(17,871.7)	1,731.7	8.8%	(158,356.9)	(151,160.7)	7,196.2	4.5%	(237,136)

Directorate EBITDA £000s	IN MONTH 8				YEAR TO DATE				Full Year Plan
	Plan	Actual	Variance	Variance %	Plan	Actual	Variance	Variance %	
Corporate	(10,600.9)	(8,111.8)	2,489.2	23%	(85,105.7)	(84,204.1)	901.6	1%	(127,578.0)
Operation Services	(881.9)	(868.4)	13.5	2%	(7,206.6)	(7,004.1)	202.5	3%	(10,719.8)
Education and Training	3,976.8	3,418.5	(558.4)	-14%	31,830.0	31,707.6	(122.4)	0%	47,753.4
Estates	(12,098.2)	(12,703.6)	(605.4)	-5%	(97,846.9)	(94,171.5)	3,675.4	4%	(146,533.0)
Research & Development	0.0	394.3	394.3	0%	0.0	2,498.3	2,498.3	0%	0.0
Hosted Services	0.7	(0.8)	(1.5)	-207%	(27.7)	13.1	40.8	147%	(58.3)
Total EBITDA by Directorate	(19,603.5)	(17,871.7)	1,731.7	9%	(158,356.9)	(151,160.7)	7,196.2	5%	(237,135.7)

In Month

- Estates adverse due to YTD cost of MK Radiotherapy lease not budgeted/accrued in division
- Corporate favourable due to additional SDE income in digital (£1.7m)
- Education income is as per the NHSE schedule and forecast

Year to date

- Corporate: Digital now favourable after additional SDE income more than off-setting CPO (£1,409k) due to visa/screening costs and unidentified CIP; CNO (£418k) where the main driver is translation services
- Education Local & National CEA variance offset with increased LDA funding

Headline narrative:

- Funded establishments have been reset on M11 (Feb 25) actuals,
- Favourable YTD given non-recurrent PFI benefits in Estates and SDE income in Digital meeting CIP requirements

Management actions:

- Vacancy pause
- All directorates detailed review to reduce any discretionary spend
- Stricter non-pay control proposal awaiting review approval
- Rigorous monitoring and scrutiny of overtime

Risks (R) and Opportunities (O):

- Need to have savings plans in place to achieve CIP in all areas (R)
- Staff numbers increase following recruitment pause with no budget (R)

WTE	IN MONTH 8			
	Plan	Actual	Variance	Var %
Staff	1,772.0	1,823.6	(51.6)	(2.9%)
NHSP	25.4	21.6	3.8	15.1%
Agency	1.0	0.0	1.0	100.0%
Total WTE	1,798.4	1,845.2	(46.8)	(2.6%)

Divisional Summary: Operating Expenses

Sources: Finance Ledger, SLAM and Commissioning Income Pack

Performance versus budget

I & E Subjective £000s	IN MONTH 8				YEAR TO DATE				Full Year Plan
	Plan	Actual	Variance	Var %	Plan	Actual	Variance	Var %	
Income Excl Pass Through	47.8	38.6	(9.3)	(19.4%)	382.7	1,262.1	879.4	229.8%	574
Pass Through (Income)	0.0	0.0	0.0	0.0%	0.0	0.0	0.0	0.0%	0
Pay	(28.4)	(29.2)	(0.8)	(2.7%)	(227.4)	(167.3)	60.1	26.4%	(341)
Non-Pay Excl Pass Through	4,487.0	3,759.0	(728.0)	(16.2%)	36,410.6	34,610.5	(1,800.1)	(4.9%)	54,487
Pass Through (Non-Pay)	0.0	0.0	0.0	0.0%	0.0	0.0	0.0	0.0%	0
EBITDA	4,506.4	3,768.4	(738.0)	(16.4%)	36,565.9	35,705.3	(860.6)	-2%	54,720.3
NON-EBITDA	(8,257.5)	(8,137.8)	119.7	1.4%	(63,316.6)	(63,697.5)	(380.9)	(0.6%)	(96,505.6)
Control Total	(3,751.0)	(4,369.4)	(618.4)	(16.5%)	(26,750.7)	(27,992.2)	(1,241.5)	-5%	(41,785.4)

Directorate EBITDA £000s	IN MONTH 8				YEAR TO DATE				Full Year Plan
	Plan	Actual	Variance	Var %	Plan	Actual	Variance	Var %	
Operating Expenses	4,530.2	3,829.9	(700.4)	(15.5%)	36,756.4	35,271.5	(1,484.9)	(4.0%)	55,006.0
Recoverables – I and E	(23.8)	(61.5)	(37.7)	(158.1%)	(190.5)	433.8	624.3	327.7%	(285.7)
Total EBITDA by Directorate	4,506.4	3,768.4	(738.0)	(16.4%)	36,565.9	35,705.3	(860.6)	(2.4%)	54,720.3

In Month

- Overall, £0.6m adverse variance in month.
- A central aged GRNI estimate of £0.9m (decreased from £1.4m last month) was posted to OPEX, in future months this is expected to unwind and the credits should fall to the areas affected

Year to date

- Overall, £1.2m adverse variance YTD.
- At an EBITDA level the variance is largely driven by lower than expected credits for PFI expenditure offset with positive variances within Estates.
- £1.1m favourable variance in non-EBITDA largely due to the sale of old radiology equipment being put into a MES
- Income has slightly overperformed as interest receivable has been higher than planned by £0.5m, the Trust is cautious about forecasting interest income, in case of factors outside of its control.
- £2.4m adverse variance on investment property valuations – in the first six months these only increased by £0.3m compared with an estimated £2.8m in the plan.

Headline narrative:

- Finance uses the Operating Expenses division in the general ledger primarily to report non-EBITDA items and technical adjustments to PFI, leasing and other entries to enable statutory IFRS reporting.
- Reporting to IAC, Board and TME has started this year in order to increase transparency.
- Some one-off items and central adjustments are also reported here if they are unable to be included in other areas, as appropriate.

WTE	IN MONTH 8			
	Plan	Actual	Variance	Var %
Staff	6.3	6.5	(0.2)	(3.3%)
NHSP	0.0	0.0	0.0	0.0%
Agency	0.0	0.0	0.0	0.0%
Total WTE	6.3	6.5	(0.2)	(3.3%)

Divisional Summary: Trust Wide Services

Sources: Finance Ledger, SLAM and Commissioning Income Pack

Performance versus budget

I & E Subjective £000s	IN MONTH 8				YEAR TO DATE				Full Year Plan
	Plan	Actual	Variance	Var %	Plan	Actual	Variance	Var %	
Income Excl Pass Through	6,744.7	6,948.8	204.1	3.0%	54,474.5	47,493.9	(6,980.7)	(12.8%)	82,868
Pass Through (Income)	(2.6)	(153.7)	(151.1)	(5,911.1%)	(20.5)	(1,241.6)	(1,221.2)	(5,969.7%)	(31)
Pay	(1,231.3)	1,881.6	3,112.9	252.8%	(9,415.5)	4,897.0	14,312.5	152.0%	(14,250)
Non-Pay Excl Pass Through	142.8	1,909.1	1,766.3	1,236.7%	(316.6)	8,358.3	8,674.9	2,740.4%	1,943
Pass Through (Non-Pay)	2.6	153.7	151.1	5,911.1%	20.5	1,241.6	1,221.2	5,970.9%	31
EBITDA	5,656.2	10,739.5	5,083.3	89.9%	44,742.5	60,749.2	16,006.8	36%	70,561.1
NON-EBITDA	(5.6)	0.0	5.6	100.0%	(2,794.6)	0.0	2,794.6	100.0%	(4,816.9)
Control Total	5,650.6	10,739.5	5,088.9	90.1%	41,947.8	60,749.2	18,801.4	45%	65,744.2

Directorate EBITDA £000s	IN MONTH 8				YEAR TO DATE				Full Year Plan
	Plan	Actual	Variance	Var %	Plan	Actual	Variance	Var %	
Trust Wide	5,656.2	10,739.5	5,083.3	89.9%	44,742.5	60,749.2	16,006.8	35.8%	70,561.1
Total EBITDA by Directorate	5,656.2	10,739.5	5,083.3	89.9%	44,742.5	60,749.2	16,006.8	35.8%	70,561.1

In Month

- £5.1m favourable to plan, driven by pay £3.1m favourable and non-pay £1.9m favourable.
- The favourable pay variance is driven by the non-recurrent releases of a £1.3m maternity leave accrual as well as a £0.5m of sickness leave accrual and remaining budget in the centre for the commissioning income growth.

Central budget reserves

- A net £65.7m income contribution target remains on the central Division.
- The clinical income budget of £82.8m primarily relates to £65m of income that will remain centralised in 2025/26 as it is for deficit support and other non-activity related payments. There is a further £12m of income which is non recurrent in nature and work is being undertaken to identify an approach by which this could be distributed to Divisions.
- There are centrally held annual expenditure budgets of £12.6m (£14.3m pay and -£2.0m non-pay) remaining after budget allocations to Divisions. These budgets relate predominantly to the Surgical Hub business case part-year costs (£3.0m) and a net £14.2m reserve for commissioner growth business cases which have not yet been approved by TME.

Year to Date

- £18.8m favourable to plan, driven by non-pay (£9.9m), pay (£14.3m) offset by income (£8.2m).
- The favourable pay and non-pay positions are principally due to the remaining reserves relating to commissioning income growth and the Surgical Hub business case being held centrally, as well as non-recurrent benefits released to the position in Trust Wide.

WTE	IN MONTH 8			
	Plan	Actual	Variance	Var %
Staff	(440.9)	0.0	(440.9)	(100.0%)
NHSP	341.5	0.0	341.5	100.0%
Agency	24.2	0.0	24.2	100.0%
Total WTE	(75.2)	0.0	(75.2)	(100.0%)

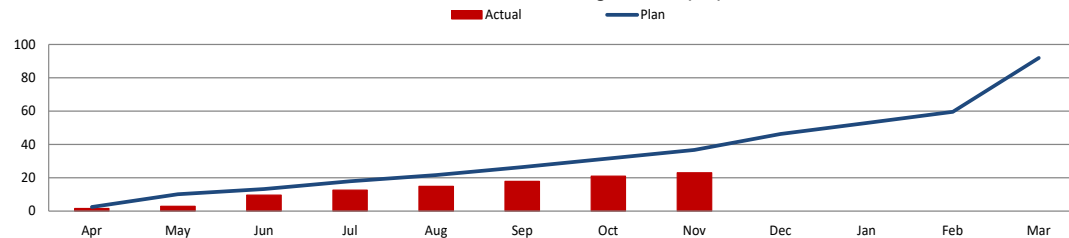
Headline narrative:

- Finance uses the Trust Wide Services division in the general ledger to report central financial flows and also to report any budgets not yet devolved to divisions.
- Some one-off items and central adjustments are also reported here.

£m	IN MONTH 8			YEAR TO DATE			Full year Plan
	Plan	Actual	Variance	Plan	Actual	Variance	
Gross Capital Expenditure included in Capital Allocation	£0.8	£0.2	£0.6	£6.0	£3.8	£2.2	£16.3
Less disposals/other deductions included in CDEL	£0.0	£0.0	£0.0	(£1.5)	(£0.0)	(£1.5)	(£14.8)
Purchase/(Sale) of Financial Assets	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0
Net Capital Expenditure included in Capital Allocation before IRFS 16	£0.8	£0.2	£0.6	£4.5	£3.8	£0.7	£1.5
IRFS 16 - Right of Use assets/Lease accounting	£0.1	£0.0	£0.1	£6.6	£6.2	£0.4	£32.6
Net Capital Expenditure included in Capital Allocation after IRFS 16	£0.9	£0.2	£0.7	£11.2	£10.1	£1.1	£34.0
National Funding PDC	£2.8	£0.7	£2.1	£11.8	£2.4	£9.4	£23.1
Residual interest (UK GAAP accounting for PFI life-cycling)	£0.5	£0.5	£0.0	£3.7	£3.7	£0.0	£5.6
Capital Departmental Expenditure Limit (CDEL)	£4.1	£1.4	£2.8	£26.7	£16.2	£10.5	£62.7
Government grants	£0.0	£0.1	(£0.1)	£0.8	£0.6	£0.2	£0.8
Charitable and other donations	£0.1	£0.0	£0.0	£0.7	£0.7	(£0.0)	£1.0
IFRIC 12 - PFI life-cycling (less Residual Interest)	£0.9	£0.5	£0.4	£7.0	£5.4	£1.6	£12.7
Net Capital Expenditure	£5.1	£1.9	£3.2	£35.2	£22.9	£12.2	£77.1
Add back sales, disposals, and other deductions	£0.0	£0.0	£0.0	£1.5	£0.0	£1.5	£14.8
Gross Capital Expenditure	£5.1	£1.9	£3.2	£36.7	£22.9	£13.7	£91.9

£m	IN MONTH 8			YEAR TO DATE			Full year Plan
	Plan	Actual	Variance	Plan	Actual	Variance	
Replacement / compliance	£4.9	£1.9	£3.0	£34.2	£20.2	£14.0	£56.1
Clinical strategy	£0.2	(£0.0)	£0.2	£1.6	£2.2	(£0.6)	£34.8
People plan	£0.0	£0.0	£0.0	£0.1	(£0.0)	£0.1	£0.3
Other	£0.0	£0.1	(£0.1)	£0.8	£0.6	£0.2	£0.8
Gross Capital Expenditure	£5.1	£1.9	£3.2	£36.7	£22.9	£13.7	£91.9

Cumulative Performance Against Plan (£m)



Overall Position

- Gross Capital Expenditure: £22.94m — £13.94m (37%) below plan
- Operating Capital Spend: £10.07m — £1.10m (10%) under plan.

Operating Capital

MRIN Transfer & Lease Accounting Impact

- Total current pressure added: £2.00m (Upgrade/enabling works: balance £1.19m incurred in 2024/25 to be credited over the year → net forecast pressure of £0.81m)

Phasing Variance

- Current-year net underspend: £1.73m due to programme timing, including
 - PET/CT RoU addition deferred £1.05m
 - SEC incl TSSU £0.96km behind
 - MEPG/MERRP £0.89m behind
 - Offset by SDE £1.59m not in plan

VAT Adjustments

- Negative CDEL impact: £0.87m due to prior-year VAT corrections: RAAC: £0.48m; Digital: £0.39m
- Other prior-year items: £0.50k net credit

Outside Operating Capital

PDC-Funded Projects

- Spend to date: £2.39m vs £11.83m plan → £9.44m underspend.

Grant-Funded Projects

- NIHR CTASU/Pharmacy: £0.63m spent → £0.16m behind plan.

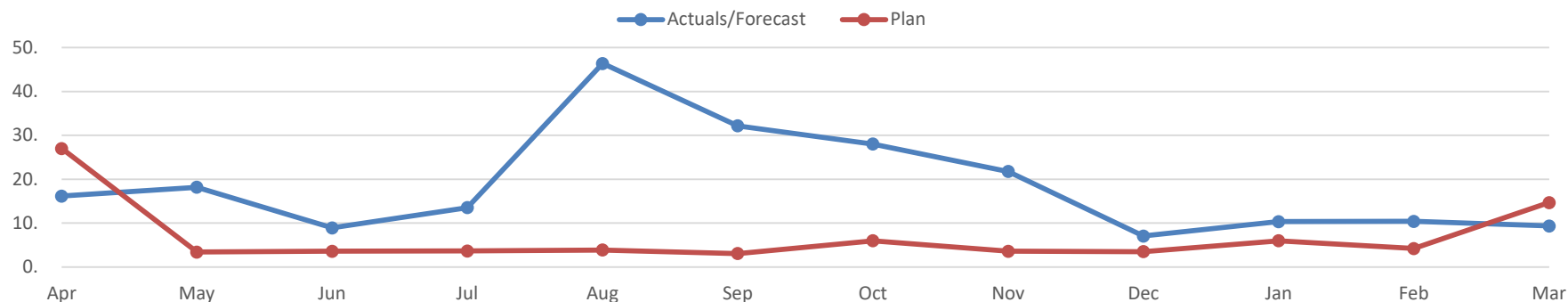
Charitable & Donation-Funded Projects

- Spend to date: £0.68m → slightly ahead of plan:

PFI Lifecycle (Non-CDEL)

- Spend to date: £5.44m → £1.59m behind straight-line plan for Radiology MES replacements..

Actuals/Forecast vs Plan Cash Balance £m

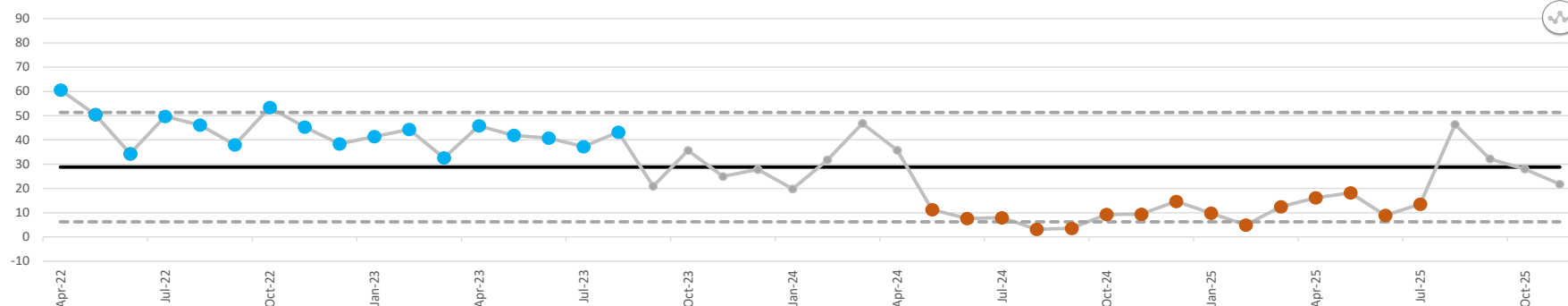


Cash is above plan at Month 8 by £18.2m.

- Capital expenditure has been lower than plan £13.7m
- The Trust deferred more supplier payments than originally planned to manage the Trust's cash. The Trust received £11.3m of cash support during November. It has been made clear that no further support will be available.

Any upsides in cash, for example, additional income received related to 2024/25 activity, are being used to offset the need for external cash support. Ongoing actions through the Operational and Strategic Cash Committees are aiming to minimise the risk of cash issues and optimise any cash flows to the Trust's advantage. The cash forecast remains tight, especially as the Trust has £35m of cash releasing savings in its forecast in the second half of the financial year.

Cash and Cash Equivalent (£m)



Finance, Procurement and Contracting

Financial Performance Report: Appendices - Month 8

Jason Dorsett: Chief Finance Officer

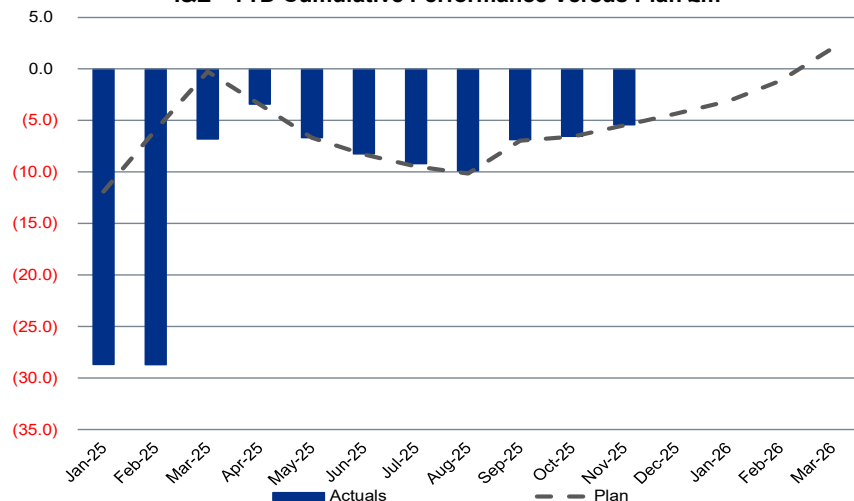
Appendix 1 – Trustwide analysis Month 8 2025/26

Financial Performance Report

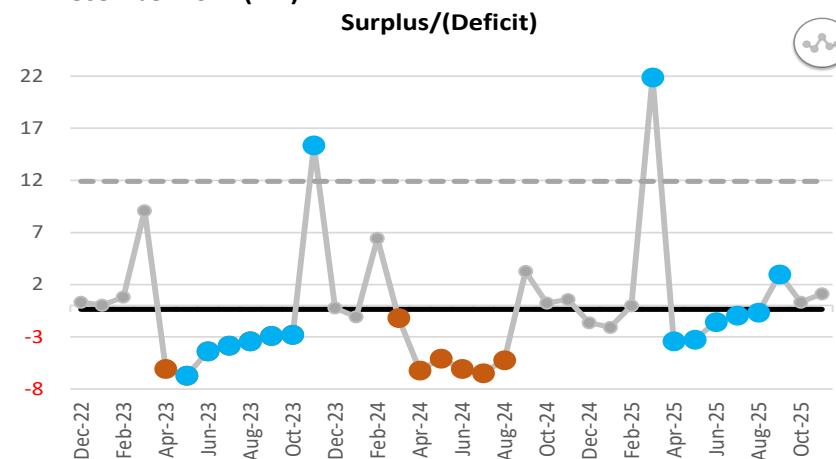
Integrated themes and issues from Month 8 (November 2025)

Summary Charts

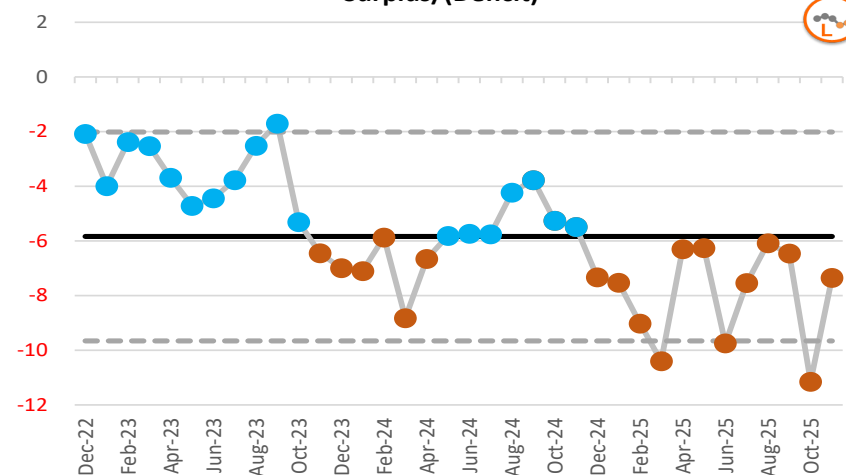
I&E - YTD Cumulative Performance Versus Plan £m



Income & Expenditure – Monthly Reported Performance from December 2022 (£m)



Income & Expenditure – Adjusted Run Rate Performance (£m)



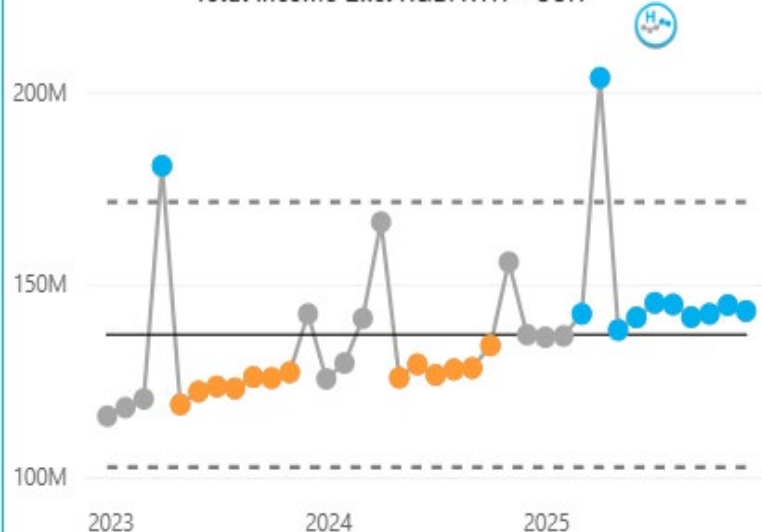
	Month 7 YTD	Month 8	Month 9	Month 10	Month 11	Month 12	FOT
	£m						
Plan	6.57	1.09	1.14	1.21	1.99	3.14	2.00
Extrapolated Run rate	4.66	0.93	0.93	0.93	0.93	1.00	11.23
Remaining CIP delivery		1.75	1.75	1.75	1.75	5.00	12.00
Impact of other run rate changes		3.04	3.04	3.04	3.04	3.04	15.20
Risks							-
Efficiency Risk (PFR) assessment		3.80	3.80	3.80	3.80	3.80	19.00
Payment Risk- BOB HCDD						1.00	1.00
Payment Risk - BOB overperformance						2.00	2.00
Winter Activity Risk					1.00	1.00	2.00
Mitigations							
CIP recovery actions			1.00	1.00	2.00	1.00	5.00
Winter Activity Mitigation					1.00	1.00	2.00
Balance sheet management		1.43	0.43	0.43	0.43	0.43	3.15
PFI contract management		3.25	1.00	1.00	1.00	1.00	7.25
Other one off items		4.67				-	4.67
Other		0.39	0.39	0.39	0.39	0.39	1.93
Extrapolated run rate after Risks and Mitigations	4.66	3.71	3.21	3.21	2.21	3.02	14.43
Extrapolated run rate Variance to Plan		2.62	4.35	4.42	4.20	6.16	16.43

At Month 6 the Trust was required to submit a route map to NHSE demonstrating the route to year end financial plan delivery. The Month 8 update showed:

- There is currently £14m of net risk identified to the financial plan of £2m surplus as at Month 8.
- £18m of this risk related to the delivery of the efficiency programme, this is calculated using an NHSE methodology based on the status of our identified schemes.
- There are a further £5m of risks identified based upon risk to payment of activity overperformance, changes to the BOB high-cost drugs and devices arrangement and potential pay costs relating to winter pressures.
- These risks have been offset by an assumed mitigation of £24.07m relating to additional one-off items.
- There remains £14.0m of unmitigated risk to delivery of the finance plan. This relates to the change in guidance relating to wholly owned subsidiaries.
- A draft forecast paper was presented to IAC in December and is being further refined for presentation at January Board.

Source: Finance Ledger

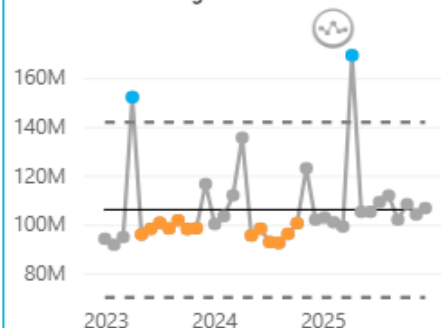
Total Income Excl R&D: RTH - *OUH



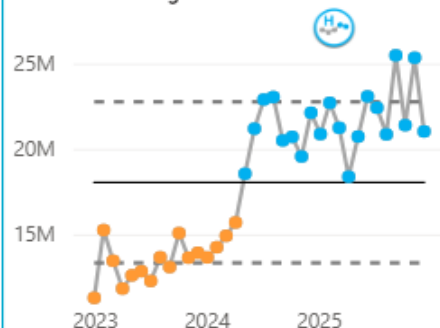
November 2025 (Month 8) - Total in-month Income of £147.4m

- Total income is £1.8m lower in November compared to October.
- Commissioning income is £1.7m lower in November. Passthrough income was £4.3m lower than the previous month and non-passthrough income was £2.6m higher in November due to recognising £1.0m of additional income as well as recognising £0.9m of BOB income risk relating to last financial year.
- VWA targets have been replaced for 2025/26 with Indicative Activity Plans (IAPs) with commissioners that enable us to achieve the RTT / performance targets we committed to in the plan. The BOB IAP has been agreed, while the NHSE IAP is still being negotiated.
- Other income was £0.6m higher in November than October due primarily to an additional £1.4m of Secure Data Environment (SDE) income recognised this month.
- Private patient, overseas and RTA income decreased in November by £0.7m. The decrease was driven by RTA income, which was £0.7m lower this month (an additional £0.4m income was recognised last month which has now been dropped out in November's position).

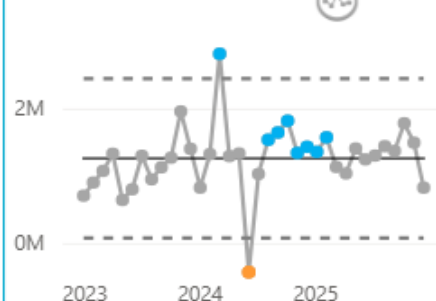
Commissioning Income: RTH - OUH



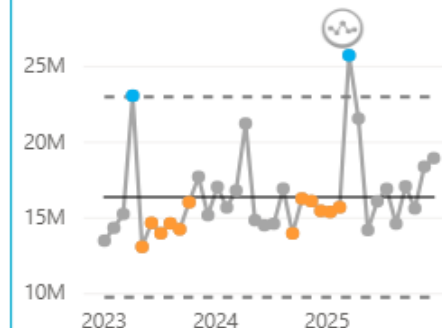
Pass Through Income: RTH - OUH



PP, Overseas & RTA Income: RTH - OUH



Other Income: RTH - OUH



SPC Trend Analysis

Total Income has consistently increased over the last financial year, driven by commissioning income and passthrough income (also seen in the 'Commissioning Income' and 'Pass Through Income' charts above). This is a result of the pay award funding as well as the recognition of additional non-recurrent commissioner funding in the second half of each financial year (including deficit support funding in 2024/25).

- Total Income (and Commissioning income) each year-end above were all significantly high because of additional pension contributions funding.

Variable Elective Activity only: by Point of Delivery (POD)

POD	2025-26			
	M1-M7 Plan	M1-M7 Actual	M1-M7 Variance	M1-M7 % Variance
	£m	£m	£m	%
Day Case	50.95	51.07	0.13	0.3%
Elective Inpatient	64.53	64.08	(0.46)	-0.7%
Elective Excess Beddays	0.93	0.63	(0.30)	-32.5%
Outpatient First Appts	43.81	45.71	1.89	4.3%
Outpatient Procedures	19.51	20.51	0.99	5.1%
Total	179.73	181.99	2.26	1.3%

Variable Elective Activity only: by Commissioner

Commissioner	2025-26			
	M1-M7 Plan	M1-M7 Actual	M1-M7 Variance	M1-M7 % Variance
	£m	£m	£m	%
BOB ICB	96.33	96.75	0.42	0.4%
NHSE Spec Comm	66.26	68.12	1.86	2.8%
Other Commissioners	17.14	17.12	(0.02)	-0.1%
Total	179.73	181.99	2.26	1.3%

Variable Elective Activity only: by Division

Division	2025-26			
	M1-M7 Plan	M1-M7 Actual	M1-M7 Variance	M1-M7 % Variance
	£m	£m	£m	%
NOTSSCAN	85.93	84.86	(1.07)	-1.2%
SUWON	53.39	55.14	1.75	3.3%
MRC	35.30	36.44	1.15	3.2%
CSS	5.12	5.55	0.43	8.5%
Total	179.73	181.99	2.26	1.3%

NB Actuals data taken from SLAM M7v5 2526, adjusted to exclude elective activity not included within the definition of the Variable Elective envelope.

NHSE Spec Comm includes both

NHSE and Delegated Specialised Services contracts and activity plans not agreed. Activity performance is reported above using our internal SLAM plan. One key change to be applied is for NHSE's intention to monitor using SUS data, different to the SLAM based ICB contracts. The key difference between the two is that SLAM includes specialist top-ups and best practice tariffs while these are excluded and paid as block under NHSE SUS. This means that actual income for variable elective activity will be £0.5-1m lower than reported under SLAM in the tables above.

•M7 shows a value overperformance of 1.26% on variable elective activity. The £2.3m YTD overperformance is an improvement on the M6 position by £0.7m. There was a gain on M6 flex to freeze of £0.7m.

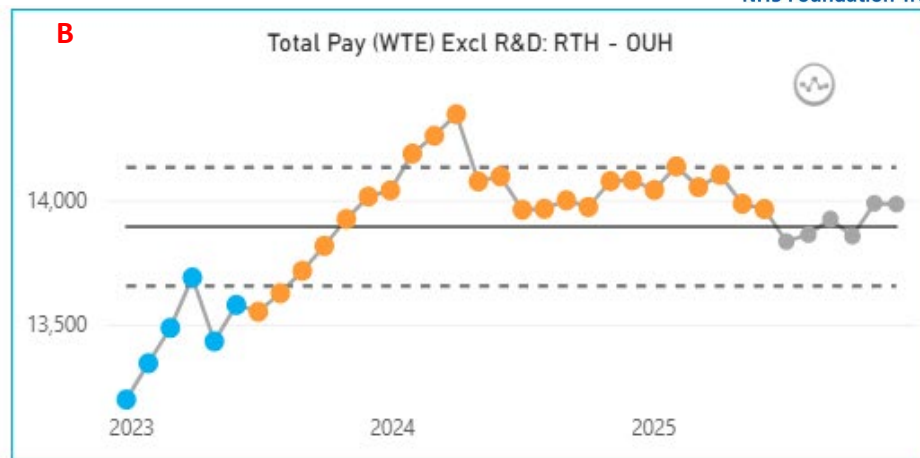
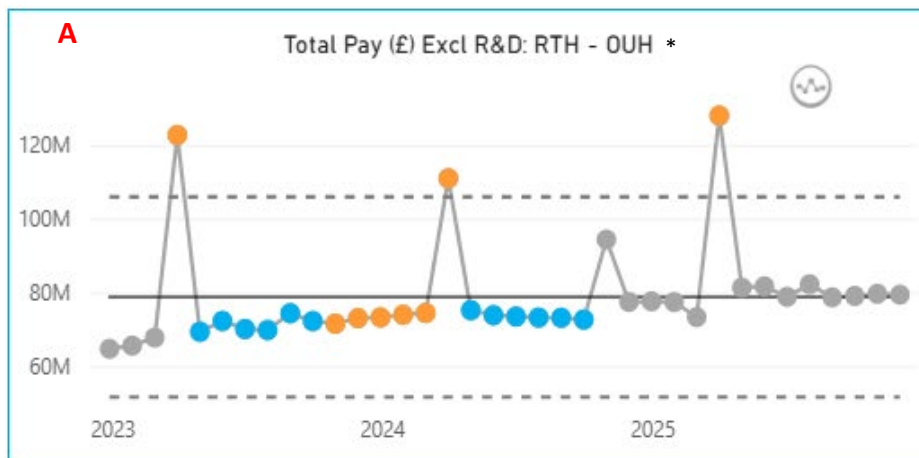
•M7 flex is currently reporting £0.1m under plan. A similar flex to freeze improvement will put M7 into overperformance.

•SuWON continues to drive the majority of elective overperformance, with significant overperformance within Onc & Haem and Renal. However, the division is showing the highest level of M7 underperformance.

•The underperformance in NOTTSCAN continues to be driven by Specialised Surgery (-£1.2m) & Neurosciences (-£0.6m); however overperformance in T&O (+£0.6m) is mitigating this to an extent.

Pay: Run Rate Overview

Source: Finance Ledger, excluding R&D costs.



**Nov 2025
(Month 8)**

**£82.2m
(£79.3m
excl.
R&D)**

**13,984
WTE
(excl.
R&D)**

**Trend
Analysis**

- Total pay was unchanged in November compared to October. Excluding R&D, pay costs were £0.1m lower in November than in October.
- Substantive staffing costs were unchanged in November compared to October. Excluding R&D, substantive pay decreased by £0.1m. Pay expenditure included further non-recurrent benefits, this month from releasing a £1.3m maternity leave accrual as well as £0.5m of sickness leave accrual. This was partly offset by junior doctor strike costs in November with a new pay impact of £0.5m.
- Temporary staff in-month expenditure was unchanged in November compared to October at £4.2m.
- Overall WTEs were stable in November compared to October (with a decrease of 3 WTE excluding R&D. Substantive staff increased by 4 WTE, bank staff decreased by 1 WTE and agency staff decreased by 6 WTE. The Trust plan assumes a WTE reduction of 675 (575 substantive staff and 100 on temporary staffing) by M12 2025/26 to achieve the savings target.
- The Trust plan is based on the month 11 run rate of 2024/25.
- Note the Reading Room pack includes a reconciliation from ESR to the general ledger which provided assurance on data quality.

- Pay spend continued its upward trend in Q4 24/25, albeit at a reduced rate, in part due to lower costs in February. Overall WTE had been stable but has been on a gradually increasing trend over the last four months. These are shown in Chart A and B above. Prior to this year, the previously increasing trend was driven by the annual pay awards, alongside other increases in pay relating to approved business cases, overall pay increase for Junior Doctors, open escalation beds and the use of temporary staffing to backfill sickness. Trend by staff group and type are shown in the additional detail provided in the Diligent Reading Room.

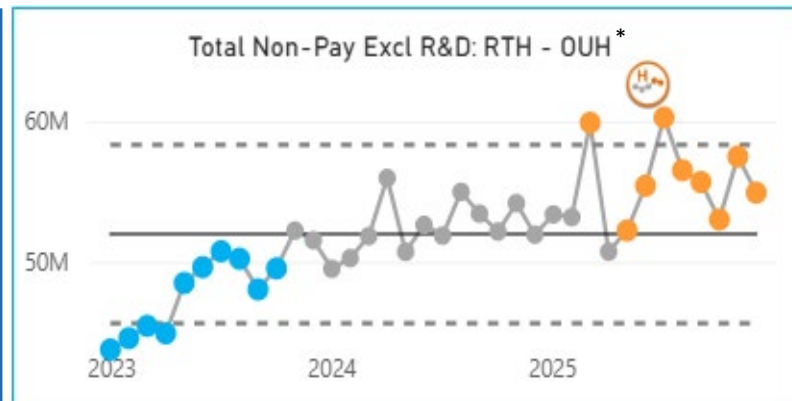
Non-Pay Run Rate Overview

Source: Finance Ledger, excluding R&D costs.



November 2025 (Month 8) – Total Non-Pay £55.9m (£54.9m excl. R&D)

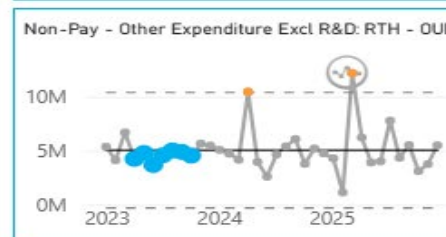
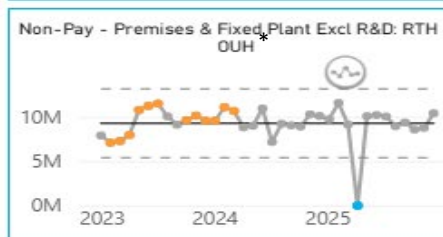
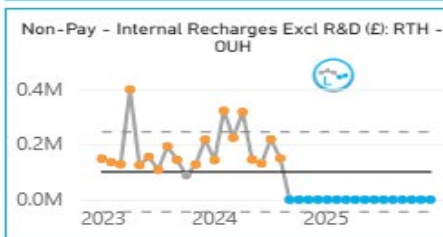
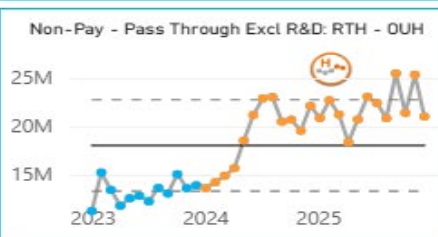
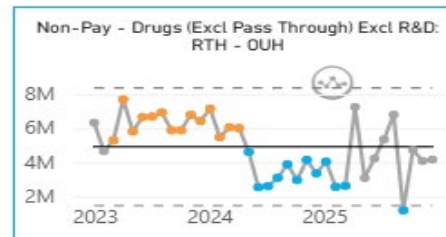
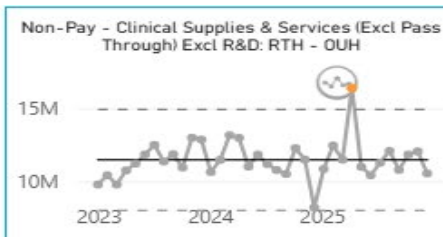
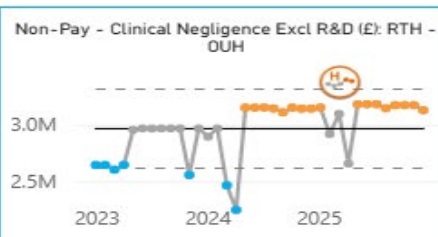
- Total non-pay is £2.8m lower in November than in October. Excluding R&D, non-pay costs are £2.6m lower than last month. Excluding passthrough costs that are £4.3m lower than in October, non-pay costs are £1.7m higher in November. The non-pay position includes a further £1.7m PFI debtor increase as well as a further £0.5m PFI utilities benefit.
- Underlying non-pay at £35.5m is £0.7m higher than the average for the 2024/25 financial year.



SPC Trend Analysis

Non-pay expenditure has increased over the last two financial years and is an adverse special cause variation. This is driven by three principal factors.

- Non-elective (NEL) activity has grown significantly over the last 12 months (along with ALOS), this growth is unfunded in the commissioner contracts (see Non-Elective Activity analysis in the reading room pack).
- Non-activity driven non-pay costs have been impacted by extra-inflationary increases; premises & fixed plant has seen an increase in PFI costs from high RPI uplifts over the last two years (in excess of that allowed for in the CUF). Energy prices increased 226% in 2023/24 driving up costs in this area.
- Passthrough drugs and devices costs grew significantly during 2024/25 (matched by income).
- Drugs (excluding passthrough) costs had reduced since re-categorising some pass-through items in 2023/24, however this financial year is showing an increasing cost trend in this area.



Division	Plan 2025/26 (£m)	YTD Plan (£m)	Identified 2025/26 (£m)	Percentage Identified 2025/26	Forecast 2025/26 (£m)	Percentage Forecast 2025/26	Delivered YTD (£m)	Variance to Plan YTD (£m)	Percentage Delivered
CSS	19.4	12.0	16.2	83%	10.2	53%	5.4	-6.6	45%
MRC	15.7	9.3	10.3	65%	8.0	51%	4.5	-4.7	49%
NOTSSCAN	21.6	12.8	16.1	75%	13.0	60%	11.0	-1.8	86%
SUWON	20.6	12.6	19.5	95%	13.3	65%	9.0	-3.5	72%
Corporate	8.1	5.1	9.7	120%	9.1	112%	6.4	1.3	125%
Education	1.2	0.8	0.0	0%	0.0	0%	0.0	-0.8	0%
Estates	7.0	4.7	8.1	116%	8.1	116%	5.9	1.2	125%
Operational Services	0.6	0.3	0.5	82%	0.5	82%	0.3	0.0	101%
Operating Expenses	4.8	2.8	3.9	81%	2.7	57%	1.5	-1.3	54%
Central			19.6	0%	34.1	0%	6.8	6.8	0%
TOTAL CASH RELEASING	99.0	60.4	103.9	105%	99.0	100%	50.9	-9.5	84%
TOTAL NON-CASH RELEASING	0.0	0.0	5.3	0%			5.3	5.3	0%
TOTAL SAVINGS	99.0	60.4	109.2	110%	99.0	100%	56.2	-4.2	93%

Progress to Date

105% (£103.9m) of the total £99.0m cash-releasing target has been identified. Receiving the deficit support funding from NHSE on a quarterly basis was conditional on the Trust's efficiency programme being fully identified by the end of Q1 and efficiency plans had to be fully developed by the end of August, the Trust achieved this target.

Total cash-releasing savings reported as delivered in Month 8 amounted to £50.9m against a target of £60.4m (84%). Clinical divisions are £16.6m worse than plan, corporate divisions and Estates are £1.7m better than plan, in addition there are £5.4m of central savings. The Trust overall is £4.2m below plan even though only 84% of cash releasing savings have been delivered, this variance to plan will worsen if efficiency delivery does not continue to pick up.

£5.3m of non-cash releasing savings were also reported at M8 to NHSE.

Productivity

The Trust's Implied Productivity Growth compared to last year is +4.3%, which puts the trust 1.4% above the national average, and 0.8% above the average across the Trust's peer group. (Latest available data as at March 2025).

Appendix 2 – Other Supporting Analysis: Month 8 2025/26

Month 8 Year to Date (£m)	Pass				
Plan	Underlying	R&D	through	One-off	Reported
Income	953.6	30.1	167.2	6.3	1,157.2
Pay	(646.8)	(23.6)	0.0	5.0	(665.4)
Non pay	(272.3)	(6.5)	(167.2)	14.9	(431.2)
Non-Opex	(66.1)	0.0	0.0	0.0	(66.1)
Total Plan	(31.6)	0.0	(0.0)	26.2	(5.5)
Actuals	Underlying	R&D	Pass through	One-off	Reported
Income	941.5	33.5	180.3	19.6	1,174.8
Pay	(649.8)	(24.3)	0.0	9.7	(664.4)
Non pay	(287.4)	(6.6)	(180.3)	22.2	(452.1)
Non-Opex	(65.1)	0.0	0.0	1.4	(63.7)
Total Actuals	(60.9)	2.5	(0.0)	52.9	(5.4)
Variance	Underlying	R&D	Pass through	One-off	Reported
Income	(12.0)	3.3	13.1	13.3	17.7
Pay	(3.0)	(0.7)	0.0	4.7	1.0
Non pay	(15.1)	(0.1)	(13.1)	7.4	(21.0)
Non-Opex	0.9	0.0	0.0	1.4	2.4
Total Variance	(29.2)	2.5	0.0	26.8	0.0

R&D:

- £2.5m underspend due to surpluses on commercial and non-commercial income. This was released from the Balance Sheet once it was clear deferred income was not needed to cover any further trial costs.
- 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 £13.1m to date, net nil impact.
- The Trust is paid 3+ months in arrears for over-performance and after suppliers have been paid.
- On passthrough drugs and devices there are currently £15.3m of cash payments still due to the Trust, with £11.1m of this due from NHSE and £3.8m due from BOB ICB (including £6.6m relating to the last financial year, almost all of which relates to BOB). The Trust does not have an I&E exposure to over-performance.

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

- Deficit support funding (£12.9m)
- Non-recurrent efficiency savings (£20.5m)
- Enhancements release (£2.7m)
- PFI debtor risk adjustment (£6.4m)
- PFI energy and water rebates (£4.5m)

NHSE data collection – for medium term plan

- NHSE collected estimates of the underlying financial performance of the Trust as part of planning. OUH reported that it estimated its underlying deficit plan to be £56.2m for 2025/26 (2024/25: £71.9m). The £2m planned surplus was adjusted for non-recurring efficiencies (£38.9m) and deficit support (£19.3m). NHSE's methodology required us to treat contractually non-recurrent income as recurrent. This is different to the methodology used above.
- NHSE believes it is important to understand the underlying position of the NHS before commissioners plan to shift funding into community services and prevention. Further data collections have taken place in September and October.
- The underlying deficit in this year's submissions is currently £69.7m. The £2m planned surplus was adjusted for Non-recurrent CIPs (-£54.2m); Deficit Support Funding (-£19.3m); Full year effect of CIPs (+£6.8m); FYE NR items (-£14.6m); and Other impacts (+£9.7m).

Statement of Financial Position (SOFP)

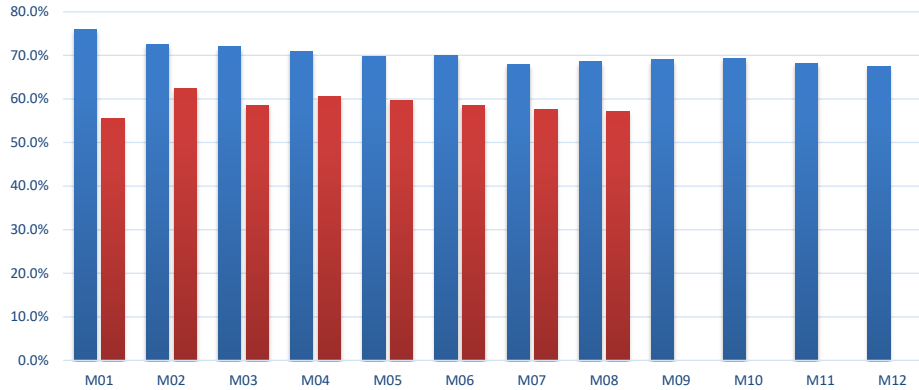
Statement of Financial Position 2024/25	M12 2025	In Month 8 2026	In Mth PLAN	Variance to PLAN	Movement in month	Movement from year- end
NON-CURRENT ASSETS:						
Property, Plant and Equipment	£769.2	£752.9	£781.3	(£28.4)	(£3.0)	(£16.3)
Investments	£62.1	£62.4	£60.4	£2.0	£0.0	£0.3
Trade and Other Receivables - non current	£14.0	£21.8	£9.1	£12.8	£1.9	£7.9
Total Non Current Assets	£845.2	£837.1	£850.7	(£13.6)	(£1.0)	(£8.1)
CURRENT ASSETS:						
Inventories	£32.9	£33.1	£36.2	(£3.1)	£1.4	£0.2
Trade and Other Receivables - current	£93.1	£95.5	£89.6	£5.9	£3.3	£2.4
Cash	£12.5	£21.8	£3.6	£18.2	(£6.2)	£9.3
Total Current Assets	£138.4	£150.4	£129.5	£20.9	(£1.6)	£11.9
TOTAL ASSETS	£983.7	£987.5	£980.2	£7.3	(£2.6)	£3.8
CURRENT LIABILITIES						
Trade and Other Payables - current	(£197.6)	(£177.0)	(£141.3)	(£35.7)	£8.0	£20.6
Other Liabilities: Deferred Income - current	(£1.3)	(£18.6)	(£29.2)	£10.5	£5.8	(£17.4)
Other Liabilities: - current	(£0.3)	(£0.3)	(£0.3)	(£0.1)	£0.0	(£0.0)
Provisions current	(£0.9)	(£0.6)	(£0.9)	£0.3	£0.0	£0.3
Borrowings - current	(£8.1)	(£9.0)	(£26.6)	£17.6	(£0.6)	(£0.9)
Loans - current	(£1.2)	(£1.2)	(£1.6)	£0.4	£0.1	£0.0
Total Current Liabilities	(£209.4)	(£206.8)	(£199.8)	(£7.0)	£13.3	£2.6
NET CURRENT ASSETS/(LIABILITIES)	(£71.0)	(£56.4)	(£70.4)	£13.9	£11.7	£14.5
TOTAL ASSETS LESS CURRENT LIABILITIES	£774.3	£780.7	£780.4	£0.3	£10.7	£6.4
NON-CURRENT LIABILITIES:						
Other Liabilities: Deferred Income - non current	(£2.3)	(£2.3)	(£2.5)	£0.2	£0.0	£0.0
Other Liabilities: - non current	(£3.6)	(£3.6)	(£3.3)	(£0.3)	£0.0	(£0.1)
Provisions - non current	(£6.4)	(£6.4)	(£6.2)	(£0.2)	£0.0	£0.0
Borrowings - non current	(£356.6)	(£354.8)	(£347.2)	(£7.6)	£1.3	£1.8
Loans - non current	(£17.8)	(£16.8)	(£16.9)	£0.1	£0.3	£1.0
Total Non-Current Liabilities	(£386.6)	(£384.0)	(£376.1)	(£7.9)	£1.6	£2.7
TS LESS LIABILITIES (Total Assets Employed)	£387.6	£396.7	£404.3	(£7.6)	£12.3	£9.1
TAXPAYERS EQUITY						
Public Dividend Capital	£355.0	£369.9	£386.9	(£17.0)	£11.3	£14.9
Retained Earnings reserve	(£154.5)	(£153.0)	(£163.3)	£10.2	£1.9	£1.5
Revaluation Reserve	£195.3	£188.0	£188.8	(£0.8)	(£0.9)	(£7.3)
Other Reserves	£1.7	£1.7	£1.7	£0.0	£0.0	£0.0
FV Assets Reserve	(£9.9)	(£9.9)	(£9.8)	(£0.0)	£0.0	£0.0
Total	£387.6	£396.7	£404.3	(£7.6)	£12.3	£9.1

Balance Sheet

- PPE has reduced YTD due to additions being lower than depreciation and amortisation
- A PFI debtor has been recognised largely within non-current assets which wasn't anticipated at the time the plan was produced
- Cash is above plan – see earlier slide
- Trade and other payables are higher than plan largely due to deferral of payments. £11.3m was received by the Trust during November
- Borrowings are lower in total (current and non-current taken together) than plan due to the Trust changing its policy on when to account for remeasurement of two of its largest PFI liability balances and also lower than anticipated non-Trust financed capital projects

Total Bills Paid Within Target - Number

■ Bills Paid Within Target 2024-25 ■ Bills Paid Within Target 2025-26



BPPC

- Performance of paying invoices within 30 days remains ~55-60% due to managing the Trust's cash position as well as processing issues receiving invoices in a timely manner from the Pharmacy department. The Trust is taking action to prioritise and cycle supplier payments as appropriate to maintain services and relationships.

Debtor Days

- Debtor days are in line with previous averages, showing a slight increase, largely due to unexpected resource issues within the Accounts Receivable team.

Creditor Days

- Creditor days have stabilised due to the Trust maintaining its supplier deferrals.

	2025	2026							
	M12	M01	M02	M03	M04	M05	M06	M07	M08
Debtor Days	8.09	6.71	7.36	5.43	8.30	6.21	6.79	6.39	7.38
Creditor Days	52.33	43.32	45.32	38.65	43.70	39.38	41.48	45.09	36.70

Appendix 3 – Financial Control Update

Activity	Outputs	Deadline	Update	RAG
1. 2025/26 budget setting	<ul style="list-style-type: none"> First iteration of budgets agreed and locked down prior to start of 25/26 FY 	27/3	Complete. TME 26/6 agreed business case funding devolved at M3.	Complete
2. Implementation of budgetary controls	<ul style="list-style-type: none"> Budgetary control policy developed and approved by TME and communicated 	27/3	Complete. Budget reconciliation in place. £52.7m of funding distributed to divisions at month 3 and 155.34 WTE. Budgets continue to remain stable with limited changes being enacted.	Complete
3. SFI and SoDA and review	<ul style="list-style-type: none"> Revised SFIs and SoDA developed and approved by Audit Committee and Board. 	30/4. Completed 1/7	SFIs approved by May Board and SoDA approved by Board in June. Communications launched 1/7.	Complete
4. Divisional Finance operating model	<ul style="list-style-type: none"> In Divisional Finance operating model to ensure resilience and alignment of actions to the Trust financial plan and budget. Supported by internal audit 	18/4 in progress	Final report to Audit Committee 29/10. Action plan presented to Delivery Committee on 19 th November 2025. First staff co-design session on the 24 th November, estimated stakeholder start w/c 1 st December. Process improvement already started in October 25.	In progress
5. Review and implementation of financial control best practice	<ul style="list-style-type: none"> Further review of HFMA Financial Sustainability Checklist and Grip and Control checklists undertaken 	31/7 Outcome reviewed by Productivity Committee	Initial review undertaken. Paper at Productivity Committee discussed and agreed proposed priorities, timescales and owners. Programme of work being mobilised)	In progress
6. Maximise 3rd line of defence assurance	<ul style="list-style-type: none"> Internal Audit plan to increase focus on control / align better to key priorities 	30/4	Plan approved, Q1 audits on Stock Control and Divisional Finance Controls reported in October as Moderate for Design and Limited for Effectiveness. Remediation plans agreed and monitored through Delivery Committee. Key Financial Systems – AP / AR audit is ongoing and on track to report in February.	Complete
7. Budget holder training	<ul style="list-style-type: none"> Rolling Trust wide budget holder training programme to equip budget holders with skills and information to more effectively manage their budgets 	March 25 & ongoing	202 staff trained to date (M4 122). Variable attendance by division (SuWON 67, CSS 47, MRC 34, NOTTSCAN 26, Corporate 17, Other 11)	Complete

Activity	Outputs	Deadline	Update	RAG
8. Monthly Performance Process	<ul style="list-style-type: none"> Review of monthly finance performance reporting Review of meeting structure and content of material presented to ensure good financial management. Detailed mitigation plans required for any areas off plan 	31 st July 2025	Paper went to IAC outlining potential options in August. New reporting used in month 7 internally and with divisions. Bottom-up forecasts being tested with services and second run-rate forecast developed to sense check trajectory. Financial actions and	In progress
8. Non pay control	<ul style="list-style-type: none"> Purchase Order (PO) only payment Non Passthrough Drugs Controls Stock Management Divisional Financial Control 	31 st Dec 2025	<p>First meeting held on the 4th of November where the attached ToRs were discussed and amended (to be agreed at next meeting).</p> <p>Next step is an analytical review of the non-pay spend for the first half of 2025/26, to define areas of spend, then to determine controls (and strength) in each area. Proposals to be made against enhancing controls.</p>	In progress
8. Review of general ledger (Oracle) authorisation limits	<ul style="list-style-type: none"> Oracle authorisation structure fully aligned to the requisitioning limits agreed in the Scheme of Delegated Authorities Rationalisation of existing 5000+ cost centres to a more manageable number through closing / merging cost centres where appropriate 	31 st Jan 2026	<p>Review is ongoing, status by Division is as follows:</p> <ul style="list-style-type: none"> Corporate: substantially complete and being implemented in the system NOTTSCAN, CSS & MRC: initial review complete, clarifications ongoing with Divisions SuWON, R&D, Balance Sheet codes: not yet started 	In progress