

Finance, Procurement and Contracting

Financial Performance Report: Month 10

Jason Dorsett: Chief Finance Officer

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Financial Performance Report

Integrated themes and issues from Month 10 (January 2026)

Executive Summary

Overall

Reported surplus was £1.2m in Month 10.

Underlying deficit is initially estimated at £6.3m, £3.2m worse than plan but £3.4m better than Month 9. Underlying pay and non-pay both improved in month.

WTE were stable in month at 14,263 (including R&D).

Forecast - the Board has agreed to the steps required to deliver the £2m surplus forecast including a number of non recurrent items. Month 10 performance is in line with expectation against that forecast.

Cash

Cash was £25.4m at the end of January, unchanged from the previous month and £19.4m higher than plan. Capital expenditure has been lower than plan by £13.7m, supporting the cash position. More supplier payments have been deferred than originally planned to manage the Trust's cash. £11.3m of cash support was received in November.

Next steps

Additional financial controls had been agreed and were in place until the end of January. The next steps are under review, including a proposal to release **Clinical Service Units (CSUs)** from the recruitment pause based on financial performance (if they were on pay budget or overall EBITDA budget as at M9 YTD).

MRC

MRC were £0.4m better than plan in M10 (£4.0m adverse YTD). Currently £6.3m off plan on savings, including £4.4m pay. Offsetting by holding vacancies and temporary staffing. No agreed plan to return to budget.

NOTTSCaN

NOTTSCaN were £0.9m better than plan in M10 (£5.7m adverse YTD). Currently £4.2m off plan on savings including £3.4m of pay. No agreed plan to return to budget.

SUWON

SUWON were £2.3m better than plan in M10 (£9.5m adverse YTD). Pay is stable but not reducing in line with budget and is £10.1m over YTD, driven by £5.8m efficiency shortfall. Non-pay is £5.9m over (excluding passthrough) driven by Oncology drugs £4.1m and efficiency shortfall £5.9m. No agreed plan to return to budget.

CSS

CSS was £1.3m off plan in M10 (£14.2m adverse YTD). Currently £11.3m behind plan on efficiencies (£4.3m pay and £6.0m non-pay). Increased activity has hindered ability to reduce costs. No agreed plan to return to budget.

Corporate

Non-Clinical (inc Corp, R&D, Education and Estates) is £0.8m better than plan in M10 (£7.1m favourable YTD). R&D has delivered a £2.6m unplanned surplus YTD and Estates costs are £3.0m better than budget YTD. CPO (£1.1m) and CNO (£0.3m) are over budget.

Central

Central includes PFI, leases, accounting policy changes and central revenue budgets. One-off benefits and additional national funding have led these technical areas to be £26.2m better than budget. See Appendix 2 for detail.

Financial Performance Report

Integrated themes and issues from Month 10 (January 2026)

New Actions Arising after Month 10

Trust Position

At month 10 the Trust continued to require 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 has been in place 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. An update on the changes to the recruitment pause will be announced in February.
- 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 – all requisitions being reviewed in divisions to challenge and remove where appropriate.

CIP

The previous paper to IAC documented the route to the £2m surplus at year end. This has been converted into divisional control totals. The month 10 financial reviews were used to test each divisions position against their control total and challenge each position for betterment where possible.

A trust wide weekly delivery meeting has been established to deliver the opportunities for the trust and mitigate its financial risks. On this basis the month 10 position was delivered in line with the IAC paper and remaining opportunities/risks are being actively managed.

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 on 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. This is being progressed in Q4 alongside planning and budget setting. Divisions are currently reviewing all requisitions on the system using a new dashboard from Procurement, with the aim of removing or challenging where appropriate. This will continue monthly and be assessed to the effectiveness in May.

Income and Expenditure: Overview – Reported Position

Source: Budget in Finance Ledger.

I & E Subjective Em	IN MONTH 10				YEAR TO DATE				FULL YEAR Plan
	Plan	Actual	Var	Var %	Plan	Actual	Var	Var %	
Income									
Commissioning Income	106.3	106.8	0.5	0.5%	1,062.7	1,075.0	12.3	1.2%	1,275.2
Passthrough Drugs & Devices	20.9	22.4	1.5	7.3%	209.0	223.8	14.8	7.1%	250.8
Other Income	15.4	16.0	0.6	4.0%	156.5	164.9	8.4	5.3%	189.3
PP, Overseas and RTA Income	1.5	2.1	0.6	40.0%	17.1	13.9	(3.2)	-18.8%	20.1
Total Income	144.1	147.3	3.3	2.3%	1,445.3	1,477.6	32.3	2.2%	1,735.4
Pay									
Consultants and Medics	(29.3)	(29.5)	(0.3)	-0.9%	(294.5)	(293.3)	1.3	0.4%	(353.1)
Health Care Assistants & Support	(6.4)	(7.2)	(0.8)	-12.0%	(66.2)	(71.4)	(5.2)	-7.9%	(79.0)
Nurse and Midwives	(22.6)	(22.5)	0.0	0.2%	(232.1)	(231.3)	0.8	0.3%	(277.3)
Other Staff	(11.3)	(12.2)	(0.9)	-8.3%	(117.4)	(119.4)	(2.0)	-1.7%	(139.9)
Scientific, Therapeutic and Technical	(11.4)	(12.1)	(0.7)	-5.8%	(117.2)	(118.3)	(1.1)	-0.9%	(140.1)
Total Pay	(81.0)	(83.5)	(2.6)	-3.2%	(827.4)	(833.6)	(6.3)	-0.8%	(989.3)
Non-Pay									
Clinical negligence	(3.2)	(3.2)	0.0	0.3%	(31.8)	(31.7)	0.1	0.4%	(38.2)
Clinical Supplies & Services	(10.1)	(11.6)	(1.6)	-15.4%	(100.6)	(115.9)	(15.2)	-15.1%	(120.7)
Drugs & Devices	(25.0)	(23.9)	1.2	4.7%	(250.2)	(264.5)	(14.2)	-5.7%	(300.3)
Passthrough Drugs & Devices	(20.9)	(22.4)	(1.5)	-7.3%	(209.0)	(223.8)	(14.8)	-7.1%	(250.8)
Drugs	(4.1)	(1.4)	2.7	65.5%	(41.2)	(40.6)	0.6	1.4%	(49.5)
General Supplies & Services	(0.5)	(0.5)	0.0	7.5%	(5.4)	(5.4)	0.0	0.1%	(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	(10.6)	(10.1)	0.5	4.6%	(106.1)	(88.7)	17.3	16.3%	(124.5)
Other Expenditure	(4.2)	(5.0)	(0.8)	-19.3%	(44.1)	(61.1)	(17.0)	-38.6%	(52.4)
Total Non-Pay	(53.6)	(54.3)	(0.6)	-1.2%	(538.5)	(567.2)	(28.8)	-5.3%	(642.8)
Operational EBITDA	9.5	9.6	0.1	0.8%	79.5	76.7	(2.7)	-3.4%	103.3
Financing and Capital Charges (Excl Tech Adj)	(8.3)	(8.3)	(0.1)	-1.0%	(82.6)	(79.8)	2.8	3.3%	(101.3)
Operational Surplus / (Deficit)	1.2	1.2	(0.0)	0.0%	(3.1)	(3.1)	0.0	0.7%	2.0

Income

- Commissioning income is £27.1m better than plan to date. £14.8m is due to passthrough drugs and devices (offset by increased expenditure), other commissioning income is £12.3m better than plan.
- Other income is £8.4m better than plan YTD. R&D income is £4.1m better than plan (with a £2.6m 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, from private patient income (£3.0m) and RTA (£0.5m). RTA income improved above recent trend by £1.0m in January after work with DWP on the process and new reporting information capturing previously missing data.

Pay

- Pay is £6.3m worse than plan to date (£5.1m worse than plan excluding R&D). This includes a net impact on pay costs of £1.4m from strike action cover (now covered by additional income). This variance is after mitigations applied YTD for 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 £28.8m worse than plan YTD, excluding the £14.8m adverse variance on passthrough, it is £14.0m worse than plan. The main drivers of this variance are clinical supplies expenditure (£15.2m YTD) and other expenditure (£17.0m YTD), offset by non-recurrent PFI benefits (£12.2m).

Income and Expenditure: Divisional Positions

Source: Finance Ledger.

I&E Variance Analysis £ms			IN MONTH 10				YEAR TO DATE				FULL YEAR
			Budget	Actual	Variance	Var %	Budget	Actual	Variance	Var %	Budget
Clinical	Income		£34.9	£36.3	£1.4	4.0%	£349.1	£354.2	£5.2	1.5%	£418.9
	Medicine Rehabilitation and Cardiac	Pay	(£17.2)	(£17.9)	(£0.7)	(4.2%)	(£175.0)	(£179.3)	(£4.4)	-2.5%	(£209.3)
		Non-Pay	(£9.7)	(£10.0)	(£0.3)	(3.2%)	(£96.0)	(£100.8)	(£4.8)	-5.0%	(£115.1)
	Total Medicine Rehabilitation and Cardiac		£8.1	£8.4	£0.4	4.5%	£78.1	£74.1	(£4.0)	-5.1%	£94.4
	Neurosciences Orthopedics Trauma	Income	£39.4	£39.8	£0.5	1.2%	£393.7	£396.3	£2.6	0.7%	£472.4
	Specialist Surgery Childrens and Neonates	Pay	(£20.1)	(£20.2)	(£0.1)	(0.5%)	(£205.7)	(£206.9)	(£1.1)	-0.5%	(£245.9)
		Non-Pay	(£10.8)	(£10.3)	£0.5	4.8%	(£108.0)	(£115.2)	(£7.2)	-6.7%	(£129.7)
	Total Neurosciences Orthopedics Trauma Specialist Surgery Chil		£8.4	£9.3	£0.9	10.7%	£79.9	£74.2	(£5.7)	-7.1%	£96.8
	Surgery Women and Oncology	Income	£40.4	£44.0	£3.6	8.8%	£405.8	£422.2	£16.3	4.0%	£486.7
		Pay	(£17.0)	(£18.7)	(£1.7)	(9.7%)	(£175.6)	(£185.7)	(£10.1)	-5.7%	(£209.7)
	Non-Pay	(£13.1)	(£12.7)	£0.4	2.8%	(£132.2)	(£148.0)	(£15.7)	-11.9%	(£158.5)	
Total Surgery Women and Oncology		£10.3	£12.5	£2.3	22.2%	£98.0	£88.5	(£9.5)	-9.7%	£118.5	
Clinical Support Services	Income	£11.7	£11.9	£0.2	1.3%	£117.8	£115.2	(£2.6)	-2.2%	£141.3	
	Pay	(£14.2)	(£14.8)	(£0.6)	(4.2%)	(£144.5)	(£147.2)	(£2.8)	-1.9%	(£172.8)	
	Non-Pay	(£5.3)	(£6.1)	(£0.8)	(15.9%)	(£50.4)	(£59.2)	(£8.9)	-17.6%	(£60.1)	
Total Clinical Support Services		(£7.8)	(£9.0)	(£1.3)	(16.5%)	(£77.0)	(£91.2)	(£14.2)	-18.4%	(£91.6)	
Clinical Total		£19.0	£21.2	£2.3	11.9%	£178.9	£145.6	(£33.3)	-18.6%	£218.1	
Non-Clinical	Corporate	Total	(£11.4)	(£10.6)	£0.7	6.6%	(£108.9)	(£107.2)	£1.7	1.5%	(£130.1)
	Education and Training	Total	£4.0	£3.8	(£0.1)	(3.5%)	£39.8	£39.3	(£0.5)	-1.2%	£47.8
	Estates	Total	(£12.4)	(£12.5)	(£0.1)	(1.0%)	(£122.7)	(£119.6)	£3.0	2.5%	(£146.5)
	Hosted Services	Total	£0.0	(£0.0)	(£0.0)	N/A	£0.0	(£0.0)	(£0.0)	-165.7%	£0.0
	Operational Services	Total	(£0.9)	(£0.9)	£0.0	2.8%	(£9.0)	(£8.7)	£0.2	2.7%	(£10.7)
	Research and Development	Total	£0.0	£0.2	£0.2	N/A	(£0.0)	£2.6	£2.6		(£0.0)
Non-Clinical Total		(£20.7)	(£19.9)	£0.8	3.7%	(£200.7)	(£193.6)	£7.1	3.5%	(£239.6)	
Technical	Operating Expenses	Total	(£3.6)	(£4.4)	(£0.7)	(20.1%)	(£34.0)	(£35.3)	(£1.3)	-3.9%	(£41.8)
	Trust Wide Services	Total	£6.5	£4.3	(£2.3)	(35.0%)	£52.7	£80.2	£27.6	52.4%	£65.4
Technical Total		£2.9	(£0.1)	(£3.0)	(103.3%)	£18.7	£44.9	£26.2	140.6%	£23.6	
Control Total		£1.2	£1.2	(£0.0)	0.0%	(£3.1)	(£3.1)	£0.0	0.7%	£2.0	

- Clinical divisions** are £33.3m off plan year to date. £3.3m of national strike funding was allocated to clinical divisions in January. CSS are the most significant at £14.2m adverse to plan, driven by a £11.3m efficiency shortfall. SUWON are £9.5m off plan, driven by a £5.8m pay efficiency shortfall, pay cost pressures and non-passthrough drugs (Oncology drugs £4.1m). NOTSSCaN are £5.7m off plan, driven by a £6.5m non-pay efficiency shortfall and non-pay pressures. MRC are £4.0m off plan, driven by a £6.3m efficiency shortfall.
- Trust wide** budgets are £26.2m better than plan YTD, a decrease of £3.0m in month. This was due to £3.3m of non-recurrent national strike impact funding being transferred to the clinical divisions in month.
- Non-Clinical** areas are £7.1m better than plan, driven by underspends in the Estates Division of £3.0m and the R&D Division contribution of £2.6m YTD. The Corporate Division is under-spent (£1.7m YTD).

Divisional Summary: Medicine Rehabilitation and Cardiac

Sources: Finance Ledger, SLAM and Commissioning Income Pack

Performance versus budget

I & E Subjective £000s	IN MONTH 10				YEAR TO DATE				Full Year Plan
	Plan	Actual	Variance	Var %	Plan	Actual	Variance	Var %	
Income Excl Pass Through	28,339.6	29,487.3	1,147.7	4.0%	283,026.5	283,920.6	894.1	0.3%	339,650
Pass Through (Income)	6,603.3	6,857.7	254.4	3.9%	66,033.2	70,321.0	4,287.8	6.5%	79,240
Pay	(17,204.3)	(17,935.1)	(730.9)	(4.2%)	(174,991.2)	(179,342.1)	(4,351.0)	(2.5%)	(209,343)
Non-Pay Excl Pass Through	(3,082.8)	(3,137.7)	(54.8)	(1.8%)	(29,960.6)	(30,480.4)	(519.8)	(1.7%)	(35,866)
Pass Through (Non-Pay)	(6,601.8)	(6,857.7)	(255.9)	(3.9%)	(66,033.2)	(70,321.0)	(4,287.8)	(6.5%)	(79,240)
EBITDA	8,054.0	8,414.5	360.5	4.5%	78,074.7	74,098.0	(3,976.7)	-5%	94,440.0

Directorate EBITDA £000s	IN MONTH 10				YEAR TO DATE				Full Year Plan
	Plan	Actual	Variance	Var %	Plan	Actual	Variance	Var %	
Specialist Medicine	1,963.2	1,736.3	(226.9)	(11.6%)	19,024.4	19,505.9	481.5	2.5%	22,977.2
CCTS	1,164.1	1,113.9	(50.2)	(4.3%)	11,568.1	9,838.4	(1,729.8)	(15.0%)	13,896.7
AMR	5,243.6	4,554.6	(689.0)	(13.1%)	51,482.7	47,335.3	(4,147.4)	(8.1%)	62,200.3
MRC Management	(316.9)	1,009.7	1,326.6	418.6%	(4,000.4)	(2,581.5)	1,418.9	35.5%	(4,634.2)
Total EBITDA by Directorate	8,054.0	8,414.5	360.5	4.5%	78,074.7	74,098.0	(3,976.7)	(5.1%)	94,440.0

In Month

- Income** – Received £1.1m comm income for industrial action related costs & loss of income. Pass through Income over performance £0.25m, mainly in Respiratory Medicine.
- Pay** In- month CIP under performance -£0.8m. Increase in NHSP costs, partly off set by vacancies.
- Non-Pay** Increase in Pass through costs, in-month £0.25m, mainly in Respiratory Medicine. Unachieved CIP target -£0.3m.

Year to Date

- Income** – Activity income over performing in Clin Genetics £0.8m. Oxford Health SLA Medical support, reduction in income -£0.9m. Received income £1.1m, for Industrial action costs & loss of income. Pass through income over performing £4.3m, in Cardiology - Angio £2.5m and Resp Med £2m.
- Pay** - £4.3m unachieved CIP target. Partly off set by vacancies. Costs incurred covering Resident Doctors strike ytd £625k.
- Non-pay** – Pass through over perf -4.3m, in Cardiology – Angio/Resp Med. Unachieved CIP.

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.

WTE	IN MONTH 10			
	Plan	Actual	Variance	Var %
Staff	3,198.9	2,984.7	214.2	6.7%
NHSP	52.6	243.4	(190.8)	(362.8%)
Agency	0.7	6.1	(5.4)	(781.2%)
Total WTE	3,252.2	3,234.1	18.0	0.6%

Commissioning by POD Year To Date	ACTIVITY M10			FINANCE (£000's)		
	Plan	Actual	Variance	Plan	Actual	Variance
DC	11,411	11,119	(292)	13,357.8	13,754.1	396.3
Electives	1,709	1,796	87	14,965.9	16,158.6	1,192.7
Non Elective	49,087	56,518	7,431	120,988.4	130,614.7	9,626.3
Outpatient	283,894	283,012	(882)	42,242.8	42,767.0	524.2
Pass through				48,135.3	50,210.4	2,075.0
A&E	149,984	148,638	(1,346)	40,400.8	38,732.6	(1,668.2)
Chemotherapy	63	67	4	25.3	27.8	2.5
Critical Care	4,015	3,414	(600)	8,091.8	6,593.0	(1,498.8)
Diagnostics	23,659	20,671	(2,988)	3,667.5	3,410.3	(257.3)
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				25,351.3	24,863.6	(487.7)
Radiotherapy	0	0	0	0.0	0.0	0.0
Other Subtotal				317,226.9	327,132.1	9,905.2
Other Adj				19,994.1	16,954.7	(3,039.4)
Total				337,221.0	344,086.7	6,865.7

Risks (R) and Opportunities (O):

- Unidentified CIP (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 10				YEAR TO DATE				Full Year Plan
	Plan	Actual	Variance	Var %	Plan	Actual	Variance	Var %	
Income Excl Pass Through	33,733.5	34,132.8	399.3	1.2%	337,495.0	337,505.5	10.5	0.0%	404,962
Pass Through (Income)	5,617.5	5,697.5	80.0	1.4%	56,175.0	58,805.9	2,630.9	4.7%	67,410
Pay	(20,105.4)	(20,210.7)	(105.3)	(0.5%)	(205,748.9)	(206,852.2)	(1,103.2)	(0.5%)	(245,892)
Non-Pay Excl Pass Through	(5,222.8)	(4,619.3)	603.5	11.6%	(51,860.8)	(56,420.3)	(4,559.5)	(8.8%)	(62,308)
Pass Through (Non-Pay)	(5,618.8)	(5,697.5)	(78.6)	(1.4%)	(56,175.0)	(58,805.9)	(2,630.9)	(4.7%)	(67,410)
EBITDA	8,404.0	9,302.8	898.8	10.7%	79,885.3	74,233.0	(5,652.3)	-7%	96,762.6

Directorate EBITDA £000s	IN MONTH 10				YEAR TO DATE				Full Year Plan
	Plan	Actual	Variance	Var %	Plan	Actual	Variance	Var %	
JR and WW Theatres	(2,385.8)	(2,348.7)	37.2	1.6%	(24,105.8)	(24,691.2)	(585.4)	(2.4%)	(28,853.3)
Neurosciences	3,234.5	3,160.9	(73.6)	(2.3%)	31,506.4	28,547.6	(2,958.9)	(9.4%)	37,975.8
NOTSSCaN Management	(771.6)	514.2	1,285.9	166.6%	(7,670.5)	(7,642.2)	28.3	0.4%	(9,213.9)
Orthopaedics	2,528.4	2,597.0	68.6	2.7%	24,524.9	22,138.7	(2,386.2)	(9.7%)	29,603.1
Childrens	2,125.3	2,228.2	102.9	4.8%	19,804.0	21,254.7	1,450.7	7.3%	24,055.1
Specialist Surgery	2,585.1	2,048.9	(536.2)	(20.7%)	25,091.4	22,506.7	(2,584.7)	(10.3%)	30,262.0
Ophthalmology	1,088.1	1,102.2	14.1	1.3%	10,734.9	12,118.7	1,383.8	12.9%	12,933.9
Total EBITDA by Directorate	8,404.0	9,302.8	898.8	10.7%	79,885.3	74,233.0	(5,652.3)	(7.1%)	96,762.6

In Month

- Activity income is up £0.4m. £1.1m of IA funding netting off SLAM over-estimate for M9 of £0.9m.
- PP income for January higher than usual - £0.24m. Particularly after a low December.
- Pay decreased by £0.49m/20 WTE. No BH or IA costs. Change in Patchwork methodology.
- Non-pay pressures are continuing due to unidentified CIP. Lower in January by £1.36m due to a change in Healthcare at Home methodology and a lower cost of clinical supplies after a high December (£2.83m in M10 vs 3.66m in M9).

Year to date

- Activity income underperforming YTD by £0.47m. Though this includes £1.1m of IA funding, offsetting December underperformance.
- PP underperforming by £0.36m but other income overperforming by £0.84m. Mainly driven by rebates (£0.34m) and HEE income (£0.58m), partly offsetting pay.
- Pay overspent YTD by £1.1m, partly due to IA and higher temporary staffing costs. IA now offset by funding.
- Non-pay is overspent by £4.56m, due to undelivered CIP of £6.56m. Offset by £2m underspend on drugs.

WTE	IN MONTH 10			
	Plan	Actual	Variance	Var %
Staff	3,415.6	3,300.8	114.7	3.4%
NHSP	71.5	176.9	(105.4)	(147.3%)
Agency	1.0	12.3	(11.3)	(1,140.4%)
Total WTE	3,488.1	3,490.0	(1.9)	(0.1%)

Commissioning by POD Year To Date	ACTIVITY M10			FINANCE (£000's)		
	Plan	Actual	Variance	Plan	Actual	Variance
DC	23,155	22,018	(1,136)	32,908.1	32,029.7	(878.4)
Electives	8,284	7,982	(302)	57,946.8	55,887.2	(2,059.6)
Non Elective	18,767	18,592	(176)	95,878.7	96,160.9	282.2
Outpatient	474,115	459,472	(14,642)	74,105.5	72,589.9	(1,515.6)
Pass through				53,937.5	52,970.4	(967.1)
A&E	14,916	14,050	(866)	2,576.2	2,430.9	(145.3)
Chemotherapy	2,034	1,964	(70)	684.0	664.9	(19.1)
Critical Care	21,770	21,683	(87)	30,234.8	30,550.2	315.4
Diagnostics	5,552	7,186	1,634	530.0	655.9	125.9
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				32,749.8	31,702.0	(1,047.7)
Radiotherapy	0	0	0	0.0	0.0	0.0
Other Subtotal				381,551.2	375,642.0	(5,909.3)
Other Adj				4,872.6	12,940.9	8,068.3
Total				386,423.8	388,582.9	2,159.0

Headline narrative:

- SLAM activity is £2m over plan or £3.1m excluding pass through. However, this is driven by other adjustments.
- Headcount reduction is on track. Only 2 WTE over in M10. Pay CIP behind by £0.5m due to cost of additional beds and temporary staffing since M7.
- Temporary staffing costs and WTE have decreased for the first time since M7. £0.88m in M10 compared to a M7-9 average of £1.15m.
- Pressures on non-pay are continuing.
- £3m reduction in forecast from £12m to £9m.

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
- Reviewing non-pay requisitions with procurement.
- Vacancy pause

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 10				YEAR TO DATE				Full Year Plan
	Plan	Actual	Variance	Var %	Plan	Actual	Variance	Var %	
Income Excl Pass Through	32,263.5	34,377.7	2,114.3	6.6%	324,373.2	330,934.4	6,561.2	2.0%	388,900
Pass Through (Income)	8,147.4	9,597.2	1,449.8	17.8%	81,473.7	91,228.9	9,755.2	12.0%	97,768
Pay	(17,047.0)	(18,703.6)	(1,656.6)	(9.7%)	(175,613.9)	(185,694.6)	(10,080.8)	(5.7%)	(209,707)
Non-Pay Excl Pass Through	(4,960.9)	(3,145.1)	1,815.8	36.6%	(50,772.7)	(56,724.2)	(5,951.5)	(11.7%)	(60,696)
Pass Through (Non-Pay)	(8,148.8)	(9,597.2)	(1,448.4)	(17.8%)	(81,473.7)	(91,228.9)	(9,755.2)	(12.0%)	(97,768)
EBITDA	10,254.2	12,529.1	2,274.9	22.2%	97,986.7	88,515.6	(9,471.1)	-10%	118,497.0

Directorate EBITDA £000s	IN MONTH 10				YEAR TO DATE				Full Year Plan
	Plan	Actual	Variance	Var %	Plan	Actual	Variance	Var %	
GET	(616.0)	(258.6)	357.4	58.0%	(6,815.1)	(7,355.5)	(540.4)	(7.9%)	(8,046.7)
Gynaecology	1,028.3	913.4	(114.9)	(11.2%)	10,145.5	9,529.7	(615.8)	(6.1%)	12,202.2
Maternity	2,218.7	1,856.9	(361.8)	(16.3%)	20,999.2	19,410.9	(1,588.4)	(7.6%)	25,436.9
Oncology	2,864.7	4,893.4	2,028.8	70.8%	28,539.2	25,885.9	(2,653.3)	(9.3%)	34,269.2
Renal	2,496.7	2,876.8	380.1	15.2%	24,482.5	22,777.2	(1,705.3)	(7.0%)	29,476.5
SuWOn Management	(450.0)	22.8	472.8	105.1%	(5,912.1)	(5,863.3)	48.7	0.8%	(6,812.0)
Surgery	2,711.8	2,224.3	(487.4)	(18.0%)	26,547.3	24,130.7	(2,416.6)	(9.1%)	31,970.9
Total EBITDA by Directorate	10,254.2	12,529.1	2,274.9	22.2%	97,986.7	88,515.6	(9,471.1)	(9.7%)	118,497.0

In Month

- CIP Target is £2.0m in month (£0.1m Income; £1.2m pay; £0.7m Non Pay) 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 post.
- Commissioning income was £0.3m higher than expected as we received a share of IA funding for Nov/Dec 25 plus additional income related to pass-through (£1.4m). Activity related income continues above plan (£1.4m) in month due to Urology and Oncology

Year to date

- CIP Target is £16.6m YTD (£1.4m Income; £8.2m Pay; £7.0m Non Pay) and is currently £4.3m behind plan. Some vacancies and posts being held are offsetting this partly.
- Additional activity related income is partly offsetting this at £6.3m YTD in areas mentioned opposite.
- PP Income £0.3m better than plan in Oncology (£0.1m BMT transplant)
- WTEs increased by 19 in January following a reduction in December when elective activity is reduced.

WTE	IN MONTH 10			
	Plan	Actual	Variance	Var %
Staff	3,101.4	3,142.3	(40.9)	(1.3%)
NHSP	66.2	225.9	(159.7)	(241.4%)
Agency	4.7	10.1	(5.4)	(114.2%)
Total WTE	3,172.3	3,378.2	(205.9)	(6.5%)

Commissioning by POD Year To Date	ACTIVITY M10			FINANCE (£000's)		
	Plan	Actual	Variance	Plan	Actual	Variance
DC	33,730	33,225	(505)	27,417.6	28,053.8	636.2
Electives	5,135	4,941	(193)	31,707.9	30,793.8	(914.1)
Non Elective	23,398	23,566	168	92,211.8	94,896.3	2,684.5
Outpatient	294,936	308,725	13,789	58,399.5	62,469.8	4,070.3
Pass through				97,970.8	107,775.9	9,805.1
A&E	0	0	0	0.0	0.0	0.0
Chemotherapy	26,113	29,159	3,045	8,370.9	9,477.6	1,106.7
Critical Care	47	0	(47)	84.7	0.0	(84.7)
Diagnostics	35,259	32,514	(2,744)	771.6	623.3	(148.3)
Financial Adj - mainly Blended payment	0	0	0	0.0	0.0	0.0
Maternity Pathway	13,333	12,773	(560)	17,393.2	16,852.4	(540.8)
Other				43,233.3	43,136.5	(96.7)
Radiotherapy	42,602	47,651	5,048	14,050.2	14,957.4	907.1
Other Subtotal				391,611.5	409,036.7	17,425.2
Other Adj				(509.9)	(1,822.4)	(1,312.4)
Total				391,101.6	407,214.3	16,112.7

Headline narrative:

- M10 WTE of 3,378 which is higher than M9 mainly driven by higher NHSP following reduced elective activity in December
- 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 in effect
- Further admin reviews underway

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: Clinical Support Services

Sources: Finance Ledger, SLAM and Commissioning Income Pack

Performance versus budget

I & E Subjective £000s	IN MONTH 10				YEAR TO DATE				Full Year Plan
	Plan	Actual	Variance	Var %	Plan	Actual	Variance	Var %	
Income Excl Pass Through	11,195.5	11,454.3	258.8	2.3%	112,454.9	110,170.3	(2,284.6)	(2.0%)	134,846
Pass Through (Income)	534.5	431.9	(102.6)	(19.2%)	5,344.8	5,057.5	(287.3)	(5.4%)	6,414
Pay	(14,225.5)	(14,823.4)	(597.9)	(4.2%)	(144,475.8)	(147,233.0)	(2,757.2)	(1.9%)	(172,763)
Non-Pay Excl Pass Through	(4,724.2)	(5,661.9)	(937.7)	(19.8%)	(45,015.5)	(54,177.3)	(9,161.8)	(20.4%)	(53,731)
Pass Through (Non-Pay)	(534.5)	(431.9)	102.6	19.2%	(5,344.8)	(5,057.5)	287.3	5.4%	(6,414)
EBITDA	(7,754.2)	(9,031.0)	(1,276.8)	(16.5%)	(77,036.4)	(91,240.1)	(14,203.7)	-18%	(91,648.2)

Directorate EBITDA £000s	IN MONTH 10				YEAR TO DATE				Full Year Plan
	Plan	Actual	Variance	Var %	Plan	Actual	Variance	Var %	
CAPPRO	(2,962.5)	(2,610.7)	351.8	11.9%	(30,016.9)	(30,201.9)	(185.0)	(0.6%)	(35,730.2)
CSS Management	27.5	(29.8)	(57.3)	(208.4%)	249.5	(1,531.2)	(1,780.7)	(713.6%)	304.4
Path and Labs	(251.0)	(2,093.5)	(1,842.5)	(734.2%)	(9,457.2)	(16,735.6)	(7,278.4)	(77.0%)	(11,321.3)
Pharmacy	(1,494.0)	(1,716.5)	(222.5)	(14.9%)	(15,570.0)	(16,190.7)	(620.7)	(4.0%)	(18,606.2)
Radiology	(3,074.2)	(2,580.5)	493.7	16.1%	(22,241.8)	(26,580.7)	(4,338.9)	(19.5%)	(26,294.9)
Total EBITDA by Directorate	(7,754.2)	(9,031.0)	(1,276.8)	(16.5%)	(77,036.4)	(91,240.1)	(14,203.7)	(18.4%)	(91,648.2)

In Month

- CIP Target is £1.8m in month (£0.1m Income; £1.0m pay; £0.8m NP) and is currently £1.1m behind on identified savings in month. NR benefits to offset this target are reducing bank and agency and vacancies including funding for growth posts +£0.4m
- Commissioning income was £0.5m higher than expected as we received a share of IA funding for Nov/Dec 25.
- Continuing cost pressures for MES equipment costs - £0.1m and PET-CT Van was -£0.1m and activity -£0.3m.

Year to date

- CIP Target is £15.8m YTD (£1.7m Income; £6.4m Pay; £7.7m NP) and is currently £8.7m behind plan. Slippage on recruiting to agreed business cases has offset some of the target.
- MES costs are £0.8m adv & PET-CT van £0.5m adv and CDC £1.1m adv YTD. Queries in pay budgets are £1.1m YTD. NR Benefit of £0.4m due to OY credits
- 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 £19.5m CIP allocation for the year.
- Funded establishments have been reset on M11 (Feb 25) actuals, so all vacancies shown in OPOP have been removed.
- Establishments now include FTE for Bank & Agency. Bank And Agency has reduced by 21% since Feb 25. a reduction of £0.9m YTD & 21.6 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.

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)

WTE	IN MONTH 10			
	Plan	Actual	Variance	Var %
Staff	2,255.0	2,215.5	39.5	1.8%
NHSP	29.8	48.7	(19.0)	(63.8%)
Agency	1.1	0.2	0.9	80.9%
Total WTE	2,285.9	2,264.4	21.5	0.9%

Internal Trading:

- These will be based on the M9 FOT 24/25, as per budget setting.
- Radiology +£986k overperformance (+5%) M9.
- Currently £155k YTD cost pressure in NP due to activity.
- Pathology: awaiting data.

Commissioning by POD Year To Date	ACTIVITY M10			FINANCE (£000's)		
	Plan	Actual	Variance	Plan	Actual	Variance
DC	2,089	2,124	36	2,590.6	2,838.0	247.4
Electives	228	241	14	1,141.0	1,391.9	250.9
Non Elective	235	253	18	2,136.4	2,496.8	360.4
Outpatient	63,676	61,853	(1,822)	9,450.9	9,037.6	(413.4)
Pass through				558.5	701.6	143.1
A&E	0	0	0	0.0	0.0	0.0
Chemotherapy	0	0	0	11.4	7.5	(3.9)
Critical Care	7,944	7,428	(516)	14,925.0	14,065.9	(859.1)
Diagnostics	5,318,269	5,215,307	(102,962)	41,214.9	39,836.8	(1,378.1)
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	21,812.3	22,113.1	300.7
Radiotherapy	0	0	0	0.0	0.0	0.0
Other Subtotal				93,840.9	92,489.0	(1,351.9)
Other Adj				4,718.7	5,697.4	978.7
Total				98,559.6	98,186.4	(373.2)

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

Performance versus Budget

I & E Subjective £000s	IN MONTH 10				YEAR TO DATE				Full Year Plan
	Plan	Actual	Variance	Variance %	Plan	Actual	Variance	Variance %	
Income Excl Pass Through	11,360.3	11,522.9	162.6	1.4%	114,152.0	122,789.8	8,637.7	7.6%	136,855
Pass Through (Income)	0.0	0.0	0.0	0.0%	0.0	0.0	0.0	0.0%	0
Pay	(11,561.0)	(11,590.3)	(29.3)	-0.3%	(116,027.5)	(118,943.2)	(2,915.7)	-2.5%	(138,634)
Non-Pay Excl Pass Through	(20,463.4)	(19,840.5)	622.8	3.0%	(198,874.7)	(197,461.7)	1,413.0	0.7%	(237,928)
Pass Through (Non-Pay)	0.0	0.0	0.0	0.0%	0.0	0.0	0.0	0.0%	0
EBITDA	(20,664.0)	(19,907.9)	756.1	3.7%	(200,750.2)	(193,615.1)	7,135.1	3.6%	(239,707)

Directorate EBITDA £000s	IN MONTH 10				YEAR TO DATE				Full Year Plan
	Plan	Actual	Variance	Variance %	Plan	Actual	Variance	Variance %	
Corporate	(11,362.6)	(10,614.6)	748.0	7%	(108,875.3)	(107,217.4)	1,658.0	2%	(130,149.3)
Operation Services	(878.2)	(853.3)	24.9	3%	(8,963.5)	(8,723.3)	240.2	3%	(10,719.8)
Education and Training	3,981.8	3,841.5	(140.3)	-4%	39,791.1	39,333.1	(458.0)	-1%	47,753.4
Estates	(12,405.7)	(12,524.3)	(118.6)	-1%	(122,659.5)	(119,626.0)	3,033.5	2%	(146,533.0)
Research & Development	0.0	243.8	243.8	0%	0.0	2,623.3	2,623.3	0%	0.0
Hosted Services	0.7	(1.0)	(1.7)	-235%	(43.0)	(4.8)	38.2	89%	(58.3)
Total EBITDA by Directorate	(20,664.0)	(19,907.9)	756.1	4%	(200,750.2)	(193,615.1)	7,135.1	4%	(239,707.0)

In Month

- Corporate favourable £0.7m:
 - Digital +£0.5m SDE income above plan
 - HR +£0.2m true-up of YTD accruals against reward gateway and screening costs
- Education matching LDA schedule & catch-up on transfer of specific income to divisions (£0.1m)
- R&D surplus +£0.2m in month consistent with YTD trend
- WTE broadly in line with plan

WTE	IN MONTH 10			
	Plan	Actual	Variance	Var %
Staff	1,866.1	1,875.4	(9.3)	(0.5%)
NHSP	25.6	14.8	10.8	42.2%
Agency	1.0	0.0	1.0	100.0%
Total WTE	1,892.7	1,890.2	2.5	0.1%

Year to date

- Corporate: +£1.6m
- Digital favourable +£2m given additional SDE income more than offsetting missed CIP on fixed IT contracts (M365 & CERNER), CFO +£0.6m and COO +£0.3m
- CPO (£1.1m) due to visa/screening costs and unidentified CIP; CNO (£0.3m) where the main driver is translation services
- Education Local & National CEA variance mostly offset with increased LDA funding
- Estates +£3m due to PFI benefits on insurance and energy credits
- R&D surplus delivered +£2.6m

Headline narrative:

- Favourable YTD given non-recurrent PFI benefits in Estates and SDE income in Digital meeting CIP requirements, R&D YTD surplus.
- Underlying overspend outside of one-offs given recurrent CIP gap on both pay & non-pay

Management actions:

- Vacancy pause
- All directorates detailed review to reduce any discretionary spend
- Stricter non-pay control reviewed in each division
- Rigorous monitoring and scrutiny of overtime

Risks (R) and Opportunities (O):

- Staff numbers increase following recruitment pause with no budget (R)
- Non-recurrent CIP/savings benefits ahead of budget savings value (all accounted in FY Forecast)

Divisional Summary: Operating Expenses

Performance versus budget

I & E Subjective £000s	IN MONTH 10				YEAR TO DATE				Full Year Plan
	Plan	Actual	Variance	Var %	Plan	Actual	Variance	Var %	
Income Excl Pass Through	47.8	98.5	50.7	106.0%	478.4	2,128.7	1,650.4	345.0%	574
Pass Through (Income)	0.0	0.0	0.0	0.0%	0.0	0.0	0.0	0.0%	0
Pay	(28.4)	(27.7)	0.8	2.7%	(284.2)	(222.6)	61.6	21.7%	(341)
Non-Pay Excl Pass Through	4,615.6	3,922.1	(693.6)	(15.0%)	45,641.9	42,593.5	(3,048.3)	(6.7%)	54,487
Pass Through (Non-Pay)	0.0	0.0	0.0	0.0%	0.0	0.0	0.0	0.0%	0
EBITDA	4,635.1	3,993.0	(642.1)	(13.9%)	45,836.0	44,499.7	(1,336.3)	-3%	54,720.3
NON-EBITDA	(8,257.5)	(8,343.0)	(85.6)	(1.0%)	(79,831.5)	(79,834.4)	(2.9)	(0.0%)	(96,505.6)
Control Total	(3,622.4)	(4,350.1)	(727.7)	(20.1%)	(33,995.5)	(35,334.7)	(1,339.2)	-4%	(41,785.4)

Directorate EBITDA £000s	IN MONTH 10				YEAR TO DATE				Full Year Plan
	Plan	Actual	Variance	Var %	Plan	Actual	Variance	Var %	
Operating Expenses	4,658.9	3,977.4	(681.5)	(14.6%)	46,074.1	43,957.6	(2,116.6)	(4.6%)	55,006.0
Recoverables – I and E	(23.8)	15.6	39.4	165.5%	(238.1)	542.1	780.2	327.7%	(285.7)
Total EBITDA by Directorate	4,635.1	3,993.0	(642.1)	(13.9%)	45,836.0	44,499.7	(1,336.3)	(2.9%)	54,720.3

In Month

- Overall, £0.6m adverse variance in month.
- GRNI adjustments £0.3m adverse
- PFI adjustments £0.3m adverse

Year to date

- Overall, £1.3m 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.

WTE	IN MONTH 10			
	Plan	Actual	Variance	Var %
Staff	6.3	6.3	0.0	0.2%
NHSP	0.0	0.0	0.0	0.0%
Agency	0.0	0.0	0.0	0.0%
Total WTE	6.3	6.3	0.0	0.2%

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.

Performance versus budget

I & E Subjective £000s	IN MONTH 10				YEAR TO DATE				Full Year Plan
	Plan	Actual	Variance	Var %	Plan	Actual	Variance	Var %	
Income Excl Pass Through	6,225.9	3,847.4	(2,378.5)	(38.2%)	64,318.3	66,312.6	1,994.4	3.1%	78,826
Pass Through (Income)	(2.6)	(155.4)	(152.8)	(5,977.4%)	(25.6)	(1,568.4)	(1,542.9)	(6,033.9%)	(31)
Pay	(778.6)	(237.6)	541.0	69.5%	(10,227.2)	4,654.4	14,881.6	145.5%	(12,630)
Non-Pay Excl Pass Through	1,096.6	642.7	(453.9)	(41.4%)	1,370.9	9,269.2	7,898.3	576.1%	3,995
Pass Through (Non-Pay)	2.6	155.4	152.8	5,977.4%	25.6	1,568.4	1,542.9	6,034.9%	31
EBITDA	6,543.9	4,252.5	(2,291.4)	(35.0%)	55,462.0	80,236.3	24,774.3	44.7%	70,191.0
NON-EBITDA	(5.6)	0.0	5.6	100.0%	(2,805.8)	0.0	2,805.8	100.0%	(4,816.9)
Control Total	6,538.3	4,252.5	(2,285.9)	(35.0%)	52,656.2	80,236.3	27,580.1	52%	65,374.1

Directorate EBITDA £000s	IN MONTH 10				YEAR TO DATE				Full Year Plan
	Plan	Actual	Variance	Var %	Plan	Actual	Variance	Var %	
Trust Wide	6,543.9	4,252.5	(2,291.4)	(35.0%)	55,462.0	80,236.3	24,774.3	44.7%	70,191.0
Total EBITDA by Directorate	6,543.9	4,252.5	(2,291.4)	(35.0%)	55,462.0	80,236.3	24,774.3	44.7%	70,191.0

In Month

- £2.3m adverse to plan, driven by income £2.5m adverse to plan.
- The adverse income variance of £2.5m is driven by recognition of £0.9m of old year ICB income risks, along with transferring £3.3m of national strike funding received last month out to the clinical divisions. This was partly offset by further non-recurrent funding of £2.3m in month relating to the national change in stance on subsidiary efficiencies.

Central budget reserves

- A net £58.1m income contribution target remains on the central Division.
- The clinical income budget of £70.6m 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 are centrally held annual expenditure budgets of £9.7m (£11.4m pay and -£1.8m non-pay) remaining after budget allocations to Divisions. YTD budget of £1.4m to cover the costs of the Surgical Hub business case have been allocated out to the Corporate Division this month.

Year to Date

- £27.6m favourable to plan YTD, driven by pay (£14.9m), non-pay (£9.4m) and income (£0.5m).
- The favourable pay position is due to non-recurrent benefits released to the position (including annual leave, enhancements provisions, maternity leave and sickness leave. There are also reserves relating to income growth and the unallocated proportion of the Surgical Hub business case funding.
- The favourable non-pay position (£9.4m) is primarily due to £8.6m non-recurrent PFI benefits.
- The favourable income position (£0.5m) is primarily from the non-recurrent funding already set out under in-month, offset by BOB risk share £1.8m and old year impacts of £3.9m.

WTE	IN MONTH 10			
	Plan	Actual	Variance	Var %
Staff	(510.7)	0.0	(510.7)	(100.0%)
NHSP	350.3	0.0	350.3	100.0%
Agency	25.6	0.0	25.6	100.0%
Total WTE	(134.8)	0.0	(134.8)	(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.
- Appendix 2 shows the detail of items included in this location.
- The objective of budget setting for 2026/27 is to move the majority of budget and actuals from trust wide services to a devolved budget for greater sight and control.

Overall Position as at 31st January 2026

- Gross Capital Expenditure: £28.19m — £24.71m (47%) below plan
- Operating Capital Spend: £11.47m — £5.93m (34%) under plan.
- PDC Funded Capital: £4.19m — £13.18m (76%) behind plan

Operating Capital

Variance current-year plan, net underspend: £6.15m, including

- BiPlane RoU addition deferred to 2026/7: £4.47m
- PET/CT RoU addition delayed £1.05m, expected Feb @ £3.60m
- SEC incl TSSU £1.22km behind (committed £0.23m)
- SEC equipment £1.52m behind (committed £3.35m)
- MEPG/MERRP £1.25m behind (committed £1.78m)
- Offset by Digital £2.93m ahead (committed £0.94m)

MRIN Transfer & Lease Accounting Impact - total current pressure added: £1.71m

VAT & other prior-year adjustments - net credit £1.49m

PDC Funded Capital in plan

- Estates Safety Ph1 £5.90m behind (committed £0.95m)
- UEC Ph1 £6.46m behind (committed £0.46m)
- Elective £1.38m behind (committed £1.52m)
- Diagnostics £0.36m behind (committed £0.02m)

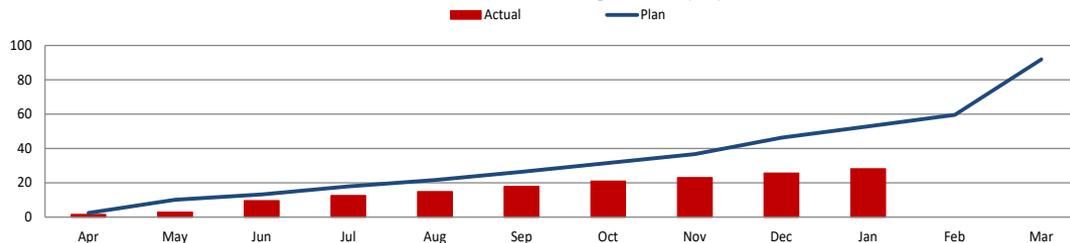
New PDC awards

- Estates Safety Ph2: award £2.67m, spent £0.22m, committed £0.37m
- UEC Ph2: bid £1.39m, spent and committed nil
- HH X-Ray: award £0.97m, spent & committed £0.65m
- CellPath: award £0.91m, spent and committed nil
- SDE: award £0.90m, spent £0.49m, committed £0.30m
- Genomics: award £0.75m, spent & committed £0.41m
- Endoscopy: award £0.52m, spent & committed £0.52m
- Cyber: award £0.26m, spent £0.21m
- EV charging: award £0.40m, spent & committed nil

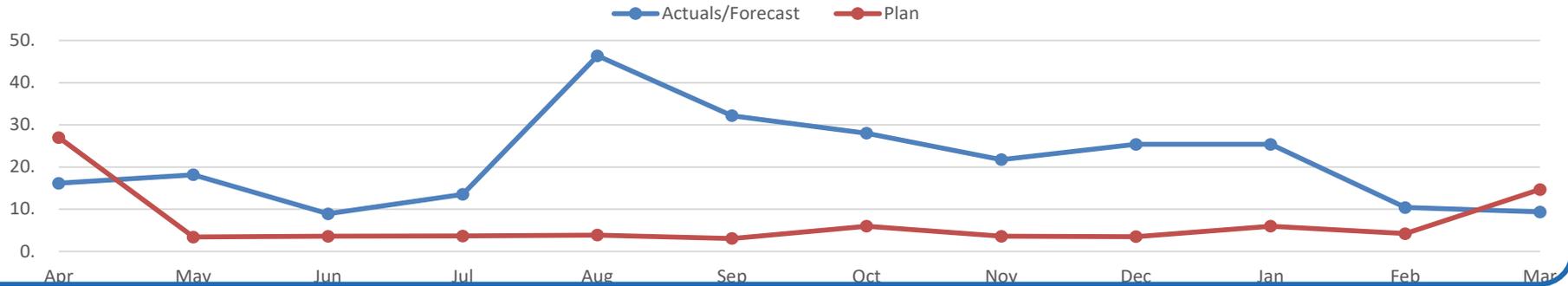
£m	IN MONTH 10			YEAR TO DATE			Full year Plan
	Plan	Actual	Variance	Plan	Actual	Variance	
Gross Capital Expenditure included in Capital Allocation	£2.4	£0.5	£1.9	£9.2	£5.2	£4.0	£16.3
National Funding PDC incl in control total							
Less disposals/other deductions included in CDEL	£0.0	£0.0	£0.0	(£3.1)	(£0.0)	(£3.1)	(£14.8)
Net Capital Expenditure included in Capital Allocation before IRFS 16	£2.4	£0.5	£1.9	£6.1	£5.2	£0.9	£1.5
IRFS 16 - Right of Use assets/Lease accounting	£0.1	£0.0	£0.1	£11.3	£6.2	£5.1	£32.6
Net Capital Expenditure included in Capital Allocation after IRFS 16	£2.5	£0.5	£2.0	£17.4	£11.5	£5.9	£34.0
National Funding PDC	£2.8	£1.1	£1.6	£17.4	£4.2	£13.2	£23.1
Residual interest (UK GAAP accounting for PFI life-cycling)	£0.5	£0.5	£0.0	£4.7	£4.7	£0.0	£5.6
Capital Departmental Expenditure Limit (CDEL)	£5.7	£2.1	£3.6	£39.4	£20.3	£19.1	£62.7
Government grants	£0.0	£0.0	(£0.0)	£0.8	£0.7	£0.1	£0.8
Charitable and other donations	£0.1	£0.1	£0.0	£0.8	£0.8	(£0.0)	£1.0
IFRIC 12 - PFI life-cycling (less Residual Interest)	£0.9	£0.5	£0.4	£8.7	£6.4	£2.4	£12.7
Net Capital Expenditure	£6.7	£2.6	£4.0	£49.8	£28.2	£21.6	£77.1
Add back sales, disposals, and other deductions	£0.0	£0.0	£0.0	£3.1	£0.0	£3.1	£14.8
Gross Capital Expenditure	£6.7	£2.6	£4.0	£52.9	£28.2	£24.7	£91.9

£m	IN MONTH 10			YEAR TO DATE			Full year Plan
	Plan	Actual	Variance	Plan	Actual	Variance	
Replacement / compliance	£4.9	£2.1	£2.8	£43.9	£24.9	£19.0	£56.1
Clinical strategy	£1.7	£0.2	£1.6	£8.0	£2.3	£5.7	£34.8
People plan	£0.0	£0.0	£0.0	£0.2	£0.0	£0.2	£0.3
Other	£0.0	£0.3	(£0.3)	£0.8	£1.0	(£0.2)	£0.8
Gross Capital Expenditure	£6.7	£2.6	£4.0	£52.9	£28.2	£24.7	£91.9

Cumulative Performance Against Plan (£m)



Actuals/Forecast vs Plan Cash Balance £m

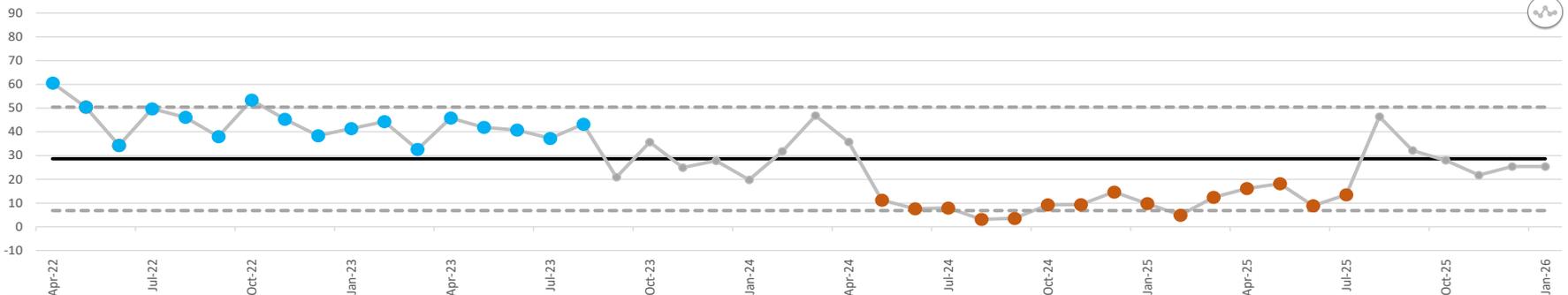


Cash is above plan at Month 10 by £19.4m.

- Capital expenditure has been lower than plan by £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 and £14.0m in additional non-recurrent funding in January.

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 10

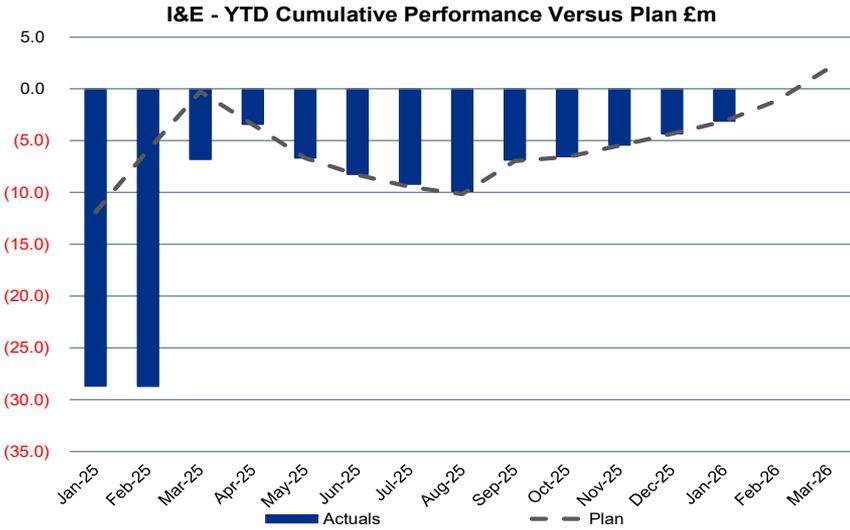
Jason Dorsett: Chief Finance Officer

Appendix 1 – Trustwide analysis Month 10 2025/26

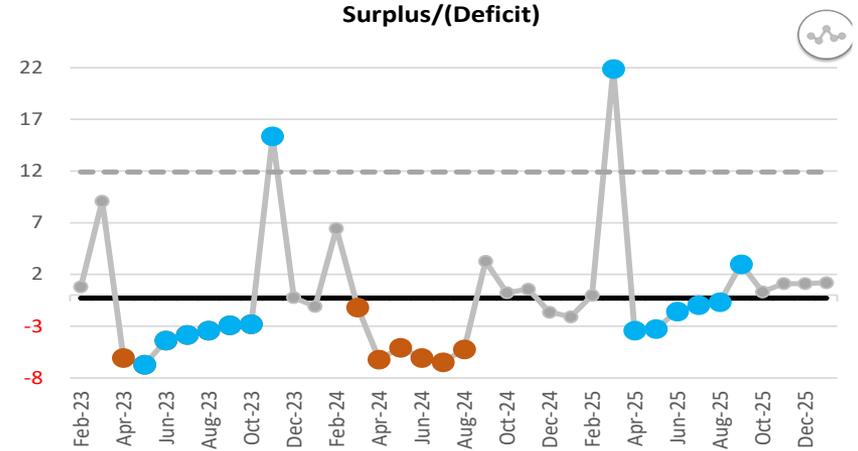
Financial Performance Report

Integrated themes and issues from Month 10 (January 2026)

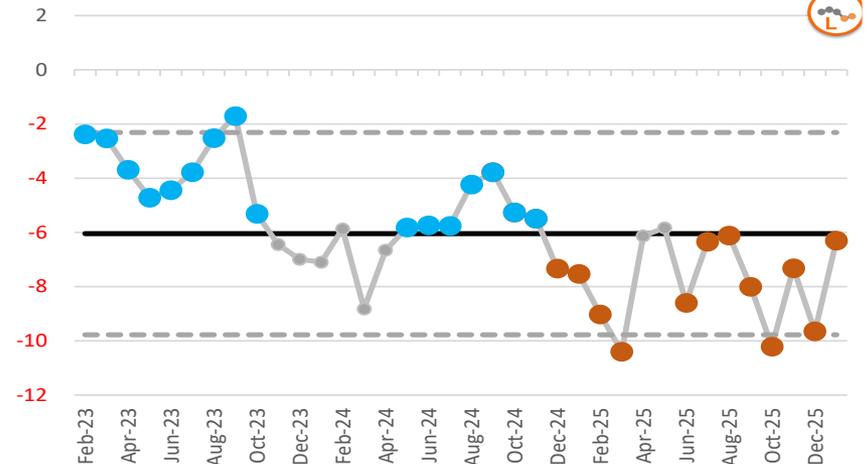
Summary Charts



Income & Expenditure – Monthly Reported Performance from February 2023 (£m)



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



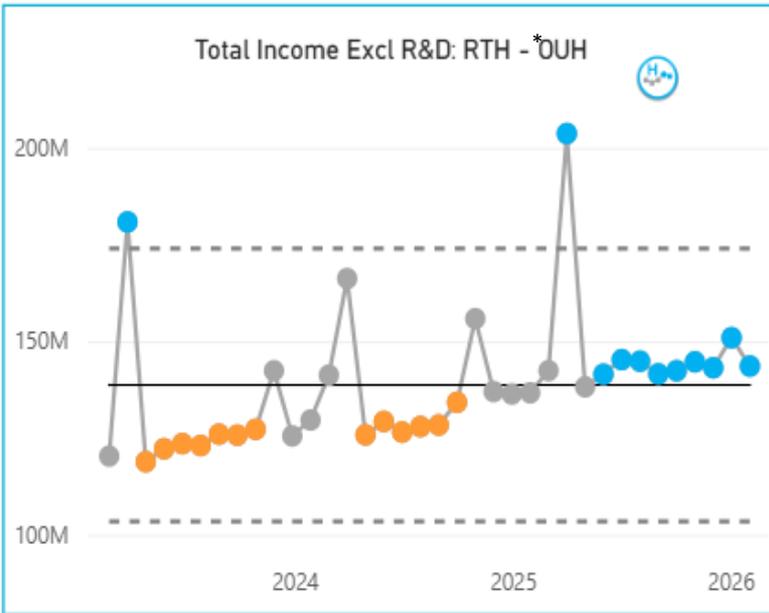
	Month 7 YTD	Month 8	Month 9	Month 10	Month 11	Month 12	FOT
	£m						
Plan	6.57	1.09	1.14	1.21	1.99	3.14	2.00
Extrapolated Run rate	4.66	0.93	0.93	0.93	0.93	1.00	11.23
Remaining CIP delivery		1.75	1.75	1.75	1.75	5.00	12.00
Impact of other run rate changes		3.04	3.04	3.04	3.04	3.04	15.20
Risks							-
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.

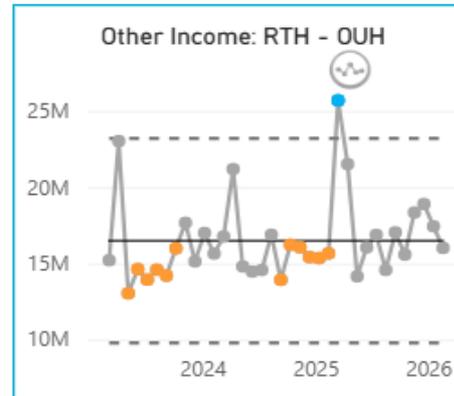
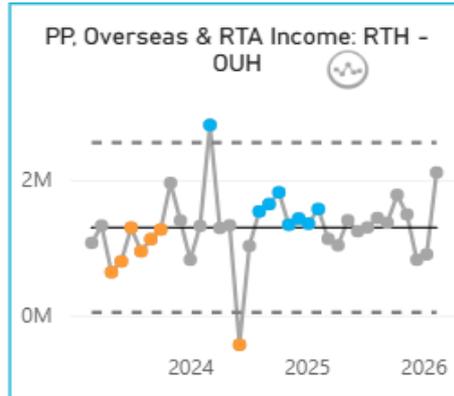
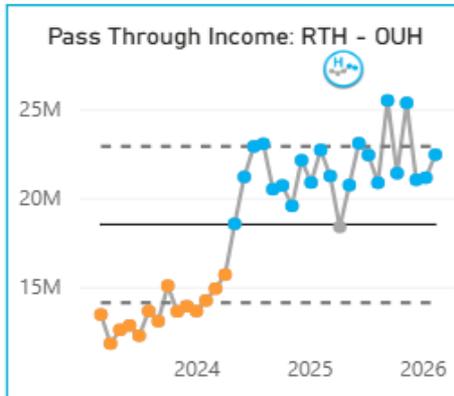
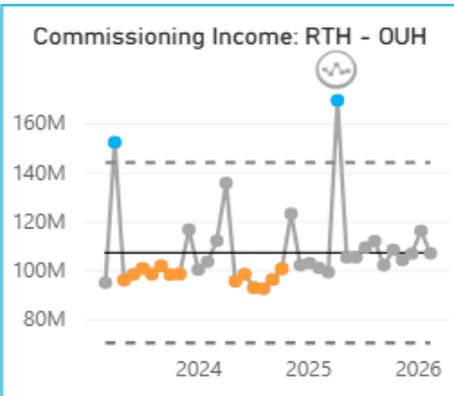
Income By Source

Source: Finance Ledger



January 2026 (Month 10) - Total in-month Income of £147.4m

- Total income is £8.0m lower in January compared to December.
- Commissioning income is £7.9m lower in January. Passthrough income was £1.3m higher than the previous month and non-passthrough income was £9.1m lower in January due to January including a net £4.7m less non-recurrent funding relating to subsidiary efficiencies than December. Last month also included £3.3m of national funding for the financial impact of junior doctor strikes.
- Other income was £1.4m lower in January than December. £0.7m of this reduction related to R&D income, the remaining £0.7m reduction was on Hosted Services (and was offset by lower expenditure).
- Private patient, overseas and RTA income increased in January by £1.2m. This was driven by a £1.0m increase in RTA income after work with DWP on the process and new reporting information capturing previously missing data.



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 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-M9 plan	M1-M9 actual	M1-M9 Variance	M1-M9 % Variance
	£m	£m	£m	%
Day Case	64.71	65.32	0.61	0.9%
Elective Inpatient	81.97	81.51	(0.46)	-0.6%
Elective Excess Beddays	1.19	0.88	(0.32)	-26.5%
Outpatient First Appts	55.65	58.67	3.02	5.4%
Outpatient Procedures	24.79	26.10	1.31	5.3%
Total	228.32	232.48	4.16	1.8%

Variable Elective Activity only: by Commissioner

Commissioner	2025-26			
	M1-M9 plan	M1-M9 actual	M1-M9 Variance	M1-M9 % Variance
	£m	£m	£m	%
BOB ICB	122.37	123.64	1.27	1.0%
NHSE Spec Comm	84.18	87.27	3.09	3.7%
Other Commissioners	21.78	21.58	(0.20)	-0.9%
Total	228.32	232.48	4.16	1.8%

Variable Elective Activity only: by Division

Division	2025-26			
	M1-M9 plan	M1-M9 actual	M1-M9 Variance	M1-M9 % Variance
	£m	£m	£m	%
NOTSSCAN	109.16	107.50	(1.67)	-1.5%
SUWON	67.82	71.24	3.42	5.0%
MRC	44.84	46.57	1.73	3.9%
CSS	6.50	7.18	0.68	10.4%
Total	228.32	232.48	4.16	1.8%

NB Actuals data taken from SLAM M9v7 2526, adjusted to exclude elective activity not included within the definition of the Variable Elective envelope.

NHSE Spec Comm includes both delegated and non-delegated activity

NHSE and Delegated Specialised Services contracts and activity plans have now been agreed. However, activity performance is measured in these tables using our internal SLAM plan, while NHSE will be monitoring elective variable activity using SUS data. 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. ICB contract monitoring uses SLAM data.

- M9 shows a value overperformance of 1.82% on variable elective activity. The £4.1m YTD overperformance is a slight deterioration on the M8 position.

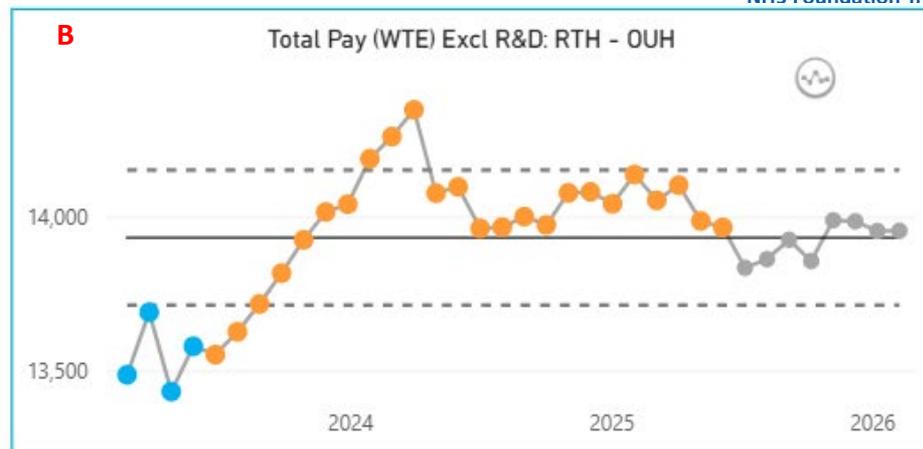
- M9 flex is currently reporting £1.0m under plan. Some of this may be offset by a flex to freeze coding gain.

- SuWON continues to drive the majority of elective overperformance, with significant overperformance within Onc & Haem and Renal.

- The underperformance in NOTSSCAN continues to be driven by Specialised Surgery (-£1.6m) & Neurosciences (-£1.1m); however overperformance in T&O (+£0.8m) & Ophthalmology (+£0.3m) is mitigating this to an extent. NEL overperformance in M9 may be a compounding issue for the Division.

Pay: Run Rate Overview

Source: Finance Ledger, excluding R&D costs.



Jan 2026
(Month
10)

£83.5m
(£80.8m
excl.
R&D)

13,953
WTE
(excl.
R&D)

Trend
Analysis

- Total pay was £2.1m lower in January compared to December. Excluding R&D, pay costs were £1.2m lower in January than in December.
- Substantive staffing costs were £2.2m lower in January compared to December. Excluding R&D, substantive pay decreased by £1.3m, £0.5m of this decrease relates to the junior doctor strike costs incurred last month.
- Temporary staff in-month expenditure was stable at £4.0m.
- WTEs overall were stable in month at 14,263 (and were unchanged excluding R&D). Substantive staff decreased by 73 WTE during the recruitment pause in January, bank staff however increased by 72 WTE and agency staff increased by 2 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. WTE growth (excluding R&D) has stabilised 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.

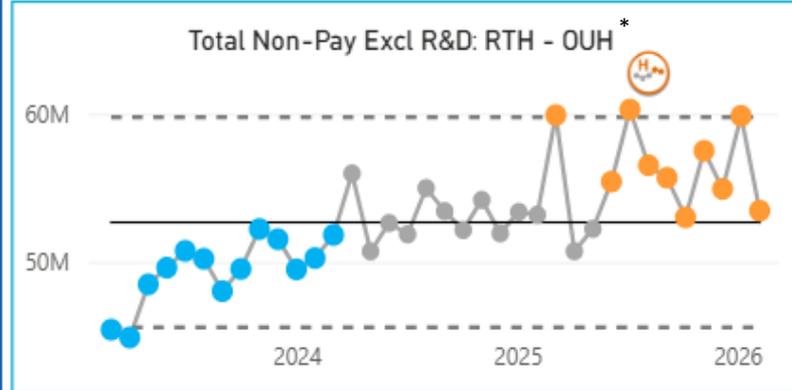
Non-Pay Run Rate Overview

Source: Finance Ledger, excluding R&D costs.



January 2026 (Month 10) – Total Non-Pay £54.3m (£53.5m excl. R&D)

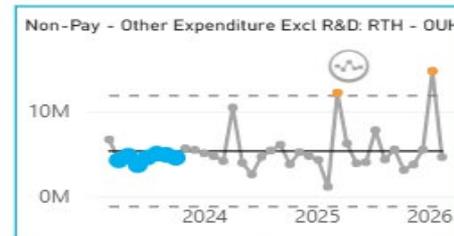
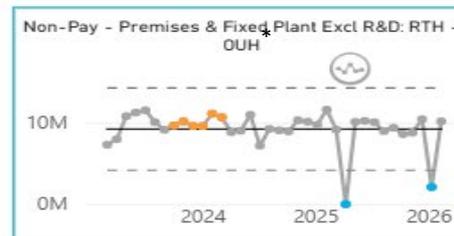
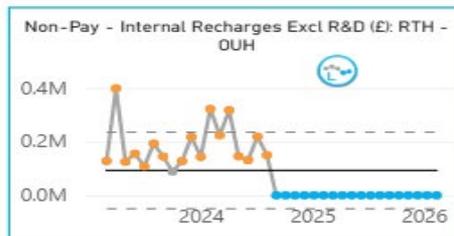
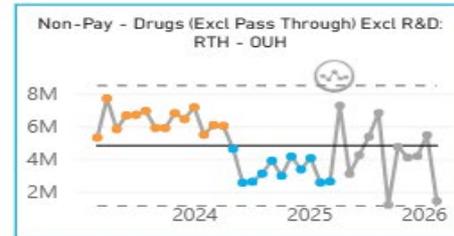
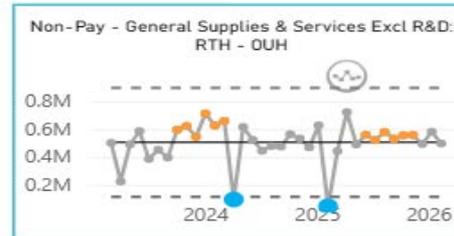
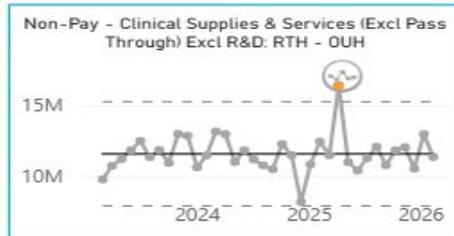
- Total non-pay is £6.6m lower in January than in December. Excluding R&D, non-pay costs are £6.4m lower than last month. Excluding passthrough costs that are £1.3m higher than in December, non-pay costs are £7.7m lower in January. Drugs expenditure overall was £2.7m lower in January, there was a £0.8m benefit on an investment property valuation and Hosted non-pay reduced by £0.5m (offset by reduced other income).
- Underlying non-pay at £32.4m is £2.4m lower 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.

- Passthrough drugs and devices costs have grown significantly over the last two years (matched by income).
- 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.
- In December there was a reclassification of £8.6m PFI non-recurrent benefits from Other Expenditure to Premises and Fixed Plant (shown in the SPC charts below).



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	15.7	16.5	85%	8.4	43%	7.0	-8.7	44%
MRC	15.7	12.5	10.3	65%	8.0	51%	6.2	-6.3	50%
NOTSSCAN	21.6	17.2	17.5	81%	14.2	66%	13.0	-4.2	75%
SUWON	20.6	16.6	20.2	98%	14.5	70%	12.3	-4.3	74%
Corporate	8.1	6.6	9.7	120%	8.7	107%	7.8	1.1	117%
Education	1.2	1.0	0.0	0%	0.0	0%	0.0	-1.0	0%
Estates	7.0	5.8	7.8	112%	7.8	112%	6.6	0.7	112%
Operational Services	0.6	0.5	0.5	82%	0.5	82%	0.4	-0.0	90%
Operating Expenses	4.8	2.8	3.9	81%	2.7	57%	1.6	-1.2	58%
Central			18.9	0%	34.2	0%	6.8	6.8	0%
TOTAL CASH RELEASING	99.0	78.7	105.4	106%	99.0	100%	61.7	-17.0	78%
TOTAL NON-CASH RELEASING	0.0	0.0	5.3	0%			5.3	5.3	0%
TOTAL SAVINGS	99.0	78.7	110.7	112%	99.0	100%	67.0	-11.7	85%

Progress to Date

106% (£105.4m) 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 10 amounted to £61.7m against a target of £78.7m (78%). Clinical divisions are £23.5m worse than plan, corporate divisions and Estates are £0.8m better than plan, in addition there are £5.6m of central savings. The Trust overall is £11.7m below plan even though only 78% 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 M10 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 10 2025/26

Month 10 Year to Date (£ms)	Pass				
Plan	Underlying	R&D	through	One-off	Reported
Income	1,192.0	37.7	209.0	6.7	1,445.3
Pay	(804.1)	(29.5)	0.0	6.3	(827.4)
Non pay	(339.9)	(8.1)	(209.0)	18.6	(538.5)
Non-Opex	(82.6)	0.0	0.0	0.0	(82.6)
Total Plan	(34.6)	0.0	(0.0)	31.5	(3.1)
Actuals	Underlying	R&D	Pass through	One-off	Reported
Income	1,175.1	41.8	223.8	36.9	1,477.6
Pay	(809.5)	(30.7)	0.0	6.5	(833.6)
Non pay	(358.7)	(8.4)	(223.8)	23.7	(567.2)
Non-Opex	(81.4)	0.0	0.0	1.6	(79.8)
Total Actuals	(74.5)	2.6	0.0	68.7	(3.1)
Variance	Underlying	R&D	Pass through	One-off	Reported
Income	(16.9)	4.1	14.8	30.2	32.3
Pay	(5.4)	(1.2)	0.0	0.3	(6.3)
Non pay	(18.8)	(0.3)	(14.8)	5.2	(28.8)
Non-Opex	1.2	0.0	0.0	1.6	2.8
Total Variance	(39.8)	2.6	0.0	37.2	0.0

R&D:

- £2.6m 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 £14.8m 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 £5.6m of cash payments (net) still due to the Trust, with £9.8m of this due from NHSE and £(4.5m) due to BOB ICB. (The old year cash issues are now resolved). 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:

- Non-recurrent efficiency savings (£19.6m)
- Deficit support funding (£16.1m)
- PFI debtor risk adjustment (£6.4m)
- PFI energy and water rebates (£4.5m)
- Enhancements release (£2.7m)

NHSE data collection – for medium term plan

- NHSE collected estimates of the underlying financial performance of the Trust as part of the updated February planning submissions. OUH reported that it estimated its underlying deficit to be £69.7m for 2025/26 (2024/25: £71.9m). The £2m planned surplus was adjusted for non-recurring efficiencies (£52.6m) 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 subsequent months.

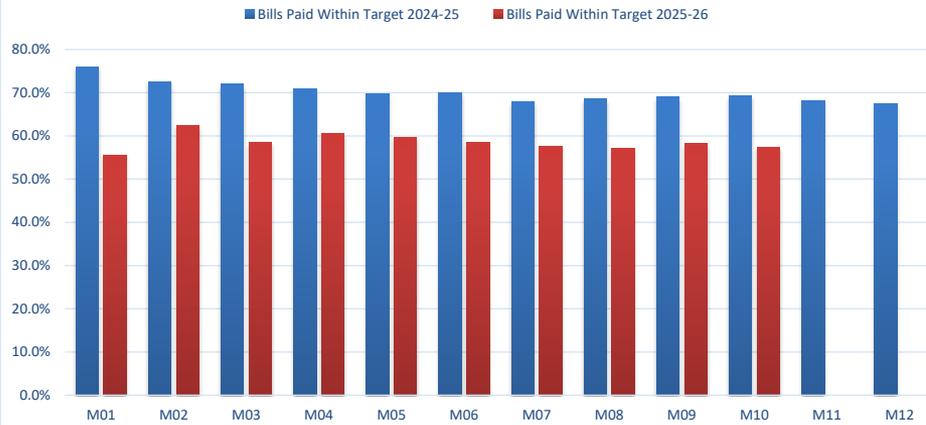
Statement of Financial Position (SOFP)

Statement of Financial Position 2024/25	M12 2025	In Month 10 2026	In Mth PLAN	Variance to PLAN	Movement in month	Movement from year- end
NON-CURRENT ASSETS:						
Property, Plant and Equipment	£769.2	£748.3	£781.3	(£32.9)	(£2.3)	(£20.8)
Investments	£62.1	£62.5	£60.4	£2.1	£0.0	£0.4
Trade and Other Receivables - non current	£14.0	£23.3	£9.1	£14.2	£2.0	£9.3
Total Non Current Assets	£845.2	£834.1	£850.7	(£16.6)	(£0.3)	(£11.1)
CURRENT ASSETS:						
Inventories	£32.9	£33.8	£36.2	(£2.4)	(£0.1)	£0.9
Trade and Other Receivables - current	£93.1	£95.5	£89.6	£5.9	(£6.9)	£2.4
Cash	£12.5	£25.4	£3.6	£21.8	£0.0	£12.9
Total Current Assets	£138.4	£154.7	£129.5	£25.3	(£7.0)	£16.3
TOTAL ASSETS	£983.7	£988.8	£980.2	£8.6	(£7.2)	£5.2
CURRENT LIABILITIES						
Trade and Other Payables - current	(£197.6)	(£185.3)	(£141.3)	(£44.0)	£6.5	£12.3
Other Liabilities: Deferred Income - current	(£1.3)	(£11.3)	(£29.2)	£17.9	£1.2	(£10.0)
Other Liabilities: - current	(£0.3)	(£0.3)	(£0.3)	(£0.1)	£0.0	(£0.0)
Provisions current	(£0.9)	(£0.5)	(£0.9)	£0.4	£0.0	£0.4
Borrowings - current	(£8.1)	(£8.4)	(£26.6)	£18.2	(£0.8)	(£0.3)
Loans - current	(£1.2)	(£1.3)	(£1.6)	£0.3	(£0.1)	(£0.1)
Total Current Liabilities	(£209.4)	(£207.2)	(£199.8)	(£7.4)	£6.8	£2.2
NET CURRENT ASSETS/(LIABILITIES)	(£71.0)	(£52.5)	(£70.4)	£17.9	(£0.2)	£18.5
TOTAL ASSETS LESS CURRENT LIABILITIES	£774.3	£781.7	£780.4	£1.3	(£0.5)	£7.4
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	(£0.0)
Provisions - non current	(£6.4)	(£6.4)	(£6.2)	(£0.2)	£0.0	£0.0
Borrowings - non current	(£356.6)	(£354.0)	(£347.2)	(£6.8)	£1.6	£2.6
Loans - non current	(£17.8)	(£16.6)	(£16.9)	£0.3	£0.0	£1.2
Total Non-Current Liabilities	(£386.6)	(£382.9)	(£376.1)	(£6.8)	£1.6	£3.7
TS LESS LIABILITIES (Total Assets Employed)	£387.6	£398.8	£404.3	(£5.5)	£1.1	£11.1
TAXPAYERS EQUITY						
Public Dividend Capital	£355.0	£369.9	£386.9	(£17.0)	£0.0	£14.9
Retained Earnings reserve	(£154.5)	(£149.2)	(£163.3)	£14.1	£2.1	£5.4
Revaluation Reserve	£195.3	£186.2	£188.8	(£2.6)	(£0.9)	(£9.1)
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	£398.8	£404.3	(£5.5)	£1.1	£11.1

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 supplier payments.
- 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 lower than anticipated non-Trust financed capital projects

Total Bills Paid Within Target - Number



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.

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	M09	M10
Debtor Days	8.09	6.71	7.36	5.43	8.30	6.21	6.79	6.39	7.38	6.44	7.24
Creditor Days	52.33	43.32	45.32	38.65	43.70	39.38	41.48	45.09	36.70	44.90	43.25

Central Reserves (DTWS)

	<u>Mth 10 YTD Budget</u>	<u>Mth 10 Actual</u>	<u>Variance</u>
Commissioning Contract Income			
Better Healthcare Programme for Banbury (Support for running all Horton services)	- 2,198,562	- 2,198,562	-
Discharge Co-ordination (corporate role)	- 51,190	- 51,190	-
Programme - Convergence Adjustment (0.19%)	- 4,875,000	- 4,875,000	-
Discharge Funding	- 1,201,667	- 1,201,667	-
Service Development Fund (SDF)	- 926,667	- 926,667	-
Depreciation/amortisation - Additional Ringfenced Funding	- 9,238,333	- 9,238,333	-
CNST prior year	- 1,946,667	- 1,946,667	-
Deficit support funding (NR)	- 13,756,667	- 13,756,667	-
Distance From Target funding - NR	- 6,666,667	- 6,666,667	-
System stretch	- 6,666,667	- 6,666,667	-
Physical/Virtual Capacity (UEC bundle)	- 3,060,833	- 3,060,833	-
Allocation baseline reset (limited public health exercise)	- 1,608,333	- 1,608,333	-
CNST Base uplift	- 1,361,667	- 1,361,667	-
BOB Covid Testing	- 723,333	- 550,000	173,333
TLHC Targeted Lung Health Check	- 1,008,333	- 870,000	138,333
Wholly owned subsidiary NHSE allocation	-	- 9,300,000	9,300,000
OUH share of BOB Risk Adjustment	-	- 1,827,155	1,827,155
Other	- 2,912,145	- 328,118	3,240,263
Commissioning Contract Income Total	- 58,202,730	- 62,123,645	3,920,915
Income from Other Sources			
2025/26 AOB Income	-	- 1,943,000	1,943,000
RIPEL	337,570	- 1,004,122	666,552
Rebate /Clawback TAVI Devices	-	- 1,297,800	1,297,800
RTA Income	3,795,090	- 3,256,779	538,311
Other	- 2,632,440	- 277,308	2,909,748
Income from Other Sources Total	- 6,089,960	- 2,620,550	3,469,410
Pay Costs			
Central Flowers Accrual	-	- 660,666	660,666
Central NHS Pension (OU)	-	- 49,836	49,836
Central Annual Leave Accrual	-	- 1,081,518	1,081,518
Central Enhancements Accrual	-	- 2,666,812	2,666,812
Central Maternity Leave Accrual	-	- 1,278,130	1,278,130
Central Sickness Leave Accrual	-	- 481,902	481,902
Central strike pay clawback	-	-	-
Other	-	- 143,454	143,454
Central Pay Reserves	10,227,151	-	10,227,151
Pay Costs Total	10,227,151	- 4,654,406	14,881,557
Non-Pay Costs			
CitySprint	504,830	- 233,883	270,947
Constellia Public	-	- 130,797	130,797
Central GRNI Credit Accrual	-	- 125,000	125,000
OU Lab Space for Covid Testing (Lampore Project)	-	- 138,204	138,204
HMRC / VAT	-	- 343,367	343,367
NHSBTS Property Valuation Accrual	-	- 800,000	800,000
Atticus System Correction	-	- 865,000	865,000
Rebate /Clawback TAVI Devices	-	- 1,297,800	1,297,800
PFI Water Deduction	-	- 1,916,000	1,916,000
PFI Debtor Accrual	-	- 6,684,000	6,684,000
Other	-	-	-
Central Non-Pay Reserves	- 1,901,294	- 246,145	1,655,149
Non-Pay Costs Total	- 1,396,464	- 10,837,694	9,441,230
Non-EBITDA			
Non-EBITDA Total	2,805,780	-	2,805,780
TOTAL	- 52,656,223	- 80,236,295	27,580,072

The current central reserves held within the Trusts (called DTWS) are laid out in the table. This demonstrates the current centrally held budgets and actual transactions.

The intention for 2026/27 budget setting is to clear the central reserves of 'business as usual' income/expenditure that can be placed within services responsible for those transactions.

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.	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>Analytical review being undertaken centrally to understand current non-pay expenditure and controls.</p> <p>Divisions undertaking local reviews on requisitions and challenging highest spends.</p> <p>Non-pay weekly panel continues to check and challenge the actual expenditure on non-pay.</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
8. Addiitonal pay controls	<ul style="list-style-type: none"> Pay freeze enacted for Dec 25 / Jan 26. Revised pay controls by CSU enacted for Feb 26 onwards 	6 th Feb 2026	<ul style="list-style-type: none"> CSU performance used to determine where controls have been returned to local autonomy CSU's that remain with recruitment restrictions have a monthly process of proposed roles to recruit. 	In progress