

Finance, Procurement and Contracting

Financial Performance Report: Month 1

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Overall Monthly Position

The Trust achieved the planned deficit of £6.6m in month 1. The underlying deficit at month 1 is £9.1m.

The following are the key headlines for the 2026/27 CIP programme in month 1:

- Planned target: £5.4m
- Achievement: £4.9m
- Adverse Variance: £0.4m

The Trust planned £2.7m savings as central non-recurrent items but only reported £1.4m.

Budget WTE are 14,364 for month 1 with worked WTE at 14,044 overall showing an under usage of 320. This under usage delivered divisional non-recurrent CIP. Bank fell sharply as winter ended, but not as fast as planned.

Non-pay is underspent by £0.9m (excluding pass-through)

Industrial action (IA) costs were £0.9m which is low versus peers.

The rate of CIP identification and delivery will need to improve rapidly in the three clinical divisions which are off plan to avoid further spending control.

MRC

MRC are £1.1m **adverse** to plan in month 1, driven by a £0.8m efficiency shortfall and £0.3m of non-recurrent industrial action costs. The division attributes a £1m overspend on higher temporary staff spend to vacancies but needs to increase control. It has logged limited CIPs to date and this must improve rapidly.

NOTSSCaN

NOTSSCaN are £0.2m **adverse** to plan in month 1, driven by £0.3m of non-recurrent costs for April industrial action. Efficiencies achieved in month 1 non-recurrently.

SUWON

SUWON are £0.5m **adverse** to plan, driven by a non pay efficiency target which hasn't been delivered in month 1 of £0.6m. Pay is on plan overall, and this includes £0.2m of IA costs on Patchwork.

CSS

CSS are **on plan**. This included £0.1m of non-recurrent IA costs and underspends in clinical supplies in most of the directorates which offset the efficiency target in month. The division needs to increase confidence in future CIP delivery,

Non-Clinical

Non-Clinical (inc Corp, R&D, Education and Estates) is reporting a **favourable** variance of £0.5m in month (2.3% on a cost of £21.1m) largely due PFI penalties in Estates.

Central

Central budgets are £1.3m **favourable** to plan at month 1, due primarily to non-recurrent items totalling £1.1m: a £0.5m Flowers benefit, a £0.4m PFI benefit and £0.2m industrial action related pay clawback.

Cash

Cash was £42.4m at month 1 which was £26.5m above plan. The main driver for this variance is the net cash funding held for capital expenditure at the end of month 1 (from 2025/26) which is due to be spent in cash terms in the early part of 2026/27. The cash plan for 2026/27 is showing the pressure on cash will return, once timing issues have unwound from 2025/26.

Capital

Gross capital expenditure in April was £3.2m against a plan of £9.8m. Operational capital expenditure in April was £2.2m against a plan of £8.7m. Right of use (IFRS16) expenditure was nil against a plan of £3.7m, which anticipated completion and handover of the MES BiPlane. This is now expected later in the summer.

Income and Expenditure Position: Trustwide Overview

Source: Budget in Finance Ledger.

Financial Summary OUH £000s	IN MONTH 1				YEAR TO DATE				Full Year		Full Year		AVG YTD	AVG	
	Plan	Actual	Var £	Var %	Plan	Actual	Var £	Var %	Plan	Forecast	Var £	Var %	Plan	Plan	Var £
Activity Income	107,757	107,757	0	0.0%	107,757	107,757	0	0.0%	1,308,915	1,308,915	0	0.0%	107,757	109,076	1,319
Pass Through(Income)	22,125	21,234	(890)	(4.0%)	22,125	21,234	(890)	(4.0%)	265,818	265,818	0	0.0%	21,234	22,151	917
PP, Overseas & RTA Income	1,563	1,136	(427)	(27.3%)	1,563	1,136	(427)	(27.3%)	18,880	18,880	0	0.0%	1,136	1,573	438
Other Income	15,869	14,372	(1,498)	(9.4%)	15,869	14,372	(1,498)	(9.4%)	192,249	192,249	0	0.0%	14,372	16,021	1,649
Income Total	147,314	144,499	(2,815)	(1.9%)	147,314	144,499	(2,815)	(1.9%)	1,785,862	1,785,862	0	0.0%	144,499	148,822	4,323
Staff	(83,366)	(81,431)	1,935	2.3%	(83,366)	(81,431)	1,935	2.3%	(949,888)	(949,888)	0	0.0%	(81,431)	(79,157)	2,274
NHSP	(3,392)	(4,217)	(825)	(24.3%)	(3,392)	(4,217)	(825)	(24.3%)	(39,703)	(39,703)	0	0.0%	(4,217)	(3,309)	908
Agency	(322)	(344)	(22)	(6.9%)	(322)	(344)	(22)	(6.9%)	(3,003)	(3,003)	0	0.0%	(344)	(250)	94
Pay Total	(87,080)	(85,992)	1,088	1.2%	(87,080)	(85,992)	1,088	1.2%	(992,594)	(992,594)	0	0.0%	(85,992)	(82,716)	3,276
Clinical Supplies & Services (Excl Pass Throu	(10,380)	(11,388)	(1,008)	(9.7%)	(10,380)	(11,388)	(1,008)	(9.7%)	(128,174)	(128,174)	0	0.0%	(11,388)	(10,681)	707
Pass Through(NonPay)	(22,125)	(21,234)	890	4.0%	(22,125)	(21,234)	890	4.0%	(265,818)	(265,818)	0	0.0%	(21,234)	(22,151)	(917)
Drugs (Excl Pass Through)	(4,814)	(3,966)	848	17.6%	(4,814)	(3,966)	848	17.6%	(57,766)	(57,766)	0	0.0%	(3,966)	(4,814)	(848)
Premises and Fixed Plant	(9,287)	(9,492)	(205)	(2.2%)	(9,287)	(9,492)	(205)	(2.2%)	(112,404)	(112,404)	0	0.0%	(9,492)	(9,367)	125
Other Non-Pay	(11,166)	(9,887)	1,279	11.5%	(11,166)	(9,887)	1,279	11.5%	(122,908)	(122,908)	0	0.0%	(9,887)	(10,242)	(356)
Non-Pay Total	(57,771)	(55,966)	1,804	3.1%	(57,771)	(55,966)	1,804	3.1%	(687,071)	(687,071)	0	0.0%	(55,966)	(57,256)	(1,290)
EBITDA	2,464	2,540	77	3.1%	2,464	2,540	77	3.1%	106,198	106,198	0	0.0%	2,540	8,850	6,309
Capital and Financial Charges	(9,028)	(9,151)	(123)	(1.4%)	(9,028)	(9,151)	(123)	(1.4%)	(106,149)	(106,149)	0	0.0%	(9,151)	(8,846)	305
Control Total	(6,564)	(6,610)	(46)	(0.7%)	(6,564)	(6,610)	(46)	(0.7%)	48	48	0	0.0%	(6,610)	4	6,614

WTE	IN MONTH 1			
	Plan	Actual	Variance	Var %
Staff	14,118.4	13,422.1	696.3	4.9%
NHSP	234.5	603.5	(369.0)	(157.4%)
Agency	11.4	18.7	(7.3)	(64.2%)
Total WTE	14,364.3	14,044.3	320.0	2.2%

Trust

The plan in month 1 was for a £6.6m deficit which the Trust achieved. The plan for the full year is a breakeven position. The non-recurrent opportunities deployed in the month 1 position total £2.5m which means the Trust's underlying position is a deficit of circa £9.1m at month 1. Worked wte's are 320 wte under budgeted plan at month 1 and have reduced by 204 since last month.

Income

Income is £2.8m adverse to plan. Commissioning activity is reported on plan (no actual activity available at month 1 reporting). The variance is due to pass through income under performance of £0.9m (offset by reduced expenditure), and underperformance on other income of £1.5m and injury cost recovery income of £0.2m. Material issues in month 1: Underperformance on other income of £1.5m is driven by R&D income (£1.2m, offset by reduced expenditure of £1.0m). Injury cost recovery income is £0.2m below plan.

Pay

Pay is £1.1m favourable to plan. This is due to reduction in wte of 204 between wte used in month 12 and used in month 1 2026/27. Vacancies have been held during the recruitment controls (estimated £1.4m benefit), benefit from recent review of the Flowers liability/costs (£0.5m), underspends of £0.3m on the Delivery funded schemes, offset by £0.7m net impacts from industrial action.

Non-Pay

Non pay (excluding the £0.9m underspend on pass through expenditure) is £0.9m favourable to plan at month 1. This was driven by non-recurrent PFI deductions of £0.4m and utilities underspends of £0.4m.

Income and Expenditure: Divisional Positions

Source: Finance Ledger.

Division	IN MONTH 1				YEAR TO DATE				Full Year		Full Year		AVG YTD	AVG		
	Plan	Actual	Var £	Var %	Plan	Actual	Var £	Var %	Plan	Forecast	Var £	Var %		Plan	Var £	
Division Financial Summary OUH																
£000s																
Clinical	Medicine Rehabilitation and Cardiac	8,397	7,298	(1,099)	(13.1%)	8,397	7,298	(1,099)	(13.1%)	107,993	107,993	0	0.0%	7,298	8,999	1,701
	Neurosciences Orthopaedics Trauma Specialist	8,244	8,027	(218)	(2.6%)	8,244	8,027	(218)	(2.6%)	107,270	107,270	0	0.0%	8,027	8,939	912
	Surgery Women and Oncology	9,333	8,827	(505)	(5.4%)	9,333	8,827	(505)	(5.4%)	119,175	119,175	0	0.0%	8,827	9,931	1,104
	Clinical Support Services	(8,686)	(8,685)	1	0.0%	(8,686)	(8,685)	1	0.0%	(98,124)	(98,124)	0	0.0%	(8,685)	(8,177)	508
Non Clinical	Corporate	(11,333)	(11,594)	(261)	(2.3%)	(11,333)	(11,594)	(261)	(2.3%)	(133,372)	(133,372)	0	0.0%	(11,594)	(11,114)	480
	Estates	(12,962)	(12,128)	834	6.4%	(12,962)	(12,128)	834	6.4%	(156,769)	(156,769)	0	0.0%	(12,128)	(13,064)	(936)
	Education and Training	3,954	4,079	125	3.2%	3,954	4,079	125	3.2%	47,877	47,877	0	0.0%	4,079	3,990	(89)
	Operational Services	(931)	(926)	4	0.5%	(931)	(926)	4	0.5%	(10,825)	(10,825)	0	0.0%	(926)	(902)	24
Tech	Hosted Services DIV	0	(1)	(1)	(1,169.6%)	0	(1)	(1)	(1,169.6%)	1	1	0	0.0%	(1)	0	1
	Research and Development	200	(26)	(226)	(112.8%)	200	(26)	(226)	(112.8%)	2,400	2,400	0	0.0%	(26)	200	226
	Operating Expenses	(4,571)	(5,088)	(517)	(11.3%)	(4,571)	(5,088)	(517)	(11.3%)	(56,601)	(56,601)	0	0.0%	(5,088)	(4,717)	371
	Trustwide Reserves	1,791	3,607	1,816	101.4%	1,791	3,607	1,816	101.4%	71,023	71,023	0	0.0%	3,607	5,919	2,312
Total	(6,564)	(6,610)	(46)	(0.7%)	(6,564)	(6,610)	(46)	(0.7%)	48	48	0	0.0%	(6,610)	4	6,614	

Clinical divisions are £1.8m off plan at month 1.

MRC are the most significant at £1.1m adverse to plan, driven by a £0.8m efficiency shortfall (mainly in bank staff) and £0.3m of non-recurrent industrial action costs.

NOTSSCaN are £0.2m off plan, driven by £0.3m of cost pressures relating to changes in the commissioning of drugs (resolved once income plan finalised in month 3) and £0.3m of non-recurrent costs for April industrial action. Efficiencies have been achieved in month 1 but by non-recurrent means.

SUWON are £0.5m off plan, driven by a non pay efficiency target which hasn't been delivered in month 1 of £0.6m.

CSS are on plan. This included £0.1m of non-recurrent industrial action strike costs and underspends in clinical supplies in most of the directorates which offset the efficiency target in month.

Non-Clinical areas are £0.5m better than plan at month 1.

Estates Division £0.8m better than plan, from PFI operating underspends £0.8m

Corporate Division £0.3m off plan, driven by RTA income £0.2m off plan

R&D £0.2m variance to plan, current position is breakeven, but planning assumes a £0.2m contribution per month.

Education £0.1m favourable variance due to increase in funding for 2026/27

Central budgets are £1.3m better than at month 1, due primarily to £0.5m non-recurrent Flowers benefit and £0.2m industrial action related pay clawback (both on pay) and a £0.4m non-recurrent PFI benefit in non-pay.

The Operating Expenses Division £0.5m adverse variance relates mainly to a £0.4m GRNI adjustment from year end that has been ended this month.

Clinical

Non-Clinical

Central

Financial Summary N4EMTA £000s	IN MONTH 1				YEAR TO DATE				Full Year	Full Year	Var £	Var %	AVG YTD	AVG	Var £
	Plan	Actual	Var £	Var %	Plan	Actual	Var £	Var %	Plan	Forecast			Plan	Var £	
Activity Income	28,722	28,722	0	0.0%	28,722	28,722	0	0.0%	344,669	344,669	0	0.0%	28,722	28,722	(0)
Pass Through(Income)	7,001	6,605	(396)	(5.7%)	7,001	6,605	(396)	(5.7%)	84,010	84,010	0	0.0%	6,605	7,001	396
PP, Overseas &RTA Income	558	604	46	8.2%	558	604	46	8.2%	6,700	6,700	0	0.0%	604	558	(46)
Other Income	464	205	(259)	(55.9%)	464	205	(259)	(55.9%)	5,565	5,565	0	0.0%	205	464	259
Income Total	36,745	36,136	(610)	(1.7%)	36,745	36,136	(610)	(1.7%)	440,944	440,944	0	0.0%	36,136	36,745	610
Staff	(17,868)	(17,592)	276	1.5%	(17,868)	(17,592)	276	1.5%	(207,439)	(207,439)	0	0.0%	(17,592)	(17,287)	305
NHSP	(357)	(1,366)	(1,009)	(282.5%)	(357)	(1,366)	(1,009)	(282.5%)	(4,038)	(4,038)	0	0.0%	(1,366)	(337)	1,030
Agency	(8)	(157)	(150)	(1,977.6%)	(8)	(157)	(150)	(1,977.6%)	(91)	(91)	0	0.0%	(157)	(8)	150
Pay Total	(18,233)	(19,115)	(882)	(4.8%)	(18,233)	(19,115)	(882)	(4.8%)	(211,568)	(211,568)	0	0.0%	(19,115)	(17,631)	1,485
Clinical Supplies & Services (Excl Pass Throu	(1,680)	(1,400)	280	16.7%	(1,680)	(1,400)	280	16.7%	(20,164)	(20,164)	0	0.0%	(1,400)	(1,680)	(280)
Pass Through(NonPay)	(7,001)	(6,605)	396	5.7%	(7,001)	(6,605)	396	5.7%	(84,010)	(84,010)	0	0.0%	(6,605)	(7,001)	(396)
Drugs (Excl Pass Through)	(777)	(835)	(58)	(7.5%)	(777)	(835)	(58)	(7.5%)	(9,329)	(9,329)	0	0.0%	(835)	(777)	58
Premises and Fixed Plant	(123)	(118)	5	4.1%	(123)	(118)	5	4.1%	(1,482)	(1,482)	0	0.0%	(118)	(124)	(5)
Other Non-Pay	(533)	(763)	(230)	(43.2%)	(533)	(763)	(230)	(43.2%)	(6,398)	(6,398)	0	0.0%	(763)	(533)	230
Non-Pay Total	(10,115)	(9,722)	393	3.9%	(10,115)	(9,722)	393	3.9%	(121,383)	(121,383)	0	0.0%	(9,722)	(10,115)	(393)
EBITDA	8,397	7,298	(1,099)	(13.1%)	8,397	7,298	(1,099)	(13.1%)	107,993	107,993	0	0.0%	7,298	8,999	1,701

WTE	IN MONTH 1			
	Plan	Actual	Variance	Var %
Staff	3,198.1	2,994.4	203.7	6.4%
NHSP	48.6	192.1	(143.5)	(295.1%)
Agency	0.6	3.7	(3.1)	(488.9%)
Total WTE	3,247.4	3,190.2	57.2	1.8%

Current/YTD Results

The division is reporting an adverse variance of £1.1m in month (13.1% on a contribution of £8.4m) with an adverse variance of £1.1m YTD. Excluding pass-through variances, the material issues are:

- Industrial action costs - £0.3m Adv.
- Unachieved CIP - £0.8m Adv.

Cost pressure in temporary staffing due to under-achieved bank reduction CIP.

Activity income has been aligned to plan, as the 2026/27 SLAM model is under development while contracts are being finalised.

The Forecast, Management Actions and Risk

Risk – 2026/27 CIP Delivery – Status High

Explanation – annual target is £10.3m for 2026/27 and £6.4m remaining from 2025/26, totalling £16.7m. Currently only £3.7m has been identified to deliver this target.

Unmitigated - division has set up divisional CIP board, but the division have identified limited any CIPs to date on the central tracker and expresses relatively low confidence in full year delivery.

Risk - Future industrial action Status Medium.

Explanation – pay award with medics remains unagreed. Future action likely. Activity reduction in month 1 has not been assessed. Risk of activity reduction (income loss/performance issue) risk to plan.

Mitigation –Additional costs per action, no funding centrally confirmed to mitigate.

Risk – High Volume Winter Pressures Status Low.

Explanation – additional capacity required Dec-Feb, and higher costs due to temporary staffing cover, but at low 2025/26 levels.

Mitigation – services to manage budgets seasonally, underspend early part of year to preserve resources for winter.

Source: Finance Ledger.

Financial Summary N4NTSS £000s	IN MONTH 1				YEAR TO DATE				Full Year		Full Year		AVG YTD	AVG	
	Plan	Actual	Var £	Var %	Plan	Actual	Var £	Var %	Plan	Forecast	Var £	Var %		Plan	Var £
Activity Income	34,316	34,316	0	0.0%	34,316	34,316	0	0.0%	411,791	411,791	0	0.0%	34,316	34,316	(0)
Pass Through(Income)	5,845	4,994	(851)	(14.6%)	5,845	4,994	(851)	(14.6%)	70,136	70,136	0	0.0%	4,994	5,845	851
PP, Overseas &RTA Income	196	39	(157)	(79.9%)	196	39	(157)	(79.9%)	2,352	2,352	0	0.0%	39	196	157
Other Income	483	458	(25)	(5.2%)	483	458	(25)	(5.2%)	5,793	5,793	0	0.0%	458	483	25
Income Total	40,839	39,807	(1,033)	(2.5%)	40,839	39,807	(1,033)	(2.5%)	490,071	490,071	0	0.0%	39,807	40,839	1,033
Staff	(20,728)	(20,139)	588	2.8%	(20,728)	(20,139)	588	2.8%	(240,775)	(240,775)	0	0.0%	(20,139)	(20,065)	75
NHSP	(450)	(1,153)	(703)	(156.3%)	(450)	(1,153)	(703)	(156.3%)	(5,021)	(5,021)	0	0.0%	(1,153)	(418)	735
Agency	(18)	(44)	(26)	(142.5%)	(18)	(44)	(26)	(142.5%)	(218)	(218)	0	0.0%	(44)	(18)	26
Pay Total	(21,196)	(21,336)	(141)	(0.7%)	(21,196)	(21,336)	(141)	(0.7%)	(246,014)	(246,014)	0	0.0%	(21,336)	(20,501)	835
Clinical Supplies & Services (Excl Pass Throu	(3,289)	(2,731)	558	17.0%	(3,289)	(2,731)	558	17.0%	(39,462)	(39,462)	0	0.0%	(2,731)	(3,289)	(558)
Pass Through(NonPay)	(5,845)	(4,994)	851	14.6%	(5,845)	(4,994)	851	14.6%	(70,136)	(70,136)	0	0.0%	(4,994)	(5,845)	(851)
Drugs (Excl Pass Through)	(1,125)	(1,252)	(127)	(11.3%)	(1,125)	(1,252)	(127)	(11.3%)	(13,500)	(13,500)	0	0.0%	(1,252)	(1,125)	127
Premises and Fixed Plant	(140)	(94)	45	32.5%	(140)	(94)	45	32.5%	(1,677)	(1,677)	0	0.0%	(94)	(140)	(45)
Other Non-Pay	(1,001)	(1,373)	(372)	(37.1%)	(1,001)	(1,373)	(372)	(37.1%)	(12,011)	(12,011)	0	0.0%	(1,373)	(1,001)	372
Non-Pay Total	(11,399)	(10,443)	955	8.4%	(11,399)	(10,443)	955	8.4%	(136,787)	(136,787)	0	0.0%	(10,443)	(11,399)	(955)
EBITDA	8,244	8,027	(218)	(2.6%)	8,244	8,027	(218)	(2.6%)	107,270	107,270	0	0.0%	8,027	8,939	912

WTE	IN MONTH 1			
	Plan	Actual	Variance	Var %
Staff	3,434.8	3,319.4	115.4	3.4%
NHSP	66.0	158.8	(92.9)	(140.8%)
Agency	1.0	8.7	(7.7)	(813.7%)
Total WTE	3,501.8	3,486.9	14.8	0.4%

Current/YTD Results

The division is reporting an adverse variance of £0.2m in month (2.6% on a contribution of £8.2m) with an adverse variance of £0.2m YTD. Excluding pass-through variances, the material issues are:

- Industrial action costs - £0.3m Adv.
- Drug cost pressure (change of commissioning drugs in annex A) - £0.3m
- Overachieved CIP (inc. 25/26 target) - £0.4m Fav.

Month 1 CIP target is £0.8m for 2025/26 and £0.4m for 2026/27, totalling £1.2m. The division achieved £1.6m split equally between recurrent and non-recurrent means.

Activity income has been aligned to plan, as the 2026/27 SLAM model is under development while contracts are being finalised.

The Forecast, Management Actions and Risk

Risk – 2026/27 CIP Delivery – Status High

Explanation – annual target is £13.5m for 2026/27 and £9.8m remaining from 2025/26, totalling £23.2m. Currently only £6.4m has been identified to deliver this target.

Mitigation - division has set up divisional CIP board, will be meeting on a weekly basis to review schemes/ideas, update the CIP Hopper and ensure EPIDs are completed.

Risk - Future industrial action Status Medium.

Explanation – pay award with medics remains unagreed. Future action likely. Activity reduction in month 1 has not been assessed. Risk of activity reduction (income loss/performance issue) risk to plan.

Mitigation –Additional costs per action, no funding centrally confirmed to mitigate.

Risk – SEC Capacity Status Medium.

Explanation – delayed opening reduces activity and performance. Current 2 months delay estimated at 600 electives/day cases, circa £2m of income.

Mitigation – alternative sources of capacity being assessed.

Financial Summary N4SUON £000s	IN MONTH 1				YEAR TO DATE				Full Year	Full Year	Var £	Var %	AVG YTD	AVG	Var £
	Plan	Actual	Var £	Var %	Plan	Actual	Var £	Var %	Plan	Forecast			Plan	Var £	
Activity Income	32,707	32,707	0	0.0%	32,707	32,707	0	0.0%	392,482	392,482	0	0.0%	32,707	32,707	(0)
Pass Through(Income)	8,942	8,685	(257)	(2.9%)	8,942	8,685	(257)	(2.9%)	107,309	107,309	0	0.0%	8,685	8,942	257
PP, Overseas & RTA Income	186	187	1	0.3%	186	187	1	0.3%	2,237	2,237	0	0.0%	187	186	(1)
Other Income	1,083	1,133	50	4.6%	1,083	1,133	50	4.6%	12,998	12,998	0	0.0%	1,133	1,083	(50)
Income Total	42,919	42,712	(207)	(0.5%)	42,919	42,712	(207)	(0.5%)	515,027	515,027	0	0.0%	42,712	42,919	207
Staff	(18,575)	(17,897)	678	3.7%	(18,575)	(17,897)	678	3.7%	(215,939)	(215,939)	0	0.0%	(17,897)	(17,995)	(98)
NHSP	(517)	(1,236)	(719)	(139.3%)	(517)	(1,236)	(719)	(139.3%)	(5,973)	(5,973)	0	0.0%	(1,236)	(498)	738
Agency	(89)	(49)	40	44.8%	(89)	(49)	40	44.8%	(1,063)	(1,063)	0	0.0%	(49)	(89)	(40)
Pay Total	(19,180)	(19,182)	(2)	(0.0%)	(19,180)	(19,182)	(2)	(0.0%)	(222,976)	(222,976)	0	0.0%	(19,182)	(18,581)	600
Clinical Supplies & Services (Excl Pass Throu	(3,025)	(3,000)	25	0.8%	(3,025)	(3,000)	25	0.8%	(36,303)	(36,303)	0	0.0%	(3,000)	(3,025)	(25)
Pass Through(NonPay)	(8,942)	(8,685)	257	2.9%	(8,942)	(8,685)	257	2.9%	(107,309)	(107,309)	0	0.0%	(8,685)	(8,942)	(257)
Drugs (Excl Pass Through)	(1,952)	(1,911)	41	2.1%	(1,952)	(1,911)	41	2.1%	(23,422)	(23,422)	0	0.0%	(1,911)	(1,952)	(41)
Premises and Fixed Plant	(162)	(160)	2	1.2%	(162)	(160)	2	1.2%	(1,949)	(1,949)	0	0.0%	(160)	(162)	(2)
Other Non-Pay	(324)	(946)	(621)	(191.6%)	(324)	(946)	(621)	(191.6%)	(3,893)	(3,893)	0	0.0%	(946)	(324)	622
Non-Pay Total	(14,406)	(14,703)	(297)	(2.1%)	(14,406)	(14,703)	(297)	(2.1%)	(172,876)	(172,876)	0	0.0%	(14,703)	(14,406)	297
EBITDA	9,333	8,827	(505)	(5.4%)	9,333	8,827	(505)	(5.4%)	119,175	119,175	0	0.0%	8,827	9,931	1,104

WTE	IN MONTH 1			
	Plan	Actual	Variance	Var %
Staff	3,251.4	3,109.7	141.7	4.4%
NHSP	70.4	190.9	(120.5)	(171.2%)
Agency	8.2	6.3	1.9	23.6%
Total WTE	3,330.1	3,306.9	23.2	0.7%

Current/YTD Results

The division is reporting an adverse variance of £0.5m in month (5.4% on a contribution of £9.3m) with an adverse variance of £0.5m YTD. Excluding pass-through variances, the material issues are:

- Industrial action costs - £0.15m Adv.
- underachieved CIP (inc. 25/26 target) - £0.2m Adv.
- Delivery fund slippage - £0.25m Fav.
- Med. Equip./Independent healthcare - £0.4m Adv

Month 1 CIP target is £0.2m for 2025/26 and £0.5m for 2026/27, totalling £0.7m. The division achieved £0.5m with 75% delivered through non-recurrent means.

Activity income has been aligned to plan, as the 2026/27 SLAM model is under development while contracts are being finalised.

The Forecast, Management Actions and Risk

Risk – 2026/27 CIP Delivery – Status High

Explanation – annual target is £12.9m for 2026/27 and £2.8m remaining from 2025/26, totalling £15.7m. Currently only £6.2m has been identified to deliver this target.

Mitigation - division has set up divisional CIP board, will be meeting on a weekly basis to review schemes/ideas, update the CIP Hopper and ensure EPIDs are completed.

Risk - Future industrial action Status Medium.

Explanation – pay award with medics remains unagreed. Future action likely. Activity reduction in month 1 has not been assessed. Risk of activity reduction (income loss/performance issue) risk to plan.

Mitigation – Additional costs per action, no funding centrally confirmed to mitigate.

Risk – Recruitment to High risk services Status Medium.

Explanation – current uncovered vacancies are a high risk to patient safety, recruitment ongoing. Likely increases to headcount and pay costs.

Mitigation – services being risk assessed to target recruitment to areas by risk profile.

Financial Summary N4CTDP £000s	IN MONTH 1				YEAR TO DATE				Full Year		Full Year		AVG YTD	AVG	
	Plan	Actual	Var £	Var %	Plan	Actual	Var £	Var %	Plan	Forecast	Var £	Var %	Plan	Plan	Var £
Activity Income	9,787	9,787	0	0.0%	9,787	9,787	0	0.0%	117,441	117,441	0	0.0%	9,787	9,787	(0)
Pass Through(Income)	534	593	59	11.0%	534	593	59	11.0%	6,414	6,414	0	0.0%	593	534	(59)
PP, Overseas & RTA Income	170	166	(4)	(2.1%)	170	166	(4)	(2.1%)	2,036	2,036	0	0.0%	166	170	4
Other Income	1,599	1,713	114	7.1%	1,599	1,713	114	7.1%	19,192	19,192	0	0.0%	1,713	1,599	(114)
Income Total	12,090	12,259	169	1.4%	12,090	12,259	169	1.4%	145,082	145,082	0	0.0%	12,259	12,090	(169)
Staff	(14,811)	(14,795)	16	0.1%	(14,811)	(14,795)	16	0.1%	(171,719)	(171,719)	0	0.0%	(14,795)	(14,310)	485
NHSP	(185)	(334)	(149)	(80.3%)	(185)	(334)	(149)	(80.3%)	(2,127)	(2,127)	0	0.0%	(334)	(177)	157
Agency	(32)	(3)	28	89.4%	(32)	(3)	28	89.4%	(381)	(381)	0	0.0%	(3)	(32)	(28)
Pay Total	(15,028)	(15,132)	(104)	(0.7%)	(15,028)	(15,132)	(104)	(0.7%)	(174,227)	(174,227)	0	0.0%	(15,132)	(14,519)	613
Clinical Supplies & Services (Excl Pass Throu	(4,296)	(3,838)	458	10.7%	(4,296)	(3,838)	458	10.7%	(51,547)	(51,547)	0	0.0%	(3,838)	(4,296)	(458)
Pass Through(NonPay)	(534)	(593)	(59)	(11.0%)	(534)	(593)	(59)	(11.0%)	(6,414)	(6,414)	0	0.0%	(593)	(534)	59
Drugs (Excl Pass Through)	(453)	(477)	(25)	(5.4%)	(453)	(477)	(25)	(5.4%)	(5,432)	(5,432)	0	0.0%	(477)	(453)	25
Premises and Fixed Plant	(252)	(244)	8	3.0%	(252)	(244)	8	3.0%	(3,022)	(3,022)	0	0.0%	(244)	(252)	(8)
Other Non-Pay	(214)	(659)	(446)	(208.4%)	(214)	(659)	(446)	(208.4%)	(2,566)	(2,566)	0	0.0%	(659)	(214)	446
Non-Pay Total	(5,748)	(5,812)	(64)	(1.1%)	(5,748)	(5,812)	(64)	(1.1%)	(68,980)	(68,980)	0	0.0%	(5,812)	(5,748)	64
EBITDA	(8,686)	(8,685)	1	0.0%	(8,686)	(8,685)	1	0.0%	(98,124)	(98,124)	0	0.0%	(8,685)	(8,177)	508

WTE	IN MONTH 1			
	Plan	Actual	Variance	Var %
Staff	2,258.8	2,202.4	56.5	2.5%
NHSP	26.6	44.8	(18.3)	(68.6%)
Agency	1.4	0.0	1.4	100.0%
Total WTE	2,286.9	2,247.2	39.7	1.7%

Current/YTD Results

The division is reporting breakeven in month (0.0% on a cost of £8.7m) with a breakeven position YTD. Excluding pass-through variances, the material issues are:

- Industrial action costs - £0.1m Adv.
- One-off income in pharmacy - £0.1m Fav.
- Underachieved CIP (inc. 25/26 target) - £0.15m Adv.
- Underspend in clinical supplies - £0.15m Fav.

Month 1 CIP target is £0.4m for 2025/26 and £0.4m for 2026/27, totalling £0.8m. The division achieved £0.65m split equally between recurrent and non-recurrent means.

Activity income has been aligned to plan, as the 2026/27 SLAM model is under development while contracts are being finalised.

The Forecast, Management Actions and Risk

Risk – 2026/27 CIP Delivery – Status High

Explanation – annual target is £11.6m for 2026/27 and £4.4m remaining from 2025/26, totalling £16.0m. Currently only £4.3m has been identified to deliver this target.

Mitigation – partial. Division has set up divisional CIP board, will be meeting on a weekly basis to review schemes/ideas, update the CIP Hopper and ensure EPIDs are completed, but reports relatively low confidence.

Risk - Future industrial action Status Medium.

Explanation – pay award with medics remains unagreed. Future action likely resulting in increased costs.

Mitigation – Additional costs per action, no funding centrally confirmed to mitigate.

Risk – Demand Growth Status High.

Explanation – support services annually experience circa 6% demand increase leading to cost pressures to deliver capacity.

Mitigation – productivity on resource and demand management required but increases risk on the CIP delivery as an offset.

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

Source: Finance Ledger.

Financial Summary Non-Clinical £000s	IN MONTH 1				YEAR TO DATE				Full Year	Full Year	Var £	Var %	AVG YTD	AVG	Var £
	Plan	Actual	Var £	Var %	Plan	Actual	Var £	Var %	Plan	Forecast			Plan	Var £	
Activity Income	22	22	0	0.0%	22	22	0	0.0%	268	268	0	0.0%	22	22	0
Pass Through(Income)	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0
PP, Overseas & RTA Income	343	140	(203)	(59.3%)	343	140	(203)	(59.3%)	4,113	4,113	0	0.0%	140	343	203
Other Income	12,007	10,748	(1,258)	(10.5%)	12,007	10,748	(1,258)	(10.5%)	145,894	145,894	0	0.0%	10,748	12,158	1,409
Income Total	12,372	10,910	(1,461)	(11.8%)	12,372	10,910	(1,461)	(11.8%)	150,275	150,275	0	0.0%	10,910	12,523	1,613
Staff	(12,110)	(11,648)	462	3.8%	(12,110)	(11,648)	462	3.8%	(141,623)	(141,623)	0	0.0%	(11,648)	(11,802)	(154)
NHSP	(149)	(127)	22	14.8%	(149)	(127)	22	14.8%	(1,744)	(1,744)	0	0.0%	(127)	(145)	(18)
Agency	(12)	(15)	(3)	(21.7%)	(12)	(15)	(3)	(21.7%)	(146)	(146)	0	0.0%	(15)	(12)	3
Pay Total	(12,271)	(11,790)	481	3.9%	(12,271)	(11,790)	481	3.9%	(143,514)	(143,514)	0	0.0%	(11,790)	(11,959)	(170)
Clinical Supplies & Services (Excl Pass Throu	(385)	(259)	126	32.7%	(385)	(259)	126	32.7%	(4,619)	(4,619)	0	0.0%	(259)	(385)	(126)
Pass Through(NonPay)	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0
Drugs (Excl Pass Through)	(42)	(7)	36	84.4%	(42)	(7)	36	84.4%	(505)	(505)	0	0.0%	(7)	(42)	(36)
Premises and Fixed Plant	(14,748)	(13,445)	1,303	8.8%	(14,748)	(13,445)	1,303	8.8%	(178,611)	(178,611)	0	0.0%	(13,445)	(14,884)	(1,440)
Other Non-Pay	(5,998)	(6,007)	(9)	(0.2%)	(5,998)	(6,007)	(9)	(0.2%)	(73,713)	(73,713)	0	0.0%	(6,007)	(6,143)	(136)
Non-Pay Total	(21,173)	(19,717)	1,455	6.9%	(21,173)	(19,717)	1,455	6.9%	(257,448)	(257,448)	0	0.0%	(19,717)	(21,454)	(1,737)
EBITDA	(21,072)	(20,597)	475	2.3%	(21,072)	(20,597)	475	2.3%	(250,687)	(250,687)	0	0.0%	(20,597)	(20,891)	(294)

WTE	IN MONTH 1			
	Plan	Actual	Variance	Var %
Staff	1,876.1	1,790.2	85.9	4.6%
NHSP	22.9	16.9	6.0	26.3%
Agency	0.5	0.0	0.5	100.0%
Total WTE	1,899.5	1,807.1	92.4	4.9%

Current/YTD Results

The combined divisional position is reporting a favorable variance of £0.5m in month (2.3% on a cost of £21.1m) with a favourable variance of £0.5m YTD. Excluding pass-through variances, the material issues are:

- Corporate RTA income low month 1 - £0.2m Adv.
- Estates PFI benefits to contract - £0.8m Fav.
- R&D breakeven but plan requires surplus each month - £0.2m Adv.
- Education initial funding increase - £0.1m Fav.

Month 1 CIP target is £0.4m for 2025/26 and £0.6m for 2026/27, totalling £1.0m. The divisions achieved £0.2m by non-recurrent means.

The WTE budget in month holds circa 90 WTE in Operational Services which will be budgeted within divisions from month 2 onwards.

The Forecast, Management Actions and Risk

Risk – 2026/27 CIP Delivery – Status High

Explanation – annual target is £10.4m for 2026/27 and £5.2m remaining from 2025/26, totalling £15.6m. Currently only £1.1m has been identified to deliver this target.

Mitigation – a corporate CIP board has been set up to review schemes/ideas, update the CIP Hopper and ensure EPIDs are completed.

Risk – Budget Finalisation Status Low

Explanation – corporate and estates budgets have not been finalised to confirm spending limits for 2026/27. Three directorates flagging as a concern (Digital, Strategy, People)

Mitigation – meetings are being held in May to achieve agreement on final budgets.

Financial Summary Technical £000s	IN MONTH 1				YEAR TO DATE				Full Year				AVG YTD		AVG	
	Plan	Actual	Var £	Var %	Plan	Actual	Var £	Var %	Plan	Forecast	Var £	Var %	Plan	Var £	Plan	Var £
Activity Income	2,203	2,203	0	0.0%	2,203	2,203	0	0.0%	42,264	42,264	0	0.0%	2,203	3,522	1,319	
Pass Through(Income)	(198)	357	555	280.6%	(198)	357	555	280.6%	(2,051)	(2,051)	0	0.0%	357	(171)	(528)	
PP, Overseas & RTA Income	110	0	(110)	(100.0%)	110	0	(110)	(100.0%)	1,442	1,442	0	0.0%	0	120	120	
Other Income	234	115	(119)	(51.0%)	234	115	(119)	(51.0%)	2,808	2,808	0	0.0%	115	234	119	
Income Total	2,349	2,675	326	13.9%	2,349	2,675	326	13.9%	44,463	44,463	0	0.0%	2,675	3,705	1,031	
Staff	725	639	(86)	(11.8%)	725	639	(86)	(11.8%)	27,609	27,609	0	0.0%	639	2,301	1,661	
NHSP	(1,733)	(0)	1,733	100.0%	(1,733)	(0)	1,733	100.0%	(20,800)	(20,800)	0	0.0%	(0)	(1,733)	(1,733)	
Agency	(164)	(76)	88	53.6%	(164)	(76)	88	53.6%	(1,104)	(1,104)	0	0.0%	(76)	(92)	(16)	
Pay Total	(1,172)	563	1,735	148.1%	(1,172)	563	1,735	148.1%	5,705	5,705	0	0.0%	563	475	(88)	
Clinical Supplies & Services (Excl Pass Throu	2,295	(159)	(2,454)	(107.0%)	2,295	(159)	(2,454)	(107.0%)	23,920	23,920	0	0.0%	(159)	1,993	2,153	
Pass Through(NonPay)	198	(357)	(555)	(280.6%)	198	(357)	(555)	(280.6%)	2,051	2,051	0	0.0%	(357)	171	528	
Drugs (Excl Pass Through)	(465)	517	981	211.2%	(465)	517	981	211.2%	(5,577)	(5,577)	0	0.0%	517	(465)	(981)	
Premises and Fixed Plant	6,139	4,570	(1,568)	(25.5%)	6,139	4,570	(1,568)	(25.5%)	74,336	74,336	0	0.0%	4,570	6,195	1,625	
Other Non-Pay	(3,096)	(138)	2,957	95.5%	(3,096)	(138)	2,957	95.5%	(24,328)	(24,328)	0	0.0%	(138)	(2,027)	(1,889)	
Non-Pay Total	5,071	4,432	(639)	(12.6%)	5,071	4,432	(639)	(12.6%)	70,403	70,403	0	0.0%	4,432	5,867	1,435	
EBITDA	6,248	7,670	1,422	22.8%	6,248	7,670	1,422	22.8%	120,571	120,571	0	0.0%	7,670	10,048	2,378	
Capital and Financial Charges	(9,028)	(9,151)	(123)	(1.4%)	(9,028)	(9,151)	(123)	(1.4%)	(106,149)	(106,149)	0	0.0%	(9,151)	(8,846)	305	
Control Total	(2,780)	(1,481)	1,299	46.7%	(2,780)	(1,481)	1,299	46.7%	14,421	14,421	0	0.0%	(1,481)	1,202	2,683	

WTE	IN MONTH 1			
	Plan	Actual	Variance	Var %
Staff	99.1	6.1	93.0	93.8%
NHSP	0.0	0.0	0.0	0.0%
Agency	(0.4)	0.0	(0.4)	(100.0%)
Total WTE	98.8	6.1	92.7	93.8%

Current/YTD Results

Commissioning Income - Clinical income has been aligned to plan, as the 2026/27 SLAM model is still under development while contracts continue to be finalised with commissioners and month 1 data not available until late May.

Operating Expenses – month 1 adverse variance of £0.5m. £0.4m due to a GRNI adjustment from year end that has been ended this month.

Central Reserves – month 1 favourable variance of £1.8m due primarily to £0.5m non-recurrent release an excess accrual for holiday pay under the “Flowers” judgement, £0.2m industrial action related pay clawback (both on pay) and a £0.4m non-recurrent PFI benefit in non-pay.

The Forecast, Management Actions and Risk

Risk – 2026/27 CIP Delivery – Status High

Explanation – annual target is £61.8m for 2026/27 is being held centrally, covering the £33.0m non-recurrent and £28.8m strategic CIP targets. These have been assigned to Chief officers with only £11.7m (19%) identified.

Mitigation – the PMO is currently driving identification of CIP schemes to deliver against these targets.

Risk – SEC Delivery – Status High

Explanation – a risk that the implementation of SEC delivers lower income or higher costs, overall leading to a financial pressure. Estimates were made as part of the business case which need validating.

Mitigation – plan for the September opening being costed and grounded in speciality level plans.

Drivers: Cost Improvement Programme (CIP)

Source: CIP Tracker

The table shows the 2026/27 planned CIP targets submitted to NHSE

Savings Summary	IN MONTH 1				YEAR TO DATE						Full Year			
	Plan	Actual	Var £	Var %	Plan	Actuals - Recurrent	Actuals - Non Recurrent	Total Actual	Var £	Var %	Identified (inc) Delivered	Plan	Var £	Var %
MRC	257	0	(257)	(100.0%)	257	0	0	0	(257)	(100.0%)	3,588	10,313	(6,725)	(65.2%)
NOTSSCAN	427	1,635	1,208	282.6%	427	822	813	1,635	1,208	282.6%	7,648	13,463	(5,815)	(43.2%)
SUWON	473	516	43	9.1%	473	132	384	516	43	9.1%	6,445	12,856	(6,411)	(49.9%)
CSS	459	657	198	43.2%	459	313	344	657	198	43.2%	4,564	11,613	(7,049)	(60.7%)
Corporate	270	149	(120)	(44.6%)	270	0	149	149	(120)	(44.6%)	1,158	5,896	(4,738)	(80.4%)
Estates	302	54	(248)	(82.0%)	302	0	54	54	(248)	(82.0%)	54	4,042	(3,988)	(98.7%)
Education	1	0	(1)	(100.0%)	1	0	0	0	(1)	(100.0%)	0	440	(440)	(100.0%)
Operational Services	7	0	(7)	(100.0%)	7	0	0	0	(7)	(100.0%)	0	430	(430)	(100.0%)
Central - NR CIP	2,752	907	(1,845)	(67.1%)	2,752	0	907	907	(1,845)	(67.1%)	11,323	33,025	(21,703)	(65.7%)
Central - Strategic CIP	0	0	0	0.0%	0	0	0	0	0	0.0%	394	28,772	(28,379)	(98.6%)
2025/26 FYE	1,023	1,023	(0)	(0.0%)	1,023	1,023	0	1,023	(0)	(0.0%)	6,107	6,016	91	1.5%
Total	5,371	4,940	(431)	(8.0%)	5,371	2,289	2,652	4,940	(431)	(8.0%)	41,323	126,866	(85,543)	(67.4%)

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

Identified Trustwide View (£'000)

41,323

Total identified

Status Profile

	Total Target: 126,866	Fully Developed	Plans in Progress	Opportunity	Unidentified	
Low		20,917 16%	620 0%	172 0%		21,709 17%
Medium		4,179 3%	4,598 4%	2,069 2%		10,846 9%
High		2,026 2%	1,043 1%	5,699 4%	85,543 67%	94,311 74%
	27,122 21%	6,261 5%	7,940 6%	85,543 67%		

Overall Position

The Trust has a total new 2026/27 CIP requirement of c.£120.8m, underpinning delivery of the financial plan and £6.1m of full year effect from 2025/26, totalling £126.9m. As at Month 1, identified schemes total £41.3m, leaving £85.5m (c.67%) unidentified. Risk/status profile is summarised in the matrix to the left.

Identification and Pipeline Development

There has been a material increase in identified CIP week-on-week, driven primarily by non-recurrent items. Weekly CIP meetings are in place to drive savings identification, in line with NHSE expectations to demonstrate a fully developed programme by the end of June 2026. Divisional pipelines remain in development, with schemes continuing to be validated and progressed through governance into fully developed schemes (EPIDs).

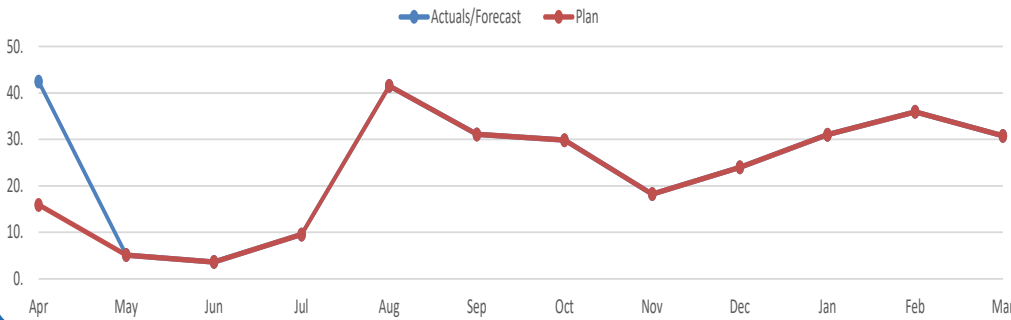
Performance YTD

Reported delivery in Month 1 is below plan (£0.4m), reflecting timing lag between scheme identification (e.g. procurement) and reliance on non-recurrent savings to deliver planned savings.

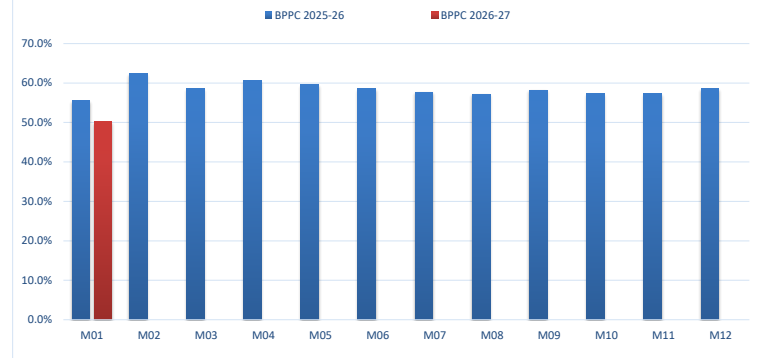
2025/26 CIP Targets

£28.7m of recurrent unachieved CIP remains from 2025/26 within service budgets. This remains a source of risk to a sustainable financial position.

Actuals/Forecast vs Plan Cash Balance £m



Total Bills Paid Within Target - Number



	2026	2027
	M12	M01
Debtor Days	6.07	8.20
Creditor Days	38.72	34.61

Month 1 Cash Position

Cash is above plan at Month 1 by £26.5m at £42m.

- A non-material level of capital creditors (c. £20m) remains payable in May 2026 from funding received in 2025/26.
- Revenue support of £11.3m, received in November 2025, has largely been retained.
- Supplier payments are being managed tightly at each month end

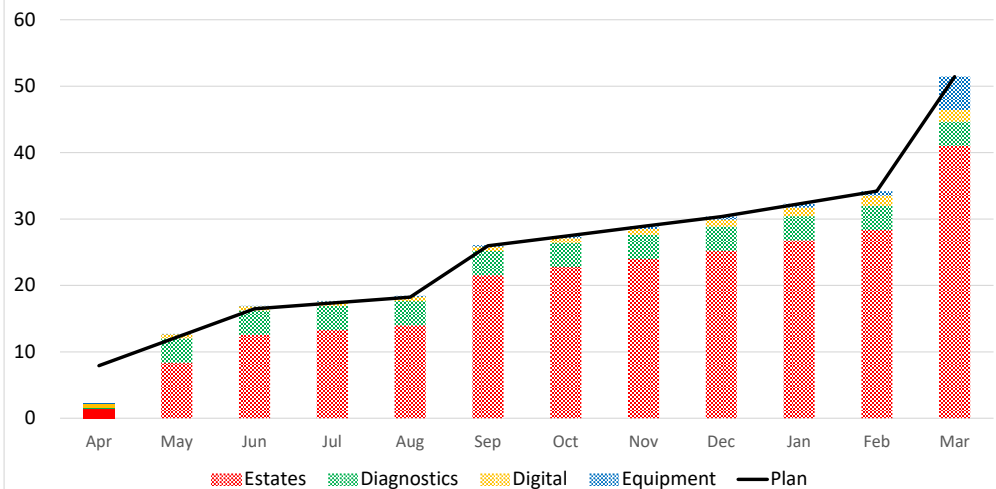
The cash plan for 2026/27 indicates that cash pressures are expected to return once the timing effects from 2025/26 unwind.

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

At present, the remainder of the forecast is aligned to plan, based on the assumption that any additional cash from capital creditors, which explains the higher April balance, is fully paid out in M2. This will be updated in the Reading Room prior to the meeting.

The NED Finance meeting will review management actions underway to manage the cash position

Operational Capital Additions plan, actuals, and forecast (note: excludes disposals)



Capital Expenditure £m	IN MONTH 01			YEAR TO DATE			Full year Plan
	Plan	Actual	Variance	Plan	Actual	Variance	
Surgical Elective Centre (SEC)	-	0.0	(0.0)	-	0.0	(0.0)	22.2
Estates Safety/CIR	2.0	0.5	1.4	2.0	0.5	1.4	22.5
Estates PFI lifecycling	1.0	1.0	0.0	1.0	1.0	0.0	11.4
UEC Level 1	2.5	0.5	2.0	2.5	0.5	2.0	7.5
Helipad	0.6	0.0	0.6	0.6	0.0	0.6	6.8
Other Estates	0.0	0.4	(0.4)	0.0	0.4	(0.4)	2.1
Diagnostics	3.7	0.2	3.5	3.7	0.2	3.5	3.7
Equipment	0.1	0.1	0.1	0.1	0.1	0.1	1.8
Digital	0.1	0.6	(0.6)	0.1	0.6	(0.6)	1.8
Divisional Priorities	-	-	-	-	-	-	-
Contingency/(Oversubscription)	-	-	-	-	-	-	-
Gross Capital Expenditure	9.8	3.2	6.6	9.8	3.2	6.6	79.6
Sales, disposals, and other deductions	-	-	-	-	-	-	(9.7)
Gross Capital Expenditure	9.8	3.2	6.6	9.8	3.2	6.6	69.9

Capital Expenditure - by funding source £m	IN MONTH 01			YEAR TO DATE			Full year Plan
	Plan	Actual	Variance	Plan	Actual	Variance	
Operational Capital	7.9	2.2	5.7	7.9	2.2	5.7	41.7
National Funding PDC	0.3	-	0.3	0.3	-	0.3	9.0
Other Capital Expenditure (G&D, PFI)	1.6	1.0	0.6	1.6	1.0	0.6	19.2
Net Capital Expenditure	9.8	3.2	6.6	9.8	3.2	6.6	69.9
Add back sales, disposals, and other deductions	-	-	-	-	-	-	9.7
Gross Capital Expenditure	9.8	3.2	6.6	9.8	3.2	6.6	79.6

Capital Plan 2026/7

The capital plan aligns with the second plan submission (February 2026). It includes a plan for Operational Capital of £41.7m and initial provision of £9.0m of National PDC funding (Estates Safety), along with provisions for G&D and PFI life-cycling.

Overall Position Month 1

Gross CapEx in April was £3.2m against a plan of £9.8m. Overall synopsis: slower than planned expenditure on prior-year overruns. Very little expenditure in month on new business.

Significant variances

- **Diagnostics £3.5m under plan.** Main cause: plan profiling of RoU recognition of BiPlane, now expected later in year. Impact on FOT, none at present. Impact on cash flow, none (RoU contract).
- **UEC Level 1 £2.0m under plan.** Cause plan profiling. Impact on FOT, none at present. Impact on cash flow, right-shift of in-year cash outflow profile.
- **Estates Safety/CIR £1.4m under plan.** Cause: plan profiling. Impact on FOT, none at present. Impact on cash flow, right-shift of in-year cash outflow profile.
- **Helipad £0.6m under plan.** Cause: planning variance, plan included £6.8m charitably funded expenditure per draft B/C. Impact on FOT, n/a, G&D excluded from control total. Impact on cash flow, none (charitably funded).
- **Digital £0.6m over plan.** Main cause: actual includes £0.5m of unplanned transfers from revenue (SDE). Impact on FOT, up to £5.5m pressure if continuing. Impact on cash flow, none overall – offset by revenue.

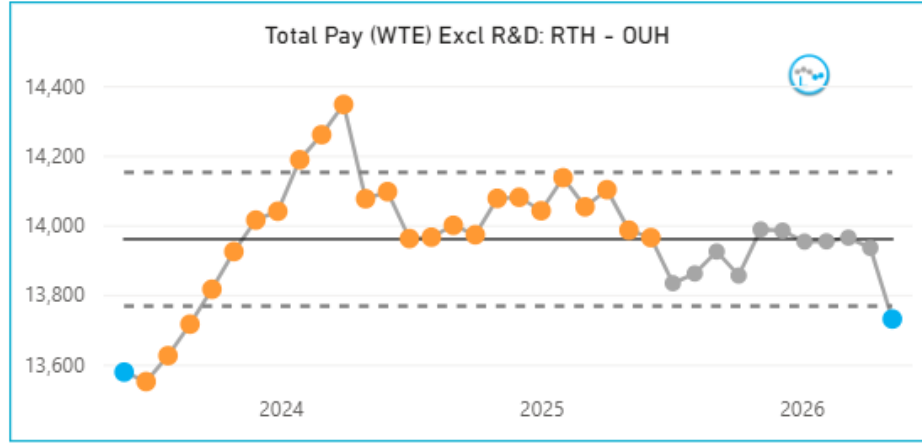
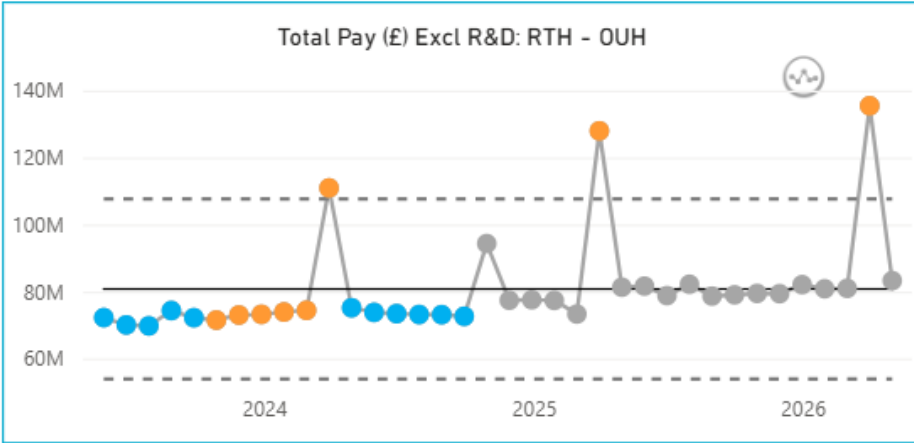
Capital Forecast

Forecast in month 1 is to achieve the plan by year end.

Appendices

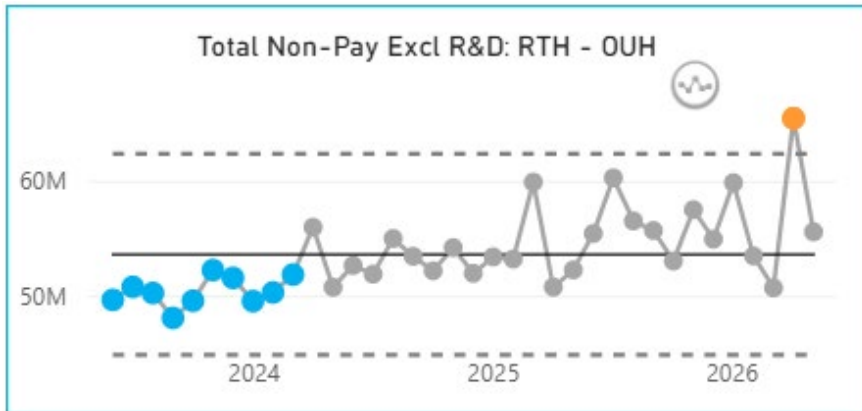
Appendix 1: Drivers: Cost Expenditure Run-Rates

Source: Finance Ledger.



Pay Trends

Total pay was £53.5m lower in April compared to March. Excluding R&D, pay costs were £52.2m lower in April than in March. Substantive staffing costs were £53.5m lower in April compared to March. Excluding R&D, substantive pay decreased by £52.3m. This was driven by the fallout of the £57.9m additional pension contributions costs (offset by income) included in the March position, offset by the Agenda for Change staff pay award being paid in April. Temporary staff in-month expenditure remained at the same level as March, with bank costs decreasing by £0.1m and agency costs increasing by £0.1m. WTEs overall decreased by 204 in month at 14,044 (excluding R&D, WTE also decreased by 204). Substantive staff decreased by 29 WTE in April, bank staff decreased by 158 WTE and agency staff decreased by 17 WTE. Pronounced reductions in temporary staffing have been seen in prior years particularly in March 2024.



Non-Pay Trends

Total non-pay is £12.8m lower in April than in March. Excluding R&D, non-pay costs are £9.9m lower than last month. Excluding passthrough costs that are £3.1m lower than in March, non-pay costs are £6.8m lower in April. This is predominantly on other expenditure which was £7.2m lower in April, mainly due to the fallout of non-recurrent items in the March position including grants paid of £3.1m (funded by the release of deferred income), adjustments for year end stock valuations of £1.6m and apprenticeship levy of £1.6m (truing up in year accruals).

Appendix 2: Financial Sustainability: Underlying Position

Source: Finance Ledger.

Month 1 Year to Date (£m)	Pass				
Plan	Underlying	R&D	through	One-off	Reported
Income	120.9	4.3	22.1	0.0	147.3
Pay	(83.5)	(3.2)	0.0	0.4	(87.1)
Non pay	(37.5)	(1.0)	(22.1)	(2.8)	(57.8)
Non-Opex	(9.1)	0.0	0.0	(0.0)	(9.0)
Total Plan	(9.1)	0.2	(0.0)	(2.4)	(6.6)
Actuals	Underlying	R&D	Pass through	One-off	Reported
Income	120.1	3.1	21.2	0.0	144.5
Pay	(84.8)	(2.8)	0.0	(1.6)	(86.0)
Non pay	(35.3)	(0.4)	(21.2)	(1.0)	(56.0)
Non-Opex	(9.2)	0.0	0.0	0.0	(9.2)
Total Actuals	(9.1)	(0.0)	0.0	(2.5)	(6.6)
Variance	Underlying	R&D	Pass through	One-off	Reported
Income	(0.8)	(1.2)	(0.9)	(0.0)	(2.8)
Pay	(1.3)	0.4	0.0	(2.0)	1.1
Non pay	2.2	0.6	0.9	1.8	1.8
Non-Opex	(0.1)	0.0	0.0	0.0	(0.1)
Total Variance	0.0	(0.2)	0.0	(0.2)	(0.0)

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

- Estates benefits in PFI and energy (£1.1m)
- Industrial action net impact (£0.7m).
- Dropping the Flowers accrual (£0.5m).
- PFI deductions of (£0.4m).

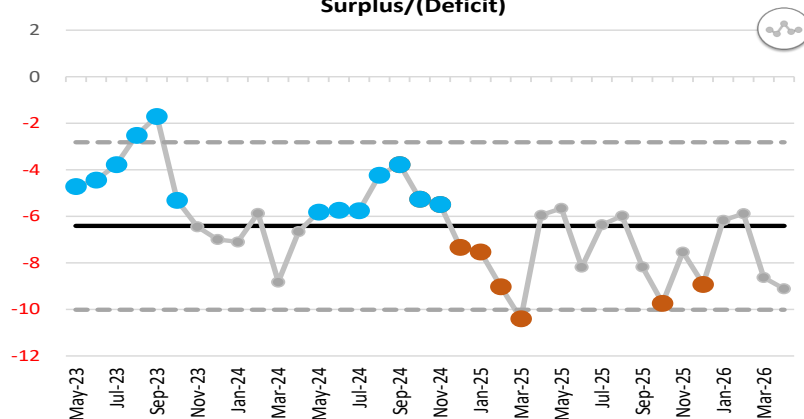
R&D:

- £0.2m adverse variance due to planned surplus not being achieved in month 1.
- Small mix change between pay and non-pay due to specific grants won and projects/trials delivered.

Pass through:

- Passthrough income and expenditure are below plan by £0.9m in month 1, net nil impact.
- The Trust is paid 3+ months in arrears for over-performance and after suppliers have been paid.

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



Statement of Financial Position 2024/25 £ms	M12 2025	In Month 1 2026	In Mth PLAN	Variance to PLAN	Movement in month	Movement from year- end
NON-CURRENT ASSETS:						
Property, Plant and Equipment	£841.1	£839.0	£848.9	(£9.9)	(£2.1)	(£2.1)
Investments	£64.2	£64.2	£62.6	£1.6	£0.0	£0.0
Trade and Other Receivables - non current	£26.4	£26.7	£23.3	£3.4	£0.3	£0.3
Total Non Current Assets	£931.6	£929.8	£934.7	(£4.9)	(£1.8)	(£1.8)
CURRENT ASSETS:						
Inventories	£32.9	£33.6	£32.5	£1.1	£0.8	£0.8
Trade and Other Receivables - current	£90.5	£76.5	£105.5	(£29.0)	(£14.0)	(£14.0)
Cash	£75.9	£42.4	£15.9	£26.5	(£33.5)	(£33.5)
Total Current Assets	£199.2	£152.5	£153.9	(£1.4)	(£46.7)	(£46.7)
TOTAL ASSETS	£1,130.9	£1,082.4	£1,088.6	(£6.3)	(£48.5)	(£48.5)
CURRENT LIABILITIES						
Trade and Other Payables - current	(£219.2)	(£177.7)	(£188.7)	£11.0	£41.5	£41.5
Other Liabilities: Deferred Income - current	(£2.9)	(£3.2)	(£31.4)	£28.2	(£0.3)	(£0.3)
Other Liabilities: - current	(£0.4)	(£0.4)	(£0.3)	(£0.1)	£0.0	£0.0
Provisions current	(£0.8)	(£0.8)	(£0.5)	(£0.3)	£0.0	£0.0
Borrowings - current	(£11.6)	(£6.0)	(£11.0)	£5.0	£5.7	£5.7
Loans - current	(£1.4)	(£1.4)	(£1.7)	£0.3	(£0.0)	(£0.0)
Total Current Liabilities	(£236.4)	(£189.5)	(£233.6)	£44.2	£46.9	£46.9
NET CURRENT ASSETS/(LIABILITIES)	(£37.2)	(£36.9)	(£79.7)	£42.8	£0.2	£0.2
TOTAL ASSETS LESS CURRENT LIABILITIES	£894.5	£892.9	£855.0	£37.9	(£1.6)	(£1.6)
NON-CURRENT LIABILITIES:						
Other Liabilities: Deferred Income - non current	(£3.7)	(£3.7)	(£2.3)	(£1.4)	£0.0	£0.0
Other Liabilities: - non current	(£4.0)	(£4.0)	(£3.5)	(£0.5)	£0.1	£0.1
Provisions - non current	(£6.9)	(£6.9)	(£6.4)	(£0.5)	£0.0	£0.0
Borrowings - non current	(£399.3)	(£404.3)	(£397.0)	(£7.3)	(£5.0)	(£5.0)
Loans - non current	(£16.5)	(£16.5)	(£16.8)	£0.3	£0.0	£0.0
Total Non-Current Liabilities	(£430.3)	(£435.3)	(£426.0)	(£9.3)	(£5.0)	(£5.0)
ASSETS LESS LIABILITIES (Total Assets Employed)	£464.1	£457.6	£429.0	£28.6	(£6.5)	(£6.5)
TAXPAYERS EQUITY						
Public Dividend Capital	£426.8	£426.8	£394.3	£32.5	£0.0	£0.0
Retained Earnings reserve	(£138.1)	(£143.6)	(£145.0)	£1.3	(£5.6)	(£5.6)
Revaluation Reserve	£183.6	£182.6	£183.4	(£0.8)	(£1.0)	(£1.0)
Other Reserves	£1.7	£1.7	£6.2	(£4.5)	£0.0	£0.0
FV Assets Reserve	(£9.9)	(£9.9)	(£9.9)	£0.0	£0.0	£0.0
Total	£464.1	£457.6	£429.0	£28.6	(£6.5)	(£6.5)

Balance Sheet

- PPE has reduced YTD due to additions being lower than depreciation and amortisation
- A PFI debtor has been recognised at a larger amount than was anticipated at the time the plan was produced
- Receivables are lower than plan due to timing of billing and receipt of cash
- Cash is above plan – see earlier slide
- Trade and other payables are lower than plan due to timing of month end supplier BACS runs