



Finance Report

Month 05 Aug 2026

Finance Department

1. Financial Performance targets at August 2026	slide 3
2. Financial Plan 2026-27	slide 4
3. Financial position at August 2026	slide 5-8
4. Flexible Staff Costs as at August 2026	slide 9-10
5. Savings target 2026-27	slide 11-13
6. Forecasted Plan 2026-27	slide 14-15
7. Capital (CRL) at August 2026	slide 16
8. Risks to Delivery and Proposed Actions	slide 17 - 19

1. Financial Performance Targets at August 2026

Financial Performance Targets	Year to Date	Year-end Forecast
1. Achieve financial plan in 2026-27	Negative variance £2.38m (Control v Actual)	Deficit £10.6m
The Trust is forecasting a year-end deficit of £10.6m, being the gap on savings plan of £5.110m and remaining growth pressure of £2.8m (after notification from SPPG of Growth funding for 26/27 of £2.2m) and increased forecasted spend for Energy £1.8m and a funding deficit relating to Muckamore Resettlement of £900k. When spend is compared to control total a negative variance of £2.38m is noted at Month 5. One of the drivers contributing to the negative variance within Directorates is the under achievements in 26/27 savings and in addition overspend on Directorates control total. The majority of operational Directorates are reporting overspends against their control totals and further cost control measures must be implemented to support delivery against increased savings targets for 2026/27.		
2. Achieve 2026-27 savings target	Underachieved by £416k or 3%	Deficit of £5.11m on plan of £47.5m
The savings plan for 2026/27 now sits at £47.5m (both Phase 1 and Phase 2 savings). Savings of £15.2m has been retracted from budgets as at Month 05 and £14.8m of savings has been achieved with an underachievement of £416k against the target at Month 05 (3% of the target). There is an improved position in the month 05 savings reflected. Phase 1 savings have been reviewed and amended to the revised agreed targets in each Directorate. Phase 2 targets (endorsed at Trust Board in August 2026), at a value of £12.49m, are now being retracted from budgets. Whilst it is understood that they may still be instances where there is a differential between the profiling in the savings and the actual achievement it is critical that all agreed savings plans are achieved in full by financial year-end. There is a remaining gap of £5.11m within the total savings target of £47.5m.		
3. Achieve in year break even outturn within Capital Resource Limit (CRL)	£7.4m	Breakeven
As at month 05 total expenditure and commitments is £8.3m. CRL funding notified to date is £14m. Forecasted year-end position is breakeven.		
4. Prompt Payment Target - 95% of suppliers within 30 days	97.3%	97.5%
The Trust's prompt payment performance in the month of August was 97.3% with a cumulative position to date of 97.5%. Therefore, the Trust met and exceeded both it's in-month prompt payment target for August, and year-to-date cumulative position as at 31st August 2026.		

2. Financial Plan 2026-27

The Trust is forecasting a deficit position of £10.6m at month 05 in 2026/27. The forecast assumes that Directorates remain within their control totals and that the Trust achieves in full its savings plan to a value of £42.4m by financial year-end. There is still a gap of £5.11m in the overall savings plan of £47.5m. In addition, there is an emerging pressure in Energy cost forecasting an additional increase in spend of c£1.8m by financial year-end and a pressure relating to a funding deficit for Muckamore resettlement equating to £900k.

The Trust has yet to receive formal opening budget allocations from Commissioners therefore the expected income RRL is indicative and assumed income only, yet to be confirmed.

	Forecast (Month 05) £'m
RRL (per SPPG, PHA, NIMDTA)	1,104
Assumed Income	36
Expected Income RRL	1,140
Forecast Gross Spend 2026-27 at month 05	1,187
Phase 1 Savings 2026/27	(30)
Phase 2 Savings 2026/27	(12)
Increase in Energy Costs	2
Muckamore Resettlement Costs	1
Forecast Net Spend 2026-27 at month 05	1,151
Forecast Deficit at Aug 2026	(10.6)

4. Financial position at August 2026

The table below shows Pay, Non-Pay and Income budget, spend and variances year to date for each Directorate.

The actual variance against budget at Month 05 is c£7.7m overspent with the expected control total being (£5.3m), this results in a negative variance against expected control total of c£2.38m. For noting, this variance does not take account of any emerging pressures in later months but there is now a known Energy pressure reflected in the reported position below. After the budget realignment exercise undertaken in Month 05 the Directorate Variance Control Totals have been revised and the measurement against control total below reflects same.

	Pay			Non Pay			Income							
Directorate	Budget Mth 05	Actual Mth 05	Variance	Budget Mth 05	Actual Mth 05	Variance	Budget Mth 05	Actual Mth 05	Variance	Total Spend YTD	Budget YTD	Actual Variance Mth 05	Expected Control Variance Total Mth 05	Diff Actual to Control Variance Mth 05
	£'m	£'m	£'m	£'m	£'m	£'m	£'m	£'m	£'m	£'m	£'m	£'000	£'000	£'000
Medicine and Unscheduled Care	59.2	61.9	(2.7)	20.0	22.9	(2.8)	(0.3)	(0.4)	0.1	84.4	78.9	(5,451)	(3,306)	(2,145)
Surgery and Clinical Services	62.8	62.4	0.3	15.5	16.9	(1.4)	(1.3)	(1.3)	0.0	78.0	77.0	(1,031)	(640)	(392)
Children Young People & Womens Services	57.4	58.0	(0.6)	13.3	14.4	(1.1)	(1.2)	(1.2)	0.0	71.2	69.5	(1,700)	(1,495)	(205)
Mental Health and Disability	46.2	47.6	(1.4)	51.1	49.9	1.3	(5.5)	(6.0)	0.5	91.4	91.8	421	133	288
Finance, Procurement and Estates	8.1	8.0	0.1	15.7	15.8	(0.1)	(0.2)	(0.2)	(0.0)	23.6	23.6	43	25	19
Adult Community Services	60.3	59.8	0.5	49.2	52.8	(3.5)	(14.9)	(15.8)	0.9	96.8	94.7	(2,159)	(1,342)	(817)
Human Resources and Org Dev	3.2	3.0	0.1	0.7	0.9	(0.2)	(0.1)	(0.1)	(0.0)	3.9	3.8	(74)	(131)	56
Medical Director	3.7	4.5	(0.8)	0.1	0.1	(0.1)	(0.0)	(0.0)	0.0	4.6	3.8	(834)	(1,122)	288
Performance, Planning and Informatics	4.9	4.7	0.3	0.6	0.8	(0.2)	(0.5)	(0.5)	(0.0)	5.0	5.1	49	48	1
Nursing, Midwifery and AHPs	15.8	15.3	0.5	2.1	2.2	(0.1)	(2.1)	(1.9)	(0.2)	15.6	15.8	268	94	175
Chief Executive	0.8	0.6	0.1	0.0	0.1	(0.0)	0.0	(0.0)	0.0	0.7	0.8	100	(1)	102
Covid	0.8	0.6	0.1	0.8	0.8	(0.0)	0.0	0.0	0.0	1.5	1.6	124	0	124
MHD Unallocated	0.0	0.0	0.0	2.1	0.0	2.1	0.0	0.0	0.0	0.0	2.1	2,118	2,118	(0)
Trust Unallocated	0.2	0.1	0.1	0.3	0.0	0.3	0.0	0.0	0.0	0.1	0.5	400	278	122
Directorate Total	323.2	326.5	(3.3)	171.7	177.5	(5.9)	(25.9)	(27.3)	1.4	476.7	469.0	(7,725)	(5,341)	(2,384)

A figure in brackets represents an overspend. The actual variance, expected control total variance & difference to control variance columns are stated in thousands. All other columns are stated in millions.

4. Financial position at August 2026

Explanations for main variances are as follows:

- Payroll is over budget by £3.26m. Medical is overspent £6.2m and Nursing and Midwifery overspent £9.1m abated by underspends in other areas such as General Admin £2m, AHPs £1.4m and Dom Care £1.2m. The payroll variance position has benefitted overall from funding aligned in against baseline payroll deficits as part of the budget realignment exercise. Payroll spend trends remain relatively steady month on month with the exception of some expected additional spend due to temporary cover for leave over summer months.
- Non-Pay is reporting a cumulative overspend at month 05 of c£5.9m in the main due to spend within Medical & Surgical Supplies and Equipment with spend trending higher than an average 5 months from 2025/26. In addition there is a corresponding movement to that in payroll due to the budget realignment exercise. There is an emerging pressure in Energy costs which cumulatively to date is adding c£300k to the non-pay deficit. Also, an increased pressure relating to a funding deficit for Muckamore Resettlement of c£370k.
- Income is over-recovered by £1.4m, in the main due to over-recovery of Client Contribution income.

4. Financial position at August 2026

Explanations for main variances are as follows:

- There are a number of Directorates with Red Rag status due to their reported position being over the expected control total.
- The main financial pressures across operational directorates stem from medical costs, escalated beds, emergency care demand, and increased consumable usage.

MUSC

Payroll: Medical spend, mainly Medical Training Grades.

Non-Pay: Medical and surgical supplies and equipment.

Movement from control total: Movement from control total is due to spend trending higher when compared to an average 5 months in prior year, mainly within Medical and surgical supplies and Medical Training Grades. There is also some in month pressure within Nursing due to cover over summer months.

SCS

Non-Pay: Lab and theatre consumables.

Movement from control total: Movement from control total is due to some areas of spend trending higher when compared to an average 5 months in prior year, mainly within Medical and surgical supplies, Medical Training Grades, Nursing and AHPs. There is also some in month pressure within Nursing due to cover over summer months.

CYPS

Payroll: Medical spend (Medical Training Grades) and nursing in paediatrics.

Non-Pay: Medical and surgical supplies, specifically insulin pump consumables, plus Looked After Children placement payments.

Movement from control total: Movement from control total is due to some areas of spend trending higher when compared to an average 5 months in prior year, mainly within Medical and Nursing and Transport costs. There is also some in month pressure within Nursing due to cover over summer months.

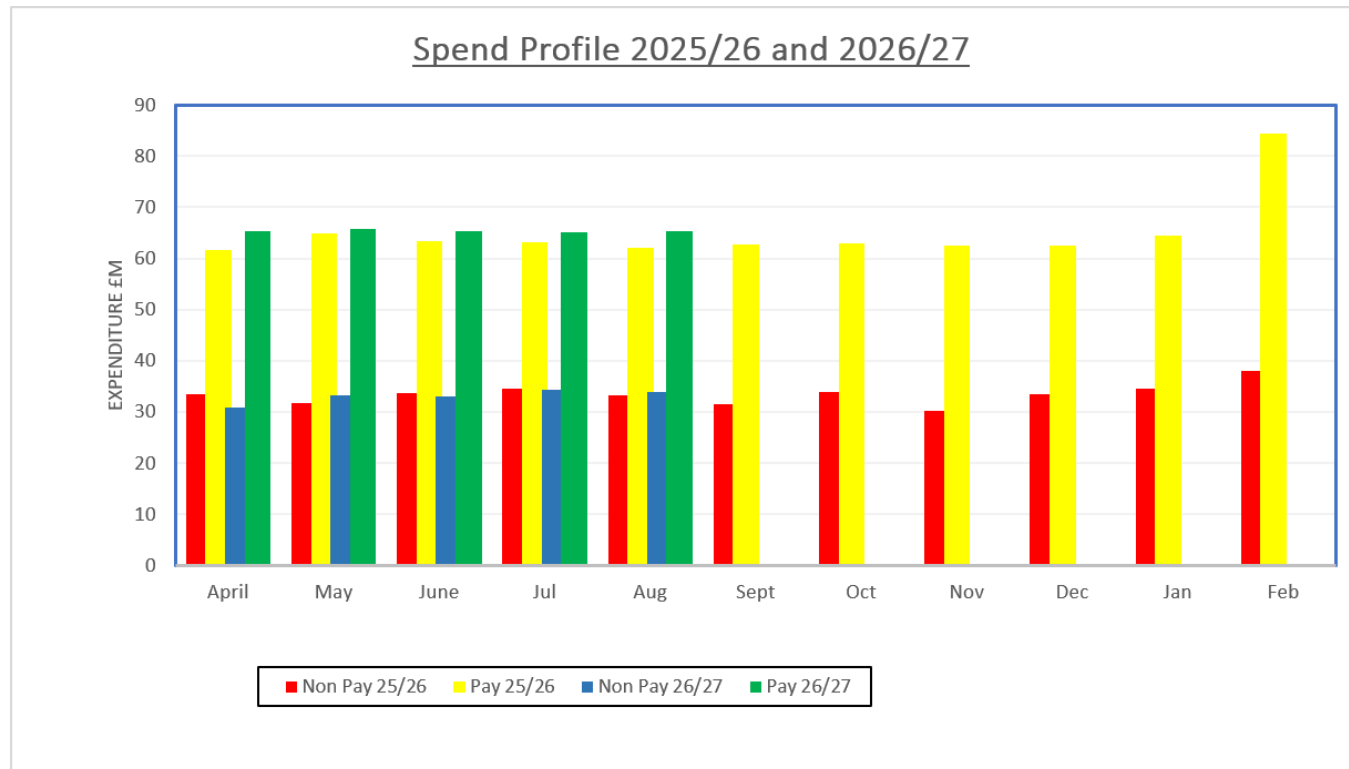
ACS

Non-Pay: Independent sector homecare and direct payments with evidence of demographic growth pressure

Movement from control total: Movement from control total is due to some areas of spend trending higher when compared to an average 5 months in prior year, mainly within homecare and Nursing. There is also some in month pressure within Nursing due to cover over summer months.

4. Financial position at August 2026

The profile of the expenditure in the Trust on Pay and Non-Pay for the 5 month period July to August is set out below. Pay in August 2026 has slightly increased when compared to July 2026 by c£230k (from £65.1m to £65.3m). Non-Pay in August has slightly decreased by £320k.



Notes: The pay segment is impacted by the number of weeks which fall within the reporting month.
Feb 2025 includes the 2025/26 AfC and Medical & Dental pay award.

5. Flexible Staff Costs as at August 2026

The table below shows the flexible staffing by Directorate YTD Aug 2026. The total cumulative spend for flexible staffing in Mth 05 is c£35.48m (11% of total payroll spend) with 1,265 WTE's employed on these flexible arrangements. Impact of Pay award related movements including National Living Wage are a contributing factor in comparison to last year.

Directorate	Cumulative to Aug 2026							Cum to Aug 2026 £000's	Cum to Aug 2025 £000's	Movement	
	Medical Agency	Nursing Agency	Agency Other	Bank	Locum on the payroll	Overtime	Additional Duty Hours			£000's	%
	£000's	£000's	£000's	£000's	£000's	£000's	£000's				
Medical and Unscheduled Care	6,701	3,153	29	2,546	379	321	59	13,186	15,135	-1,948	-13%
Surgery and Clinical Services	1,400	736	230	951	326	339	124	4,106	5,354	-1,249	-23%
Childrens Young People and Womens	1,017	81	126	1,580	163	335	79	3,380	3,408	-28	-1%
Mental Health and Disability	771	1,291	255	2,651	86	322	56	5,430	5,741	-310	-5%
Adult Community Services	319	340	103	2,767	11	246	417	4,202	4,247	-44	-1%
Finance, Procurement and Estates			121	5		96	5	227	392	-165	-42%
Human Resources & Org	-21	11	17	22	0		0	30	116	-86	-74%
Encompass								0		0	
Medical Director			9			6		15	34	-19	-56%
Nursing, Midwifery and AHP			4,316	160		112	139	4,727	4,409	318	7%
Performance and Reform			14	-7		47	2	56	747	-691	-92%
Trust Unallocated								0		0	
Covid 19			63	53	3		0	119	130	-11	-8%
Chief Executive							2	2	4	-2	-56%
Transformation & Improvement								0	35	-35	-100%
Totals	10,186	5,612	5,283	10,727	968	1,822	882	35,480	39,750	-4,270	-11%

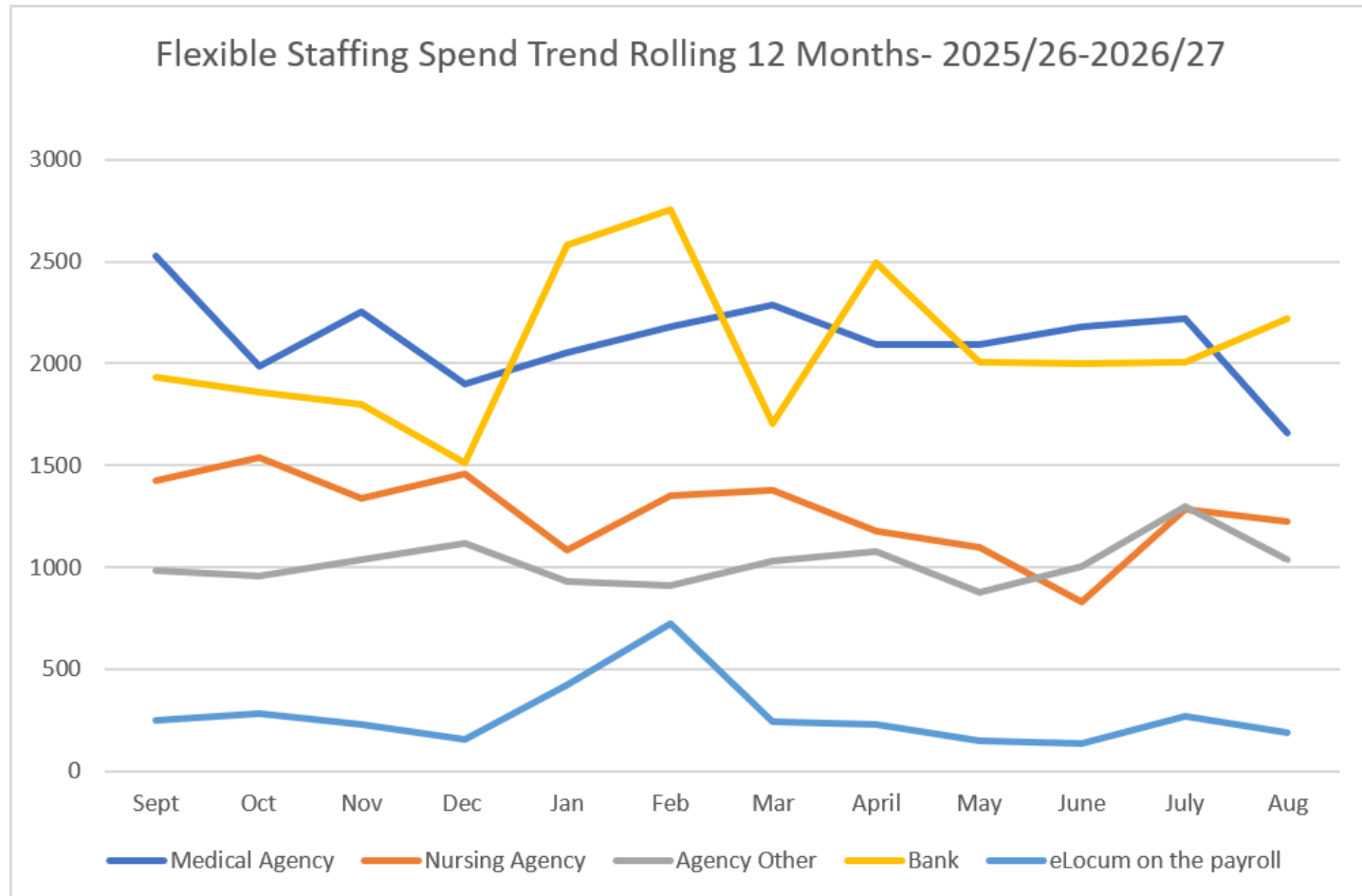
The most significant area of flexible spend is Medical Agency albeit trending at c£1.3m lower than the same period last year and to date Medical Locum savings show an overachievement against target. Nursing flexible spend has decreased when compared to the same period last year, from £8.8m to £5.6m.

There are some significant monthly movements shown between July and Aug, shown below:

- Nurse agency increased £59k
- Agency other increased £266k
- Medical Agency decreased £499k

5. Flexible Staff Costs as at August 2026

The chart below shows Flexible Staffing Spend Trend for a rolling 12 months 2025/26 and 2026/27.



*Excludes Additional Duty Hours and Overtime

6. Savings target 2026-27

The savings plan for 2026/27 sits at £47.5m, in total c4% of budget . This encompasses Phase 1 Savings of £29.9m and Phase 2 savings of £17.6m.

Savings of £15.2m has been retracted from budgets as at Month 05 and £14.8m of savings has been achieved to date with an underachievement of £416k against the target at Month 05 (3% of the target).

There is an improved position in the month 5 savings reflected. Phase 1 savings have been reviewed and amended to the revised agreed targets in each Directorate. Phase 2 targets (endorsed at Trust Board in August 2026), at a value of £12.49m, are now being retracted from budgets. Whilst it is understood that they may still be instances where there is a differential between the profiling in the savings and the actual achievement it is critical that all agreed savings plans are achieved in full by financial year-end. There is a remaining gap of £5.11m within the total savings target of £47.5m.

It is imperative that budget holders critically review their variance against savings targets with immediate remedial action considered and notified at the next Directorate RISE Steering group meeting.

Savings plans continue to be monitored and reported at directorate RISE steering group meetings and RISE programme board.

Please note the key showing the rag status denoting savings achievement has been updated to reflect the following:

RED	Less than 80% of the planned savings amount achieved
AMBER	81% – 94% of the planned savings amount achieved
GREEN	95% – 100% (or more) of the planned savings amount achieved

6. Savings target 2026-27

Scenario Number & Title	Expected Saving to Date (£)	Achieved Saving to Date (£)	Overachieved / (Unachieved) Saving to Date (£)	Expected Saving Full Year (£)
62 - Nursing Utilisation Savings	1,215,000	946,344	(268,656)	2,916,000
63 - EPCO (Enhanced Patient Care Observation)	618,048	746,000	127,952	2,169,000
65 - Medical Locum - Roster Design, Framework, Recruitment / Tempre	755,219	853,194	97,975	2,517,548
66 - Reduction in Agency "Other"	66,365	0	(66,365)	221,215
68 - Workforce Planning (Overtime and Allowances)	140,647	106,570	(34,077)	468,781
69 - Vacancy Control	2,885,643	4,023,393	1,137,750	6,925,543
70 - Non-Pay / Procurement Opportunities	830,417	293,472	(536,945)	1,993,000
71 - GIRFT - T&O Specific	62,500	20,504	(41,996)	150,000
72 - Review of CVS Contracts	79,167	25,000	(54,167)	190,000
73 - Driving Efficient Prescribing- Medicines Optimisation	625,000	540,205	(84,795)	1,500,000
74 - Review of over-ordering stock - Pharmacy	173,700	0	(173,700)	579,000
75 - Encompass Benefits Realisation	420,854	420,854	0	500,000
76 - Estates - Reduction in Leases, Review of Space Utilisation and Review of Disposal	62,500	62,500	0	150,000
77 - Estates Maintenance	1,357,500	1,357,500	0	3,258,000
78 - MICAD	195,833	192,006	(3,827)	470,000
79 - Invest to Save- Reduction in rental charges due to out right purchase of community mattresses & QI income generation	66,667	46,673	(19,994)	160,000
080 - Reducing Unwarranted Variation (Implementation of Sensible Care) - Including Optimising Tests and Investigations	531,383	531,383	(0)	1,403,000
081 - Regional Control Centre Reduced Operation Hours	19,666	19,666	(0)	46,000
083 - Embed CareLine Live Across Localities	145,833	181,842	36,009	350,000
084 - Introduction of Charging from Day One in Homes	150,000	155,283	5,283	500,000

Key:	
RED	Less than 80% of the planned savings amount achieved
AMBER	81% – 94% of the planned savings amount achieved
GREEN	95% – 100% (or more) of the planned savings amount achieved

6. Savings target 2026-27

085 - Taxi Transport Rationalisation	91,667	0	(91,667)	220,000
086 - Liaison External Group, High Cost Case Review	291,667	56,000	(235,667)	700,000
088 - Client Contributions Assessments	300,000	300,000	0	1,000,000
089 - Accounting Adjustment	1,931,800	1,931,800	0	7,106,000
090 - Other In Year Opportunities	347,869	656,552	308,683	834,886
090A - Other In Year Opportunitites PA Consulting	309,182	0	(309,182)	2,473,457
091 - Reduction in Support Services Agency	81,250	0	(81,250)	650,000
092 - Finance Data (Equip) Cleanse	847,570	847,570	(0)	847,570
093 - One Off Efficiencies Link Lab	447,000	447,000	0	800,000
094 - Staff Accommodation Charges	12,500	0	(12,500)	100,000
095 - Review Opportunity To Generate Lab & Theatre Income	25,000	0	(25,000)	200,000
096 - Examine Use of Single Use Products PA Consulting	37,500	0	(37,500)	300,000
097 - CYPWS Pipeline Schemes	37,500	25,000	(12,500)	300,000
098 - Community Service Meals, Reduced Menu Options	1,000	9,067	8,067	8,000
099 - Replace High Cost GP In Non-Acute Hospital	10,375	0	(10,375)	83,000
100 - Review of Daycare In Adult Community Services	12,500	0	(12,500)	100,000
101 - Review of Statutory Residential Homes	12,500	0	(12,500)	100,000
102 - Increasing The Products Lines For Home Delivery From BSO	12,500	0	(12,500)	100,000
	15,211,321	14,795,377	-415,944	42,390,000
Current deficit on savings				5,110,000
Total Savings 2026/27	0	0	0	47,500,000

Key:	
RED	Less than 80% of the planned savings amount achieved
AMBER	81% – 94% of the planned savings amount achieved
GREEN	95% – 100% (or more) of the planned savings amount achieved

7. Forecasted Plan 2026-27

The table below sets out the Best, Base (Plan) and Worst Case Scenarios based on current run rates, pressures and achievement of savings in month 05. Basis of assumptions for each forecast deficit are noted below.

	Best Case (Phase 1 & 2 savings & growth deficit addressed)	Base Case (Phase 1&2 savings)	Worst Case (Further 2% savings)
	£'m	£'m	£'m
Opening Forecast Net Spend (Control)	1,157	1,157	1,157
Assumed achievement of Phase 2 savings	(12)	(12)	(12)
Assume Growth deficit addressed	(3)		
Increase in Energy Costs		2	2
Muckamore Resettlement Costs		1	1
Run Rate increase in spend forecasted across Directorates			5
Savings underachievement			3
Total Forecast (Control)	1,142	1,147	1,155
Income	1,148	1,148	1,148
Additional Phase 2 Savings as per SPPG (further 1%)	(12)	(12)	(12)
Additional 2% savings SPPG			(21)
Total Income	1,136	1,136	1,116
(Deficit)/ Surplus	(5.1)	(10.6)	(39.2)

6. Forecasted Plan 2026-27 – Scenarios - basis of assumptions

Best Case Scenario: Assumes full achievement of £29.9m Phase 1 2026/27 savings plans and that £12.49m of the £17.6m Phase 2 savings are achievable in 2026/27, that the remaining growth pressure of £2.8m is addressed, that there are no emerging pressures in year and that Directorates will spend within overall control total.

Base Case Scenario: Assumes full achievement of £29.9m Phase 1 2026/27 savings plans and that £12.49m of the £17.6m Phase 2 savings are achievable in 2026/27 and that Directorates will spend within overall control total and that growth will not increase over the £2.8m deficit. However, there are assumed pressures of Energy costs £1.8m and Muckamore Resettlement pressures of £900k.

Worst Case Scenario: Assumes that as a result of the current underachievement against the 2026/27 savings plans, and expectation that for some schemes achievement is expected to plateau, that there will be a pressure of c£3m by financial year-end. In addition it assumes that the overall Directorates run rate deficit against control total will continue and cause an additional pressure of c£5m in-year as well as pressures of increasing energy costs of £1.8m and Muckamore Resettlement pressures of £900k, but that growth will not increase over the £2.8m deficit. It also assumes that SPPG will levy a further 2% of high impact savings in 2026/27 (at a value of £20.9m)

8. Capital (CRL) at August 2026

The table below show Capital (CRL) spend against budget at Month 05.

Scheme Description	Expenditure/ Commitments to Date			CRL Funding Notified		CRL Balance Remaining	
	Commitments	Specific Schemes	General Capital	Specific Schemes	General Capital	Specific Schemes	General Capital
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
DHH LOW VOLTAGE ELECTRICAL INFRASTRUCTURE	636,893	83,053		2,000,000		1,916,947	
BACKLOG MAINTENANCE	1,386,964	341,822		4,669,119		4,327,297	
GP IMP - RICHHILL HC	28,000	25,200		28,000		2,800	
GP IMPROVEMENT - MARKETHILL HC	131,909	119,335		131,909		12,574	
GP IMPROVEMENT - RATHFRILAND HC	910,485	91,000		910,485		819,485	
GP IMP - WARRENPOINT HC	212,339	193,579		212,339		18,760	
GPIMP- MID ULSTER HEALTH CARE	82,348	70,625		82,348		11,723	
GP IMPROVEMENT - BROWNLOW HC	930,809	260,000		930,809		670,809	
PRIMARY CARE INFRASTRUCTURE PROJECTS	13,971	13,971		34,489		20,518	
ICT - BLOODPAT	33,487	33,487		74,403		40,916	
GENERAL CAPITAL							
MEDICAL EQUIPMENT	815,488		246,394		2,243,216		1,996,822
INFORMATION TECHNOLOGY	406,293		5,225		500,000		494,775
TRANSPORT	693,640		417,181		695,638		278,457
ESTATES - GENERAL CAPITAL	55,881		19,460		1,181,057		1,161,597
UNAPPROVED ORDERS	7,078		-		7,078		7,078
SHORTFALL OF CREDITORS	23,931		23,931		23,931		0
CONTINGENCY	-		-		316,375		316,375
Total	6,369,516	1,232,072	712,191	9,073,901	4,967,295	7,841,829	4,255,104

As at month 05 total expenditure and commitments is £8.3m. CRL funding notified to date is £14m. Forecasted year-end position is breakeven.

9. Risks to Delivery of Plan and Proposed Actions

The key financial risks are:

Risk 1 – Underachievement of 2026/27 savings - Savings targets are under achieved at month 05 by £416k. All savings targets have now been removed from budgets (with Phase 2 targets endorsed at Trust Board in August 2026 being profiled over the remaining eight months of the year). In addition there is a risk to full delivery of the savings plan due to the remaining gap of £5.11m within Phase 2 savings targets.

Proposed Action:

Robust savings plans to be implemented and monitored closely by RISE, in particular those required under Phase 2 savings, and any underachievement to be mitigated via over-achievement in other savings plans and/or further savings plans developed to substitute. Budget holders critically review their variance against savings targets with immediate remedial action considered and notified at the next Directorate RISE Steering group meeting.

9. Risks to Delivery of Plan and Proposed Actions

Risk 2 – Control Total Deterioration - To break-even at year end, spend must be contained within forecasted spend and the variance control totals per Directorate. The Trust is running at a deficit of £2.4m against expected variance budget at Month 05, a number of directorates are outside of expected control totals (in particular operational directorates) or actuals are very close to expected and therefore there is a risk when the impact of higher costs over winter period are considered, aside from any other emerging pressures. For Directorates showing a deficit against control totals if the current trajectory of spend continues the potential additional pressure by year-end per Directorate that would be realised is as follows:

MUSC	c£5m
SCS	c£1m
CYPWS	c£500k
ACS	c£2m

Proposed Action:

Budget holders are expected to live within the forecast variance control total and implement cost control measures to address any deficit. It is critical the cost drivers are understood and that an action plan is developed to bring the financial position back into balance.

Risk 3 – Further pressures arise during the year which are unfunded -To date there are known pressures arising from increased energy costs of £1.8m and a funding deficit for Muckamore Resettlement of £900k.

Proposed Action:

No spend to be incurred without funding in place. Any unforeseen pressures to be reported to Finance and SPPG immediately. All spend proposals, including Invest to Save proposals, to be taken through SIC for discussion, review and agreement without which no spend should be committed. There must be strict SLT approval for any continued or increased bed escalations to meet demand with specific authorisation and financial controls in place regarding same.

9. Risks to Delivery of Plan and Proposed Actions

Risk 4 – Growth pressures over and above anticipated - For the 2026/27 financial year, the projected growth requirement was £5.0m, driven by £3.0m in high-cost Learning Disability and Physical Disability cases, £1.0m in Direct Payments across MHD and ACS, and £1.0m in 1-to-1 independent sector bed costs. Set against a recurrent funding allocation of £2.2m (applied in the Month 04 Financial Position) there is a known deficit of £2.8m.

Proposed Action:

All areas of projected or actual growth pressure must be reported to Finance immediately. Directorates are required to actively contain growth expenditure within approved limits or offset these increases by reducing spending elsewhere.