

BEDPLAN - ALL SITES		Click here for guidance		PLANNED AVAILABLE BEDS						
		Actual as @ 31/3/2025	Forecast as @ 31/03/2026	Q1 Plan @ 30/6/26	Q2 Plan @ 30/9/26	Q3 Plan @ 31/12/26	Q4 Plan @ 31/03/2027	Plan End 2027/28	Plan End 2028/29	
METRIC		NUMBER OF BEDS								
NON COVID Adult Beds in acute hospital setting	Total adult beds which are staffed in the system, to understand core capacity this includes scheduled and unscheduled care. Total core beds excluding trolleys and assessment areas.	1,177	1,031	1,030	1,030	1,000	1,000	1,000	1,000	1,000
COMMUNITY HOSPITALS - NON COVID Adult Beds in a Community Setting	Separate as out from hospital adult beds as different function to acute beds and staffing arrangements - support understanding of community care	140	95	95	95	95	95	95	95	95
Mental Health Beds	Separately counted as wouldn't contribute to broader hospital activity. Should reflect all mental health beds in dedicated facilities/hospitals and mental health wards in acute and community hospitals.	260	260	260	260	260	260	260	260	260
Critical Care: Beds in a general critical care unit	Adult beds providing or capable of providing level 2/3 general critical care (i.e. in a general critical care unit including isolation or side rooms).	38	38	38	38	38	38	38	38	38
Critical Care: Temporary critical care beds	Temporary beds capable of providing adult level 2/3 general critical care									
Critical Care: Beds provided in a specialist critical care unit	Adult beds providing specialist (level 2/3) critical care such as burns, cardiac, neuro, PACU (post anaesthetic care units) (paediatric critical care beds and neonatal cots should not be included within the STIMP return)	8	8	8	8	8	8	8	8	8
RING FENCED BEDS e.g. Paediatric/ Neonatal/ Maternity Beds / Cardiac/ Burns (select from dropdown)	Separate to be clearer on usable beds for core activity									
Paediatric		101	101	101	101	101	101	101	101	101
Neonatal		32	32	32	32	32	32	32	32	32
Other		220	220	220	220	220	220	220	220	220
Cardiac										
Burns										
Other										
<b>SUB TOTAL of CORE Operational Beds</b>		<b>1,991</b>	<b>1,790</b>	<b>1,790</b>	<b>1,790</b>	<b>1,760</b>	<b>1,760</b>	<b>1,760</b>	<b>1,760</b>	<b>1,760</b>
Additional Seasonal Beds	Additional beds planned to be open for seasonal period above core	0	0	0	0	30	0	0	0	0
<b>Total Core Bed Capacity</b>	<b>Total of the above categories to show core bed capacity of organisations</b>	<b>1,991</b>	<b>1,790</b>	<b>1,790</b>	<b>1,790</b>	<b>1,790</b>	<b>1,760</b>	<b>1,760</b>	<b>1,760</b>	<b>1,760</b>
Surge Capacity	Surge bed capacity - potential additional surge capacity if required									
<b>TOTAL</b>		<b>1,991</b>	<b>1,790</b>	<b>1,790</b>	<b>1,790</b>	<b>1,790</b>	<b>1,760</b>	<b>1,760</b>	<b>1,760</b>	<b>1,760</b>
		<b>PROFILE @ END OF QUARTER</b>								
		Actual as @ 31/3/2025	Forecast as @ 31/03/2026	Q1 Plan @ 30/6/26	Q2 Plan @ 30/9/26	Q3 Plan @ 31/12/26	Q4 Plan @ 31/03/2027	Plan End 2027/28	Plan End 2028/29	
NO OF BEDS OCCUPIED		1,580	1,490							
		<b>PATIENT DISCHARGE DELAYS</b>								
Number of Delayed Discharges	Number of delayed discharges from locally determined data sources on delays.	163	165	165	165	165	165	165	165	165
Impact on available bed numbers	Beds occupied by patients classed as delays as a percentage of total available beds	8.2%	9.3%	9.3%	9.3%	9.3%	9.4%	9.4%	9.4%	9.4%

	ACTUAL WTE	Q1 FORECAST	Q2 FORECAST	Q3 FORECAST	Plan End 2026/27	Plan End 2027/28	Plan End 2028/29
	ACTUAL as @ 31/3/2025						
<b>SECTION 1) WORKFORCE PLANS - ESTABLISHMENT WTE</b>							
<b>WORKFORCE ESTABLISHMENT</b>							
Administrative, Clinical & Board Members	2,875.0	2,803.6	2,803.6	2,803.6	2,803.6	2,803.6	2,803.6
Medical & Dental	1,283.4	1,317.5	1,317.5	1,317.5	1,317.5	1,317.5	1,317.5
Nursing & Midwifery Registered	5,022.1	5,018.7	5,018.7	5,018.7	5,018.7	5,018.7	5,018.7
Prof Scientific & Technical	547.1	586.3	586.3	586.3	586.3	586.3	586.3
Additional Clinical Services	3,203.0	3,077.6	3,077.6	3,077.6	3,077.6	3,077.6	3,077.6
Allied Health Professionals	1,139.8	1,182.5	1,182.5	1,182.5	1,182.5	1,182.5	1,182.5
Healthcare Scientists	602.1	585.7	585.7	585.7	585.7	585.7	585.7
Estates & Ancillary	1,276.4	1,262.7	1,262.7	1,262.7	1,262.7	1,262.7	1,262.7
Students	18.0	18.0	18.0	18.0	18.0	18.0	18.0
<b>TOTAL</b>	<b>16,287.8</b>	<b>16,052.6</b>	<b>16,052.6</b>	<b>16,052.6</b>	<b>16,052.6</b>	<b>16,052.6</b>	<b>16,052.6</b>

<b>SECTION 2) DEPLOYMENT PLANS - IN POST</b>							
<b>SUBSTANTIVE WORKFORCE (WTE IN POST)</b>							
Administrative, Clinical & Board Members	2,655.5	2,573.7	2,599.4	2,655.1	2,696.9	2,699.8	2,698.4
Medical & Dental	1,197.0	1,159.7	1,176.9	1,180.2	1,179.2	1,180.2	1,182.4
Nursing & Midwifery Registered	4,969.8	4,961.1	5,004.8	5,031.0	5,039.0	5,037.2	5,034.7
Prof Scientific & Technical	602.2	614.0	627.1	616.9	616.6	616.3	617.8
Additional Clinical Services	3,094.7	2,954.1	3,012.1	2,918.2	2,923.5	2,929.7	2,929.6
Allied Health Professionals	1,268.6	1,195.6	1,194.3	1,194.3	1,209.0	1,205.0	1,205.0
Healthcare Scientists	598.1	602.9	603.3	603.3	603.3	603.3	603.3
Estates & Ancillary	1,216.0	1,210.5	1,216.9	1,229.3	1,229.7	1,229.7	1,230.7
Students	26.8	11.2	12.2	13.2	13.2	13.2	13.2
<b>TOTAL</b>	<b>15,489.2</b>	<b>15,217.2</b>	<b>15,226.8</b>	<b>15,218.8</b>	<b>15,249.8</b>	<b>15,247.2</b>	<b>15,246.2</b>
Medical & Dental (Central Shared Service Contract)	720.0	743.1	743.1	743.1	743.1	743.1	743.1
<b>Total Inc. Medical and Dental through Shared Service</b>	<b>16,209.2</b>	<b>15,960.4</b>	<b>16,171.1</b>	<b>16,221.1</b>	<b>16,237.4</b>	<b>16,255.4</b>	<b>16,218.8</b>

<b>VARIABLE WORKFORCE (BANK AND OVERTIME)</b>							
Administrative, Clinical & Board Members		23.5	23.5	23.5	23.5	23.3	23.2
Medical & Dental		13.4	13.4	13.4	13.4	13.4	13.4
Nursing & Midwifery Registered		187.8	184.3	181.4	177.3	178.4	178.1
Prof Scientific & Technical		2.6	2.6	2.6	2.6	2.6	2.6
Additional Clinical Services		339.9	336.5	331.2	330.8	330.8	330.8
Allied Health Professionals		4.7	4.7	4.7	4.7	4.7	4.7
Healthcare Scientists		1.2	1.2	1.2	1.2	1.2	1.2
Estates & Ancillary		28.3	28.3	28.3	28.3	28.3	28.3
<b>TOTAL</b>		<b>652.9</b>	<b>642.5</b>	<b>636.3</b>	<b>629.8</b>	<b>630.7</b>	<b>630.5</b>

<b>AGENCY/LOCUM</b>							
Administrative, Clinical & Board Members		1.0	1.0				
Medical & Dental		14.8	8.7	8.7	7.7	7.7	6.7
Nursing & Midwifery Registered		42.2	42.2	42.2	42.2	42.2	42.2
Prof Scientific & Technical							
Additional Clinical Services		19.8	19.8	19.8	19.8	19.3	18.8
Allied Health Professionals							
Healthcare Scientists							
Estates & Ancillary		13.4	13.4	13.4	13.4	13.4	13.4
<b>TOTAL</b>		<b>91.2</b>	<b>85.1</b>	<b>84.8</b>	<b>82.8</b>	<b>82.8</b>	<b>80.8</b>

	ACTUAL as @ 31/3/2025	FORECAST as @ 31/03/26	Q1 FORECAST as @ 30/06/26	Q2 FORECAST as @ 30/09/26	Q3 FORECAST as @ 31/12/26	Plan End 2026/27	Plan End 2027/28	Plan End 2028/29
	<b>SUMMARY</b>							
Administrative, Clinical & Board Members	2,655.5	2,597.7	2,714.9	2,718.6	2,729.4	2,723.1	2,722.0	2,721.6
Medical & Dental	1,197.0	1,241.4	1,249.0	1,252.9	1,256.3	1,251.3	1,251.5	1,252.3
Nursing & Midwifery Registered	4,969.8	5,176.1	5,231.3	5,254.6	5,255.5	5,257.8	5,255.2	5,254.2
Prof Scientific & Technical	602.2	616.6	619.7	619.5	621.2	620.9	620.7	620.4
Additional Clinical Services	3,094.7	3,262.8	3,268.4	3,212.2	3,274.1	3,279.8	3,279.9	3,278.2
Allied Health Professionals	1,268.6	1,209.3	1,199.0	1,199.0	1,209.7	1,209.7	1,209.7	1,209.7
Healthcare Scientists	598.0	604.1	604.5	604.5	604.5	604.5	604.5	604.5
Estates & Ancillary	1,216.0	1,210.2	1,216.9	1,235.6	1,236.4	1,236.8	1,236.4	1,236.2
Students	26.8	11.2	12.2	13.2	13.2	13.2	13.2	13.2
<b>TOTAL</b>	<b>15,489.2</b>	<b>15,961.4</b>	<b>16,155.6</b>	<b>16,198.4</b>	<b>16,207.2</b>	<b>16,225.0</b>	<b>16,227.3</b>	<b>16,230.5</b>
Medical & Dental (Central Shared Service Contract)	720.0	743.1	743.1	743.1	743.1	743.1	743.1	743.1
<b>Total Inc. Medical and Dental through Shared Service</b>	<b>16,209.2</b>	<b>16,704.5</b>	<b>16,898.7</b>	<b>16,941.5</b>	<b>16,950.3</b>	<b>16,968.2</b>	<b>16,970.4</b>	<b>16,973.6</b>

	WTE split 2025/26	WTE split 2026/27
	<b>SUMMARY</b>	
Administrative, Clinical & Board Members	16%	16%
Medical & Dental	12%	12%
Nursing & Midwifery Registered	31%	31%
Prof Scientific & Technical	4%	4%
Additional Clinical Services	20%	19%
Allied Health Professionals	7%	7%
Healthcare Scientists	4%	4%
Estates & Ancillary	7%	7%
Students	0%	0%
<b>TOTAL</b>	<b>96%</b>	<b>96%</b>

**SECTION 3) SICKNESS & STAFF TURNOVER**

% SICKNESS ABSENCE	2025/26	2026/27	Staff absent per day
<b>AT Sickness absence data</b>			
Anticipated sickness rate Medical and Dental (%)	1.8%	1.8%	18
Anticipated sickness rate Nursing and Midwifery (%)	6.8%	5.8%	289
Anticipated sickness rate (All Other staff groups) (%)	6.8%	5.9%	527

% CORE WORKFORCE TURNOVER	2025/26	2026/27	WTE leaving Organisation
<b>CORE WORKFORCE</b>			
Administrative, Clinical & Board Members	10.0%	10.0%	266
Medical & Dental	5.8%	5.8%	67
Nursing & Midwifery Registered	6.1%	6.1%	299
Prof Scientific & Technical	6.0%	6.0%	37
Additional Clinical Services	9.2%	9.7%	281
Allied Health Professionals	8.8%	8.8%	106
Healthcare Scientists	5.2%	5.2%	31
Estates & Ancillary	5.2%	5.7%	61
Students			0
<b>TOTAL CORE WORKFORCE</b>	<b>7.5%</b>	<b>7.5%</b>	<b>1,139.1</b>

SECTION 4) MOVEMENTS IN SUBSTANTIVE WTE	2026/27	Administrative, Clinical & Board Members	Medical & Dental	Nursing & Midwifery Registered	Prof Scientific & Technical	Additional Clinical Services	Allied Health Professionals	Healthcare Scientists	Estates & Ancillary	Students
Starting WTE	15,217	2,673	1,169	4,864	634	2,804	1,196	603	1,211	11
Planned Inflow										
New hires from outside the organisation	1,438	383	87	390	41	305	115	31	78	2
Transfers in or other non-standard increase in staff in post	0									
Planned Outflow										
Staff leaving organisation due to standard turnover or retirement	1,130	266	67	299	37	281	106	31	62	0
Transfers out, restructures or other reduction in staff in post	0									
<b>TOTAL SUBSTANTIVE WORKFORCE AT THE END OF THE PERIOD</b>	<b>15,513</b>	<b>2,760</b>	<b>1,180</b>	<b>5,037</b>	<b>618</b>	<b>2,810</b>	<b>1,206</b>	<b>604</b>	<b>1,226</b>	<b>11</b>
Check variance		(8)	(1)	(8)	(8)	(8)	(8)	0	0	0



CHC/FNC - PATIENT NUMBERS	Click here for guidance		Plan as @ 31/03/2027	Plan as @ 31/03/2028	Plan as @ 31/03/2029
	Actual @ 31/03/25	Forecast as @ 31/03/2026			
CHC and FNC PATIENT NUMBERS supported at period end (including Fast Tracks and Joint Funded packages)	1,982	2,032	2,094	2,176	2,258

Plan profile			
Plan at 30/6/26 (t1)	Plan at 30/9/26 (t2)	Plan at 31/12/26 (t3)	Plan at 31/03/27 (t4)
2,033	2,054	2,074	2,094



CANCER CARE					
	Click here for Guidance				
	FY 2024/25 ACTUAL	FY 2025/26 FORECAST	Plan 2026/27	Plan 2027/28	Plan 2028/29
METRIC	No's				
<b>Cancer</b>					
Anticipated new referrals	27,948	28,968	30,495	31,932	33,528
% Planned compliance with single cancer pathways performance	67%	63%	72%	75%	75%
% Planned reduction in backlog of those patients waiting over 62 days	35%	5%	-83%	0%	0%
GP Urgent Cancer OPD referral numbers	21,509	22,704	23,589	25,031	26,282



Plan Profile														
APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	Average	Total	
2,48%	2,63%	2,67%	2,78%	2,47%	2,78%	2,70%	2,39%	2,21%	2,56%	2,39%	2,42%	2,54%	30,495	
62%	47%	68%	68%	71%	75%	75%	75%	75%	75%	75%	75%	72%		
-100%	-92%	-85%	-78%	-70%	-63%	-55%	-48%	-40%	-33%	-25%	-18%	-59%		
1,954	2,002	2,082	2,185	1,852	2,126	2,095	1,840	1,707	2,016	1,840	1,890	1,966	23,589	





F1 - Revenue Plan

#REF!	Year 2026/27		Year 2027/28		Year 2028/29
	In Year Effect	FYE of Recurring	In Year Effect	FYE of Recurring	In Year Effect
	£'000		£'000	£'000	£'000
<b>MOVEMENT OF OPENING FINANCIAL PLAN TO FORECAST OUTTURN</b>					
<b>Total: B/F ULD from Previous Year</b>	(69,544)	(69,544)	(86,547)	(86,547)	(86,547)
<b>Income Assumptions</b>					
Allocation Letter Revenue Funding Uplift / (Reduction)	13,981	13,981			
WG RRL / WG Income Uplift / (Reduction)	0	0			
Other Income Uplift / (Reduction)	1,900	1,900			
<b>Total Revenue Uplift / (Reduction)</b>	<b>15,881</b>	<b>15,881</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Cost Pressures (Populated from F5 - Cost Pressures)</b>					
Macro Economic Inflation	(18,873)	(18,873)			
Volume Growth	(20,979)	(20,979)			
Contractual or unavoidable	(30,712)	(30,712)			
National Investment Decisions	(5,626)	(5,626)			
Local Investment Decisions	0	0			
<b>Total Cost Pressures</b>	<b>(76,190)</b>	<b>(76,190)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Items</b>					
Planned Profit / (Loss) on Disposal of Assets					
Planned Release of Uncommitted Contingencies & Reserves (Positive Value)					
<b>Total Other Items</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Pressure before savings applied</b>	<b>(129,853)</b>	<b>(129,853)</b>	<b>(86,547)</b>	<b>(86,547)</b>	<b>(86,547)</b>
<b>Savings (Populated from Savings Tracker)</b>					
Saving Schemes (Green and Amber)	7,714	4,799			
Saving Schemes (Red)	10,165	10,626			
Pipeline and Planning Assumptions	25,202	27,836			
Net Income Generation (Profit Element Only)	225	45			
<b>Total Savings</b>	<b>43,306</b>	<b>43,306</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Revenue Financial Plan</b>	<b>(86,547)</b>	<b>(86,547)</b>	<b>(86,547)</b>	<b>(86,547)</b>	<b>(86,547)</b>

#REF!

MMR Basis Submission Period

## NET EXPENDITURE PROFILE ANALYSIS

Forecast 2025/26	PLAN YEAR-END POSITION 2026/27	PLAN YEAR-END POSITION 2027/28	PLAN YEAR-END POSITION 2028/29
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METRIC

£'000

SUMMARISED STATEMENT OF COMPREHENSIVE NET EXPENDITURE/INCOME				
Revenue Resource Limit	1,588,419	1,518,320		
Capital Donation / Government Grant Income (Health Board only)	1,021	500		
Welsh NHS Local Health Boards & Trusts Income	117,853	118,915		
JCC Income	406,956	405,350		
Welsh Government Income (Non RRL)	17,009	15,731		
Other Income	140,462	137,956		
<b>SUB TOTAL INCOME</b>	<b>2,271,720</b>	<b>2,196,772</b>	<b>0</b>	<b>0</b>
Primary Care Contractor (excluding drugs, including non resource limited expenditure)	202,501	205,188		
Primary Care - Drugs & Appliances	99,177	109,788		
Provided Services - Pay	1,036,910	1,035,510		
Provider Services - Non Pay (excluding drugs & depreciation)	241,415	212,837		
Secondary Care - Drugs	177,621	180,370		
Healthcare Services Provided by Other NHS Bodies	288,048	304,135		
Non Healthcare Services Provided by Other NHS Bodies	0	0		
Continuing Care and Funded Nursing Care	120,062	127,904		
Other Private & Voluntary Sector	36,021	14,587		
Joint Financing and Other	0	0		
Losses, Special Payments and Irrecoverable Debts	3,629	0		
Exceptional (Income) / Costs - (Trust Only)	0	0		
Total Interest Receivable - (Trust Only)	0	0		
Total Interest Payable - (Trust Only)	0	0		
DEL Depreciation\Accelerated Depreciation\Impairments	50,644	88,831		
AME Donated Depreciation\Impairments	71,806	4,120		
Uncommitted Reserves & Contingencies	0	0		
Profit\Loss Disposal of Assets	119	50		
<b>SUB TOTAL EXPENDITURE</b>	<b>2,327,952</b>	<b>2,283,319</b>	<b>0</b>	<b>0</b>
<b>TOTAL DEFICIT/SURPLUS</b>	<b>(56,233)</b>	<b>(86,547)</b>	<b>0</b>	<b>0</b>

## 1) Pay Expenditure Profile

TOTAL CORE WORKFORCE	991,017	994,800		
TOTAL VARIABLE PAY	61,515	33,044		
TOTAL AGENCY/LOCUM	4,997	24,447		
<b>TOTAL</b>	<b>1,057,529</b>	<b>1,052,292</b>	<b>0</b>	<b>0</b>
<b>TOTAL PAY IN OTHER EXPENDITURE LINES (inc. PRIMARY CARE)</b>	<b>20,619</b>	<b>16,782</b>	<b>0</b>	<b>0</b>
<b>TOTAL PAY in net expenditure analysis</b>	<b>1,036,910</b>	<b>1,035,510</b>	<b>0</b>	<b>0</b>

**ULD - Reconciliation between the 2025/26 outturn and the b/f ULD**

MMR Basis Submission Period

Feb-26

**Reconciliation between the 2025/26 Outturn and the ULD**

Forecast Financial Surplus / (Deficit) 2025/26 (56,233)

	In Year Effect £'000	FYE Recurring £'000	
2025/26 b/f ULD	(59,900)	(59,900)	-
Income & Funding	23,175	22,551	(624)
Cost pressure	(62,069)	(58,868)	3,201
Savings	30,634	26,673	(3,961)
Mitigations	10,295	-	(10,295)
Accountancy Gains	1,632	-	(1,632)
Other	(0)	-	0
<b>Total Reconciling items</b>			<b>(13,311)</b>
<b>2026/27 B/F Underlying Deficit</b>			<b>(69,544)</b>

	Classification	In Year Effect £'000	FYE of Recurring £'000	Reconciling Items £'000
Underlying Position b/fwd from Previous Year - must agree to M12 MMR (Deficit - Negative Value)	2025/26 b/f ULD	(59,900)	(59,900)	-
Cost Pressures (Negative Value)	Cost pressure	(51,100)	(51,100)	-
Allocation Letter Revenue Funding Uplift / WG RRL / WG Income Uplift	Income & Funding	20,297	20,297	-
Other Income Uplift / (Reduction)	Income & Funding	2,471	2,471	-
RRL Profile - phasing only (in-year effect should total nil /Column C)	Income & Funding	0	0	-
Planned (Finalised) Green and Amber Savings Plan	Savings	22,185	20,891	(1,294)
Planned (Finalised) Net Income Generation	Savings	2,063	2,150	87
Planned Profit / (Loss) on Disposal of Assets	Other	0	0	-
Planned Release of Uncommitted Contingencies & Reserves (Positive Value)	Other	0	-	-
		0	-	-
Red, Pipeline and Planning Assumption Savings still to be finalised at Month 1	Savings	7,751	8,959	1,208
<b>Opening IMTP / Annual Operating Plan</b>		<b>(56,233)</b>	<b>(56,232)</b>	<b>1</b>
Reversal of Red, Pipeline and Planning Assumption Savings still to be finalised at Month 1	Savings	(7,751)	(8,959)	(1,208)
		0	-	-
Additional In Year & Movement from Planned Profit / (Loss) on Disposal of Assets	Other	0	-	-
Other Movement in Month 1 Planned & In Year Net Income Generation	Income & Funding	407	(217)	(624)
Other Movement in Month 1 Planned Savings - (Underachievement) / Overachievement	Savings	(4,652)	(5,585)	(933)
Additional In Year Identified Savings - Forecast	Savings	11,038	9,217	(1,821)
Variance to Planned RRL	Income & Funding	(1)	-	1
Additional In Year & Movement in Planned Welsh Government Funding & Other Income	Income & Funding	0	0	(0)
In Year Accountancy Gains	Accountancy Gains	1,632	0	(1,632)
Unplanned Spend Reductions	Mitigations	10,295	0	(10,295)
Unplanned Cost Pressures	Cost pressure	(10,969)	(7,768)	3,201
Planned Mitigations Yet To Be Finalised	Mitigations	0	0	-
Unplanned Additional Required Mitigations Yet To Be Finalised	Mitigations	0	0	-
Other	Other	(0)	0	0
				-
				-
				-
				-
				-
				-
				-
				-
<b>Forecast Outturn (- Deficit / + Surplus)</b>		<b>(56,233)</b>	<b>(69,544)</b>	<b>(13,311)</b>

**ULD - Drivers of the Underlying Deficit**

Ref	Service Area	Description	Income / Expenditure Type	Cost pressure theme	Planned cost pressure not covered due to non-delivery of planned savings	Recurring value £'000
1	Commissioned Services (as Com)	KC / Velindre Plan Funding & Commissioner Share	Commissioned services	Volume or demand related	y	(15,062)
2	Primary and Community Care	Primary / Vocines / F&P	Primary Care Drugs	Volume or demand related	y	(14,793)
3	Primary and Community Care	CHC	CHC/PNC	Volume or demand related	y	(12,451)
4	Mental Health	CHC	CHC/PNC	Volume or demand related	y	(4,609)
5	Secondary / Acute Care Services	NICE & Non NICE Drugs / 1P10s	Secondary Care Drugs	Volume or demand related	y	(11,672)
6	All Service Areas	Band 2-3 HC/SW	Pay - Nursing	Contractual/Unavoidable (Cross system or from other organisations)	y	(3,087)
7	Mental Health	Out of Area Placements	Non-Pay - Clinical	Contractual/Unavoidable (Cross system or from other organisations)	y	(2,383)
8	All Service Areas	Employers' National Insurance	Pay - General	Volume or demand related	y	(1,600)
9	All Service Areas	Other Operational Pressures	Non-Pay - Other	Volume or demand related	y	(3,881)
10		(None Test)				
11		(None Test)				
12		(None Test)				
13		(None Test)				
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100		(None Test)				
<b>101</b>	<b>Total</b>					<b>(69,544)</b>
	<b>Total as per F3s</b>					<b>(69,544)</b>









F7 - Opportunity Pipeline

Pipeline of Opportunities, Choices and Potential Disinvestments £'m						
Title	Scope	Total value Opportunity £'m	2026/27 ambition £'m	2027/28 ambition £'m	V&S Board Category	Programme Complexity
Length of Stay - Non-Electiv	Reduce non-elective length of stay to peer median to allow beds to be clos	18.14	1.60		Other	5 - High
Length of Stay - Non-Electiv	Reduce non-elective length of stay to peer upper quartile (once median ac	21.46			Other	5 - High
Workforce Productivity - T	Reduce agency by a further 30% based on 25/26 outturn	1.80	1.80		1) Workforce	5 - High
Workforce Productivity - T	Stop Waiting List Initiative (WLI) payments in Radiology (part of business c	0.70	0.70		1) Workforce	5 - High
Workforce Productivity - T	Reduce bank expenditure by >10%, across all staff groups	6.00	4.00		1) Workforce	5 - High
Workforce Deployment	Change Nurse staffing fill rate from 100% substantive to 95%, with 5% flex	1.60	1.60		1) Workforce	5 - High
Workforce Deployment	Change Nurse staffing fill rate from 95% substantive to 90%, with 5% flex f	1.60			1) Workforce	5 - High
Workforce Deployment	No Nurse & Midwifery graduate recruitment in 26/27 - to support the cha	0.00	2.20		1) Workforce	5 - High
Service Consolidation	Local Supplementary Services are not mandated, there are commissioned	2.20			Other	5 - High
Service Consolidation	There are a small number of home births each year (~30). Closure of the s	0.08			Other	5 - High
Service Consolidation	There are currently two emergency admission pathways for children - one	1.20			Other	5 - High
CHC	Limit the uplift to 1.11% in line with WG allocation on the basis more can	4.80	4.80		4) CHC	5 - High
CHC	A middle ground position that may reflect a 'floor' uplift of 1.11% with a p	0.00			4) CHC	5 - High
CHC	Align with LA uplifts – current likely to be around 5-6%with our weighted a	0.00			4) CHC	5 - High
Medicines Management	Undertake a triangulation of risk, opportunity and scale across all NICE dru	0.00			2) Medicines Management	5 - High
Medicines Management	Wet AMD medication, three opportunities:1. Aflibercept - switch to off pat	2.70	1.00		2) Medicines Management	5 - High
Medicines Management	Actions on high-cost drug pathways (gastro, rheum, MS):1. Review pathwa	2.00	0.80		2) Medicines Management	5 - High
Medicines Management	1. Delivery of further medicines managment opportunities: Mandate direc	0.00			2) Medicines Management	5 - High
Planned Care Productivity	Outpatients productivity levels are lower than peer organisation. Deliverin	5.50			Other	5 - High
Planned Care Productivity	Theatre Utilisation is below the GIRFT standard, delivering a programme o	1.50			Other	5 - High
Mental Health	Significant improvement opportunities across Mental Health, a transforma	2.00			Other	5 - High
Housekeeping / Grip and C	1% target across all areas	8.00	8.90		Other	5 - High
Income generation	Income generation	2.00	2.00		Other	5 - High
facilities and estates	Addressing estate; Rationalise estate; Space utilisation; Waste reduction/e	2.00	2.10		Other	5 - High
Procurement	Value for money; Info governance; Supply chain; Contract mgmt; Governan	4.00	4.00		3) Procurement & Non-pay	5 - High
Medicines management	VAT efficiency; Remove unwarranted variation; Generics vs branded; NUG	4.00	4.00		2) Medicines Management	5 - High
CHC	Performance management; Joint packages; Step down/new models	3.00	3.00		4) CHC	5 - High
<b>TOTAL</b>		<b>96.28</b>	<b>42.50</b>	<b>0.00</b>		

F8 - Pay Split

<b>PAY EXPENDITURE BREAKDOWN</b>	<b>FORECAST 2025/26</b>	<b>PLAN YEAR-END POSITION 2026/27</b>
<b>METRIC</b>	<b>£'000</b>	
<b>SUBSTANTIVE WORKFORCE</b>		
Administrative, Clerical & Board Members	127,287	128,066
Medical & Dental	268,407	266,014
Nursing & Midwifery Registered	283,433	293,587
Prof Scientific & Technical	43,065	51,667
Additional Clinical Services	112,840	101,423
Allied Health Professionals	73,365	68,648
Healthcare Scientists	37,705	40,570
Estates & Ancillary	43,206	42,307
Students	1,710	2,526
<b>TOTAL SUBSTANTIVE WORKFORCE</b>	<b>991,017</b>	<b>994,809</b>
<b>VARIABLE PAY</b>		
Administrative, Clerical & Board Members	1,586	1,378
Medical & Dental	23,759	1,578
Nursing & Midwifery Registered	13,880	14,453
Prof Scientific & Technical	542	542
Additional Clinical Services	17,711	11,405
Allied Health Professionals	2,017	2,216
Healthcare Scientists	656	278
Estates & Ancillary	1,365	1,186
Students	(2)	(0)
<b>TOTAL VARIABLE PAY</b>	<b>61,515</b>	<b>33,035</b>
<b>AGENCY/LOCUM</b>		
Administrative, Clerical & Board Members	285	368
Medical & Dental	783	20,199
Nursing & Midwifery Registered	2,112	2,416
Prof Scientific & Technical	1	1
Additional Clinical Services	583	242
Allied Health Professionals	1,142	824
Healthcare Scientists	4	269
Estates & Ancillary	88	128
Students	-	-
<b>TOTAL AGENCY/LOCUM</b>	<b>4,997</b>	<b>24,447</b>
<b>Summary</b>		
	<b>FORECAST 2025/26</b>	<b>PLAN YEAR-END POSITION 2026/27</b>
Administrative, Clerical & Board Members	129,157	129,812
Medical & Dental	292,949	287,791
Nursing & Midwifery Registered	299,426	310,456
Prof Scientific & Technical	43,608	52,210
Additional Clinical Services	131,134	113,070
Allied Health Professionals	76,524	71,689
Healthcare Scientists	38,365	41,117
Estates & Ancillary	44,658	43,621
Students	1,708	2,526
<b>SUMMARY - TOTAL PAY</b>	<b>1,057,530</b>	<b>1,052,292</b>





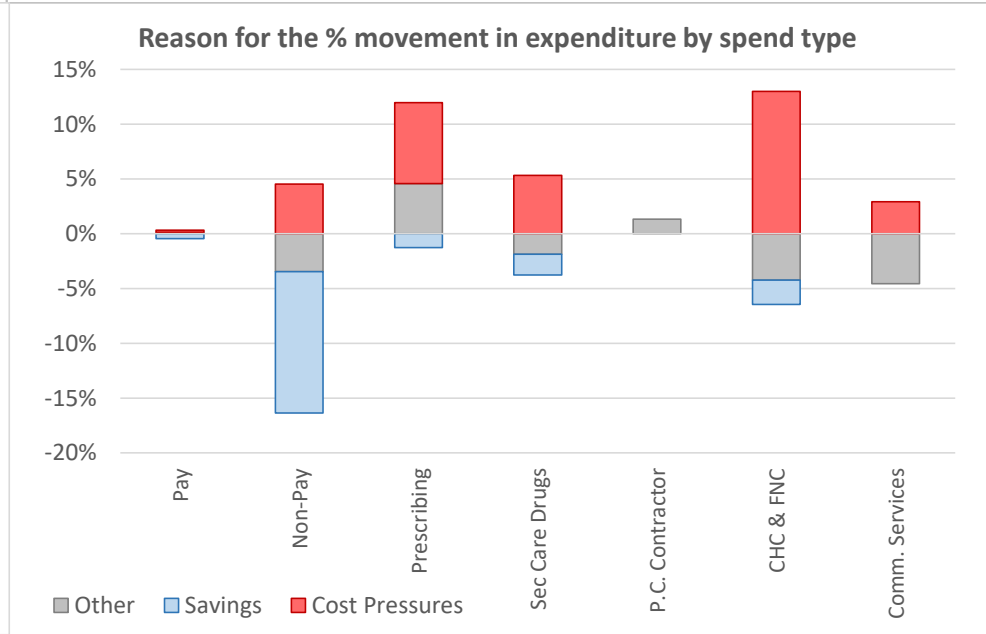
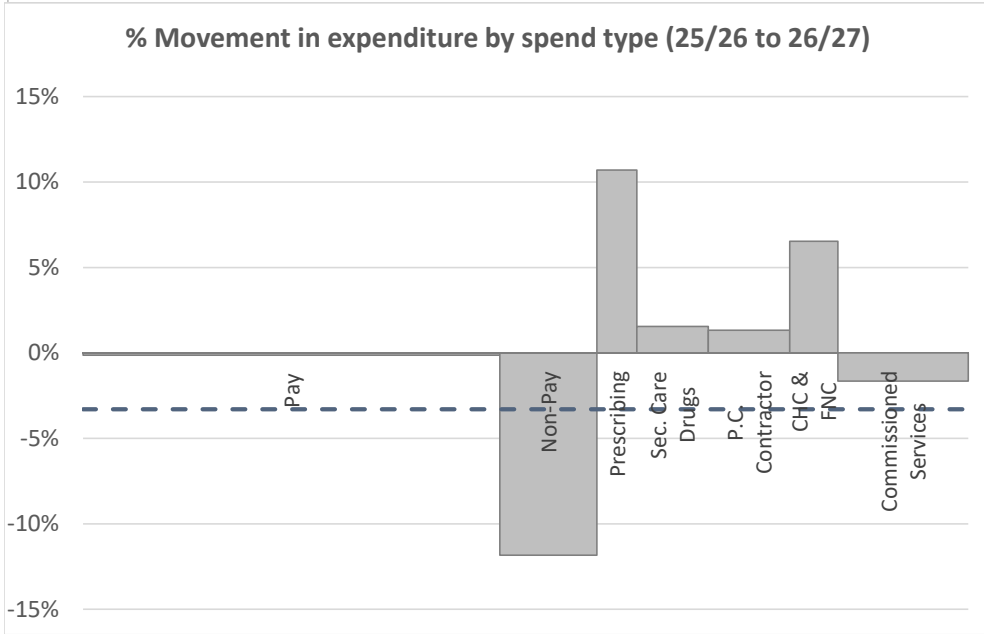
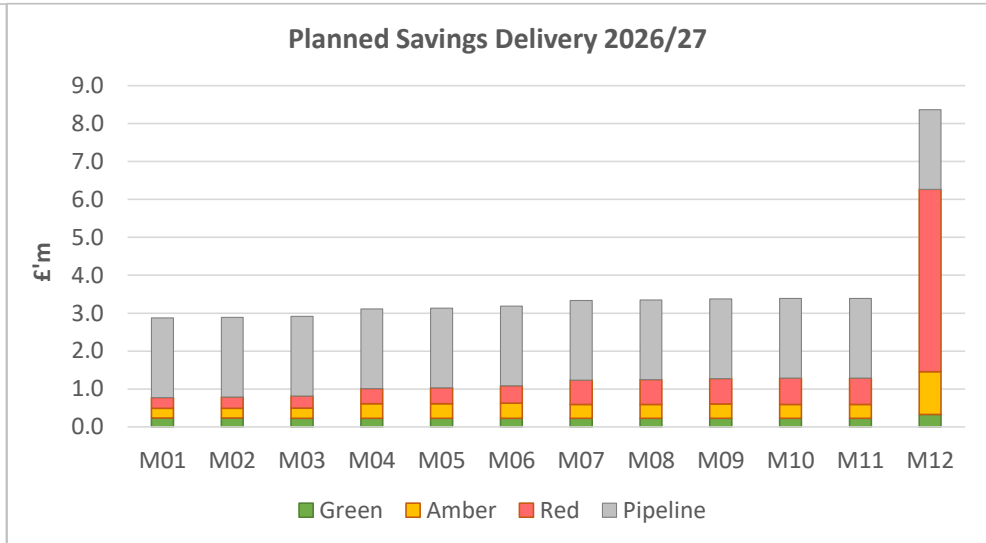
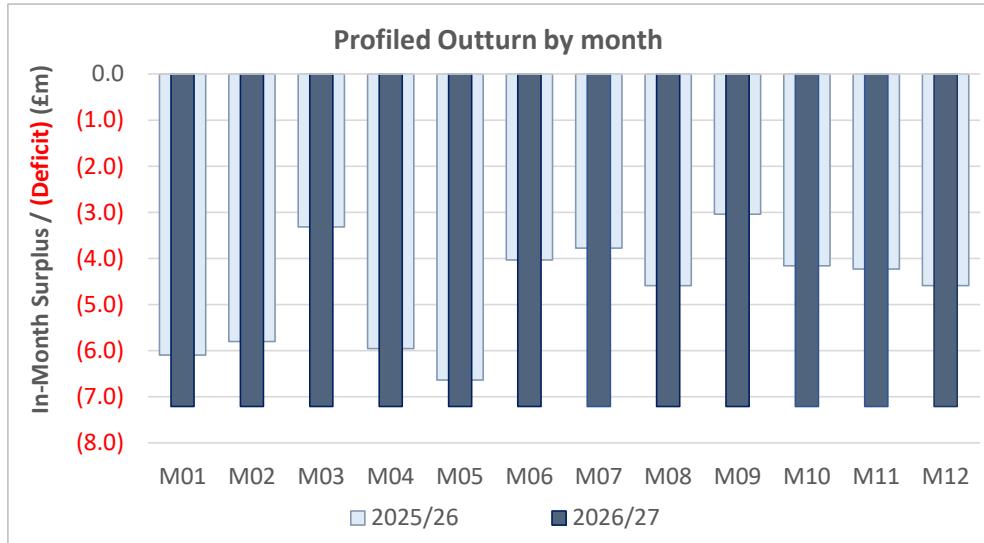
OTHER ESTATES DATA	Date	Notes
Date of Last Estates Condition Survey		
Date of Last Review of Estates Strategy		

KEY PERFORMANCE INDICATORS	2025-26- as per EFPMS £m	2026-27 Plan £m
High Risk Backlog Maintenance		
	%	%
Physical Condition: % in Category B or above		
Statutory, Safety & Compliance: % in Category B or above		
Fire Safety Compliance : % in Category B or above		
Functional Suitability: % in Category B or above		
Space Utilisation: % in Category F or above		
Energy Performance: % with Energy B or better		

# Graphs to provide a high level visualisation of the plan for 2026/27

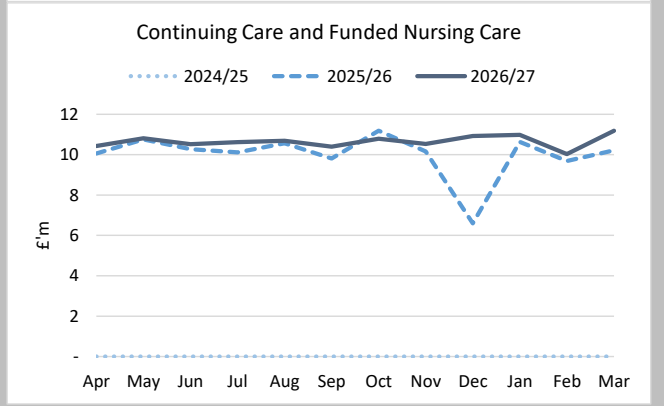
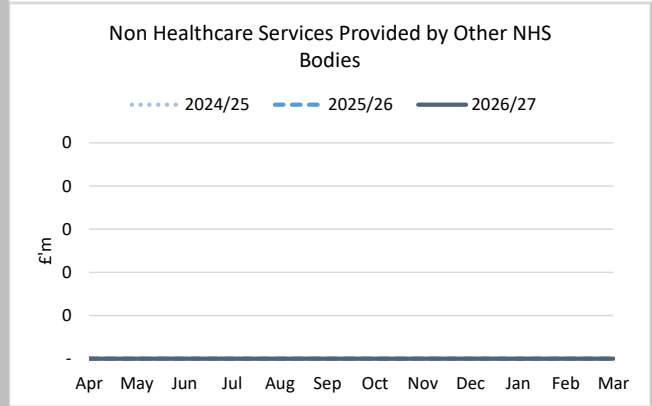
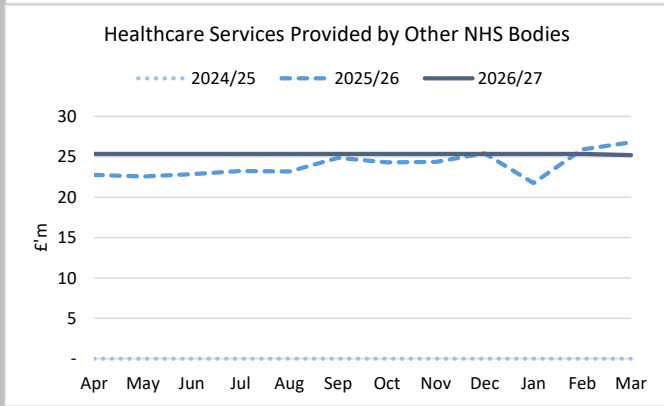
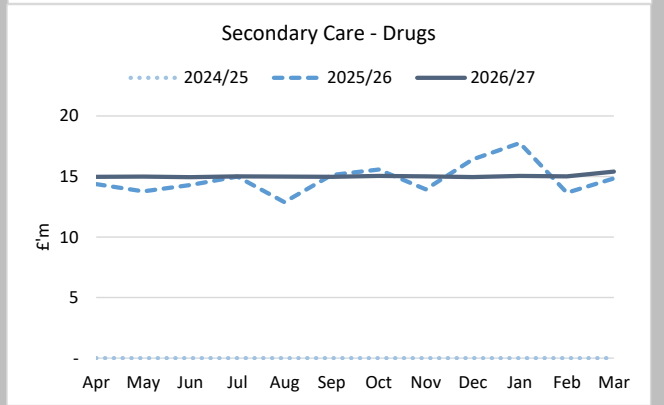
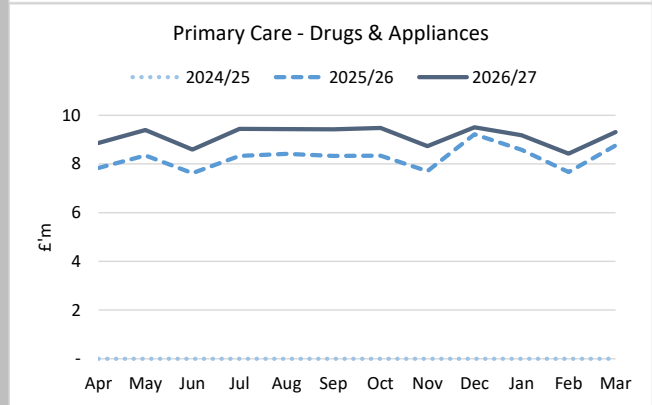
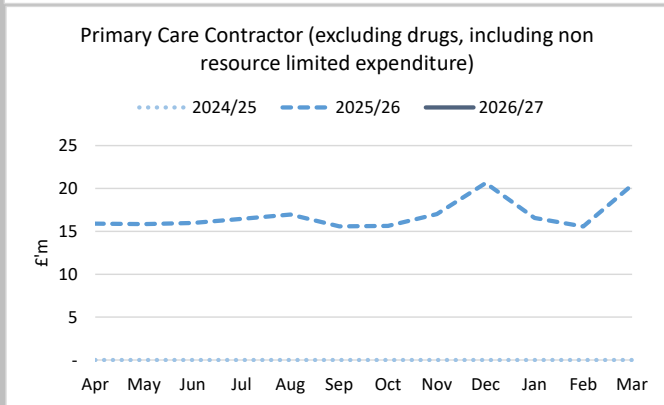
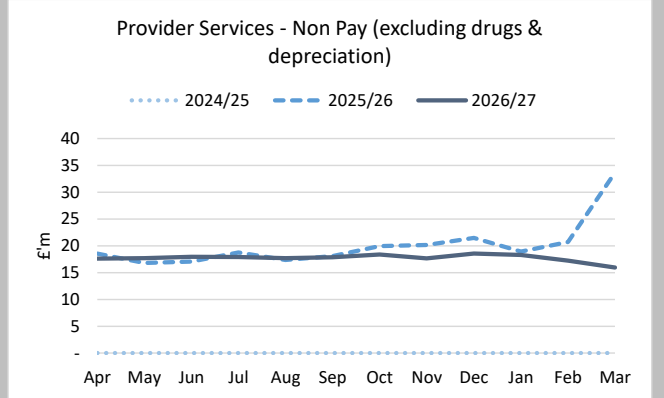
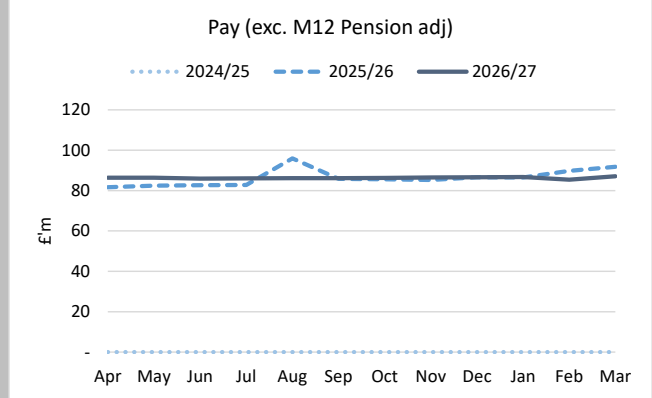
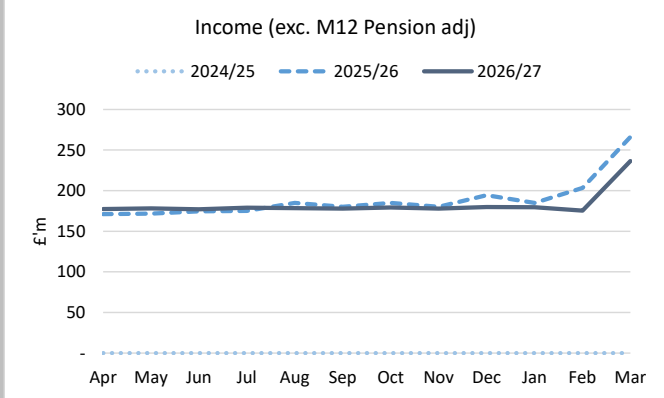
Organisation

#REF!



# Expenditure Profile Graphs

#REF!



## Reconciling 2025/26 Forecast Outturn to 2026/27 Plan

Organisation

#REF!

Movement in Funding compared to 2025/26

ANALYSIS of Funding Movement £'000	Forecast 2025/26	In year funding uplift	Savings	Underlying deficit adjustment	Other (Balancing Figure)	Plan 2026/27
Income and Funding (£)	2,271,720	15,881	225	(624)	(90,430)	2,196,772

ANALYSIS of Funding Movement %	In year funding uplift	Savings	Underlying deficit adjustment	Other (Balancing Figure)	Total Movement
Income and Funding (%)	1%	0%	(0%)	(4%)	(3%)

## Movement in Expenditure compared to 2025/26

ANALYSIS of Expenditure Movement £'000	Forecast 2025/26	New cost pressures	Savings (inc. Pipeline)	Underlying deficit adjustment	Other (Balancing Figure)	Plan 2026/27
Total Expenditure (£)	2,327,952	76,190	(43,081)	12,687	(90,429)	2,283,319

ANALYSIS of Expenditure Movement %	New cost pressures	Savings (inc. Pipeline)	Underlying deficit adjustment	Other (Balancing Figure)	Total Movement
Total Expenditure (%)	3%	(2%)	1%	(4%)	(2%)

## Movement in Expenditure by Expenditure Type compared to 2025/26

ANALYSIS of Expenditure Movement £'000	Forecast 2025/26	New cost pressures	Savings (inc. Pipeline)	ULD & Other (Balancing Figure)	Plan 2026/27
Primary Care Contractor	202,501	0	0	2,687	205,188
Primary Care - Drugs & Appliances	99,177	7,325	(1,261)	4,547	109,788
Pay	1,036,910	1,956	(4,651)	1,295	1,035,510
Non Pay	241,415	10,953	(31,148)	(8,383)	212,837
Secondary Care - Drugs	177,621	9,442	(3,344)	(3,348)	180,370
Continuing Care and Funded Nursing Care	120,062	15,591	(2,677)	(5,072)	127,904
Commissioned Services	324,069	9,423	0	(14,770)	318,722
<b>Total (Exc. AME, Non-Cash Del and other special costs)</b>	<b>2,201,754</b>	<b>54,690</b>	<b>(43,081)</b>	<b>(23,045)</b>	<b>2,190,318</b>
AME, Non-Cash Del and other special costs	126,198	21,500	0	(54,697)	93,001
	<b>2,327,952</b>	<b>76,190</b>	<b>(43,081)</b>	<b>(77,742)</b>	<b>2,283,319</b>

ANALYSIS of Expenditure Movement %
Primary Care Contractor (%)
Primary Care - Drugs & Appliances (%)
Pay (%)
Non Pay (%)
Secondary Care - Drugs (%)
Continuing Care and Funded Nursing Care (%)
Commissioned Services (%)
<b>Total (Exc. AME, Non-Cash Del and other special costs) (%)</b>

New cost pressures	Savings (inc. Pipeline)	ULD & Other (Balancing Figure)	Total Movement
0%	0%	1%	1%
7%	(1%)	5%	11%
0%	(0%)	0%	(0%)
5%	(13%)	(3%)	(12%)
5%	(2%)	(2%)	2%
13%	(2%)	(4%)	7%
3%	0%	(5%)	(2%)
<b>2%</b>	<b>(2%)</b>	<b>(1%)</b>	<b>(1%)</b>

## Summary of the cost pressure drivers of the ULD

Organisation

#REF!

ULD by Service Area £'000	£'000
Secondary / Acute Care Services	(11,672)
Primary and Community Care	(27,248)
Mental Health	(6,994)
Clinical Support	0
Non-Clinical Support, Estates, Executive and Corporate	0
Commissioned Services (as Commissioner)	(15,062)
Commissioned Services (as Provider)	0
All Service Areas	(8,568)
Other	0

<b>Total ULD</b>	<b>(69,544)</b>
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ULD by Expenditure Type £'000	£'000
Income - WG	0
Income - Other	0
Pay - Medical & Dental	0
Pay - Nursing	(3,087)
Pay - Additional Clinical Services	0
Pay - Admin & Clerical	0
Pay - Other Staff groups	0
Pay - General	(1,600)
Non-Pay - Clinical	(2,385)
Non-Pay - Other	(3,881)
Primary Care Contractor	0
Primary Care Drugs	(14,797)
Secondary Care Drugs	(11,672)
CHC/FNC	(17,060)
Commissioned services	(15,062)
Other	0
<b>Total ULD</b>	<b>(69,544)</b>

ULD by Cost Pressure Theme	£'000
Macro economic inflation	0
Volume or demand related	(64,857)
Contractual/Unavoidable (Cross system or from other organisations)	(4,687)
National investment decision	0
Local investment decision or choice to expand or improve services	0
Productivity / efficiency - unwarranted variation	0
Other	0

<b>Total ULD</b>	<b>(69,544)</b>
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**Breakdown of Cost Pressures by Expenditure Type**

Cost Pressures by Category £'000	2026/27 In year Effect	
	In Year Effect	o/w Specifically funded
Macro Economic Inflation	18,873	0
Volume Growth	20,979	0
Contractual or unavoidable	30,712	0
National Investment Decisions	5,626	0
Local Investment Decisions	0	0
<b>Grand Total</b>	<b>76,190</b>	<b>0</b>

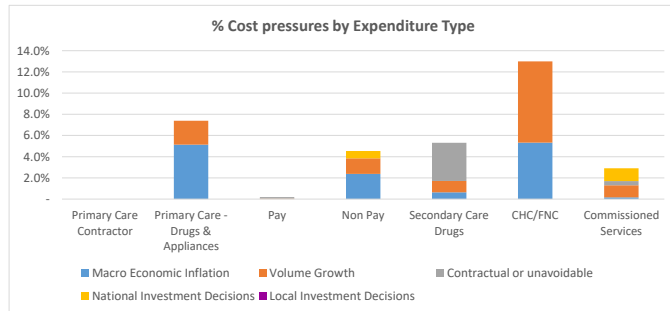
2026/27 FYE	
FYE	o/w Specifically funded
18,873	0
20,979	0
30,712	0
5,626	0
0	0
<b>76,190</b>	<b>0</b>

Cost Pressures by Expenditure £'000	2026/27 In year Effect	
	In Year Effect	o/w Specifically funded
Primary Care Contractor	0	0
Primary Care - Drugs & Appliances	7,325	0
Pay	1,956	0
Non Pay	10,953	0
Secondary Care Drugs	9,442	0
CHC/FNC	15,591	0
Commissioned Services	9,423	0
AME and Other	21,500	0
<b>Grand Total</b>	<b>76,190</b>	<b>0</b>

2026/27 FYE	
FYE	o/w Specifically funded
0	0
7,325	0
1,956	0
10,953	0
9,442	0
15,591	0
9,423	0
21,500	0
<b>76,190</b>	<b>0</b>

Cost Pressures by Category	Macro Economic Inflation	Volume Growth	Contractual or unavoidable	National Investment Decisions	Local Investment Decisions	Total Cost Pressure
Primary Care Contractor	0	0	0	0	0	0
Primary Care - Drugs & Appliances	5,089	2,236	0	0	0	7,325
Pay	0	400	1,556	0	0	1,956
Non Pay	5,745	3,521	0	1,687	0	10,953
Secondary Care Drugs	1,141	1,894	6,407	0	0	9,442
CHC/FNC	6,395	9,196	0	0	0	15,591
Commissioned Services	503	3,732	1,249	3,939	0	9,423
<b>Subtotal before AME, Non-Cash Del and other specialities</b>	<b>18,873</b>	<b>20,979</b>	<b>9,212</b>	<b>5,626</b>	<b>0</b>	<b>54,690</b>
AME and Other	0	0	21,500	0	0	21,500
<b>Total</b>	<b>18,873</b>	<b>20,979</b>	<b>30,712</b>	<b>5,626</b>	<b>0</b>	<b>76,190</b>

Cost Pressures as a % of 2025/26	Macro Economic Inflation	Volume Growth	Contractual or unavoidable	National Investment Decisions	Local Investment Decisions	Average Cost Pressure
Primary Care Contractor	-	-	-	-	-	0.0%
Primary Care - Drugs & Appliances	5.1%	2.3%	-	-	-	7.4%
Pay	-	0.0%	0.2%	-	-	0.2%
Non Pay	2.4%	1.5%	-	0.7%	-	4.5%
Secondary Care Drugs	0.6%	1.1%	3.6%	-	-	5.3%
CHC/FNC	5.3%	7.7%	-	-	-	13.0%
Commissioned Services	0.2%	1.2%	0.4%	1.2%	-	2.9%
<b>Subtotal before AME, Non-Cash Del and other specialities</b>	<b>0.9%</b>	<b>1.0%</b>	<b>0.4%</b>	<b>0.3%</b>	<b>-</b>	<b>2.5%</b>

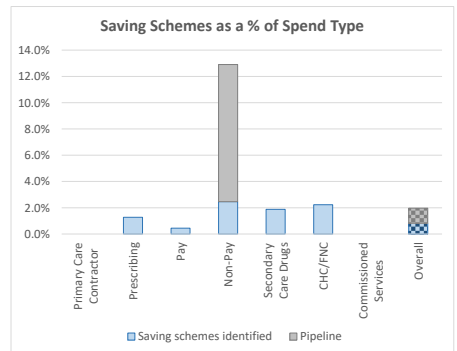
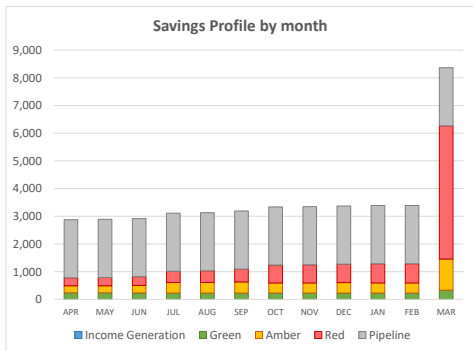


**Saving Summaries**

Savings - Recurrent & Non Recurrent Split	2026/27			
	NON RECURRING	RECURRING	IN YEAR	FYE OF RECURRING
<b>£'000 (All Positive Entries)</b>				
Green Saving Schemes	1,008	1,787	2,795	1,840
Amber Saving Schemes	2,045	2,874	4,919	2,959
Red Rated Saving Schemes	380	9,785	10,165	10,626
Pipeline and Planning Assumptions	0	25,202	25,202	27,836
Net Income Generation (Profit Element Only) (Populated from sheet F6 - Savings Tracker)	180	45	225	45
<b>Grand Total</b>	<b>3,613</b>	<b>39,693</b>	<b>43,306</b>	<b>43,306</b>

Savings (exc. Pipeline) - By Expenditure Type	2026/27			
	NON RECURRING	RECURRING	IN YEAR	FYE OF RECURRING
<b>£'000 (All Positive Entries)</b>				
Income and Funding	180	45	225	45
Primary Care Contractor	0	0	0	0
Primary Care - Drugs & Appliances	0	1,261	1,261	1,264
Pay	641	4,010	4,651	4,196
Non Pay	2,512	3,434	5,946	3,995
Secondary Care - Drugs	280	3,064	3,344	3,293
Healthcare Services Provided by Other NHS Bodies	0	0	0	0
Non Healthcare Services Provided by Other NHS Bodies	0	0	0	0
Continuing Care and Funded Nursing Care	0	2,677	2,677	2,677
Other Private & Voluntary Sector	0	0	0	0
Joint Financing & Other	0	0	0	0
<b>Grand Total</b>	<b>3,613</b>	<b>14,491</b>	<b>18,104</b>	<b>15,470</b>

Savings (exc. Pipeline by V&S Area)	NON RECURRING	RECURRING	IN YEAR	FYE OF RECURRING
	<b>£'000 (All Positive Entries)</b>			
1) Workforce	641	2,546	3,187	2,632
2) Medicines Management	220	2,304	2,524	2,308
3) Procurement & Non-pay	2,447	3,379	5,826	3,871
4) CHC	0	2,427	2,427	2,427
5) Variation and Reconfiguration	0	0	0	0
6) Value	0	0	0	0
Other	180	45	225	45
<b>Grand Total</b>	<b>3,488</b>	<b>10,701</b>	<b>14,190</b>	<b>11,283</b>



## Capital Summary

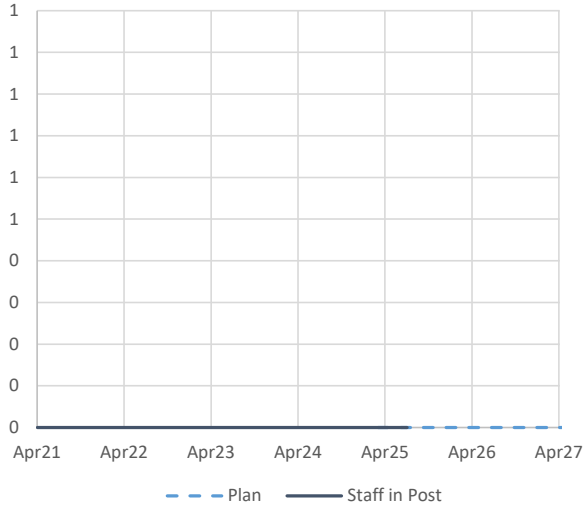
<b>Summary Capital</b>	2025-26	2026-27	2027-28	2028-29
	£m	£m	£m	£m
Discretionary	17.5			
Disposal Capital Receipts (Negative)	0.0			
Approved	10.9	0.0	0.0	0.0
Unapproved	19.6	14.7	0.0	0.0
IFRS16	0.0	0.0	0.0	0.0
<b>Total Capital Spend</b>	<b>48.1</b>	<b>14.7</b>	<b>0.0</b>	<b>0.0</b>

<b>Impact of Capital on Other spend 2026/27</b>	Non-Cash DEL	Non-Cash AME	Other Revenue Costs	Revenue Savings
	£m	£m	£m	£m
Discretionary and Disposals	0.0	0.0	0.0	0.0
Approved	0.0	0.0	0.0	0.0
Unapproved	0.0	0.0	0.0	0.0
IFRS16	0.0	0.0	0.0	0.0
<b>Total Non-Cash DEL Impact</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

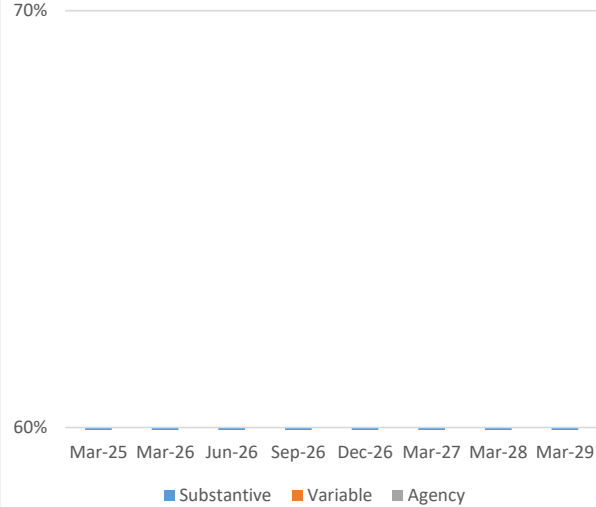
Organisation  
Staff Group

#REF!  
TOTAL

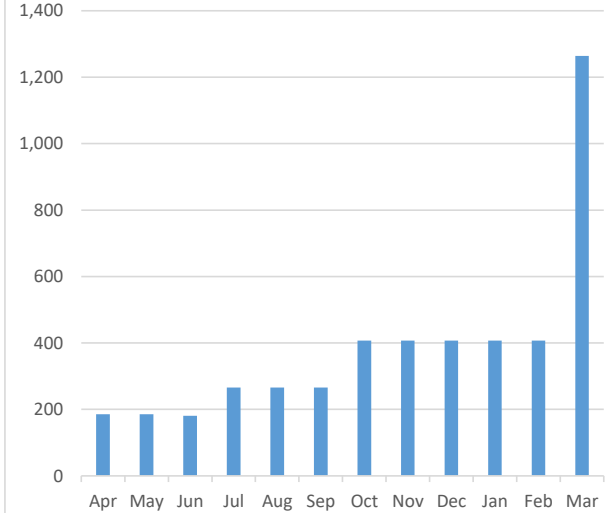
Substantive Staff in Post



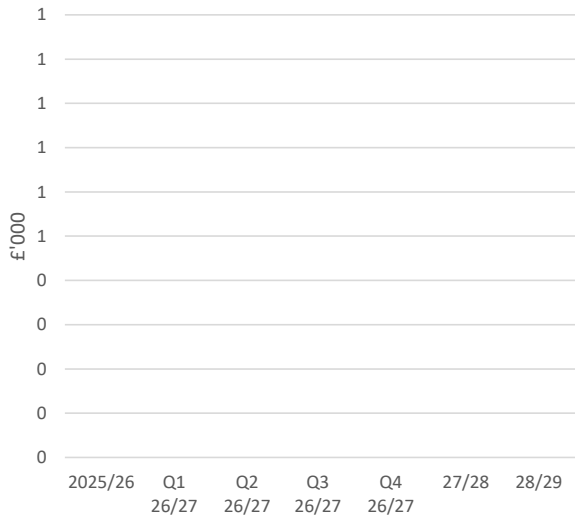
Deployment Approach



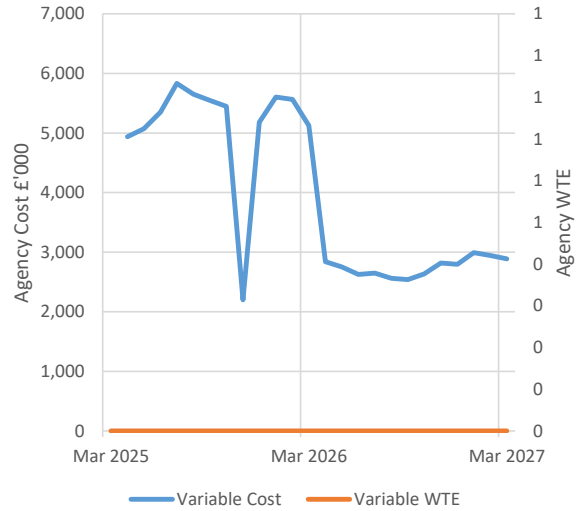
Planned Pay Savings 2025/26



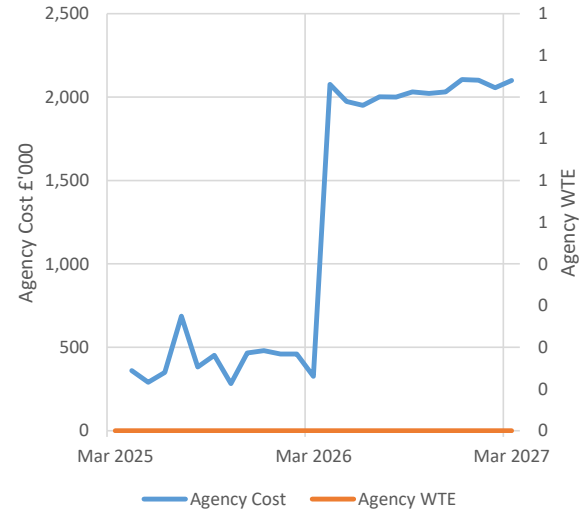
Planned pay cost per substantive WTE



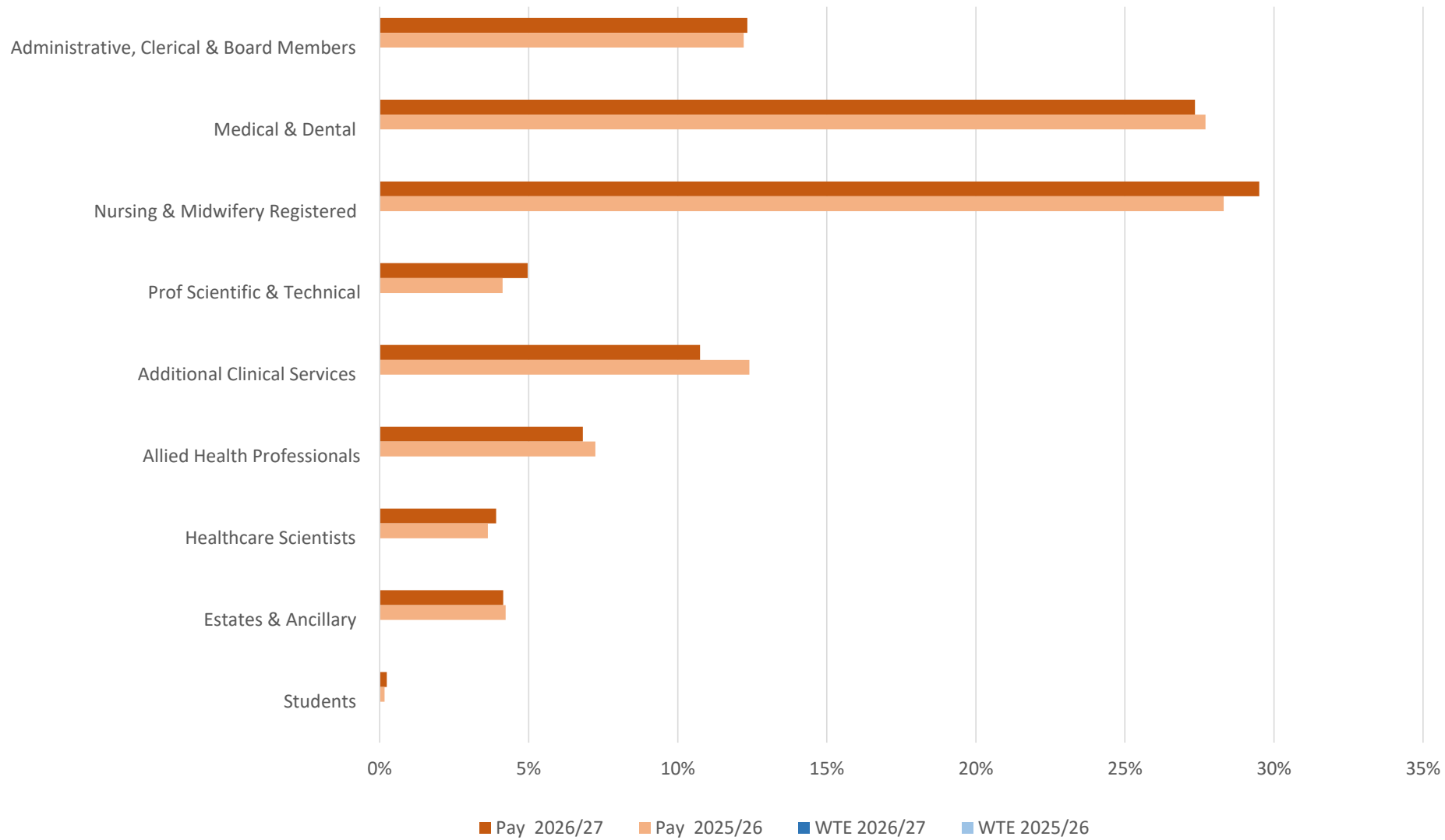
Planned Variable Cost & WTE



Planned Agency Cost & WTE



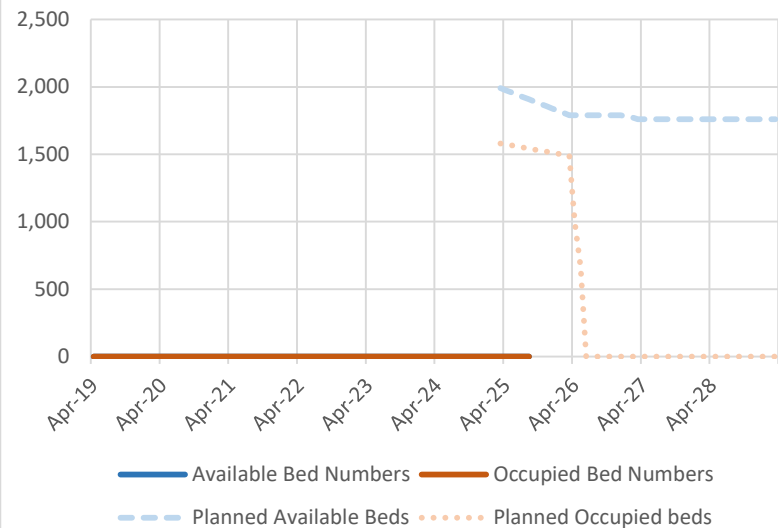
### Pay split (2025/26 vs 2026/27) and WTE split (March 2026 vs March 2027)



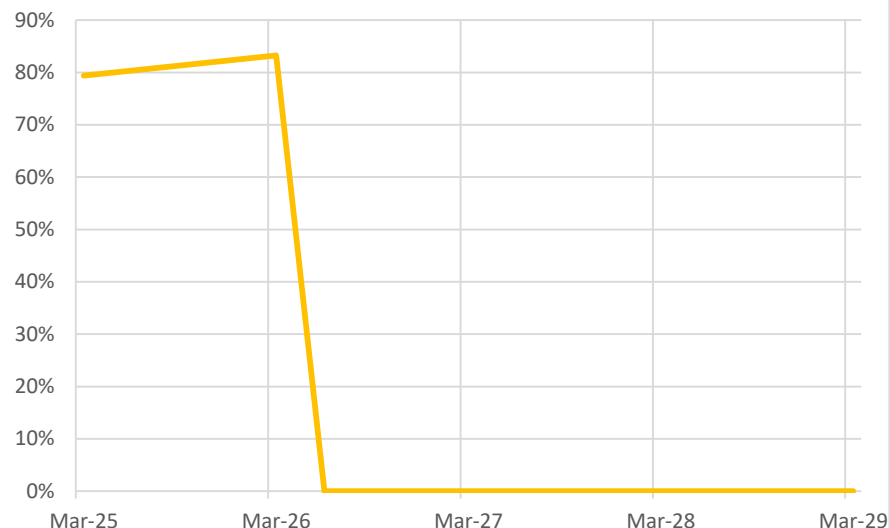
Organisation

#REF!

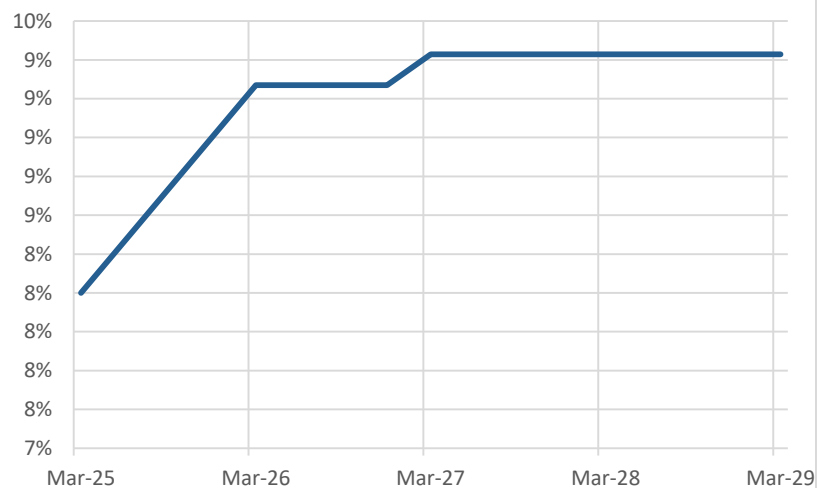
Available and Occupied Beds



% Available Beds Occupied



% Beds occupied by Delayed Discharges



% Available exc. Ringfenced beds occupied

