

NHS Greater Glasgow and Clyde	Paper No. 26/40
Meeting:	NHSGGC Board Meeting
Meeting Date:	30 April 2026
Title:	NHSGGC Finance Report- 28 February (Month 11)
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1. Purpose

The purpose of this report is to:

Provide the NHSGGC Board with a summary update on the monthly finance position as at 28 February 2026 (Month 11), noting the full Month 11 Finance Report is attached as Appendix 1 to this report.

The Month 11 Finance Report included as Appendix 1 covers:

1. The Revenue Position (Pages 3-4)
2. Additional Information (Pages 5-7)
3. Sustainability and Value Programme (Pages 8-10)
4. Capital Position (Pages 11-14)
5. 2025-26 Forecast Year End Position (Pages 15-16)
6. Conclusion (Pages 17-18)

2. Executive Summary

This paper can be summarised as follows:

1. Month 11 Revenue Position

As at the 28 February, NHSGGC's financial ledger highlights an overspend of **-£1.2m** (-£3.9m at Month 10).

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Area	Pay /Non-Pay Variance	Unachieved Savings Variance	Total Variance
Acute Division	-£24.3m	-£40.9m	-£65.2m
Corporate Departments	£80.6m	-£16.7m	£63.9m
NHSGGC Board Budgets	£56.3m	-£57.6m	-£1.2m
HSCPs	£4.7m	-£4.7m	£0
Overall Revenue Position	£61.0m	-£62.2m	-£1.2m

2. Additional Information

Additional information has been included covering some of the key cost areas which have been under rolling review. These include:

- Additional planned care allocation of £44.2m consisting of £28.6m to support delivery of 52 week wait patients by 31 March 2026, £13m for outsourcing activity, £0.3m allocated for plastics and £2.3m for additional locum in theatres. The year to date spend is £28.8m.
- Unscheduled Care Funding of £20.95m to support delivery of high impact actions to improve flow and patient access and Hospital @ Home funding of £2.6m. Spend of £10.8m is reported in the first 11 months of the year, spend of £13.67m is forecast for 2025-26.

3. Sustainability and Value Programme

On an in-year basis, £152.0m or 69.86% of the £217.8m overall financial challenge has been delivered as of Month 11 and on a recurring basis £29.8m or 31.8% of the £93.7m recurring target has been achieved.

Based on the position to Month 11, the current rate of project identification and pipeline growth are not sufficient to address the targeted level of 2025-26 savings. As such, other non-recurring initiatives are being deployed to improve the financial position and to deliver a break-even position.

4. Capital Position

Total capital expenditure incurred to Month 11 is £57.5m, this amounts to 64% of the capital budget (of £89.9m) leaving a balance of £32.4m to be incurred to the 31 March 2026. At Month 11, £89.9m (100%) of the total capital allocation has firm orders or incurred spend.

5. 2025-26 Forecast Year End Position

The overall financial challenge for NHSGGC per the agreed 2025-26 Financial Plan is **-£217.8m**. This is based on a recurring structural deficit carried forward from 2024-25 of **-£162.8m** with further net pressures in 2025-26 of **-£55.1m**.

To balance the 2025-26 Financial Plan the mitigations agreed were recognition of a £55.1m SG non-recurring sustainability payment, a recurring savings target of £93.7m and a non-recurring target of £69.0m.

The financial position for NHSGGC to 31 March 2026 was first assessed at Quarter 1 with a forecast projected deficit of **-£45m**. The **-£45m** projected deficit continued to be NHSGGCs year-end assessment throughout Quarter 2.

At Month 9, which is Quarter 3 of 2025-26 a deeper dive was completed and the forecast position to 31 March 2026 was improved to **-£18.4m**.

Based on further improvement in run rate at Month 10 and additional non-recurring opportunities, a break-even position was first forecast. **This break-even forecast has been maintained at Month 11.**

3. Recommendations

The NHSGGC Board is asked to consider the following recommendations:

- 1) Note the overall revenue position of **-£1.2m** at Month 11
- 2) Note the Month 11 additional information.
- 3) Note the Month 11 position for Sustainability and Value with £152m delivered on an in-year basis.
- 4) Note the capital position at Month 11 with expenditure to date of £57.5m
- 5) Note the 2025-26 Forecast Year End Position of break-even.

4. Response Required

This paper is presented for the purpose of **assurance**.

5. Impact Assessment

The impact of this paper on NHSGGC's corporate aims, approach to equality and diversity and environmental impact are assessed as follows:

- | | |
|------------------------|-----------------|
| • Better Health | Positive impact |
| • Better Care | Positive impact |
| • Better Value | Positive impact |
| • Better Workplace | Positive impact |
| • Equality & Diversity | Positive impact |
| • Environment | Positive impact |

6. Engagement & Communications

The issues addressed in this paper were subject to the following engagement and communications activity:

- Reviewed by the Finance Senior Management Team.
- Sustainability and Value performance discussed at the S&V Programme Board.
- Capital performance is discussed at the Capital Planning Group.

7. Governance Route

This paper has been previously considered by the following groups as part of its development:

Corporate Management Team- 13 April 2026

8. Date Prepared & Issued

Date Prepared: 25 March 2026

Date Issued: 22 April 2026

Finance Report Month 11 (February 2026)

NHSGGC Board

30 April 2026



Purpose and Format

The purpose of this report is to provide the Board with the monthly finance position, including the position of the Sustainability and Value and Capital Programmes for 2025/26

The format of the report covers;

1. The Month 11 Revenue position (pages 3-4)
2. The Month 11 Additional Information (pages 5-8)
3. The Month 11 Sustainability and Value position for 2025/26 (pages 9-12)
4. The Month 11 Capital position (pages 13-18)
5. 2025/26 year end position (pages 19-20)
6. Conclusion (pages 21-22)

Month 11 Revenue Position

Month 11 - Overall Position

Financial Performance – Month 11

This section of the report provides analysis of the financial position as at 28th February 2026.

Area	Annual Budget	Pays, Non Pays Position	Unachieved Savings	Final Reported Position	% of Annual Budget
	£m	£m	£m	£m	%
Acute	2,231.5	(24.3)	(40.9)	(65.2)	(2.9%)
Partnerships	1,790.8	4.7	(4.7)	(0.0)	(0.0%)
Corporate Departments	766.0	80.6	(16.7)	63.9	8.3%
Financial Position at 28th February 2026	4,788.3	61.0	(62.2)	(1.2)	(0.0%)

As outlined above, the Board recorded a deficit of £1.2m at 28th February (£3.9m at month 10). The improvement is within Corporate Departments and is due to further confirmation of non-recurring financial flexibilities in year.

The deficit is made up of the following:-

- Pay and non-pay underspend of £61.0m. Acute is overspent by £24.3m and Corporate areas are underspent by £80.6m. Partnerships has a pay and non pay underspend of £4.7m.
- Unachieved savings at month 11 amount to £62.2m.

Month 11 Additional Information

Planned Care Funding
Unscheduled Care Funding



Additional Planned Care Funding Allocation 2025/26

NHSGGC has received £44.2m of funding to support delivery of 52 week wait patients by 31st March 2026. The original allocation of £28.6m was allocated across a range of specialties with the longest waits greater than 52 weeks with a further £0.3m allocated for plastics and £10m allocated to deliver activity through outsourcing. Recently we have been allocated a further £2.4m to support additional locums for theatre activity but we have been unable to recruit locums and have informed SG we will not be able to spend the money. A further £3m has been allocated for private sector activity but the private sector funding allocated is unlikely to be fully spent due to the private sectors inability to deliver all the activity. The funding is dependent on delivery of the activity and a monthly monitoring return is submitted to SG capturing the spend to date and the activity delivered.

Specialty	Funding Approved 2025 £m	YTD Funding February 26 £m	YTD spend February 26 £m	Slippage February 26 £m	YTD OP February Activity	YTD IP/DC February Activity	Diagnostics (Imaging & Endoscopy) February Activity
Ophthalmology	0.7	0.7	0.8	-0.1	1,784	476	
Gynaecology	6.4	5.1	3.5	1.5	7,910	776	
ENT	2.1	1.6	2.6	-1.0	3,150	1,056	
General surgery, including Breast	6.8	4.8	2.8	2.0	5,760	427	
Plastics	2.0	1.7	1.4	0.2	314	356	
Orthopaedics	11.7	10.0	7.0	3.0	3,067	1,941	
Urology	1.7	1.5	1.6	-0.1	6,410	977	
Endoscopy	1.4	1.2	1.0	0.2			2,003
Diagnostics	10.1	9.2	7.8	1.4			16,798
Neuro Spinal	1.0	0.9	0.2	0.7		33	
Clinical Validation	0.3	0.2	0.0	0.2	0		
	44.2	36.8	28.8	8.0	28,394	6,042	18,801

Additional Urgent Unscheduled Care Funding 2025/26

Additional funding confirmed by SG of £21.0m to support delivery of high impact actions to improve flow and patient access. A range of actions are in place with quarterly reporting to SG on delivery of the agreed performance metrics and monthly reporting to SG of the spend incurred against the confirmed funding.

The initial tranche of funding was received in December. A breakdown of the funding plan can be seen in the tables below. Work continues to firm up actions and review delivery timescales and outcomes.

It should be noted that further funding of £2.6m has been confirmed for Hospital @ Home. Spend to the end of February 2026 totals £0.51m.

Table 1: Funding allocation by objective

Objective	Actions	Full year £m	YTD Funding £m	Spend YTD February £m	YTD Funding Slippage £m	Forecast Spend to March 2026 £m
Create an interface Division, supporting the whole system structure	Nursing Medical and Management staff, inc FNC+	5.6	5.1	0.9	4.2	1.27
Virtual Hospital	OPAT expansion, Doclare software, enhanced AHP provision, expand traditional H@H	4.3	4.0	0.5	3.5	0.6
Admission avoidance	Home First Response , Frailty at the front door	2.2	2.0	0.1	1.9	0.2
Supporting discharge	Intermediate care beds	2.5	2.3	1.2	1.1	1.4
Supporting discharge	Additional social worker support	0.2	0.2	0.18	-0.01	0.2
Supporting discharge	Reduce LoS for AWI patients	0.7	0.7	0.0	0.6	0.0
Supporting Discharge- complex patients	30 additional care home beds	3.6	3.3	2.1	1.2	2.4
Reducing hospital admissions	Rapid Assessment Care model	1.1	1.0	0.0	1.0	0.0
Support redirection of patients	eTriage	0.5	0.5	0.0	0.5	0.1
	Acute additional projects		0.0	5.7	-5.7	7.3
	Uncommitted	0.2	0.2	0.0	0.2	0.0
Improving flow/ performance	HSCPS			0.2	-0.2	0.2
Total		20.95	19.22	10.80	8.41	13.67

Sustainability and Value

Sustainability and Value Programme

Month 11 Position

The position as of Month 11 shows that, on an in-year basis £152.0m or 69.8% of the £217.8m overall financial challenge has been delivered as of Month 11. On a recurring basis, £29.9m or 31.9% of the £93.7m target has been achieved.

On an in-year basis a further £10.8m of savings have been delivered in comparison to month 10. However, the recurring position remains stalled and is significantly short of the Boards required target for recurring savings.

Table 1 Month 11 position

Area	CYE Target £m	CYE £m	CYE Gap £m	FYE Target £m	FYE £m	FYE Gap £m
Acute	73.9	29.8	(44.1)	73.9	9.0	(64.9)
Corporate	23.0	15.3	(7.7)	23.0	5.0	(18.0)
	96.9	45.1	(51.8)	96.9	14.0	(82.9)
Financial Plan	120.9	107.0	(13.9)	(3.2)	15.9	19.1
Total	217.8	152.0	(65.8)	93.7	29.9	(63.8)
% achieved		69.8%			31.9%	

Month 11 S&V Summary and next steps

As at Month 11, delivery of the 2025/26 Sustainability and Value (S&V) programme has recorded recurring savings of £29.8m (31.8% of the £93.7m target, while in-year savings total £152.0m (69.8% of the £217.8m financial challenge).

An additional £10.8m of savings has been delivered since Month 10, reflecting continued progress on in-year delivery in the final stages of the financial year, the recurring savings in Month 11 remain static and are unlikely to improve significantly in the remaining weeks of the current financial year.

The Month 11 forecast reflects a prudent assessment of deliverability and risk, with in-year savings forecast at £171.0m and recurring savings at £50.7m. These forecasts incorporate the removal of schemes no longer considered deliverable within the current financial year and provide a realistic view of the year-end position.

Focus is now on delivery of 2026-27 savings and ensuring a significant reduction in the underlying recurring deficit of NHSGGC. Work is continuing to develop the 2026-27 plan and the overall approach to S&V along with a refreshed communications and engagement plan.

Capital Position



Capital Position

Capital Expenditure – 28th February 2026

- Total Gross Capital Expenditure to date : £57.5m (64% of plan)
- Annual Capital Budget at 28/02/26 : £89.9m
- Balance of Budgeted Cap. Ex. to be incurred : £32.4m (36%)
- Total Expenditure Committed at Month 11 : £89.9m (100%)
- Uncommitted Budget : Nil

* Committed [Expenditure incurred + Orders placed]

Total gross capital expenditure incurred to 28th February 2026 is £57.5m amounting to 64% of the annual plan (of £89.9m, which has been fully allocated via the Business Continuity Plan process). This leaves a balance of £32.4m (36%) of expenditure to be incurred by 31st March 2026. At Month 11, £89.9m (100%) of the total capital allocation has firm orders or incurred spend which is in line with expectations for this point of the year.

Capital Funding increased this month by £0.2m.

The total forecast Core Capital Resource Limit (CRL) is £86.9m as at 28th February 2026 of which £56.7m (65%) has been achieved.

Capital Position

Capital Expenditure – to 28th February 2026: £57.5m

Main areas of Expenditure as below:

- £11.7m : New build Radionuclide Dispensary
- £2.0m : New build Glasgow North East Health & Social Care Centre.
- £4.9m : Rectification Works QEUEH Atrium
- £2.7m : Rectification Works QEUEH Manifold
- £1.0m : Rectification Works QEUEH Fire Doors
- £0.3m : Radiotherapy Equipment Replacement Programme
- £0.4m : LIMS
- £1.7m : RAH Maternity Brickwork
- £0.8m : Clyde TSSU Air Handling Units
- £0.5m : GRI Filtration Plant
- £0.5m : GRI Walton Building Roof
- £0.1m : GGH Nurse Call System
- £0.1m : IRH Mortuary Upgrade
- £0.7m : Other High Risk/Safety Critical Maintenance
- £0.8m : INS Ward 68 Upgrade
- £0.4m : IRH Ward J North
- £0.7m : Relocation of WGACH services
- £0.3m : Other S&V Projects
- £0.6m : Reduced Ligature Works
- £1.7m : New build Bishopton Health Centre
- £1.0m : New Bishopbriggs Treatment Rooms

Capital Position

Capital Expenditure – cont.

Main areas of Expenditure as below:

- £0.4m : VoL Musculoskeletal Physio Redesign
- £0.2m : RAH Emergency Department Redesign
- £17.0m : Medical Equipment
- £1.1m : Non-Clinical Equipment
- £4.4m : eHealth
- £0.2m : SG Sustainable Energy Award Schemes
- £0.8m : FNC+
- £0.5m : GP Loans

2025/26 Forecast Year End Position

2025/26 Position

The 3 year financial plan was approved by the Board on the 29th of April 2025. The financial plan highlights a balanced position for 2025/26 with the overall financial challenge for 2025/26 of £217.8m. This was based on a recurring deficit carried forward from 2024/25 of £162.8m. The assumption is that there is the non-recurring sustainability payment from SG of £55.1m, a recurring savings target of £93.7m and a non-recurring target of £69.0m to derive a balanced position.

A national target has been set that 3% recurring savings should be achieved against baseline funding, with the remaining savings requirement to reach financial balance to be delivered through further choices and further actions. The total savings requirement for the Board is the full amount of the deficit and for NHSGGC this is £217.8m.

The financial position is continually reviewed and based on the position at Quarter 1 the decision was taken to revise the current forecast to show a deficit of £45m. This position was mainly due to the current operational pressures NHSGGC is facing and a slow uptake on the Sustainability and Value programme. The forecast deficit was reduced in month 7 to £39.6m due to additional income from the SLAs and additional financial management work and £18.4m in Month 9. Based on further review of financial assumptions and on confirmation of further non-recurring financial flexibilities and improving assumptions, the decision was taken in Month 10 to **change the forecast to a break-even position**.

Board Finance Plan	Fin Plan April 25	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Movement Fin Plan v Month 11
	£m's	£m's	£m's	£m's	£m's	£m's	£m's	£m's	£m's	£m's	£m's
Core (Deficit)/Surplus	0.0	(45.0)	(45.0)	(45.0)	(45.0)	(39.6)	(39.6)	(18.4)	0.0	0.0	0.0
Total Deficit	0.0	(45.0)	(45.0)	(45.0)	(45.0)	(39.6)	(39.6)	(18.4)	0.0	0.0	0.0

The forecast outturn position is being continually reviewed and it remains is extremely important that all sectors and directorates continue to increase delivery and identification of savings.

Conclusion

Conclusion

As at the 28th February NHSGGC's financial ledger highlights an overspend of £1.2m (£3.9m at Month 10) of which £64.9m relates to unachieved savings and there is a pay and non-pay underspend of £61.0m. Acute is overspent by £24.3m and Corporate areas are underspent by £80.6m for pay and non-pay. Partnerships has a pay and non pay underspend of £4.7m.

The Board is still facing a number of pressures at Month 11 and although some progress can be seen, every effort needs to be made to reduce these pressures going forward. The financial position is continually being reviewed and based on the position at Month 11, the decision has been taken to keep the current forecast at a **break-even position**.

In terms of Sustainability and Value, £29.8m has been achieved on a full year recurring basis. On an in-year basis (recurring and non-recurring) £152.0m has been achieved. The recurring forecast is £50.7m which is significantly short of the recurring target of £93.7m.

Total capital expenditure incurred to 28th February is £57.5m, this amounts to 64% of the capital budget (of £89.9m) leaving a balance of £32.4m to be incurred to the 31st of March 2026. At Month 11, £89.9m (100%) of the total capital allocation has firm orders or incurred spend which is in line with expectations for this time of the year. Only £0.1m remains unallocated but this has been assigned to emergency medical equipment replacements.