



North Central London
Health and Care
Integrated Care System



North Central London
Integrated Care Board

2025/26 Month 4 Finance Report

As at 31st July 2025

Contents Page

| | |
|--|---------|
| NCL ICS Month 4 Report | 3 – 5 |
| Month 4 Financial Position Overview | 4 – 5 |
| NCL ICB Month 4 Report | 6 – 12 |
| Month 4 Summary Position | 7 – 9 |
| ICB Month 4 Year to Date Financial Performance | 10 |
| ICB Forecast Outturn Financial Performance | 11 |
| ICB Risks and Mitigations | 12 |
| Appendices | 14 – 17 |
| Appendix 1 - Income & Expenditure Statement | 14 |
| Appendix 2 - Cashflow Statement | 15 |
| Appendix 3 - Block Contracts | 16 – 17 |

NCL ICS Month 4 Finance Position

As at 31st July 2025

25/26 M4 Financial Position - Overview

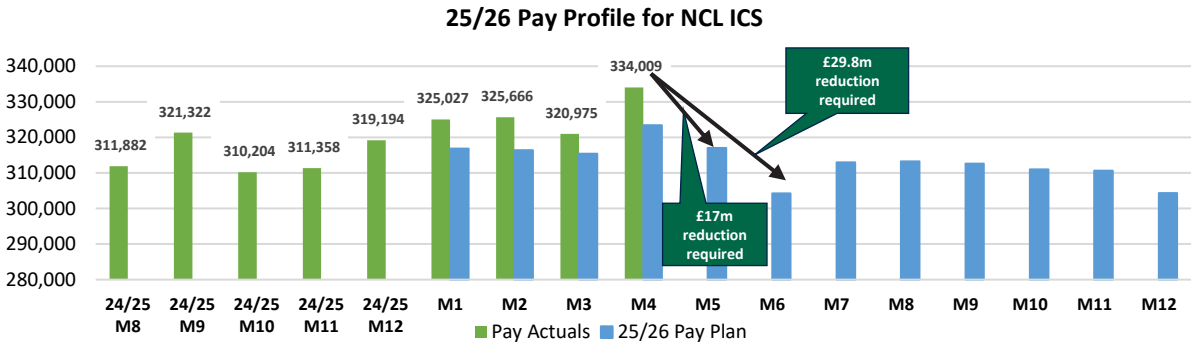
M4 Financial Position Overview – Revenue

- NCL ICS reported a YTD deficit of £66.4m at M4 which represents an adverse variance of £17.7m against the YTD plan.
- The adverse variance is entirely driven by the provider sector (£17.6m) where it mainly relates to pay pressures.
- M4 also saw Industrial Action (IA) which has impacted the system financial position by c.£4.4m, of which c.£3.1m relates to net pay costs and c.£1.3m of income loss due to IA. Unlike in previous years, we understand there is no funding to follow to offset the costs of IA
- At an organisation level, the adverse variance mainly relates to:
 - GOSH (£6.6m adv) – The trust have flagged pressures on Pay where £1.5m of the variance has been attributed to shortfalls in pay award funding.
 - Whittington (£4.6m adv) - Additional cost of delivering elective activity, enhanced care, corridor care and A&E flows.
 - NLFT (£4.1m adv) – The trust indicated a continuation of pressures from M12 of 24/25 into 25/26 M4 and slippages in delivery of planned savings as variance drivers.
 - UCLH (£2.8m adv) – Variance driven by CIP shortfall and pay pressures.
 - T&P (£0.9m adv) – Reported YTD loss of income of £0.9m on an education contract that NHSE have decommissioned from the trust.

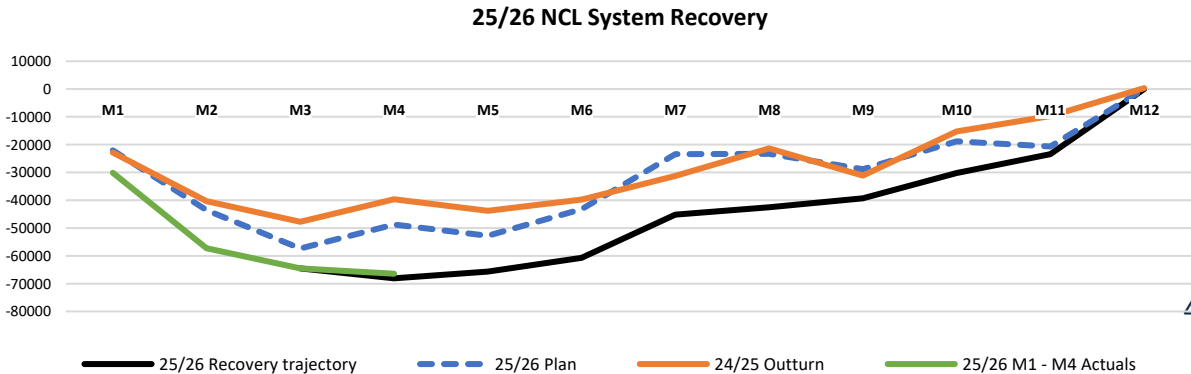
M4 Financial performance against the recovery plan

- In light of the M2 position which would have put NCL in segment 4 of NHSE’s upcoming national oversight framework, we subsequently requested that every organisation in the system complete a financial recovery return in M3.
- As illustrated in the graph on the right, returns received indicated that the system intends on delivering the 25/26 plan, but recovery to plan doesn’t happen until M11.
- Recovery returns submitted last month indicated the M4 adverse variance to be £19.3m across the system. The M4 system variance ended up being £2.1m better than the recovery plan.
- Financial recovery action includes Mutually agreed resignation schemes (MARS) at a number of providers, closure of unfunded capacity and vacancy freezes amongst the main interventions.

| Organisation | M4 Year to date | | | Forecast Outturn | | | Memo |
|--------------|-------------------------------------|------------|--------------|--|------------------|--------------|---------------|
| | YTD Plan (29th April submission) | YTD Actual | YTD Variance | Annual Plan (29th April submission) | Forecast Outturn | FOT Variance | YTD IA Impact |
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Trust Total | (57,821) | (75,498) | (17,677) | (27,192) | (27,191) | - | (4,415) |
| NCL ICB | 9,064 | 9,064 | - | 27,192 | 27,192 | - | - |
| System Total | (48,757) | (66,434) | (17,677) | - | - | - | (4,415) |



Note: M12 excludes spend relating to Employer pension contributions paid by NHSE on provider's behalf.



25/26 M4 Financial Position - Overview

Pay at M4

| | Pay at M4 | | | | | |
|----------------------|------------------|------------------|-----------------|------------------|------------------|-----------------|
| | YTD Plan | YTD Actual | YTD Variance | Control Total | FOT | Variance |
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Substantive | 1,164,428 | 1,202,843 | (38,415) | 3,451,942 | 3,489,408 | (37,466) |
| Agency | 24,999 | 18,855 | 6,144 | 70,148 | 66,005 | 4,143 |
| Bank | 84,918 | 86,866 | (1,948) | 243,018 | 236,055 | 6,963 |
| Levies and recharges | (2,401) | (2,886) | 485 | (7,196) | (11,142) | 3,946 |
| Total Pay | 1,271,943 | 1,305,678 | (33,735) | 3,757,911 | 3,780,326 | (22,414) |

- Substantive pay is £38.4m adverse against plan at M4 YTD. Recovery actions such as MARS schemes, closure of unfunded capacity and vacancy freezes will aim to address the pay run-rate in upcoming months.
- NHSE set the 25/26 agency cap at £71.2m which is 30% lower than 24/25 and represents 2% of the system's total paybill. Agency YTD spend is favourable against plan at M4 by £4.1m with NLFT being the only provider reporting an overspend of £1.3m. A straight-line extrapolation of the M4 usage comes to £56.5m which would not exceed the £71.2m system target.
- NHSE set the 25/26 bank cap at £244.2m which is 10% lower than 24/25 and represents 10% of the system's total paybill. Bank YTD spend is favourable against plan at M4 by £7m with most providers in line with plan on YTD bank except NLFT ,T&P & UCLH. A straight-line extrapolation of the M2 usage comes to £260.6m which would exceed £244.2m system target.

Efficiency savings at M4

| | Efficiency savings at M4 | | | | | |
|----------------|--------------------------|------------|--------------|-------------|---------|----------|
| | YTD Plan | YTD Actual | YTD Variance | Annual Plan | FOT | Variance |
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| System Total | 68,412 | 58,960 | (9,452) | 349,209 | 349,199 | (9) |
| Recurrent Only | 58,690 | 46,455 | (12,235) | 268,174 | 230,584 | (37,590) |

- As of M4, NCL were reporting YTD savings of £58.9m which represents delivery of 17% of the total savings requirement for 25/26. The ICS is forecasting full delivery of 25/26 savings programme totalling £349m which represents 5.4% of the system's influenceable income.
- While the annual plan assumed c.84% of CIP to be delivered to be recurrent in nature, c.79% of actual CIP delivered to date is recurrent. Any under delivery of recurrent CIP in 25/26 has an adverse impact on the opening plan position for 26/27.



North Central London

Income and Non-pay at M4

| | Income and Non-Pay at M4 | | | | | |
|------------------------------------|--------------------------|------------------|---------------|------------------|------------------|---------------|
| | YTD Plan | YTD Actual | YTD Variance | Control Total | FOT | Variance |
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Income | 2,162,614 | 2,177,564 | 14,950 | 6,489,587 | 6,503,250 | 13,664 |
| Non-pay (incl non-operating items) | (948,491) | (947,384) | 1,108 | (2,758,867) | (2,750,116) | 8,752 |
| Income + Non-Pay total | 1,214,122 | 1,230,180 | 16,058 | 3,730,719 | 3,753,135 | 22,415 |

- The YTD system adverse variance is offset by £16.1m of favourable variances across income and non-pay, which includes non-operating items.
- This creates some headroom in terms of achieving the plan net spend future months.

Capital (Core + IFRS16) position at M4

| | ICS Capital Programme at M4 | | | | | |
|--------------------------|-----------------------------|---------------|---------------|----------------|----------------|----------|
| | YTD Plan | YTD Actual | YTD Variance | Control Total | FOT | Variance |
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| ICS Core Capital | 56,169 | 40,746 | 15,423 | 217,717 | 217,717 | - |
| ICS IFRS 16 Leases | 18,220 | 1,392 | 16,828 | 44,041 | 44,041 | - |
| Total ICS Capital | 74,389 | 42,138 | 32,251 | 261,758 | 261,758 | - |

| | National Capital programme at M4 | | | | |
|-------------------------------|----------------------------------|---------------|---------------|----------------|----------------|
| | 56,083 | 41,657 | 14,426 | 194,436 | 194,342 |
| Total national capital | 56,083 | 41,657 | 14,426 | 194,436 | 194,342 |

- The YTD ICS capital position at M4 is underspent by £32.3m. Whilst the FOT indicates the 25/26 capital allocation will be fully utilised, there are some high risk capital schemes and we would seek to re-distribute any capital allocation should slippages materialise.
- The YTD IFRS 16 budget has not yet been utilised which is a timing issue with lease renewals. As with the core Capital allocation, the IFRS16 allocation for 25/26 will be fully utilised we will seek to bring forward any leases from future years where possible.
- The national capital spend includes expenditure against national pots for Estates safety and return to constitutional standards. This currently underspent by £14.4m and the forecast is in line with plan.

NCL ICB Month 4 Finance Position

As at 31st July 2025

Month 4 Summary Position

Month 4 Summary Position

Background

The System submitted a final 2025/26 balanced plan on 30th April 2025. As part of this, the ICB submitted a surplus plan of **£27.2m**.

The ICB plan includes several efficiencies required to deliver to the surplus position. These include a CIP target of **£37.1m** and the requirement to deliver in-year non-recurrent measures of **£43.6m**.

The plan also assumes full mitigation of in-year risks, currently **£54.2m** as at Month 4 (risk adjusted).

Month 4 (July 2025)

For Month 4 (Jul'25) the ICB reports a forecast break-even position against plan. Within this however, Non-Acute reports an adverse variance of **£4.4m**, an improvement of **£8.8m** against the Month 3 reported position. The Month 4 pressure is primarily driven by increased costs for ADHD within Mental Health. Community also forecasts an adverse variance, driven in the main by overspends against Community Equipment budgets (£1.1m).

Acute reports an overspend of **£1.9m** driven by Independent Sector pressures.

The above reported pressures have been offset by a **£5.1m** pay underspend and the release of recurrent and non-recurrent benefits, enabling the ICB to report a breakeven position.

Summary financial position (£m)

| | YTD | | | Full Year | | |
|-------------------------------|----------------|----------------|------------|----------------|----------------|------------|
| | Bud | Actual | Var | Bud | FOT | Var |
| | £m | £m | £m | £m | £m | £m |
| Revenue Resource Limit | 1,586.4 | 1,586.4 | 0.0 | 4,764.6 | 4,764.6 | 0.0 |
| Acute | 697.2 | 697.8 | (0.6) | 2,091.5 | 2,093.4 | (1.9) |
| Non-Acute | 836.5 | 840.1 | (3.5) | 2,515.0 | 2,519.4 | (4.4) |
| Other Pgrm Services | 35.1 | 32.1 | 3.0 | 105.4 | 102.3 | 3.0 |
| Running Costs | 8.5 | 7.3 | 1.2 | 25.5 | 22.2 | 3.3 |
| Total Operational | 1,577.4 | 1,577.4 | 0.0 | 4,737.4 | 4,737.4 | 0.0 |
| Reserves & Contingency | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Total Non Operational | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Total Expenditure | 1,577.4 | 1,577.4 | 0.0 | 4,737.4 | 4,737.4 | 0.0 |
| Surplus / (Deficit) | 9.1 | 9.1 | 0.0 | 27.2 | 27.2 | 0.0 |

Month 4 Summary Position (cont.)

Month 4 Summary Position

Pay

The below table summarises the Month 4 pay position split between Programme and Running Cost. The YTD position is c£1.0m favourable to budget.

Pay is forecasting a total favourable variance of £5.1m, which is mainly driven by vacancies. Running cost pay is forecasting a favourable variance of £0.9m. Non-RCA (Programme) pay costs are forecasting a favourable variance of £4.2m. Agency costs are forecasted to 30/09/25, work is underway in the ICB to ascertain agency requirements to 31/03/26. Noting this is likely to reduce the reported favourable variance position.

| Running/Programme | Budgeted WTE | YTD Budget | YTD Actual | YTD Variance (Fav)/Adv |
|-------------------|--------------|------------|------------|------------------------|
| | WTE | £000 | £000 | £000 |
| Running | 161 | 6,277 | 6,255 | 22 |
| Programme | 520 | 14,052 | 13,117 | 934 |
| | 681 | 20,328 | 19,372 | 956 |

| 2023/24 Annual Budget | Forecast Outturn | Forecast Variance (Fav)/Adv |
|-----------------------|------------------|-----------------------------|
| £000 | £000 | £000 |
| 18,830 | 17,939 | 891 |
| 42,155 | 37,930 | 4,224 |
| 60,984 | 55,869 | 5,115 |

Other Programme & Running Costs

Other Programme & Running Costs reports a favourable YTD and forecast position of £4.2m and £6.3m respectively. The forecast position is mainly driven by the release of both recurrent and non-recurrent measures to and pay underspends offset pressures reported within Mental Health, Acute and Community.

Month 4 Summary Position (cont.)

Month Summary Position

Use of Non-Recurrent Funds

During the 2025/26 planning period, the ICB committed to using **£43.6m** of non-recurrent funding to deliver a planned surplus of **£27.2m** (as per the final submitted plan on 30th April) and achieve a System breakeven position. The ICB has initiated an in-year recovery programme to ensure this target is met, noting that the use of non-recurrent measures to support recurrent expenditure adversely affects the ICB's underlying position.

Risks & Mitigations

As at Month 4, the ICB is reporting **£31.3m** of net financial risk against its planned position.

This risk is being actively monitored through established executive oversight arrangements, with a clear focus on ensuring the ICB remains on course to deliver its statutory financial duties and ensuring the continued delivery of commissioned services in line with national and local planning priorities.

The ICB has strengthened its financial control environment to support the effective management and mitigation of both current and emerging risks. This includes the application of enhanced expenditure controls, a systematic review of in-year financial performance against plan, strengthening governance and decision-making processes and targeted monitoring of areas with material cost exposure. Run rate performance is subject to monthly review at directorate and system level to support the emerging risk during the year and allow for timely mitigations to be agreed.

While the primary focus remains on in-year delivery, the ICB is also maintaining oversight of risks to the underlying position as part of forward planning into 2026/27. The financial risk position is formally updated each month and reported through executive forums and the Finance Committee, providing assurance that appropriate measures are in place to support the continued delivery of statutory financial requirements.

Cost Improvement Programme (CIP)

The ICB CIP plan is £29.2m as at Month 4 CIP is forecasted to deliver in full. Additional efficiencies have also been identified over CIP planned target to manage risk.

ICB Month 4 Year to Date Financial Performance

The table below provides commentary on variances by service area

YTD Financial Performance (£m)

| Service | Year to Date | | | Key Variances |
|---|----------------|----------------|----------------|--|
| | Budget £m | Actual £m | Variance £m | |
| Allocations | | | | |
| In year allocations | 1,586.4 | 1,586.4 | 0.0 | |
| Total Allocations | 1,586.4 | 1,586.4 | 0.0 | |
| Expenditure | | | | |
| Acute | 697.2 | 697.8 | (0.6) | Adverse Variance: Due to increased activity within Independent Sector |
| Non-Acute | | | | |
| Mental Health & LD | 164.1 | 165.3 | (1.2) | Adverse Variance: Mainly driven by increased Complex Care s117 activity |
| Delegated Commissioning | 119.2 | 119.8 | (0.6) | Adverse Variance: Costs linked to PCN Test Site payments over and above funding received from NHSE. Funding expected in future months and included in the forecast position |
| Community Services | 121.7 | 122.1 | (0.3) | Adverse Variance: Mainly due to reported pressures within the Community equipment budget as well as overspends relating to Neurorehabilitation. |
| Primary Care | 14.4 | 14.3 | 0.1 | Favourable Variance: Driven by underspends within programme budgets |
| Primary Care - Prescribing | 72.6 | 72.7 | (0.1) | Adverse Variance: Driven by overperformance and increased drug costs |
| Primary Care - Dental, Ophthalmic & Pharmacy | 59.4 | 59.4 | (0.0) | |
| Specialist Commissioning | 226.4 | 226.4 | 0.0 | |
| Continuing Care | 58.8 | 60.1 | (1.4) | Adverse Variance: Driven by overspends within CHC Fully funded, Funded Nursing Care, Children, and Discharge |
| Total | 836.5 | 840.1 | (3.5) | |
| Other Programme Services & Running Costs | | | | |
| Other Programme Services | 35.1 | 32.1 | 3.0 | Favourable Variance: Due to the release of recurrent and non-recurrent measures to enable the ICB to report a breakeven position as well as pay underspends. |
| Running Costs | 8.5 | 7.3 | 1.2 | Favourable Variance: Mainly driven by pay underspends |
| Total | 43.6 | 39.5 | 4.2 | |
| Total Expenditure | 1,577.4 | 1,577.4 | 0.0 | |
| Surplus / (Deficit) | 9.1 | 9.1 | 0.0 | |

ICB Forecast Outturn Financial Performance

The table below provides commentary on variances by service area

FOT Financial Performance (£m)

| Service | Forecast | | | Key Variances |
|---|----------------|----------------|--------------|---|
| | Budget | Actual | Variance | |
| | £m | £m | £m | |
| Allocations | | | | |
| In year allocations | 4,764.6 | 4,764.6 | 0.0 | |
| Total Allocations | 4,764.6 | 4,764.6 | 0.0 | |
| Expenditure | | | | |
| Acute | 2,091.5 | 2,093.4 | (1.9) | Adverse Variance: Due to increased activity within Independent Sector |
| Non-Acute | | | | |
| Mental Health & LD | 492.3 | 495.1 | (2.8) | Adverse Variance: Mainly driven increased activity within ADHD assessments (£3.9m) as well as (£0.2m) on LD, offset by underspends in MH Complex care and s117 (£1.3m). |
| Delegated Commissioning | 362.2 | 362.2 | 0.0 | |
| Community Services | 365.2 | 366.3 | (1.1) | Adverse Variance: Mainly due to overspends in Community Equipment (£0.7m), overspends relating to CIC Neurorehabilitation (£0.5m). |
| Primary Care | 43.5 | 43.1 | 0.4 | Favourable Variance: Driven by underspends against programme related budgets |
| Primary Care - Prescribing | 218.2 | 218.6 | (0.4) | Adverse Variance: Mainly Driven by unidentified CIP |
| Primary Care - Dental, Ophthalmic & Pharmacy | 178.2 | 178.2 | 0.0 | |
| Specialist Commissioning | 679.1 | 679.1 | 0.0 | |
| Continuing Care | 176.3 | 176.9 | (0.6) | Adverse Variance: Driven by CHC Fully Funded (£1.7m) and Funded Nursing Care (£0.8m), these are offset by favourable variances in CHC FastTrack, Assessment and Support and Discharge (£1.6m) and Children (0.3m). |
| Total | 2,515.0 | 2,519.4 | (4.4) | |
| Other Programme Services & Running Costs | | | | |
| Other Programme Services | 105.4 | 102.3 | 3.0 | Favourable Variance: Due to the release of recurrent and non-recurrent measures to enable the ICB as well as underspends within the pay budgets |
| Running Costs | 25.5 | 22.2 | 3.3 | Favourable Variance: Driven by pay underspends, and underspends within Non-Pay budgets |
| Total | 130.9 | 124.5 | 6.3 | |
| Total Expenditure | 4,737.4 | 4,737.4 | 0.0 | |
| Surplus / (Deficit) | 27.2 | 27.2 | 0.0 | |

Month 4 Risks & Mitigations

Risk Summary

| Directorate | £'000 Risk value Month 4 | % RAG rating | Rag Rating | £'000 Risk adjusted value Month 4 | Risk adjusted Mitigation Month 4 | Net Risk Month 4 | Comments |
|-------------------------------|-----------------------------------|--------------------|---------------|--|--|---------------------|---|
| RISKS | | | | | | | |
| Acute | (30,413) | 65% | | (19,669) | 2,100 | (17,569) | Driven by cost pressures within the variable elements of the NHS block contracts (£7.1m) and ERF (£10m) |
| Continuing Healthcare | (4,581) | 75% | | (3,436) | 0 | (3,436) | Risk of additional pressures due to increase in activity and complex cases |
| Community | (500) | 50% | | (250) | 1,477 | 1,227 | Risk of increased community spend offset by Potential underspends within the community programme budgets |
| Mental Health | 0 | | | 0 | 1,290 | 1,290 | Introduction of Indicative Activity plans (IAPs) to mitigate pressures within MH independent sector activity increases. |
| Primary Care | (1,138) | 100% | | (1,138) | 1,078 | (59) | Cost pressures associated with the provision of interpreting services |
| Primary Care - DOP | (2,508) | 50% | | (1,254) | 8,895 | 7,641 | Mitigation relating to additional income received for Pharmacy |
| Primary Care - Prescribing | (16,981) | 85% | | (14,484) | 2,782 | (11,702) | There is a potential run rate pressure of £7m above the reported position driven by cost associated with weigh loss drugs |
| Primary Care Co-Commissioning | (2,947) | 99% | | (2,917) | 2,917 | 0 | |
| Other Programme / R/Cost | (19,366) | 57% | | (11,073) | 2,330 | (8,743) | Additional cost pressures associated with transition and change management partially mitigated by non recurrent measures. |
| TOTAL RISKS | (78,434) | 69% | | (54,221) | 22,869 | (31,351) | |

Month 4 Risk Position

For Month 4, the total identified risks amount to **£78.4m**. These risks have been evaluated and categorised using a RAG (Red, Amber, Green) rating system, which assesses the likelihood of each risk materialising. The total risk-adjusted position for Month 4 is **£54.2m**, which has been mitigated to a total net risk of **£31.4m** (Month 3 £23.8m)

Mitigations

The ICB has identified risk-adjusted mitigations of **£22.9m**, an improvement of **£5.8m** from the Month 3 reported position. The ICB therefore requires additional mitigations of **£31.4m** to fully cover the risk position at Month 3. These additional mitigations are expected to be achieved through an in-year financial recovery programme, noting that the use of non-recurrent mitigations to cover recurrent risks will impact the ICB's underlying financial position.

Appendices

Appendix 1 - Income & Expenditure

Appendix 2 - Cash Flow Statement

Appendix 3 - Block Contracts

Appendix 4 - Standing Financial Instructions (SFIs)

Appendix 1: Income & Expenditure Statement

| | 2025/26 In-Month AP4 - JUL 25 | | | 2025/26 Year to Date AP4 - JUL 25 | | | 2025/26 Annual Forecast | | | 2024/25 Outturn | | |
|--|-------------------------------------|----------------|----------------|---|------------------|------------------|----------------------------|------------------|------------------|--------------------|------------------|------------------|
| | Admin | Prog | Total | Admin | Prog | Total | Admin | Prog | Total | Admin | Prog | Total |
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| Operating Revenue | | | | | | | | | | | | |
| Prescription fees and charges | 0 | (1,143) | (1,143) | 0 | (4,970) | (4,970) | 0 | (14,911) | (14,911) | 0 | (15,335) | (15,335) |
| Education, training and research | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Non-patient care services to other bodies | 0 | (1,861) | (1,861) | 0 | (7,455) | (7,455) | 0 | (22,434) | (22,434) | (25) | (24,171) | (24,197) |
| Other Contract income | 0 | (527) | (527) | 0 | 121 | 121 | 0 | (2,957) | (2,957) | 0 | (6,403) | (6,403) |
| Other non contract revenue | 0 | (1,315) | (1,315) | 0 | (4,657) | (4,657) | 0 | (13,924) | (13,924) | 0 | (14,678) | (14,678) |
| Total Operating revenue | 0 | (4,846) | (4,846) | 0 | (16,962) | (16,962) | 0 | (54,226) | (54,226) | (25) | (60,587) | (60,612) |
| Operating Expenses | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Employee Expenses | | | | | | | | | | | | |
| Perm E/ees - Salaries and Wages | 1,188 | 2,171 | 3,359 | 4,754 | 8,847 | 13,601 | 17,221 | 36,653 | 53,874 | 12,944 | 26,490 | 39,434 |
| Perm E/ees - Social Security Costs | 124 | 362 | 486 | 498 | 1,451 | 1,949 | 0 | 0 | 0 | 1,221 | 3,634 | 4,855 |
| Perm E/ees - Em/er Contribs to NHS Pension | 110 | 386 | 495 | 446 | 1,544 | 1,989 | 0 | 0 | 0 | 4,863 | 4,496 | 9,359 |
| Perm E/ees - Apprenticeship Levy | 17 | 0 | 17 | 67 | 0 | 67 | 191 | 0 | 191 | 194 | 0 | 194 |
| Perm E/ees - Termination benefits | 0 | 0 | 0 | 0 | 15 | 15 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other E/ees - Salaries and Wages | 83 | 250 | 333 | 493 | 813 | 1,305 | 718 | 1,277 | 1,996 | 654 | 4,296 | 4,950 |
| Total Gross employee expenses | 1,522 | 3,169 | 4,691 | 6,257 | 12,669 | 18,926 | 18,130 | 37,930 | 56,060 | 19,876 | 38,917 | 58,792 |
| Other Operating Expenses | | | | | | | | | | | | |
| Services from other CCGs and NHS England | 0 | 6 | 6 | 0 | 25 | 25 | 0 | 74 | 74 | 8 | 31 | 39 |
| Services from foundation trusts | 0 | 217,970 | 217,970 | 0 | 869,354 | 869,354 | 0 | 2,061,664 | 2,061,664 | 0 | 1,675,833 | 1,675,833 |
| Services from other NHS trusts | 0 | 65,503 | 65,503 | 0 | 261,169 | 261,169 | 0 | 675,652 | 675,652 | 0 | 1,060,199 | 1,060,199 |
| Services from Other WGA bodies | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Purchase of healthcare from non-NHS bodies | 0 | 45,109 | 45,109 | 0 | 168,444 | 168,444 | 0 | 1,154,835 | 1,154,835 | 0 | 441,093 | 441,093 |
| Purchase of social care | 0 | 755 | 755 | 0 | 3,020 | 3,020 | 0 | 9,744 | 9,744 | 0 | 9,041 | 9,041 |
| Chair and Non Executive Members | 11 | 0 | 11 | 41 | 0 | 41 | 0 | 0 | 0 | 215 | 0 | 215 |
| Supplies and services – clinical | 0 | (117) | (117) | 0 | 283 | 283 | 0 | 1,349 | 1,349 | 0 | 1,343 | 1,343 |
| Supplies and services – general | 92 | 9,359 | 9,451 | 260 | 15,470 | 15,731 | 1,000 | 54,784 | 55,784 | 987 | 14,740 | 15,728 |
| Consultancy services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 326 | 326 |
| Establishment | (10) | 384 | 374 | 74 | 1,322 | 1,397 | 380 | 4,184 | 4,564 | 429 | 6,376 | 6,805 |
| Transport | (0) | 0 | (0) | (0) | 0 | (0) | 0 | 0 | 0 | 2 | 11 | 13 |
| Premises | 18 | 291 | 310 | 91 | 1,169 | 1,260 | 255 | 4,139 | 4,394 | 351 | 3,726 | 4,077 |
| Impairments and reversals of receivables | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Depreciation | 53 | 0 | 53 | 305 | 0 | 305 | 730 | 0 | 730 | 1,009 | 0 | 1,009 |
| Audit fees | 19 | 0 | 19 | 74 | 0 | 74 | 223 | 0 | 223 | 223 | 0 | 223 |
| - Internal audit services | 17 | 0 | 17 | 69 | 0 | 69 | 207 | 0 | 207 | 257 | 0 | 257 |
| - Other services | 2 | 0 | 2 | 9 | 0 | 9 | 27 | 0 | 27 | 27 | 0 | 27 |
| General Dental services and personal dental services | 0 | 8,102 | 8,102 | 0 | 31,693 | 31,693 | 0 | 95,034 | 95,034 | 0 | 92,652 | 92,652 |
| Prescribing costs | 0 | 17,349 | 17,349 | 0 | 73,937 | 73,937 | 0 | 223,307 | 223,307 | 0 | 219,137 | 219,137 |
| Pharmaceutical services | 0 | 6,630 | 6,630 | 0 | 18,308 | 18,308 | 0 | 55,068 | 55,068 | 0 | 42,212 | 42,212 |
| General Ophthalmic services | 0 | 1,255 | 1,255 | 0 | 5,052 | 5,052 | 0 | 15,010 | 15,010 | 0 | 14,476 | 14,476 |
| GPMS/APMS and PCTMS | 0 | 27,859 | 27,859 | 0 | 124,459 | 124,459 | 0 | 376,245 | 376,245 | 0 | 351,712 | 351,712 |
| Other professional fees excl. audit | 5 | 133 | 137 | 18 | 478 | 496 | 23 | 0 | 23 | 24 | 1,864 | 1,888 |
| Legal Fees | 29 | 5 | 34 | 82 | 5 | 86 | 831 | 0 | 831 | 723 | 286 | 1,009 |
| Grants to Other bodies | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Research and development (excluding staff costs) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Education and training | 5 | 34 | 40 | 57 | 134 | 192 | 378 | 400 | 778 | 670 | 391 | 1,061 |
| Other expenditure | 0 | 0 | 0 | 2 | 0 | 2 | 11 | 0 | 11 | 263 | 2,239 | 2,502 |
| Total other costs | 242 | 400,626 | 400,868 | 1,083 | 1,574,321 | 1,575,405 | 4,066 | 4,731,487 | 4,735,553 | 5,188 | 3,937,689 | 3,942,877 |
| Net Operating Expenditure | 1,764 | 403,794 | 405,559 | 7,341 | 1,586,990 | 1,594,331 | 22,196 | 4,769,417 | 4,791,613 | 25,064 | 3,976,606 | 4,001,669 |
| Net Expenditure | 1,764 | 398,949 | 400,713 | 7,341 | 1,570,028 | 1,577,369 | 22,196 | 4,715,191 | 4,737,387 | 25,038 | 3,916,019 | 3,941,057 |
| Revenue Resource Limit | 2,169 | 400,811 | 402,979 | 8,494 | 1,577,939 | 1,586,433 | 25,482 | 4,739,097 | 4,764,579 | 30,312 | 3,925,367 | 3,955,679 |
| Surplus / (Deficit) from Operations | 404 | 1,862 | 2,266 | 1,153 | 7,911 | 9,064 | 3,286 | 23,906 | 27,192 | 5,274 | 9,348 | 14,622 |

ated Care Board

Appendix 2: Cashflow Statement

| | AP1 - APR | AP2 - MAY | AP3 - JUN | AP4 - JUL | AP5 - AUG | AP6 - SEP | AP7 - OCT | AP8 - NOV | AP9 - DEC | AP10 - JAN | AP11 - FEB | AP12 - MAR | Total |
|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|------------------|
| | Actual | Actual | Actual | Actual | F/Cast | F/Cast | F/Cast | F/Cast | F/Cast | F/Cast | F/Cast | F/Cast | F/Cast |
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Balance bfwd | 553 | 1,041 | 1,523 | 6,844 | 1,484 | 1,022 | 162 | 160 | 158 | 656 | 154 | 152 | 553 |
| RECEIPTS | | | | | | | | | | | | | |
| Main Cash Drawdown | 361,500 | 378,000 | 390,000 | 377,500 | 371,000 | 360,000 | 368,000 | 358,000 | 360,000 | 365,000 | 359,000 | 358,770 | 4,406,770 |
| Supplementary Drawdown | 1,700 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,700 |
| Other | 2,292 | 4,448 | 2,348 | 2,077 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 11,166 |
| VAT | 280 | 1,140 | 395 | 234 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 3,650 |
| Total Receipts | 365,773 | 383,589 | 392,743 | 379,811 | 371,200 | 360,200 | 368,200 | 358,200 | 360,200 | 365,200 | 359,200 | 358,970 | 4,423,286 |
| PAYMENTS | | | | | | | | | | | | | |
| NHS Payables | 289,414 | 283,233 | 282,283 | 283,933 | 305,296 | 293,588 | 294,500 | 294,500 | 293,500 | 294,500 | 294,500 | 294,500 | 3,503,748 |
| Non NHS Payables | 71,343 | 95,292 | 100,488 | 96,700 | 60,816 | 62,272 | 68,752 | 58,752 | 61,252 | 66,252 | 59,752 | 59,022 | 860,692 |
| Salaries & Wages (inc Tax, NI & Pension) | 4,529 | 4,580 | 4,652 | 4,538 | 5,550 | 5,200 | 4,950 | 4,950 | 4,950 | 4,950 | 4,950 | 4,950 | 58,748 |
| Total Payments | 365,285 | 383,106 | 387,423 | 385,171 | 371,663 | 361,060 | 368,202 | 358,202 | 359,702 | 365,702 | 359,202 | 358,472 | 4,423,189 |
| BALANCE CFWD | 1,041 | 1,523 | 6,844 | 1,484 | 1,022 | 162 | 160 | 158 | 656 | 154 | 152 | 650 | 650 |

Appendix 3: Block Contracts

NCL ICB Block Contract Summary as at 31st July 2025

| Trust / Service | | Full Year Budget £'000 |
|-------------------------------|--|---------------------------|
| Acute Services - NHS (BLOCK) | Barts Health NHS Trust | 37,208 |
| | Barking, Havering And Redbridge University Hospitals NHS Trust | 1,332 |
| | Cambridge University Hospitals NHS Foundation Trust | 0 |
| | Chelsea And Westminster Hospital NHS Foundation Trust | 4,880 |
| | East And North Hertfordshire NHS Trust | 1,624 |
| | Great Ormond Street Hospital For Children NHS Foundation Trust | 25,092 |
| | Guy's And St Thomas' NHS Foundation Trust | 19,452 |
| | Homerton Healthcare NHS Foundation Trust | 19,108 |
| | Imperial College Healthcare NHS Trust | 25,143 |
| | King's College Hospital NHS Foundation Trust | 3,641 |
| | Lewisham And Greenwich NHS Trust | 951 |
| | London Ambulance Service NHS Trust | 95,566 |
| | London North West University Healthcare NHS Trust | 21,886 |
| | Mid and South Essex NHS Foundation Trust | 743 |
| | Moorfields Eye Hospital NHS Foundation Trust | 36,904 |
| | North London NHS Foundation Trust | 0 |
| | The Princess Alexandra Hospital NHS Trust | 1,527 |
| | Royal Free London NHS Foundation Trust | 995,527 |
| | Royal National Orthopaedic Hospital NHS Trust | 30,525 |
| | St George's University Hospitals NHS Foundation Trust | 2,138 |
| | The Royal Marsden NHS Foundation Trust | 868 |
| | University College London Hospitals NHS Foundation Trust | 430,315 |
| | West Hertfordshire Hospitals NHS Trust | 2,118 |
| | Whittington Health NHS Trust | 251,540 |
| | LVA - NHST | 12,313 |
| | LVA - NHFT | 172 |
| | | |
| Acute Services NHS BlockTotal | | 2,020,572 |
| Mental Health Services Block | Central And North West London NHS Foundation Trust | 6,655 |
| | Central London Community Healthcare NHS Trust | 2,652 |
| | East London NHS Foundation Trust | 1,175 |
| | North East London NHS Foundation Trust | 1,233 |
| | North London NHS Foundation Trust | 356,772 |
| | Royal Free London NHS Foundation Trust | 2,941 |
| | South London And Maudsley NHS Foundation Trust | 1,896 |
| | Tavistock And Portman NHS Foundation Trust | 16,612 |
| | Whittington Health NHS Trust | 3,908 |
| | General NCAs & Prior Yr NHS | 0 |
| | | |
| Mental Health Services Total | | 393,843 |

Appendix 3: Block Contracts (cont.)

| Trust / Service | | Full Year Budget £'000 |
|---|--|---------------------------|
| Community Health Services Block | Central And North West London NHS Foundation Trust | 44,840 |
| | Central London Community Healthcare NHS Trust | 62,238 |
| | London North West University Healthcare NHS Trust | 179 |
| | North London NHS Foundation Trust | 575 |
| | North East London NHS Foundation Trust | 272 |
| | Royal Free London NHS Foundation Trust | 47,606 |
| | Tavistock And Portman NHS Foundation Trust | 42 |
| | University College London Hospitals NHS Foundation Trust | 53 |
| | Whittington Health NHS Trust | 105,414 |
| | Community Health Services Block Total | 261,219 |
| Specialist Commissioning Costs Block | Other Non NHS | 679,128 |
| Specialist Commissioning Costs Block Total | | 679,128 |
| Primary Care Services Block | London Ambulance Service NHS Trust | 5,267 |
| | Royal Free London NHS Foundation Trust | 84 |
| Primary Care Services Services Block Total | | 5,351 |
| Primary Care Dental, Ophthalmic & Pharmacy | Barts Health NHS Trust | 1,611 |
| | Barking, Havering And Redbridge University Hospitals NHS Trust | 4 |
| | Cambridge University Hospitals NHS Foundation Trust | 5 |
| | Chelsea And Westminster Hospital NHS Foundation Trust | 132 |
| | Guy's And St Thomas' NHS Foundation Trust | 5,139 |
| | Homerton Healthcare NHS Foundation Trust | 990 |
| | Imperial College Healthcare NHS Trust | 28 |
| | King's College Hospital NHS Foundation Trust | 621 |
| | London North West University Healthcare NHS Trust | 734 |
| | Royal Free London NHS Foundation Trust | 8,346 |
| | St George's University Hospitals NHS Foundation Trust | 60 |
| | University College London Hospitals NHS Foundation Trust | 17,905 |
| | Whittington Health NHS Trust | 5,124 |
| | LVA - NHST | 44 |
| | LVA - NHFT | 189 |
| Primary Care Dental, Ophthalmic & Pharmacy Total | | 40,932 |
| Other Programme Services Block | London Ambulance Service NHS Trust | 15,366 |
| Other Programme Services Block Total | | 15,366 |
| Total Commissioning Expenditure | | 3,416,412 |