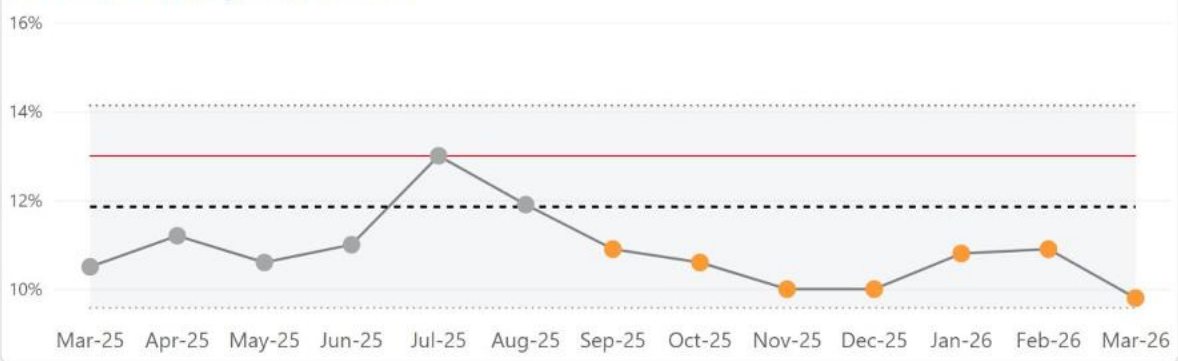


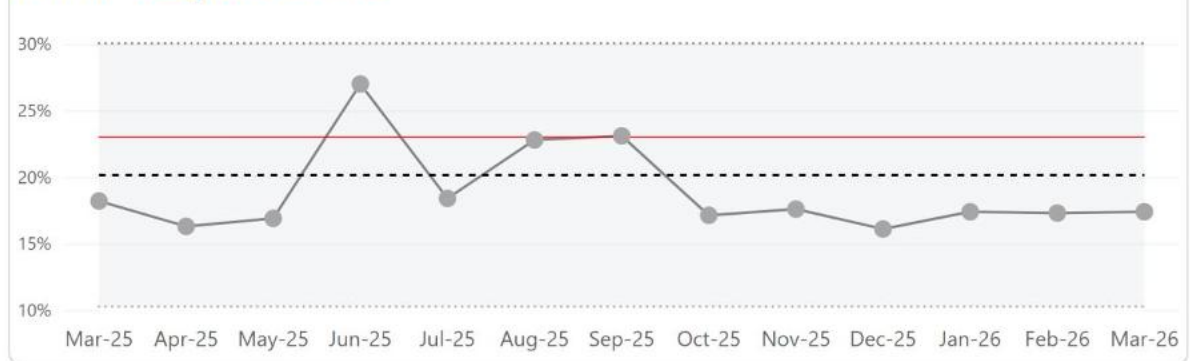
FFT: A&E Response Rate



FFT: OP Response Rate



FFT: IP Response Rate



Metric	Period	Value	Variation	Assurance	Target	Benchmark
FFT: A&E Response Rate	Mar-26	9.8%			13%	
FFT: IP Response Rate	Mar-26	17.4%			23%	
FFT: OP Response Rate	Mar-26	9.5%			12%	

FFT Response Narrative

The trust is working with external partners and Data & Analytics to develop hybrid approach- increase response rate and positive scores.

We can see a reduction in the overall response rates for the FFT. The external provider of the FFT has ceased to support the postcard method of collecting FFT feedback and the trust is currently looking to support internally so we currently have a backlog which will be inputted into the platform.

Maternity Metrics	Period	Value	Variation	Assurance	Target	Benchmark
Women Delivered	Mar-26	155				
Live Births	Mar-26	157				
Births in Co-located MLU	Mar-26	9				
Neonatal Admissions of Term Babies	Mar-26	6			7	
Term Admission Rate	Mar-26	3.8%			4.8%	
Deliveries by Caesarean Section	Mar-26	70			70	
Deliveries by Caesarean Sections Rate	Mar-26	45.2%				
Number of Haemorrhages ≥1500 ml	Mar-26	10				
PPH rate per 1000 Deliveries	Mar-26	64.5			30	
Number of 3rd/4th Degree Tears in Vaginal Births	Mar-26	0				
Tears rate per 1000 Deliveries	Mar-26	0			28	
ITU Admissions	Mar-26	0			0	
Obstetric Unit - number of days the service has diverted on in reporting period	Mar-26	0			0	
Eclampsia	Mar-26	0			0	
Maternal Deaths	Mar-26	0			0	
Stillbirths	Mar-26	0			0	
Stillbirths rate per 1000 births	Mar-26	0			4	
Rolling 12 Month Stillbirths per 1000 births	Mar-26	2				
Neonatal Deaths	Mar-26	0			0	
Neonatal Deaths born after 24 weeks	Mar-26	0			0	
Neonatal Deaths born before 24 weeks	Mar-26	0			0	
Coroner Reg 28 made directly to Trust	Mar-26	0			0	
All Neonatal Deaths (%)	Mar-26	0.0%			0%	
NN middle grade rota gaps (SHO)	Mar-26	0.0%			0%	
Service User Feedback: Number of Formal Complaints	Mar-26	0			1	
Progress in achievement of CNST (out of 10)	Mar-26	10			10	
Frontline Staff Feedback from champions and walkabouts (Number of Themes)	Mar-26	0			0	

Maternity narrative

Overall Position

Maternity activity and safety remained stable throughout March, with performance indicators broadly within expected limits. There were no signals of system pressure or emerging safety concerns.

Safety and Outcomes

There were no maternal deaths still births or neonatal deaths reported in March. Rolling Neonatal and stillbirth rates remain below the national average, with no unexpected variation identified. Mortality indicators continue to demonstrate stable performance, consistent with the positive position seen in recent months. Perinatal outcomes remain reassuring, with no deterioration in trends or outcomes identified through routine surveillance.

Quality and Governance

Term neonatal admissions remained within expected variation and continue to be subject to routine multidisciplinary review to support ongoing quality improvement and shared learning.

No risks required escalation through formal governance structures during the month.

Monitoring of key complications shows the following.

- Third and fourth degree tears are zero this month and continue to remain below national averages and are stable when compared with previous months.
- Postpartum haemorrhage rates showed expected month to month variation and will be more meaningful to compare nationally once all units are following same guidance and measuring all blood losses.

Forward Focus

The following areas remain under continued review and improvement oversight.

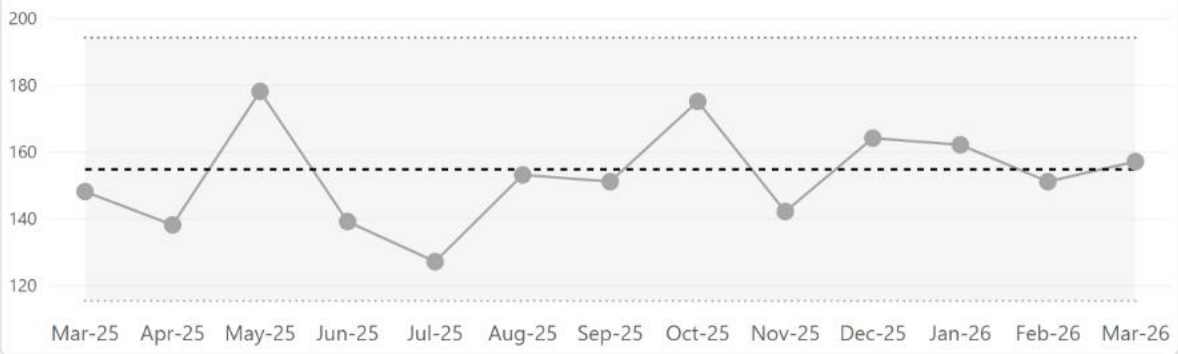
- Postpartum haemorrhage, with continued monitoring of the impact of changes to third stage management and clinical practice.
- Completion of after action reviews for all moderate and above threshold PPH events, ensuring learning is captured promptly and shared across the multidisciplinary team.

Assurance

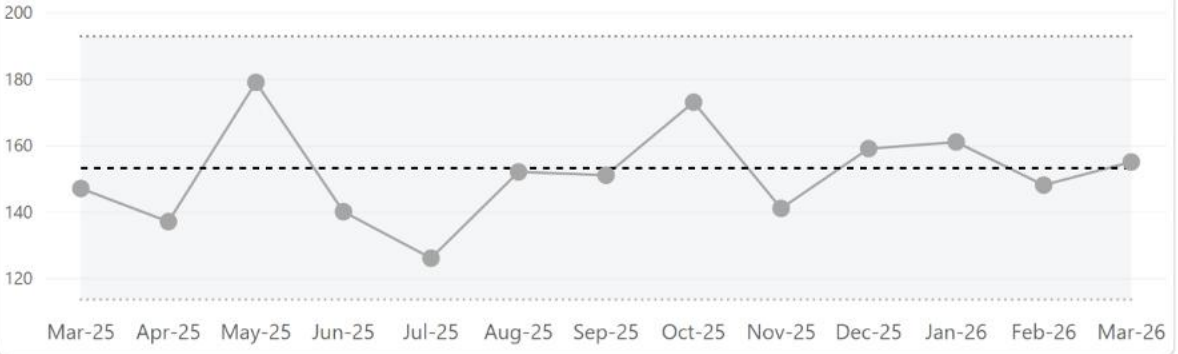
Mortality, morbidity and incident review processes remain fully compliant with national standards, NHS England requirements and professional guidance. The Board can remain assured that governance and surveillance arrangements are effective and that overall assurance remains strong.



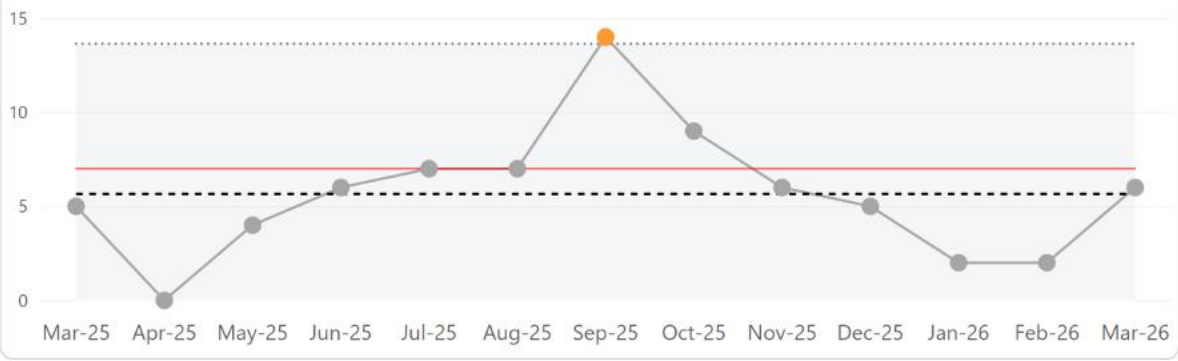
Live Births



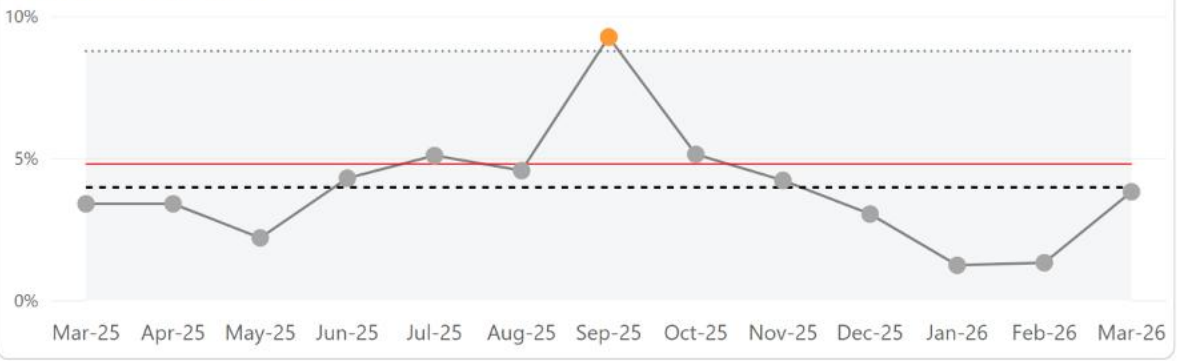
Women Delivered



Neonatal Admissions of Term Babies



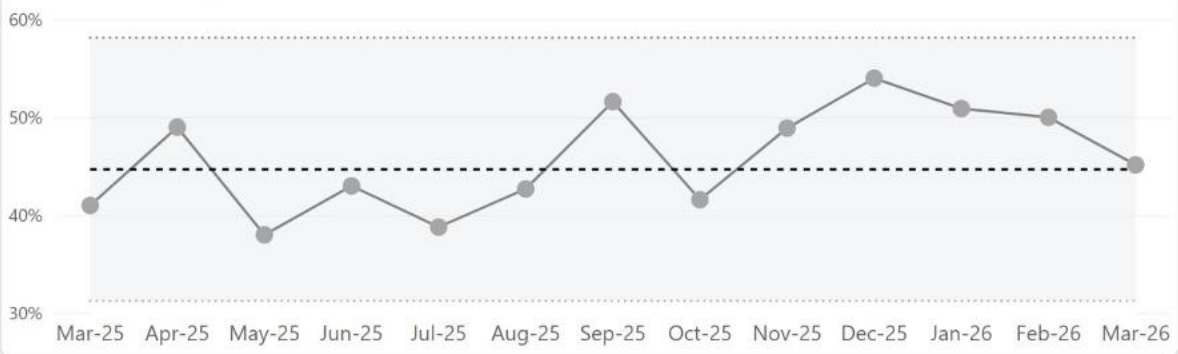
Term Admission Rate



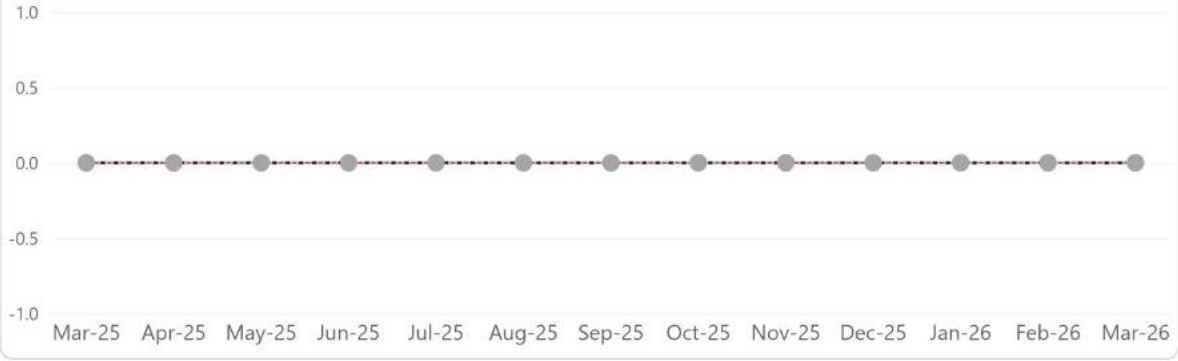
Metric	Period	Value	Variation	Assurance	Target	Benchmark
Women Delivered	Mar-26	155	📉			
Term Admission Rate	Mar-26	3.8%	📉 📉		4.8%	
Neonatal Admissions of Term Babies	Mar-26	6	📉 📉		7	
Live Births	Mar-26	157	📉			



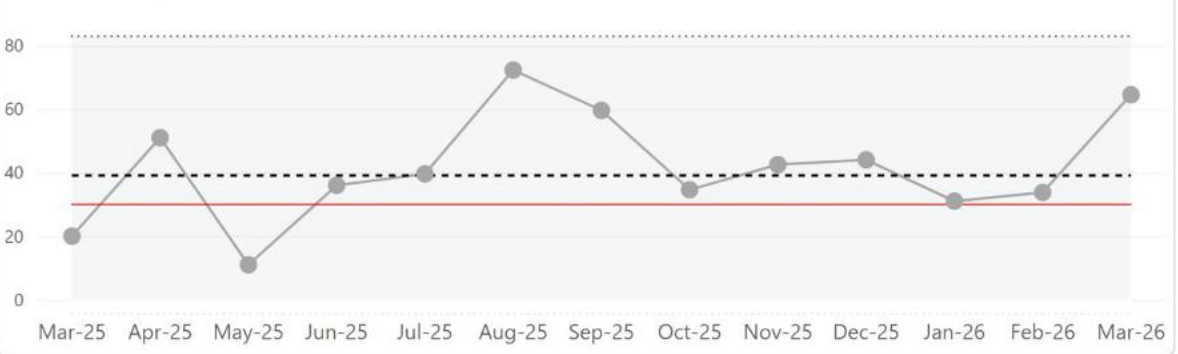
Deliveries by Caesarean Sections Rate



Eclampsia



PPH rate per 1000 Deliveries



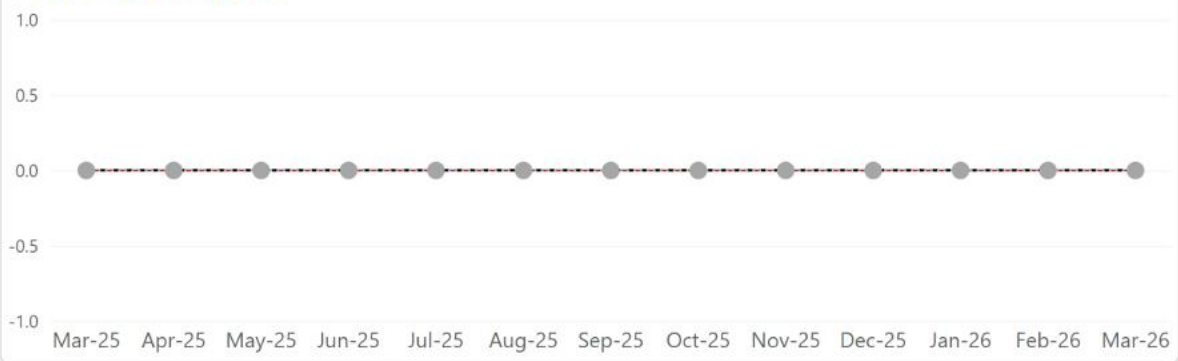
Tears rate per 1000 Deliveries



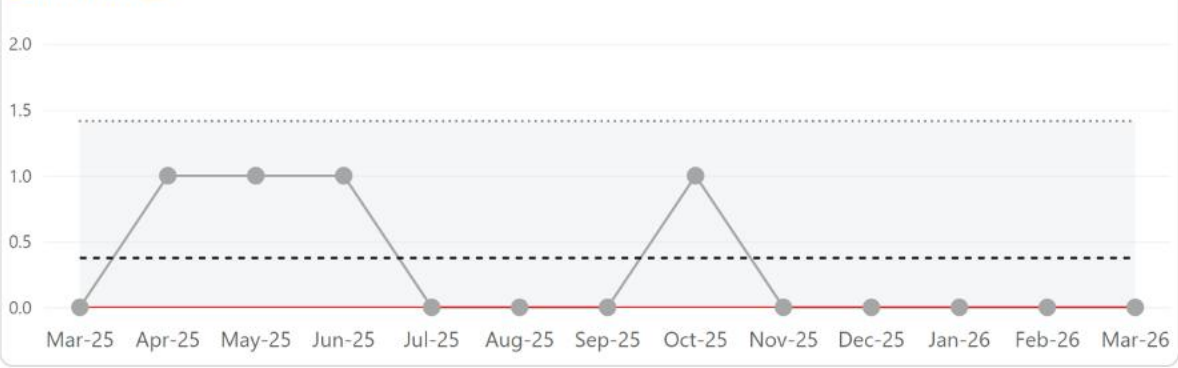
Metric	Period	Value	Variation	Assurance	Target	Benchmark
Deliveries by Caesarean Sections Rate	Mar-26	45.2%	📉			
Eclampsia	Mar-26	0	📈	🟢	0	
PPH rate per 1000 Deliveries	Mar-26	64.5	📉	📉	30	
Tears rate per 1000 Deliveries	Mar-26	0	📈	📈	28	



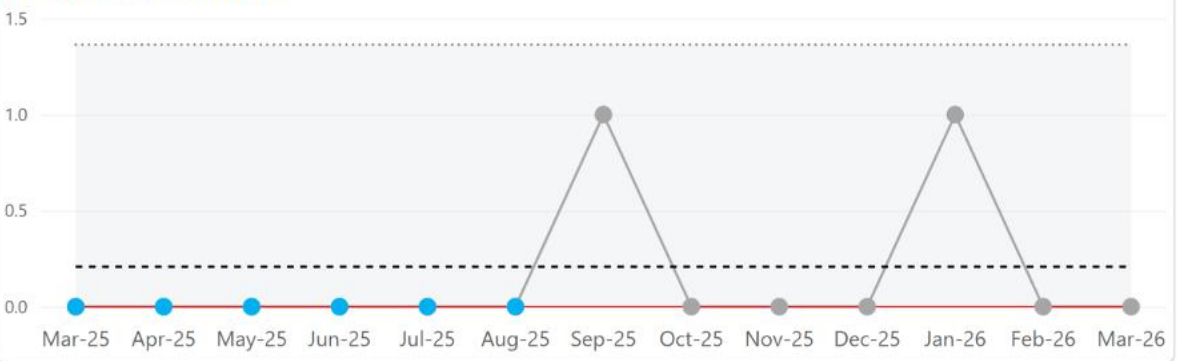
Maternal Deaths



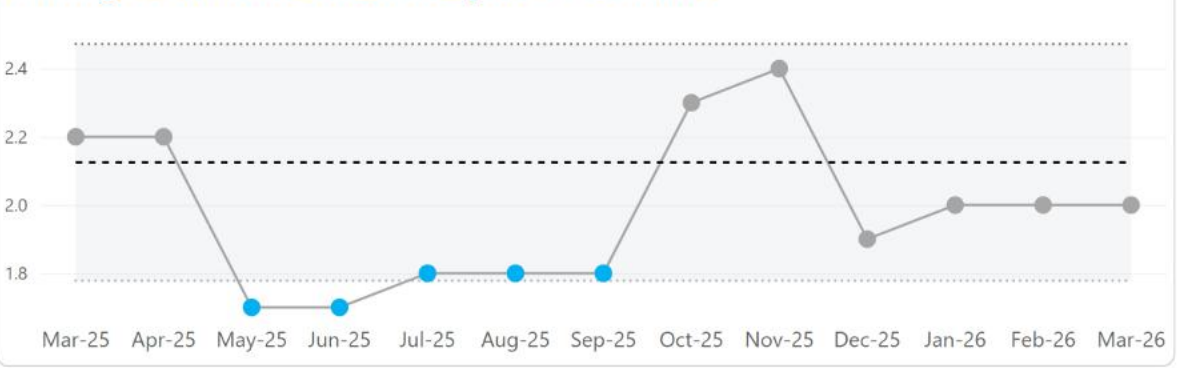
Stillbirths



Neonatal Deaths



Rolling 12 Month Stillbirths per 1000 births



Metric	Period	Value	Variation	Assurance	Target	Benchmark
Maternal Deaths	Mar-26	0	👍👍	👍	0	
Neonatal Deaths	Mar-26	0	👍👍	👍	0	
Rolling 12 Month Stillbirths per 1000 births	Mar-26	2	👍			
Stillbirths	Mar-26	0	👍👍	👍	0	
Stillbirths rate per 1000 births	Mar-26	0	👍👍	👍	4	

Highlights:

Turnover continues to be below the 10% target at 7.89%.

Sickness absence in March fell to 5.12% - Stress and Anxiety continues to remain the highest reason.

Mandatory training compliance increased to 90.21%.

Appraisal compliance maintained target compliance at 82.98% in February

Agency shifts for Nursing increased from last month with 95 shifts in March, with a large decrease of 169 compared with March 2025 – YTD Agency spend at 0.5% of the total nursing pay bill.

Agency shifts for Medical & Dental increased from last month with 226 shifts and it was 116 more than the previous year – YTD Agency spend at 1.9% of the total medical pay bill.

Agency spend for YTD is £2,325K which is £1,865k less than the same period last year.

Areas Of Concern:

Sickness has increased with long-term absence reaching 3.23% of all sickness.

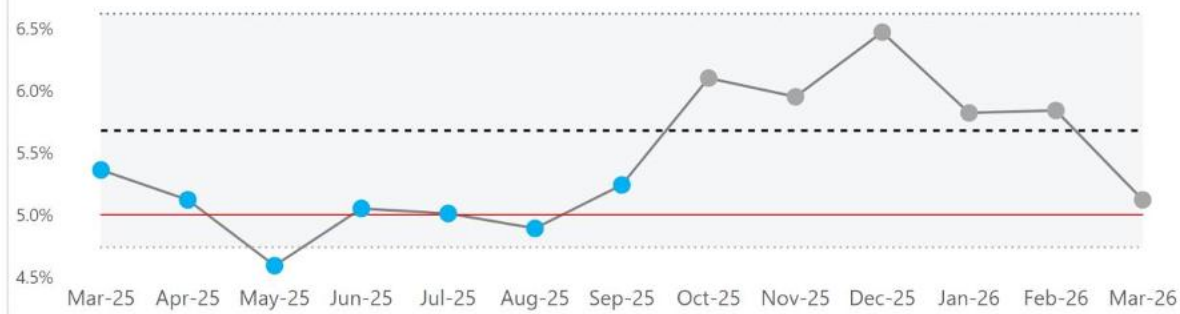
Forward Look (With Actions):

Increased monitoring of sickness and establishment of clear plans to improve attendance.

CIP and variable pay controls in progress to reduce pay costs.



Sickness Absence Rate



Staff Turnover Percentage



Metric	Period	Value	Variation	Assurance	Target	Benchmark
Sickness Absence Rate	Mar-26	5.1%			5%	Dec 25 5.9%
Staff Turnover Percentage	Mar-26	7.9%			10%	

Sickness Narrative

Sickness absence in March reduced to 5.12%, from 5.84% in February. The top 3 reasons for absence were: Stress & Anxiety, Gastrointestinal problems and Cold, Cough & Flu. This equates to 3,447.68 FTE days lost which is 49.6% of all Trust sickness absence. Stress and Anxiety absence accounts for 30.9% of all sickness absence.

Short Term Absence

- Short term accounts for 1.89% in March, down from 2.06% in February

Long Term Absence

- At 3.23% Long Term remains high
- Stress and Anxiety continues to be the highest reason

Long term absence (28 days+) remains a persistent issue, with People Services involved supported by the new Absence Management policy with the aim to reduce and conclude cases timely.

Staff Turnover Narrative

At 7.89 % for March the Trust Turnover rate has decreased and continues to trend below target since July 2023. The rate based on FTE is below target at 7.44%. Showing as a Trust the workforce is remaining more stable, retaining employees, skills, and knowledge.

There are 2 staff groups remaining above target: Admin & Clerical (11.84%) and Additional Clinical Services (11.64%).

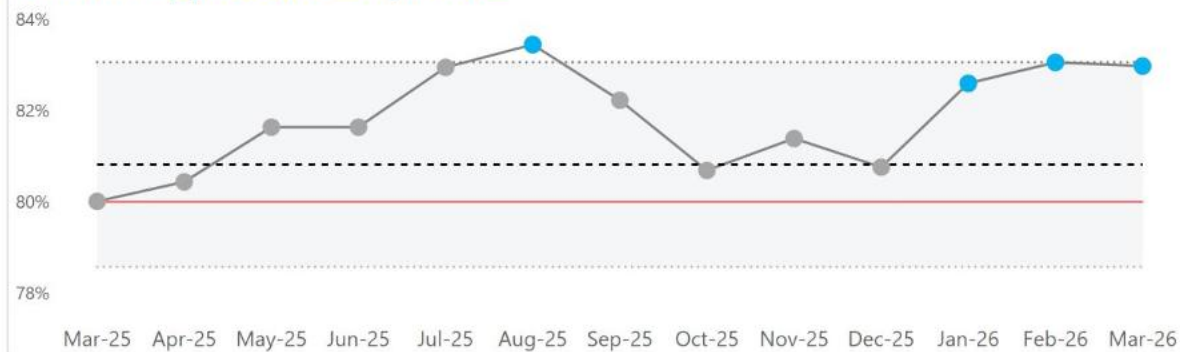
Planned Remedial Actions:

Turnover performance is being monitored by the People Committee and sub-groups providing assurance around the challenge to reduce turnover and initiatives in place to improve staff retention.

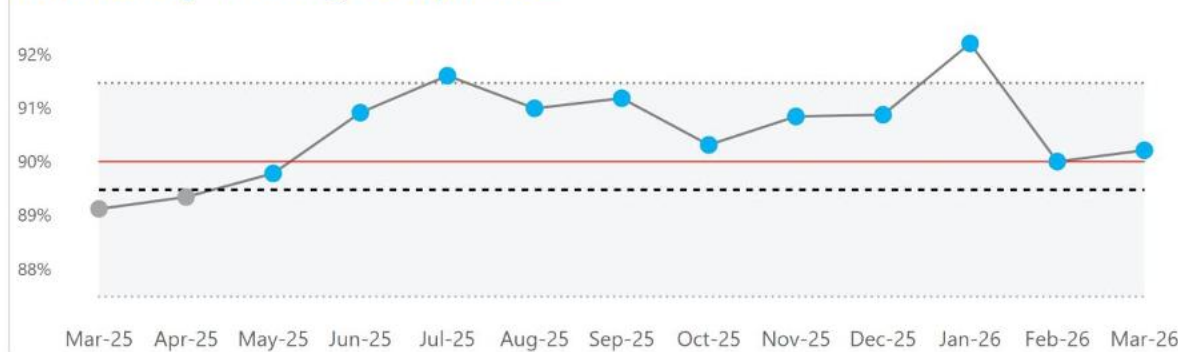
Staff Group (excludes Fixed Term Temporary Staff)	Turnover Headcount %
Add Prof Scientific and Technic	9.22%
Additional Clinical Services	9.65%
Administrative and Clerical	11.84%
Allied Health Professionals	8.43%
Estates and Ancillary	7.60%
Healthcare Scientists	11.64%
Medical and Dental	5.52%
Nursing and Midwifery Registered	4.10%
Trust Rate	7.89%



Annual Appraisal Compliance



Mandatory Training Compliance



Metric	Period	Value	Variation	Assurance	Target	Benchmark
Annual Appraisal Compliance	Mar-26	82.98%	▲	🟢🟡	80%	
Mandatory Training Compliance	Mar-26	90.21%	▲	🟢🟡	90%	

Appraisals Narrative

Performance Issue: Appraisals on target (82.98%)

Appraisal compliance in March fell to 82.98%, but has maintained compliance against target.

Further improvement will focus now on increasing compliance above 90%.

Planned Remedial Actions:

A new Appraisal form has been designed and launched, aimed at being more user friendly and appropriate, to increase compliance. The impact of this new approach is being monitored by People Committee.

Analysis on appraisal compliance is underway to establish areas of improvement; this will be provided to People Committee.

Division	Appraisals	Local Induction	Mandatory Training
Corporate Non-Clinical	61.4%	66.7%	89.0%
Diagnostics & Clinical Support	84.4%	92.3%	90.6%
Estates & Facilities	78.6%	91.7%	82.8%
Finance & Performance	91.1%	100.0%	95.0%
IMT	90.2%	100.0%	95.7%
Nurse Management	81.7%	66.7%	90.1%
People Services	88.6%	100.0%	95.0%
Planned Care	83.7%	68.8%	90.0%
Therapies & Integrated Community Care	83.7%	91.2%	90.1%
Urgent Care	84.6%	77.2%	90.6%
Women & Children's	77.3%	90.6%	92.2%
Trust Total	82.98%	81.09%	90.21%

Mandatory Training Narrative

Performance issue: Mandatory Training Compliance on target (90.00%)

This report covers the 11 subjects mandated by NHSE in the CSTF and monitored by the trusts newly established Mandatory Training Oversight Group, any subject with separate governance arrangements is reported separately.

Trust compliance has seen a slight increase up to 90.21% so remaining just above the 90% target. 9 out of 11 divisions remain over the 90% compliance target. Estates and Facilities have shown the greatest in month improvement in compliance of 4.3%.

F2F training continues to be supported by E-learning where acceptable within the CSTF.

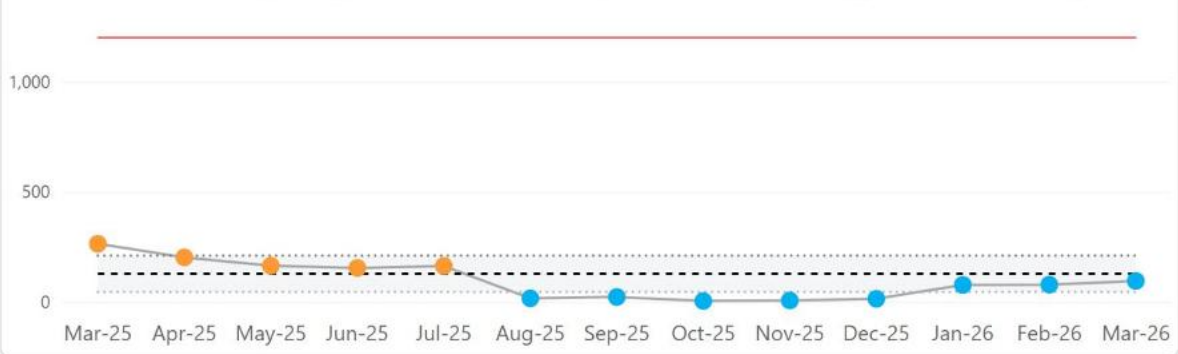
Planned Remedial Actions:

The Trust is aligned with National programme review of the CSTF and continues to review the training needs analysis for each CSTF subject.

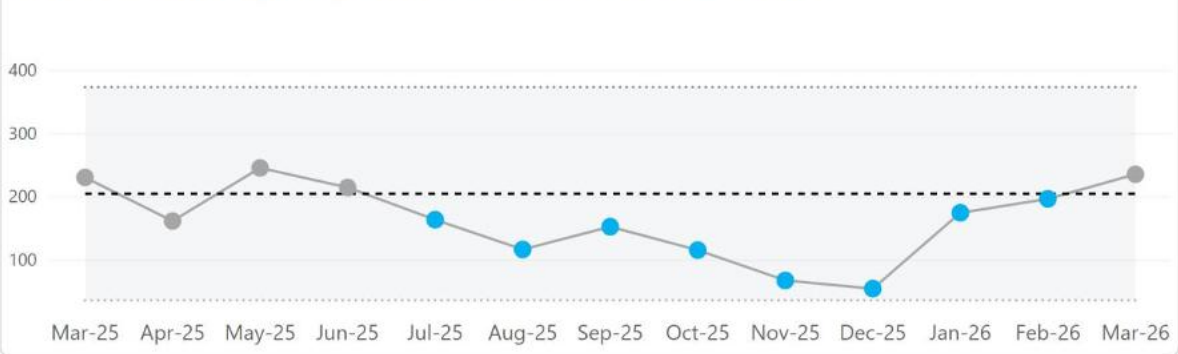
Targeted work remains in place to increase compliance with specific subject areas that show compliance at under 90% with particular focus on basic life support training. There is a continuation of additional support with the Estates and Facilities Division.

Competence Name	Compliance (%)
Equality, Diversity and Human Rights - 3 Years	93.40%
Fire Safety - 2 Years	92.91%
Health, Safety and Welfare - 3 Years	92.70%
Infection Prevention and Control - Level 1 - 3 Years	94.62%
Infection Prevention and Control - Level 2 - 1 Year	87.74%
Information Governance and Data Security - 1 Year	84.61%
Moving and Handling - Level 1 - 3 Years	94.71%
Moving and Handling - Level 2 - 2 Years	90.13%
NHS Conflict Resolution (England) - 3 Years	93.55%
Preventing Radicalisation - Basic Prevent Awareness - 3 Years	91.86%
Preventing Radicalisation - Prevent Awareness - 3 Years	93.45%
Resuscitation - Level 1 - 1 Year	76.96%
Resuscitation - Level 2 - Adult Basic Life Support - 1 Year	84.99%
Resuscitation - Level 2 - Newborn Basic Life Support - 1 Year	91.63%
Resuscitation - Level 2 - Paediatric Basic Life Support - 1 Year	84.62%
Safeguarding Adults (Version 2) - Level 3 - 3 Years	90.83%
Safeguarding Adults - Level 1 - 3 Years	92.08%
Safeguarding Adults - Level 2 - 3 Years	92.80%
Safeguarding Children - Level 1 - 3 Years	93.02%
Safeguarding Children - Level 2 - 3 Years	91.68%
Safeguarding Children - Level 3 - 3 Years	91.28%

Reduction in Agency Shifts over Cap Rates: Nursing & Midwifery



Reduction in Agency Shifts over Cap Rates: Other



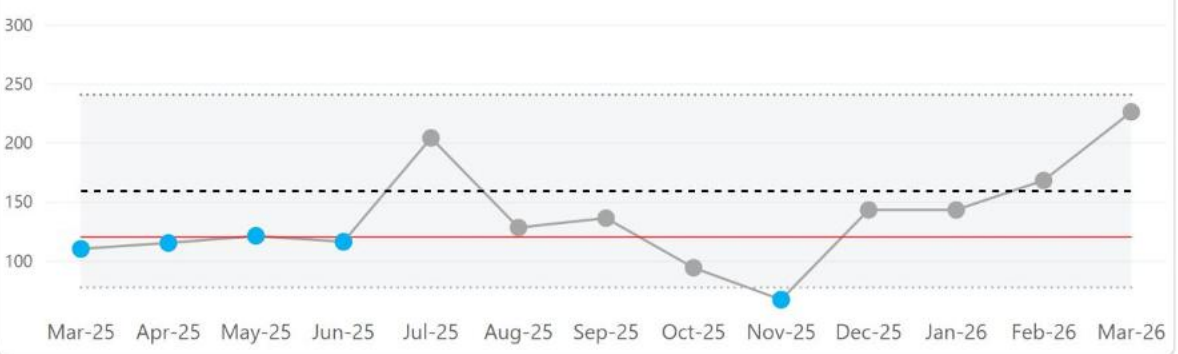
Cap Rates Narrative

Medical & Dental - Month 12 shows 226 Medical shifts. A difference of +116 from the previous year. 144 were above cap rates and 0 were Off Framework

Nursing & Midwifery - In relation to Nursing shifts, 95 shifts were approved in month 12 and 0 were above cap. A difference of -169 from the previous year.

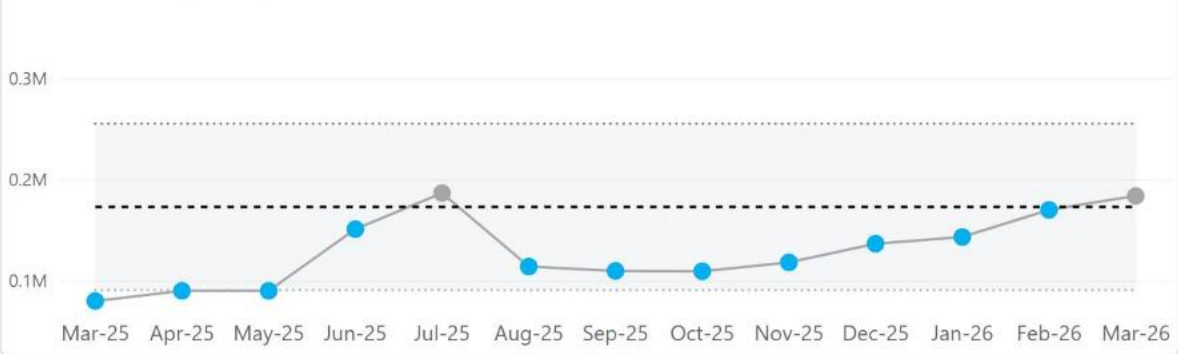
Other reduction in Agency - In month 12. 235 'Other' agency shifts were approved, an increase of 5 on the previous year. 221 were above cap. Of these, 173 were HCAs, 0 were admin, 14 were Healthcare science and 48 were ST&T shifts.

Reduction in Agency Shifts over Cap Rates: Medical & Dental

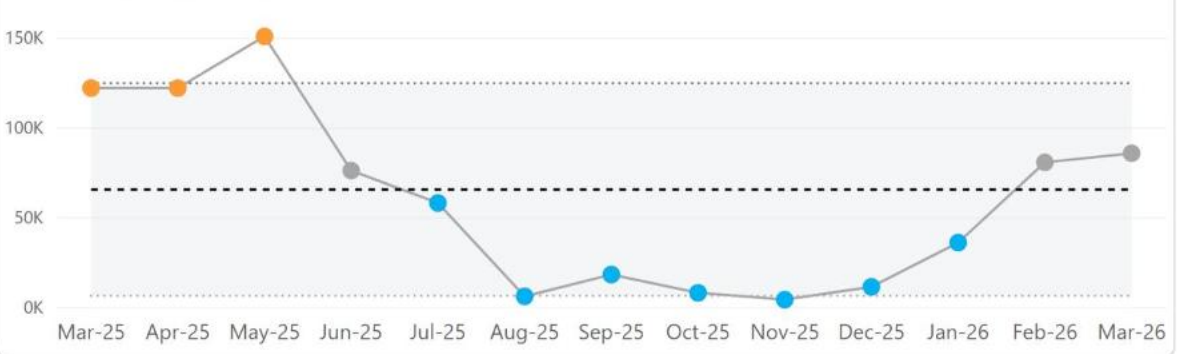


Metric	Period	Value	Variation	Assurance	Target	Benchmark
Reduction in Agency Shifts over Cap Rates: Medical & Dental	Mar-26	226	⚠️ ⚠️		120	
Reduction in Agency Shifts over Cap Rates: Nursing & Midwifery	Mar-26	95	✅ ✅		1200	
Reduction in Agency Shifts over Cap Rates: Other	Mar-26	235	⚠️			

Medical Agency Spend



Nursing Agency Spend



Metric	Period	Value	Variation	Assurance	Target	Benchmark
Medical Agency Spend	Mar-26	183773	↕			
Nursing Agency Spend	Mar-26	85669	↕			

Agency Spend Narrative

Medical Agency Spend - M12 is 184k, which is 2.38% of the total monthly medical spend.

Agency nursing expenditure for M12 is £85.7k, which is 0.5% of total monthly nursing spend



Total Registered Nursing, Midwifery and Health Visiting Staff Vacancy WTE	3.31
Of which Registered Midwife Vacancy WTE	0.00
Total Qualified AHP Vacancy WTE	8.90
Of which Qualified Physiotherapist Vacancy WTE	0.44
Of which Qualified Occupational Therapist Vacancy WTE	3.28
Qualified Podiatry Vacancy WTE	0.00
Qualified Dietetics Vacancy WTE	0.00
Qualified Operational Department Practitioners Vacancy WTE	5.18
Qualified Orthotics/Optics Vacancy WTE	0.01
Qualified Prosthetics and Orthotics Vacancy WTE	0.00
Qualified Radiography (Diagnostic) Vacancy WTE	0.00
Qualified Radiography (Therapeutic) Vacancy WTE	0.00
Qualified Speech & Language Therapy Vacancy WTE	0.00
Of which Qualified Paramedic Vacancy WTE	0.00
Total Medical/Dental Vacancy WTE	68.44
Of which Medical/Dental Consultant Vacancy WTE	23.98
Support to Clinical Staff Vacancy WTE	107.12
Of which Healthcare Assistant Band 2	0.00
Of which Healthcare Assistant Band 3	91.88
NHS Infrastructure Vacancy WTE	65.49
Registered Healthcare Scientists	1.56
Other Registered Scientific, Therapeutic and Technical Staff	12.09
Total Vacancies	266.91
Budgeted FTE Total	4695.69
Trust Vacancy Rate	5.68%

	19/20 £	20/21 £	21/22 £	22/23 £	23/24 £	24/25 £	25/26 £
Medical	2,186,354	2,092,661	2,184,548	2,549,357	2,172,943	2,547,072	1,858,079
Nursing	420,670	3,346,196	8,356,865	12,984,419	7,537,722	890,183	561,494
Scientific, Therapeutic & Technical	309,438	165,439	185,898	826,586	797,726	634,672	100,220
Admin & Clerical	58,632	151,116	642,783	1,600,359	518,838	146,785	5,079
TOTAL	2,975,094	6,756,413	11,371,094	17,962,721	6,027,228	4,188,712	2,324,872
Total Pay Bill	179,577,000	218,177,000	231,024,000	262,148,000	274,282,337	294,856,090	311,166,001
Agency spend as a % of total Pay Bill	1.7%	2.6%	4.9%	6.9%	2.2%	1.4%	0.7%

Staff Group	Agency Spend YTD to M12 £000s	Total Pay Group Spend YTD to M12 £000s	% Agency
Medical	1,058	88,187	1.9%
Nursing	561	112,830	0.5%
Scientific, Therapeutic & Technical	100	40,890	0.2%
Admin & Clerical	5	34,312	0.0%
Other	-	36,947	0.0%
TOTAL PAY	2,325	311,166	0.7%

Performance Issue

To not exceed £4.576m agency expenditure ceiling.

Total Agency spend at M12 is £2,325k, which is 0.75% of total pay spend. £4,190k was spent in same period last year.

Staff Group	Vacancy FTE	Vacancy Rate
Add Prof Scientific and Technic	12.09	9.13%
Additional Clinical Services	107.12	9.71%
Administrative and Clerical	0.00	0.00%
Allied Health Professionals	8.90	2.98%
Estates and Ancillary	65.49	9.68%
Healthcare Scientists	1.56	1.61%
Medical and Dental	68.44	10.26%
Nursing and Midwifery Registered	3.31	0.25%
Grand Total	266.91	5.68%

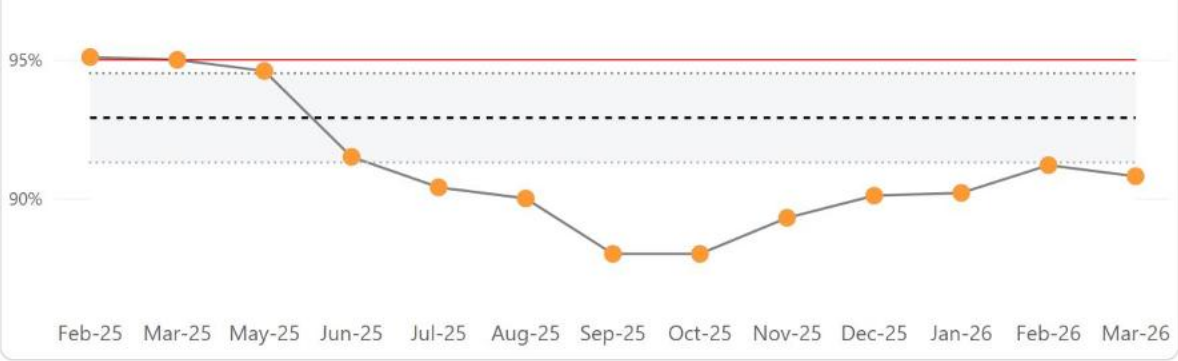
KPI	RAG Rating	Comments
I&E distance from target (cumulative)	●	The Trust, as forecast, has delivered to plan and achieved the £14.4m planned deficit position (subject to audit). The Trust received full £19.6m 2025/26 DSF due to NHS England's confidence in the Trust delivery of the 2025/26 financial plan and submission of a compliant 2026/27 financial plan.
CIP	●	CIP is £10.9 million behind plan at Month 12 Only recurrent savings are being actioned, The Trust has delivered recurrent savings of £19.9m.
Capital Expenditure	●	Full year capital plan was successfully delivered, including Trust funded capital plans and national funded schemes (W&C, ED).
Cash in bank - £'000	●	The Month 11 cash position is £31.6 million, an increase of £11.9m from February 2025. The increase being driven by receipt of 25/26 DSF. £14.7m DSF for Q2-4 was received on 13 th March 2026 and has been recognised in M12. Emergency revenue cash support was received in September, October, November and February and March.
Liquidity (days)	●	The Trust had the equivalent of 17 days cash in the bank
Better Payment Practice Code (number)	●	90.8% of invoices (Year to Date) were paid within 30 days (compared to 95% national target).
Better Payment Practice Code (value)	●	89.9% of invoices (Year to Date) were paid within 30 days (compared to 95% national target).

Highlights:

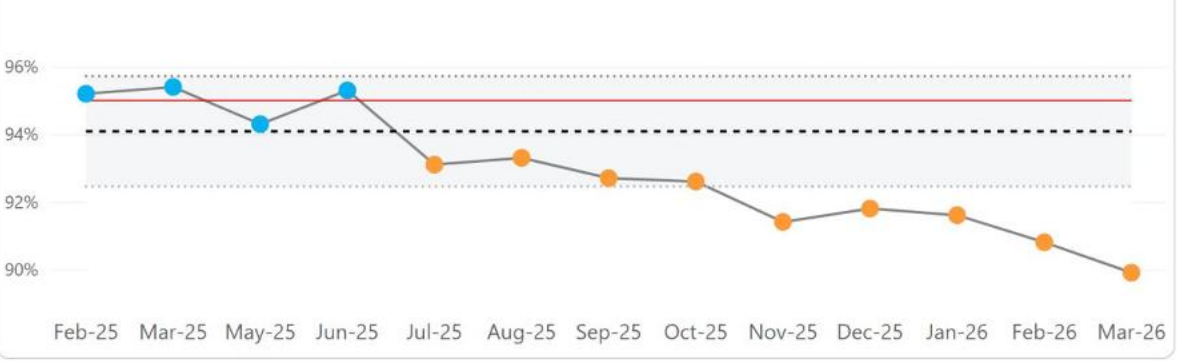
The month 12 (March) planned year to date deficit is £14.4 million, the trust has delivered against this plan as was forecast (subject to audit). Deficit Support Funding (DSF), that was previously withheld, was received in full for the year, due to NHS England's confidence both in our in-year forecast and 26/27 plan submission. (to note there is an expectation that emergency cash funding received during the year will be repaid).

Costs relating to industrial action in July, November & December are included within the month 12 reported position. At month 12 CIP under delivered by £10.9m which was mitigated by several non-recurrent benefits including vacancies, higher than planned interest receivable income and VAT rebate and the release of 12 months annual leave accrual (created in 2024/25).

Better Payment Practice Code (number)



Better Payment Practice Code (value)



Metric	Period	Value	Variation	Assurance	Target	Benchmark
Better Payment Practice Code (number)	Mar-26	90.8%	⬇️	⬇️	95%	
Better Payment Practice Code (value)	Mar-26	89.9%	⬇️	⬇️	95%	