



**Royal Berkshire**  
NHS Foundation Trust

# Annual General Meeting

**Wednesday 17 September 2025**

# Investing in our future

Steve McManus  
Chief Executive

...because we

**CARE**

# Stepping up to the challenges ahead

A tough year, with colleagues showing huge resilience.

Thanks to them, we remain in a great place, and we have scope to be 'better still'.

“If everything is a priority, then nothing is.” [Wes Streeting, Health and Social Care Secretary.](#)

- NHS Ten Year Plan gives direction
- Our refreshed Trust Strategy makes it local



# An outstanding District General Hospital

- Wraparound care anchored in the community
- Focused on high quality, timely access to services
- Patient experience central to our offering





# Community care

- Maximise care we offer at community based locations
- Reach out to people where they are
- Work with partners to tackle health inequalities

## Community outreach liver health checks

Launched in 2023 as part of a push across the Thames Valley to spot and support patients to understand their liver health. Since then the team have carried out 4119 tests, in locations across our community. These include Reading Festival and Pride, in homeless shelters and hotels housing people seeking asylum, in GP surgeries, within the prison estate, and within local businesses, making the shift to support in community.



# Prevention

- Continue 'health promoting hospital' ethos
- Use technology to put access to health support in the hands of service users
- Outreach work to spot red flags early

## Florey Clinic: Let's get to zero campaign

Reading is a high prevalence area for late diagnosis of HIV. Taking the health van to more than 20 locations across the patch including to Reading Pride, Newbury town centre, and a number of cultural events the team have had many hundreds of conversations sharing health prevention messages. With materials available in a range of languages 175 people took the opportunity to be tested at the time, and nearly 3000 people followed up online to order home testing kits.





# Digital innovation

- To improve patient experience
- To aid our clinical work
- To maximise capacity and potential of our estate

## Machine learning to tackle rheumatoid arthritis

This three-year partnership project with Henley Business School and others launched in 2024, providing the team with £1.2m to develop a machine learning system to improve the early detection and referral of rheumatic and musculoskeletal diseases. These conditions affect 1/3rd of the UK adult population. Headed up by Dr Antoni Chan, the team will develop the product ready for regulatory approval and commercialisation, with the aim of quicker and more effective treatment.



# What to expect from us in the next 12 months

- Provide the highest quality care to all: patient safety and experience
- Invest in our people and live out our values: culture of feedback and recognition
- Deliver in Partnership: strive for 'one NHS' seamless experience of care
- Cultivate innovation and improvement: support patients to co-manage their health
- Achieve long-term sustainability: Continue to track towards financial sustainability





# Looking ahead together

- Nearly 7000 staff and volunteers
- Based in sites spanning the communities we serve
- Supporting almost a million people
- Working with countless partner organisations
- Innovating to stay ahead



# Our Financial Results

Helen Troalen  
Interim Chief Finance Officer

# Context

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Financial performance 2024/25

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How we performed - audit opinion and findings

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How we spend our money - capital investments

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How we deliver - strengthening financial services

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How we grow - continuous improvement

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# Financial Performance 2024/25



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## Revenue in-year:

- The trust delivered an adjusted £17.9m deficit position against a £14.5m deficit plan.
- The original £0.4m deficit plan was revised following:
- NHS to NHS contact misalignment issues
- Further funding issued by NHSE
- Increase in CIP delivery

## Underlying revenue plan:

- Important to track the underlying position i.e. the outturn less one-off items.
- Calculated to be a £34.81m deficit in the 2025/26 plan. This is currently under review.
- It should be noted it is important to make financial decisions to strengthen the underlying position.

## Capital expenditure:

- £39.1m spend against a £39.9m plan with £21.5m additional costs relating to technical changes around accounting for leases which was fully funded.
- Capital funding includes:
- £27.0m internally generated funds
- £11.2m centrally funded public dividend capital
- £0.8m charitable funds



# Audit Opinion and Findings

## The “Group” Accounts

Includes the Trust the subsidiary, Healthcare Facilities Management Services Ltd (HFMS) and the Charity

Deloitte issued an unqualified audit opinion on the financial statements but identified a weakness in value for money arrangements.  
The Accounts together with the Annual Report was submitted to NHS England in June 2025 and were laid before Parliament in July 2025.

## What does this mean

Deloitte as the external auditors concluded that the processes that we follow ensured our financial statements gave a “true and fair” view of the financial position of the Trust.

However, for the second year running Deloitte reported a significant weakness in the Trust’s arrangements to ensure financial sustainability. The Trust are not complacent about this and recognise the ongoing work required to plan a financial sustainable future.

Key financial performance and control metrics:

	2024/25	2023/24
(Deficit)	£(30.5)m	£(18.6)m
Adjusted Deficit	£(17.9)m	£(7.5)m
EBITDA as % of income	4.0%	5.4%
Cost Improvement Programme delivery (£m / % of plan)	£27.7m / 110.7% of plan	£16.0m / 106.8% of plan
Cash	£13.5m	£38.8m
Capital Expenditure (£m / % of plan)	£60.6m / 82.1% of plan	£43.2m / 73.4% of plan
NHS Oversight Framework segment	2	2
Reported breaches of Licence Conditions	None	None
CQC report conclusions (last inspection [date])	2023 (Good)	2023 (Good)
Head of Internal Audit Opinion	Significant Assurance with minor improvements required	Significant Assurance with minor improvements required
Annual Governance Statement - significant internal control issues	None	None

# Capital Investments



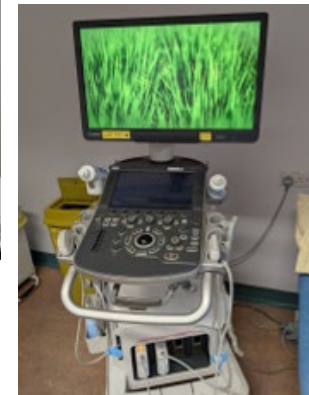
**Royal Berkshire**  
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During 2024/25 there has been good progress on major multi-year major capital projects. The ICU opened their new pod during November 2024, while the UCC saw significant changes during the year. We refurbished 2 Xray rooms and purchased new kit, while the Elective Hub reached practical completion in March 2025 and was officially opening on VJ day.

**ICU**



**Xray Rooms**



**Elective Hub: Frederick Potts Unit**



# Strengthening Financial Services



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We have started on a multi-year programme of financial process improvements, with marked progress on key areas of control deficiencies identified during previous external audits.

This included a review of our fixed assets, an analysis of our manual accruals, and a detailed extrapolation of our annual cashflows.

Observation	Year first communicated	Severity	Improvements noted
Vesting certificates	2024	High	↑
Finance team capacity	2024	Medium	↔
Information on Health Inequalities	2024	Medium	↔
Governance over the use of Artificial Intelligence tools	2024	Low	↔
Derecognition of replaced assets	2021	Low	↑
Financial statements reconciliation	2021	Medium	↑
Preparation of accounting papers	2022	Medium	↔
Detailed Fixed register	2023	Low	↑
Finance Team accounting expertise	2023	Medium	↔
Transactions with related parties of senior Department of Health and Social Care personnel (NHS Group - wide)	2023	Low	↔
Reconciliation between payroll and HR record numbers	2023	Low	↔
Annual report preparation process	2023	Medium	↔
Remuneration report	2023	Medium	↑

## Improvements noted



No improvement



Improvements identified

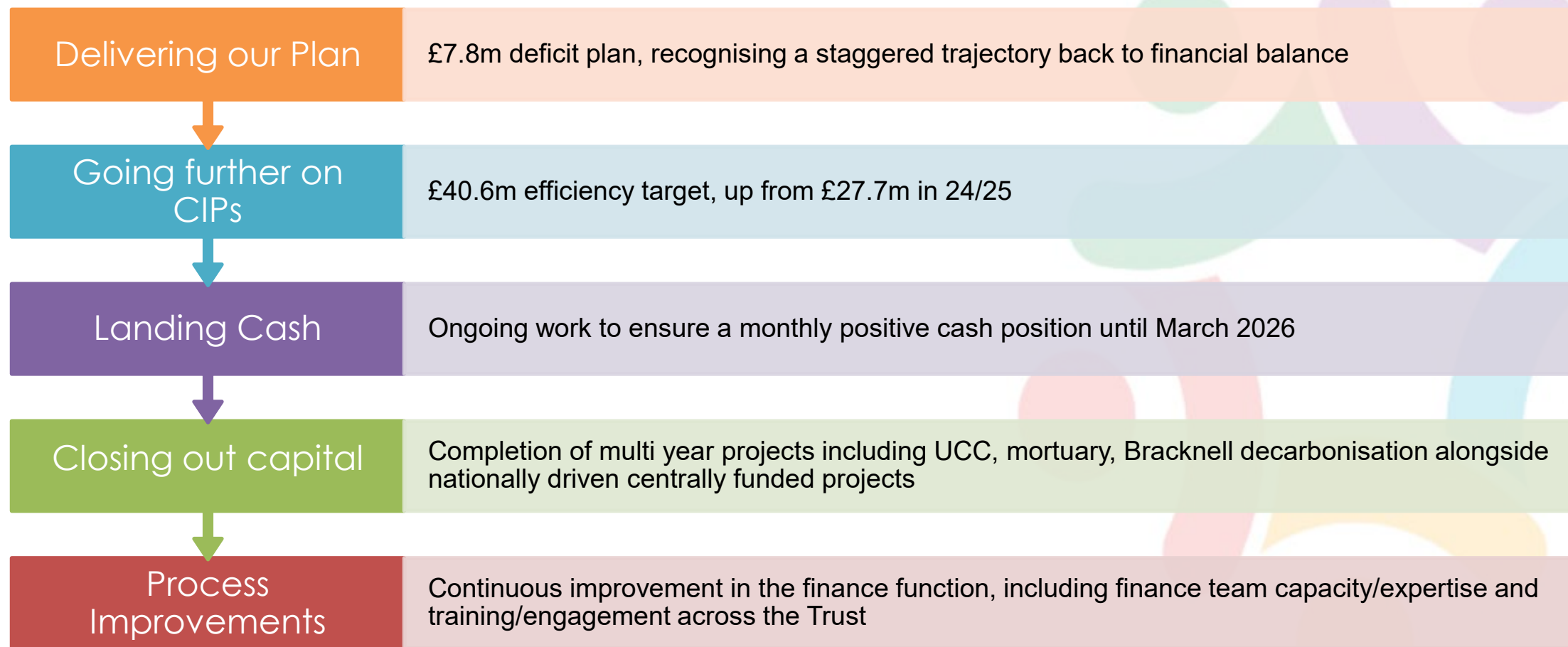


Deterioration

# Continuous improvement towards financial sustainability



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# Lead Governor's Report

Dr Sunila Lobo – Lead Governor

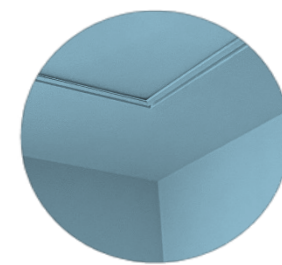
Improving together to deliver outstanding care for our community

# Why we need Governors

Foundation Trusts are set up as independent bodies, responsible for delivering care in their area, and funded largely by taxation and National Insurance contributions.

NHS Foundation Trusts are locally accountable to their Members. The Trust members elect public and staff governors.

Governors play a crucial role in the governance of Foundation Trusts.



# Statutory Duties of Governors

The Health & Social Care Act 2012 sets out Governors statutory duties

These duties include:

- Holding the Non-Executive Directors (NEDS), individually and collectively, to account for the performance of the Board of Directors
- Representing the interests of the members and the public
- Approving significant transactions, mergers, acquisitions, separations or dissolutions

In addition, Governors are responsible for:

- Appointing and, if appropriate, removing any of the Non-Executive Directors including the Chair
- Appointing and, if appropriate, removing the external auditors
- Approving any new appointment of a Chief Executive

# Additional Duties



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NHS England Code of Governance was updated in 2023 extending the role of Governors to include:

- Representing the wider public as well as Trust constituencies

Governor Question Log:

- Governors raise queries of interest from their constituents.
- Responses are provided by the Trust and published on the website

Governors Assurance Committee:

- Governors seek assurance from Non-Executive Directors on the performance of the Board.





# Governor activities

## Council Meetings 2024/25

- Council of Governors (Public) x 4
- Membership Committee (Public) x 4
- Governor Assurance Committee (Private) x 4
- Nominations & Remuneration Committee (Private) x 9
- Governor Task & Finish Group x3

## Training and Events 2024/25

- Quality Improvement Programme & Understanding the IPR  
September 2024
- Reading PRIDE: September 2024
- Trust Strategy Refresh engagement: October 2024 & April 2025
- End of Life & DNACPR Webinar: December 2024
- Clinical Skills Suite Visit: March 2025

## Future Events 2025/26

- Virtual Hospital Services Webinar: June 2025
- Rapid Response Laboratory Tour: October 2025
- Brainomics Webinar: November 2025



# Governor elections

## **Public Governors – Elected during the year**

- Yaman Islim            East Berkshire & Borders
- Tony Page             Reading
- Andrew Peters        East Berkshire & Borders
- Joycee Rebelo         Reading
- Clare Stafford         West Berkshire & Borders

## **Public Governors – re-elected during the year**

- Martyn Cooper    West Berkshire & Borders
- Alice Gostomski    West Berkshire & Borders
- William Murdoch   Southern Oxfordshire

## **Appointed Partner Governors**

- Councillor David Stevens    Reading Borough Council

## **Staff Governors**

- Rev Joshua Wilson   Allied Health Professionals/Scientific



# Governor elections

## Departing Governors

- Dora Abbi
  - John Bagshaw
  - Chido Makawa
  - Sarah Stangroom
- Youth Governor  
West Berkshire & Borders  
East Berkshire & Borders  
Staff Governor: AHP/Scientific & Technical





# Governor Vacancies

**Find out more** about becoming a Governor by emailing Caroline Lynch, Trust Secretary

[caroline.lynch@royalberkshire.nhs.uk](mailto:caroline.lynch@royalberkshire.nhs.uk)





# Governors' Focus 2025/26

## The 10 Year Plan & Accountability:

- Digital
- Prevention
- Community Care

## Overall, governors hope to:

- Further improve communication & interaction with members and the public
- Encourage attendance and participation at Trust events
- Foster system relationships and hold joint events

Ultimately, empower members, patients and the wider public.

