



Report Title	Financial Performance Report – Month 7 (October)	
Author	Matt Turner, Head of Financial Management Louise Engledow, Deputy Director of Finance	
Accountable Director	Kathryn Vause, Executive Director of Finance	
Previous committees/groups	None	
Recommended action(s)	Assurance	
Purpose of the paper	To inform Trust Board of the current financial position as at month 7, period ending 31 October 2025.	
Executive Summary		
The Trust reported a year-to-date surplus of £1.21m, this is ahead of plan by £995k. A breakeven position by year end is forecast. Capital expenditure is £10.7m against a plan of £8.5m, with a further £5.6m of orders raised. There is slippage on PTS vehicle replacement, but this will be mitigated by accelerating capital programmes from 2026/27. Agency staffing spend is significantly below target; £257k (YTD cap £1.9m), forecast to spend £526k (annual cap £3.7m). This includes extra agency mechanics to increase vehicle availability over winter. The Trust holds a cash balance of £58.1m and low borrowings of £2.35m. Better Payment Practice Code (BPPC) Trust level targets have been met both in terms of value and volume. The annual efficiency programme totals £23.1m and has been met in full, albeit in part by non-recurrent means. Full achievement is reflected in the financial position. Risks include delivery of the efficiency plan (now mitigated by pay underspend), increased demand on front-line services, and ongoing discussions about PTS eligibility and income for Category F patients. Overall, the Trust is in a strong financial position at month 7, outperforming its planned surplus and managing capital and agency costs effectively. Efficiency targets are met, and risks are being managed, though demand pressures and PTS eligibility remain areas to watch.		
Recommendation(s)	It is recommended that the Board note: • The Trust’s financial performance to 31 October 2025. • All associated risks.	
Link to Board Assurance Framework Risks (board and level 2 committees only)	12. Secure sufficient revenue resources and use them wisely to ensure value for money.	

Financial Performance Report – Month 7 (October)

1.0 SUMMARY

1.1 At month 7, the Trust is reporting a year-to-date surplus against plan of £995k and a forecast break-even position.

1.2 Key Financial Metrics:

Income & Expenditure Position:	YTD surplus of £1.212m against a planned surplus of £217k, therefore a YTD favourable variance to plan of £995k. Forecast Outturn - break-even		
Agency Cap:	YTD expenditure of £257k and forecast £526k, against an annual cap of £3.7m		
Cash:	Month end balance £58.1m		
BPPC YTD:		Volume	Value
	Non NHS	97%	97%
	NHS	91%	97%
Capital:	YTD expenditure of £10.7m against a plan of £8.5; ahead of plan by £2.2m Forecast Outturn - break-even		
Cost savings / efficiencies Delivery:	Full achievement of the efficiency plan both YTD and Forecast Outturn		

2.0 MONTH 7 POSITION

2.1 The Trust-wide summary financial position at month 7 is shown below at table 1, with more detail at directorate level shown at table 2.

2.2 Income and expenditure now reflect the impact of the full A4C pay which was transacted in August payroll, backdated to 1 April. VSM and doctors pay awards were paid in October (Month 7) payroll.

2.3 Efficiency targets, including a vacancy factor, have been distributed across the Trust's budgets. Budget virements are transacted as efficiency plans are confirmed.

	Year to date (October 25)			Full Year 2025/26		
	PLAN	ACTUAL	VARIANCE	PLAN	ACTUAL	VARIANCE
	£000			£000		
Income	(265,844)	(264,205)	1,639	(455,778)	(456,174)	(396)
Pay	209,463	205,414	(4,049)	357,653	355,964	(1,689)
Non Pay	56,164	57,578	1,414	98,126	100,210	2,084
(Surplus)/Deficit	(217)	(1,212)	(995)	(0)	0	0

Table 1: Financial Performance at month 7 - Summary Trust Position

2.4 At the end of October, the Trust have spent £257k on agency staffing (against a YTD cap of £1.9m) and forecast to spend £526k (against annual cap of £3.7m), which is significantly below the agency cap target. The position reflects additional agency mechanics; an initiative to increase vehicle availability over winter.

2.5 Trust Summary:

	Year to Date (Apr - Oct)			Forecast		
	Plan £000	Actual £000	Variance £000	Plan £000	Actual £000	Variance £000
Block Contract	(252,085)	(252,088)	(3)	(432,146)	(432,150)	(5)
MHIS	(3,061)	(2,532)	529	(5,247)	(4,559)	688
ECRS (Dental/PTS)	(837)	(761)	76	(1,435)	(1,228)	207
ICB Income	(255,983)	(255,381)	602	(438,828)	(437,938)	890
Income	-	(48)	(48)	-	(115)	(115)
Pay	445	437	(8)	763	750	(13)
Non Pay	1	11	10	2	13	11
Chief Operating Officer	446	401	(46)	765	647	(118)
Income	(988)	(1,003)	(15)	(1,694)	(1,720)	(26)
Pay	117,311	115,800	(1,511)	199,816	200,031	215
Non Pay	1,203	1,766	563	2,063	2,865	802
A&E	117,527	116,564	(963)	200,186	201,177	991
Income	-	(111)	(111)	-	(115)	(115)
Pay	19,602	17,534	(2,068)	33,571	32,316	(1,255)
Non Pay	2,078	3,264	1,186	3,597	4,016	419
EOC	21,680	20,687	(993)	37,168	36,218	(950)
Income	-	(13)	(13)	-	(13)	(13)
Pay	19,806	18,243	(1,563)	33,824	32,078	(1,745)
Non Pay	414	727	313	709	1,057	347
NHS 111	20,220	18,958	(1,262)	34,533	33,122	(1,411)
Income	(155)	(218)	(62)	(246)	(323)	(76)
Pay	14,875	14,588	(287)	25,479	25,127	(351)
Non Pay	8,145	8,148	3	13,939	13,788	(151)
Patient Transport Services	22,865	22,519	(346)	39,171	38,592	(579)
Income	(1,790)	(1,833)	(43)	(3,068)	(3,285)	(217)
Pay	7,646	7,550	(95)	13,107	12,860	(246)
Non Pay	883	661	(222)	1,514	1,610	96
Central Services	6,739	6,379	(360)	11,552	11,185	(367)
Income	(6,928)	(5,599)	1,328	(11,942)	(12,666)	(723)
Pay	29,777	28,390	(1,388)	51,093	49,599	(1,494)
Non Pay	44,241	43,156	(1,085)	76,729	77,980	1,250
Support Services	67,090	65,946	(1,144)	115,880	114,913	(968)
Income	-	-	-	-	-	-
Pay	-	2,871	2,871	-	3,203	3,203
Non Pay	(801)	(155)	647	(427)	(1,120)	(692)
Reserves	(801)	2,716	3,518	(427)	2,083	2,511
(Surplus)/Deficit	(217)	(1,212)	(995)	0	-	(0)

Table 2: Summary Directorate Position Month 7

3.0 CAPITAL

- 3.1 Year to date, expenditure is £10.7m against a plan of £8.5m with a further £5.6m of orders raised. The Trust is forecasting a breakeven position at year end, although there is slippage against PTS vehicle replacement. This will be mitigated by accelerating capital programmes from the 2026/27 Capital plan.

3.2 Expenditure against the capital plan is summarised below.

Capital Expenditure Analysis 2025-26	Budget	Actual	Variance	Budget	Outturn	Variance
	£'000s			£'000s		
Estates	2,983	559	(2,424)	6,178	6,285	107
Fleet	4,090	8,405	4,315	17,282	17,089	(192)
ICT	412	867	455	2,888	2,684	(204)
Medical Devices	-	6	6	-	6	6
Contingency	-	(44)	(44)	115	(47)	(162)
Net Book Value of Disposals	-	(47)	(47)	-	(47)	(47)
Sub Total Capital Expenditure - Purchased Assets	7,485	9,746	2,261	26,463	25,970	(492)
Estates	72	93	21	1,616	2,260	644
Fleet	927	873	(54)	8,481	4,994	(3,487)
Sub Total Capital Expenditure - Leased Assets	999	966	(33)	10,097	7,254	(2,843)
Actions to mitigate underspends				-	3,335	3,335
TOTAL CAPITAL EXPENDITURE	8,484	10,712	2,228	36,560	36,559	(0)

Table 3: Capital Expenditure at month 7

4.0 CASH

4.1 At 31 October 2025 the Trust holds a cash balance of £58.1m with low borrowings of £2.35m (excluding IFRS16 lease arrangements).

5.0 PAYABLES PERFORMANCE

5.1 Monthly and year-to-date Better Payment Practice Code (BPPC) performance is shown below. Overall, the Trust has consistently achieved volume performance targets over the year, however value performance dropped below the 95% target in August but has since improved. To note within this position the volume of NHS invoices is below target (91% YTD). However, this relates to only 7 late payments totalling £24k.

Monthly BPPC performance - Overall percentage paid within 30 days

Category	Mar-24	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	YTD
Invoice Volume	97%	97%	99%	96%	97%	97%	96%	97%	97%
Invoice Value	97%	98%	99%	95%	96%	93%	98%	97%	97%

Table 4: BPPC performance at month 7

6.0 STATEMENT OF FINANCIAL POSITION

	31-Oct-25	30-Sep-25
	£m	£m
Non-current assets	156.8	155.8
Current assets		
Inventories	2.7	2.7
Trade and other receivables	17.3	11.1
Cash and cash equivalents	58.1	60.7
Total current assets	78.0	74.4
Current liabilities		
Creditors - Capital	(2.4)	(1.5)
Creditors - Other	(29.6)	(34.2)
Trade and other payables	(32.0)	(35.6)
Borrowings	(6.8)	(6.8)
Provisions	(1.4)	(1.6)
Other liabilities: deferred income	(6.3)	(1.0)
Total current liabilities	(46.4)	(44.9)
Total assets less current liabilities	188.4	185.3
Non-current liabilities		
Borrowings	(13.7)	(14.4)
Provisions	(6.9)	(6.9)
Total non-current liabilities	(20.6)	(21.3)
Total net assets employed	167.9	164.0
Financed by		
Public dividend capital	109.7	109.7
Revaluation reserve	18.5	18.5
Income and expenditure reserve	39.7	35.9
Total taxpayers' and others' equity	167.9	164.0

Table 5: Statement of Financial Position as at 31st October 2025

7.0 EFFICIENCY PROGRAMME

- 7.1 The Trust has an annual efficiency programme totalling £23.1m. This has now been identified in full either via defined schemes for cost reduction or a higher level of vacancy factor. Analysis of the current and forecast efficiencies programme is set out in the table below.

Directorate	Plan at M7 £000	Actual at M7 £000	Variance at M7 £000	Full Year Plan £000	Forecast Outturn £000	Forecast Variance £000	Recurrent Plan £000	Non Recurrent Plan £000
Chief Operating Officer:								
A&E Private Providers	-2,042	-2,042	0	-3,500	-3,500	0	-3,500	0
PTS Eligibility	-1,180	-1,180	0	-2,023	-2,023	0	-2,023	0
Health Advisors	-873	-873	0	-1,497	-1,497	0	-1,497	0
Pathways	-988	-988	0	-1,694	-1,694	0	0	-1,694
Other Income	-614	-614	0	-1,053	-1,053	0	-1,053	0
Prior year benefits	-590	-138	452	-1,012	-1,012	0	0	-1,012
Delay IUC skill mix review	-263	-263	0	-451	-451	0	-451	0
Non pay review	-79	-15	64	-135	-25	110	-125	-10
Vacancy Factor	-2,945	-4,805	-1,860	-5,049	-7,296	-2,247	-4,060	-989
Balance of Non-Pay savings target	-1,028	0	1,028	-1,762	0	1,762	0	-1,762
Sub Total Chief Operating Officer	-10,603	-10,918	-315	-18,177	-18,551	-375	-12,709	-5,468
Finance, Procurement, Estates & Fleet:								
NEEF	-106	-106	0	-182	-182	0	-182	0
Inhouse Facilities Management	-169	-169	0	-290	-290	0	0	-290
Cleaner and AVP staff reduction	-345	-345	0	-592	-592	0	-90	-502
Vehicle Insurance Rebate	-292	-292	0	-500	-500	0	0	-500
Fleet - Product Switch	-223	0	223	-383	0	383	-533	150
Stockholding and minor contract review	-144	-183	-40	-247	-371	-124	-236	-11
Procurement buying function	-128	-106	22	-220	-220	0	-240	20
Estate contracts and minor repair review	-92	-92	0	-158	-158	0	-166	8
Finance structure review	-62	-62	0	-106	-106	0	-106	0
Vacancy Factor	-160	-184	-24	-275	-387	-112	-275	0
Balance of Non-Pay savings target	85	0	-85	147	0	-147	0	147
Sub Total Finance, Procurement, Fleet & Estates	-1,637	-1,540	97	-2,806	-2,806	0	-1,828	-978
Deputy Chief Executive:								
PMO & Corporate Structure reviews	-118	-118	0	-202	-202	0	-202	0
Other minor corporate schemes	-63	-45	18	-108	-77	31	-80	-28
Vacancy factor	-73	-73	0	-124	-124	0	-124	0
Balance of Non-Pay savings target	-286	0	286	-490	0	490	0	-490
Sub Total Deputy Chief Executive	-539	-235	304	-923	-403	521	-406	-518
People and OD:								
Other efficiency schemes less than £100k	-23	-23	0	-40	-40	0	-40	0
People Development Plan - Structure Review	-384	-384	0	-659	-659	0	-269	-390
Vacancy factor	-87	-87	0	-149	-149	0	-149	0
Balance of Non-Pay savings target	55	0	-55	94	0	-94	0	94
Sub Total People & OD	-440	-495	-55	-755	-848	-94	-459	-296
Quality and Chief Paramedic:								
Patient Safety Team	-103	-103	0	-176	-176	0	-176	0
Non Pay Review	-29	-29	0	-49	-49	0	-49	0
Vacancy factor	-29	-29	0	-49	-49	0	-49	0
Balance of Non-Pay savings target	6	0	-6	10	0	-10	0	10
Sub Total Quality and Chief Paramedic	-155	-160	-6	-265	-275	-10	-275	10
Clinical:								
Clinical directorate skill mix review	-52	-52	0	-89	-89	0	-95	7
Vacancy factor	-12	-12	0	-21	-21	0	-21	0
Balance of Non-Pay savings target	4	0	-4	7	0	-7	0	7
Sub Total Clinical	-60	-64	-4	-103	-109	-7	-116	14
Chief Executive:								
Non Executive Board and Medical Director	-20	-20	0	-35	-35	0	-10	-25
Non pay review	-36	-36	0	-62	-62	0	-62	0
Vacancy factor	-12	-12	0	-21	-21	0	-21	0
Balance of Non-Pay savings target	21	0	-21	36	0	-36	0	36
Sub Total Chief Executive	-47	-68	-21	-81	-117	-36	-92	11
TOTAL Efficiencies 2025-26	-13,481	-13,481	-0	-23,110	-23,110	-0	-15,885	-7,225

Table 6: Efficiencies at month 7

8.0 RISKS

- 8.1 The risk around delivery of the efficiency plan is now fully mitigated by the underspend on pay budgets. This reflects BAU levels of attrition and purposeful decisions to hold vacancies to meet CIP targets.
- 8.2 Increased demand across our front-line services, which goes beyond our planned seasonal variation could cause further financial pressure.
- 8.3 PTS Eligibility has now been fully implemented and remains under review discussions with ICBs around income for Category F patients (those not meeting the eligibility criteria, but for whom the ICBs still wish to provide a service) are ongoing.

9.0 RECOMMENDATIONS

- 9.1 It is recommended Trust Board note:
 - The Trust's financial performance to 31 October 2025.
 - All associated risks.