

Board of Directors (in Public)
24 September 2026



Report Title	Financial Performance Report – Month 5 (August 2026)	
Author	Matt Turner, Head of Financial Services Louise Engledow, Deputy Director of Finance	
Accountable Director	Executive Director of Finance	
Lead Board Committee	Finance and Performance Committee	
Previous groups	Trust Executive Group 16 September 2026, Finance and Performance Committee 17 September 2026	
Recommended action	Assurance	
Purpose of the paper	To inform Trust Board of the current financial position as at month 5, period ending 31 August 2026.	
Executive Summary		
The purpose of this paper is to inform the Trust Board of the current financial position as at month 5, period ending 31 August 2026.		
Revenue Finance Position: At month 5, the Trust has a year-to-date surplus variance of £752k. The forecast is to deliver the break-even plan.		
Capital: The Trust’s budget for capital expenditure for the year is £36.5m. At month 5 spend is £6.2m against a plan of £11.6m; the variance arising from prior year issues with DCA vehicle conversion and some estates programmes being delivered earlier than planned (in the prior year). The Trust expects to spend the full allocation.		
Efficiencies: Month 5 position reflects achievement of the efficiency plan both YTD and forecast, although some individual schemes are under performing, which poses a risk to operational performance targets and the Trust’s underlying deficit.		
Better Payment Practice Code (BPPC): Performance for month 5 has fallen, however the cumulative year to date position is on or above target.		
Key Risks to the reported position include:		
• Rising fuel prices. • Inability to secure the full UEC Ambulance capacity funding.		
Recommendation(s)	It is recommended the Trust Board note: • The Trust’s financial performance for August 2026. • All associated risks.	
Link to Board Assurance Framework Risks (board and board assurance committees only)	12. Secure sufficient revenue resources and use them wisely to ensure value for money. 13. Secure sufficient capital resources and use them wisely to ensure value for money.	

Financial Performance Report – Month 5 (August 2026)

1. SUMMARY

- 1.1 The Trust has a breakeven plan supported with an £18.8m efficiencies programme. Underlying the break-even position is a small recurrent deficit of £2.96m (equating to 0.6% of expenditure), offset by non-recurrent income and expenditure reductions.
- 1.2 At month 5, the Trust is reporting a year-to-date surplus of £2.45m against planned surplus of £1.7m (surplus variance of £752k) and forecasting a breakeven position.
- 1.3 **Key Financial Metrics:**

Income & Expenditure	YTD surplus of £2.45m against a planned surplus of £1.7m, variance (surplus) £752k. Forecast Outturn - Breakeven		
Capital:	YTD expenditure of £6.2m against a plan of £11.6m Forecast Outturn - Breakeven		
Agency Cap:	YTD expenditure of £34k and forecast £278k, against an annual cap of £361k		
Bank Staff Cap:	YTD expenditure of £1.77m and forecast £4.25m, against an annual cap of £4.53m		
Cash:	Month end balance £47.9m		
BPPC YTD:		Volume	Value
	NHS	97%	100%
	Non NHS	97%	95%
Cost savings / efficiencies	Full achievement of the efficiency plan both YTD and Forecast Outturn		

2. MONTH 5 POSITION

- 2.1 The Trust wide summary financial position at month 5 is shown below at table 1, with further detail at directorate level shown at table 2.

	Year to date (Apr - August 26)			Forecast 2026/27		
	PLAN	ACTUAL	VARIANCE	PLAN	ACTUAL	VARIANCE
Income	(198,033)	(197,619)	413	(475,265)	(476,222)	(958)
Pay	155,950	155,688	(262)	378,694	377,429	(1,265)
Non Pay	40,382	39,479	(903)	96,570	98,793	2,223
(Surplus)/Deficit	(1,701)	(2,453)	(752)	-	0	0

Table 1: Summary financial position at month 5

- 2.2 Overall, at month 5, income exceeds expenditure by £2.45m. As the planned position was a surplus of £1.7m the Trust has a favourable variance of £752k. The forecast is a breakeven position by year end.
- 2.3 The Trust has a revised **agency** cap of £361k, based on a 30% reduction from prior year outturn. At the end of June, the Trust has spent £34k on agency staffing and committed to total expenditure for the year of £261k. This includes additional agency mechanics to cover vacancies and support increased vehicle availability over winter. This is within the agency cap.

2.4 The Trust has a **bank staff** cap of £4.53m for the financial year and at the end of August is reporting expenditure of £1.77m and forecasting £4.26m. This is also within the cap. Bank staffing is used across both operational and support services departments, with PTS and 999 operations being the biggest users; 28% and 24% of forecast outturn, respectively.

2.5 Trust Summary:

	Year to date (Apr - Aug 26)			Forecast		
	Plan £000	Actual £000	Variance £000	Plan £000	Actual £000	Variance £000
Block Contract	(187,739)	(187,831)	(91)	(450,575)	(450,793)	(219)
MHIS	(2,212)	(2,212)	0	(5,309)	(5,311)	(2)
Dental	(216)	(337)	(121)	(519)	(638)	(119)
ICB Income	(190,168)	(190,380)	(212)	(456,403)	(456,743)	(340)
Income	(717)	(694)	23	(1,721)	(1,620)	101
Pay	88,026	87,189	(837)	212,586	212,448	(138)
Non Pay	1,277	1,252	(25)	2,868	3,100	232
999 Operations	88,585	87,747	(839)	213,732	213,928	195
Income	0	0	0	0	0	0
Pay	15,049	14,404	(645)	37,640	36,712	(927)
Non Pay	528	586	59	1,232	1,575	343
EOC	15,577	14,991	(587)	38,872	38,287	(585)
Income	0	0	0	0	0	0
Pay	13,981	13,530	(451)	35,063	34,457	(606)
Non Pay	75	419	344	158	616	459
IUC	14,056	13,949	(107)	35,220	35,073	(147)
Income	0	0	0	0	0	0
Pay	285	309	25	684	685	1
Non Pay	1	(0)	(1)	1	(0)	(1)
RPC Management	285	309	24	685	685	0
Income	(1,465)	(1,505)	(39)	(3,517)	(3,735)	(218)
Pay	10,682	10,545	(136)	25,638	25,179	(458)
Non Pay	5,764	5,679	(85)	13,832	13,594	(237)
Patient Transport Services	14,980	14,720	(260)	35,952	35,039	(913)
Income	(1,334)	(1,518)	(184)	(3,203)	(3,491)	(288)
Pay	5,763	5,665	(98)	13,857	13,575	(283)
Non Pay	645	456	(190)	1,523	1,486	(38)
Central Operations	5,074	4,602	(472)	12,178	11,570	(609)
Income	(4,348)	(3,321)	1,026	(10,421)	(10,403)	18
Pay	22,164	21,417	(746)	53,227	52,950	(277)
Non Pay	31,680	31,530	(150)	76,524	79,273	2,750
Support Services	49,496	49,626	130	119,330	121,820	2,490
Income	0	(201)	(201)	0	(231)	(231)
Pay	0	2,627	2,627	0	215	215
Non Pay	412	(443)	(856)	433	356	(77)
Reserves	412	1,983	1,571	433	340	(93)
(Surplus)/Deficit	(1,701)	(2,453)	(752)	(0)	0	0

Table 2: Directorate level financial summary at month 5

3. CAPITAL

- 3.1 The Trust's capital expenditure plan for the year totals £36.5m. At month 5, year to date expenditure is £6.2m against a plan of £11.6m, which is due delays on DCA vehicle conversion and a number of estates projects being delivered earlier than planned, and therefore accounted for in the previous financial year.
- 3.2 The Trust remains in segment 1 of the NHS oversight framework (NOF).

4. CASH

- 4.1 At the end of August 2026 the Trust holds a cash balance of £47m.

5. PAYABLES PERFORMANCE

- 5.1 The Better Payment Practice Code (BPPC) requires an NHS body to pay 95% of all valid invoices (by volume and by value) by the due date or within 30 days of receipt, whichever is later.

Monthly BPPC performance - Overall percentage paid within 30 days

Category	Apr-26	May-26	Jun-26	Jul-26	Aug-26	YTD
NHS Invoice Volume	96%	100%	97%	100%	95%	97%
NHS Invoice Value	99%	100%	100%	100%	95%	100%
Non-NHS Invoice Volume	97%	97%	97%	98%	95%	97%
Non-NHS Invoice Value	91%	98%	94%	98%	94%	95%

Table 3: BPPC performance at month 4

- 5.2 Whilst payment performance dipped in August, the cumulative position year to date is on or above the target.

6. STATEMENT OF FINANCIAL POSITION

- 6.1 The SoFP at any year end reflects the timing of transactions and matters which may be specific to that year end.

	27-Aug-26	29-Jul-26
	£m	£m
Non-current assets	172.4	172.7
Current assets		
Inventories	3.8	3.8
Trade and other receivables	11.6	12.5
Assets held for sale	0.5	0.4
Cash and cash equivalents	47.9	46.0
Total current assets	63.8	62.7
Current liabilities		
Creditors - Capital	(4.2)	(1.5)
Creditors - Other	(35.0)	(33.7)
Trade and other payables	(39.2)	(35.2)
Borrowings	(5.1)	(6.4)
Provisions	(2.2)	(2.3)
Other liabilities: deferred income	(0.9)	(1.1)
Total current liabilities	(47.4)	(45.0)
Total assets less current liabilities	188.8	190.4
Non-current liabilities		
Borrowings	(9.7)	(11.6)
Provisions	(6.9)	(6.9)
Total non-current liabilities	(16.5)	(18.5)
Total net assets employed	172.3	171.9
Financed by		
Public dividend capital	118.6	118.6
Revaluation reserve	21.5	21.5
Income and expenditure reserve	32.2	31.8
Total taxpayers' and others' equity	172.3	171.9

Table 4: Statement of financial Position at month 5

7. EFFICIENCY PROGRAMME

- 7.1 The Trust has an annual efficiency programme totalling £18.8m. The highest value schemes relate to productivity gains for increased Hear & Treat rates, reduced crew handover times and reduced sickness absence.
- 7.2 As at Month 5, the Trust has no unidentified schemes and is reporting achievement of the overall plan, however there are shortfalls in delivery of some defined schemes, which are being met by other non-recurrent benefits, and therefore there is no risk to the break-even position.

8. EQUALITY IMPLICATIONS

- 8.1 None identified.

9. QUALITY IMPLICATIONS

- 9.1 This report has no direct impact on patient safety, experience or clinical effectiveness, but financial performance can affect service quality through workforce capacity, operational performance and efficiency delivery. These impacts will continue to be monitored through established governance processes. A separate Quality Impact Assessment is not required, although relevant service changes and efficiency schemes should be subject to QIA screening where appropriate.

10. RISKS

- 10.1 Fuel price increases due to events in the Middle East represent a significant financial risk to the Trust, with current prices being higher than those used to set the plan. In addition to the cost pressure on our own transport, there could be a further impact via prices paid for third-party transport provision.
- 10.2 The financial plan assumes that the 26/27 Ambulance Capacity Funding is received in full. The first 50% of the funds have been confirmed therefore the risk is reduced, however the remainder is subject to achieving a number of defined performance and productivity measures.
- 10.3 Agency/bank caps limit the flexibility to employ short-term staffing to plug operational gaps or deliver short-term, non-recurrent projects which may have operational and financial benefits.
- 10.4 There is an upside (financial) risk that vacancies will not be filled in line with recruitment plans. This would likely result in a deterioration in operational performance.
- 10.5 Increased demand or sickness levels across front-line services, beyond planned seasonal variation, could create further performance pressure and affect delivery of the Trust's efficiency programme.
- 10.6 There is a risk that that the Trusts underlying deficit deteriorates if the required value of recurrent efficiency savings cannot be delivered in full.

11. RECOMMENDATION

- 11.1 It is recommended the Trust Board note:
- The Trust's financial performance for August 2026.
 - All associated risks.