





TRUST BOARD COVER SHEET

	<p>The cover sheet purpose is to provide the Trust Board/Committee with a clear summary of the paper being presented, how it impacts on the people we serve, key matters for attention and the ask of the Trust Board/Committee</p> <p>The Accountable Director must satisfy themselves that the cover sheet is accurate and fully reflects the paper. The expectation is that the Accountable Director has read and agreed the content of both the cover sheet and paper.</p>	
Meeting and Date of meeting	<p style="text-align: center;"><i>Trust Board</i></p> <p style="text-align: center;"><i>27th November 2025</i></p>	
Title of paper	<p style="text-align: center;">Financial Performance Report - 7 months ended 31 October 2025</p>	
Accountable Director	Name	<p style="text-align: center;">Catherine Marks</p>
	Position	<p style="text-align: center;">Director of Finance, Procurement & Estates</p>
Report Author	Name	<p style="text-align: center;">Catherine McCaul</p>
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This paper sits within the Trust Board role of:	<p style="text-align: center;">Accountability</p>	
This paper is presented for:	<p style="text-align: center;">Approval</p> <p style="text-align: center;"><i>(Notes on completion at end of document)</i></p>	
Links to Trust Strategic Priorities 	<input checked="" type="checkbox"/>	<p>Collaborative Working</p>
	<input checked="" type="checkbox"/>	<p>Learning Organisation</p>
	<input checked="" type="checkbox"/>	<p>Safety, Quality & Experience</p>
	<input checked="" type="checkbox"/>	<p>Community First</p>
	<input checked="" type="checkbox"/>	<p>Whole-Life Approach</p>

1. Reason for Presentation of Paper / Report

This report provides SLT with a Financial Position at Month 7 October 2025.

2. Detailed summary of paper contents:

This report attached provides SLT with an analysis of the use of the Trust's financial resources, to aid decision-making and to raise an awareness/highlight areas requiring further action.

3. Areas of improvement/achievement:

The Trusts prompt payment performance in the month of Oct was 95.54% with a cumulative position to date of 96.04%. Therefore, the Trust met and exceeded both its in-month prompt payment target for October, and year-to-date cumulative position as at 31st October 25. Estates and Agency invoices are the main areas not meeting prompt payment target.

4. Areas of concern/risk/challenge:

Reported Position as at Month 7 October 2025

- For the seven months, ending 31st October 2025 the Trust is reporting a surplus of £1.9m against the variance control.

	Budget Total Mth 7	Actual Spend Mth 7	Actual Variance
	£'m	£'m	£'m
Pay	435.7	440.6	(4.9)
Non Pay	233.6	237.1	(3.5)
Income	(33.7)	(36.0)	2.2
Total	635.6	641.7	(6.1)

- The actual variance at Month 7 is c£6.134m, with the expected control variance (on a straight-line basis) being £8.033m

- Payroll is over budget by £4.9m in the main due specifically to Medical being overspent £1.7m and Nursing and Midwifery overspent £15m abated by underspends in other areas and the benefit overall of the non-recurrent deficit funding given in year.
- The total cumulative spend for flexible staffing in Mth 07 is £54.5m (12% of total payroll spend) with 1,270 WTE's employed on these flexible arrangements.
- Non-Pay is reporting a cumulative overspend at month 7 of c£3.5m in the main due to spend within Medical & Surgical Supplies overspent by £1.6m. Also pressures within Independent Sector provision but this is partially abated with the over-recovery in Client Contribution income noted below.
- Income is over-recovered by £2.2m, in the main due to over-recovery of Client Contribution income.
- The savings plan for 2025/26 has increased from £38.6m to £43m including the additional Low/Medium impact savings of £4.4m as agreed under the 6 month break-even plan submitted to the DoH. Of these savings £18.4m has been retracted from budgets as at Month 07 and £18.5m savings has been achieved to date with an overachievement of £143k against the target at Month 07 (1% of the target).

Forecast Year-End Position

- The Trust is now forecasting a deficit of £6.3m at 2025/26 at month 7. This is a reduction of 6.5m compared to the £12.8m deficit reported in month 6, reflecting increased savings of £4.5m resulting in Permanent Secretary's letter of 31 October endorsement by Trust Board and a forecasted reduction in spend of £2m due to expected expenditure that has not been realised, largely relating to 2024/25 WLI accrual, further pay adjustments and increased income from client contributions.

5. Impact on Statutory Duties: Provide details on the impact of the following and how.

Financial Impact

Safety and Quality Impact

Yes, there are Financial Impacts	Yes, there are Quality, Safety or Experience Impacts
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6. Risk Assessment (Risk level and state if a risk assessment be completed)

The Trust is now forecasting a deficit of £6.3m at 2025/26 at month 7. This is a reduction of 6.5m compared to the £12.8m deficit reported in month 6, reflecting increased savings of £4.5m resulting in Permanent Secretary's letter of 31 October endorsement by Trust Board and a forecasted reduction in spend of £2m due to expected expenditure that has not been realised, largely relating to 2024/25 WLI accrual, further pay adjustments and increased income from client contributions.

The high impact savings relating to vacancy control and reduction in agency (non-medical/non-nursing) will be implemented in areas with least impact on service delivery.

7. Other Business Intelligence/data (If appropriate)

None

8. Impact: Provide details on the impact of the following and how. If this is N/A you should explain why this is an appropriate response.

Corporate Risk Register	Corporate Risk Register Key Risk 5.1 Finance - ability to meet statutory break-even target
Board Assurance Framework	Financial Risk included in Board Assurance Framework
Equality and Human Rights	The high impact savings relating to vacancy control and reduction in agency (non-medical/non-nursing) will be implemented in areas with least impact on equality and human rights.

Trust Board Role Fulfilment

Strategy	<i>Papers in this category should address forward-looking priorities, long-term objectives, or service transformation. These are typically</i>
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	<i>focused on shaping the future of the organisation and will often involve decisions on direction, investment, or innovation.</i>
Culture	<i>These papers aim to influence or reflect the values, behaviours, and staff or patient experiences within HSC. They may relate to leadership development, equality, diversity and inclusion, staff engagement, or initiatives intended to reinforce our organisational ethos.</i>
Accountability	<i>Papers falling into this area relate to governance, assurance, performance monitoring, compliance, and risk. They provide evidence that responsibilities are being fulfilled, standards are being met, and corrective actions are being taken where necessary.</i>

Reasons for Paper Presentation

Approval	<i>Used when an item requires a formal agreement or endorsement by the meeting / committee members. Examples are approving minutes, budgets, proposals or policies.</i>
Assurance	<i>Used when an item can be measured against a certain criteria / standard. Examples are a project is on course with delivery or financial targets are being met.</i>
Information	<i>Used when an item is presented for the purpose of updating or informing the attendees without requiring a decision or action, such as reports, updates, or announcements.</i>
Discussion	<i>Used when an item is listed primarily for open discussion, brainstorming or gathering input from the members without requiring an immediate decision.</i>