Scottish Ambulance Service

Working in Partnership with Universities

NHS SCOTLAND

NOT PROTECTIVELY MARKED

Public Board Meeting	**28 January 2026** **Item 08**

THIS PAPER IS FOR DISCUSSION

SUMMARY FINANCIAL PERFORMANCE TO 31 DECEMBER 2025

Lead Director **Author**	Julie Carter, Director of Finance, Logistics and Strategy Maria McFeat, Deputy Director of Finance
Action required	The Board is asked to **discuss and note**: • The financial position to the end of December 2025 • The position on funded post COVID/System Pressures to the end of December 2025 • Detailed analysis on overtime performance recognising the best value programme within the finance plan • The impact of the efficiency savings position to the end of December 2025 • The financial risk and mitigating actions in relation to the NQP Recruitment Plan • The updated full year forecast for revenue and capital resource limits.
Key points	1. The financial position at the end of Month 9 is reporting a deficit of £0.37 million. 2. Post COVID/operational pressures of £5.71 million have been incurred over this period, these are offset against the recurring funding, confirmed by Scottish Government. 3. As a significant spend area within the Service a detailed analyses of the key drivers of Overtime costs are included 4. In relation to the agreed £12.7 million efficiency savings target, to date £8.8 million has been delivered against a year-to-date target of £9.76 million, and £9.41 million achieved to date against the full year target. Recognising that there are only three months left in this financial year, delivery of savings are forecast to increase over the remaining months. The full year trajectory has been assumed within the revised forecast and will be reviewed on a monthly basis. 5. The current agreed Agenda for Change reform funding is being offset against the reduced working week additional costs, of which £5.19 million has been incurred to date.

	6. The delivery of the 2025/26 financial plan is on track. A detailed financial forecast has been prepared with best, likely and worst-case scenarios reported and is being updated on a monthly basis. Following on from previously reported revision of the likely out-turn from an initial £4.30 million deficit to £3.80 million deficit, a formal review was undertaken for the end of quarter 3, which now forecasts a break-even position.
Timing	During the financial year the Board will be provided with monthly updates on the financial position and from August 2025 the final year end forecast position will also be reported on a monthly basis.
Associated Corporate Risk Identification	Risk ID 5602 – failure to achieve financial target
Link to Corporate Ambitions	This paper relates to: We will • Work collaboratively with citizens and our partners to create healthier and safer communities • Innovate to continuously improve our care and enhance the resilience and sustainability of our services • Improve population health and tackle the impact of inequalities • Deliver our net zero climate targets • Provide the people of Scotland with compassionate, safe and effective care when and where they need it • Be a great place to work, focusing on staff experience, health and wellbeing.
Link to NHS Scotland's Quality Ambitions	This report supports the Service's national priority areas and strategy. The Finance Plan and Financial Performance supports and underpins the delivery of the Service's quality improvement objectives within the Service's Annual Delivery Plan.
Benefit to Patients	Efficient and effective use of resources enables the Service to provide the best level of safe and effective care to patients as it can within the resources available.

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SCOTTISH AMBULANCE SERVICE BOARD

FINANCIAL PERFORMANCE TO 31 DECEMBER 2025

JULIE CARTER, DIRECTOR OF FINANCE, LOGISTICS & STRATEGY

This paper sets out the financial position on 31 December 2025 for the Scottish Ambulance Service.

The financial plan initially projected a deficit position of £4.3 million for the year, which, following our quarter two review, had been updated to a deficit position of £3.8 million. Following a quarter three review, this now forecasts a likely break even position. As described within the plan, this position assumes full delivery of savings delivered against the £12.7 million efficiency savings target.

The Board is asked to note the reporting against:

- The overall financial position for the 9 months to December 2025
- The post-COVID and operational pressures, their financial impact and assumed funding
- The financial impact of the air ambulance extension additional costs, recognising this is a significant additional cost in 2025/26
- Progress against the delivery of the £12.7 million in-year savings target
- Specific reference to overtime costs in relation to the £3.8 million reduction assumed within the £12.7 million efficiency plans
- Specific key risk on the additional costs of the Reduced Working week and mitigating actions
- The change to the full year forecast position, following review of the impact of winter months and key financial risks

The financial position to December 2025, reporting a deficit position to date, consists of:

- Income – this is reporting a breakeven position
- Core Expenditure – a deficit position of £0.37 million against an amended trajectory deficit of £4.0 million to December 2025.
- The financial impact of post COVID-19 expenditure of £5.71 million in the reporting period which is fully funded.

- Agenda for Change reform (reduced working week and protected learning time) additional costs of £5.19 million, have been incurred. Recurring funding for the initial 30-minute working week reduction from 37.5 hours to 37 hours was received during August 2025.
- Efficiency savings target for the financial year is £12.7 million. To date, £8.8 million of savings has been achieved against a target to date of £9.76 million.

Key messages

- A deficit position of £0.37 million as at 31 December 2025 (this includes both core and non-core expenditure, and income), this is reporting an improved position against the updated financial plan trajectory deficit of £3.5 million at the end of December 2025, this reflects the Q3 detailed full year forecast review.
- The deficit position of £0.37 million to December 2025 is driven by the following:
    - Net Underspend Pay position of £0.39 million, the main driver is underspends of £3.96 million in Basic Pay and £0.3 million in Enhancements, which are mostly absorbed by overtime cost of £3.85 million.
    - Underspend in non-pay and asset disposal costs of £0.28 million with lines showing pressures as Medical costs, Computer Maintenance and Other fees being are offset by in balanced and underspent lines such Air Ambulance, Diesel, and Property related costs.
    - The phasing of the savings target increasing through the year as we move into the final months of the financial year. As part of the budget setting process in March it was assumed a significant step-up in the planned target occurring in September and October 2025.
    - Although the delivery of YTD savings is behind target by £0.96 million, in-month was ahead of target by £0.26 million. This is reflective of the Service's focus to remain on track to deliver the full year savings although noting however there is likely to be a higher level of non-recurring savings achieved.

As mentioned above, the main drivers of the deficit position are:

- Against our efficiency savings target of £12.7 million, the target for the 9 months to December was £9.76 million of which £8.8 million was achieved. The trajectory has been phased recognising a generally slower start to the year and peaking mid-year, which has impacted on the achieved YTD position as we catch up in the remaining months in this year. This will be described in more detail within the Efficiency Savings section later in the paper. Overall progress of programmes is good. There continues to be very detailed focus and 1-1 follow-up on progress with budget holders and Best Value leads continues and a fortnightly Executive team meeting remaining in place to maintain focus and if necessary ensure rapid decision making to remove barriers
- The net underspend position on Pay in month is a result of a number of drivers such as attrition, offsets against income generation and RWW accrued hours backfill.
- Overtime pressures is a key driver in the delivery of the £12.7 million savings plan. This is also the main component driving the Pay costs. This has been an area of significant focus. Overtime hours to date continue to be lower than the same period last year. This is being closely monitored noting there is a total of £3.8 million overtime cost reduction anticipated towards meeting the £12.7 million savings target; savings of £3.2 million of BV overtime schemes have been recognised up to month 9.

Key actions agreed in this period

The key focus of the financial plan, throughout this year and the next two years will be the delivery of the Back to Balance action plan. This included the following 3 key areas

1. Delivery of the full 3% efficiency savings and best value programme
2. Reducing our overspend and high spend areas
3. Our continued role in delivery service value and improvements across the wider health and care system

1. Delivery of our Efficiency Savings Target and Best Value programmes

The 3% savings target for 2025/26 has been set at £12.7 million. A total of £12.6 million programmes are in progress with the balance being pursued through additional programmes to bridge the gap. In this period savings of £8.8 million have been achieved against a trajectory of £9.76 million. This also relates to full year savings of £9.41 million. This slow start is as we have seen in previous years, and progress is monitored as we progress through the financial year.

ACTION: The Service will continue with the Best Value and local efficiency approach that has been embedded in previous years. This includes a key focus on service improvements that delivery financial and productivity efficiencies while balancing workforce, service delivery and performance.

The achievement of the £12.7 million efficiency plans requires ongoing focus as we progress with this work. We continue to build upon our methodology, governance and action focus to develop programmes that can be agreed and implemented over the life of the financial plan. This continued scrutiny on delivery of recurring savings is crucial for the ongoing sustainability of the plan.

The existing governance structures has therefore continued into 2025/26 with the following key areas agreed.

- Best Value programmes that are a priority focus
- Carry forward projects from 24/25
- Implementation of the national 15-box grid
- Back to balance refresh of the high spend areas
- Improvement programmes that deliver wider system impacts

Programmes of work and mandates have been completed for all of the agreed programmes.

There is also a range of work ongoing in the delivery of these programmes. In addition, budget holders have finalised their local efficiency plans.

Work has also commenced in the development of the efficiency plans for 26-27.

2. Overtime Costs

Given the significance, overtime costs are a key focus within the 2025/26 financial plan. A reduction of £3.8 million is assumed to be delivered in this financial year. Cost for the nine months of the year are lower than the same period in the last two years (after offsetting pay inflation costs) and significant work continues to critically review the key drivers of this and to take corrective action. This is also building upon the good work undertaken in 2024/25 and rolling into 26/27.

ACTION: Detailed real time reports and dashboards have been developed and being actively used by the budget holders. After excluding the key drivers of hospital turnaround times and shift overruns overtime, BAU (Business as Usual) overtime use is lower than the last two years, although we did see an increase in month 8 which has since reduced back in month 9.

3. Post COVID pressures

The impact of COVID-19 system pressures on our financial position has been reported since February 2020. Our financial plan estimates this impact for 2025/26 to be £8.35 million for the year. We have received recurring funding from the Scottish Government to support this. Details are in Table 8 in the paper.

ACTION: There are a range of actions being undertaken within the Service to continually review and monitor these costs, while balancing operational service impact. Specifically, this includes a further review of Ambulance Control Centre staffing against demand projections and an improvement programme supporting the timed admissions development.

Financial Risk considerations noted in the period.

The key financial risks are detailed below with mitigating actions also described.

Delivery of Efficiency Savings Target including Best Value

The requirement to ensure the delivery of efficiency savings remains a continued focus for the Service. A well-established governance process is in place and has been updated for 2025/26. The financial plan identified a range of programmes, and significant focus is currently on implementing, tracking and reporting on these. It is also recognised that delivery of financial savings, both recurring and non-recurring becomes a greater risk in each additional year, as the ability to deliver these becomes more challenging so the focus also remains on identifying medium to long-term opportunities.

Delivery of our financial targets continues to be highlighted as a very high risk in our corporate risk register and is monitored in line with this risk profile.

Action – Several actions continue into 2025/26:

- Focussed Program Management Office (PMO) support aligned to the high impact high priority schemes to provide additional focus and capacity. Programme Management resources have been agreed and in place
- Executive leads and finance support for each programme have been identified and agreed and included within Executive Director objectives

- Reporting Progress through the Best Value Steering Group meeting every month, with regular reporting to Executive Team, Performance and Planning Steering Group and Audit and Risk Committee
- Governance policies and procedures in place with agreed clear escalation plans identified, these have been updated and approved at the Steering Group in August.
- Linking our programmes to our 2030 strategy ambitions and our 5 portfolio boards for oversight, prioritisation and Board reporting.
- Monthly highlight reports completed to report on progress and project mandates completed for all programmes.
- Implementation of our ideas box to ensure all staff can identify and contribute to new ideas, noting this is also under review and linked to further work on developing staff engagement and empowerment
- A fortnightly Executive team meeting to discuss and resolve barriers to delivery and issues identified.
- Further development of dashboards sharing information widely with management and staff

In addition, the Service will continue to work closely with the NHS Scotland Finance Delivery Unit (FDU).

Reduction in the Working Week

As part of the Agenda for Change pay deal in 2023/24, it was agreed that the working week would reduce from 37.5 hours to 36 hours, with the reduction from 37.5 hours to 37 hours from April 2024 before reducing to 36 hours from April 2026. Transitional arrangements are in place, being implemented through accrued hours and backfilled through overtime reflecting the reduction to 37 hours. This has resulted in additional costs to the Service resulting from additional overtime and increased hourly rates driving higher pay enhancement costs. These costs were incurred throughout 2024/25 and will continue into 2025/26.

The detailed monitoring processes for this have been further developed. The total 2025/26 allocation is £6.82 million, as included in our Financial Plan. This allocation was received recurringly in August 2025. Scottish Government are currently modelling the costs to fully implement the further 60 minute reduction to 36 hours from April 2026 and confirmation of funding is not likely until after quarter 3.

The following tables show the spend to date and forecast expenditure against the £6.8 million funding agreed for 2025/26.

RWW Year-to-Date Expenditure

Expenditure	1	2	3	4	5	6	7	8	9	Total
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Project Team	34	37	36	40	36	56	18	37	37	331
M365 Team	10	9	10	13	11	23	17	16	17	126
EPDD Teams	-	-	-	-	-	-	-	-	-	-
Additional staff	-	-	-	-	91	143	182	182	182	780
Overtime backfill	432	159	264	354	361	603	326	343	296	3,138
Additional hourly rate	80	82	87	82	85	85	84	84	83	752
Rostering Software	-	-	-	-	-	-	41	4	4	49
Delivery Team	-	-	-	-	-	-	-	8	7	15
Total	**556**	**287**	**397**	**489**	**584**	**910**	**668**	**674**	**626**	**5,191**

RWW Forecast Full Year Expenditure

Expenditure	YTD	Forecast	Total	Commentary
	£000s	£000s	£000s	
Project Team	330	110	440	
M365 Team	125	65	190	
EPDD Teams	-	50	50	Manual Handling & VPR posts
Additional staff	781	535	1,316	50 (headcount) NQPs phased, 9 WTE ACAs
Overtime backfill	3,138	314	3,452	Backfill to reduce as NQPs are recruited.
Overtime backfill risk	-	198	198	Backfill costs if overtime levels do not reduce as per assumptions
Additional hourly rate	753	251	1,004	
Rostering Software	49	33	82	Software and associated training costs
Delivery Team	15	72	87	1 WTE resourcing admin, 1 WTE GRS admin, payroll support
Total	**5,191**	**1,628**	**6,819**	

Action

The RWW Implementation Project is aiming to have the Service ready to go live for the reduction to 36 hours from 1st April 2026. Plans and in year forecast have been developed and presented to Scottish Government in October 2025, describing our implementation plan.

To date, costs of £5.19 million have been incurred against the funding assumed in 2025/26 relating to the reduction from 37.5 hours to 37 hours. The overall reduction in overtime as a result of the NQP recruitment has not met initial expectations at this early stage. The average RWW overtime backfill cost was £0.4 million to month 6, and initial plans assumed a decrease to around £0.1 million from month 7. This reduction has not yet materialised, primarily due to delays in NQP recruitment, with several recruits still undergoing their six-week training period. As a partial offset, costs for the new NQP recruits have been lower than forecast due to recruitment delays, with the full year forecast assumptions being continually reviewed.

Project implementation costs have also been agreed. In addition, investment in digital support and statutory and mandatory training is also supported. These costs associated with this programme will now be reported on a monthly basis, given this financial risk.

The impact of Newly Qualified Paramedic (NQP) Recruitment

The number of NQP's seeking employment from the universities in 2025/26 exceeds the number of vacancies and natural attrition within SAS. There is a plan in place working with Scottish Government to seek opportunities across the wider system including primary care for future years, however immediate actions need to be taken for this year with the aim to offer as many employment opportunities as possible.

Detailed work has taken place to agree the NQP recruitment plan for 2025/26 with the agreement to recruit supernumerary staff funded primarily from overtime costs and slippage in non-pay costs. This equates to a total of circa £3 million.

The financial viability of this plan is dependent on the successful delivery of overtime savings. These savings are critical to offset the cost of onboarding and training a large cohort of NQPs within existing budget parameters. Failure to achieve these savings presents several risks, including:

- Operational pressures that may prevent reductions in overtime.
- Delays in NQP readiness, which could impact service delivery and workforce resilience.
- Budget overruns, if planned savings are not realised.

A detailed Executive team paper has been agreed that describes the risk management actions this includes very detailed scrutiny on pay and overtime costs with a monthly report tracking progress in place ensuring that any issues can be identified as early as possible. A monthly group has also been established overseeing the different aspects of the process. This is progressing as planned and is reflected in the updated full year forecast position.

Finance outturn position as of December 2025

Introduction

This section of the paper provides details of the financial results for the period ending December 2025.

For the purpose of understanding the financial data tabled within this report, the following guidelines are provided:

- All Income budget and actual figures are presented as credit values (in brackets), a positive variance value against income reflects an improved performance against income plan whereas a negative variance is reflective of an underperformance contrary to income plan.
- All Expenditure budget and actual values are shown as positive figures; a positive variance value against expenditure reflects a favourable under-spend against budget plan whereas a negative variance is reflected of an adverse performance on budget plan.

SUMMARY OF YEAR-TO-DATE POSITION

Table 1 reports that the revenue position for the financial year to the end of December 2025 is a deficit of £0.37 million, made up of the following:

- Income – breakeven
- Expenditure Pay –under budget by £0.39 million
- Expenditure Supplies – under budget by £0.28 million
- Savings – behind target by £0.96 million
- Expenditure non-core – break even
- This position includes funded legacy COVID expenditure of £5.71 million
- This position includes funded Agenda for Change reform expenditure of £5.19 million

Although non pay expenditure is under budget, there are some overspent expenditure lines such as Insurance (vehicle accidents), Other Fees and Other operating costs. This has to date been offset by the underspend lines, particularly Diesel.

The month 9 position includes the AfC pay award arrears, enhancement uplifts for self-rostered posts for 2025/26, along with the now updated Medical and Dental pay award of 4.25% including arrears for 2025/26 actioned in prior months. ESM pay award uplifts will be updated for Month 10 reporting, with arrears paid in Month 11.

Table 1 – Scottish Ambulance Service high-level overview

SCOTTISH AMBULANCE SERVICE BOARD
REVENUE RESOURCE ANALYSIS
YEAR TO 31 DECEMBER 2025

	Full Year Budget £'000	Year to Date Budget £'000	Year to Date Actual £'000	Year to Date Variance £'000	Current Month Budget £'000	Current Month Actual £'000	Current Month Variance £'000
Income							
Revenue Allocation	501,021	370,631	370,631		43,326	43,326	
Health Board	7,192	5,831	5,764	(67)	643	635	(8)
Other Healthcare	714	533	548	15	48	50	2
Fleet	37	37	37	0	0	0	0
Staff Car Deductions	148	103	92	(11)	13	10	(3)
Other Operating	2,975	2,762	2,747	(15)	108	104	(4)
Total Income	512,087	379,897	379,819	(78)	44,138	44,125	(13)
Expenditure							
Accident & Emergency	333,002	251,867	255,397	(3,530)	28,593	28,762	(169)
Non Emergency Service	34,087	25,745	25,015	730	2,866	2,845	21
Air Ambulance	21,744	14,559	14,635	(76)	1,969	1,901	68
Overheads	98,539	63,011	60,430	2,581	10,710	8,147	2,563
Total Expenditure	487,372	355,182	355,477	(295)	44,138	41,655	2,483
Core Expenditure Variance				(373)			2,470
Non Core Expenditure							
Depreciation (DEL)	23,900	16,662	16,662	0	1,674	1,674	0
Depreciation (Donated)	65	14	14	0	1	1	0
AME Provision	750	0	0	0	0	0	0
AME Impairments	0	0	0	0	0	0	0
Non Cash (DEL)	0	0	0	0			
Total Non Core Expenditure	24,715	16,676	16,676	0	1,675	1,675	0
Surplus / (Deficit)				(373)			2,470

Table 2 – Income and Expenditure

Table 2 provides the year-to-date position between service and support directorates.

SCOTTISH AMBULANCE SERVICE BOARD

INCOME AND EXPENDITURE SUMMARY

YEAR TO 31 DECEMBER 2025

		Cumulative to Date				Current Period			
		Budget £'000	Actual £'000	Variance £'000	Variance %	Budget £'000	Actual £'000	Variance £'000	Variance %
Service Delivery Directorate	Income	(7,105)	(7,099)	(6)	0%	(727)	(729)	2	0%
	Salaries	272,917	271,574	1,343	0%	30,860	30,441	419	-1%
	Supplies	31,790	31,665	125	0%	3,890	3,806	84	-2%
	Sav Target	(3,545)	0	(3,545)	0%	(694)	0	(694)	0%
	Sav Realised	2,520	0	2,520	0%	269	0	269	0%
				437				80	
Support Services Directorates	Income	(2,162)	(2,090)	(72)	-3%	(86)	(71)	(15)	-17%
	Salaries	25,296	26,249	(953)	4%	2,790	3,007	(217)	8%
	Supplies	42,820	42,664	156	0%	5,521	6,072	(551)	10%
	Sav Target	(6,209)	0	(6,209)	0%	(1,214)	0	(1,214)	0%
	Sav Realised	6,268	0	6,268	0%	1,854	0	1,854	0%
	Reserves	0	0	0		2,533	0	2,533	
				(810)				2,390	
SCOTTISH AMBULANCE SERVICE	Income	(9,267)	(9,189)	(78)	-1%	(813)	(800)	(13)	-2%
	Salaries	298,213	297,823	390	0%	33,650	33,448	202	1%
	Supplies	74,613	74,332	281	0%	9,411	9,878	(467)	-5%
	Sav Target	(9,754)	0	(9,754)		(1,908)	0	(1,908)	
	Sav Realised	8,788	0	8,788		2,123	0	2,123	
	Reserves	0	0	0		2,533	0	2,533	
				(373)				2,470	

Table 3 – Service Delivery

SCOTTISH AMBULANCE SERVICE BOARD

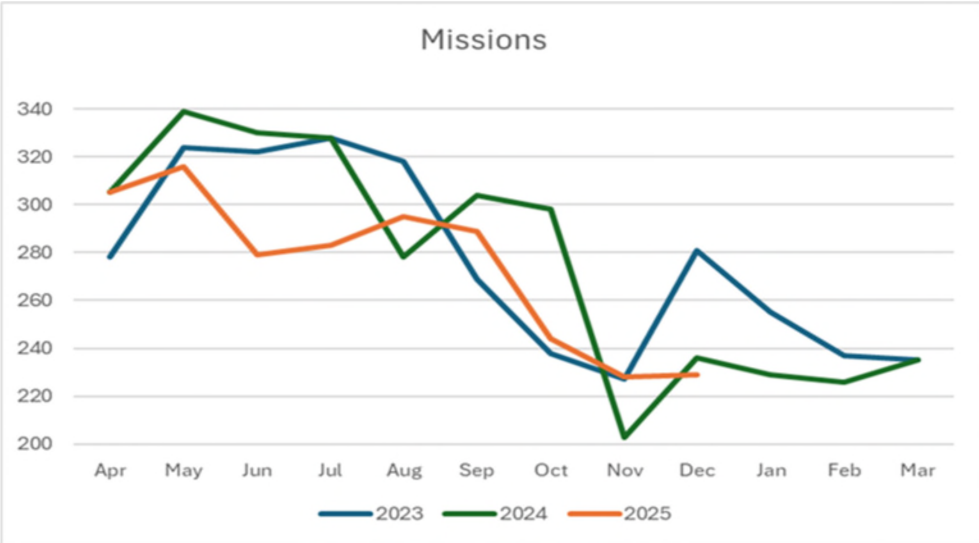
INCOME AND EXPENDITURE BY DIRECTORATE

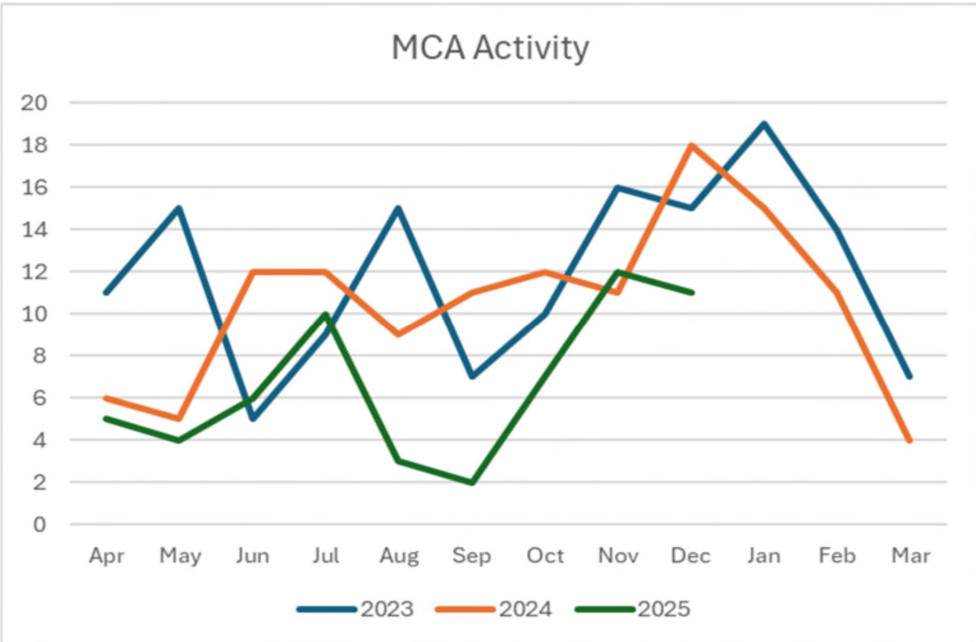
YEAR TO 31 DECEMBER 2025

		Cumulative to Date				Current Period			
		Budget £'000	Actual £'000	Variance £'000	Variance %	Budget £'000	Actual £'000	Variance £'000	Variance %
NORTH REGION	Income	(1,011)	(1,011)	0	0%	(110)	(110)	0	0%
	Salaries	46,687	46,367	320	-1%	5,281	5,218	64	-1%
	Supplies	2,937	3,017	(80)	3%	346	372	(27)	8%
	Sav Target	(433)	0	(433)		(84)	0	(84)	
	Sav Realised	553	0	553		139	0	139	
				360				92	
EAST REGION	Income	(1,368)	(1,361)	(7)	-1%	(45)	(47)	2	4%
	Salaries	74,000	72,296	1,704	-2%	8,391	8,078	313	-4%
	Supplies	4,813	4,727	86	-2%	579	563	16	-3%
	Sav Target	(866)	0	(866)		(170)	0	(170)	
	Sav Realised	690	0	690		19	0	19	
				1,607				180	
WEST REGION	Income	(3,532)	(3,532)	0	0%	(360)	(360)	0	0%
	Salaries	100,168	100,651	(483)	0%	11,467	11,241	225	-2%
	Supplies	6,040	6,410	(370)	6%	709	793	(84)	12%
	Sav Target	(1,138)	0	(1,138)		(223)	0	(223)	
	Sav Realised	1,207	0	1,207		107	0	107	
				(784)				25	
NATIONAL OPS	Income	(1,194)	(1,195)	1	0%	(212)	(212)	0	0%
	Salaries	51,117	51,360	(243)	0%	5,615	5,802	(187)	3%
	Supplies	17,949	17,499	450	-3%	2,251	2,075	176	-8%
	Sav Target	(1,068)	0	(1,068)		(209)	0	(209)	
	Sav Realised	60	0	60		2	0	2	
				(800)				(219)	
BUSINESS INTELLIGENCE	Salaries	945	900	45	-5%	106	102	4	-4%
	Supplies	51	12	39	-76%	5	3	3	-60%
	Sav Target	(40)	0	(40)		(8)	0	(8)	
	Sav Realised	10	0	10		2	0	2	
				54				1	
TOTAL SERVICE DELIVERY	Income	(7,105)	(7,099)	(6)	0%	(727)	(729)	2	0%
	Salaries	272,917	271,574	1,343	0%	30,860	30,441	419	-1%
	Supplies	31,790	31,665	125	0%	3,890	3,806	84	-2%
	Sav Target	(3,545)	0	(3,545)		(694)	0	(694)	
	Sav Realised	2,520	0	2,520		269	0	269	
				437				80	

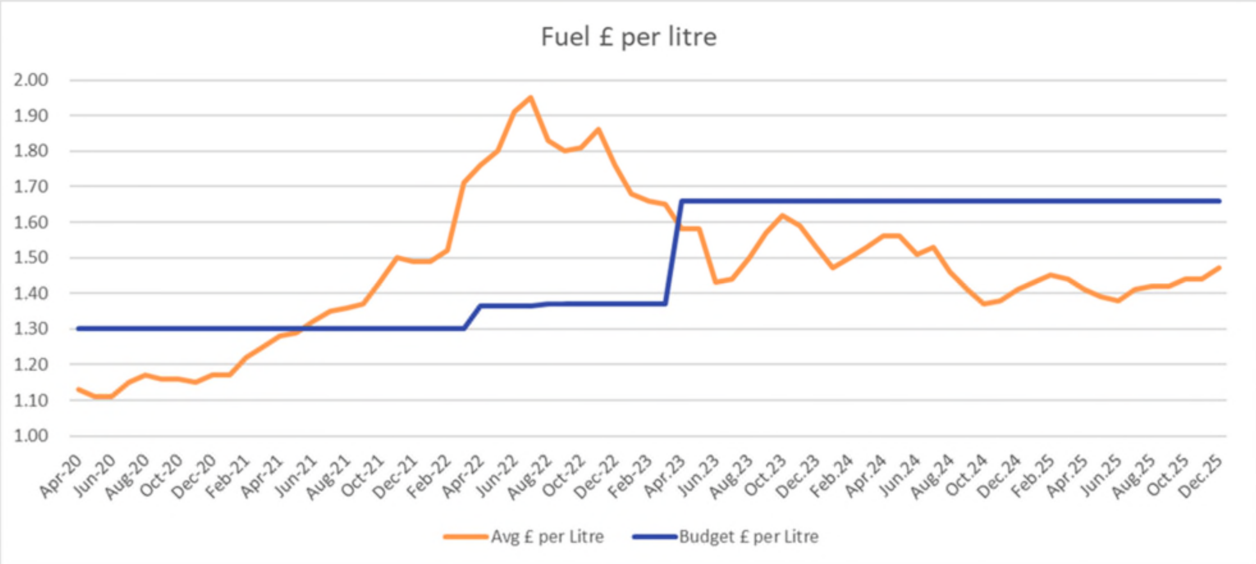
Service delivery outturn is under budget by £0.44 million at 31 December 2025. Pay costs are reporting an underspend of £1.34 million over all service areas, however it should be noted that this includes: overtime as a result of HTAT, Card 46 timed admission staff, ambulance control centre posts, all assumed recurring post COVID funding. This also includes RWW costs covering TOIL backfill and relief for 37.5 to 37 hours.

Air Ambulance Costs have reported a 5.8% decrease in the number of missions in these 9 months from the same period last year – and flying hours are also down to date from last year by 6.1%. This is matched with a decrease in Maritime and Coast Guard Agency (MCGA) missions (36) over this period against the same period last year. This area has been a key focus of the air ambulance efficiency programme.





For Diesel, which assumes £1.66 per litre, fuel prices have reduced continually since the highest point last May and with the average price per litre peaking at £1.62 in October 2023, and finishing at £1.47 in December 2025, we do see a continuing underspend on Diesel costs for the 9 months to December 2025, and Regional Savings up to December 2025 have now been recognised in full, as funding towards HLP for EV charging points across the SAS infrastructure has now been provided separately.



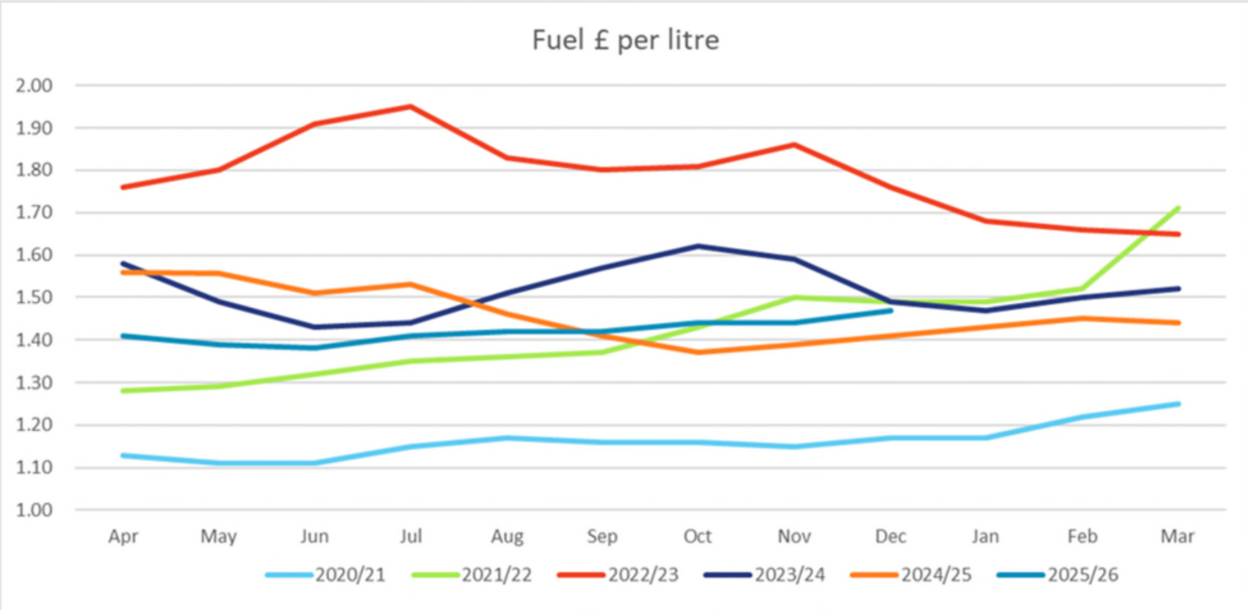


Table 4 – Support Services Directorates

Support services are being reported as £0.8 million over budget. The main driver of this is due to the Finance, Logistics and Strategy Division hosting the Service's central cost centre, which holds the savings targets for all the Best Value Programmes (2025/26 target £7.2 million) across a number of expenditure categories.

SCOTTISH AMBULANCE SERVICE BOARD

INCOME AND EXPENDITURE BY DIRECTORATE

YEAR TO 31 DECEMBER 2025

		Cumulative to Date				Current Period			
		Budget £'000	Actual £'000	Variance £'000	Variance %	Budget £'000	Actual £'000	Variance £'000	Variance %
BOARD AND CHIEF EXECUTIVE	Income	(67)	(67)	0	0%	(1)	(1)	0	
	Salaries	1,852	2,019	(167)	9%	200	228	(28)	14%
	Supplies	92	100	(8)	9%	10	8	2	-20%
	Sav Target	(61)	0	(61)		(12)	0	(12)	
	Sav Realised	0	0	0		0	0	0	
				(236)				(38)	
FINANCE AND LOGISTICS	Income	(2,045)	(1,977)	(68)	-3%	(80)	(66)	(14)	-18%
	Salaries	12,378	13,207	(829)	7%	1,413	1,479	(66)	5%
	Supplies	40,657	40,626	31	0%	5,190	5,733	(543)	10%
	Sav Target	(5,906)	0	(5,906)		(1,155)	0	(1,155)	
	Sav Realised	6,188	0	6,188		1,840	0	1,840	
	Reserves	0	0	0		2,533	0	2,533	
				(584)				2,595	
HUMAN RESOURCES	Income	(26)	(24)	(2)	-8%	(4)	(3)	(1)	
	Salaries	2,475	2,507	(32)	1%	285	294	(9)	3%
	Supplies	667	692	(25)	4%	75	86	(11)	15%
	Sav Target	(115)	0	(115)		(22)	0	(22)	
	Sav Realised	1	0	1		(1)	0	(1)	
				(173)				(44)	
MEDICAL	Income	(4)	(3)	(1)	-25%	0	0	0	
	Salaries	3,194	3,122	72	-2%	367	397	(30)	8%
	Supplies	720	762	(42)	6%	79	88	(9)	11%
	Sav Target	(42)	0	(42)		(8)	0	(8)	
	Sav Realised	42	0	42		8	0	8	
				29				(39)	
CARE QUALITY AND PROF DEVELOPMENT	Income	(20)	(19)	(1)	-5%	(1)	(1)	0	
	Salaries	5,397	5,392	5	0%	525	609	(85)	16%
	Supplies	684	484	200	-29%	167	157	9	-5%
	Sav Target	(85)	0	(85)		(17)	0	(17)	
	Sav Realised	37	0	37		7	0	7	
				156				(86)	
TOTAL SUPPORT SERVICES	Income	(2,162)	(2,090)	(72)	-3%	(86)	(71)	(15)	-17%
	Salaries	25,296	26,249	(953)	4%	2,790	3,007	(217)	8%
	Supplies	42,820	42,664	156	0%	5,521	6,072	(551)	10%
	Sav Target	(6,209)	0	(6,209)		(1,214)	0	(1,214)	
	Sav Realised	6,268	0	6,268		1,854	0	1,854	
	Reserves	0	0	0		2,533	0	2,533	
				(810)				2,390	

Table 5 – Detailed Income Analysis

Details of the financial performance analysed into specific income and funding sources are noted in the table below. This includes scrutiny of the key movements and pressure areas.

SCOTTISH AMBULANCE SERVICE BOARD
INCOME INCLUDING ALLOCATIONS
YEAR TO 31 DECEMBER 2025

	Full Year Budget £'000	Year to Date Budget £'000	Year to Date Actual £'000	Year to Date Variance £'000
Income				
Revenue Allocation	501,021			
Baseline Allocations	484,073			
Recurring Allocations	1,980			
Non-Recurring Allocations	14,968			
Fleet Income	37	37	37	0
Health Board	7,192	5,831	5,764	(67)
Other Healthcare	714	533	548	15
Other Operating	2,975	2,762	2,747	(15)
Staff Car Deductions	148	103	92	(11)
Total Income	512,087	9,266	9,188	(78)

Total income (including funding) to date is breakeven against budget.

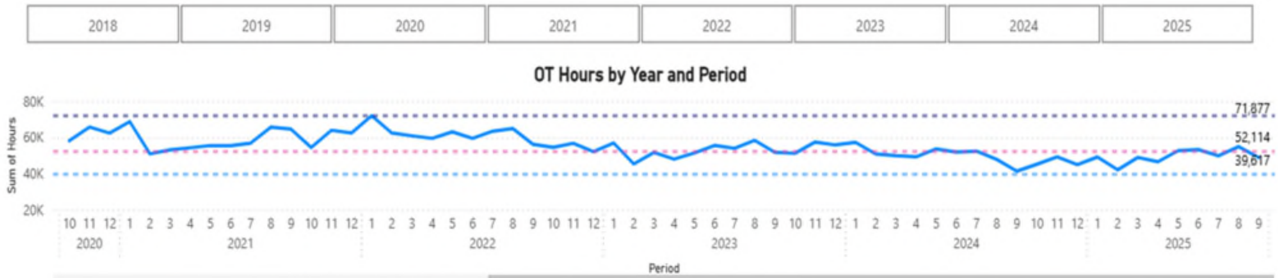
The original financial plan assumed revenue funding allocations of £437 million. The above includes funding for Mobile Vaccination Units, COVID legacy, AfC Reform RWW. Confirmation had been received that we would receive £0.99 million towards Winter Pressures and ICH support and this is included in our revenue allocation reported above, although to date we have received in part, £0.62 million, relating to the ICH. We continue to anticipate the balance to support our Transport Hubs embedded within Territorial Health Boards. Adjustments are made on a monthly basis to the budget to include any additional allocations as these are notified to the Boards from Scottish Government and other NHS Boards.

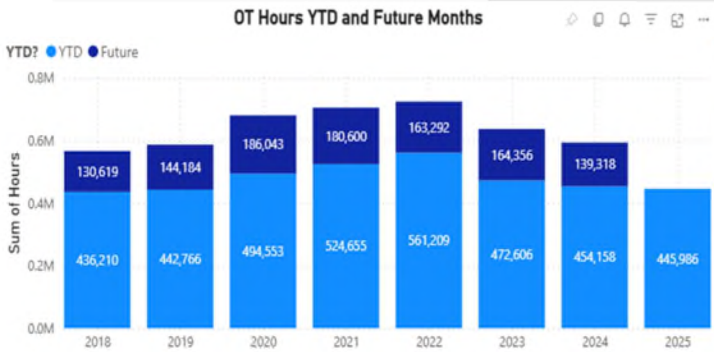
Detailed Pay analysis

The pay underspends of £0.39 million is driven primarily from underspends in Basic Pay £3.96 million and Enhancements £0.3 million offset by Overtime overspend of £3.85 million. The main drivers of this being the effect of attrition as our NQ paramedics join our workforce, income generation matching activity, along with the effect of the accrued hours backfilled within the RWW funding. Historical drivers continue with underlying lower than budgeted skill mix between Paramedic and technicians at 57.3%/42.7%, vacancies (estimated A&E regional attrition rate for 2025/26 of 3.6%), along with RWW pay pressures of £5.12 million and COVID legacy pay costs of £5.65 million being funded. A workforce dashboard is in operation and available to all budget holders and managers to provide supporting data behind the pay underspend.

As referenced previously, reducing overtime is one of the workstreams contributing towards achieving the £12.7 million savings. Overtime costs in this current year are averaging 4.9% of the pay bill for the 9 months compared to 5.0% for the same period last year, reflecting a reduction in hours.

The graph below shows a trend analysis of overtime hours in the last eight years. The impact of COVID on the Service can be seen in the early months of 2022 and with peaks during 2023 and 2024 reflecting the ongoing pressures on the Service in response to the increased hospital turnaround times.





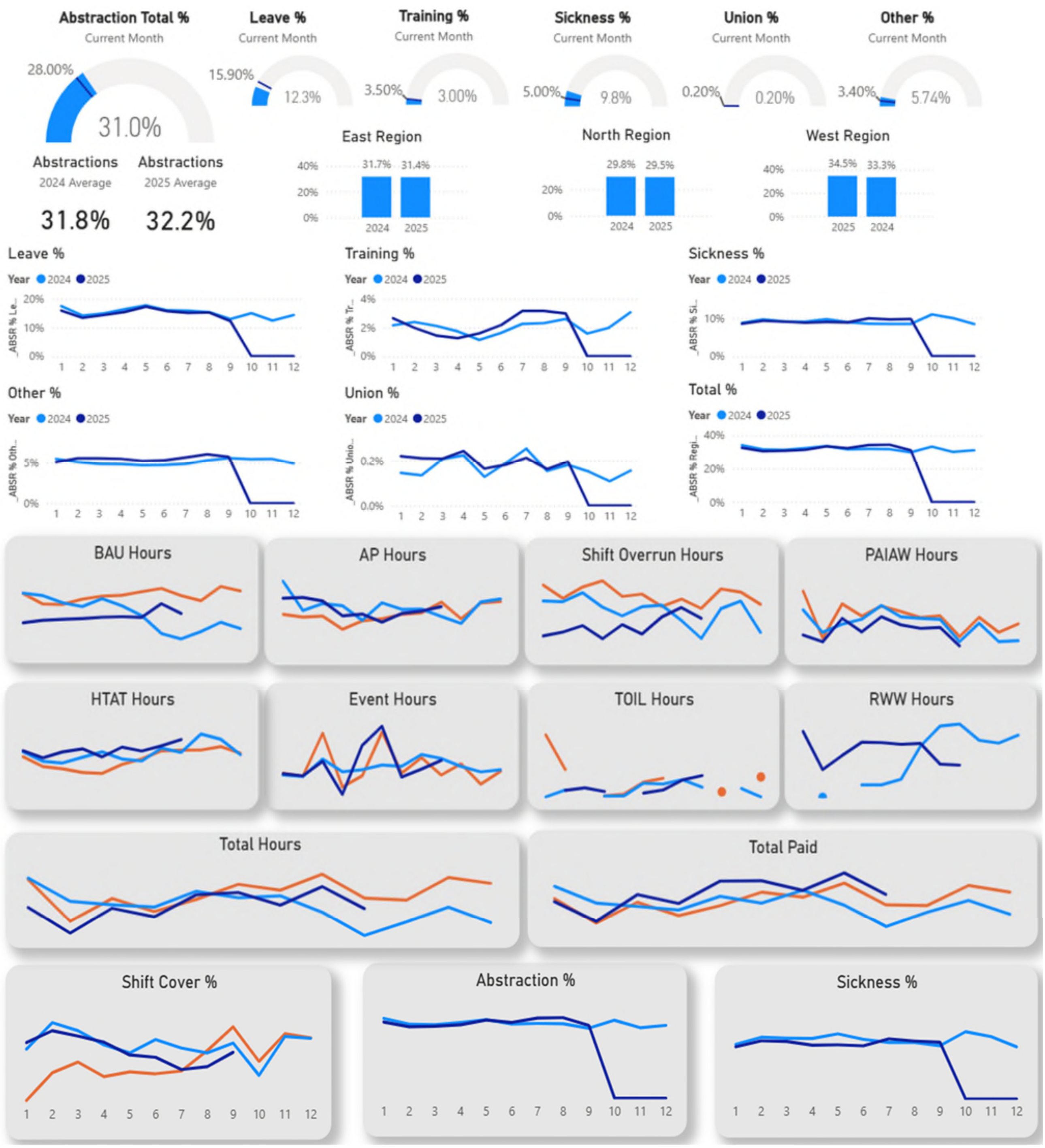
Period	2018	2019	2020	2021	2022	2023	2024	2025
1	56,631	50,609	62,572	68,680	71,877	56,885	57,245	49,130
2	47,371	45,054	57,653	50,878	62,359	45,319	50,842	42,052
3	46,631	47,427	49,411	53,077	60,789	51,612	49,881	48,901
4	47,818	45,736	50,227	54,238	59,410	47,987	49,252	46,530
5	52,572	53,823	54,642	55,432	63,022	51,386	53,593	52,643
6	47,376	51,937	51,052	55,411	59,410	55,506	51,835	53,265
7	47,445	49,333	51,555	56,797	63,328	53,910	52,363	49,779
8	49,694	53,179	58,903	65,633	64,869	58,297	47,801	54,877
9	40,671	45,667	58,538	64,509	56,144	51,704	41,346	48,809
10	39,617	43,269	58,065	54,384	54,496	51,170	45,148	
11	47,509	50,676	65,637	63,840	56,682	57,400	49,255	
12	43,493	50,239	62,341	62,377	52,114	55,786	44,915	
Total	**566,829**	**586,950**	**680,596**	**705,255**	**724,501**	**636,962**	**593,476**	**445,986**

The high-level reports below show the monthly trend year on year comparison for the whole service, which breaks down the OT hours into the different drivers, plus shift cover %, abstraction % and sickness %.

These reports are available on the newly developed Overtime Dashboard that is being actively used by budget holders.

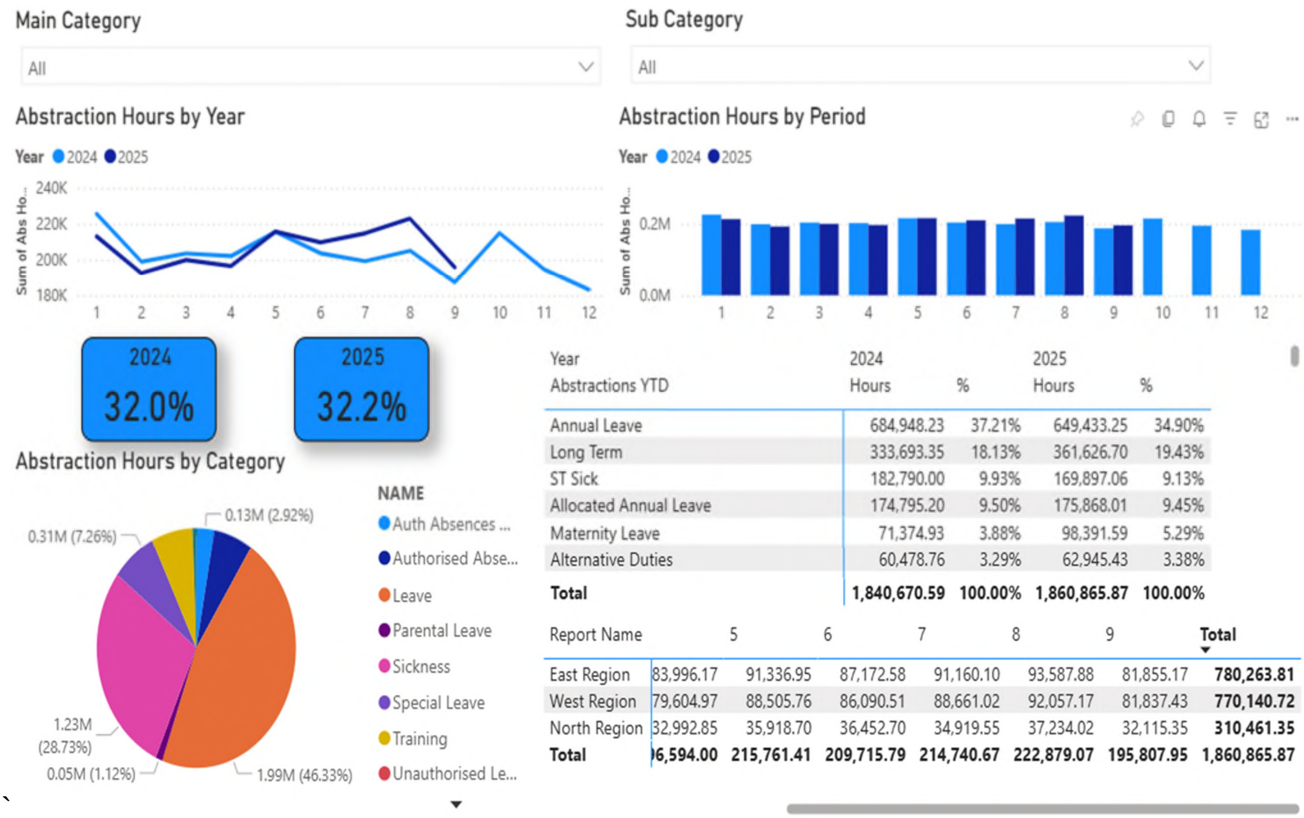
The data in the Overtime Dashboard provides users with the trends for total OT hours, total OT paid, shift cover and abstractions. The total overtime (both hours and payments) is broken down into different categories such as paid-as-if-at-work (PAIAW), Advanced Paramedics, shift overruns, HTAT (both C3 and co-horting crews), event cover, TOIL and RWW. This then leaves what we categorise as BAU OT. From this data we can see that from a YTD position:

- the OT hours paid are 1.8% lower than the same period last year
- Shift cover monthly average has decreased by 0.9%
- Abstractions YTD average has increased by 0.4%



Although costs have gone down in-month, HTAT continue to create a cost pressure post COVID and are being reported within the legacy COVID costs with now associated funding.

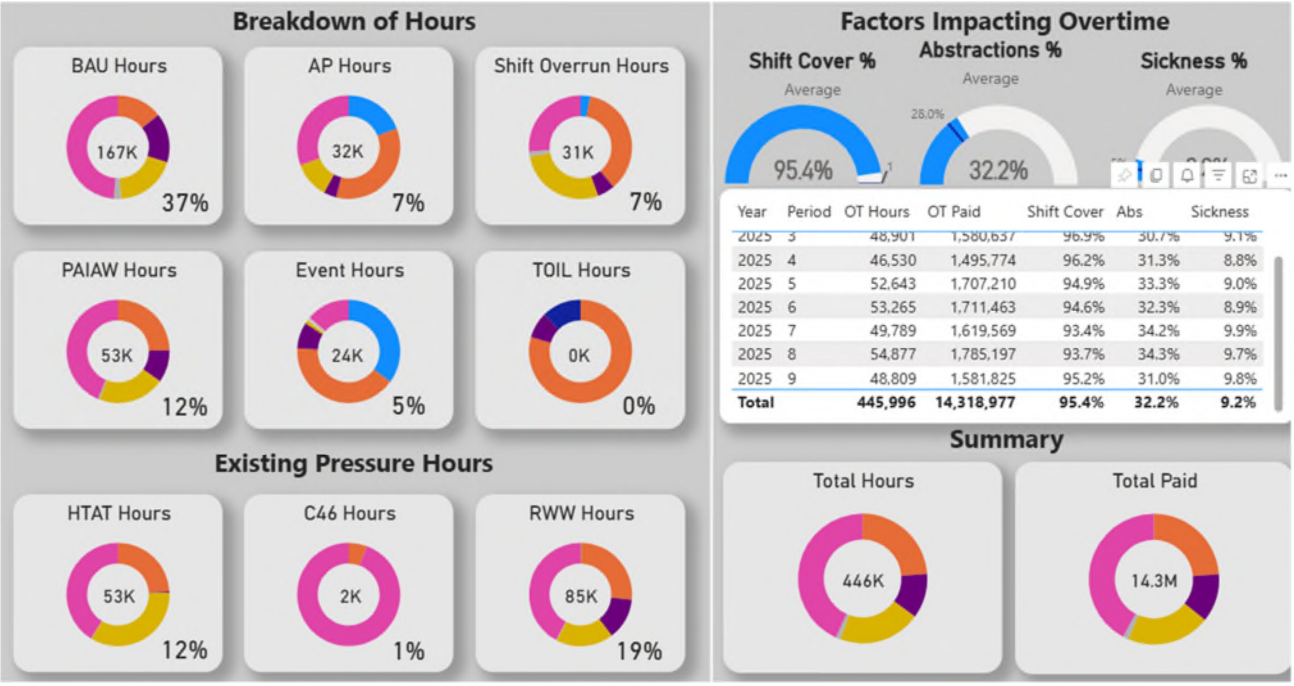
The charts above show, at a glance, the main categories driving the OT pressure. The abstraction data provides a breakdown of the main categories and also now allows budget holders to delve into the subcategories showing dates/shift times/shift length/pay number. The table below shows an extract of the abstraction data that is now being presented to budget holders. This allows for greater focus on ‘planned and controllable abstractions’.



In addition, a snapshot of the summary dashboard summarises the key factors driving the overtime costs below:

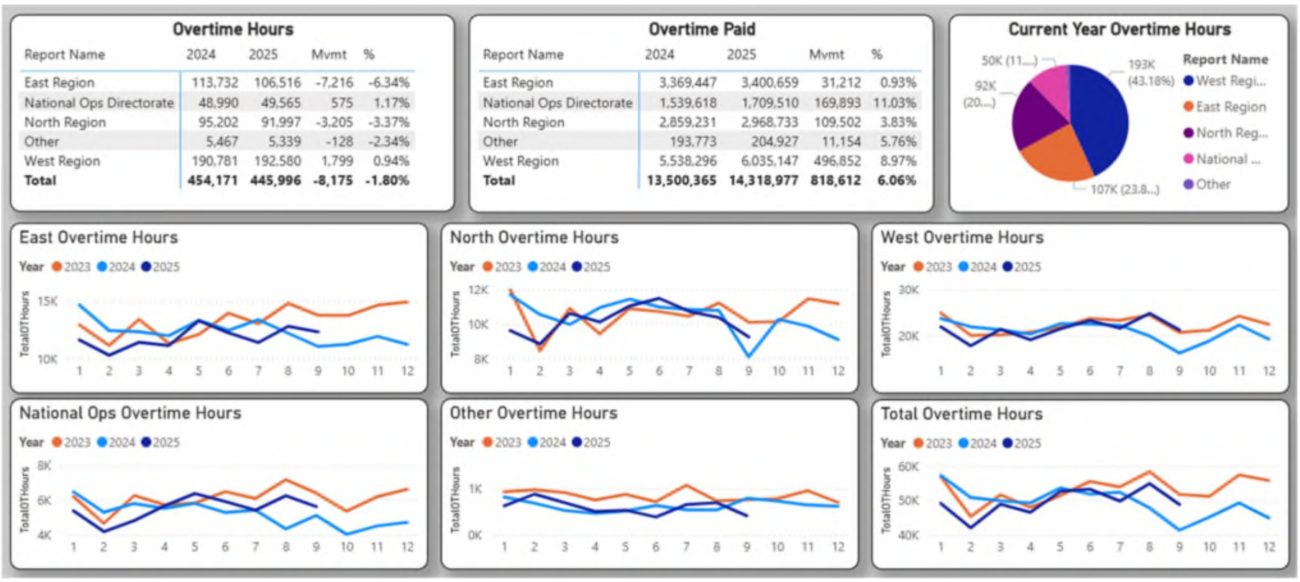
- Shift overruns
- abstractions (regional)
- sickness absence

Noting also that the additional controls put in place are having an impact through the BAU hours reduction. Given the fragility of this, and acknowledging the continued operational pressures, the scrutiny on the improved controls will continue.



Current actions being progressed are

- Sickness absence Best Value programme including a detailed absence management action plan supported now by a formal absence management programme board, that incorporates a range of best practice ideas from other public bodies
- Management and workforce planning guidance for the updated overtime policy



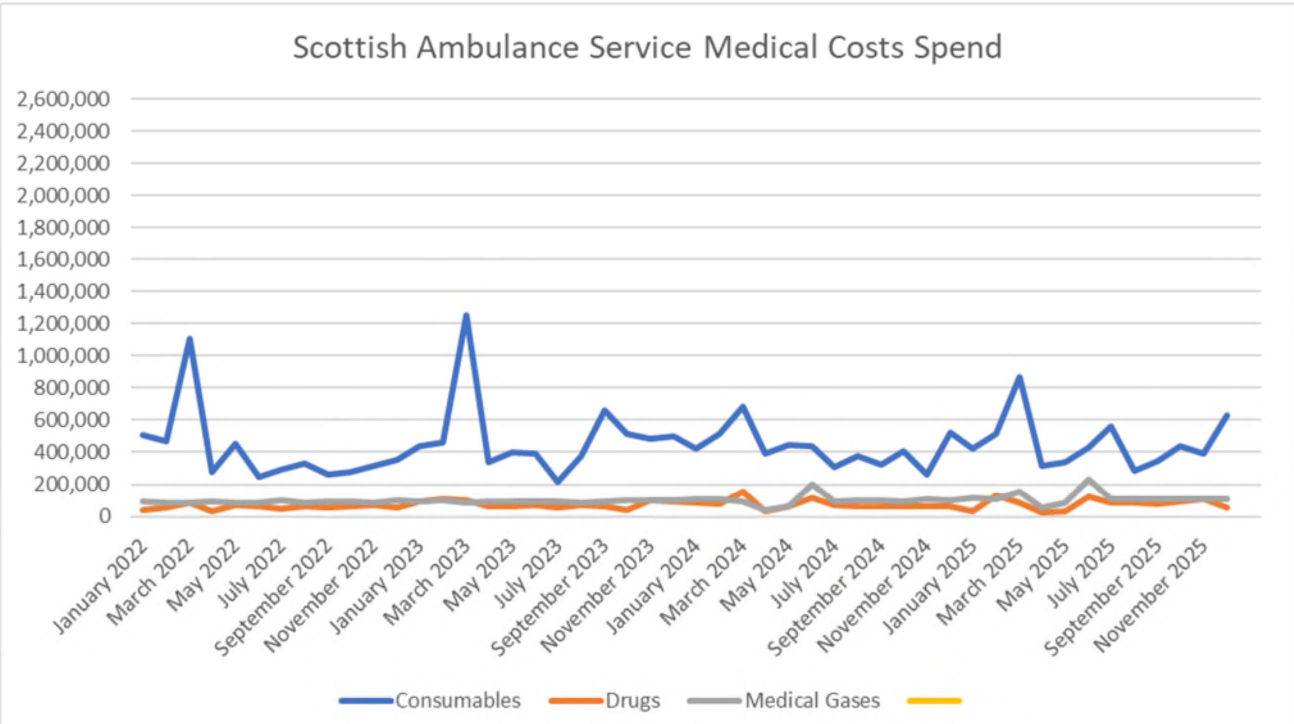
The above table illustrates an overall decrease in overtime hours within the Service Delivery Regions, compared to the equivalent prior year period.

Non-pay

The non-pay underspend at £0.28 million reflects ongoing management of pressures within Medical costs, Air Ambulance and Computer maintenance – other lines of ongoing cost pressures are also being closely monitored. The Air Ambulance extension and mobilisation costs are fully funded with no pressures emerging; however the existing contract is now starting to show an underspend which we are monitoring closely, following feedback from the Air Ambulance Efficiency best value project. Areas of focus are:

- Air Ambulance Costs have reported a 5.8% decrease in the number of missions in these nine months from the same period last year, offset by a pressure within variable costs due to inflationary price rises, which is being monitored and managed. Flying hours to date are 6.1% lower than the same period last year. There is an ongoing decrease in Maritime and Coast Guard Agency (MCGA) missions (36) over this period against the same period last year. However, as we go into the winter period, this position may turn around, as can be seen from the last two years clearly shown in the graphs earlier in the paper. Fixed costs include the uplift for the extension contract, which have been funded for – the variable costs in relation to the extension have also been funded in full, but will continue to be monitored over the course of the year. There is also a very small new pressure relating to the introduction of the Sustainable Aviation Fuel Levy from January 2025, the impact of this is being managed, but will continue to be monitored.

- Medical costs have in the last couple of years been an area of pressure, and as can be seen from the graph below, costs have been fairly consistent, but higher stock turnover in December is reflected in the graph across all years - the creation of the stock hubs for controlling medical supplies has been a factor in this. A best value programme is in place for 2025/26 with agreed efficiency plans, and savings across the various lines are being reviewed, with savings planned and actioned as required.



To support the efficiency plan and to monitor the costs, detailed further analysis has been put in place to support the clinical lead and budget holders. Work is in place reviewing medical gas usage, and the Consumables category is currently being reviewed in detail.

Efficiency Savings

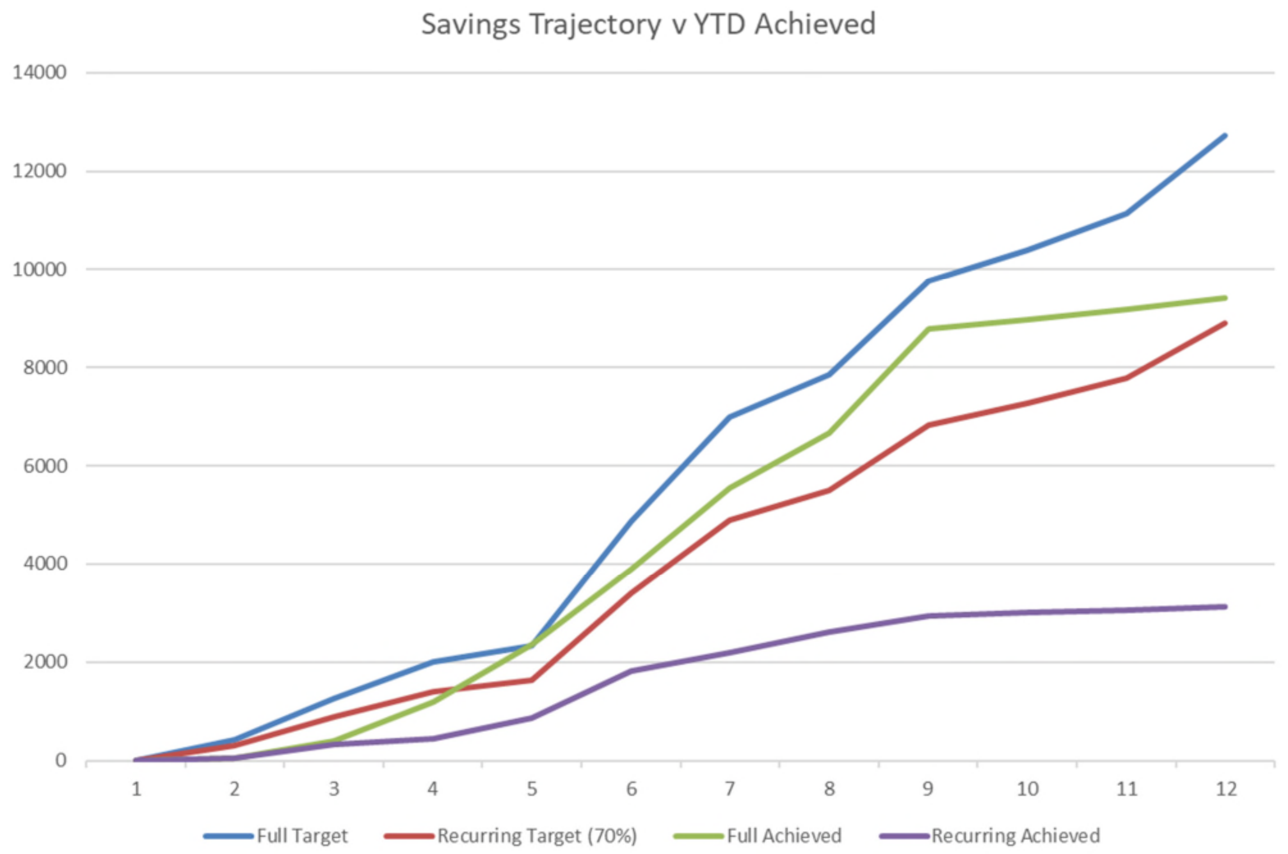
As described within the financial plan, the savings target for 2025/26 is £12.7 million. The plan assumed full delivery of the 3% efficiency savings target in order to meet the £4.35 million deficit.

Reference is also made to the 15-box grid which sets out 15 areas of focus for Boards to progress, with national programmes of work supporting these areas to be implemented at a local level. Details of our progress against these are being reviewed by the fortnightly focused finance executive meetings. These areas have also been incorporated within the Best Value Programme.

A detailed tracking of efficiency savings plans, and delivery is presented to the Best Value Steering Group, the Performance and Planning Steering Group and the Audit and Risk Committee.

Although we are on track to date, achieving full year savings targets remains a risk that is being closely monitored.

The chart below shows the revised savings trajectory over the financial year, which accommodates a more consistent pace as the year progresses. Also showing is our recurring savings achieved against a 70% marker.

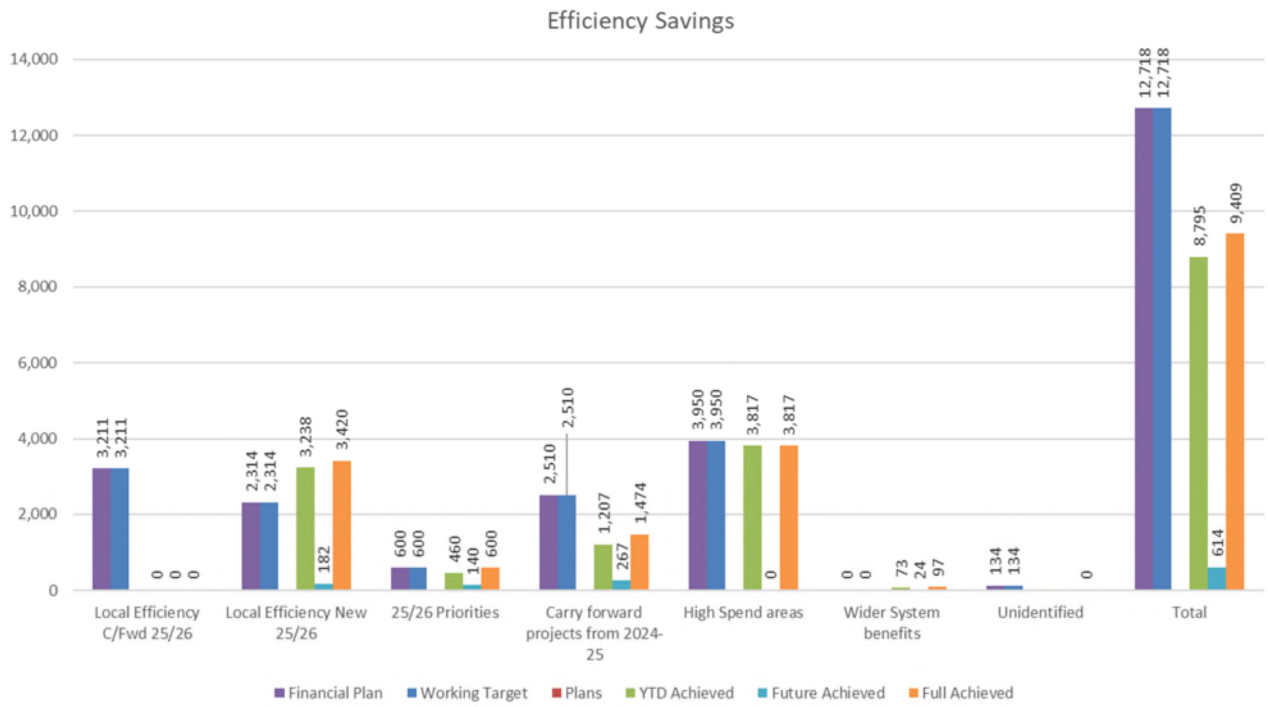


However, as can be seen from the above graph, the full year target line steepens up over months 6 and 7. This can be demonstrated more clearly in the chart below, where the budget target jumps up in those two months. A peak again this month, but due to overtime savings realised this month, we are on track to deliver against the £12.7 million.

Monthly Target £'000	M01	M02	M03	M04	M05	M06	M07	M08	M09	M10	M11	M12	Total
BV Schemes	-122	-122	-475	-417	-180	-1,439	-1,201	-482	-1,079	-360	-417	-899	-7,194
Local Effic Target	-94	-94	-365	-320	-138	-1,105	-923	-370	-829	-276	-320	-691	-5,524
	-216	**-216**	**-839**	**-738**	**-318**	**-2,544**	**-2,124**	**-852**	**-1,908**	**-636**	**-738**	**-1,590**	**-12,718**

From Month 9 onwards, we accelerate our efforts to recover the year-to-date position as we approach the end of the financial year. Encouragingly, although we remain slightly behind the year-to-date target, we are improving our position by exceeding the in-month savings target. This should not impact on the full year delivery of our savings plans, noting though the delivery of our financial targets remains as a risk in our corporate risk register and is monitored in line with this risk profile.

Savings of £8.8 million has been achieved to date, with £3.24 million within local efficiencies and £5.56 million within BV schemes, as detailed in the graph below:



The local savings delivered to date have largely been in the Regions and Finance Directorate, future plans have been received from the East Region, North Region and a range of other budget holders.

Progress against the forecast at month 9 is detailed in the table below:

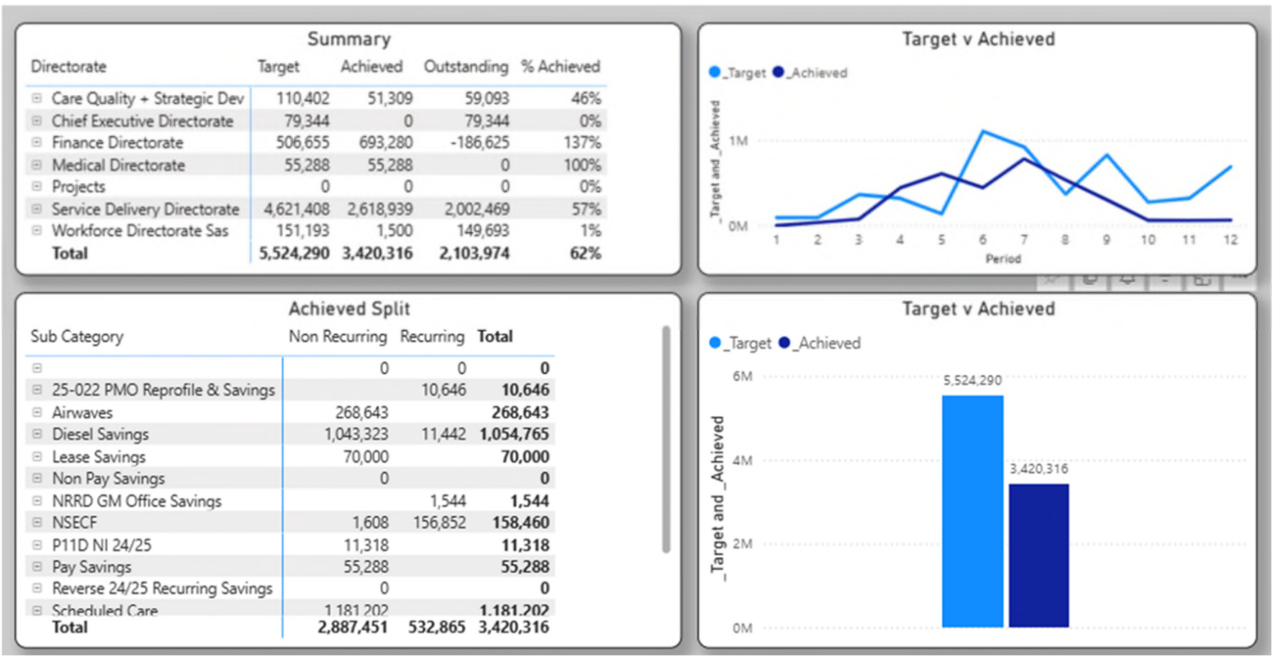
Table 7

Efficiency Savings Schemes	Financial Plan £m	Updated Forecast at Month 9			
		25/26 Assumed Forecast £m	FY Efficiencies Delivered £m	% Achieved	Actions Update
Local Efficiency	2.0	5.5	3.4	62%	Budget holders are working through local expenditure plans to identify all other efficiency gains including productivity and cost avoidance
25/26 Priorities	0.6	0.6	0.6	100%	Scheduled care savings planned

C/Fwd Projects from 24/25	2.5	2.5	1.7	67%	This includes Medical Gases, HCP online booking, e-payslips among other schemes c/fwd from last year
High Spend Areas	3.9	4.0	3.6	91%	This includes £3.8m for OT – split between Reduction in Sickness absence and Policy related & Management Control
Wider System benefits	-	-	0.1	0%	Reduction in SMS
Unidentified	3.7	0.1	-	0%	This is being reviewed and is likely to relate to slippage and non recurring savings (this is similar to previous year assumptions)
	12.7	**12.7**	**9.4**	**74%**	

The above can be further split out as can be shown in the following two dashboard screens:

Local Savings extract -total achieved


Summary

Directorate	Target	Achieved	Outstanding	% Achieved
Care Quality + Strategic Dev	110,402	51,309	59,093	46%
Chief Executive Directorate	79,344	0	79,344	0%
Finance Directorate	506,655	693,280	-186,625	137%
Medical Directorate	55,288	55,288	0	100%
Projects	0	0	0	0%
Service Delivery Directorate	4,621,408	2,618,939	2,002,469	57%
Workforce Directorate Sas	151,193	1,500	149,693	1%
Total	**5,524,290**	**3,420,316**	**2,103,974**	**62%**

Achieved Split

Sub Category	Non Recurring	Recurring	Total
	0	0	**0**
25-022 PMO Reprofile & Savings		10,646	**10,646**
Airwaves	268,643		**268,643**
Diesel Savings	1,043,323	11,442	**1,054,765**
Lease Savings	70,000		**70,000**
Non Pay Savings	0		**0**
NRRD GM Office Savings		1,544	**1,544**
NSECF	1,608	156,852	**158,460**
P11D NI 24/25	11,318		**11,318**
Pay Savings	55,288		**55,288**
Reverse 24/25 Recurring Savings	0		**0**
Scheduled Care	1,181,202		**1,181,202**
Total	**2,887,451**	**532,865**	**3,420,316**

Best Value extract – total achieved

Summary

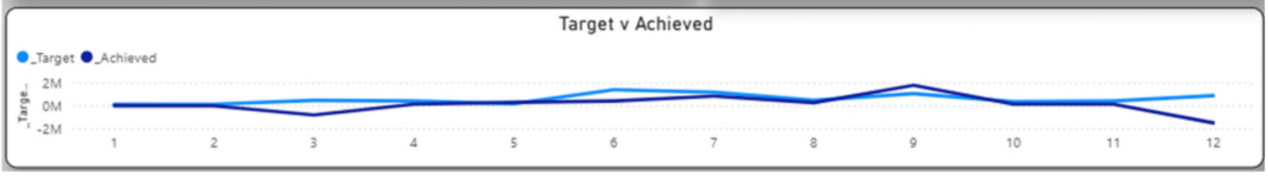
Scheme	Target	Achieved	Outstanding	% Achieved
25/26 Priorities	600,000	600,000	0	100%
C/Fwd 24/25	2,510,000	1,687,737	822,263	67%
High Spend Areas	3,950,000	3,603,582	346,418	91%
Wider System Benefits	0	97,000	-97,000	0%
Total	**7,060,000**	**5,988,319**	**1,071,681**	**85%**

Achieved Split

Scheme	Non Recurring	Recurring	Total
25/26 Priorities	600,000	0	**600,000**
C/Fwd 24/25	1,295,844	391,893	**1,687,737**
High Spend Areas	1,498,981	2,104,601	**3,603,582**
Wider System Benefits		97,000	**97,000**
Total	**3,394,825**	**2,593,494**	**5,988,319**

Contributions

Directorate	Non Recurring	Recurring	Total
Care Quality + Strategic Dev	0	-11,726	**-11,726**
Chief Executive Directorate	0	-86	**-86**
Finance Directorate	-2,185,398	-90,339	**-2,275,737**
Medical Directorate	0	1,046	**1,046**
Projects	0	1,635	**1,635**
Service Delivery Directorate	-100,000	-2,034,034	**-2,134,034**
Workforce Directorate Sas	0	10	**10**
Total	**-2,285,398**	**-2,133,494**	**-4,418,892**



Post COVID-19 Financial Implications

Members are aware of the funding risk to support expenditure due to post COVID-19 pandemic and system pressures in prior years. Our 2025/26 financial plan has assumed a costs of £8.35 million for ongoing COVID activity, and recurring funding was received in September 2025.

Included in the revised estimated full year pressures were:

- Overtime £4.2 million - an ongoing pressure on ED in line with prior years relating to hospital turnaround times
- PPE £0.4 million – maintenance of hoods still being used and face fit testing also being incurred
- 999 Call handlers £1.25 million – additional wte requirement for Call handlers beyond 120 wte, to meet attrition peaks and troughs of the staffing requirements for the 3 call centres due to rising demand.
- Card 46 (timed admissions) £2.5 million - relating to both unfunded posts and the provision of Taxis via the Integrated Clinical Hub to cover resources transferring patients to accident and emergency following the appropriate clinical risk assessment.

Costs for the year against these cost headings are noted below in Table 8:

Table 8

£ million	**Planning assumptions for 2025/26**	**Month 9 Updated Planning assumption 2025/26**	**Actual Month 9 2025/26**	**Notes**
Overtime including 0.5% sickness	4.200	3.150	2.530	This is primarily driven by shift overruns relating to hospital turnaround times
PPE	0.400	0.300	0.011	Spend to date - face mask supplies. PPE hood replacement & face fitting will be covered.
999 call handlers	1.250	0.938	0.951	This is in line with plan, with the increase in costs being driven by increased demand
Card 46 (timed admissions)	2.500	1.875	2.216	This showed lower costs than anticipated with fewer staff numbers for Card 46 and use of taxis being monitored. This avoids A&E conveyance.
Total Covid	**8.350**	**6.263**	**5.709**	**Overall, this is broadly in line with plan, but specific actions in place to review and monitor these**

Full year Forecast

The detailed full year financial forecast prepared after Quarter 2 has been reviewed and updated for Quarter 3 and is reported in Table 9 below. Best, likely and worst-case scenarios have been reported to this point against the approved financial plan.

The likely deficit of £3.80 million previously reported has been updated and a break-even likely position is now forecast with this improvement driven by a number of factors:

- Inflationary pressures have not fully materialised with strong cost control mitigating the impact in areas such as Air Ambulance costs, contract management, driver training and ICT.
- Slippage on pay pressures due to timing of recruitment including training posts.
- A review of year end assumptions including winter pressures

The forecast builds on work undertaken in previous years and assumes

- Expenditure in line with spend to date and recognising seasonal trends
- All Scottish Government allocations received as planned with associated expenditure
- The additional investment agreed for recruitment of Newly Qualified Paramedics during 2025/26 and offset by a reduction in overtime expenditure due to the increase in workforce.
- Inflationary pressures are mostly in line with the financial plan however recognising some non pay pressures appear to have not fully materialised while other pressures are being mitigated by strong cost control measures. With contracts now in place for the current year, some of the non-pay pressures have been revised down slightly reflected in the updated forecast position.
- Full delivery of efficiency savings is anticipated in line with the financial plan. There is however a higher than previously forecast non-recurring impact. This will continue to be closely monitored over the final quarter and is including the carry forward position in the 2026/27 financial planning.

Table 9

Updated Forecast Summary	Financial Plan £m	Likely Forecast Q2 £m	Likely Forecast Current £m
Brought forward deficit	10.60	10.60	10.60
Pressures – Pay	19.08	19.08	19.08
Emerging Pressure – NQP Recruitment		2.20	2.20
Pressures – Non Pay	6.31	5.36	5.36
Emerging Pressure – NQP Non pay		0.45	0.45
Baseline Funding uplift	(12.70)	(12.70)	(12.70)
60% National Insurance Funding	(3.77)	(3.77)	(3.77)
National Board Sustainability Funding	(2.52)	(2.52)	(2.52)
Gap before Efficiencies	**17.00**	**18.70**	**18.70**
3% Efficiency Savings – Recurring	(12.70)	(9.00)	(6.35)
3% Efficiency Savings – Non Recurring		(3.70)	(6.35)
3% Efficiency Saving Total	**(12.70)**	**(12.70)**	**(12.70)**
Overtime Reduction – NQP Recruitment		(2.20)	(2.20)
Non-recurring slippage			(3.80)
25/26 Net Gap	**4.30**	**3.80**	**Break even**
Air Ambulance extension – costs		4.70	4.70
Air Ambulance extension – funding		(4.70)	(4.70)
Air Ambulance Mobilisation - costs		4.80	4.80

Air Ambulance Mobilisation – funding		(4.80)	(4.80)
COVID System Pressures – costs		8.35	8.35
COVID System Pressures – funding		(8.35)	(8.35)
25/26 Forecast Outturn Deficit	**4.30**	**3.80**	**Break even**

2025/26 YTD CAPITAL POSITION AS AT MONTH 9

2025/26 Capital Budget

The Service's is anticipating a full year capital budget of £24 million made up of the following elements:

	£m
Formula Capital	1.9
Earmarked Allocations	19.7
LED Lighting Upgrade	0.16
Physical Condition Works - BCP	0.7
EV Charging Infrastructure	1.5
Total Capital Funding	**24.0**

The Service is provided with formula capital to fund all capital projects that are not subject to approval by the SG Capital Investment Group (CIG) or has not received a separate earmarked allocation. This will primarily be utilised to fund Vehicle Accidents, ICT and Property projects during 2025/26.

The Service receives earmarked allocations for Business Cases that have been approved by the CIG. In 2025/26 the following earmarked allocations are anticipated:

- Fleet Replacement Programme £19.44 million
- ScotSTAR Equipment Replacement £0.25 million

In addition, the Service has been successful in applying for funding from the Scottish Government to fund electric vehicle infrastructure with £1.51 million anticipated for 2025/26, and further approval has been granted for Physical Condition Works through the Business Continuity Planning process totalling £0.7 million. The Service has also been allocated £0.16m of funding for LED lighting upgrades in five stations.

YTD Capital Position as at Month 9

The YTD capital position is shown in the table below. Year to date expenditure totals £3.1 million. Most capital expenditure occurs in Quarter 4 of the financial year

The unallocated budget excluding anticipated projects of £0.74 million is expected to be fully utilised during 2025/26. On disposal of assets, the Service can receive a capital receipt which it can utilise as additional funding during the year. Year to date capital receipts total £0.24 million which has resulted from the disposal of vehicles.

It is anticipated that the Capital Budget will break-even at year-end.

CAPITAL REPORT 2025-26 As at 31st December 2025			
PROJECT	**Approved Budget £m**	**YTD Actuals £m**	**Notes**
Formula Capital Projects			
eHealth and ICT	0.3	0.0	
Property and Special Projects	1.4	0.4	
Vehicle Accidents	0.7	0.5	
	2.4	**0.9**	
Earmarked Allocations			
Scotstar	0.1	0.1	
Vehicles inc EV Infrastructure	21.0	2.1	
	21.1	**2.2**	
Unallocated Budget	**0.7**	**0.0**	includes balance of ScotSTAR allocation and capital receipts
TOTAL	**24.2**	**3.1**	

Approved and Anticipated Projects

The following table shows details of all projects that have had a mini business case approved and funding allocated.

CAPITAL PLAN 2025-26 As at 31st December 2025	
ALLOCATION	
Received	**£m**
Core Allocation	1.88
EV Infrastructure	1.51
Physical Condition Works - BCP	0.74
Anticipated	**£m**
ScotSTAR project	0.25
LED Lighting Upgrade	0.16
Fleet Replacement - Core	19.44
Total Capital Allocation	**23.98**

Capital Receipts	0.24
Total Available Capital Budget	**24.22**

EXPENDITURE

<u>Approved Projects</u> **Project**	**£m** **BUDGET**
eHealth and IT	
Avaya VM Work	0.27
Total - eHealth and IT	**0.27**
Property	
Physical Condition Works - BCP	0.75
Physical Condition Works - Core	0.54
LED Lighting Upgrade	0.16
Total Property	**1.45**
Operations	
Vehicles plus Contingency	19.44
EV Infrastructure	1.51
Scotstar - Paediatric Baby Pods	0.01
ScotSTAR - Hamilton ventilator x 2	0.06
ScotSTAR - Draeger Oxylog Ventilator	0.01
ScotSTAR - McGrath GEN2 Video Laryngoscope x 8	0.01
ScotSTAR - MEQU M Warmer Kit+ x 6	0.03
Vehicle Accidents	0.70
Total - Operations	**21.77**
Total Approved Projects	**23.49**
Unallocated Budget	**0.74**

<u>Anticipated Projects</u>	**£m**
ScotSTAR - McGrath Laryngoscope Cap to Rev Transfer	-0.01
PTS SQL Licences	0.40
ScotSTAR equipment	0.04
Ayr Divisional HQ Works	0.09
Total - Anticipated Projects	**0.52**
Revised Unallocated Budget	**0.22**

CONCLUSION

For the 9 months to December 2025, the Service reports a deficit of £0.37 million. Costs continue to remain fairly stable with the significant focus continued on the progression of the agreed efficiency plans.

As we enter the final quarter the full year forecast has been updated and a likely break even outturn position is now forecast, this is following a review of spend over the last two quarters including assumptions on winter pressures.

The focus however continues to be on delivering our full efficiency savings target and preparing the draft 2026-2029 3 year financial plan, building upon the good work in 2025-26.

Julie Carter
Director of Finance, Strategy and Logistics
January 2026