

# Investment Portfolio 2025-26

Mid Year Review

November 2025

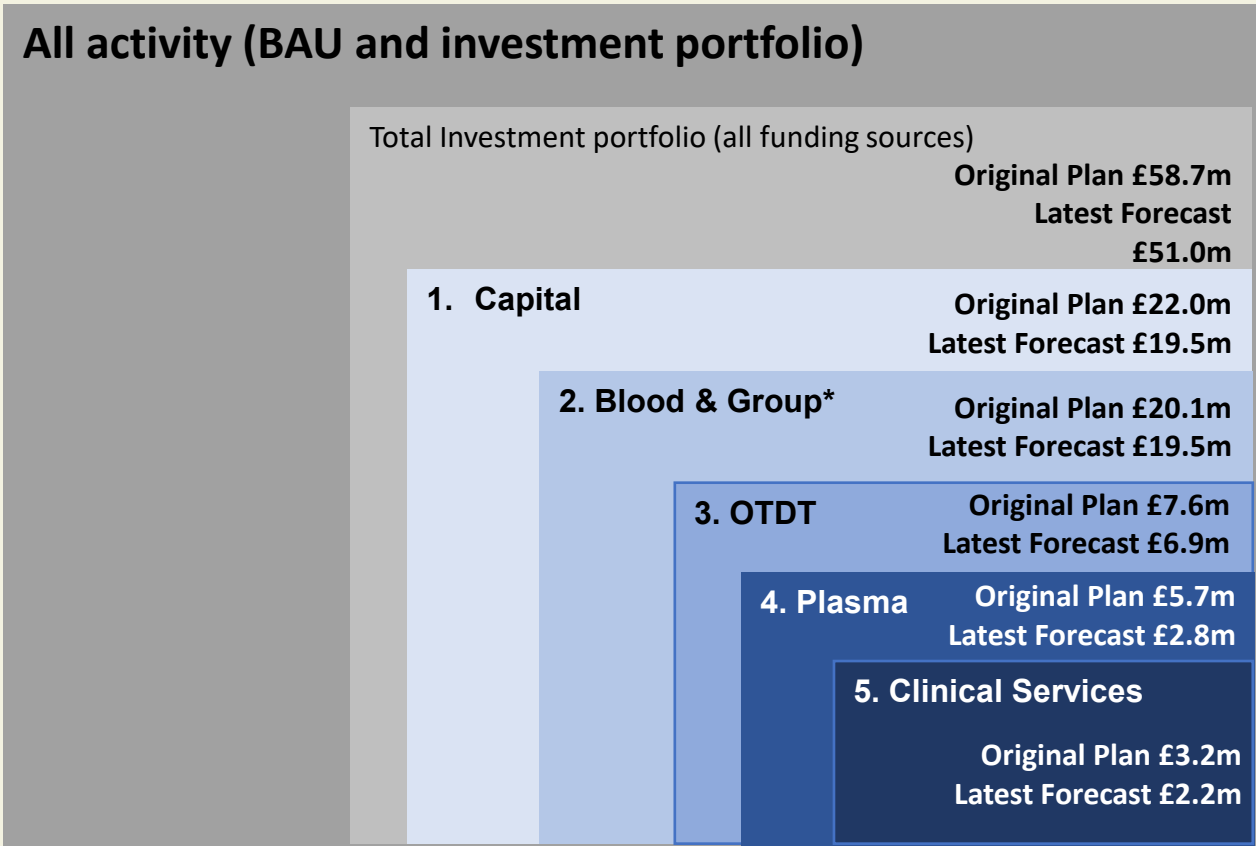
- The investment portfolio covers the transformational and essential change programmes and projects that NHSBT invests in each year. The investment is prioritised to deliver NHSBT commitments and ambitions detailed in service and enabling strategies, our annual Business Plan, and risks and mitigations identified in the Board Assurance Framework. The golden thread that runs through all, are our five strategic priorities and their outcomes.
- Key focus remains productivity and business efficiency to drive essential cash realising saving, which is given higher weighting in our prioritisation criteria.
- Each year a two-year a starting investment portfolio is agreed with the NHSBT Board. This represents the combined investment for Blood and Group (Revenue and Capital), Plasma, Clinical Services, and Organ and Tissue Donation and Transplant (OTDT).
- In March 2025, the NHSBT Board endorsed a starting investment portfolio forecast of £58.7m in 2025/26, with a spend commitment of £37.7m for 2026/27.
- Experience shows that we can afford to start the year with some financial over-profiling of the portfolio to mitigate optimism bias in the planning process, whilst recognising that not all programmes are likely to deliver fully to plan. This year, the Blood and Group portfolio was over-profiled by £1.8m. Overall, the latest investment portfolio forecast is now £51.0m.
- At a programme/portfolio level over the next four years (including 2025/26), the recurrent cash-releasing savings are anticipated to be c.£9.5m. This is compared to the estimate of £8.5m indicated during 2025/26 investment planning.
- This years' investment is summarised by funding group as:
  - **Blood & Group / Capital:** Portfolio is focussed on modernising our estates, technology and culture with a stronger emphasis on productivity and transformation than previous years.
  - **OTDT:** Portfolio is structured around growing ocular donation and delivering an effective matching and offering service, while remodelling the national organ retrieval service to be more cost efficient.
  - **Plasma:** Portfolio will establish the operational and digital infrastructure required to scale to deliver the service agreement with NHS England.
  - **Clinical Service:** Portfolio is delivering on modernisation and innovation priorities including genotyping patients, safe transfusion and digitising paper-based systems.

**Full Portfolio:** The investment portfolio activity represents an important portion of the NHSBT investment to deliver our strategy. The mid-year position is that the overall forecast has reduced to £51.0m, which is £0.7m under budget.



**Blood and Transplant**

**All the investment fund portfolios and business as usual activity to deliver against our strategy for 2025/26**



\* Includes £1.2m Invest to Save funding

**Context**

At mid-year point, the Investment Portfolio forecast outturn has reduced by 13 % against the starting plan.

Whilst the forecast for Blood and Group has reduced 8%, the forecast remains above budget at this stage. The current forecast outturn is £19.5m however the trajectory indicates spend outturn will be within the budget baseline of £18.9m.

All other funding areas are forecasting outturn below the agreed budget position.

**NOTE** – Latest forecast snapshot data taken on 05/11/25

# Investment portfolio contains both transformational and essential and high priority investments

Transformational investment

Future Proofing Blood	Forward Together	Data Intelligence	National Contact Centre	Genomics	Transfusion Transformation	Therapeutic Apheresis Digitally Managed Services (TAS DMS)
Eye Donation Schemes (IORBIT)	Donor Centre Programme <i>New</i>	Estates Strategy <i>New</i>	Touchless Supply Chain (now Manufacturing Modernisation)	Post Donation Testing <i>New</i>	Donor & Session Platform	
Sustainable Commissioning Organ Retrieval (SCORE)	Donor Base Resilience <i>New</i>	Donor Network Design <i>New</i>	Assessment and Recovery Centres (ARCs) <i>New</i>	Plasma Strategic Growth <i>New</i>	Matching and Offering	

2025/26  
Original Plan - £26.9m  
Latest Forecast - £25.1m

Essential & High Priority Investment

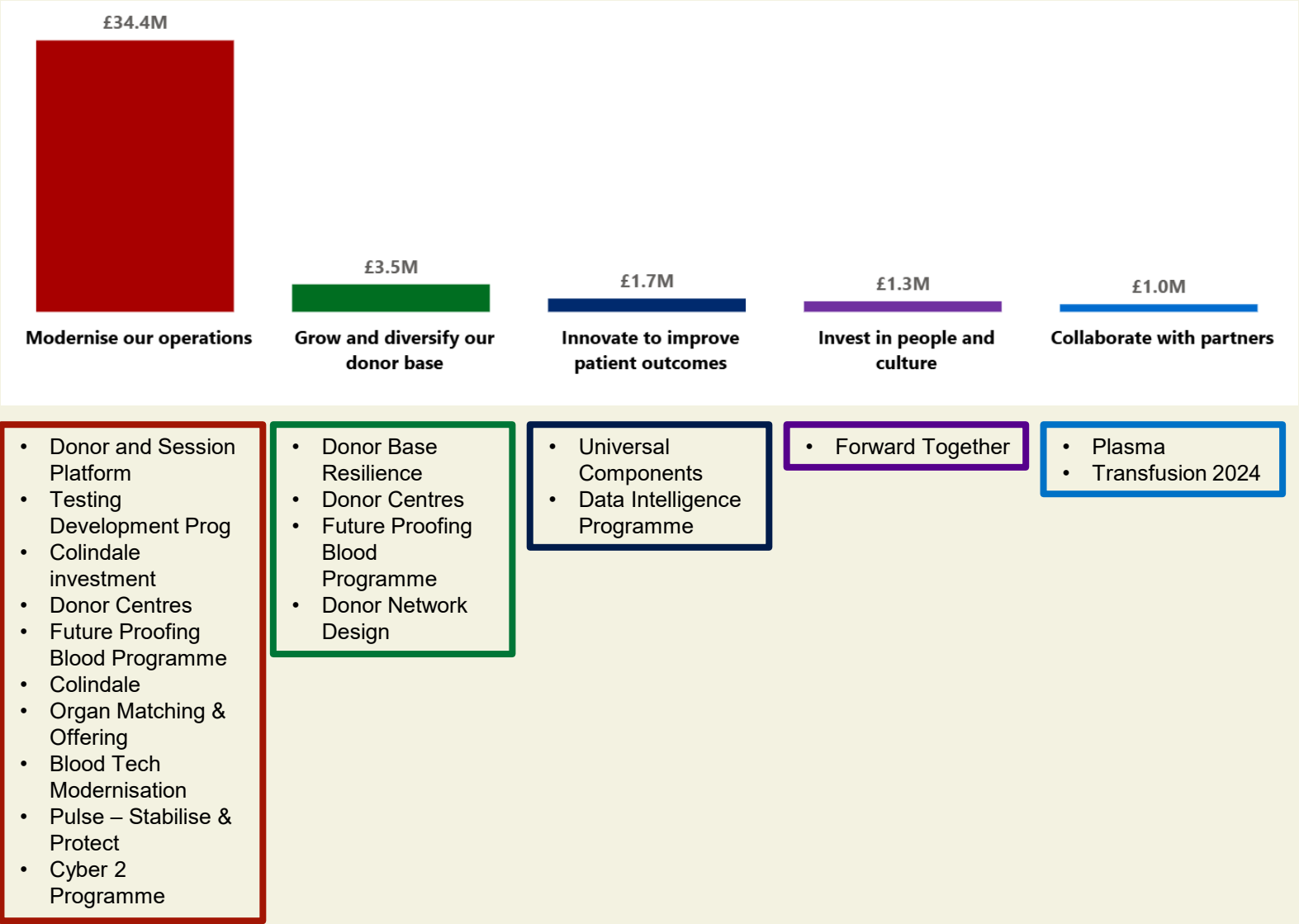
Blood Technology Modernisation	Pulse Stabilise and Protect	Supply Chain Software	Universal Components	Intranet Project	Donor Readiness	Non-DEHP Blood Pack
Data Archiving and Storage	Hematos Migrate into Cloud	Testing Development Programme	RESTORE Clinical Trial	Colindale Investment	Southampton Hospital Service	Apheresis Platelets in PAS
Cyber 2	Donor Characterisation Electronic Results	Irradiator Replacement	Donor Characterisation HLA++	Reading Plasma DC Relocation	Plasma Infrastructure portfolio	
Secure Data Integration	ICT Portfolio including Coordinated Discovery Activity	Automated Results Transfer	MSL LIMS <i>New</i>	Transport Task Force <i>New</i>	Clinical Governance <i>New</i>	

2025-26  
Original Plan - £31.8m  
Latest Forecast - £27.6m

# Blood & Group and Capital: Starting agreed investment of £42.1m with a current forecast of £41.9m against strategic priorities



## Blood and Transplant

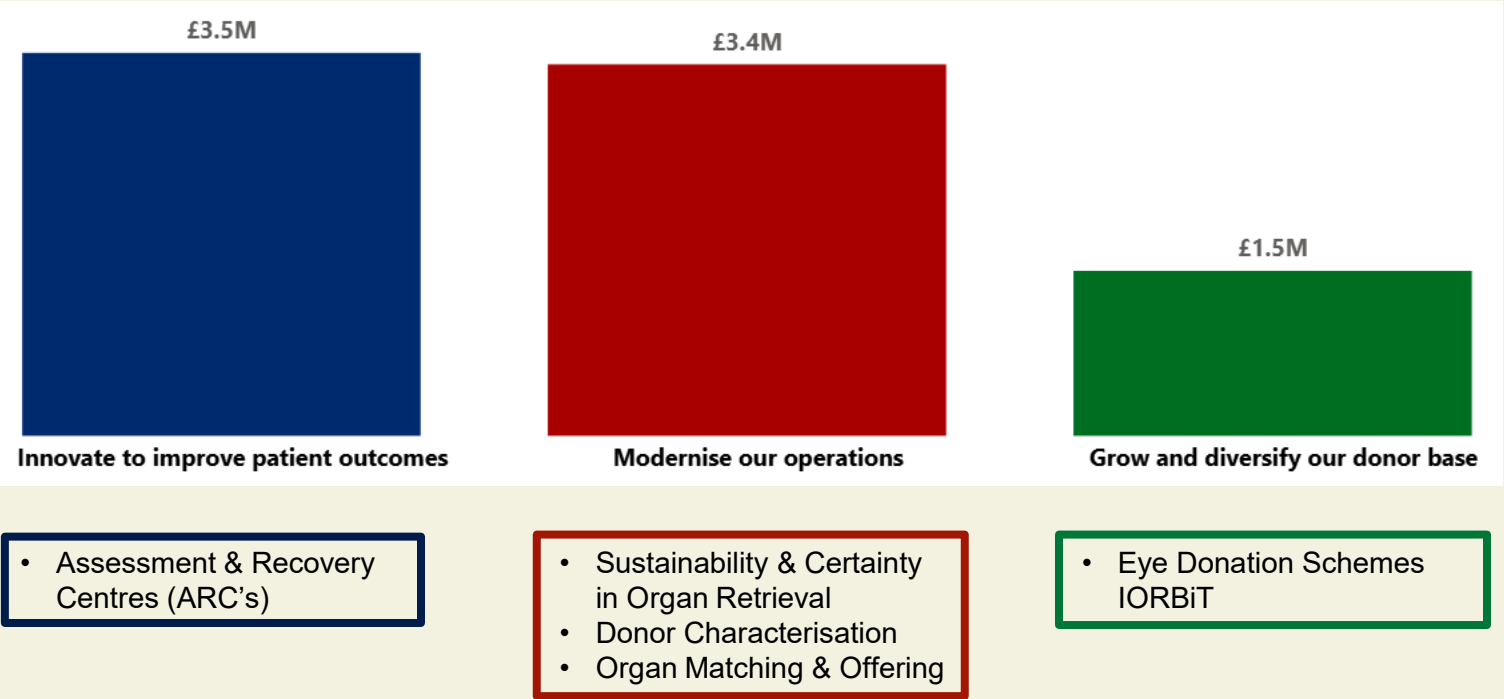


- Overall good progress is being made across the Blood and Group Investment. There are a number of known delivery challenges across the portfolio with mitigation plans in place.
- At the mid-year point c£4.3m remains as unapproved. If this activity is delayed, it may impact prioritisation decisions for allocation of 2026/27 funding. Risks will be reviewed through the investment planning process.
- The Donor and Session programme has conducted pre-market engagement and developed delivery options. Significant investment will be required in future years to deliver the programme goals.
- Donor Base Resilience Programme is being mobilised, and significant capability has been delivered with the opening of Southampton and Brighton Donor Centres to increase Blood Collection.
- The investment portfolio is regularly reviewed through established governance processes to support reallocation of funding to progress emerging in year priorities on a risk basis, for example Wi-Fi Modernisation.

# OTDT: Starting agreed investment of £7.6m with a current forecast of £6.9m against strategic priorities



## Blood and Transplant

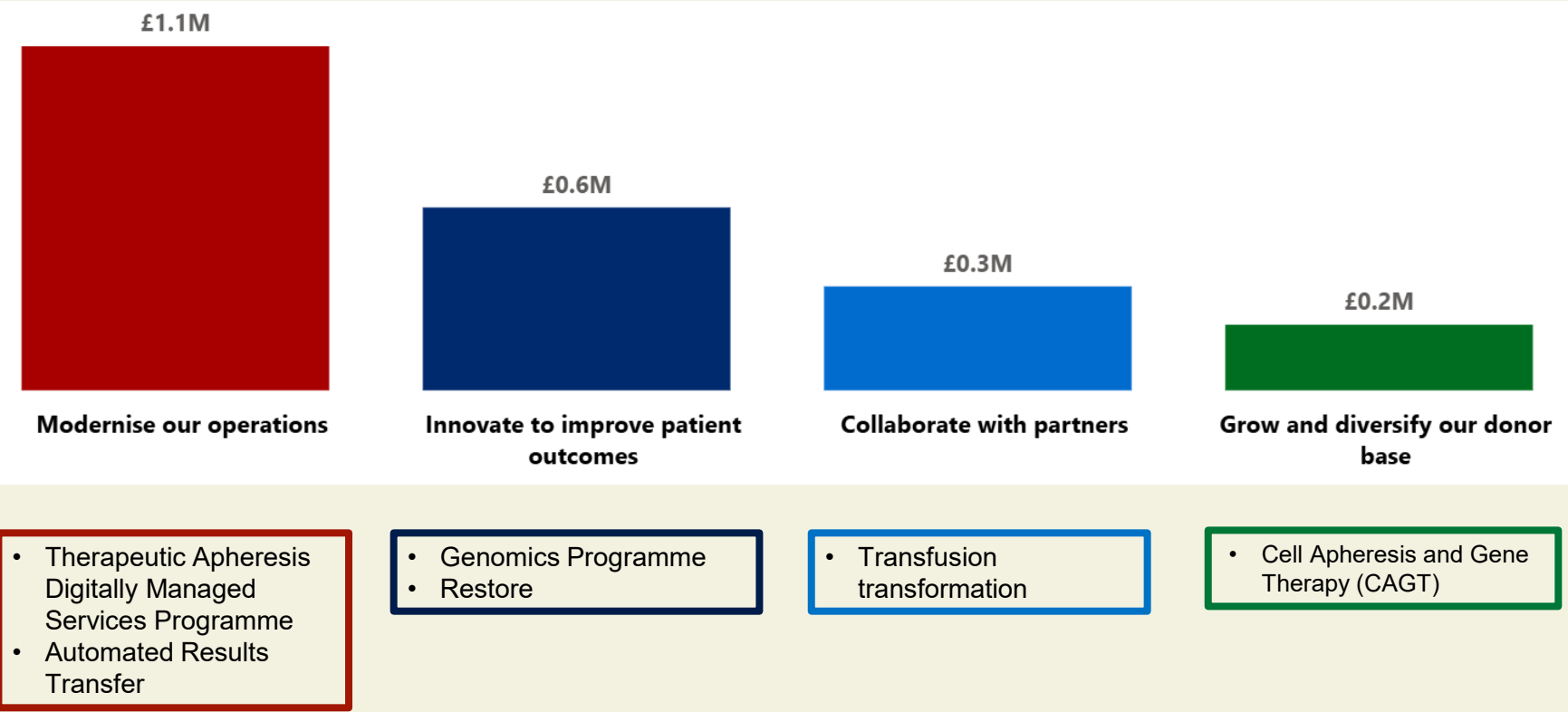


- OTDT investment portfolio structure is based on priorities to grow ocular donation and deliver an effective matching and offering service, while remodelling the national organ retrieval service to be more cost efficient.
- The Eye Retrieval Schemes model is being deployed to areas with high donation potential, although rollout by NHS partners has been slower than expected in some locations. Therefore, a remedial plan has been developed.
- Matching and Offering will strengthen NHSBTs capability to meet our statutory obligation to deliver an effective matching and offering service to patients on the UK transplant waiting list. As a result of some delay with clinical policy guidance, the Offering Schemes are now forecast to begin in 26/27.
- SCORE will enable the stabilisation and realignment of a sustainable organ retrieval service subject to affordability.
- The Assessment and Recovery Centres programmes has made good progress and is on plan to start pilots.
- OTDT will continue to collaborate with NHS partners and funders to support Implementation Steering Group for Organ Utilisation recommendations and bring forward investment cases where required.

# Clinical Services: Starting agreed investment of £3.2m with a current forecast of £2.2m against strategic priorities



## Blood and Transplant

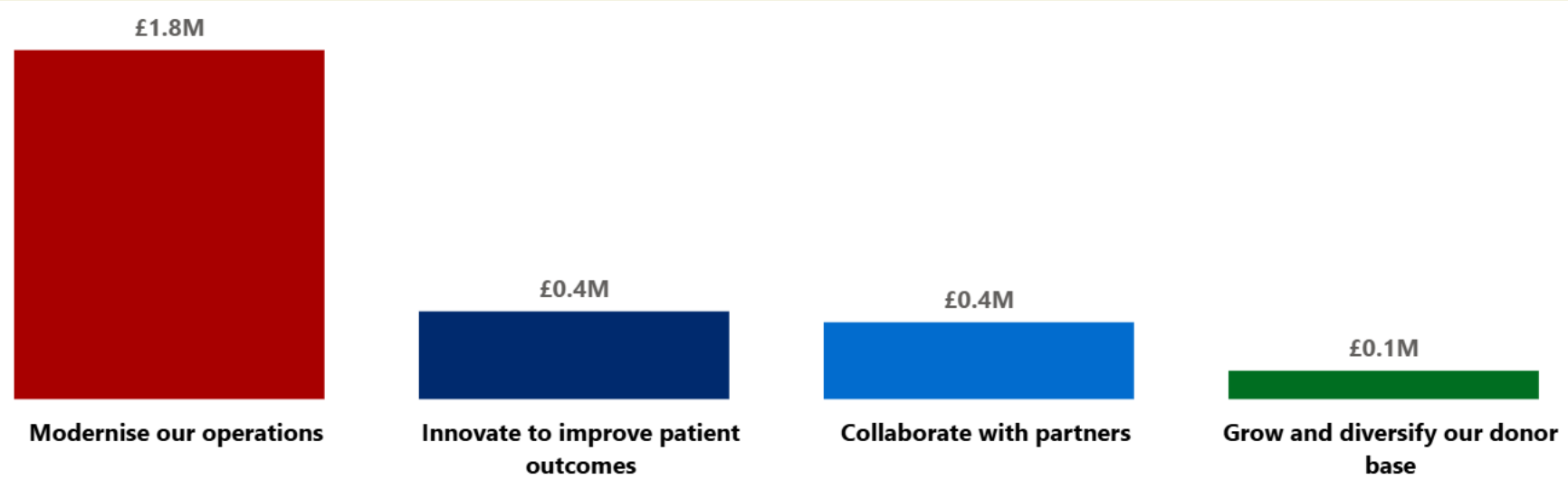


- Good progress has been made with the Transfusion Transformation programme. A business case to confirm future deliverables and costs is due at the January InvestCo for approval.
- We are awaiting feedback on when the Transfusion Transformation Strategy will be launched following review at ministerial level.
- This is closely aligned with implementation of the Infected Blood Inquiry (IBI) recommendations, and we continue to engage with various governance groups on their delivery.
- Clinical Trials are progressing well, with SWiFT analysis almost complete; universal platelets / plasma technology supplier selected; the MoD reaffirming support for development of a spray-dried plasma product with additional funding; and Restore scheduled for completion by February 2026.

Plasma: Starting agreed investment of £5.7m with a current forecast of £2.8m against strategic priorities



Blood and Transplant



- Agreed Plasma transformation funding = £4.8. Balance of funding was planned capital expenditure relating to the Reading Donor Centre fitout. Capital spend will not be realised in full due to the original donor centre (Forbury Place) not progressing. Planned capital spend for 2025/2026 = £0.5m
- Plasma is contributing funding to DASP, HAV/B19 and Governance & Consent (Blood Supply) = ~£1.0m for 2025/2026.
- All other activities relating to strategic priorities progresses to plan and ambition to achieve identified benefits.

- Donor and Session Platform (DASP)
- Reading Plasma Donor Centre
- HAV/B19 Testing for Plasma

- SHAPE – The Plasma Study
- Governance & Consent Project

- Pulleyn Validation Cell (PVC)

- Footprint Strategy