

Board Meeting in Public

Monday, 18 May 2026

Title of Paper	NHSBT Financial Performance Report	Agenda No.	3.3
Nature of Paper	<input checked="" type="checkbox"/> Official <input type="checkbox"/> Official Sensitive		
Author(s)	Mark Taylor – Assistant Finance Director Planning and Performance		
Lead Executive	Carl Vincent – Chief Finance Officer		
Non-Executive Director Sponsor			
Presenter(s) at Meeting	Mark Taylor – Assistant Finance Director Planning and Performance		
Presented for	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input checked="" type="checkbox"/> Assurance <input checked="" type="checkbox"/> Update		
Is there a plan to communicate this to the organisation?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yet to be determined		
Executive Summary			
2025/26			
<p>Full Year Outturn - the provisional 2025/26 accounts finished at a £25m surplus, reporting a £38m favourable variance against the planned £13m deficit (including the Cost Improvement Programme of £16.6m, which has been fully achieved). Excluding one key movement, the underlying financial position is broadly consistent with the Q3 forecast. The key variance relates to £15m of additional funding secured from the Department of Health and Social Care, agreed close to year-end and therefore not previously included in reported forecasts. This funding was provided to address discrete, unrecovered cost pressures within the Blood and Group position, including reduced Blood and Components income, higher employer pension contributions, and additional cash support for Southampton. This improvement in cash will be ring fenced through the invest to save reserve.</p> <p>Capital Programme / CDEL – close working across the divisions has resulted in a good performance for the year with the outturn at £19.5m.</p>			
2026/27			
<p>Fees/Charges - commissioning for Blood/Specialist Services are now nearing completion. In the interim, April billing for Blood Components has been raised at 2025/26 contract levels. Once commissioning is finalised, adjusting invoices will be issued, alongside billing for Specialist Services.</p> <p>Cost Improvement Programme – work continues to be ongoing to plan against a £25m target - Directors/directorates are committed to these plans.</p> <p>Funding – current year budget now confirmed: RDEL (£151m) - plans are under review to test deliverability; CDEL (£35m) - over-programmed/prioritised plans in place. Indicative funding for RDEL (2027-29) are now also under discussion, with CDEL (2027-29) plans to be fully developed.</p> <p>Balance-Sheet / Treasury / Cash Flow – geo-political uncertainties will see a continued focus on stock/inventory management; run rates, with additional 2025/26 headroom from DHSC (£15m) ring-fenced into Invest 2 Save fund (c£30m). Close monitoring will be required through the year.</p>			

Previously Considered by	
Executive Team – 21st April 2026	
Recommendation	
The Board is asked to:	
<ul style="list-style-type: none"> i. Note; performance significantly better than plan in 2025/26, providing a stable platform with which to address ongoing budgetary risks. ii. Note; cost improvement programme 2026/27 continues to be developed and will be critical to delivering a sustainable financial plan in the new year. Close monitoring of performance against target will be required through the year. iii. Note; transformation funds (RDEL/CDEL) / & wider programme (2026/27 / c£80m) will be a key focus (execution, delivery and implementation). 	
Risk(s) identified (Link to Board Assurance Framework Risks)	
P-05 – there is a risk of material constraints to the delivery of NHSBT’s critical products/services, caused by a failure to maintain financial sustainability, resulting in patients’ health and wellbeing being put at risk and a loss of public and stakeholder confidence.	
Strategic Objective(s) this paper relates to:	
<input checked="" type="checkbox"/> Collaborate with partners <input checked="" type="checkbox"/> Invest in people and culture <input checked="" type="checkbox"/> Drive innovation <input checked="" type="checkbox"/> Modernise our operations <input checked="" type="checkbox"/> Grow and diversify our donor base	
Appendices:	