Finance Bulletin
September 2026

The aim of this current awareness bulletin is to provide a digest of recent guidelines, reports, research and best practice on healthcare business finance in the NHS.

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Articles

Single Water Contract to save NHS £5m a year
NHS England is centralising the NHS's water contracts.
HSJ, Jack Serle, 9 September 2026

UK's largest private hospital group sold in £1bn deal
Spire Healthcare Group has agreed to a takeover by a group of investment firms.
HSJ, Matt Mathers, 8 September 2026

Is the era of annual NHS top-ups over?
For the first time in over a decade, the NHS broadly stuck to it's planned 2025-26 budget – but partly because hospital activity grew so slowly.
IFS, Olly Harvey-Rich and Max Warner, 28 August 2026
Available from: Is the era of annual NHS top-ups over? | Institute for Fiscal Studies

Budget 2026: NHS Alliance submission
Key recommendations and priorities to be addressed in the 2026 budget.
The NHS Alliance, 23 September 2026
Available from: Budget 2026: NHS Alliance submission

Digital fund worth £670m less than thought
The confirmed budget of NHSE's flagship tech investment programme is £670m less than estimates given in the spring.
HSJ, Ella Devereux, 29 September 2026

News

NHSE top team clear-out cost more than £800k
NHSE spent more than £800k on payouts for six directors last year.
HSJ, Zoe Tidman, 7 September 2026

ICB plan says trust must cut staff by 15%
Medway Foundation Trust would have to cut its workforce by almost 15% and its costs by 26% under a draft 5 year plan set by its ICB.
HSJ, Alison Moore, 7 September 2026

NHS IT market forecast to grow to £8.3bn by 2030
The data predictions make it one of the fastest-growing areas of the UK public sector IT market.
Digital health, 14 September 2026
Available from: NHS IT market forecast to grow to £8.3bn by 2030

Public Accounts Committee Select Committee inquiry into devolving power in England: NHS Alliance submission.
Evidence to the committee's inquiry exploring local flexibility. Performance management and capacity and capability.
The NHS Alliance, 23 September 2026
Available from: Public Accounts Committee Select Committee inquiry into devolving power in England

Over £1.5 billion to help NHS withstand year-round pressure
More than 950 projects will make NHS hospitals safer, ore resilient and better equipped to care for patients.
DHSC, 9 September 2026
Available from: Over £1.5 billion to help NHS withstand year-round pressure - GOV.UK

Heidi secures £254m to expand AI workflows in the NHS
Australian AI firm Heidi today announced the close of a $100 million (£75m) series C funding round to deepen its investment in the NHS.
Digital Health, Tammy Lovell, 22 September 2026
Available from: Heidi secures £254m to expand AI workflows in the NHS

A&E improvements do not match investment
The auditors report acknowledges that small improvements had been made, but progress is slow.
HFMA, Steve Brown, 9 September 2026
Available from: NAO: A&E improvements do not match investment | HFMA

The NHS Alliance response to Health Foundation productivity report
The CEO of NHS Alliance responds.
The NHS Alliance, 22 September 2026
Available from: The NHS Alliance response to Health Foundation productivity report

Accounting error forces trust to downgrade forecast by £6m
Coventry and Warwickshire Partnership trust declared it had generated savings of £12.5m but Deloitte auditor's determined that half of this figure did not meet the regulatory conditions.
HSJ, Caitlin Tilley, 24 September 2026

Reports

McCloud Remedy project recovery plan: review update
Conclusions and recommendations from the independent review of NHSBSA delivery of the McCloud Remedy of the NHS pensions scheme**.**
DHSC, 2 September 2026
Available from: McCloud Remedy project recovery plan: review update - GOV.UK

Breaking the Cycle – how to build a more productive NHS
The commissions landmark report sets out the conditions needed to deliver change.
The Health Foundation, Tera Allas, September 2026
Available from: Breaking the cycle | The Health Foundation

Funding & Financial Frameworks

Public sector finances bulletin
August 2026
HM Treasury, 22 September 2026
Available from: Public sector finances bulletin - GOV.UK

Estates Safety Fund: initial schemes and associated funding allocations, 2026 to 2030
A list of funding allocations from the Estates Safety Fund to address critical infrastructure and safety risks in NHS hospital buildings.
DHSC, 11 September 2026
Available from: Estates Safety Fund: initial schemes and associated funding allocations, 2026 to 2030 - GOV.UK

NHS England: Annual report and accounts 2025 to 2026
NHS England, 3 September 2026
Available from: NHS England: annual report and accounts 2025 to 2026 - GOV.UK

Blogs

Don't discount discounting, implications for medicines pricing and the NHS
The Health Foundation, Daniel Law, 18 September 2026
Available from: Don't discount discounting: implications for medicines pricing and the NHS - The Health Foundation