



Finance Bulletin

December 2025

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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Artificial Intelligence

AI readiness, skills gaps top concerns of finance leaders

Eighty-eight per cent of finance professionals believe AI will be the most transformative tech trend over the next 12 to 24 months. Yet only 8% feel their organisations are “very well prepared” to manage it, a new AICPA and CIMA survey shows. See [here](#).

Source: Financial Management Magazine

Environmental Sustainability

NHS environmental sustainability guidance map

The NHS is the largest employer in the UK and the health and care system in England is responsible for an estimated 4-5% of the country's carbon footprint. With a wealth of material available, the HFMA's Environmental Sustainability Special Interest Group has created a map of key guidance to support members in developing an effective approach to environmental sustainability. See [here](#).

Source: Healthcare Financial Management Association (HFMA)

Solar panel investment to cut energy bills for hospitals

Communities across England are set to benefit from a significant expansion of Great British Energy's solar panel programme, with £75 million in new funding confirmed to help over 70 NHS sites slash energy costs and carbon emissions. See [here](#).



Source: National Health Executive

Financial Governance & Audit

NHS finance business rules from 2026/27: guidance for integrated care boards and NHS trusts

This guidance sets out the finance business rules for integrated care boards (ICBs) and NHS trusts and foundation trusts ('NHS trusts') that will apply from 1 April 2026. The finance business rules include relevant statutory financial duties and other financial policy requirements set by NHS England and the Department of Health and Social Care (DHSC) that apply to ICBs and NHS trusts, as well as setting out how the impact of surpluses and deficits are managed in future years. See [here](#).

Source: NHS England

Technical guide to allocation formulae and convergence for 2026/27 to 2028/29 revenue allocations

Technical guide to allocation formulae and convergence for the 2026/27 to 2028/29 revenue allocations. See [here](#).

Source: NHS England

HMRC and Treasury tax forum

The Tax Centre of Excellence will be hosting a tax forum online on Thursday 29 January 2026 (10.00 - 11.30). The forum will start with updates from HM Revenue and Customs' (HMRC) sector leads and the Treasury. See [here](#).

Source: Healthcare Financial Management Association (HFMA)

Funding & Financial Frameworks

Holding the NHS to account for wasteful use of resources

Countless column inches have been devoted to the issue of waste in the NHS, often focusing on apparently simple fixes that commentators suggest could save taxpayers' money (eg axing 'non-jobs' or cutting senior manager pay). But curiously, some of the biggest opportunities to improve value for money receive remarkably little attention either from the press or from government. See [here](#).

Source: The King's Fund

The NHS budget and how it has changed

The vast majority of public NHS funding comes from general taxation and National Insurance contributions. A small proportion of funding (1% of the total Department of Health and Social Care budget in 2023/24) comes from patient charges for services such as prescriptions and dental treatment. The level of NHS funding in a



given year is set by central government through the Spending Review process and annual Budgets. See [here](#).

Source: The King's Fund

Health care funding

The latest funding figures for England, see [here](#).

Source: The Health Foundation

Health Inequalities & Prevention

NHS health inequalities data sources map

This map provides a quick reference guide to key guidance documents, national statistics and data focusing on specific areas of health inequality. See [here](#).

Source: Healthcare Financial Management Association (HFMA)

Legislation & Policy

Nuffield Trust responds to reports that NHS will pay more for branded new medicines

Sally Gainsbury responds to reports that the NHS will pay a higher price for branded new medicines. See [here](#).

Source: Nuffield Trust

Productivity

Value-based healthcare

This booklet brings together insights from four HFMA roundtables in which NHS leaders discussed the building blocks to value-based healthcare. The roundtables were held virtually between July and October 2025. Each was attended by around 12 participants from financial, clinical, analytical and research backgrounds. The topics were: waste (held in collaboration with the Academy of Medical Royal Colleges); data (with the Federation for Informatics Professionals in Health and Social Care); programme budgeting (with the Oxford Value and Stewardship Programme); and difficult decisions. See [here](#).

Source: Healthcare Financial Management Association (HFMA)

Tools

The HFMA resource and guidance database

Brings together tools and information from the six resource and guidance maps. This spreadsheet tool aims to be useful to finance professionals and other colleagues interested in a range of topics. See [here](#).



Source: Healthcare Financial Management Association (HFMA)

NHS value and efficiency map

A tool promoting best practice in the efficient and effective use of resources to deliver high-quality sustainable healthcare. See [here](#).

Source: Healthcare Financial Management Association (HFMA)

NHS digital technologies resources map

This map brings together tools and resources that will be useful to finance teams supporting digital transformation within their organisations. See [here](#).

Source: Healthcare Financial Management Association (HFMA)

Workforce & Staffing Costs

VAT liability of the supply of temporary medical staff

Following the first-tier tribunal decision in the Isle of Wight NHS Trust vs HM Revenue and Customs case, HMRC has issued guidance to anyone who wants to claim a refund. HMRC considers supplies of temporary staff by employment business to be taxable supplies of staff at the standard VAT rate. See [here](#).

Source: Healthcare Financial Management Association (HFMA)