

BOARD FORWARD PLAN 2025/26

Updated to 12/11/2025

SUBJECT	MEETING	PURPOSE	LEAD	PRIOR COMMITTEE CONSIDERATION	02/12/2025	03/02/2026	24/03/2026	19/05/2026	21/07/2026	29/09/2026
STRATEGY										
Business Plan, Investment Portfolio and Transformation Programme	Private	For discussion/ For approval	Deputy Chief Executive	N/A		√ Draft	√ Approval			
Indicative Income and Expenditure 2027/2028	Private	For review and discussion	Chief Financial Officer	ARGC via Finance Oversight and Scrutiny Sub-Group						√
5 Year Financial Plan - Forward Look	Private	For review and discussion	Chief Financial Officer	ARGC via Finance Oversight and Scrutiny Sub-Group	√					
Pricing, fees and charges - NCG	Private	For Discussion For Approval	Chief Financial Officer	ARGC via Finance Oversight and Scrutiny Sub-Group		√				
Net Zero Strategy	Draft Private Approval Public	For Discussion For Approval	Chief Financial Officer	N/A		√				
Strategic Workforce Planning Update	Tbc	For review and discussion	Chief People Officer	People Committee			√			
PERFORMANCE										
Chief Executive's Report	Public & Private	For review and discussion	Chief Executive	N/A	√	√	√	√	√	√
Executive Team/Board Performance & Risk Report	Public	For review and discussion	Chief Executive	N/A	√	√	√	√	√	√
Financial Performance Report	Public	For review and discussion	Chief Financial Officer	N/A	√	√	√	√	√	√
Business Plan and Investment Portfolio Half Year Update	Public	For review and discussion	Deputy Chief Executive	N/A	√					
Workforce Dashboard	Public	For review and discussion	Chief People Officer	People Committee				√		
Board and Committee Effectiveness Reviews	Public	For review and discussion	Chair/Committee Chairs (Company Secretary)	All Committees		√ Findings	√ Action Plan			
ASSURANCE										
Board Assurance Framework	Public	For Assurance and discussion	Director of Quality	ARGC	√			√		
Annual Management Quality Review and Update	Public	For Assurance and discussion	Director of Quality	N/A				√		
Our Voice Update	Public	For Assurance and noting	Chief People Officer	People Committee	√					
EDI: Workforce Race Equality Standard, Workforce Disability Equality Standard	Public	For Assurance and noting	Chief People Officer	People Committee	√					
EDI: Gender Pay Gap Report	Public	For Assurance and noting	Chief People Officer	People Committee	√					
People Plan Update	Public	For Assurance and discussion	Chief People Officer	People Committee		√				
Forward Together Phase 2	Public	For Assurance and discussion	Chief People Officer	People Committee				√		
Freedom to Speak Up	Public	For Assurance and noting	Chief People Officer	People Committee		√				
Health, Safety & Wellbeing Annual Report	Public	For Assurance and noting	Chief People Officer	People Committee						√
Health of the Donor Base	Pubic	For Assurance and discussion	Donor Experience Director	n/a	√					

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Annual Cyber Stocktake	Private	For Assurance and discussion	Chief Digital and Information Officer	N/A	√					
Governance Update	Public	For Assurance and discussion/decision	Company Secretary	N/A	√	√	√	√	√	√
Board Skills, Training and Succession Planning	Public	For Assurance and discussion/decision	Company Secretary	N/A	√ Report					
Complaints/experience deep dive	Public	For Assurance and discussion	Chief Nursing Officer	ET	√					
Reports of Board Committee Meetings in period	Public	For Assurance and discussion	Committee Chairs	All Committees	√	√	√	√	√	√
Minutes of Board Committee Meetings	Private	For Assurance and noting	Committee Chairs	All Committees	√	√	√	√	√	√
Annual Assurance Reports from Board Committees	Public	For Assurance and noting	Chief People Officer	All Committees				√		
Infection Prevention and Control (IPC) Board Assurance Framework	Public	For Assurance and noting	Chief Nursing Officer	CGC and ET		√				
APPROVAL										
Annual Budget	Public	For Approval	Chief Financial Officer	N/A			√			
Annual Report and Accounts	Public	For Approval	Chief Financial Officer	ARGC				√	√	
National Contact Centre (NCC) Full Business Case	Private	For Approval	Donor Experience Director	N/A		√				
Donor and Session Programme (DASP)	Private	For Approval	Chief Digital and Information Officer	N/A	√ Outline Business Case		√ Full Business Case			
Risk to Financial Delivery to plan in Blood Supply	Private	For information	Director of Blood Supply	N/A	√					
OTDT Transport Contract	Private	For Approval	Director of OTDT	N/A	√					
AI Governance and Framework	Public	For Approval	Chief Digital and Information Officer	ARGC		√				
Standing Orders, Standing Financial Instructions and Scheme of Delegates (Framework Agreement triennially)	Public	For Approval	Chief Financial Officer / Company Secretary	ARGC			√			
Board Terms of Reference annual reviews	Public	For Approval	Company Secretary	All Committees					√	
Board Level Policies	Public	For Approval	Various	Relevant Committee	√ Risk Management Policy/ Framework	√ Anti-fraud/ Bribery	√ Confidentiality and Data Protection	√ Safeguarding	√ Modern Slavery Conflicts of Int Business Continuity	√ HSW Environment/ Sustainability
INFORMATION										
Patient Story	Public	For information	Chief Nursing Officer	N/A	√	√	√	√	√	√
Reports from UK Health Departments	Public	For information	Departmental Representatives	N/A	√	√	√	√	√	√