

BOARD FORWARD PLAN 2025/26

Updated to 22/01/2026

SUBJECT	MEETING	PURPOSE	LEAD	PRIOR COMMITTEE CONSIDERATION	03/02/2026	24/03/2026	19/05/2026	21/07/2026	29/09/2026	01/12/2026
STRATEGY										
Business Plan, Investment Portfolio and Transformation Programme	Private	For discussion/ For approval	Chief Financial Officer	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					√	
Pricing, fees and charges - NCG	Private	For Discussion For Approval	Chief Financial Officer	ARGC via Finance Oversight and Scrutiny Sub-Group	√					
Net Zero Strategy	Public	For Discussion For Approval	Chief Financial Officer	N/A		√				
AI Governance and Framework/AI Strategy	Private	For Approval	Chief Digital and Information Officer	ARGC	√					
Strategic Workforce Planning Update	Tbc	For review and discussion	Chief People Officer	People Committee			√			
Pathology Strategy Update	Tbc	For review and discussion	Chief Medical Officer/Director of Clinical Services	N/A		√				
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	Chief Financial Officer	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						√
Diversity and Inclusion Progress Update (Public Sector Equality Duty Report)	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						√
Blood Resilience	Private	For Assurance ? Approval	Director of Blood Supply	N/A		√				

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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			√			
Brixton Centre Lessons Learnt	Pubic	For Assurance and discussion	Donor Experience Director	N/A		√				
Future Proofing Blood Closure Report	Pubic	For Assurance and discussion	Director of Blood Supply	N/A		√				
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 (including 5 Year Financial Planning)	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		√ Full Business Case				
Donor and Session Programme (DASP)	Private	For Approval	Chief Digital and Information Officer	N/A				√ Full Business Case		
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				√		

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Blood and Transplant

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Sexual Misconduct Charter	Public	For Approval	Chief People Officer	People Committee		√ via CEO report				
Board Level Policies	Public	For Approval	Various	Relevant Committee	√ Anti-fraud/ Bribery Confidentiality and Data Protection		√ Safeguarding Risk Management Policy	√ Modern Slavery Conflicts of Int Business Continuity	√ HSW Environment/ Sustainability Patient/Donor Engagement	
INFORMATION										
Patient Story	Public	For information	Chief Nursing Officer	N/A	√	√	√	√	√	√
Reports from UK Health Departments	Public	For information	Departmental Representatives	N/A	√	√	√	√	√	√