

BOARD FORWARD PLAN 2025/26

Updated to 4/03/2026

SUBJECT	MEETING	PURPOSE	LEAD	PRIOR COMMITTEE CONSIDERATION	24/03/2026	18&19/05/2026	21/07/2026	29/09/2026	01/12/2026	26/01/2027
STRATEGY										
Business Plan, Investment Portfolio and Transformation Programme	Private	For discussion/ For approval	Chief Financial Officer	N/A	√ Approval					√ Draft
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		√				
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			√ Full year update		√ Mid year update	
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	√ Action Plan					√ Findings
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					√	
Deep Dive - Cornea donation				Executive Team		√				
Blood Resilience	Private	For Assurance and noting	Director of Blood Supply	N/A	√					

BOARD FORWARD PLAN 2025/26

Updated to 4/03/2026



Blood and Transplant

SUBJECT	MEETING	PURPOSE	LEAD	PRIOR COMMITTEE CONSIDERATION	24/03/2026	18&19/05/2026	21/07/2026	29/09/2026	01/12/2026	26/01/2027
Organ Donation Joint Working Group Report Actions Update	Public	For Assurance and noting	Director of OTDT	N/A	√					
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		√	√			
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			
Clinical Apheresis Procurement OBC	Private	For Approval	? Gail Mifflin (Lilian Hook SRO, Cathy Finnis, Rob Markham (Prog Manager)	?		√ Outline Business Case				
Media Buying Call Off Contract	Private	For Approval	Mark Chambers	Investment Committee		√ Outline Business Case				

BOARD FORWARD PLAN 2025/26

Updated to 4/03/2026



Blood and Transplant

SUBJECT	MEETING	PURPOSE	LEAD	PRIOR COMMITTEE CONSIDERATION	24/03/2026	18&19/05/2026	21/07/2026	29/09/2026	01/12/2026	26/01/2027
Standing Orders, Standing Financial Instructions and Scheme of Delegations (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			√			
Sexual Misconduct Charter	Public	For Approval	Chief People Officer	People Committee	√ via CEO report					
Board Level Policies	Public	For Approval	Various	Relevant Committee		√ Safeguarding Risk Management Policy	√ Modern Slavery Conflicts of Int Business Continuity Confidentiality and Data Protection (mid 26 update)	√ HSW Environment/ Sustainability Patient/Donor Engagement		√ Anti-fraud/ Bribery Confidentiality and Data Protection
INFORMATION										
Patient Story	Public	For information	Chief Nursing Officer	N/A	√	√	√	√	√	√
Reports from UK Health Departments	Public	For information	Departmental Representatives	N/A	√	√	√	√	√	√
<i>Location</i>					<i>Newcastle</i>	<i>London</i>		<i>Edinburgh</i>		<i>Filton</i>
<i>Seminar Session</i>								<i>No Seminar - Visits</i>		<i>ARCs Presentation and Demo of Tech</i>