

Board Meeting in Public Monday, 18 May 2026

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| Title of Paper | People Committee - Board Assurance Report | Agenda No. | 5.2.6 |
| Nature of Paper | <input checked="" type="checkbox"/> Official <input type="checkbox"/> Official Sensitive | | |
| Author(s) | Omolola Majolagbe, Corporate Governance Officer Silena Dominy, Company Secretary | | |
| Lead Executive | Julie Pinder, Chief People Officer | | |
| Non-Executive Director Sponsor | Penny McIntyre, Committee Chair | | |
| Presenter(s) at Meeting | Penny McIntyre, Committee Chair | | |
| Presented for | <input type="checkbox"/> Approval <input type="checkbox"/> Information <input checked="" type="checkbox"/> Assurance <input type="checkbox"/> Update | | |
| Is there a plan to communicate this to the organisation? | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yet to be determined | | |
| Executive Summary | | | |
| <p>The purpose of this report is to summarise the People Committee’s activity across 2025-26 and demonstrate that it has effectively discharged its delegated responsibilities, as set out within its terms of reference. The report will also inform the Accountable Officer’s Annual Governance Statement 2025/26.</p> <p>The gap analysis against the Committee’s delegations (available in the review room associated with this meeting) has identified the following:</p> <ul style="list-style-type: none"> • The Terms of Reference for the Committee to be updated to reflect: <ul style="list-style-type: none"> ○ Clarity that it is the process re recommendations for external recognition that is approved by the Committee, not the recommendations for external recognition. ○ The merging of principal risks P-07 and P-08 into a single consolidated risk P-07 (People Staffing). ○ The removal of the former roles of Deputy Chief Executive and Chief Nursing Officer from the regular attendees of the People Committee and addition of the Director of Organ and Tissue Donation (OTDT) as regular attendee. • In view of the upcoming resignation from a member of the Committee the Board should consider a replacement member in due course. • The Resolution Policy, now in place for 12 months, is due for post implementation review. This has now taken place at the 7 May 2026 meeting. | | | |
| Previously Considered by | | | |
| People Committee – 7 May 2026 | | | |
| Recommendation | | | |
| The Board is asked to note the People Committee Board Assurance report for assurance. | | | |
| Risk(s) identified (Link to Board Assurance Framework Risks) | | | |
| NA | | | |
| Strategic Objective(s) this paper relates to: | | | |
| <input type="checkbox"/> Collaborate with partners <input checked="" type="checkbox"/> Invest in people and culture <input type="checkbox"/> Drive innovation <input checked="" type="checkbox"/> Modernise our operations <input type="checkbox"/> Grow and diversify our donor base | | | |
| Appendices: | Appendix 1 - Gap analysis against People Committee delegations can be found in review room associated with this meeting. | | |

**NHS BLOOD AND TRANSPLANT PEOPLE COMMITTEE
COMMITTEE BOARD ASSURANCE REPORT 2025-26**

Status: Official

Introduction

The People Committee is established by the Board of NHSBT as a non-executive committee of the Board with powers and responsibilities delegated to it within the NHSBT Standing Orders, Scheme of Delegations and Terms of Reference.

The purpose of this Board Assurance report is to summarise the People Committee’s activity during 2025-26 and demonstrate that it has effectively discharged its delegated responsibilities, as set out in its terms of reference. The report will also inform the Accountable Officers Annual Governance Statement 2025-26.

Purpose of the People Committee

The purpose of the Committee is to support the Board in its responsibility to discharge its regulatory duties in respect of employee relations matters, to provide assurance on the board composition and organisational climate, and to approve the process for recommendations for external recognition. The Committee fulfils the role of the Remuneration and Terms of Service Committee described in EL (94)40 of the Code of Conduct and Accountability 2004.

The Committee has the following specific delegated authority from the Board:

- Terms and Conditions (including Pay and Severance)
- Senior Level Capability
- To act as a nominations committee for appointments to Executive Director posts
- Fit and Proper Persons Regulations Assurance
- Equality and Diversity Inclusion Compliance
- Mandatory Training Sub-committee.

Reporting structure

The People Committee reports its activities to the Board, escalating significant matters after each meeting. There are two executive sub-committees reporting to People Committee as shown below by dotted lines.



Committee membership and attendance 2025-26

During 2025-26, the Committee met four times. Quoracy has been achieved for all meetings during the year. The annual attendance of members is shown below:

| Members | 01.05.2025 | 13.08.2025 | 17.11.2025 | 5.2.2026 | Total |
|--|------------|------------|------------|----------|----------|
| Penny McIntyre, Non-Executive Director <i>Chair from 01.04.2025</i> | √ | √ | √ | √ | 4 |
| Peter Wyman, NHSBT Chair | √ | √ | √ | √ | 4 |
| Caroline Serfass, Non-Executive Director <i>Chair up to 31.03.2025</i> <i>Member up to 01.05.2025</i> | √ | - | - | - | 1 |
| Lorna Marson, Non-Executive Director | √ | x | x | x | 1 |

NHSBT has arrangements in place regarding the identification and management of any conflicts of interest. Members' interests are included on the agenda for visibility. During the year no conflicts of interest requiring management were raised.

Summary of Activity

In 2025-26, the following have been the key areas of focus:

Terms and Conditions (including Pay and Severance)

- a) The details of the Executive Senior Manager (ESM) Pay and Bonus Proposal were received by the Committee. People Committee considered how the award would be applied to individuals who had, or have been, in substantive ESM posts during the periods to which the award applies, ensuring that decisions made were within the parameters and guidance set out by DHSC. (August 2025 meeting).
- b) The Committee reviewed the remuneration arrangements for selected ESM recruitments.

Senior Level Capability

- a) A report on Board/Executive Succession Planning and Talent Management was received by the Committee. The assessment confirmed strong Board capability overall, with targeted development needs identified for 2026/27.
- b) Directors self-assessed, and sought peer reviews, against the NHS Leadership Competency Domains and desired attributes, identifying improvement needs.

To act as a nominations committee for appointments to Executive Director posts

- a) The People Committee approved the recruitment process and formally endorsed the final recommended candidates for appointment to the Chief Medical Officer role.
- b) The Committee confirmed its approval of the Chief Financial Officer recruitment process, which was ongoing at the year end.
- c) The People Committee had awareness of the process adopted by the Chair and the Board's Nomination Committee related to the recruitment of an Interim Chief Executive Officer, and thereafter a permanent Chief Executive Officer.

Organisational climate

- a) The Committee receives quarterly assurance on workforce climate through regular review of Freedom to Speak Up, disciplinary and grievance caseloads, and absence trends via the NHSBT Workforce Dashboard.

- b) The Freedom to Speak Up/Whistleblowing Annual Report was reviewed and approved by the Committee during the year. The Freedom to Speak Up Policy is on the agenda for review in May 2026.
- c) The Committee reviewed the 2025/26 'Our Voice' survey results and received assurance on follow-up action plans.

Approval of the process for recommendations for external recognition for NHSBT employees

- a) The Committee received assurance that an effective and robust process is in place for the consideration and approval of recommendations from the NHSBT Honours Committee. The Committee supported reinstatement of the honours process in line with Cabinet Office guidance and agreed that an annual assurance report will be produced by the Honours Panel to confirm fair operation of the process and identify any recommended improvements.

People Strategy

- a) The Committee received quarterly updates on delivery of the NHSBT People Plan for 2025/26 and was assured on progress in recruitment, PDPR compliance and workforce engagement. Mitigation and timelines were noted for outstanding items carried forward into the 2026/27 plan.
- b) The Committee received the Workforce Dashboard covering three quarters of 2025/26, following its introduction after the first quarter. The Dashboard provided assurance on workforce trends and offered strategic insight. Progress was noted in apprenticeships, management capability, and the oversight of workforce risks; however, ongoing challenges remain in retention, long-term sickness absence, workforce flexibility, and succession readiness. Further assurance will be provided through a strategic workforce planning report in 2026/27.

Fit and Proper Persons Regulations Assurance

- a) A policy review undertaken in 2026 confirmed that the Policy remains fit for purpose.
- b) The Annual Fit and Proper Persons Regulations (FPPR) Assurance Report was received in August 2025 confirming that all required checks were completed with no outstanding matters or issues identified.

Equality and Diversity Inclusion Compliance

- a) The Committee received a report on the completed EDI review, including details of its implementation, which took effect on 1 April 2025.
- b) The Committee received assurance on the Forward Together programme, noting completion of Phase 1 with the majority of mandated actions delivered and continued progress across all six Phase 2 workstreams, with the programme returning to a 'green' RAG status.
- c) The Committee received the Public Sector Equality Duty Report (PSED) during the year.
- d) The Committee received assurance on NHSBT's 2025 Gender Pay Gap, Workforce Race Equality Standards (WRES) and Workforce Disability Equality Standard (WDES) data and associated strategic response, noting progress in inclusion alongside identified workforce challenges.

Health, Safety and Welfare

- a) The Committee received the 2024/25 Health, Safety and Wellbeing Annual Report and was assured on overall system performance and actions taken to manage safety risks, including in higher-risk refurbishment projects.
- b) The Committee endorsed the Health, Safety and Wellbeing Board-Level Policy Statement of Intent for submission to the Board for approval.

- c) The Committee received assurance, in advance of Winter, that robust plans were in place for the Winter 2025/26 Flu Vaccination Campaign. This included access for all colleagues, clear communications, and effective monitoring of uptake.
- d) The Committee supported NHSBT's intention to sign the Sexual Safety in Healthcare Organisational Charter as a visible commitment to zero tolerance, noting that further work is required to strengthen practice and close remaining gaps.

Mandatory Training Sub-committee.

- a) The Committee received an annual report from the Mandatory Training Sub-committee and noted the Mandatory Training Committee Terms of Reference.

Pay Committee

- a) Minutes and reports from the Pay Committee were received by the People Committee following each Pay Committee meeting, in August and November 2025, and February 2026.

Any Other Relevant Matters

- a) The Committee noted that principal risks P-07 (Capacity, capability and/or flexibility in our workforce) and P-08 (Leaders and managers lack skills and capabilities) were agreed to be merged into a single consolidated principal risk P-07 (People Staffing). Workforce-related contributory risks were identified through a deep dive session and have been incorporated into the risk register.
- b) The People Committee considered the Remuneration and Staff Report within the Annual Report and Accounts for 2024/25 during the year, ahead of its Board approval and publication.
- c) The Committee received an update on apprenticeships and placements, noting progress against the September 2023 recommendations, improved outcomes and growth in placements. Assurance was provided on actions to strengthen equity, governance, value for money and use of the apprenticeship levy, while risks arising from changes to Level 7 funding were noted, with alternative funding options and levy use for career progression to be explored and monitored through bi-annual reporting.
- d) The Committee reviewed the Employer Relations Strategy, which outlined the current partnership landscape between NHSBT and its recognised trade unions, along with the associated risks. It was agreed that the priority was to define the organisation's long-term operating landscape and use this as the basis for regular, structured engagement with trade unions as NHSBT's transformation programme progresses.

Committee Effectiveness Review

An internal effectiveness review of the Board and its Committees was carried out in December 2025 by the Company Secretary, using a questionnaire-based survey to gather the views of Board members. The findings from the NHSBT Board effectiveness review were formally reported to the Board at its meeting on 3 February 2026.

The Committee is seen as being effective in its role with all scores 100% in agreement for the questions asked. A comment was received related to enhancing paper quality and the benefit of operational leadership regularly attending the committee for appropriate agenda items. The Committee will consider the findings of this review as part of their annual assurance review.

The graphs below show a summary of the results for section six for the period to February - December 2025.



The Committee wishes to record its appreciation for the significant contribution of all those who have dedicated time and expertise to its work to date; their continued commitment has been highly valued.

Assurance and Statement to the Board

The opinion of the People Committee is that its risk management, control and governance processes are adequate and effective and may be relied upon by the Board.

- The Terms of Reference for the Committee to be updated to reflect:
 - Clarity that it is the process re recommendations for external recognition that is approved by the Committee, not the recommendations for external recognition.
 - The merging of principal risks P-07 and P-08 into a single consolidated risk P-07 (People Staffing).
 - The removal of the former roles of Deputy Chief Executive and Chief Nursing Officer from the regular attendees of the People Committee and addition of the Director of Organ and Tissue Donation (OTDT) as regular attendee.
- In view of the upcoming resignation from a member of the Committee the Board should consider a replacement member in due course.
- The Resolution Policy, now in place for 12 months, is due for post implementation review. This has been scheduled for May 2026.