

**BOARD FORWARD PLAN 2026/27**

Updated to 12/05/2026

SUBJECT	MEETING	PURPOSE	LEAD	PRIOR COMMITTEE CONSIDERATION	18/05/2026	21/07/2026	29/09/2026	01/12/2026	26/01/2027	16/03/2027	19/05/2027
<b>STRATEGY</b>											
Business Plan, Investment Portfolio and Transformation Programme	Private	For discussion/ For approval	Chief Financial Officer	N/A		Aspirational Stretch Targets			√ Draft	√ Approval	
5 Year Financial Plan (2027-32) - 1st Iteration	Private	For review and discussion	Chief Financial Officer	ARGC via Finance Oversight and Scrutiny Sub-Group		√					
Indicative Financial Planning - Design Principles 2027/28	Private	For review and discussion	Chief Financial Officer	ARGC via Finance Oversight and Scrutiny Sub-Group			√				
5 Year Financial Plan - Revenue / Capital (2027-32) - 2nd Iteration	Private	For review and discussion	Chief Financial Officer	ARGC via Finance Oversight and Scrutiny Sub-Group				√			
Blood & Specialist Services - NCG Pricing 2027/28	Private	For Discussion For Approval	Chief Financial Officer	ARGC via Finance Oversight and Scrutiny Sub-Group					√		
Budget Paper/Slide Deck 2027/28 (Revenue and Capital)	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	√						
<b>PERFORMANCE</b>											
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	√	√	√	√	√	√	√
Cost Improvement Plans - Finalisation of 2026/27 / Forward Look 2028-32	Private	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			
Board and Committee Effectiveness Reviews	Public	For review and discussion	Chair/Committee Chairs (Company Secretary)	All Committees					√ Findings	√ Action Plan	
<b>ASSURANCE</b>											
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	Public	For Assurance and noting	Director of OTDT	N/A	√						

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Implementation of Apheresis Report	Private	For review and discussion	Chief Medical Officer / Director of Clinical Services	Executive Team		√					
Non-Clinical Issue of Cells for Research and Development	Private/Public ?	For review and discussion	Chief Medical Officer	N/A		√					
Organ Donation Joint Working Group Report - Update	Public	For Assurance and noting	Director of OTDT	N/A	via Chief Executive Report	via Chief Executive Report	√				
Annual People Update (incl Workforce update and Forward Together Phase 2 update)	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	√						√
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				√			
Complaints/experience deep dive	Public	For Assurance and discussion	Chief Nursing Officer	N/A							
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	√	√					√
Research and Development Update Report	Private	For Assurance and noting	Medical Director	SAC		√					
NHSBT Charity Update Report	Public	For Assurance and noting	Assistant Director, Corporate Communications	N/A			√				
Pulse and Savant Stocktake	Private	For Assurance and noting	Chief Digital and Information Officer	N/A			√				
NCC Lessons Learned Review	Public	For Assurance and noting	Donor Experience Director	N/A							√
<b>APPROVAL</b>											
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	Review room update	√ Programmatic Business Case	Review room update	Review room update			

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International Blood Pack 2 Contract	Private	For Approval	Director of Blood Supply	N/A	√ Outline Business Case						
Clinical Apheresis Procurement OBC	Private	For Approval	Chief Medical Officer / Director of Clinical Services	N/A	√ Outline Business Case						
Collindale Phase 3 Business Case	Private	For Approval	Chief Financial Officer	N/A		√					
Media Buying Call Off Contract	Private	For Approval	Donor Experience Director	Investment Committee	√ Outline Business Case						
ARCs Outline Business Case	Private	For Approval	Director of OTDT	Investment Committee				√ Outline Business Case			
Total Logistics Outline Business Case (Transport Taskforce Programme)	Private	For Approval	Director of Blood Supply	Investment Committee			√ Outline Business Case				
Cloud Provision Call Off Contract	Private	For Approval	Chief Digital and Information Officer	N/A	√						
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		√					
Board Level Policies	Public	For Approval	Various	Relevant Committee	√ Risk Management Policy	√ Modern Slavery Conflicts of Int Business Continuity Confidentiality and Data Protection Safeguarding	√ HSW Environment/ Sustainability Patient/Donor Engagement	√ Anti-fraud/ Bribery			√ Risk Management Policy
<b>INFORMATION</b>											
Patient Story	Public	For information	Chief Nursing Officer	N/A	√	√	√	√	√	√	√
Reports from UK Health Departments	Public	For information	Departmental Representatives	N/A	√	√	√	√	√	√	√