

Join
Stay
Thrive

The NHS Blood and Transplant **People Plan**

2 Years In: A Review of Delivery and Impact



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For each of the 4 People Plan Pillars the report presents:

- **Corporate Performance Dashboard** – overview of full-year delivery vs the 3-year People Plan
- **Workforce Information** data and insights ([hyperlinks to individual pages below](#))

▶ Foundations:	▶ Join:	▶ Stay:	▶ Thrive:
<ul style="list-style-type: none"> ➤ <u>Workforce Breakdown, by Directorate</u> ➤ <u>Workforce Breakdown, by Band and Role</u> ➤ <u>Diversity and Inclusion Data</u> ➤ <u>Leadership & Management Learning and Development</u> 	<ul style="list-style-type: none"> ➤ <u>Recruitment – Operational Performance</u> ➤ <u>Fixed Term Contracts</u> 	<ul style="list-style-type: none"> ➤ <u>Turnover; Reasons for leaving, by band</u> ➤ <u>Health, Safety & Wellbeing</u> ➤ <u>Sickness Absence</u> ➤ <u>Resolution Unit</u> 	<ul style="list-style-type: none"> ➤ <u>Internal Mobility – Promotions</u> ➤ <u>Secondments</u> ➤ <u>Apprenticeships</u>

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Foreword

This report marks the completion of year two of the three-year People Plan, with delivery focused across six priority areas: employee relations and concerns handling, workplace adjustments, policy accessibility and simplification, leadership and management development, inclusive recruitment and job architecture, and the People Directorate operating model.

Good progress has been made across all areas. A key achievement has been the establishment of a single, integrated team to manage employee concerns, strengthening consistency and timeliness alongside the introduction of the Resolution Policy. A comprehensive review of workplace adjustments has also been completed, with a clear action plan now in place for a centralised model and to improve the employee experience.

Investment in leadership capability has continued, including the expansion of development programmes, the introduction of the Empowering Leader training, and the assumption of responsibility for the NHSBT Leadership College. Initial work to improve policy accessibility has identified opportunities to simplify format and strengthen inclusive language. A play book and guidance has been developed, and we will test this on the application of our key policies such as resolution, disciplinary and attendance.

Foundational work on job architecture has progressed with external expertise supporting the framework for the development of job families aligned to evolving workforce skills. Early steps have also been taken to enhance inclusivity in recruitment and streamline shortlisting processes for high-volume roles, via an automated sifting tool, with further improvements planned.

Within the People Directorate, targeted adjustments to resourcing have been made and a new technology platform has been implemented to support service delivery, this platform will also support wider group services such as payroll, IT and Quality.

Looking ahead to year three, the focus will shift to strengthening strategic workforce planning in the context of organisational change, including the impact of AI and wider system transitions. Findings from the 2025 Our Voice survey highlight the need to improve how change is communicated and managed, which will be a key priority.

Externally, anticipated increases in candidate supply due to wider NHS system changes present both opportunities and challenges. Internally, delivery of the Cost Improvement Programme will require careful workforce planning to balance efficiency with strategic capability. The organisation remains committed to advancing inclusion, building on the introduction of the inclusive culture operating model, with continued focus on psychological safety and employee voice.

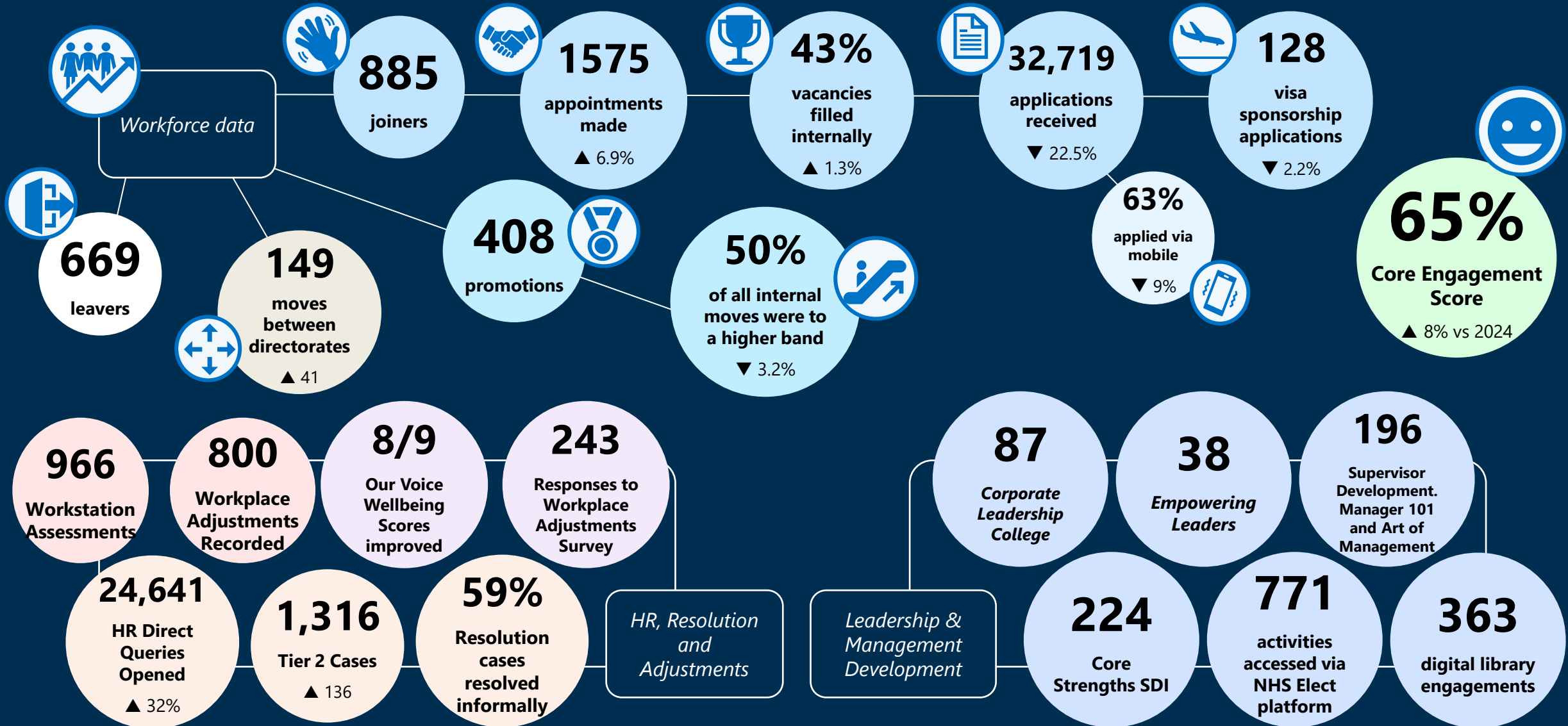
As the final year of the People Plan begins, work will also commence on developing a new People Strategy for 2026–27, ensuring continued alignment with organisational priorities and a sustained focus on NHSBT's most critical asset—its people.



Julie Pinder

Chief People Officer

The Year in Numbers



- Delivery of Talent Acquisition and Recruitment transformation roadmap has boosted recruitment performance, taking >5 weeks off time-to-offer (11.84 weeks in April '25 to 6.75 weeks in March '26, against 11-week target), and Vacancy Fill Rate exceeding target for all 12 months of 25/26. Agency usage for permanent recruitment (excl. Exec/Board search) eliminated resulting in cost avoidance of >£1m.
- Built data capability through the People Data Project and Manager's Assistant, increasing availability to end users / managers, reducing manual reporting, and providing foundations for improvements in planning decision making, and developing future AI and automation capability. Work to do to ensure we have flow of qualitative data and analytical capability to ensure insight and customer need / user experience are driving outputs.
- 47% of leaders and managers that attended formal programmes, more than 70% report an increase in Capability of 88% and more than 65% reports an increase in Confidence of 88%. Outside of formal programmes, 36% of our L&M population utilised our ecosystem of digital resources to support their development and capability build.
- Job design / evaluation process and people policies recognised as blockers for wider business. New guidance and documentation for JE has not significantly improved outcomes, more thorough review of approach needed. Policy Review completed, recommendations for new playbook to improve user-friendliness and reduce inconsistency, but AI a significant opportunity to really transform both areas.
- Continuous improvement of Health, Safety and Wellbeing offer translating to improvement in Near Miss Reporting (11.4 per 1,000 employees in April '25 to 19.9 in March '26, against target of 14.7), and harm incidents better than target in 7 / 12 months.
- Sickness absence – particularly long term – an increasing issue, exceeding 5% target in October and remaining above since. Project focused on long term sickness commenced in Q4 to develop recommendations for quick wins and future investment. Recent launch of stress reporting tool, wellbeing support, and review of HR op model expected to impact attendance caseload once implemented.
- We have seen a positive position in resolution cases being resolved at the informal stage. However, this is only one year's data and further data is required to establish a pattern or trend. Long-running cases continue to cause frustration within the business and for all concerned and this needs to be addressed moving forward

▶ *Join:*

This year we have...

- Delivered the Talent Acquisition and Recruitment transformation roadmap – this has boosted recruitment performance, taking >5 weeks off time-to-offer (11.84 weeks in April '25 to 6.75 weeks in March '26, against 11-week target), and Vacancy Fill Rate exceeding target for all 12 months of 25/26.
- Eliminated agency usage for permanent recruitment (excl. Exec/Board search), resulting in cost avoidance of >£1m.
- Boosted the number of new starters completing their corporate induction within the 12-week target, now comfortably meeting or exceeding target of 80%. This year we saw 661 colleagues complete a Corporate Induction, either face to face, virtually or using the bite-sized resources.
- Strengthened recruitment effectiveness in response to the Amber Alert by using real-time data.
- Implemented streamlined, digitally-enabled financial control mechanism.
- Introduced simplified candidate assessment questions, reducing manager shortlisting workload.
- Delivered 8 of the Inclusive Recruitment Review recommendations.

▶ *Stay:*

This year we have...

- Embedded the new Qualtrics voice of the employee platform.
- Met legal and reporting requirements through an integrated Inclusion Plan, and delivered the first iteration of the Inclusion Dashboard, giving a view of employee experience across the lifecycle.
- Set clear behavioural expectations through leadership interventions to reduce bullying and harassment, reinforcing the standards leaders must role-model and address.
- Elevated employee voice so lived experience informed senior leaders, helping retain people who might otherwise disengage or leave due to unresolved issues.
- Developed an Anti-Racism Framework (ARF) delivery plan and materials to clarify priorities and accountability, enabling sustained action to improve lived experience and reduce people and organisational risk.
- Implemented reverse mentoring and inclusive culture initiatives to increase employee voice and belonging, proactively reducing HBA through prevention rather than reliance on case management.

Continued to deliver our Health Safety and Wellbeing (HSW) Strategy:

- Datix stress reporting implemented and trained out to managers
- Neurodiversity work needs assessment trial results reported to Exec and agreed to extend for 6 months to provide more evidence on impact of sickness absence.
- Wellbeing roadshows supported across centres and increases in wellbeing scores in our voice
- Mechanical tug implementation realisation of reduction in serious manual handling incidents.
- Reduction in harm incidents across directorates except Blood Supply, which has seen an improved reporting culture where minor injuries are more likely to be reported.
- Delivery of Workplace Adjustments Diagnostic report and proposal for centralised system.

▶ Thrive:

This year we have...

- Launched Connected Conversations, an holistic PDPR approach building on year-round dialogue, driving improved compliance and achieving 93% PDPR completion in Q4.
- Piloted a new performance framework for Executive Directors, embedding NHSE standards and 360-degree feedback to strengthen insight and development.
- Developed a Talent Management and succession process for Executive and business-critical roles, identifying emergency cover for the ET and 25 critical SLT roles.
- Delivered an extensive programme of Growth roadshow events aimed at giving frontline Band 3 & 4 colleagues a better understanding of career and development opportunities.
- Delivered 80 learning programmes supporting >1000 learning events for leaders of all levels, including Manager Induction, Supervisor Development, Manager 101, Art of Management, Empowering Leaders, Leadership College, Core Strengths SDI Workshops.
- Led the Winning Behaviours workstream for the Blood Stock Recovery Taskforce, embedding a shared framework to drive high performance across directorates, resulting in clearer goals and accountability, rebuilt trust, and improved ways of working.
- Launched a new internal coaching service for People Managers, alongside bespoke external coaching for senior leaders and top talent.
- Supported 166 colleagues to develop across more than 40 apprenticeship routes, with 48 successful completions year-to-date. This development is reinforced by 52 active trainees across five placement schemes, including science placements, supported internships and student nursing pathways.

▶ Foundations:

This year we have...

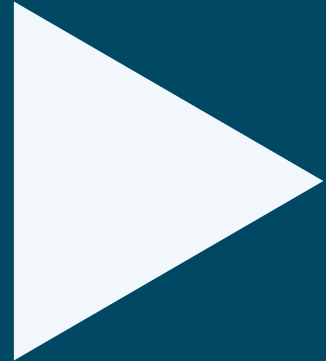
- Built on the solid work we did with Middle managers and created online and face to face programme to develop the capability of Supervisors and Team, Leaders. Plus piloted a Senior Leader induction to welcome new colleagues to the SLT. In addition, we continue to grow the online tool kits to develop foundation leadership capability/
- Completed our work to launch new reports putting more data in the hands of our managers. This has included the launch of the Manager Assistant, the creation of a new HR and People Summary Reports, ingesting data from our core HR system ESR, Service Now and Oracle financials. Embedding these new reports has included supportive training to 1050 managers across NHSBT with the Manager Assistant now the second most viewed report in the organisation. We will continue to develop and improve the information provided to managers and leaders.
- Began our work to automate the processes we and Pay Support deliver, adopting Service Now HR Service Delivery (HRSD). In this first phase of our work, we have concentrated on adopting core best practices in HRSD to support legacy workflows build in a customised version of Service Now.
- Improved informal resolution through the new Resolution Policy.
- Brought together separate teams into one casework function – this will continue to evolve as we bring in further specialist work including Workplace Adjustments.

The Anti-Racism Framework (ARF) launched in November 2024 and has been embedded across NHSBT. External reviews on inclusive recruitment, ethnic recruitment panels and a learning needs assessment have been completed.

It was agreed that the key recommendations will be delivered through the next phase of Forward Together, with an updated vision **‘to continue to build an inclusive organisation where everyone belongs, and it is simpler to serve our colleagues, donors and patients’**.

A business case for Phase 2 of Forward Together was approved in April 2025, aligning with Years 2 and 3 of the People Plan, including 6 projects:

Project	Delivered during 2025-26
Upgrading our digital people service experience (HR platform)	<ul style="list-style-type: none"> • ATOS appointed as transition partner to implement an out-of-the-box system • Implementation of HR module of Service Now in April 2026 • Change management and training completed in parallel • A business case is under development to secure transformation funding for Phase 2 of this project, for 2026-27
Inclusive and efficient recruitment	<ul style="list-style-type: none"> • Implementation of a candidate sifting tool in April 2026, that assists in the sifting of applications for roles which are standard in nature, high volume. The tool was piloted for Donor Carer vacancies. • NHSBT as an employer of choice campaign for disabled candidates – April 2026 • Other recommendations are in progress and will be delivered in BAU as per plan.
Capability build and career pathways	<ul style="list-style-type: none"> • Kanso Design completed a discovery review to explore development of job architecture and role of professions, and how NHSBT is aligned to comparable organisations and best practice, in March 2026. • Additional work and funding required to implement in BAU
Simple and consistent employee support	<ul style="list-style-type: none"> • Completed a diagnostic review of Workplace Adjustment operating model to develop new policy and process. The report includes actions to be implemented in 2026/27 within BAU. • Additionally, a diagnostic review of the ER operating model and improved case management and reporting capability was conducted. A number of actions have been implemented, and the remaining are being progressed under BAU
Leadership, management and colleague development	<ul style="list-style-type: none"> • Implemented recommendations from the review carried out in phase 1 including foundations of Inclusion, Communication, and Culture for all staff • Implemented development offers for supervisors, team leaders and senior leaders • Launched the Inclusion Essentials Resource Hub • Delivered additional tools to simplify the anti-racism framework to help ongoing embedding
Inclusive and user-friendly policies	<ul style="list-style-type: none"> • Completed a review of our processes related to policy development and produced tools and templates to align us with best practice • Actions have been developed for the BAU Policy team to progress recommendations during 2026/27



Foundations For Success

Back to green:

- The Estates Strategy has been further delayed from Year 1 – a programme has been set up to deliver this action and a tender for an external partner to support this work will go out in Q1 26/27; the Attendance and Disciplinary Policies have been paused and will be reviewed taking on board recommendations from an externally-led review into our wider policy approach, and a separate review into sickness absence.



People Plan Intent	Metric	25/26 Actual / Target	26/27 target	SLT Lead (Project Lead)	Year 1 ('24/25) Activities	Year 2 ('25/26) Activities	Indicative Actions for '26/'27*
Our leaders and managers have the skills, capabilities and tools needed to ensure high-performing teams	% managers and leaders engaged in formal learning or development per quarter	36% ▲ / 25%	25%	Lisa Johnson (Iain Hastings)	<ul style="list-style-type: none"> Develop Middle Manager Transition and Senior Leader offer Consolidate Leadership Skills Framework 	<ul style="list-style-type: none"> Launch "Empowering Leaders" program aimed at middle managers Develop and launch a Senior Leadership Development Offering – procurement of supplier partner Completed pilot development programme for Supervisors 	<ul style="list-style-type: none"> Embed NHS Leadership Standards
	Managers reporting increased capability following formal development	88% ▼ / 70%	70%				
Make information and engagement opportunities accessible for all, easy to find and up to date	Band 3/4 Engagement Score [Annual data]	58% favourable ▲ (Last year 53% favourable / Peakon Score 6.7)	---	Kate Thomas (Naomi Saunderson)	<ul style="list-style-type: none"> Launch Manager's Digest Complete Intranet Discovery Project Develop Business Case for accessible intranet 	<ul style="list-style-type: none"> Launch revised intranet with enhanced search engine capability 	<ul style="list-style-type: none"> Launch automated chatbot on new intranet
				Brad Parker (Ian Brunton)	<ul style="list-style-type: none"> Complete the People Data Project Launch new Manager Assistant 	<ul style="list-style-type: none"> Increase data and reports shared through Manager's Assistant: <ul style="list-style-type: none"> Absence data Budgeted headcounts ServiceNow data 	<ul style="list-style-type: none"> Include further workforce datasets into Manager's Assistant (e.g., HSW) First year implementation of upgraded HR platform: interoperability and automation of processes
				Brad Parker (Kev Cavanagh)	<ul style="list-style-type: none"> Business case approval for HR Service Delivery (HRSD) Develop ServiceNow HRSD Phase 1 implementation roadmap with Transition Partner Deliver Phase 1 ServiceNow implementation 	<ul style="list-style-type: none"> Secure funding and approval for Phase 2 of ServiceNow implementation Develop Phase 2 ServiceNow Roadmap Deliver Phase 2 ServiceNow HRSD 	

METRICS STATUS

▲▼► Change vs previous period (arrow colour indicates trend vs previous quarter)

At or above target | 0-2% from target | >2% from target

ACTIVITY STATUS

Complete | On Track | Behind Plan / Paused | Risk to Delivery



People Plan Intent	Metric	25/26 Actual / Target	26/27 target	SLT Lead (Project Lead)	Year 1 ('24/25) Activities	Year 2 ('25/26) Activities	Indicative Actions for '26/'27*
Ensure our Estate Strategy improves the working environments for our teams	Staff Survey Environment Score [Annual data]	78% favourable♦ (Last year 49% / Peakon Score 6.5)	---	Martin Hunt	<ul style="list-style-type: none"> Scope and kick off Estates Strategy, market engagement, set up working group, agree route to market, prepare & launch tender Colindale Refurbishment: Engagement 	<ul style="list-style-type: none"> Estates Strategy external partner in place by Q4 Colindale Refurbishment: Engagement; New restaurant open Colindale Refurbishment: Additional communal spaces 	<ul style="list-style-type: none"> Kick off Estates Strategy engagement Q1, deliver Estates Strategy within FY Colindale Refurbishment: Further people-centred enhancements
Work in partnership with trade unions and staff networks to ensure our policies and their application meet colleagues' different needs, life experiences and circumstances	Satisfaction with workplace adjustment provision [Annual data]	52% ▲ / [NHS Benchmark not yet available]	---	Chris Noakes (Emily Harrison)	<ul style="list-style-type: none"> Launch Flexible Working Policy Launch Agile Working Policy 	<ul style="list-style-type: none"> Review and update people policies based on legislative change (incl. Employment Rights Bill, Sexual Safety) Launch refreshed Attendance policy Launch refreshed Disciplinary policy Review of the policy schedule and ToR for the Policy Subgroup Scope an end-to-end review of our policies and how they are developed and implemented Subject Matter Expert review being undertaken on workplace adjustment policy and process 	<ul style="list-style-type: none"> Apply new People Policy standard to priority policies following diagnostic review [subject to transformation funding]
	# colleagues with workplace adjustments implemented	96 new adjustments and 141 reviews recorded on the tool in Q4 25/26: 342 new adjustments and 458 reviews	---	Phil Tanner (Catherine Smith)			
Identify actions to make NHSBT more inclusive	Ethnic Minority representation at bands 8a-8c	16% ▼ / 16%	16%	Razi Ahmed [Forward Together]	<ul style="list-style-type: none"> Launch Anti-Racism Framework Procurement of D&I Learning & Development partner D&I Training Needs Analysis and recommendations 	<ul style="list-style-type: none"> Development of inclusion metrics through Forward Together Embed the Anti-Racism Framework across directorates Implementation of learning & development recommendations from inclusive culture review by Q2 	<ul style="list-style-type: none"> ➤ Deliver the 7 actions from the Inclusive Culture Plan

♦ This year's Our Voice "environment" question is broader than in previous years ("I have the materials and equipment needed to do my job well"), limiting comparison vs 2024 data

METRICS STATUS			
▲▼▶ Change vs previous period (arrow colour indicates trend vs previous quarter)	At or above target	0-2% from target	>2% from target

ACTIVITY STATUS			
Complete	On Track	Behind Plan / Paused	Risk to Delivery



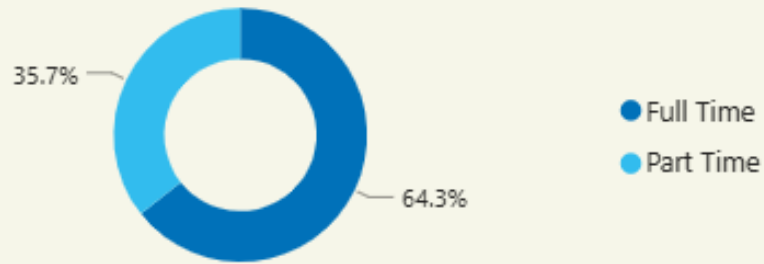
Employees by Directorate, Department and Team

Directorate	Employees	Assignments	FTEs
☐ Blood Supply BD	2,004	2,060	1,564.898
☐ Blood Supply M&L	1,500	1,500	1,369.039
☐ Clinical Services	1,404	1,408	1,208.989
☐ Communications and Engagement	46	46	43.140
☐ DDTS	382	384	372.813
☐ Donor Experience	181	181	171.673
☐ Finance	265	265	252.053
☐ Nursing	2	2	2.000
☐ Organ and Tissue Donation and Transplantation	731	733	660.022
☐ People	175	175	145.713
☐ Plasma for Medicine	114	114	104.800
☐ Quality & Governance	208	208	194.773
☐ Trust Board/Chief Executive	15	15	15.000
Total	7,018	7,091	6,104.914

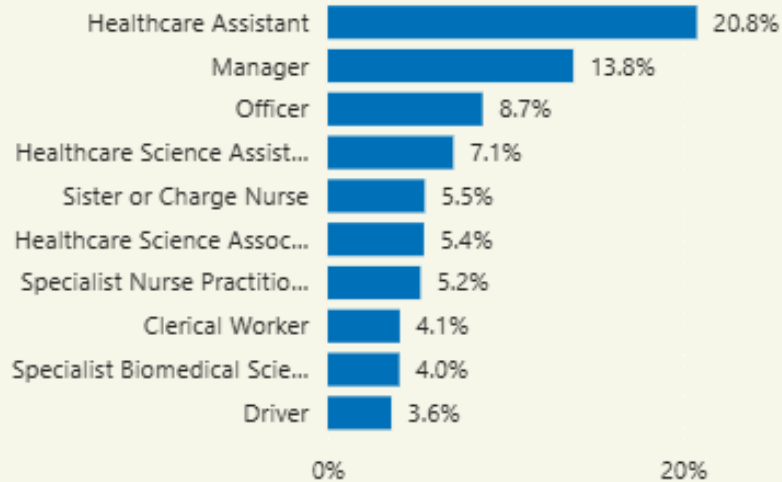
- 2.7% FTE growth for the organisation
- DDTS growth of 9.7%, OTDT by 7.6%, Clinical Services by 5.1%
- Reflects Strategy & Transformation's move into Finance



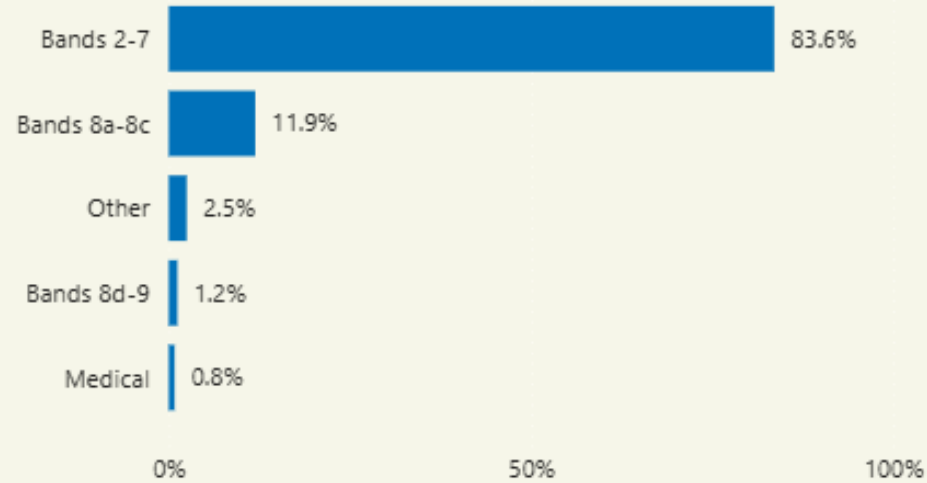
7,018 Employees 7,091 Assignments 6,104.914 FTEs



Assignments by Role



Assignments by Pay Band



Assignment Status	Assignments
Acting Up	10
Active Assignment	6,563
Career Break	35
Internal Secondment	340
Maternity & Adoption	133
Out on External Secondment - Paid	3
Out on External Secondment - Unpaid	1
Suspend With Pay	6
Total	7,091

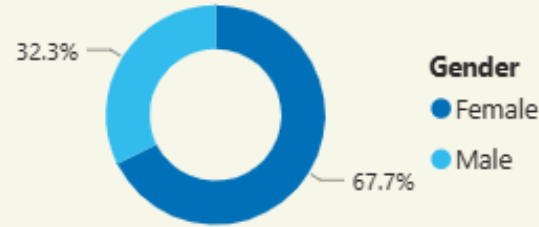
- Since the end of FY '24/'25 our headcount has increased from 6,811 to 7,018
- In the same period, the number of Full Time Equivalents (FTEs) increased from 5,919 to 6,105



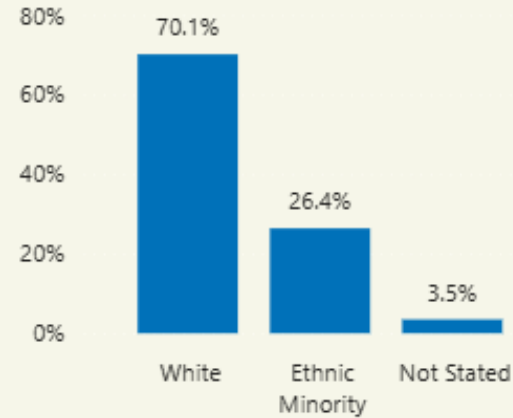
Employees with a Disability

760
% Disability
10.8%

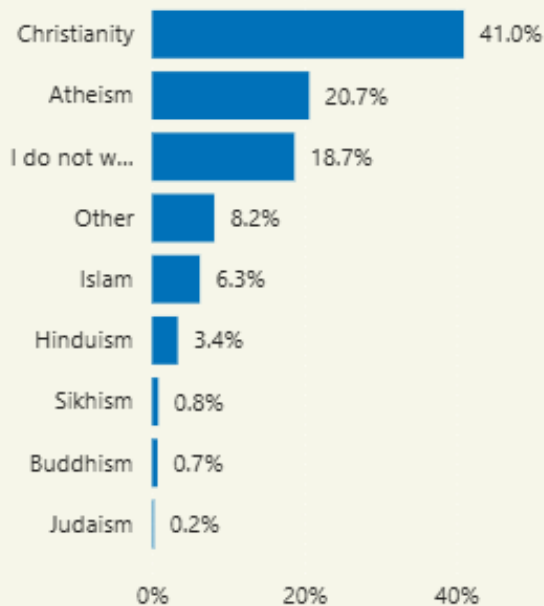
Employees by Gender



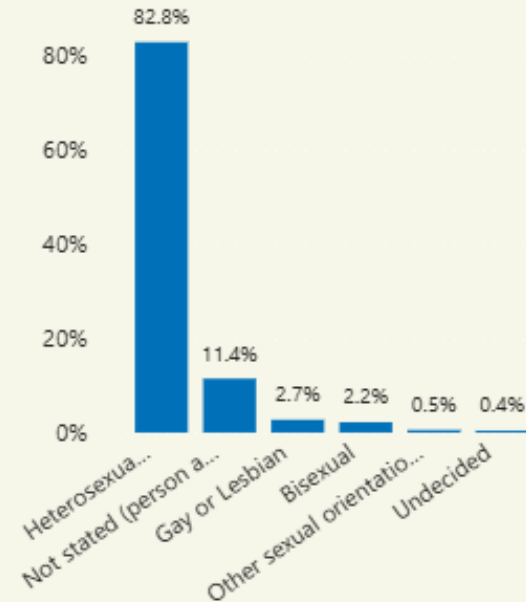
Employees by Ethnic Category



Employees by Religious Belief



Employees by Sexual Orientation



Employees by Age Band

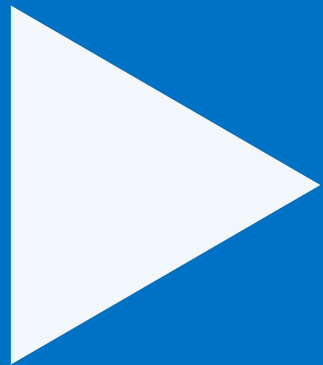
Age Band	Employees	Employee %
<=20	29	0.4%
21-25	296	4.2%
26-30	681	9.7%
31-35	845	12.0%
36-40	912	13.0%
41-45	895	12.8%
46-50	820	11.7%
51-55	882	12.6%
56-60	883	12.6%
61-65	576	8.2%
66-70	153	2.2%
>=71	42	0.6%

- Representation of ethnic minority employees has increased from 25.2% to 26.4%
- Female employees continue to make up ~68% of the workforce
- The number of employees who have declared a disability has increased by 83 (677 to 760)
- The number of employees aged 61+ has increased from 700 to 771



Development Programme	Target Audience	Number Studied In Year
Open House for Leaders	All leaders and managers	26
Compassionate and Inclusive Leadership Programme		13
Edward Jenner	New and Aspiring Managers	50
Manager Induction	New Managers	103
Supervisors and Team Leader Development		57
Manager 101		76
Art Of Management	Middle leaders and managers	73
Leadership College		130
Clinical Leadership Course - Developing Nurse Leaders		82
Leadership Empowerment Series	Aspiring Senior Leaders	35

- Diverse development programmes available to leaders delivered in house and NHS wide offers – aimed at new and experienced leaders from Front Line to High Potential Middle Managers
- 334 leaders and managers engaged with our digital learning library.
- 41 Managers took part in Virtual Coaching programmes.
- 224 colleagues completed a Core Strengths profile.



Join

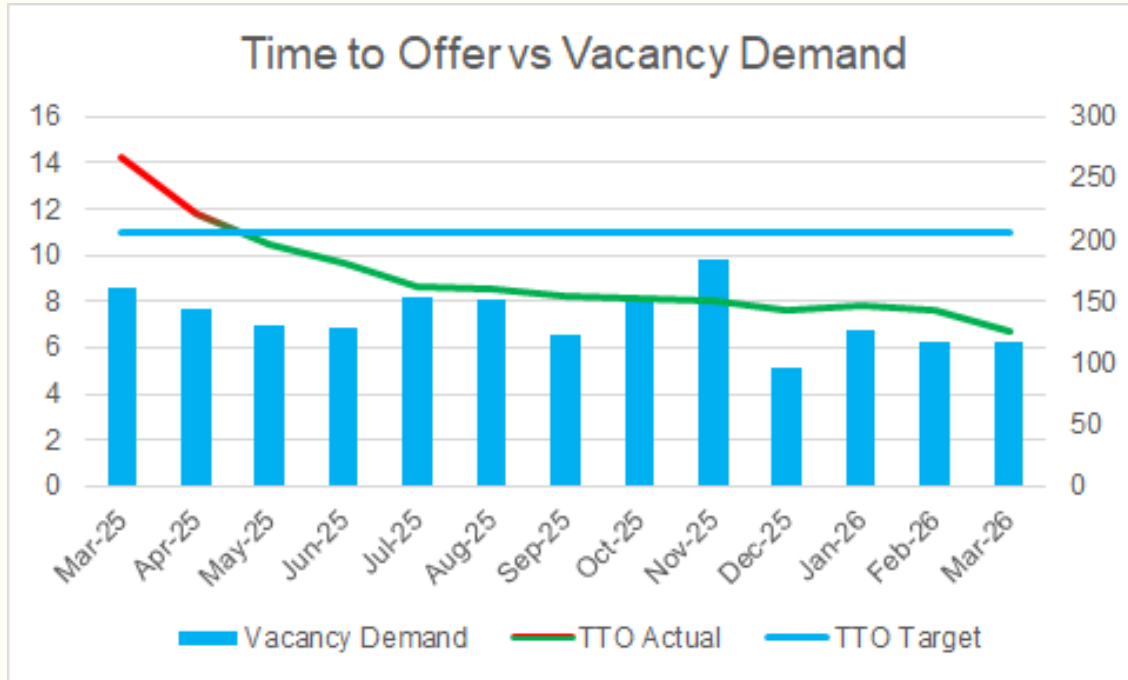
Back to green:

- Our work on establishing an approach to capacity and demand planning for recruitment activity has been re-scoped in-year, due to improvements in the recruitment partnering model reducing the business need, and incorporation of the longer-term aim into the scope of the Strategic Workforce Planning project.

People Plan Intent	Metric	25/26 Actual / Target	26/27 target	SLT Lead (Project Lead)	Year 1 ('24/25) Activities	Year 2 ('25/26) Activities	Indicative Actions for '26/'27*
Enhance how we use data and build new approaches to prepare for the workforce needs of the future	Time to offer	6.75 weeks ▼ / 11 weeks	11 wks	Ruth Saunders (Matt Anderson)	<ul style="list-style-type: none"> Launch new Careers site Automated candidate sifting solution - Discovery, business case development 	<ul style="list-style-type: none"> Develop an approach to capacity and demand planning for recruitment activity Automated candidate 'smart' sifting solution – procurement 	Automated candidate 'smart' sifting solution – implementation
	Vacancy fill rate	91.9% ▲ / 88%	88%				
Complete an end-to-end review of our recruitment process from an inclusivity perspective and preparing to implement recommendations	Recruitment Disparity Likelihood (ethnic minority candidates)	1.89 ▼ [25/26 baseline 2.23]	TBD in Q4	Ruth Saunders (Matt Anderson)	<ul style="list-style-type: none"> Undertake inclusive recruitment diagnostic 	<ul style="list-style-type: none"> 1st year of implementation of recommendations from inclusive recruitment diagnostic 	<ul style="list-style-type: none"> 2nd year of implementation of recommendations from Inclusive Recruitment Review
Launch a new NHSBT Induction for new starters	New starter corporate induction / onboarding completion within 12 weeks	95% ► / 80%	85%	Lisa Johnson (Iain Hastings)	<ul style="list-style-type: none"> Launch the new NHSBT Corporate Induction Programme for new joiners 	<ul style="list-style-type: none"> Support development of local induction programmes to align with new Corporate & Manager Induction programme Expand on the existing Middle Manager Induction offering to include Supervisors and Team Leaders 	<ul style="list-style-type: none"> Streamlined and enhanced onboarding process under Joiners / Leavers project
Collaborate with our people professionals and trade unions to improve job design and evaluation	New roles submitted for job evaluation [Quarterly data]	16 ▼ / ---	---	Chris Noakes (Claire Surtees)	<ul style="list-style-type: none"> Implement JD/JE Task & Finish Group recommendations Update JE documentation and guidance Update JE refresher training and JE embedded in Manager Induction Begin discovery work on spans of control [part of Performance discovery work] 	<ul style="list-style-type: none"> Create a Professions Network to identify current & future capabilities Develop and apply job families and generic role profiles approach in pilot areas Discovery to scope future JD/JE requirements Present recommendations on Spans of Control review to CPO & share Performance vs SOC findings with Exec 	<ul style="list-style-type: none"> Expand Professions Network and Job Families Library, applying learnings from Job Architecture Framework pilot Launch new approach to Job Evaluation Share findings from Spans of Control review & agree how we manage future designs to ensure efficiencies & performance impact
	Number of Job Evaluation panels convened due to re-works [Quarterly data]	21 ▼ / ---	---	Lisa Johnson (Bex Robinson)			

METRICS STATUS			
▲▼► Change vs previous period (arrow colour indicates trend vs previous quarter)	At or above target	0-2% from target	>2% from target

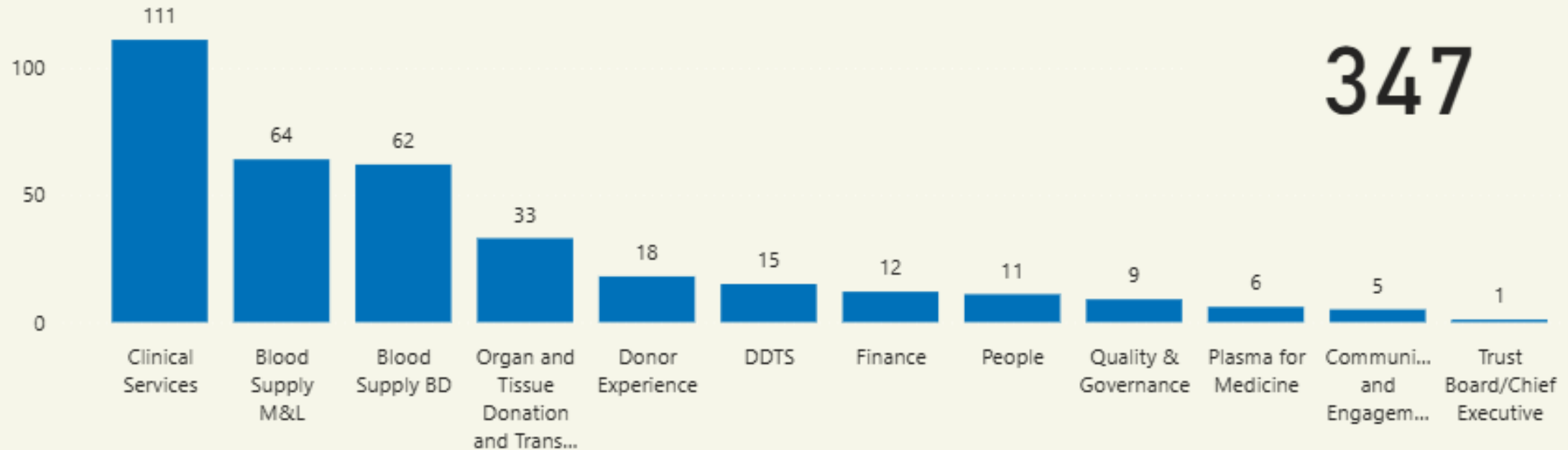
ACTIVITY STATUS			
Complete	On Track	Behind Plan / Paused	Risk to Delivery



- Strong performance in both Time to Offer and Recruitment Success rate – both metrics above target for most of the year.
- Recruiters and Coordinators both now aligned to Directorates, allowing us to provide more specialised support to Hiring Managers. We are starting to see the benefits of this approach in our numbers, and this should position us well to deal with applicant volumes heading into FY26/27



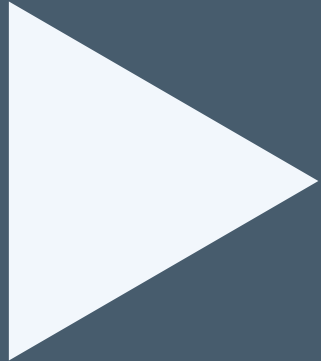
Fixed Term Employees by Directorate



Total Fixed Term Employees

347

- The number of employees on fixed term contracts represents a 8.4% increase vs the start of FY '24/'25 (320 employees)

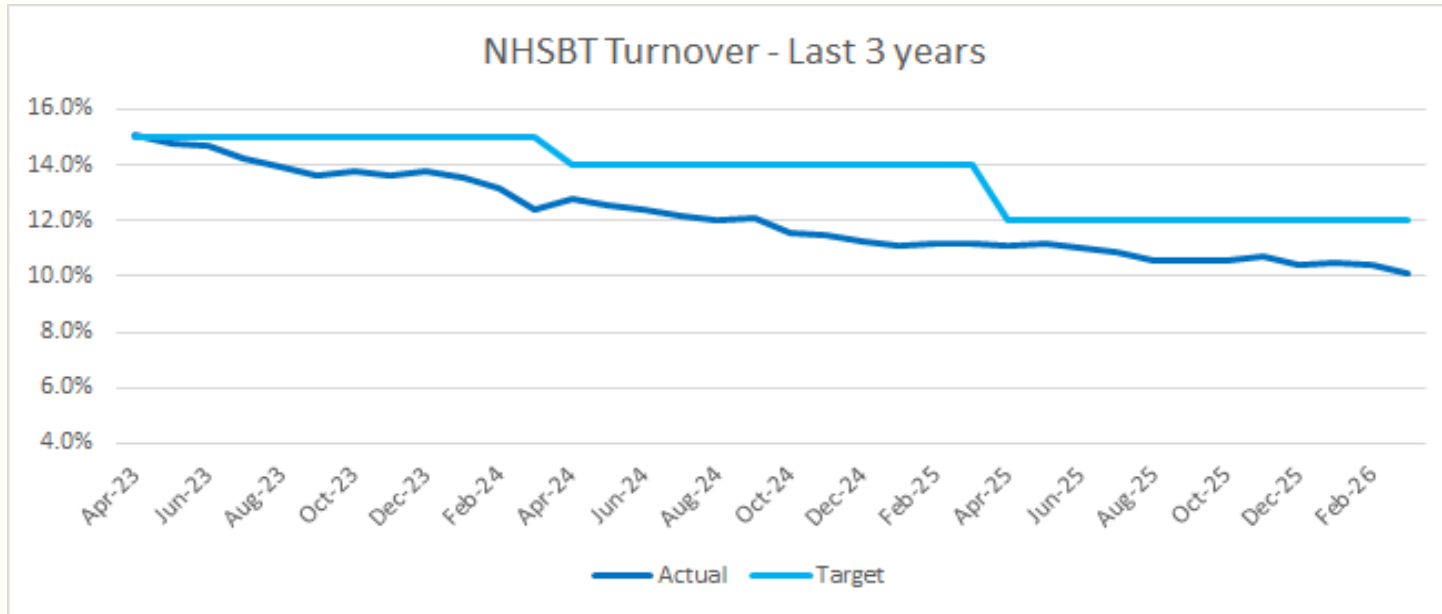


Stay

People Plan Intent	Metric	25/26 Actual / Target	26/27 target	SLT Lead (Project Lead)	Year 1 ('24/25) Activities	Year 2 ('25/26) Activities	Indicative Actions for '26/'27*
Improve the experiences of colleagues with below-benchmark scores	Employee Turnover	10.1% ▼ / 12%	12%	Lisa Johnson (Richard Shortland) Manager's Dashboard: Brad Parker Policy: Chris Noakes	<ul style="list-style-type: none"> Engagement with DAWN and LGBT networks to better understand challenges and agree actions to support these groups Develop anti-HBA/D actions in local Directorate action plans Improve visibility of leavers information through the new Manager's Assistant 	<ul style="list-style-type: none"> Procure and launch new staff survey tool: Qualtrics platform procured and in place Develop insights from Our Voice and other data to shape Employee Experience Plan Launch Bullying & Harassment E-Learning Module 	<ul style="list-style-type: none"> Deliver actions identified through the Employee Experience Plan Deliver 18-24 Charity funded research project Further evolve employee voice activity using Qualtrics platform
Build a culture where issues are resolved earlier and where appropriate, without the need for a formal process	HBA (LGBT+) HBA (Disabled) Discrimination (LGBT+) Discrimination (Disabled) [Annual data]	15.5% ▲ 15.5% ▼ 10.0% ▼ 11.2% ▼	---	Chris Noakes	<ul style="list-style-type: none"> New Resolution Policy launch 	<ul style="list-style-type: none"> Deliver process map, supporting materials, comms and training campaign to increase use of the new Resolution policy 	<ul style="list-style-type: none"> Deliver Employee Relations Casework recommendations Refresh and implement Behaviour Framework and align with performance process Review Code of Conduct against refreshed Behaviour Framework
Deliver the Health, Safety & Wellbeing "Prevent, Protect, Promote" Plan	Harm incident rate (NHSBT)	7.3 ▼ / 7.1 per 1,000 staff	7.1	Phil Tanner (Catherine Smith)	<ul style="list-style-type: none"> Deliver safety programme actions, safety programme developed and regular meetings with HSW co-ordinators and Staff Side to discuss progress. 	<ul style="list-style-type: none"> Trial of stress reporting tool to enable earlier reporting and interventions. Develop metrics and KPI for the Workplace Adjustments reporting tool Neurodiversity workplace needs assessment: Trial of new approach 	<ul style="list-style-type: none"> Develop new Health, Safety & Wellbeing Strategy Implement findings from Fatigue and Ageing Workforce Partnership Review Deliver recommendations from Workplace Adjustment Review Finalise Safety Profile work to agree our safety culture
	Sickness absence (NHSBT)	5.07% ▼ / 5%	5%				
	Near miss rate (NHSBT)	17.2 ▼ / 14.7 per 1,000 staff	14.7				
People trust that they are safe to raise issues, which are acted upon swiftly and appropriately	Our Voice "speak up" Qs (feeling safe to speak up, confidence in concerns being addressed) [Annual]	7.2, 6.6 / ---	---	Rachel May (Kev Cavanagh)	<ul style="list-style-type: none"> Finalise the Freedom To Speak Up (FTSU) Strategy and Service Design 	<ul style="list-style-type: none"> FTSU Service update and launch of digital tool to support fully anonymised reporting 	<ul style="list-style-type: none"> Complete

METRICS STATUS			
▲▼▶ Change vs previous period (arrow colour indicates trend vs previous quarter)	At or above target	0-2% from target	>2% from target

ACTIVITY STATUS			
Complete	On Track	Behind Plan / Paused	Risk to Delivery

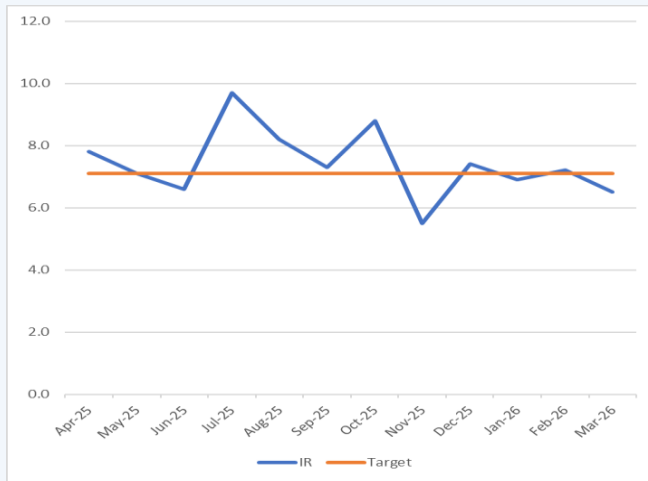


- Turnover has steadily decreased over 25/26, continuing a trend seen in the previous 2 years and beyond
- This likely reflects a mix of factors, including a challenging labour market, but also potentially also reflects the improvements seen in employee experience, as seen in 2025's Our Voice results
- Reasons for leaving have slightly shifted since the previous year: the proportion of leavers due to the end of fixed term contracts has increased from 6 to 10%; dismissals now account for >6% of leavers vs 4% in 24/25

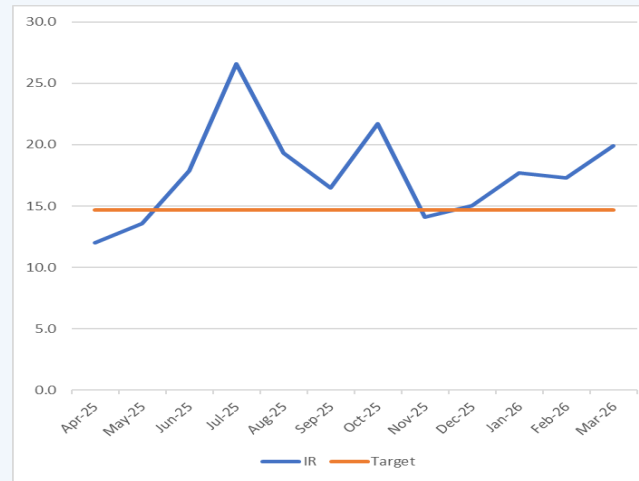
Pay Band	Dismissal	End of Fixed Term	Retirement	Other	Total
Band 2	0	0	0	4	4
Band 3	27	13	50	227	317
Band 4	3	8	18	47	76
Band 5	4	4	4	23	35
Band 6	3	5	13	59	80
Band 7	2	9	22	38	71
Band 8a	3	2	6	12	23
Band 8b	0	2	4	3	9
Band 8c	0	0	2	3	5
Band 8d	0	3	1	3	7
Band 9	0	1	0	2	3
Medical	0	1	1	1	3
Other	0	14	0	21	35
Total	42	62	121	443	668



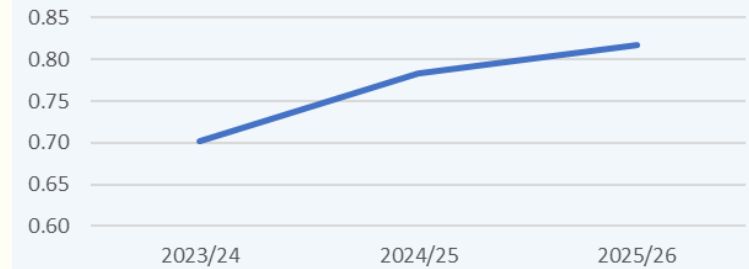
Harm Accident Incidence Rate



Near Miss Incidence Rate



Frequency Rate - over 3 day absence per 200,000 hours



- The harm incidence rate is meeting target in all operational directorates except Blood Supply where better reporting culture has meant more superficial injuries being reported, with Blood Supply still lower overall than last year and Group Services where this is only one accident per month.
- The near miss target has been met for the organisation mainly due to Blood Supply better performance.
- The Lost time absence has slightly increased for the year.
- We are working on our new HSW strategy looking to build on the Promote, Prevent and Protect work from the previous one, and adding an organisational goal to meet zero lost time accidents
- The Health and Safety Executive have now closed their enquiries on fatigue and workload in Blood Donation and will continue to monitor further complaints.

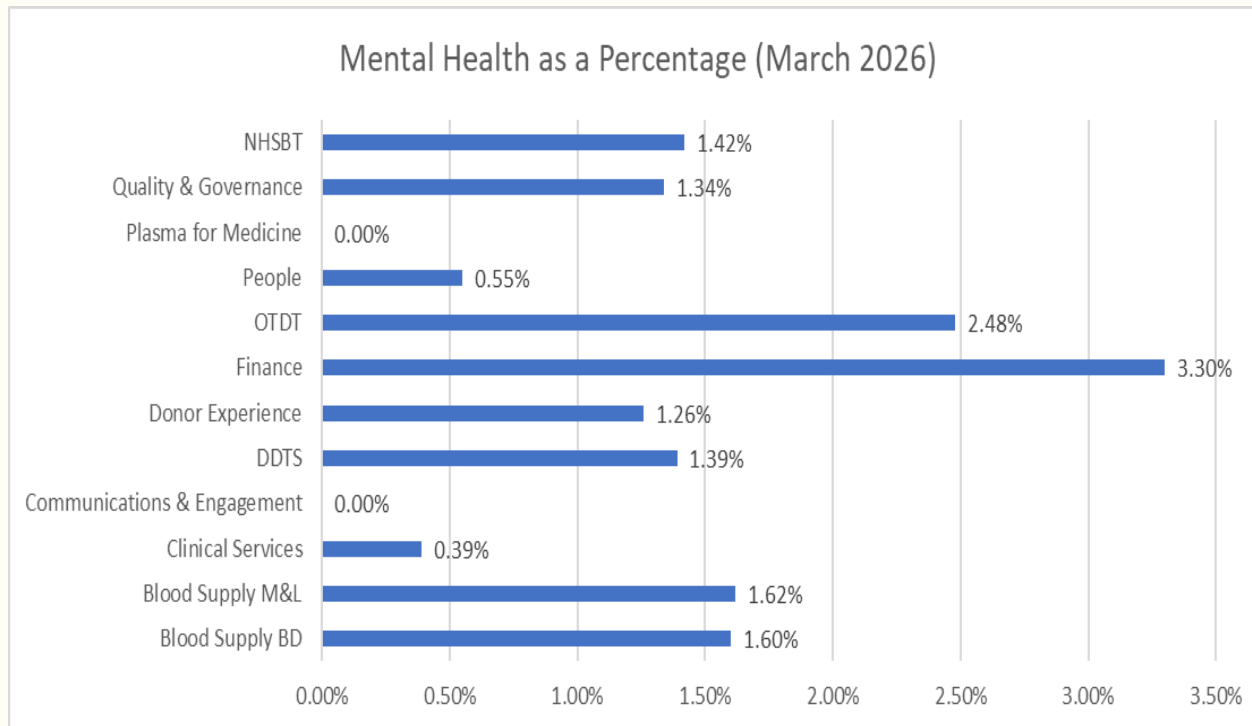


Across the organisation the top reasons for sickness are:

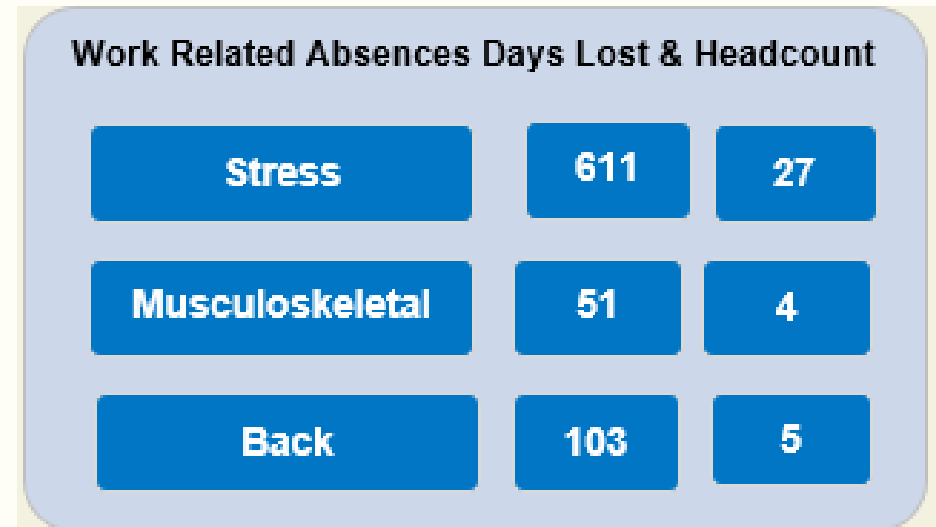
1. Anxiety, stress and psychiatric
2. Musculoskeletal
3. Cough, cold and flu

Musculoskeletal and cough, cold and flu have swapped position.

Mental Health Absence – Directorate Detail

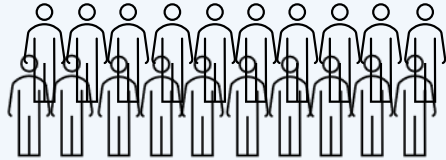


- Reported work related stress cases have increased against 20 in March 2025. We continue to encourage reporting so that early intervention can be made.
- Reported Musculoskeletal injuries have increased slightly each case is supported by the HSW department. Last year there were 3 in March.
- Back injuries remain at the same level as March last year (5 cases).
- Days lost has increased compared to last year for all types of case.

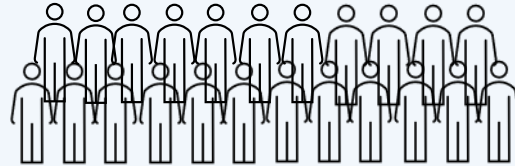


New Cases

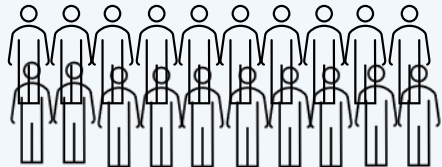
74

*No. of Cases Resolved*

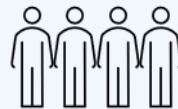
61

*Number of Interventions*

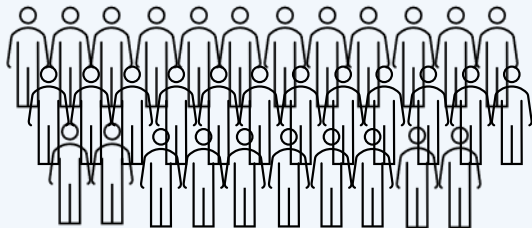
69

*No. of Cases withdrawn*

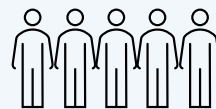
4

*Number of Participants*

330

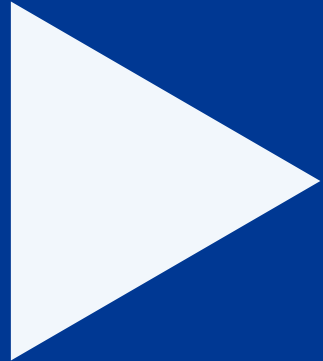
*No. of Cases carried forwards to 26/27*

12



Before the launch of the Resolution Framework on 1st April 2025, a variety of supportive informal resolution interventions were offered by the Resolution Unit to address workplace conflict, including:

- **Mediation** – Facilitated dialogue between parties to rebuild communication and understanding.
- **Conflict Coaching** – One-to-one support to help individuals reflect on and manage conflict constructively.
- **Team Facilitation** – Structured sessions to improve team dynamics and collaborative working.
- **Active Learning** – Training and development sessions focused on conflict resolution skills.
- **Restorative Conversations** – Informal conversations aimed at repairing relationships and restoring trust.
- **Indirect Process** – Behind-the-scenes work with key individuals to support resolution without direct interaction.



Thrive

Back to green:

- Our work on career pathways for professions has been moved to next year due to the dependency on another project, with back to green expected in 26/27

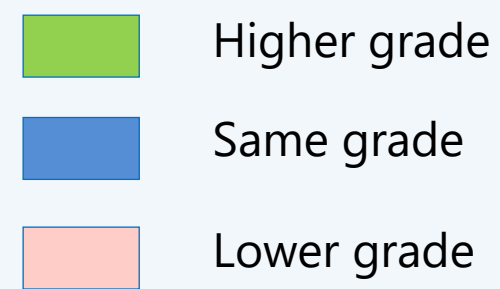
People Plan Intent	Metric	25/26 Actual / Target	26/27 target	SLT Lead (Project Lead)	Year 1 ('24/25) Activities	Year 2 ('25/26) Activities	Indicative Actions for '26/'27*
Set out formal and informal development opportunities across NHSBT through courses, apprenticeships, coaching, placements and secondments to build capabilities, transferable skills and job mobility	Number of colleagues at higher grade than in previous Quarter	125 ▲ / ---	---	Lisa Johnson (Mark Ramsay)	<ul style="list-style-type: none"> Providing better information on existing career pathways Communications and stakeholder engagement to raise awareness of career and developmental opportunities 	<ul style="list-style-type: none"> Work with targeted areas of the organisation e.g. PPPM, Blood Supply, Clinical Services and DDTS to create career pathways for professions and/or directorate-wide. 	<ul style="list-style-type: none"> [See Professions Network / Job Architecture Framework action under <i>Join</i>]
	% of staff engaged in apprenticeships	2.4% ▲ / 2.1%	2.1%	Lisa Johnson (Mel Harper)	<ul style="list-style-type: none"> Widen Apprenticeship offer Consolidate placement offer and processes 	<ul style="list-style-type: none"> Refresh of Apprenticeship offer to meet business needs, aligning to professions and career pathways 	<ul style="list-style-type: none"> Launch new Apprenticeships approach following change to Growth and Skills Levy
Improve how we set and meet objectives and build accountability through performance management	PDPR Compliance	93% ► / 95%	95%	Lisa Johnson (Bex Robinson)	<ul style="list-style-type: none"> Improvements to PDPR data reporting, form and learning materials PDPR Review and launch pilot of improved approach 	<ul style="list-style-type: none"> Complete pilot of refreshed performance management approach and embed across the business Implement an improved board performance management process in line with NHSE standards 	<ul style="list-style-type: none"> Implement new performance approach as a standard across NHSBT
	Mandatory Training Compliance	97% ► / 95%	95%				
Build a joined-up succession planning capability to develop internal talent into critical roles	Succession Plans in Place for Critical Roles	19 / 25	---	Lisa Johnson (Bex Robinson)	<ul style="list-style-type: none"> Identification of critical roles that require succession plans, starting with ET & SLT 	<ul style="list-style-type: none"> Launch a Talent Management process for managing succession for Executive and business critical roles 	<ul style="list-style-type: none"> Expand talent management approach from ET/SLT and business critical roles to 8A-8C community

METRICS STATUS			
▲▼► Change vs previous period (arrow colour indicates trend vs previous quarter)	At or above target	0-2% from target	>2% from target

ACTIVITY STATUS			
Complete	On Track	Behind Plan / Paused	Risk to Delivery

		PAY BAND 25/26 YEAR END												
		Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8a	Band 8b	Band 8c	Band 8d	Band 9	Medical	Other
PAY BAND - 24/25 YEAR END	Band 2	175	11	1	3									
	Band 3		2290	111	21	4	1							
	Band 4		32	925	50	10								1
	Band 5		3	13	500	63	9							
	Band 6		1	1	3	896	59	2						
	Band 7		2		4	13	1228	31	6					
	Band 8a					1	11	471	15	1				
	Band 8b						2	4	230	6	3			
	Band 8c								1	121				
	Band 8d								1	1	68	1		
	Band 9											14		
	Medical												60	
	Other		2					2	1			1		174

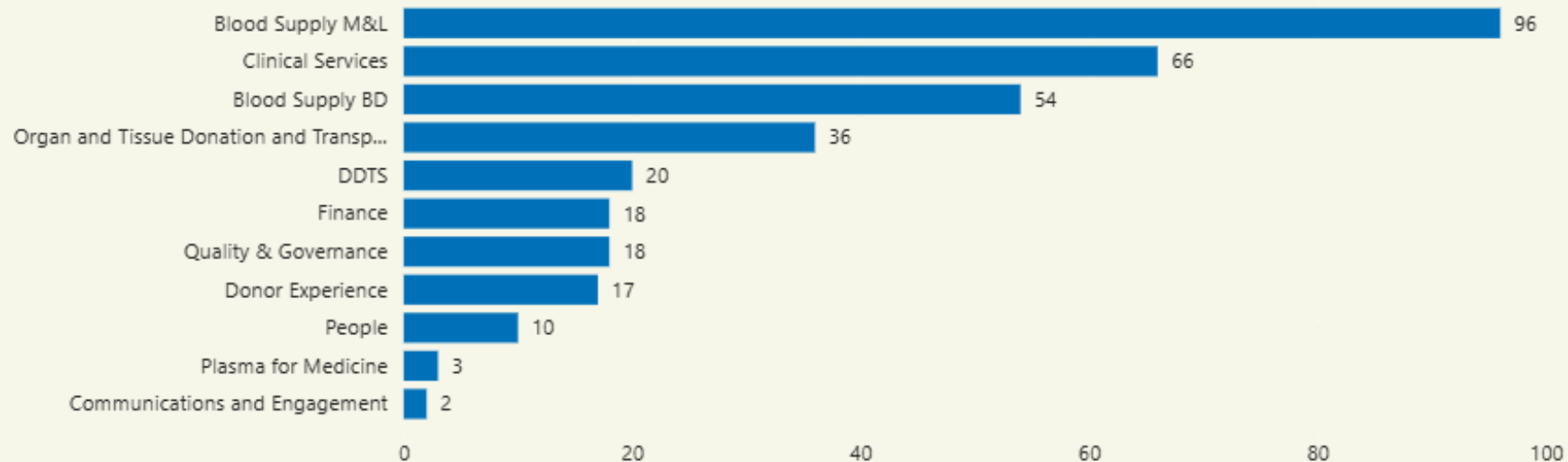
- Chart compares grade of colleague on 31st Mar '26 vs 1st April '25



- **408** colleagues working at a higher grade than the start of the financial year
- Those at a lower grade – more than half were returning from secondments/acting up



Secondments by Directorate



Secondments

- 28% of all secondments are in Blood Supply M&L
- 46 (14%) of secondments are currently outside of the 2-year policy limitation
- Use and tenure of secondments is under review: we expect to see a significant reduction in seconded staff with over 2 year tenure over the next quarter

Total Secondments

340

Start Date Under 2 years

294

Start Date Under 1 year

203



£2,824,821

Levy funds available

£729,772

Spend year to date

25.8%

Utilisation of Levy

£551,705

Monthly expired funds year to date



Apprenticeships

166 colleagues are building new skills through more than 40 apprenticeship routes NHSBT offers. Levy funding remains available to support wider take-up and new development opportunities.



153

On programme

13

Break in learning

10

withdrawals

1

Left NHSBT

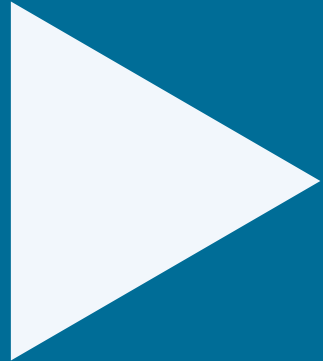
2% apprentices of total workforce

48 completions year to date

90 new starts year to date

1% withdrawals/leavers verses those on programme and break-in-learnings.

- The Government's focus for the Growth and Skills Levy is young people.
- Level 7 apprenticeships are no longer funded for over 21 year olds.
- During the next financial year all leadership and management apprenticeships will cease to be funded.
- Promotion of apprenticeships and manager engagement continues to increase levy utilisation.
- Work to streamline and simplify the contracting process for training providers, removing delays and barriers to onboarding is complete.
- Building our workforce planning capability and work to set out career pathways are expected to improve levy utilisation, with manager support for off-the-job learning time for apprentices remaining a critical foundation.



***What Next: Our delivery
priorities for '26/'27***



We will know we have succeeded when

How we will measure success

Targets/Milestones in 2026/27

Target in 4-5 years¹

How we will deliver this in 2026/27

Our workforce feels motivated, valued and engaged

Induction Completion
Training and PDPR Compliance

- 80% of new starters receive a corporate induction within 12 weeks
- 95% compliance for mandatory training (MT)
- 95% compliance for personal development & performance review (PDPR)

- 85% of new starters receive a corporate induction within 12 weeks
- Maintain 95% MT/PDPR compliance

- Set up a programme to define and establish a high-performance culture across NHSBT
- Improve our ways of working to deliver more effective and efficient People services

Delivery is not constrained by a lack of skills or capacity

Recruitment Metrics
Staff attrition
Manager development uptake and confidence
Succession pipeline

- 88% vacancy fill rate
- 11 weeks' time to offer of employment
- 12% employee turnover
- 70% of managers' report increased confidence in performing their current role following formal development activity²

- 90% vacancy fill rate
- 10 weeks' time to offer of employment
- 11% employee turnover
- 80% managers reporting increased confidence following formal development activity

- Develop a new People Strategy to deliver NHSBT's wider Strategic Priorities and future Operating Model
- Set up a programme to improve our change capability and culture
- Set up a programme to develop a Strategic Workforce Planning Capability, to ensure we have the skills, capacity and flexibility to deliver our future products and services

We have improved health, safety and wellbeing

Health & Safety Performance
Sickness absence

- 6.5 harm incidence rate NHSBT
- 15.8 near miss incidence rate NHSBT
- 5% sickness absence rate

- *Longer-term harm incident / near miss rates to be set through Health, Safety & Wellbeing Plan in 26/27*
- 4% sickness absence rate
- 77% employee satisfaction with disability workplace adjustments

- Develop new Health, Safety & Wellbeing Plan aligned to our People Strategy
- Deliver recommendations from Workplace Adjustment Review
- Deliver recommendations from Long Term Sickness Absence Review

There is no difference in relative grievances and engagement for colleagues across any of the protected characteristics or salary bands

Informal resolution
EDI³ and Equality Standard action plan delivery
Harassment, bullying, abuse, discrimination reporting

- Reduction in the number of reported cases of harassment, bullying, abuse or discrimination (HBAD) of staff from baseline of 12.1% (2025 data)
- Reduction in the number of reported cases of harassment, bullying, abuse or discrimination (HBAD) of LGBT⁴ and disabled colleagues, from baselines of 14.7% and 21.4% (2024 Our Voice scores).

- No disparity in incidence of bullying discrimination, harassment of staff with different protected characteristics

- Deliver People Transformation Portfolio [funding dependent]:
 - First year implementation of upgraded HR platform: interoperability and automation of people processes
 - Second year implementation of recommendations from Inclusive Recruitment Review
 - Deliver Employee Relations Casework recommendations
 - Deliver Job Architecture Framework and Expand Professions Network

At all levels, our workforce reflects the diversity of the population

Minority ethnic representation
Recruitment & Pay Disparity

- 16% minority ethnic⁶ representation at bands 8a–8c
- Reduce disparity in recruitment likelihood of minority ethnic⁶ candidates from baseline of 2.23 (2024/25)

- No difference in minority ethnic⁶ representation at bands 8a-8c versus representation in UK population⁷
- End disparities in pay and recruitment likelihood for all protected characteristics

- Apply new People Policy standard to priority policies following diagnostic review



Forward Together: What's Next for 2026-27

An Inclusion Dashboard has been created, subject to agreement with ET. This dashboard will be the key measurement tool for all things inclusion within NHSBT, as it will provide a meaningful trend of how the organisation progresses with the inclusion agenda in years to come. In the meantime, however, the following benefits have been tracked since phase 1 showing broader positive impact across NHSBT and will continue to be tracked until the Dashboard is embedded.

- BME representation has increased from 16% in 2021 to 23.9% in 2024.
- Reports by BME staff of harassment from managers and staff reduced by 6.8% between 2022 and 2025, with discrimination reducing from 15% to 9.1% over the same period.
- People services outcomes improved: Workplace Adjustments satisfaction improved from 47% to 51% from 2024/25 to 2025/26, as per WDES.

A group of People Change Champions was created as part of the programme. They helped the programme with design, development and testing of deliverables. They will continue to support the People Directorate as the actions are developed and implemented, providing ongoing engagement with NHSBT colleagues in the future.

The programme team was recently short-listed as one of the 3 finalists in the 'inclusion' category, at the Government Project Delivery Award recently, which was amongst the very best across all government departments.

As this phase of the Forward Together Programme finishes, an End of Phase 2 report, including the lessons learnt has been developed. The programme officially closes at the end of April 2026.

Transformation funding in 2026-27 has been earmarked for HR Service Delivery Phase 2 and development of Job Architecture, to be run as individual projects. Other activities will be re-scoped for delivery through business as usual resource, under the Chief People Officer's leadership.

The Forward Together Programme would like to acknowledge the hard work and dedication of all the programme team members, programme board members and executives, key stakeholders including staff networks, trade unions, inclusive culture leads, people change champions and contribution from the wider organisation during both phases of the two-year programme – a massive thank you to everyone involved!