

BOARD FORWARD PLAN 2026/27

Updated to 11/06/2026



Blood and Transplant

SUBJECT	MEETING	PURPOSE	LEAD	PRIOR COMMITTEE CONSIDERATION	21/07/2026	29/09/2026	01/12/2026	26/01/2027	16/03/2027	May 2027
STRATEGY										
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					√	
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			
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			√			
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	√				

BOARD FORWARD PLAN 2026/27

Updated to 11/06/2026



Blood and Transplant

SUBJECT	MEETING	PURPOSE	LEAD	PRIOR COMMITTEE CONSIDERATION	21/07/2026	29/09/2026	01/12/2026	26/01/2027	16/03/2027	May 2027
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	Timing to be confirmed					
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	Interim Director of Communications & Engagement	N/A	√ Governance		√ Strategy/Appeals			
Pulse and Savant Stocktake	Private	For Assurance and noting	Chief Digital and Information Officer	N/A		√				
Corneal Donation update on action to meet targets	Private	For Assurance and noting	Director of OTDT	N/A		√?	√?			
NCC Lessons Learned Review	Public	For Assurance and noting	Donor Experience Director	N/A						√
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	√ Programmatic Business Case	Review room update	Review room update			

BOARD FORWARD PLAN 2026/27

Updated to 11/06/2026



Blood and Transplant

SUBJECT	MEETING	PURPOSE	LEAD	PRIOR COMMITTEE CONSIDERATION	21/07/2026	29/09/2026	01/12/2026	26/01/2027	16/03/2027	May 2027
Collindale Phase 3 Business Case	Private	For Approval	Chief Financial Officer	N/A	√					
Marketing, Communications and Engagement Organ Donation Strategy	Public	For Approval	Donor Experience Director	N/A	√					
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				
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	√ PC, CC, ARGC	√ CGC only				
Board Level Policies	Public	For Approval	Various	Relevant Committee	√ Conflicts of Int Business Continuity Safeguarding	√ Modern Slavery HSW Environment/ Sustainability Patient/Donor Engagement	√ Anti-fraud/ Bribery Confidentiality and Data Protection			√ Risk Management Policy
INFORMATION										
Patient Story	Public	For information	Chief Nursing Officer	N/A	√	√	√	√	√	√
Reports from UK Health Departments	Public	For information	Departmental Representatives	N/A	√	√	√	√	√	√