

People Committee Tuesday, 29 September 2026

Title of Paper	People Committee Board Report	Agenda No.	5.2.2
Nature of Paper	☒ Official ☐ Official Sensitive		
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Non-Executive Director Sponsor	Penny McIntyre, Committee Chair		
Presenter(s) at Meeting	Penny McIntyre, Committee Chair		
Presented for	☐ Approval ☒ Information ☒ Assurance ☐ Update		
Is there a plan to communicate this to the organisation?	☐ Yes ☒ No ☐ Yet to be determined		
Executive Summary			
This report is submitted to the Board to draw attention to the main items discussed at the People Committee held on 13 August 2026.			
Previously Considered by			
NA			
Recommendation			
The Board is asked to note the report.			
Risk(s) identified (Link to Board Assurance Framework Risks)			
Strategic Objective(s) this paper relates to:			
☐ Collaborate with partners ☒ Invest in people and culture ☐ Drive innovation ☐ Modernise our operations ☐ Grow and diversify our donor base			
Appendices:	None		

1. Background

This report is submitted to the Board to draw attention to the main items discussed at the People Committee (PC) and Remuneration Committee meetings held on 13 August 2026.

2. Strategy and Performance

NHSBT Workforce Dashboard

The Committee received assurance from the Workforce Dashboard, noting continued positive performance across recruitment, retention, training compliance and workforce development. Workforce numbers increased slightly, with recruitment demand remaining stable; however, Members highlighted the need to align workforce growth with DHSC expectations to reduce overall headcount and requested greater context on future increases.

Whilst employee turnover remained low at around 10% and progress continued on workforce diversity and inclusion, challenges persist in attendance management, long-term sickness absence and increasingly complex employee relations cases, with mental health remaining the leading cause of absence. The Committee welcomed the more strategic approach to workforce planning and emphasised the importance of stronger organisational design oversight.

People Plan Quarterly Report Q1 2026/27

The Committee considered the People Plan in Q1 2026/27, noting positive progress across the Foundations, Join, Stay and Thrive pillars. Strong performance was reported in recruitment, workforce inclusion, leadership development, onboarding, turnover, mandatory training compliance, apprenticeships and senior ethnic minority representation. Members also noted the successful implementation of Phase 1 of the ServiceNow HR Service Delivery system and continued progress in colleague experience and inclusion initiatives.

The Committee recognised the growing role of AI and digital technologies in supporting workforce challenges and improving efficiency, including the successful pilot of an AI-enabled recruitment assessment tool. Areas requiring continued focus included PDPR compliance, delivery of the policy review programme, progression of ServiceNow Phase 2, development of the Behaviours Framework and Career Pathways work. The Committee noted health, safety and wellbeing performance remained broadly positive, with appropriate mitigation in place for identified workforce risks. Assurance was provided that action plans were in place for all amber-rated activities and that overall delivery of the People Plan remained on track.

Apprenticeship and Placement Strategic Update

The Committee received a report on progress made since the August 2025 review of the Apprenticeships and Placements Programme. The report highlighted increased apprenticeship activity, including a 29% rise in new starts, a 9% increase in apprentices in learning and an 18% reduction in withdrawals. Improved oversight of apprenticeship levy utilisation was also reported, alongside continued work to align apprenticeships with workforce planning, succession planning and critical workforce requirements.

The Committee welcomed progress in embedding apprenticeship opportunities within career pathways and strengthening support for managers and mentors. Members encouraged greater use of case studies and direct engagement with apprentices to demonstrate programme impact and career development outcomes. Committee members commended the positive progress

made and supported the continued strategic development of apprenticeships to meet future workforce needs.

Trade Union Strategy

The Committee received an update on the development of NHSBT's Trade Union Strategy, which aims to strengthen long-term partnership working with recognised trade unions and support the organisation's wider strategic and transformation ambitions. The strategy seeks to improve governance arrangements, clarify engagement and consultation processes, and promote consistent and constructive relationships at both national and local levels.

Members welcomed progress and highlighted the need to align short-term delivery plans with longer-term workforce strategy and workforce planning considerations.

3. Reports for Assurance

Flu Vaccination Programme, Winter 2026/27

The Committee considered NHSBT's preparations for the 2026/27 Seasonal Flu Vaccination Campaign. Members noted the success of the 2025/26 programme, which achieved the organisational target of 40% staff uptake, reversing previous declines through targeted manager engagement and improved reporting of externally administered vaccinations.

The Committee noted plans to further increase uptake, including progress towards the Executive Team's stretch target of 50% vaccination uptake among frontline colleagues. Enhanced governance arrangements, strengthened vaccine supply resilience, improved communications, leadership visibility, weekly reporting, and continued use of flu vouchers and egg-free vaccine options were highlighted as key enablers of delivery. Members emphasised the importance of visible leadership, manager engagement, and targeted support for areas with lower uptake rates. The Committee also discussed opportunities to improve the recording of vaccinations received outside NHSBT systems to ensure accurate reporting and monitoring.

Annual Assurance Report of Fit and Proper Persons Regulations (FPPR) Compliance

The Committee reviewed the annual FPPR Assurance Report covering the period 1 August 2025 to 31 July 2026 and noted that annual testing had been completed for all Board members, with no concerns identified regarding the fitness and propriety of any Executive or Non-Executive Director. The Committee also noted that the FPPR Policy had been reviewed and remained fit for purpose.

The annual Board Skills and Capability Review concluded that the Board possesses the necessary skills, experience and expertise to fulfil its responsibilities effectively, with continued development planned in a number of specialist areas.

4. For Information

The Committee noted that the review of the Annual Report & Accounts Remuneration Content was completed ahead of the signing of the Annual Report and Accounts.

5. Remuneration Committee

Pay Committee

The Committee received an update from the Pay Committee on recent high-priority decisions taken since the last meeting. The Committee was assured by the report and discussed matters of strategic importance arising.

Executive Senior Managers (ESM) Pay and Non-consolidated Performance Related Payments (NCPRP) Proposals

The Remuneration Committee received details of the ESM pay award proposals covering base salary and non-consolidated performance related payments (NCPRP). The ESM pay award is directed by DHSC and set out in the Arm's Length Bodies Executive and Senior Managers Pay 2026/27 letter received 25 June 2026.

The Committee considered how the award would be applied to eligible individuals who are, 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.

6. Item to be escalated to the Board

- Compliance with the Fit and Proper Person Requirement (FPPR)