BOARD FORWARD PLAN 2026/27

Updated to 16/11/2026

NHS Blood and Transplant

SUBJECT	MEETING	PURPOSE	LEAD	PRIOR COMMITTEE CONSIDERATION	01/12/2026	26/01/2027	16/03/2027	25/05/2027	20/07/2027	28/09/2027
STRATEGY										
Business Plan, Investment Portfolio and Transformation Programme	Private	For discussion/ For approval	Chief Financial Officer	N/A		√ Draft	√ Approval			
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			√			
5 Year Financial Plan (2028-33) - 1st Iteration	Private	For review and discussion	Chief Financial Officer	ARGC via Finance Oversight and Scrutiny Sub-Group					√	
Indicative Financial Planning - Design Principles 2028/29	Private	For review and discussion	Chief Financial Officer	ARGC via Finance Oversight and Scrutiny Sub-Group						√
Multi-Professional Leadership at NHSBT	Private	For Discussion For Approval	Chief Executive	N/A	√					
Pathology, Microbiology Service Laboratory and Testing Current Offer and future Strategy	Private	For Discussion For Approval	Chief Medical Officer	N/A		√				
Estates Strategy	Private	For Discussion For Approval	Chief Financial Officer	N/A		√ Roadmap				√ Strategy
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	√ Mid year update				√ Full 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			√			

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Organ Donation Joint Working Group Report - Update	Public	For Assurance and noting	Director of OTDT	N/A	√					
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		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				√	√	
NHSBT Charity Update Report	Public	For Assurance and noting	Interim Director of Communications & Engagement	N/A	√ Strategy/Appeals					
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				√		
Clinical Governance Review	Public	Assurance/Action	Director of Quality and Governance	CGC		√				
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					√	
Donor and Session Programme (DASP)	Private	For Approval	Chief Digital and Information Officer	N/A	To be confirmed					
ARCs Outline Business Case	Private	For Approval	Director of OTDT	Investment Committee	√ Outline Business Case					
Sunderland Donor Centre Full Business Case	Private	For Approval	Director of Blood Supply	Investment Committee		√				

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Post Donation Testing Full Business Case	Private	For Approval	Director of Blood Supply	Investment Committee			√			
Plasma Strategic Growth OBC	Private	For Approval	Director of Blood Supply	Investment Committee					√ Outline Business Case timing tbc	
Apheresis Procurement Project	Private	For Approval	Director of Blood Supply	Investment Committee			√ Full Business Case			
sPFM New Collection Technology	Private	For Approval	Director of Blood Supply	Investment Committee				√ Full Business Case		
Standing Orders, Standing Financial Instructions and Scheme of Delegation (Framework Agreement triennially)	Public	For Approval	Chief Financial Officer / Company Secretary	ARGC	√ SoD only		√		√	
Board Terms of Reference annual reviews	Public	For Approval	Company Secretary	All Committees	√ R&I only	√ CGC only			√	
Board Level Policies	Public	For Approval	Various	Relevant Committee	√ Confidentiality and Data Protection HSW	Anti-fraud/ Bribery Patient and Donor Engagement Policy	√ Environment/ Sustainability	√ Risk Management Policy	√ Conflicts of Int Business Continuity Safeguarding	√ Modern Slavery
INFORMATION										
Patient Story	Public	For information	Chief Nursing Officer	N/A	√	√	√	√	√	√
Reports from UK Health Departments	Public	For information	Departmental Representatives	N/A	√	√	√	√	√	√