NHS Blood and Transplant

Board Meeting in Public

Tuesday, 01 December 2026

Title of Paper	Mid-Year Performance Review 2026-27	**Agenda No.**	3.4
Nature of Paper	☒ Official	☐ Official Sensitive	
Author(s)	Dean Neill, Stratgey and Transformation Director		
Lead Executive	Sarah Stansfield, Chief Financial Officer		
Non-Executive Director Sponsor	N/A		
Presenter(s) at Meeting	Sarah Stansfield, Chief Financial Officer		
Presented for	☐ Approval ☐ Information ☒ Assurance ☐ Update		
Is there a plan to communicate this to the organisation?	☒ Yes ☐ No ☐ Yet to be determined		

Executive Summary

At the mid-year point, this review provides the Board with assurance on delivery of the 2026/27 Business Plan, including the transformation portfolio, and supports discussion on priorities and areas requiring continued organisational focus.

Service continuity has been maintained, but performance remains uneven. Key challenges include the Ro supply-demand gap and below-plan organ donation and transplantation, while commercial performance is mixed across specialist services.

Transformation delivery is progressing, with several new donor, testing, laboratory and digital capabilities implemented. NHSBT is managing its largest change portfolio to date, although investment is behind profile at £21.9m against £29.3m planned. A CFO-led deep dive is underway to refine the year-end forecast and strengthen forecasting discipline.

Service continuity is expected to be maintained through year-end, although key performance gaps are unlikely to close fully. The *One NHSBT Programme* will deliver a refreshed strategy, target operating model and multi-year transformation roadmap, providing greater strategic coherence and strengthening the planning, prioritisation and delivery discipline needed to address persistent underperformance and accelerate transformation.

Previously Considered by

The Executive Team approved this paper on 17 November 2026.

Recommendation

The Board is asked to note the mid-year performance and transformation position, recognise areas of progress and continuing challenge, and provide strategic challenge on where greater prioritisation, organisational focus and delivery discipline are required to improve performance and accelerate transformation.

Risk(s) identified (Link to Board Assurance Framework Risks)

The Business Plan and transformation portfolio support mitigation of Principal Risks across the Board Assurance Framework through delivery of key operational and strategic priorities.

Strategic Objective(s) this paper relates to:

☒ Modernising One NHSBT ☒ Optimising Donor Experience and Meeting Demand
☒ Campaigning & Identity ☐ Data, AI and Interoperability ☒ New Treatments

Appendices:	N/A