NHS Blood and Transplant

Board Meeting in Public

Tuesday, 01 December 2026

Title of Paper	People Committee Board Report	**Agenda No.**	5.3.3
Nature of Paper	☒ Official	☐ Official Sensitive	
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Presenter(s) at Meeting	Julie Pinder, Chief People 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

This report is submitted to the Board to draw attention to the main items discussed at the People Committee held on 12 November 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:

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

Appendices:	

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 12 November 2026.

2. NHSBT Workforce Dashboard

The Committee received the workforce dashboard update, including progress within the People Directorate and confirmation of the appointment of a Head of HR Operations to strengthen oversight of employee relations, case management, long-term sickness and HR services. Members reviewed workforce metrics and discussed ongoing work to improve the quality, categorisation and reporting of employee relations data following the implementation of ServiceNow. The Committee also considered workforce equality indicators and requested further analysis to better understand trends identified within disciplinary, grievance and sickness data. Enhancements to case triage processes, informal resolution approaches and data assurance arrangements were noted.

The Committee discussed Freedom to Speak Up reporting and requested greater clarity on the nature and significance of concerns raised to support effective assurance. Members discussed the benefit of strengthening the triangulation of complaints with HR grievance/absence data and Our Voice survey results to identify emerging organisational themes. The Committee also considered workforce growth, noting that increases were largely associated with approved transformation programmes and additional commissioned responsibilities. Benchmarking work had identified opportunities to improve productivity, organisational design and spans of control. Members requested future reporting on recruitment and turnover targets, together with greater focus on the impact and outcomes of leadership and development activity.

3. People Plan Quarterly Report Q2 2026/27

The Committee received an update on delivery of the NHSBT People Plan for Q2 2026/27, covering progress across the four pillars of Foundations, Join, Stay and Thrive. Members noted that delivery of the Plan would continue into the next financial year to align with the development of the One NHSBT strategy and future operating model, with work underway to streamline activity into a smaller number of strategic programmes.

The Committee welcomed the progress achieved, noting that the majority of workstreams remained on track, with only a small number reported as behind schedule or paused. The Committee received assurance regarding delivery of the People Plan and noted the progress made during Q2 2026/27.

4. Strategic Workforce Planning

The Committee received an update on the development of strategic workforce planning capability across NHSBT, noting progress in workforce planning maturity through work on workforce design, job architecture, job families and capability planning. Members welcomed the progress made and emphasised the importance of ensuring workforce planning remains closely aligned to major organisational programmes, including One NHSBT, the target operating model development and technology-enabled transformation.

The Committee discussed the impact of technology, artificial intelligence and automation on future workforce requirements, recognising both the opportunities to improve productivity and the need to develop the skills and capabilities required to support future service delivery.

Members requested a future deep dive into the assumptions underpinning workforce planning, including the anticipated impact of technology on workforce capability, future skills requirements, strategic workforce needs and the relationship between technology, service redesign and workforce transformation

5. Executive Development

The Committee received a proposal for a three-year executive leadership development programme aimed at strengthening enterprise leadership, collective accountability, decision-making and constructive challenge across the Executive Team, Board and wider leadership community. Members welcomed the proposal and recognised the value of appointing an external partner to undertake a diagnostic assessment, establish leadership baselines and support programme delivery. The Committee emphasised the importance of developing a clear and realistic baseline that reflected varying levels of leadership experience and capability, with appropriate support available to leaders where required.

The Committee discussed the need for robust measurement of leadership effectiveness and challenged the proposed reliance on self-assessment alone, highlighting the potential value of wider feedback mechanisms and objective assessment tools. Members stressed the importance of defining clear success measures, monitoring impact over time and ensuring alignment with strategic workforce planning, talent management, succession planning and senior leadership recruitment. The Committee also noted the need for future leadership requirements to reflect changing organisational needs, technology and new ways of working.

6. Trade Union (Employer Relations) Strategy Update

The Committee received an update on the Trade Union (Employer Relations) Strategy, recent interactions and actions to strengthen relationships with trade unions through a refreshed partnership approach. The Committee emphasised the importance of developing a shared understanding of organisational priorities and engaging colleagues, trade unions and staff representatives at an early stage of change to support trust, ownership and successful delivery of organisational objectives. The Committee noted the outcomes of a recent Strategic Partnership Committee workshop, which identified opportunities to strengthen governance arrangements, engagement mechanisms and partnership behaviours.

7. Board Skills, Capability and Diversity Review

The Committee received a report on the findings of the annual Board Skills, Capability and Diversity review. The Committee noted that the assessment of skills and capabilities demonstrated a strong overall level of Board and Committee expertise, providing an appropriate balance of support and constructive challenge. Members identified opportunities to further strengthen knowledge and expertise in a small number of specialist areas, particularly estates and cyber security.

8. Our Voice update

The Committee received a verbal update on the headline findings from the 2026 Our Voice staff survey. Overall engagement remained stable at 65% despite significant organisational change, with strengths identified in meaningful work, wellbeing, organisational purpose and line management support. Members noted opportunities for improvement in confidence around organisational change, leadership decision-making and speaking up and noted that a detailed analysis of the survey results would be presented to the February People Committee meeting.

9. Deep Dive of Board Assurance Framework Principal Risk P-07 (People Staffing)

The Committee reviewed the People Staffing principal risk, which remained above appetite, and discussed the importance of effective workforce planning, talent management and organisational resilience to support delivery of current and future objectives. Members emphasised the need to strengthen assurance over strategic workforce capability, future skills requirements and workforce resilience in response to organisational change, technology developments and major incidents. The Committee received assurance regarding the mitigation and controls in place to manage the risks.

10. Health, Safety and Wellbeing Policy (Annual Review)

The Committee reviewed and approved the Health, Safety and Wellbeing Policy without amendment. Members noted that the new Health, Safety and Wellbeing Strategy would be presented to the February People Committee following consideration by the Executive Team and that the policy may require further revision to align with the new strategy once implemented.

11. GIAA Audit Workplace Adjustment Update

The Committee reviewed progress against the GIAA Workplace Adjustments audit, noting the achievement of a Moderate Assurance rating and receiving assurance that delivery of the agreed action plan remained on track. Members also noted that further analysis would be undertaken to better understand the experiences of disabled colleagues and the effectiveness of workplace adjustments. The Committee received assurance on progress made in addressing the audit findings.

12. Remuneration 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.

13. Item to be escalated to the Board

- Board – Health, Safety and Wellbeing Policy
- ARGC – Report on P-07 (People Staffing) Principal Risk Deep Dive
- Board – Board Skills, Capability and Diversity Review Report.