

HTA Board meeting, 26 June 2025

Agenda item	5.1 - Board Forward Plan
For information or decision?	Information
Decision making to date?	The Board forward plan is a standing item for noting at Board meetings
Recommendation	N/A
Which strategic risks are relevant?	N/A
Strategic objective	Efficient and Effective
Core operations / Change activity	Core Operations
Business Plan item	Private Office – facilitating Board, Committee, and Senior Management functions, providing good governance support and compliance with Government requirements
Committee oversight?	N/A
Finance and resource implications	N/A
Timescales	2025-26
Communication(s) (internal/ external stakeholders)	N/A
Identified legislative implications	N/A

Board Forward Plan

Outline 2025-26 forward plans for Board, ARAC and RemCo are attached for Members' information, along with a 'plan on a page'.

Key points to note:

1. Our forward planning of Board and Committee meetings will need to be agile and responsive to developments in the health service delivery landscape. This forward plan is likely to change in detail as the business year progresses.
2. We will also take into account direction from the new Board Chair and Chair of ARAC when they are established in role later in the year.
3. We will seek to confirm outstanding dates as soon as possible. Note that pay remit direction from Government has been issued earlier than was the case last year. RemCo's meeting to agree the Staff pay award for submission to DHSC is therefore expected to take place in late June/early July, with a further meeting to agree the Executive and Senior Management award to follow.

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HTA Board Activity 2025-26: 'Plan on a page'

Activity	Apr 25	May 25	Jun 25	Jul 25	Aug 25	Sept 25	Oct 25	Nov 25	Dec 25	Jan 26	Feb 26	Mar 26
Full Board meetings			26 Jun			18 Sep		TBC (Informal)	4 Dec			5 Mar
ARAC Meetings			10 Jun				14 Oct				10 Feb	
RemCo Meetings		6 June		TBC*		5 Sep				23 Jan		

*Pay Award meeting(s) TBC

Member Appraisal	Objective setting and appraisals			Informal contact with Chair, self-assessment and reflection, post meeting washups etc.							
New Members	4 New DHSC members appointment, onboarding, deployment			Chair appointment round (managed by DHSC)**							
		1 x NI member appointment, onboarding, deployment**									
Board Effectiveness review (incl. Committee effectiveness)	Implement 2045-25 Board / Committee effectiveness review action plans (6 Month Effectiveness Review meeting September 2025)										
									Scope BER	Conduct 2025-26 BER	

**Subject to timings of appointment (externally managed process) and assumption of roles

Training Plan events			Post- Board sessions	Virtual session TBC		Post-Board sessions			Post -Board sessions			Post Board sessions
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Other key Internal events		CIRP/BCP test		3 Jul All staff day		19 S'holder day 25 All staff			16 Dec All staff day			5 Mar
				Internal Audit of Corporate Governance								

SMT/BDT meetings	Routine management meetings (SMT, weekly; BDT fortnightly, PSMT monthly) Operational oversight, including (at SMT, informed by BDT) development and sign-off of Board and Committee papers											
DCHS QAM				10 July		2 Sept			TBC			TBC

Forward Agendas for Formal Board Meetings 2025-26

	26 June 2025	18 September 2025	4 December 2025	5 March 2026
Logistics	2 Redman Place (remote joining for members of the public observing). Morning meeting followed by afternoon development activity.	2 Redman Place (remote joining back up). Morning meeting followed by afternoon development activity	2 Redman Place (remote joining back up). Morning meeting followed by afternoon development activity	2 Redman Place (remote joining back up). Morning meeting followed by afternoon development activity
Attendees	Board, SMT, Private Office, Presenting/observing staff as required, DHSC reps. Public observers (formal meeting only).	Board, SMT, Private Office, Presenting/observing staff as required, DHSC reps.	Board, SMT, Private Office, Presenting/observing staff as required, DHSC reps.	Board, SMT, Private Office, Presenting/observing staff as required, DHSC reps.
Opening Admin	<ul style="list-style-type: none"> Chair's introduction Apologies for absence Declarations of Interest Minutes of previous meeting Matters arising 	<ul style="list-style-type: none"> Chair's Introduction Apologies for absence Declarations of Interest Minutes of previous meeting Matters arising 	<ul style="list-style-type: none"> Chair's Introduction Apologies for absence Declarations of Interest Minutes of previous meeting Matters arising 	<ul style="list-style-type: none"> Chair's Introduction Apologies for absence Declarations of Interest Minutes of previous meeting Matters arising
Assurance Reports	<ul style="list-style-type: none"> Chair's Report ARAC Chair's Report (Annual) RemCo Chair's Report (Annual) DHSC Report CEO's Report HTA Performance report 	<ul style="list-style-type: none"> Chair's Report ARAC Chair's Report RemCo Chair's Report DHSC Report CEO's Report HTA Performance report 	<ul style="list-style-type: none"> Chair's Report ARAC Chair's Report RemCo Chair's Report DHSC Report CEO's Report HTA Performance report 	<ul style="list-style-type: none"> Chair's Report ARAC Chair's Report RemCo Chair's Report DHSC Report CEO's Report HTA Performance report
Items for Information or decision	<ul style="list-style-type: none"> 12 Month Evaluation of the HT Act 2004 (Supply of Information about Transplants) Regs 2024. HTA Strategy 2024 – 27 a review of year 1 Evidential Compliance Assessment (ECA) work 24/25 Responses to questions submitted by observers 	<p><i>To be confirmed but expected to include</i></p> <ul style="list-style-type: none"> <i>Arm's Length Bodies Review</i> <i>Fuller Independent Inquiry</i> <i>Other strategic decision or discussion items as required</i> 	<ul style="list-style-type: none"> Budget Setting and Fees <p><i>Other Strategic decision or discussion items to be confirmed t but expected to include</i></p> <ul style="list-style-type: none"> <i>Arm's Length Bodies Review</i> <i>Fuller Independent Inquiry</i> 	<ul style="list-style-type: none"> Business Plan <p><i>Other Strategic decision or discussion items to be confirmed t but expected to include</i></p> <ul style="list-style-type: none"> <i>Arm's Length Bodies Review</i> <i>Fuller Independent Inquiry</i>
Governance Matters	<ul style="list-style-type: none"> Standing orders and Committee Terms of Reference update. 	<ul style="list-style-type: none"> <i>Governance matters not addressed elsewhere as required</i> 	<ul style="list-style-type: none"> <i>Governance matters not addressed elsewhere as required</i> 	<ul style="list-style-type: none"> <i>Governance matters not addressed elsewhere as required</i>
Closing Admin	<ul style="list-style-type: none"> Board forward Plan Any other business Post meeting 'wash-up' 	<ul style="list-style-type: none"> Board Forward Plan Any other business Post meeting 'wash-up' 	<ul style="list-style-type: none"> Board Forward Plan Any other business Post meeting 'wash-up' 	<ul style="list-style-type: none"> Board Forward Plan Any other business Post meeting 'wash-up'

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Briefing and developmental sessions for Board members

26 Jun 2025	Late Jul (TBC)	18 Sep 2025	19 Sep 2025	Nov 2025 (TBC)	4 Dec 2025	Jan 2026 (TBC)	5 Mar 2026	May 2026 TBC
Regulation and Context		Stakeholders and People			Finance and Compliance		Risk and Communications	
In person sessions at 2 Redman Place, taking place after Board meeting, facilitated by HTA staff	1 hour session [virtual] facilitated by HTA staff (Session to be arranged when more expected to be known about developments impacting HTA)	In person sessions at 2 Redman Place, taking place after Board meeting, facilitated by HTA staff	Corporate Stakeholder Event facilitated by HTA staff with Board Member participation. In person, central London venue Half day (after Board Meeting)	Informal Board meeting - in person at 2 Redman place	In person sessions at 2 Redman taking place after Board meeting, facilitated by HTA staff	1 hour session [virtual] facilitated by HTA staff	In person sessions at 2 Redman taking place after Board meeting, facilitated by HTA staff	Slides circulation
Regulation Sector Update / Living Organ Donation Training for Board Members Living Organ Donation panel cases: presentation on proposals to seek amendment to statutory panel cases Fuller Independent Inquiry and legal update [specific operational matter] Annual Report and Accounts, and then 24/25 Annual Review	Discussion of Current Landscape; Arm's Length Bodies Review, Fuller Independent Inquiry, etc	Regulation Sector Update (sector to be confirmed) People Strategy Update Information Technology and Digital Update [Workspace available for members at 2 Redman place if required afterwards.] [Networking Dinner for Board Members prior to Stakeholder Event the next day]	Corporate Stakeholder Event	Board Effectiveness Review Outcomes and Action Plan Progress Topical issues	Finance, Procurement and Contract Management, Health and Safety, Anti-Fraud Business Planning for 26/27 Policy Update – Substances of Human Origin and Codes of Practice	Cyber Security and Cyber Assessment Framework (CAF)	Risk and Appetite / Tolerance Communications and Engagement (including Stakeholder Management and Media Handling) Regulation Sector Update (Sector TBC)	Key Performance Indicators for 26/27

Forward agendas for ARAC meetings 2025-26

	10 June 2025	14 October 2025	10 February 2026
Logistics	2 Redman Place (remote joining back-up).	Virtual meeting	2 Redman Place (remote joining back-up).
Attendees	ARAC members, SMT, Private Office, Presenting / observing staff as required, DHSC reps; Auditors	ARAC members, SMT, Private Office, Presenting / observing staff as required, DHSC reps; Auditors	ARAC members, SMT, Private Office, Presenting / observing staff as required, DHSC reps; Auditors
Opening Admin	<ul style="list-style-type: none"> Chair's Introduction Apologies for absence Declarations of Interest Minutes of previous meeting Matters arising 	<ul style="list-style-type: none"> Chair's introduction Apologies for absence Declarations of Interest Minutes of previous meeting Matters arising 	<ul style="list-style-type: none"> Chair's Introduction Apologies for absence Declarations of Interest Minutes of previous meeting matters arising
Audit /Reporting	<ul style="list-style-type: none"> Internal Audit: Draft Annual performance report and Annual opinion report Internal Audit: Assurance reports Internal Audit recommendations tracker report Internal Audit Charter External Audit: Annual Audit opinion and External Auditor's Annual Statement Receipt of External Auditors ISA 260 management letter (final) 	<ul style="list-style-type: none"> Internal Audit: Final Annual performance report and Annual opinion report Internal Audit: Assurance reports Internal Audit recommendations tracker report GIAA ARAC Handbook Approval of External Audit planning report 	<ul style="list-style-type: none"> Internal Audit update Internal Audit: Assurance reports Internal Audit recommendations tracker report External Audit update Review and approval of the Internal Audit proposed Audit plan for the financial year
Updates	<ul style="list-style-type: none"> Cyber security update CAF update 	<ul style="list-style-type: none"> Cyber security update CAF update 	<ul style="list-style-type: none"> Cyber security update CAF Update
Risk	<ul style="list-style-type: none"> Strategic risk register review, Risk Appetite and Risk Strategy 	<ul style="list-style-type: none"> Strategic risk register review , Risk Appetite and Risk Strategy 	<ul style="list-style-type: none"> Strategic Risk Register
ARA	<ul style="list-style-type: none"> Approval of Annual Report and Accounts 	-	-
Policies and procedures	<ul style="list-style-type: none"> Review of Interests and G&H registers Reports on Grievances, disputes, Fraud and other concerns ARAC Effectiveness Review ARAC Terms of reference review Government Functional Standards cycle Anti Fraud policy and Fraud Strategy 	<ul style="list-style-type: none"> Review of Interests and G&H registers Reports on Grievances, disputes, Fraud and other concerns Government Functional Standards interim update Routine policy updates as required 	<ul style="list-style-type: none"> Review of Interests and G&H registers Reports on Grievances, disputes, Fraud and other concerns ARAC Effectiveness Review 2025-26 Government functional Standards final outcomes Routine policy updates as required
Closing Admin	<ul style="list-style-type: none"> Forward Plan Any Other business Post meeting 'wash-up' session 	<ul style="list-style-type: none"> Forward Plan Any Other business Post meeting 'wash-up' session 	<ul style="list-style-type: none"> Forward Plan Any Other business Post meeting 'wash-up' session
Auditor briefing	<ul style="list-style-type: none"> Confidential meeting with Auditors at start or end of meeting if required 	<ul style="list-style-type: none"> Confidential meeting with Auditors at start or end of meeting if required 	<ul style="list-style-type: none"> Confidential meeting with both sets of Auditors at start or end of meeting if required

Forward Agendas for RemCo Meetings 2025-26

	6 June 2025	Summer (1)	5 September 2025	23 January 2026
Logistics	Remote 90 Mins	Remote 2 x 30 minute meetings	Remote 90 Min	Remote 90 Min
Attendees	RemCo Members, CEO, Director Finance and Resources, Private Office, HR Business Partner. Head of People Strategy Implementation.	RemCo Members, CEO, Director Finance and Resources, Private Office, HR business partner. Head of People Strategy Implementation (recusals of interested staff as required)	RemCo Members, CEO, Director Finance and Resources, Private Office, HR business partner. Head of People Strategy Implementation .	RemCo Members, CEO, Director Finance and Resources, Private Office, HR business partner. Head of People Strategy Implementation.
Opening Admin	<ul style="list-style-type: none"> • Introductory • Apologies for absence • Declarations of Interest • Minutes of previous mtg • Matters arising 	<ul style="list-style-type: none"> • Introductory • Declarations of Interest 	<ul style="list-style-type: none"> • Introductory • Apologies for absence • Declarations of Interest • Minutes of previous mtg • Matters arising 	<ul style="list-style-type: none"> • Introductory • Apologies for absence • Declarations of Interest • Minutes of previous mtg • Matters arising
Remuneration Items	<ul style="list-style-type: none"> • Pay for Staff update 	<ul style="list-style-type: none"> • Decision making on Staff and Executive Senior Managers pay proposals. 	Pay for staff update	<ul style="list-style-type: none"> • Pay for staff update
Wider Culture and People Items	<ul style="list-style-type: none"> • People Strategy update • People data • Deep dive: initiating implementation of the Strategy and early learnings. 		<ul style="list-style-type: none"> • People Strategy update • People data • Other culture and people matter as required • Strategy deep dive (TBC) 	<ul style="list-style-type: none"> • People Strategy update • People Data • Other culture and people matter as required • Strategy deep dive (TBC)
Governance matters	<ul style="list-style-type: none"> • RemCo ToR review 	-	-	<ul style="list-style-type: none"> • RemCo Effectiveness Review
Closing Admin	<ul style="list-style-type: none"> • Forward Plan • Any Other business 	<ul style="list-style-type: none"> • Any Other business 	<ul style="list-style-type: none"> • Forward Plan • Any Other business 	<ul style="list-style-type: none"> • Forward Plan • Any Other business

(1) TBC in line with DHSC pay remit. Likely to require one meeting to approve general Staff pay, and one for Executive and Senior Managers’.