

HTA Board meeting, 18 September 2025

Agenda item	4.1 Board forward Plan
For information or decision?	Information
Decision making to date?	N/A
Recommendation	The HTA Board is asked to note the governance cycles as set out
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

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

Activity	Apr 25	May 25	Jun 25	Jul 25	Aug 25	Sep 25	Oct 25	Nov 25	Dec 25	Jan 26	Feb 26	Mar 26
Full Board meetings			26 Jun	22 Jul (informal)		18 Sep		TBC (Informal)	4 Dec			5 Mar
ARAC Meetings			10 Jun				14 Oct				10 Feb	
RemCo Meetings		6 Jun		26 Jun*		5 Sep				23 Jan		
*Additional Pay Award meeting												
Member Appraisal	Objective setting and appraisals			Informal contact with Chair, self-assessment and reflection, post meeting washups etc.								
New Members	4 New members appointment, onboarding, deployment											
		1 x NI member appointment, onboarding, deployment**										
Board Effectiveness review (incl. Committee effectiveness)	Implement 2045-25 Board / Committee effectiveness review action plans (interim Effectiveness Review meeting Nov 2025)											
									Scope BER	Conduct 2025-26 BER		
**Subject to externally managed appointment process and assumption of role												
Training Plan events			Post- Board sessions	Virtual session TBC		Post-Board sessions			Post -Board sessions			Post Board sessions
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 QAR				10 July		2 Oct			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 	<ul style="list-style-type: none"> Dignity of the Deceased: Making Improvements Strategic Change 	<ul style="list-style-type: none"> Budget Setting and Fees <p><i>Other Strategic decision or discussion items to be confirmed but expected to include</i></p> <ul style="list-style-type: none"> Arm's Length Bodies Review Fuller Independent Inquiry 	<ul style="list-style-type: none"> Business Plan <p><i>Other Strategic decision or discussion items to be confirmed but expected to include</i></p> <ul style="list-style-type: none"> Arm's Length Bodies Review Fuller Independent Inquiry
Governance Matters	<ul style="list-style-type: none"> Standing orders and Committee Terms of Reference update. 	<i>Governance matters not addressed elsewhere as required</i>	<i>Governance matters not addressed elsewhere as required</i>	<ul style="list-style-type: none"> Board and Committee Effectiveness <i>Governance matters not addressed elsewhere as reqd</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'

HTA 30-25

Briefing and developmental sessions for Board members

26 Jun 2025	22 Jul	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], CEO and members.	In person sessions at 2 Redman Place, taking place after Board meeting, facilitated by HTA staff	Learning event with stakeholders Event facilitated by HTA staff with Board Member participation. In person, central London venue	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	Discussion of Current Landscape; Arm's Length Bodies Review, Fuller Independent Inquiry, etc	Information Technology and Digital Update	Learning Event with Stakeholders	Board Effectiveness Review Outcomes and Action Plan Progress	Finance, Procurement and Contract Management, Health and Safety, Anti-Fraud	Cyber Security and Cyber Assessment Framework (CAF)	Risk and Appetite / Tolerance	Key Performance Indicators for 26/27
Living Organ Donation panel cases: presentation on proposals to seek amendment to statutory panel cases		People Strategy Update						
Fuller Independent Inquiry and legal update		Strategic Change Options (to focus on FII and recommendations 71, 72, 73)						
Annual Report and Accounts, and then 24/25 Annual Review		Learning Event with stakeholders update						
		<i>Networking Dinner for Board Members prior to the next day</i>		Topical issues	Business Planning for 26/27		Communications and Engagement (including Stakeholder Management and Media Handling)	
					Policy Update – Substances of Human Origin and Codes of Practice		Regulation Sector Update (Sector TBC)	

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 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 Government Functional Standards
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 , 	<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	26 June 2025	5 September 2025	23 January 2026
Logistics	Remote, 90 Minutes	Remote 30 minutes	Remote 90 Min	Remote 90 Min
Attendees	RemCo Members, CEO, Director Finance and Resources, Private Office, HR Business Partner. Head of People Strategy Delivery.	RemCo Members, CEO, Director Finance and Resources, Private Office, HR business partner. Head of People Strategy Delivery (recusals of interested staff as required)	RemCo Members, CEO, Director Finance and Resources, Private Office, HR business partner. Head of People Strategy Delivery .	RemCo Members, CEO, Director Finance and Resources, Private Office, HR business partner. Head of People Strategy Delivery.
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 pay proposals 	<ul style="list-style-type: none"> • Decision making on Executive / Senior Managers pay proposals 	<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 data • People Strategy update and forward look • Strategy deep dive (Performance management) 	<ul style="list-style-type: none"> • People Data • People Strategy update and forward look • Strategy deep dive (TBC) • Other culture and people matters as required
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"> • Forward Plan • Any Other business 	<ul style="list-style-type: none"> • Forward Plan • Any Other business