

Board Meeting Agenda

10:00 – 15:00, 4 December, Wandle 40/41, 2 Redman Place, London, E20 1JQ

From 09:00 the informal seating area adjacent to the meeting room, and tea and coffee will be available for members who wish to arrive early for networking. We are not providing other breakfast items.

Time	Item	Subject	Paper	Lead
10:00	-	Members-only pre-meeting discussion	[oral]	Chair
1. OPENING ADMINISTRATION				
10:10	1.1	Chair's introductory comments	[oral]	Chair
	1.2	Apologies for absence	[oral]	Chair
	1.3	Declaration of interests	[oral]	Chair
	1.4	Minutes of the previous meeting (18 September 2025)	HTA 31-25	Chair
	1.5	Actions Log	HTA 32-25	Chair
2. ASSURANCE / REPORTING ITEMS				
10:20	2.1	Chair's Report	[oral]	Chair
10:25	2.2	Audit and Risk Committee Chair's Report to Board	HTA 33-25	ARAC Chair
10:30	2.3	DHSC Sponsor Team Report	[oral]	DHSC officials
10:35	2.4	Chief Executive's Report	HTA 34-25	CEO
10:55	2.5	HTA Performance Report	HTA 35-25	CEO
3. DECISION ITEMS				
11:20	3.1	Budget setting and fees proposal	HTA 36-25	Director of Finance and Resources
4. INFORMATION ITEMS				
11:40	4.1	Feedback from the Learning Event and next steps	HTA 37-25	Director of Data, Technology and Development
5. CLOSING ADMINISTRATION				
12:00	5.1	Board Forward Plan	HTA 38-25	Chair
	5.2	Any other business	[oral]	Chair
12:10	Formal meeting closes. Opportunity for light-touch self-reflection on meeting for Board members and CEO only			
12:20	Sandwich lunch in informal area outside the meeting room.			

Afternoon informal Sessions

Time	Activity	Papers	Lead
13:20	Strategic Reform Options	On-the-day presentation and discussion	Director of Data, Technology and Development
13:50	Procurement	On-the-day presentation and discussion	Director of Finance and Resources, and Head of Finance and Governance
14:20	Business Planning for 26/27	On-the-day presentation and discussion	Deputy Director for Performance and Governance, and Business Portfolio Manager
14:50	<i>Afternoon sessions close. Informal meeting areas and 'touch-down' workspace available for members if needed for the remainder of the afternoon.</i>		