

## HTA Board meeting, 4 December 2025

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Paper Title (+Reference)	<b>2.6 HTA Performance Report</b>
Information / Decision	Information
Decision Making	N/A
Recommendation	Board is asked to note and comment by exception on the latest updates on performance
Strategic Risks	Risk 1: Operational Risk 2: Reputational Risk 3: Financial Risk 4: Strategy Risk 5: People Risk 6: Security
Strategic Theme	Efficient and Effective
Core Operations / Change Activities	Core Operations
Business Plan Item	Senior Management Team – strategic direction and leadership of operational delivery across the organisation (including risk management and seeking opportunities for ALB collaboration)
Board / Committee Oversight	Board only
Finance / Resource Implications	Various due to the range of items covered
Timescales	2025/26 latest position
Communication(s) (Internal / External)	N/A
Legislative Implications	N/A

# HTA Performance Report

## Purpose of paper

1. This paper informs the Board of the HTA's performance at the end of Quarter 2 (Q2) of 25/26 against our objectives and operational delivery targets.
2. In addition, it provides an early indication of the initial performance in Quarter 3 (Q3) of 25/26.
3. Core operational areas from our Business Plan with Key Performance Indicators (KPIs) are included in this paper in the order presented in the Plan. We have also included some additional operational areas for Board visibility of non-KPI performance where there is something noteworthy to highlight.
4. **Annex A** provides the KPI and Project data overview as at the end of Q2 (final) and **Annex B** gives the KPI and Project data overview for Q3 (latest). The current Strategic Risk Register is provided for information at **Annex C**.

## Ask

5. The HTA Board is asked to **note** and comment by exception on the latest updates on performance.

## Regulation

6. All Regulation KPIs were green for Q2.
7. The KPI to reach a decision on 70% of new licence applications within 90 days of the fee being paid (rolling annual average, reported quarterly) was green at 72% at the end of Q2, representing an improvement on the amber outcome of 68% at the end of Q1.
8. The in-flight Regulation-led project, Innovation in Inspection, was rated at Amber at the end of Q2, being on course with the planned start of a trial of an alternative approach to the management of inspection CAPA (Corrective and Preventative Action) Plans during Q3. It is rated Amber because of some resource availability constraints over Q1 and 2 and the need to revise details for the CAPA plan trial during Q2. Related, but out of scope of the main project, our trialling of the use of Evaluated Self-

Assessments (ESAs) in the Public Display sector continued successfully in Q2.

### Communications

9. In Q2, the communications team published the 2025/26 Business Plan and the 2024/25 Annual Review and delivered a social media focused week in September which highlighted key elements of the review. This focused approach for Q2 built on successful activity in Q1, with similar activity being planned in Q3.
10. Planning and delivery of the Learning Event held in September was a significant focus of the team across the quarter. The event provided a valuable opportunity to share and learn with 150 stakeholders and good representation from across our sectors and the establishments that HTA regulates.
11. Across Q2, the team created ten news items and managed 24 media enquiries. There were 21 mentions of HTA across the period and 3,324 page views of the news content across the quarter.

### Policy and Development

12. The majority of policy resource in Q2 was devoted to project delivery, particularly covering the Codes of Practice (CoP) review, with the team sharing findings from the first phase and agreeing the approach for phase 2. Another key project is SoHO (Substances of Human Origin) implementation, where significant resource was provided to support the Department's gap analysis work, with the HTA providing extra support around the consideration of Human Breast Milk as a SoHO.
13. In addition, the team focused on finalising the 2024/25 Annual Review, which was completed and published in early September in advance of the Learning Event. The team progressed work on Duty to Report arrangements, including agreeing a publication schedule for related data held by the HTA.
14. The team responded to the DHSC with plans for reviewing and simplifying our duties to support growth focused regulation. This focus will be one of the lenses applied when reviewing the Codes of Practice.

## **Information Technology**

15. Overall performance against the KPIs has remained stable in Q2. No significant areas of concern were identified and the IT KPIs are on track. There have been no significant outages to report, which aligns with our main KPI around 99% uptime.
16. Q2 has been a busy period for the IT Team with the launch of the new Technology Change Management System, which was delivered on time and further enhances governance and compliance around required technological changes.

## **Data**

17. A new Data Analyst was appointed during Q2 after a vacancy of several months. An immediate priority for the Analyst has been to complete the collation of recent core datasets in preparation for publication. These datasets include: Licences Granted, Licences Ceased, Licence Variations, Inspection, Inspection Shortfalls, HTA Enquiries, Quarterly HTARIs, Quarterly ODT SAEARs, Quarterly HA SAEARs and Incident summaries covering Q3 & Q4 2024/25 and Q1 & Q2 2025/26.

## **Corporate Services**

18. Performance against our KPIs for both responding to Enquiries and Freedom of Information (Fol) requests was Green at the end of Q2.

## **Finance**

19. The table below provides a summary of our financial position at 30 September 2025 and includes our forecast for the year ending 31 March 2026. An update on the components of our year-to-date net deficit is detailed below.

## HTA 35-25

	Cumulative YTD				2025/26			
	Actual	Budget	Variance		Forecast Outturn	Annual Budget	Variance	
INCOME	£	£	£	%	£	£	£	%
Grant in Aid, incl. RDEL	299,000	260,167	38,833	14.93%	484,243	419,334	64,909	15.48%
Licence Fees	5,987,385	5,898,098	89,287	1.51%	5,993,690	5,898,098	95,592	1.62%
Other	94,988	85,811	9,177	10.69%	111,827	115,622	-3,795	-3.28%
<b>Total Income</b>	<b>6,381,374</b>	<b>6,244,076</b>	<b>137,298</b>	<b>4.06%</b>	<b>6,589,761</b>	<b>6,433,054</b>	<b>156,707</b>	<b>2.44%</b>
<b>Staff Costs</b>								
Salaries and Wages	2,267,051	2,283,774	-16,723	-0.73%	4,643,488	4,567,548	75,940	1.66%
Authority Allowances	70,566	69,533	1,033	1.49%	143,504	139,066	4,438	3.19%
<b>Total staff costs</b>	<b>2,337,617</b>	<b>2,353,307</b>	<b>-15,690</b>	<b>-0.67%</b>	<b>4,786,991</b>	<b>4,706,614</b>	<b>80,378</b>	<b>1.71%</b>
<b>Non-salary staff costs</b>								
Travel and subsistence	116,321	94,273	22,049	23.39%	236,203	197,000	39,203	19.90%
Other Staff costs <sup>1</sup>	29,666	22,400	7,266	32.44%	47,260	43,500	3,760	8.64%
Recruitment	8,964	25,000	-16,036	64.14%	8,964	35,000	-26,036	-74.39%
Training costs	34,370	20,500	13,870	67.66%	47,194	45,000	2,194	4.88%
	189,321	162,173	27,148	16.74%	339,621	320,500	19,121	5.97%
<b>Other Operating Costs</b>								
Telecommunication	7,994	6,250	1,744	27.90%	11,126	12,500	-1,374	-10.99%
ICT Development <sup>2</sup>	177,020	228,500	-51,480	-22.53%	475,521	457,000	18,521	4.05%
Legal & Professional (Legal, audit)	106,318	88,950	17,368	19.53%	211,940	172,900	39,040	22.58%
Conference and Project costs	50,470	182,795	-132,325	-72.39%	240,766	329,755	-88,989	-26.99%
Shared Service / NHSBT / Projects	36,000	36,000	0	0.00%	87,000	72,000	15,000	20.83%
Administration costs	45,983	34,240	11,743	34.30%	88,499	67,850	20,649	30.43%
Accommodation costs	40,824	83,089	-42,265	-50.87%	163,049	168,000	-4,951	-2.95%
Non-cash costs	91,028	67,967	23,061	33.93%	185,183	125,934	59,249	47.05%
	555,637	727,791	-172,155	-23.65%	1,463,084	1,405,939	57,145	4.06%
<b>Total expenditure</b>	<b>3,082,575</b>	<b>3,243,271</b>	<b>-160,696</b>	<b>-4.95%</b>	<b>6,589,697</b>	<b>6,433,053</b>	<b>156,644</b>	<b>2.43%</b>
<b>Net surplus/(deficit)</b>	<b>3,298,799</b>	<b>3,000,805</b>	<b>297,994</b>	<b>9.93%</b>	<b>64</b>	<b>1</b>	<b>63</b>	

<sup>1</sup>Other Staff costs (all-staff days, subscriptions, conferences, welfare)

<sup>2</sup>ICT Development (including IT Subscriptions, Maintenance, Consultancy)

### Revenue Performance (Favourable Variance)

20. Overall, year-to-date (YTD) actual revenues have performed strongly, exceeding the budget by a favourable variance of 4.06%. This positive outcome is primarily driven by exceptional and one-off income streams, specifically the recovery of

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previously written-off debt and higher-than-anticipated application fee income. While this favourable variance provides a strong foundation for the current financial position, it is essential to note that the primary drivers are likely to be non-recurrent.

### **Expenditure Pressures (Unfavourable Variance)**

21. Despite the favourable YTD revenue performance, total expenditure is currently forecast to exceed the full-year budget by 2.43%. This cost pressure is systemic across both major expenditure categories. Forecast staff costs are projected to be over budget by £100,000 (a 2% unfavourable variance), and non-staff costs are forecast to be over budget by £58,000 (a 4.06% unfavourable variance). Main contributors are legal and professional expenditure, administration costs, and lower-than-expected budgeted depreciation and amortisation.

### **Outcome**

22. The organisational objective is to achieve a balanced forecast outturn by year-end, ensuring stability despite current cost pressures. To reach this target, several mitigating actions were taken in Q2, including a detailed review of all non-essential expenditure projects. These measures were aimed at controlling spending and aligning the final outturn with the overall budget, which has been accomplished this quarter.

### **Debtors**

23. Debtor performance remains strong with collections progressing well, evidenced by 98% of April billing and 77% of September billing being already settled. Total current-year debtors stand at £6.27M, with £3.06M overdue (28+ days) and £3.21M not yet due. Prior-year bad debt is stable at 2%. All 2025-2026 Annual Licence Fee invoices were issued in September. A high volume of operational processing is underway to ensure accurate allocations and support continued strong collection performance.

	2025/26			2024/25		
<b>Sector</b>	No. of est	Value	%	No. of est	Value	%
NHS	192	£1,927,986	42%	36	£247,993	46%
Govt bodies	24	£233,225	5%	3	£89,903	17%
Non-Govt bodies	238	£1,108,594	52%	35	£196,059	37%
<b>Total</b>	<b>454</b>	<b>£3,269,804</b>		<b>74</b>	<b>£533,955</b>	

### **Audit and Risk**

24. The latest version of the Strategic Risk Register is given at **Annex C**.

## **HTA 35-25**

25. The People Risk remains above tolerance, although SMT consider that the work flowing from the people strategy is making an encouraging difference. The Q2 pulse survey is not so positive as Q1 but this was anticipated and we are having discussions to unpick this. It is a snapshot assessment and another will be conducted in January. It is anticipated that we might be able to lower the risk in Q3 – as the turnover rate is forecast to reduce notably.
26. The Finance risk has decreased. Now that we have done a full review of budgets and implemented some cost-saving measures, our forecast is now back at a breakeven position. The DHSC moratorium linked to Grant in Aid expenditure remains in place. SMT are sighted and discuss the financial position on a regular basis.
27. The risk to the Finance IT System is mitigated by the SMT decision to upgrade from the version of Great Plains we currently operate (GP2015) to the latest stable and supported version (GP2024). A site audit has been commissioned which will produce a statement of works, project timeline and the phasing of the work to ensure that we prioritise system stability and security during the remainder of 2025/26.
28. All other risks remain stable as previously reported. Board members are sighted on the main strategic areas that could impact us in the coming months or year, but as we remain alert and sighted on potential changes it is not felt that this risk has altered at present.

## **Health and Safety**

29. There were no new Health and Safety incidents reported in Q2. We continue to be supported by colleagues from the CQC Health & Safety team, and this quarter we have released at updated Driving to Work Policy for staff.
30. We have been negotiating with CQC on the SLA & the price and SMT approved this in November.
31. The next Health and Safety Committee will meet in December 2025.

## **Human Resources**

32. The turnover rate has shown a slight reduction from 24.1% in April to 22.9% at the end of September. We are forecasting a larger improvement at the end of December, and this can one indicator that our work implementing the

## HTA 35-25

people strategy is having a positive impact but we recognise we have more to do.

33. Staff sickness in Q2 continued to be relatively low and below the set tolerance level with an average of 4 days per member of staff over the last 12 months. We are currently reviewing the Attendance Policy and staff not already eligible can arrange to have a flu jab locally, which will be reimbursed. It is hoped that this approach will keep our staff healthy, well and in work during the winter months.
34. The pulse survey at the end of Q2 had a lower return rate (67%) compared to that at the end of Q1 (78%), although this was not unexpected. The responses and comparisons were presented to staff at a recent Weekly Exchange Call. Overall, of the seven questions asked, scores were down in four areas, unchanged in two and with one improving. These short pulse checks are snapshots in time and not as extensive as the full Staff Survey which we hold every two years but, nevertheless, they are important barometers and the results will be unpacked at the next Staff Forum and then these combined findings discussed at the next meeting of RemCo in January.
35. We upgraded the HTA HR System at the start of October and are using the performance management module to ensure greater consistency across the organisation.

## Quarter 2 summary

36. At the end of Q2 the Portfolio **RAG** rating for the Business Plan is **Green**.
37. Core operations: 11 of our 14 KPIs are either Green or N/A at this point in the year. 3 are Red, and of these 1 relates to a current underspend against our budget due to the profiling of spend for Project work and 2 relate to attrition (that we have split out for greater transparency) and are improving.
38. Change activities: We are on schedule to deliver / progress all the must-do Projects that we have committed to for 25/26, although at the end of September there was a delay to initiating the Finance System Project when work was briefly paused (work subsequently resumed after an intervention, and a fundamental change in our approach to the work – which will now involve stabilising and upgrading the current system rather than replacing it).

## Quarter 3 early insights

39. Details of early Q3 performance are given at **Annex B**. The current Portfolio **RAG** rating for the Business Plan remains **Green**.



## HTA 35-25

- 40. Core operations: our KPI performance remains positive and has not materially changed at the start of Q3.
- 41. Change activities: we remain on schedule, with our final 25/26 Projects now progressing as intended.
- 42. There was a seasonal virus which has impacted staff attendance figures for October but with no long-term sickness reported at present there are no concerns and the overall figure remains within tolerance.

## Recommendation

- 45. Board is asked to **note** and comment by exception on the latest updates on performance.

## Annex A – Quarterly Board data overview, 25/26 Quarter 2 final position

### Core operations

# KPIs

<b>7</b> On Track	<b>0</b> At Risk	<b>3<sup>^</sup></b> Off Track
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	Indicator	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD		
Approach to Regulation																
Regulation	[1] 222 <b>compliance assessments</b> across all sectors [reported quarterly against planned allocation]	Reported Quarterly		73		Reported Quarterly	56		Reported Quarterly	XX		Reported Quarterly	XX	129		
	[2] Decisions reached on 70% of <b>new licence applications</b> within 90 days of the application fee being paid (rolling annual average) [reported quarterly]	Reported Quarterly		68%		Reported Quarterly	72%		Reported Quarterly	XX		Reported Quarterly	XX	72%		
	[3] 99% of <b>panel and non-panel cases</b> actioned within 10 and 5 working days respectively [reported monthly]	96%	100%	100%	100%	100%	100%		XX	XX	XX	XX	XX	XX	100%	
Trust and Confidence																
N/A	N/A	N/A														
Use of Information																
DTD	[4] 99% <b>system availability</b> across our core essential functions, outside of scheduled maintenance routines and system patching [reported monthly]	100%	100%	100%	100%	100%	100%		XX	XX	XX	XX	XX	XX	100%	
	[5] Bi-annual <b>open datasets</b> are assessed, validated and published within 10 weeks of quarter end [reported annually]	Reported Annually												XX	XX	

YTD calculation	
	Cumulative
	Average
	Latest month

~June Actual spend KPI data re-stated retrospectively to include missing minus symbol

## KPIs

<b>7</b> On Track	<b>0</b> At Risk	<b>3<sup>^</sup></b> Off Track
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	Indicator	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD	
<b>Efficient and Effective</b>															
<b>P&amp;CG</b>	[6] 90% of <b>enquiries</b> answered within 10 working days [reported monthly]	97.9%	96.8%	97.1%	98.2%	97.4%	92.7%	XX	XX	XX	XX	XX	XX	96.7%	
	[7] 100% of <b>FOIs</b> (Freedom of Information requests) responded to within 20 working days [reported quarterly]	Reported Quarterly		100%	Reported Quarterly		100%	Reported Quarterly	XX	Reported Quarterly	XX		100%		
<b>Resources</b>	[8] Actual <b>spend</b> within 3% of budget [reported quarterly]	Reported Quarterly		-1.2%~	Reported Quarterly		-5.0%	Reported Quarterly	XX	Reported Quarterly	XX		-5.0%		
	[9] <b>Debt</b> no more than 5% of income at year end [reported annually]	Reported Annually										XX	XX		
	[10] Unqualified external <b>audit opinion</b> received [reported annually]	Reported Annually										*	*		
	[11] 100% of ' <b>reportable incidents</b> ' reported to HSE (Health and Safety Executive) within 10 working days [reported quarterly]	Reported Quarterly		N/A	Reported Quarterly		N/A	Reported Quarterly	XX	Reported Quarterly	XX		N/A		
	[12] Staff <b>sickness</b> no more than 3% [reported monthly]	2.1%	2.2%	1.6%	0.7%	1.5%	1.6%		XX	XX	XX	XX	XX	1.6%	
	[13 a] <b>Attrition</b> rate excluding planned exits (Fixed Term Contracts) no more than 18% [reported monthly]	24.1%	24.1%	24.1%	24.1%	24.3%	22.9%	XX	XX	XX	XX	XX	XX	22.9%	
	[13 b] <b>Total attrition</b> rate no more than 20% [reported monthly]	31%	31%	29.3%	29.3%	29.6%	27.9%		XX	XX	XX	XX	XX	27.9%	

\*Not due for reporting until May / June 2026

<sup>^</sup>NB our performance in terms of staff attrition is scrutinised by x2 KPIs for 25/26 (with and without fixed term contracts, 13 a / b) but represents x1 area of performance

## Change activities

## Projects

	Project	Sponsor	Jul 25	Aug 25	Sep 25	Summary (Including Lifecycle Stage)
Approach to Regulation						
Regulation	<b>Innovation in inspection</b> <i>[Must do]</i>	Nicky Harrison	A	A	A	<b>Lifecycle Stage: Delivery</b> Project remains on course with an Amber rating due to insufficient assigned Resource (Regulation). Pilot CAPA template and guidance drafted. Trial set to begin in Q3 <i>[Project expected to complete in 25/26]</i>
	<b>Living organ donation approvals</b> <i>[Must do]</i>	Nicky Harrison				<b>Lifecycle Stage: Ideas</b> Business Case drafted <i>[Project expected to run into 28/29]</i>
DTD	<b>Substances of Human Origin</b> <i>[Must do]</i>	Louise Dineley	A	A	A	<b>Lifecycle Stage: Delivery</b> Project remains on course with an Amber rating due to insufficient assigned Resource (Policy and Development). Phase 2 planning is underway <i>[Project expected to run into 27/28]</i>
Trust and Confidence						
DTD	<b>Review of Codes of Practice</b> <i>[Should do]</i>	Louise Dineley	G	A	G	<b>Lifecycle Stage: Delivery</b> Project now on track with a Green rating. Phase 3 preparations underway to test framework across both individual and thematic Code contexts <i>[Project expected to run into 26/27 + new Project expected to deliver updated Codes]</i>
Use of Information						
DTD	<b>Implement Technology Change Management</b> <i>[Could do]</i>	Louise Dineley	G	G	G	<b>Lifecycle Stage: Go Live</b> Project remains on track with a Green rating. System design, development, and UAT progressing, pending Sponsor sign-off on Technology Change Management Process <i>[Project expected to complete in 25/26]</i>
Efficient and Effective						
Resources	<b>Replace our current Finance System</b> <i>[Could do]</i>	Katrina Leighton-Hearn			R	<b>Lifecycle Stage: Initiation</b> Project at intervention with a Red rating due to Start Date and Key Milestones off track (all) and insufficient assigned Resource (IT and Finance). BAU must be prioritised <i>[Project expected to run into 26/27]</i>
	<b>Implement our People Strategy</b> <i>[Should do]</i>	Katrina Leighton-Hearn	G	G	G	<b>Lifecycle Stage: Delivery</b> Project remains on track with a Green rating. Continued focus on actioning priority areas. Detailed Plan to be provided to October PSMT (and ongoing) <i>[Project expected to run into 27/28]</i>

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Draft policies may be subject to revision following the HTA Board meeting

**Annex B – Quarterly Board data overview, 25/26 Quarter 3 latest position****Core operations****KPIs**

<b>7</b> On Track	<b>0</b> At Risk	<b>3<sup>^</sup></b> Off Track
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	Indicator	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD		
Approach to Regulation																
Regulation	[1] 222 <b>compliance assessments</b> across all sectors [reported quarterly against planned allocation]	Reported Quarterly		73		Reported Quarterly	56		Reported Quarterly	XX		Reported Quarterly	XX	129		
	[2] Decisions reached on 70% of <b>new licence applications</b> within 90 days of the application fee being paid (rolling annual average) [reported quarterly]	Reported Quarterly		68%		Reported Quarterly	72%		Reported Quarterly	XX		Reported Quarterly	XX	72%		
	[3] 99% of <b>panel and non-panel cases</b> actioned within 10 and 5 working days respectively [reported monthly]	96%	100%	100%	100%	100%	100%	100%	100%	XX	XX	XX	XX	XX	100%	
Trust and Confidence																
N/A	N/A	N/A														
Use of Information																
DTD	[4] 99% <b>system availability</b> across our core essential functions, outside of scheduled maintenance routines and system patching [reported monthly]	100%	100%	100%	100%	100%	100%	100%	100%	XX	XX	XX	XX	XX	100%	
	[5] Bi-annual <b>open datasets</b> are assessed, validated and published within 10 weeks of quarter end [reported annually]	Reported Annually											XX	XX		

YTD calculation	
	Cumulative
	Average
	Latest month

## KPIs

7  
On Track0  
At Risk3<sup>^</sup>  
Off Track

	Indicator	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD	
Efficient and Effective															
P&CG	[6] 90% of <b>enquiries</b> answered within 10 working days [reported monthly]	97.9%	96.8%	97.1%	98.2%	97.4%	92.7%	96.7%	XX	XX	XX	XX	XX	96.7%	
	[7] 100% of <b>FOIs</b> (Freedom of Information requests) responded to within 20 working days [reported quarterly]	Reported Quarterly		100%	Reported Quarterly		100%	Reported Quarterly		XX	Reported Quarterly		XX	100%	
Resources	[8] Actual <b>spend</b> within 3% of budget [reported quarterly]	Reported Quarterly		-1.2%	Reported Quarterly		-5.0%	Reported Quarterly		XX	Reported Quarterly		XX	-5.0%	
	[9] <b>Debt</b> no more than 5% of income at year end [reported annually]	Reported Annually											XX	XX	
	[10] Unqualified external <b>audit opinion</b> received [reported annually]	Reported Annually											*	*	
	[11] 100% of ' <b>reportable incidents</b> ' reported to HSE (Health and Safety Executive) within 10 working days [reported quarterly]	Reported Quarterly		N/A	Reported Quarterly		N/A	Reported Quarterly		XX	Reported Quarterly		XX	N/A	
	[12] Staff <b>sickness</b> no more than 3% [reported monthly]	2.1%	2.2%	1.6%	0.7%	1.5%	1.6%	1.3%	XX	XX	XX	XX	XX	1.3%	
	[13 a] <b>Attrition</b> rate excluding planned exits (Fixed Term Contracts) no more than 18% [reported monthly]	24.1%	24.1%	24.1%	24.1%	24.3%	22.9%	22.9%	XX	XX	XX	XX	XX	22.9%	
	[13 b] <b>Total attrition</b> rate no more than 20% [reported monthly]	31%	31%	29.3%	29.3%	29.6%	27.9%	27.9%	XX	XX	XX	XX	XX	27.9%	

\*Not due for reporting until May / June 2026

^NB our performance in terms of staff attrition is scrutinised by x2 KPIs for 25/26 (with and without fixed term contracts, 13 a / b) but represents x1 area of performance

## Change activities

## Projects

	Project	Sponsor	Aug 25	Sep 25	Oct 25	Summary (Including Lifecycle Stage)
Approach to Regulation						
Regulation	<b>Innovation in inspection</b> <i>[Must do]</i>	Nicky Harrison	A	A	A	<b>Lifecycle Stage: Delivery</b> Project remains on course with an Amber rating due to insufficient assigned Resource (Regulation). Final CAPA template and guidance agreed upon. Trial set to begin <i>[Project expected to complete in 25/26]</i>
	<b>Living organ donation approvals</b> <i>[Must do]</i>	Nicky Harrison				<b>Lifecycle Stage: Ideas</b> Business Case reviewed <i>[Project expected to run into 28/29]</i>
DTD	<b>Substances of Human Origin</b> <i>[Must do]</i>	Louise Dineley	A	A	A	<b>Lifecycle Stage: Delivery</b> Project remains on course with an Amber rating due to insufficient assigned Resource (Regulation). EDQM Consultation Information Paper to be provided to November (P)SMT <i>[Project expected to run into 27/28]</i>
Trust and Confidence						
DTD	<b>Review of Codes of Practice</b> <i>[Should do]</i>	Louise Dineley	A	G	G	<b>Lifecycle Stage: Delivery</b> Project remains on track with a Green rating. Phase 3 preparations finalised. Framework Structure and Phase 3 Details Decision Paper to be provided to November PSMT <i>[Project expected to run into 26/27 + new Project expected to deliver updated Codes]</i>
Use of Information						
DTD	<b>Implement Technology Change Management</b> <i>[Could do]</i>	Louise Dineley	G	G	G	<b>Lifecycle Stage: Close</b> Project remains on track with a Green rating. Project delivered successfully and ready to close <i>[Project expected to complete in 25/26]</i>
Efficient and Effective						
Resources	<b>Upgrade our current Finance System</b> <i>[Could do]</i>	Katrina Leighton-Hearn		R	G	<b>Lifecycle Stage: Initiation</b> Project now on track with a Green rating. Initiation activities progressed as intended <i>[Project expected to run into 26/27]</i>
	<b>Implement our People Strategy</b> <i>[Should do]</i>	Katrina Leighton-Hearn	G	G	G	<b>Lifecycle Stage: Delivery</b> Project remains on track with a Green rating. Continued focus on actioning priority areas. Detailed Plan to be provided to November PSMT (and ongoing) <i>[Project expected to run into 27/28]</i>

HTA meeting papers are not policy documents.

Draft policies may be subject to revision following the HTA Board meeting

## KPIs / PIs – RAG rating definitions



Category	Red	Amber	Green
Indicator	<ul style="list-style-type: none"><li>• If performance is &gt;10% outside target</li></ul>	<ul style="list-style-type: none"><li>• If performance is 1% - 10% outside target</li></ul>	<ul style="list-style-type: none"><li>• If performance is within 1% of target (or better)</li></ul>



## Projects – RAG rating definitions

Category	Red	Amber	Green	Blue	
<b>Overall</b>	<ul style="list-style-type: none"> <li>If one or more of the Plan, Benefits, Cost and Resource RAGs are Red</li> </ul>	<ul style="list-style-type: none"> <li>If one or more of the Plan, Benefits, Cost and Resource RAGs is Amber and none are Red</li> </ul>	<ul style="list-style-type: none"> <li>If all of the Plan, Benefits, Cost and Resource RAGs are Green or N/A</li> </ul>	<ul style="list-style-type: none"> <li>Project complete</li> </ul>	<ul style="list-style-type: none"> <li>Project not live</li> </ul>
<b>Plan</b>	<ul style="list-style-type: none"> <li>If more than one Date (Start / End) or Key Milestone is off track</li> </ul>	<ul style="list-style-type: none"> <li>If one Date (Start / End) or Key Milestone is off track</li> </ul>	<ul style="list-style-type: none"> <li>If all Dates (Start / End) and Key Milestones are on track</li> </ul>		
<b>Benefits</b>	<ul style="list-style-type: none"> <li>If more than one Benefit is off track</li> </ul>	<ul style="list-style-type: none"> <li>If one Benefit is off track</li> </ul>	<ul style="list-style-type: none"> <li>If all Benefits are on track</li> </ul>		
<b>Cost</b>	<ul style="list-style-type: none"> <li>If total PTD actuals are &gt;3% outside PTD forecast</li> </ul>	<ul style="list-style-type: none"> <li>If total PTD actuals are 1% - 3% outside PTD forecast</li> </ul>	<ul style="list-style-type: none"> <li>If total PTD actuals are within 1% of PTD forecast</li> </ul>		
<b>Resource</b>	<ul style="list-style-type: none"> <li>If more than one identified service area has insufficient assigned Resource</li> </ul>	<ul style="list-style-type: none"> <li>If one identified service area has insufficient assigned Resource</li> </ul>	<ul style="list-style-type: none"> <li>If all identified service areas have sufficient assigned Resource</li> </ul>		

# **HTA Board**

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**Confidential**

**Annex C to HTA**

**Performance**

**Report**

