HTA Board meeting, 4 December 2025

Paper Title (+Reference)	**4.1 Board Forward Plan**
Information / Decision	Information
Decision Making	N/A
Recommendation	Board is asked to note the governance cycles as set out
Strategic Risks	N/A
Strategic Theme	Efficient and Effective
Core Operations / Change Activities	Core Operations
Business Plan Item	Private Office – facilitating Board, Committee, and Senior Management functions, providing good governance support and compliance with Government requirements
Board / Committee Oversight	Board only
Finance / Resource Implications	Various due to the range of items covered
Timescales	2025/26 and Q1 and Q2 of 2026-27
Communication(s) (Internal / External)	N/A
Legislative Implications	N/A

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	Apr 26	May 26	Jun 26	Jul 26	Aug 26	Sep 26
Board meetings			26 Jun Formal	22 Jul informal remote		18 Sep Formal		7 Nov Informal remote	4 Dec Formal	Jan TBC informal remote		5 Mar Formal	Apr TBC informal remote		25 Jun Formal in Public		Jul/Aug TBC Informal	24 Sept Formal
ARAC Meetings			10 Jun				14 Oct	20 Nov (IA provision)			10 Feb				9 June			*[13 Oct]*
RemCo Meetings*		6 Jun		26 Jun*		5 Sep				23 Jan				29 May				4 Sep

*Additional Pay Award meetings may need to be called, subject to timing of DHSC pay remits.

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	Apr 26	May 26	Jun 26	Jul 26	Aug 26	Sep 26
Member Appraisal	Objective setting and appraisals		Informal contact with Chair, self-assessment and reflection, post meeting washups etc.										Objective setting and appraisals				Informal contact with Chair, self-assessment, reflection, meeting washups etc. (to end year)	
New members	4 New members appointment, onboarding, deployment								ARAC Chair (internal appointment)				Chair appointment (to January 2027)					
		1 x NI member appointment, onboarding, deployment																
Board / Cttee Effectiveness review	Implement 2024-25 Board / Committee effectiveness review action plans (interim Effectiveness Review meeting Nov 2025)												Implement 2025-26 Board / Committee effectiveness review action plans (interim Effectiveness Review meeting Nov 2026) (to end year)					
									Scope BER	Conduct 2025-26 BER								
LOD Panel Work	Continuous as required																	
Board Training/ Briefing Plan			Post-Board sessions	Virtual session		Post-Board sessions		Virtual session	Post - Board sessions	Virtual session		Post Board sessions	Virtual session		Post Board sessions		Virtual session	
Other key Internal events		CIRP/BCP test		3 Jul All staff day		25 Sep All staff day			16 Dec All staff day			Mar TBC All staff day	CIRP BCP test			Jul TBC all staff day		Sep TBC all staff Day
				19 Sep Learning exchange														Sep TBC Learning Event
				IA 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			17 Dec			11 Mar			June /Jul TBC			Sep/Oct TBC

Forward Agendas for Board Meetings

	26 June 2025	18 September 2025	4 December 2025	5 March 2026	25 June 2026	24 Sep 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	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
Attendees	Board, SMT, Private Office, Presenting/observing staff as required, DHSC reps. NI/Wales Gov observers. Public observers (formal meeting only).	Board, SMT, Private Office, Presenting/observing staff as required, DHSC reps. NI/Wales Gov observers	Board, SMT, Private Office, Presenting/observing staff as required, DHSC reps. NI/Wales Gov observers	Board, SMT, Private Office, Presenting/observing staff as required, DHSC reps. NI/Wales Gov observers.	Board, SMT, Private Office, Presenting/observing staff as required, DHSC reps. NI/Wales Gov observers (formal meeting only).	Board, SMT, Private Office, Presenting/observing staff as required, DHSC reps. NI/Wales Gov observers
Opening Admin	• *Board pre-meeting discussion* • Chair's introduction • Apologies for absence • Declarations of Interest • Minutes of previous meeting • Matters arising	• *Board pre-meeting discussion* • Chair's introduction • Apologies for absence • Declarations of Interest • Minutes of previous meeting • Matters arising	• *Board pre-meeting discussion* • Chair's introduction • Apologies for absence • Declarations of Interest • Minutes of previous meeting • Matters arising	• *Board pre-meeting discussion* • Chair's introduction • Apologies for absence • Declarations of Interest • Minutes of previous meeting • Matters arising	• *Board pre-meeting discussion* • Chair's introduction • Apologies for absence • Declarations of Interest • Minutes of previous meeting • Matters arising	• *Board pre-meeting discussion* • Chair's introduction • Apologies for absence • Declarations of Interest • Minutes of previous meeting • Matters arising
Assurance Reports	• Chair's Report • ARAC Chair Report (Annual) • RemCo Chair Report (Annual) • DHSC Report • CEO's Report • HTA Performance report	• Chair's Report • ARAC Chair Report • RemCo Chair Report • DHSC Report • CEO's Report • HTA Performance Report	• Chair's Report • ARAC Chair Report • RemCo Chair Report • DHSC Report • CEO's Report • HTA Performance Report	• Chair's Report • ARAC Chair's Report • RemCo Chair's Report • DHSC Report • CEO's Report • HTA Performance Report	• Chair's Report • ARAC Chair Report (Annual) • RemCo Chair Report (Annual) • DHSC Report • CEO's Report • HTA Performance Report	• Chair's Report • ARAC Chair Report • RemCo Chair Report • DHSC Report • CEO's Report • HTA Performance Report
Items for Information or decision	• 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	• Dignity of the Deceased: Making Improvements • Strategic Change	• Budget Setting and Fees • Learning event report	• Business Plan • Horizon Scanning Report *Other Strategic decision or discussion items to be confirmed but expected to include* • *Arm's Length Bodies Review* • *Fuller Independent Inquiry*	• HTA Strategy 2024 – 27 a review of year 2 *Other Strategic decision or discussion items to be confirmed but expected to include* • *Arm's Length Bodies Review* • *Fuller Independent Inquiry*	*Other Strategic decision or discussion items to be confirmed but expected to include* • *Arm's Length Bodies Review* • *Fuller Independent Inquiry*
Governance Matters	• Standing orders and Committee Terms of Reference update.	-	-	• Board Effectiveness • *Other Governance matters as reqd*	• *Other Governance matters as reqd*	• *Other Governance matters as reqd*
Closing Admin	• Board forward Plan • Any other business • *(Post meeting 'wash-up)'*	• Board Forward Plan • Any other business • Post meeting 'wash-up'	• Board Forward Plan • Any other business • Post meeting 'wash-up'	• Board Forward Plan • Any other business • Post meeting 'wash-up'	• Board forward Plan • Any other business • Post meeting 'wash-up'	• Board forward Plan • Any other business • Post meeting 'wash-up'

	26 June 2025	18 September 2025	4 December 2025	5 March 2026	25 June 2026	24 Sep 2026
Post meeting development sessions Closing Admin	• Regulation sector update / LOD Training for Board Members • LOD panel cases: proposals to seek amendment to statutory panel cases • Fuller Independent Inquiry and legal update • Annual Report and Accounts and 24/25 Annual Review	• Information Technology and Digital Update • People Strategy Update • Strategic Change Options (to focus on FII and recommendations 71, 72, 73) • Stakeholder "Learning" Event of 19 September	• Strategic Reform Options • Procurement • Business Planning for 26/27	• Risk and Appetite / Tolerance • Communications and Engagement (including Stakeholder Management and Media Handling) • Regulation Sector Update (Sector TBC)	• Annual Report and Accounts • 24/25 Annual Review TBC	TBC

Forward agendas for ARAC meetings

	10 June 2025	14 October 2025	10 February 2026 (Potentially move to Jan to facilitate chair handover)	9 June 2026
Logistics	2 Redman Place (remote joining back-up).	Virtual meeting	2 Redman Place (remote joining back-up).	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	ARAC members, SMT, Private Office, Presenting / observing staff as required, DHSC reps; Auditors
Pre and post-meeting	• Informal pre-meeting member engagement • Post meeting 'wash-up' and reflections session	• New Chair and Members pre-meeting discussion	• Members pre-meeting with Auditors • Post meeting 'wash-up' and reflections session	• Members pre-meeting with Auditors • Post meeting 'wash-up' and reflections session
Opening Admin	• Chair's Introduction • Apologies for absence • Declarations of Interest • Minutes of previous meeting • Matters arising	• Chair's introduction, • Apologies for absence • Declarations of Interest • Minutes of previous meeting • Matters arising	• Chair's Introduction / handover • Apologies for absence • Declarations of Interest • Minutes of previous meeting • Matters arising	• Chair's Introduction • Apologies for absence • Declarations of Interest • Minutes of previous meeting • matters arising
Audit /Reporting	• IA: Draft Annual performance report and Annual opinion report • IA: Assurance reports • IA recommendations tracker report • IA Charter • EA: Annual Audit opinion and EA Annual Statement • Receipt of EA ISA 260 management letter (final)	• IA: Final Annual performance report and Annual opinion report • IA: Assurance reports • IA: recommendations tracker report • EA: planning report	• IA update • IA: Assurance reports • IA recommendations tracker report • EA update • Review and approval of the IA proposed Audit plan for the financial year	• IA: Draft Annual performance report and Annual opinion report • IA: Assurance reports • IA recommendations tracker report • IA Charter • EA: Annual Audit opinion and EA Annual Statement • Receipt of EA ISA 260 management letter (final)
Updates	• Cyber security update • CAF update	• Cyber security update • CAF update	• Cyber security update • CAF Update • Government Functional Standards	• Cyber security update • CAF Update • *Other topical updates as required*
Risk	• Strategic risk register review, Risk Appetite and Risk Strategy	• Strategic risk register review,	• Strategic Risk Register	• Strategic risk register review, Risk Appetite and Risk Strategy
ARA	• Annual Report and Accounts	-	-	• Annual Report and Accounts
Policies and procedures	• 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	• 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	• 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	• 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
Closing Admin	• Forward Plan • Any Other business • Chair handover arrangements	• Forward Plan • Any Other business	• Forward Plan • Any Other business • Post meeting 'wash-up' and reflection session	• Forward Plan • Any Other business

Forward Agendas for RemCo Meetings

	6 June 2025	26 June 2025	5 September 2025	23 January 2026	9 June 2026	4 September 2026
Logistics	Remote, 90 Minutes	Remote 30 minutes	Remote 90 Min	Remote 120 Minutes	Remote 120 Minutes	Remote 120 Minutes
Pre/post meeting	-	-	Post meeting wash-up discussion	Pre meeting members only session Post meeting wash up/ reflections	Pre meeting members only session Post meeting wash up/ reflections	Pre meeting members only session Post meeting wash up/ reflections
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, 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.	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.	RemCo Members, CEO, Director Finance and Resources, Private Office, HR business partner. Head of People Strategy Delivery.
Opening Admin	• Introductory • Apologies for absence • Declarations of Interest • Minutes of previous mtg • Matters arising	• Introductory • Declarations of Interest	• Introductory • Apologies for absence • Declarations of Interest • Minutes of previous mtg • Matters arising	• Introductory • Apologies for absence • Declarations of Interest • Minutes of previous mtg • Matters arising	• Introductory • Apologies for absence • Declarations of Interest • Minutes of previous mtg • Matters arising	• Introductory • Apologies for absence • Declarations of Interest • Minutes of previous mtg • Matters arising
Remuneration	• Pay update	• Decision making on staff pay proposals	• Decision making on Executive / Senior Managers pay proposals	• Pay update • Long Service Awards	• Decision making on staff pay proposals (if timely: a separate meeting may be required subject to timing of DHGSC pay remit)	• Decision making on Executive/Senior managers pay proposals (if timely: a separate meeting may be required subject to timing of DHSC pay remit)
Wider Culture and People Items	• People data • People Strategy update • Strategy Deep dive: initiating implementation of the Strategy and early learnings.	-	• People data • People Strategy update and forward look • Strategy deep dive (Performance management)	• People Data • People Strategy update and forward look • Strategy deep dive (topic TBC) • Health and Wellbeing • *Other culture and people matters as required*	• People Data • People Strategy update and forward look • Strategy deep dive (TBC) • *Other culture and people matters as required*	• People Data • People Strategy update and forward look • Strategy deep dive (topic TBC) • *Other culture and people matters as required*
Governance matters	• RemCo ToR review	-	-	• RemCo Effectiveness Review	-	-
Closing Admin	• Forward Plan • Any Other business	-	• Forward Plan • Any Other business	• Forward Plan • Any Other business	• Forward Plan Any Other business	• Forward Plan • Any Other business