HTA Board meeting, 6 March 2025

Agenda item	**6.1 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	N/A
Communication(s) (internal/ external stakeholders)	N/A
Identified legislative implications	N/A

risk appetite in relation to potential debtors and non-payers,June ARAC

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:

- A similar frequency and format of Board and ARAC meetings to that in 2024-25.
- A regularised schedule of RemCo meetings – with flexibility to accommodate the timing of Departmental Pay remits
- The June Board meeting to be held in public (virtual attendance) following last year's deferral to September because of the General Election.
- Post meeting development and effectiveness sessions to be completed in line with a training plan produced after the Board effectiveness review is complete. However, we anticipate a mix of corporate and sectorally themed briefing training sessions with further opportunities for informal engagements. Further joint meetings with HSSIB are under consideration,

HTA 10-25
HTA Board Activity 2025-26: 'Plan on a page'

Activity	Apr 24	May 24	Jun 24	Jul 24	Aug 24	Sept 24	Oct 24	Nov 24	Dec 24	Jan 25	Feb 25	Mar 25
Full Board meetings			26 Jun			18 Sep			11 Dec			5 Mar
RemCo Meetings		30 May				5 Sep *		TBC (if required)		23 Jan		
ARAC Meetings			10 Jun				14 Oct				10 Feb	

*Further or alternative RemCo meetings required, subject to timing of DHSC pay remit

Activity	Apr 24	May 24	Jun 24	Jul 24	Aug 24	Sept 24	Oct 24	Nov 24	Dec 24	Jan 25	Feb 25	Mar 25
Member Appraisal	Objective setting and appraisals		Informal contact with Chair, self-assessment and reflection, post meeting washups etc.									
New Members	Appointment, onboarding and deployment of new members*											
Board Effectiveness	Implement 2024-25 Board / Committee effectiveness review action plans											
						6 Month Effectiveness check				Scope /set up BER	Conduct 2025-26 BER	

**Subject to timings of appointments by DHSC

Activity	Apr 24	May 24	Jun 24	Jul 24	Aug 24	Sept 24	Oct 24	Nov 24	Dec 24	Jan 25	Feb 25	Mar 25
Training Plan events			Post-Board sessions			Post-Board sessions			Post - Board sessions			Post Board sessions
Other key events	CIRP/BCP test			3 Jul All staff day		25 Sep All staff day			16 Dec All staff day			

Activity	Apr 24	May 24	Jun 24	Jul 24	Aug 24	Sept 24	Oct 24	Nov 24	Dec 24	Jan 25	Feb 25	Mar 25
SMT/BDT meetings	Routine management meetings (Senior Management team, weekly; Business development fortnightly, PSMT) Operational oversight, including (at SMT, informed by BDT) development and sign off of Board and Committee papers											
DCHS QAM			TBC			TBC			TBC			TBC

Forward Agendas for Board meetings 2025-26

	26 June 2025	18 September 2025	11 December 2025	5 March 2026
Logistics	**MEETING HELD IN PUBLIC** 2 Redman Place (remote joining back up, and for members of the public observing). Morning meeting followed by lunch, and afternoon development activity.	2 Redman Place (remote joining back up). Morning meeting followed by lunch and afternoon development activity	2 Redman Place (remote joining back up). Morning meeting followed by lunch and afternoon development activity	2 Redman Place (remote joining back up). Morning meeting followed by lunch and 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	• Chair's introduction, welcome / context for guests • 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 • 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
Assurance Reports	• Chair's report • DHSC Report • CEO's Report • HTA Performance	• Chair's report • DHSC Report • CEO's Report • HTA Performance	• Chair's report • DHSC Report • CEO's Report • HTA Performance	• Chair's report • DHSC Report • CEO's Report • HTA Performance
Items for Decision	• *Other strategic decision items as required*	• *Other strategic decision items as required*	• Budget Setting and fees • *Other strategic decision items as required*	• *Other strategic decision items as required*
Items for Discussion	• Strategic Risk Register • Annual Review • *Other Strategic matters for discussion as required*]	• *Other Strategic matters for discussion as required*]	• *Other Strategic matters for discussion as required*]	• Business Plan • *Other Strategic matters for discussion as required*]
Governance Matters	• ARAC Chair's report • RemCo Chair's Report • RemCo ToR • Board Effectiveness Review update • *other Governance matters not addressed elsewhere as required*	• Standing Orders (including ARAC ToR) • ARAC Chair's report • RemCo Chair's Report • *other Governance matters not addressed elsewhere as required*	• ARAC Chair's report • RemCo Chair's Report • *other Governance matters not addressed elsewhere as required*	• ARAC Chair's report • RemCo Chair's Report • *other Governance matters not addressed elsewhere as required*
Closing Admin	• Board forward Plan • Questions from public attendees	• Board Forward Plan • Any other business	• Board Forward Plan • Any other business	• Board Forward Plan • Any other business

	• Any other business • Post meeting 'wash-up'	• Post meeting 'wash-up'	• Post meeting 'wash-up'	• Post meeting 'wash-up'
Post-meeting Board Effectiveness, Training and development activity	• Lunch / informal networking for members and staff. • Board development/ Training sessions TBC	• Lunch / informal networking for members and staff. • Board development/ Training sessions TBC	• Lunch / informal networking for members and staff. • Board development/ Training sessions TBC	• Lunch / informal networking for members and staff. • Board development/ Training sessions TBC

HTA 10-25
Forward agendas for ARAC meetings 2024-25

	10 June 2025	14 October 2024	10 February 2025
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	• 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 • Apologies for absence • Declarations of Interest • Minutes of previous meeting • matters arising
Regular items	• Assurance reports from Internal Audit • Audit recommendations tracker report • Strategic risk register review • HTA's risk appetite in relation to potential debtors • Policies/procedures updates • Cyber security update • CAF update	• Assurance reports from Internal Audit, supplementary materials ,and Final opinion • Audit recommendations tracker report • Strategic risk register review • Policies/procedures updates • Cyber security update • CAF update	• Internal Audit update and supplementary information • External Audit update • Audit recommendations tracker report • Polices/procedures updates • Cyber security update • CAF Update • Strategic risk register review
Meeting - specific items	• Approval of the Annual Report and Accounts • Receipt of External Auditors ISA 260 management letter (final) • Consider key messages for the ARAC report on its activity and performance (to the Authority) • Annual SIRO Report	• Approval of External Audit planning report • Review of the ARAC Governance including Handbook and Terms of Reference • GIAA ARAC Handbook • Functional Standards Update	• Review and approval of the Internal Audit proposed Audit plan for the financial year • ARAC Effectiveness Review 2025-26
Closing Admin	• Forward Plan • Any Other business • Closure / date of next meeting • Post meeting 'wash-up' session	• Forward Plan • Any Other business • Closure / date of next meeting • Post meeting 'wash-up' session	• Forward Plan • Any Other business • Closure / date of next meeting • Post meeting 'wash-up' session
Auditor briefing	• Confidential joint meeting with both sets of Auditors at start or end of meeting if required	• Confidential joint meeting with both sets of Auditors at start or end of meeting if required	• Confidential joint meeting with both sets of Auditors at start or end of meeting if required

Forward Agendas for RemCo Meetings 2025-26 (At least 2 meetings per Calendar year are required)

	30 May 2025	5 September 2025	[AutumnTBC in line with DHSC pay remit]	23 January 2026
Logistics	Remote 90 Mins			
Attendees	RemCo Members, CEO, Director Resources, Private Office, HR business partner. Head of People Strategy Implementation.	RemCo Members, CEO, Director Resources, Private Office, HR business partner. Head of People Strategy Implementation r.	(RemCo Members, CEO, Director Resources, Private Office, HR business partner. Head of People Strategy Implementation (recusals of interested staff as required)	RemCo Members, CEO, Director Resources, Private Office, HR business partner. Head of People Strategy Implementation.
Opening Admin	• Introductory and new attendees' welcome • Apologies for absence • RemCo ToR review • Declarations of Interest • Minutes of previous mtg • Matters arising	• Introductoy • Apologies for absence • RemCo ToR review • Declarations of Interest • Minutes of previous mtg Matters arising	• Introductory • Declarations of Interest	• Introductory • Apologies for absence • RemCo ToR review • Declarations of Interest • Minutes of previous mtg • Matters arising
Remuneration Items	• Pay for Staff update	Pay for staff update	• Decision making on Staff and Executive Senior Managers pay proposals	• Pay for staff update
Wider Culture and People Items	• People Strategy update • People data • Other culture and people matters /deep dive as required	• People Strategy update • People data • Other culture and people matters/deep dive as required	-	• People Strategy update • People Data • Other culture and people matters/ deep dive as required
Closing Admin	• Forward Plan • Any Other business • Post meeting 'wash-up'	• Forward Plan • Any Other business Post meeting 'wash-up'	• Any Other business	• RemCo Effectiveness Review 2025-26Forward Plan • Any Other business • Post meeting 'wash-up'