

BOARD FORWARD PLAN 2025/26

Updated to 13/05/2025

2025/26

SUBJECT	MEETING	PURPOSE	LEAD	PRIOR COMMITTEE CONSIDERATION	20/05/2025	22/07/2025	30/09/2025	02/12/2025	20/01/2026	31/03/2026
STRATEGY										
Business Plan, Investment Portfolio and Transformation Programme	Private	For discussion/ For approval	Deputy Chief Executive	N/A					√ Draft	√ Approval
Indicative Income and Expenditure 2026/2027	Private	For review and discussion	Chief Financial Officer	ARGC via Finance Oversight and Scrutiny Sub-Group			√			
5 year Financial Plan - Forward Look	Private	For review and discussion	Chief Financial Officer	ARGC via Finance Oversight and Scrutiny Sub-Group				√		
Pricing, fees and charges - NCG	Private	For Discussion For Approval	Chief Financial Officer	ARGC via Finance Oversight and Scrutiny Sub-Group					√	
Net Zero Strategy	Draft Private Approval Public	For Discussion For Approval	Chief Financial Officer	N/A		√				
Cyber Strategy	Draft Private Approval Public	For Discussion For Approval	Chief Digital and Information Officer	N/A	√					
PERFORMANCE										
Chief Executive's Report	Public & Private	For review and discussion	Chief Executive	N/A	√	√	√	√	√	√
Executive Team/Board Performance & Risk Report	Public	For review and discussion	Chief Executive	N/A	√	√	√	√	√	√
Financial Performance Report	Public	For review and discussion	Chief Financial Officer	N/A	√	√	√	√	√	√
Business Plan and Investment Portfolio Half Year Update	Public	For review and discussion	Deputy Chief Executive	N/A				√		
Workforce Dashboard	Public	For review and discussion	Chief People Officer	People Committee	√					
Board and Committee Effectiveness Reviews	Public	For review and discussion	Chair/Committee Chairs (Company Secretary)	All Committees	√ Action Plan					√
ASSURANCE										
Board Assurance Framework	Public	For Assurance and discussion	Director of Quality	ARGC	√			√		
Annual Management Quality Review and Update	Public	For Assurance and discussion	Director of Quality	N/A	√					
EDI: Workforce Race Equality Standard, Workforce Disability Equality Standard	Public	For Assurance and noting	Chief People Officer	People Committee				√		
EDI: Gender Pay Gap Report	Public	For Assurance and noting	Chief People Officer	People Committee				√		
People Plan Update	Public	For Assurance and discussion	Chief People Officer	People Committee		√			√	
Forward Together Phase 2	Public	For Assurance and discussion	Chief People Officer	People Committee	√					
Freedom to Speak Up	Public	For Assurance and noting	Chief People Officer	People Committee		√ Half-Year			√ Annual	

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Annual Health, Safety & Welfare Report	Public	For Assurance and noting	Chief People Officer	People Committee			√			
PSIRF: Implementation Plan Update	Public	For Assurance and discussion	Chief Nursing Officer	CGC		√				
Annual Cyber Stocktake	Private	For Assurance and discussion	Chief Digital and Information Officer	N/A				√		
Governance Update	Public	For Assurance and discussion/decision	Company Secretary	N/A	√	√ incl FPPR	√	√	√	√
Board Skills, Training and Succession Planning	Public	For Assurance and discussion/decision	Company Secretary	N/A			√ Report			
Reports of Board Committee Meetings in period	Public	For Assurance and discussion	Committee Chairs	All Committees	√	√	√	√	√	√
Minutes of Board Committee Meetings	Private	For Assurance and noting	Committee Chairs	All Committees	√	√	√	√	√	√
Annual Assurance Reports from Board Committees	Public	For Assurance and noting	Chief People Officer	All Committees	√					
APPROVAL										
Annual Budget	Public	For Approval	Chief Financial Officer	N/A						√
Annual Report and Accounts	Public	For Approval	Chief Financial Officer	ARGC	√	√				
Assessment and Recover Centres - Strategic Outline Case	Private	For Approval	Director of Organ & Tissue Donation & Transplantation	N/A		√				
Standing Orders, Standing Financial Instructions and Scheme of Delegates (Framework Agreement triennially)	Public	For Approval	Chief Financial Officer / Company Secretary	ARGC						√
Board Terms of Reference annual reviews	Public	For Approval	Company Secretary	All Committees		√				
Board Level Policies	Public	For Approval	Various	Relevant Committee	√ Safeguarding	√ Modern Slavery Conflicts of Int	√ Environment/ Sustainability Risk Management HSW		√ Anti-fraud/ Bribery	√ Confidentiality and Data Protection
INFORMATION										
Patient Story	Public	For information	Chief Nursing Officer	N/A	√	√	√	√	√	√
Reports from UK Health Departments	Public	For information	Departmental Representatives	N/A	√	√	√	√	√	√