

SUBJECT	MEETING	PURPOSE	LEAD	PRIOR COMMITTEE CONSIDERATION	22/07/2025	30/09/2025	02/12/2025	20/01/2026	31/03/2026	May 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	√ Update		√			
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	√ Update			√		
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	√ Q1	√	√	√	√	√
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				√ Findings	√ 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			√			
Annual Health, Safety & Welfare Report	Public	For Assurance and noting	Chief People Officer	People Committee		√				

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PSIRF: Implementation Plan Update	Public	For Assurance and discussion	Chief Nursing Officer	CGC	√					
Health of the Donor Base	Pubic	For Assurance and discussion	Donor Experience Director	n/a			√			
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	√					√
Donor and Session Programme (DASP)	Private	For Approval	Chief Digital and Information Officer	N/A	√ Strategic Outline Case	√ Outline Business Case			√ Full Business Case	
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	√ Modern Slavery Conflicts of Int Business Continuity	√ Environment/ Sustainability Risk Management HSW		√ Anti-fraud/ Bribery	√ Confidentiality and Data Protection	√ Safeguarding
INFORMATION										
Patient Story	Public	For information	Chief Nursing Officer	N/A	√	√	√	√	√	√
Reports from UK Health Departments	Public	For information	Departmental Representatives	N/A	√	√	√	√	√	√