

People and Resources Committee

Meeting Date	13 November 2025
Title	Committee forward plan 2026
Author	Patricia Morrissey, Head of Governance
Executive Sponsor	Claire Amor, Executive Director of Corporate Affairs
Executive Summary The Committee forward plan for 2026 has been developed to enable the effective conduct of the Committee's work. The proposed work programme may be subject to change given the potential for developments or changes in our external environment to impact on the work programme and the need to keep work under review to reflect priorities, and to ensure alignment with the HCPC corporate strategy 2026-31 and corporate plan 2026-27, which are currently under development. Additional updates to the forward plan may be required arising from planned discussions around the further alignment of the People and Resources Committee (PRC) and Remuneration Committee and from the effectiveness review of the PRC due to be discussed at the PRC's meeting on 12 March 2026. The Committee is asked to consider the proposed forward plan and decide whether any changes need to be made.	
Action required	The Committee is asked to review the information provided and seek clarification on any areas.
Previous consideration	None
Next steps	The Committee forward plan will be reviewed to ensure alignment with the HCPC corporate strategy 2026-31 and corporate plan 2026-27 once these have been approved by the Council.
Financial and resource implications	None
Associated strategic priority/priorities	Build a resilient, healthy, capable and sustainable organisation
Associated strategic risk(s)	5.a The resources we require to achieve our strategy are not in place or are not sustainable

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Risk appetite	People - open
Communication and engagement	Not applicable
Equality, diversity and inclusion (EDI) impact and Welsh language standards	None identified
Other impact assessments	Not applicable
Reason for consideration in the private session of the meeting (if applicable)	Not applicable

People and Resources Committee Forward Programme 2026

					12 March	11 June	10 September	12 November
ITEM	EXEC SPONSOR	PRESENTER	WHERE BEFORE	WHERE AFTER	Agenda items: 9 Feb Papers: 3 March	Agenda items: 11 May Papers: 2 Jun	Agenda items: 10 Aug Papers: 1 Sep	Agenda items: 12 Oct Papers: 3 Nov
Opening Items								
Approval of agenda	N/A	Committee Chair	N/A	N/A	X	X	X	X
Declaration of members' interests	N/A	Committee Chair	N/A	N/A	X	X	X	X
Minutes of the previous meeting (public and private sessions)	N/A	Committee Secretary	N/A	N/A	X	X	X	X
Matters arising (public and private sessions)	N/A	Committee Secretary	N/A	N/A	X	X	X	X
Performance Reports								
Resources directorate report (including project portfolio summary)	AB	ED of Resources	N/A	N/A	X	X	X	X
HR performance report (including mentoring programme updates when appropriate and quarterly employee pulse survey results as shown)	AB	Head of HR and OD	ELT	N/A	X Q3 2025-26	X Q4 2025-26	X Q1 2026-27	X Q2 2026-27
Finance report	AB	Financial Planning and Analysis Manager	ELT	Council	X	X	X	X
Partner report	CA	Partner Project Lead	ELT	N/A	X	X	X	X

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People								
Employee Forum update	AB	Employee Forum Chair	N/A	N/A	X	X	X	X
Annual pay gap report (gender, ethnicity and disability)	AB	Head of HR and OD	ELT	Website	X			
People strategy	AB	Head of HR and OD	ELT	Council	X			
Partner project updates	CA	Partner Project Lead	ELT	RemCom /Council	X	X	X	X
Partners EDI annual report	CA	Partner Project Lead	ELT	N/A		X		
Communications update	CA	Head of Comms, Engagement and Public Affairs	ELT	N/A	X			
Finance and investment								
Annual budget (including investment plan and medium term financial plan)	AB	Head of Finance	N/A	Council	X			
Reserves policy (date TBC)	AB	Financial controller	ARAC	Council				
Procurement policy (next due 2028)	AB	Commercial Business Partnering Manager	N/A	Council				
Financial strategy (next due 2028)	AB	Head of Finance/ Financial Controller	N/A	Council				

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Investment policy (next due 2027)	AB	Financial controller	N/A	Council				
Financial regulations (next due 2028)	AB	Head of Finance	N/A	ARAC/ Council				
Review and award of major contracts (as required)	AB	Head of Finance	ELT	Council				
Technology roadmap delivery update	AB	Head of IT and Digital Transformation	Council	N/A		X		X
Investment portfolio update	AB	Head of Business Change	N/A	N/A	X	X	X	X
Estates update	AB	Head of Estates, Facilities Management and Sustainability	N/A	N/A		X		
Sustainability strategy update	AB	Head of Estates, Facilities Management and Sustainability	ELT	N/A			X	
Deep dives								
Deep dives (as required)	Various	Various	N/A	N/A				

People and Resources Committee Forward Programme 2026

Governance								
Committee forward plan	CA	Committee Secretary	N/A	N/A	X	X	X	X
Review of Committee effectiveness/standing orders	CA	Committee Chair/Committee Secretary	N/A	N/A	X			
Closing items								
Committee reflection	N/A	Committee Chair	N/A	N/A	X	X	X	X
Any other business (with the agreement of the Chair)	N/A	Committee Chair	N/A	N/A	X	X	X	X
Date/time of next meeting	N/A	Committee Chair	N/A	N/A	X	X	X	X
Resolution to move meeting to private session (as required)	N/A	Committee Chair	N/A	N/A	X	X	X	X