

Audit and Risk Assurance Committee Forward Programme 2026

					11 March	10 June	16 September	11 November
ITEM	EXEC LEAD	PRESENTER/AUTHOR	WHERE BEFORE	WHERE AFTER	Agenda items: 9 Feb Papers: 2 Mar	Agenda items: 11 May Papers: 1 Jun	Agenda items: 17 Aug Papers: 7 Sep	Agenda items: 12 Oct Papers: 2 Nov
Opening Items								
Approval of agenda	N/A	Committee Chair	N/A	N/A	X	X	X	X
Declaration of members' interests (verbal)	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
Risk and Assurance								
Strategic risk register	CA	Head of Assurance and Compliance	ELT	Council	X	X	X	X
Operational risk register: annual review	CA	Head of Assurance and Compliance/ Information Governance and Risk Lead	ELT	N/A			X (update)	
Unified assurance report	CA	Head of Assurance and Compliance	ELT	N/A	X	X	X	X
Unified assurance framework annual summary <i>(no longer required as full report considered in public)</i>	CA	Head of Assurance and Compliance	ELT	N/A				
Risk appetite review <i>(deferred from June)</i>	CA	Head of Assurance and Compliance	ELT	Council				X

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Finance policies (for consultation as required)	AB	Head of Finance	ELT	PRC/ Council		X Capital expenditure policy	X Reserves policy (deferred to March 2027)	
Updates to Speaking up (whistleblowing) policy	CA	Head of Governance	N/A	Council	X			
Freedom to speak up annual report (deferred from March)	CA	Freedom to Speak Up Guardians	ELT	Council		X		
Speak up and whistleblowing update	CA	Freedom to Speak Up Guardians	ELT	Council				X
Anti-bribery and fraud policy (part of the Code of Governance report changes to Council)	CA	Chief Information Security and Risk Officer	ELT	N/A	X			
Risk of fraud at the HCPC (addressed at May workshop)	CA	Chief Information Security and Risk Officer	ELT	N/A				
BSI ISO 27001 surveillance audit report	CA	Chief Information Security and Risk Officer	ELT	N/A		X		
Strategic risk deep dives	CA	Head of Assurance and Compliance/Various	N/A	N/A	X (strategic risk register and corporate strategy risks)		X PSA new approach (incl. standard 15) deferred from June 2026	X succession planning and business continuity
Biannual external and internal auditor only session	CA	Various	N/A	N/A		X		X

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Annual information governance report 2025-26 (deferred from June)	CA	Information Governance and Risk Lead	ELT	N/A			X	
Annual feedback and complaints report 2025-26, including feedback and complaints update (deferred from June)	CA	Head of Assurance and Compliance	ELT	N/A			X	
Internal Audit								
Internal audit progress report	CA	Internal Auditor	N/A	N/A	X	X	X	X
Internal audit report – annual follow up of recommendations	CA	Internal Auditor	N/A	N/A		X		
Internal audit report – Business Central	CA	Internal Auditor	N/A	N/A	X			
Internal audit report – risk management	CA	Internal Auditor	N/A	N/A		X		
Internal audit report – media and communications	CA	Internal Auditor	N/A	N/A		X		
Internal audit report – incident management and business continuity	CA	Internal Auditor	N/A	N/A			X	
Internal audit reports - TBC	CA	Internal Auditor	N/A	N/A				
Internal audit recommendations tracker	CA	Internal Auditor	N/A	N/A	X	X	X	X
Internal audit plan 2026-27 (including charter)	CA	Internal Auditor	N/A	N/A	X			
Internal audit annual report and opinion	CA	Internal Auditor	N/A	N/A		X		

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Internal audit performance review (moved from September due to change in internal auditor)	CA	Head of Assurance and Compliance	N/A	N/A		X		
Internal auditor appointment	CA	Head of Assurance and Compliance	N/A	N/A	X			
External Audit								
External audit planning report (including fees)	AB	NAO	N/A	N/A	X			
External audit update	AB	NAO	N/A	N/A		X		
External audit report and audit certificate	AB	NAO	ELT	Council			X	
External auditor performance review	AB	ED of Resources	N/A	Council				X
Annual Report and Accounts								
Review of accounting policies and significant judgments and estimations	AB	ED of Resources/ Head of Finance	ELT	N/A	X			
Annual report and accounts update	AB	ED of Resources/ Head of Finance	ELT	Council	X	X	X (including final draft)	
Management letter(s) of representation	AB	ED of Resources/ Head of Finance	ELT	Council			X	
Audit and Risk Assurance Committee annual report to the Council and the Accounting Officer	CA	Head of Governance	N/A	Council		X		
Governance								
Review of Committee effectiveness/standing orders	N/A	Committee Secretary	N/A	Council		X		

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Committee forward plan	N/A	Committee Secretary	N/A	N/A	X	X	X	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(s)	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