

## Council Forward Programme 2025

|   |           |  |              |             | 30 January                               | 27 March                                  | 22 May                                    | 17 July                                  | 16 October                               | 4 December                               |
|---|-----------|--|--------------|-------------|--|---|---|--|--|--|
| ITEM  | EXEC LEAD | PRESENTER/<br>AUTHOR                               | WHERE BEFORE | WHERE AFTER | Agenda Items:<br>2 Jan<br>Papers: 21 Jan | Agenda Items:<br>24 Feb<br>Papers: 18 Mar | Agenda Items:<br>17 Apr<br>Papers: 13 May | Agenda Items:<br>16 Jun<br>Papers: 8 Jul | Agenda Items:<br>15 Sep<br>Papers: 7 Oct | Agenda Items:<br>4 Nov<br>Papers: 26 Nov |
| <b>Opening Items</b>  |           |  |              |             |  |   |   |  |  |  |
| Approval of agenda  | N/A       | Chair  | Chair/ ELT   | N/A         | X  | X   | X   | X  | X  | X  |
| Declaration of members' interests   | N/A       | All  | N/A          | N/A         | X  | X   | X   | X  | X  | X  |
| Minutes of the previous meeting (public and private sessions)   | N/A       | Head of Governance                                 | N/A          | N/A         | X  | X   | X   | X  | X  | X  |
| Matters arising (public and private sessions)   | N/A       | Head of Governance                                 | N/A          | N/A         | X  | X   | X   | X  | X  | X  |
| Chair's Report  | N/A       | Chair  | N/A          | N/A         | X  | X   | X   | X  | X  | X  |
| <b>Performance Reports</b>  |           |  |              |             |  |   |   |  |  |  |
| Chief Executive's Performance Report (including KPIs, Strategic Risk Register and Corporate Plan Tracker quarterly) | BOR       | Chief Executive                                    | ELT          | N/A         | X<br>Q3                                  | X   | X<br>Q4                                   | X<br>Q1                                  | X  | X<br>Q2                                  |
| Fitness to Practise (FTP) Performance Report (including details of any new practise guidance notes issued)          | LC        | ED of FTP and Tribunal Services                    | ELT          | N/A         | X  | X   | X   | -  | X  | X  |
| Finance Report  | AB        | ED of Resources/<br>Head of Finance and Commercial | PRC          | N/A         | X  | X   | X   | X  | X  | X  |
| <b>Governance and Assurance</b>   |           |  |              |             |  |   |   |  |  |  |
| Risk appetite review (Next due 2026)  | CA        | Head of Assurance and Compliance                   | ARAC         | N/A         |  |   |   |  |  |  |

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| Corporate plan 2025-26  | CA        | ED of Corporate Affairs                      | ELT          | Website                | X<br>(overview)                          | X<br>(final)                              | X   |  | X  |  |
| Corporate strategy  | CA        | ED of Corporate Affairs                      | ELT          | Website                |  |   | X<br>(discussion)                         |  |  |  |
| Communications update   | CA        | Head of Comms, Engagement and Public Affairs | ELT          | N/A                    |  |   |   | X  |  |  |
| Annual report and accounts 2024-25  | AB        | Head of Governance                           | ARAC         | Parliament/<br>Website |  |   |   |  | X<br>(by email)                          |  |
| Professional Standards Authority performance review (2025-26 periodic performance review) | CA        | Head of Assurance and Compliance             | ARAC         | N/A                    |  | X<br>(2024-25)                            | X<br>(2024-25 and 2025-26)                |  | X<br>(2025-26)                           | X<br>(2025-26)                           |
| Internal auditor appointment  | CA        | Head of Assurance and Compliance             | ARAC         | N/A                    |  |   |   |  |  | X  |
| Chair's Report and draft minutes of the Education and Training Committee (ETC)            | N/A       | Chair of ETC                                 | N/A          | ETC                    |  | X   |   | X  | X  | X  |
| Chair's Report and draft minutes of the People and Resources Committee (PRC)              | N/A       | Chair of PRC                                 | N/A          | PRC                    |  | X   |   | X  | X  | X  |
| Chair's Report and draft minutes of the Remuneration Committee (RemCom)                   | N/A       | Chair of RemCom                              | N/A          | RemCom                 |  | X   |   |  |  | X  |
| Chair's Report and draft minutes of the Audit and Risk Assurance Committee (ARAC)         | N/A       | Chair of ARAC                                | N/A          | ARAC                   |  | X   |   | X  | X<br>verbal                              | X  |
| Council committees annual summary   | N/A       | Committee chairs                             | N/A          | N/A                    |  |   |   | X  |  |  |

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| Decisions outside of meetings (as required)                   | CA        | Head of Governance                      | Chair/<br>Council | N/A         | X  | X   | X   | X  | X  | X  |
| Review of standing orders                                     | CA        | Committee Chair/<br>Head of Governance  | Committee         | N/A         |  | X<br>ARAC, ETC,<br>PRC                    |   |  |  | X<br>RemCom                              |
| Review of Council effectiveness/standing orders               | CA        | Head of Governance                      | N/A               | N/A         |  | X   |   |  |  |  |
| Appointment of Senior Council Member (next due 2026)          | CA        | Chair                                   | N/A               | N/A         |  |   |   |  |  |  |
| Appointment of Committee member(s)                            | CA        | Chair/<br>Head of Governance            | Chair             | N/A         | X  |   |   | X  |  |  |
| Appointment of Council Apprentices                            | CA        | Head of Governance                      | N/A               | N/A         |  |   |   |  | X  |  |
| Speaking up (whistleblowing) policy (next due September 2027) | CA        | Head of Governance                      | ARAC              | N/A         |  |   |   |  |  |  |
| Council and committee dates 2026                              | CA        | Head of Governance                      | N/A               | Website     |  |   |   | X  |  |  |
| <b>Resources</b>  |           |   |                   |             |  |   |   |  |  |  |
| Annual budget 2025-26 (including investment plan)             | AB        | ED of Resources                         | PRC               | N/A         |  | X   |   |  |  |  |
| Partner fees  | CA        | RemCom<br>Chair/Partner<br>Project Lead | RemCom            | N/A         | X  |   |   |  |  |  |
| Partner remuneration policy and principles                    | CA        | Partner Project Lead                    | RemCom            | N/A         |  |   |   |  |  | X  |
| Pay policy and principles                                     | AB        | Head of HR and OD                       | RemCom            | N/A         |  |   |   |  |  | X  |

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| People strategy   | AB        | Head of HR and OD                                     | PRC          | N/A                                     |  |   |   |  |  | X  |
| Communications strategy update                              | BOR       | Head of Communications, Engagement and Public Affairs | ELT          | N/A                                     |  |   |   | X  |  |  |
| Stakeholder perception and user research                    | BOR       | Head of Communications, Engagement and Public Affairs | ELT          | N/A                                     |  |   |   |  | X  |  |
| Investment policy (next due 2027)                           | AB        | ED of Resources                                       | PRC/<br>ARAC | N/A                                     |  |   |   |  |  |  |
| External audit report on Annual Report and Accounts 2024-25 | AB        | ED of Resources                                       | ARAC         | N/A                                     |  |   |   |  | X  |  |
| Management letters of representation to external auditor    | AB        | ED of Resources                                       | ARAC         | Chair and Chief Executive for signature |  |   |   |  | X  |  |
| Sustainability strategy update                              | AB        | Head of Estates and Facilities Management             | PRC          | N/A                                     |  |   |   |  | X  |  |
| Financial regulations                                       | AB        | Head of Finance                                       | PRC/<br>ARAC | Website                                 |  |   |   |  | X  |  |
| Financial strategy  | AB        | Head of Finance                                       | ELT          | Website                                 |  |   |   | X  |  |  |
| Procurement policy  | AB        | Head of Finance                                       | PRC          | Website                                 |  |   |   | X  |  |  |
| Reserves policy   | AB        | Head of Finance                                       | PRC          | Website                                 |  |   |   |  | X  |  |

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| Challenges to higher education funding                          |           | ETC Chair   | N/A          | N/A                    |  |   |   | X  |  |  |
| <b>Fitness to Practise and Tribunal Services</b>                |           |   |              |                        |  |   |   |  |  |  |
| Health and Care Professions Tribunal Service Performance Report | LC        | Head of Adjudication Performance                    | ELT          | N/A                    |  |   | X   |  |  |  |
| Fitness to Practise Annual Report                               | LC        | ED of FTP and Tribunal Services                     | ELT          | Parliament/<br>Website |  |   |   |  | X<br>(by email)                          |  |
| Sanctions policy  | LC        | Policy Manager/<br>Head of Adjudication Performance | ELT          | Website                |  |   | X   |  |  |  |
| Timeliness in Fitness to Practise                               | LC        | ED of FTP and Tribunal Services                     | ELT          | N/A                    |  |   |   | X  |  |  |
| <b>Education, Registration and Regulatory Standards</b>         |           |   |              |                        |  |   |   |  |  |  |
| Registrant wellbeing (date TBC)                                 | CA        | Head of Professionalism and Upstream Regulation     | ELT          | N/A                    |  |   |   |  |  |  |
| Standards of education and training review                      | AS        | Policy Lead   | ETC          | Publication            |  |   |   | X  |  |  |
| Public inquiry summary  | AS        | Policy Lead   | ETC          | N/A                    |  | X   |   |  |  |  |
| Regulatory reform (date TBC)                                    | AS        | Head of Policy and Standards                        | ELT          | N/A                    |  |   |   |  |  |  |
| Advanced practice (date TBC)                                    | AS        | Head of Policy and Standards                        | ETC          | N/A                    |  |   |   |  |  |  |
| Equality, diversity and inclusion (EDI) update and forward view | AS        | EDI Lead  | ELT          | N/A                    |  |   | X   |  |  |  |

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| Fee consultation (updates, response and draft order) (next due 2026) | AB        | ED of Resources      | N/A          | Publication |  |   |   |  |  |  |
| <b>Closing Items</b>   |           |                      |              |             |  |   |   |  |  |  |
| Date of the next meeting   | N/A       | Chair                | N/A          | N/A         | X  | X   | X   | X  | X  | X  |
| Reflections on the meeting (public and private sessions)             | N/A       | Chair                | N/A          | N/A         | X  | X   | X   | X  | X  | X  |
| Resolution for meeting to move to private session (as required)      | N/A       | Chair                | N/A          | N/A         | X  | X   | X   | X  | X  | X  |