

Council Forward Programme 2026

					12 February	26 March	21 May	16 July	24 September	3 December
ITEM	EXEC LEAD	PRESENTER/ AUTHOR	WHERE BEFORE	WHERE AFTER	Agenda Items: 12 Jan Papers: 3 Feb	Agenda Items: 16 Feb Papers: 17 Mar	Agenda Items: 20 Apr Papers: 12 May	Agenda Items: 15 Jun Papers: 7 Jul	Agenda Items: 24 Aug Papers: 15 Sep	Agenda Items: 2 Nov Papers: 24 Nov
Opening Items										
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
Performance Reports										
Chief Executive's Performance Report (including KPIs, Strategic Risk Register and Corporate Plan Tracker quarterly)	BOR	Chief Executive	ELT	N/A	X Q3	X	X Q4	X	X (including new KPIs) Q1	X Q2
Fitness to Practise (FTP) Performance Report (including details of any new practise guidance notes issued and project update in private session as required)	LC	ED of FTP and Tribunal Services	ELT	N/A	X	X	X	X	X	X
Finance Report	AB	ED of Resources/ Head of Finance and Commercial	ELT/PRC	N/A	X	X	X	X	X	X

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Governance and Assurance										
Regulation of hospital managers	BOR	Chief Executive	ELT	N/A		X	X	X	X	X
Risk appetite review	CA	Head of Assurance and Compliance	ARAC	N/A				X		
Corporate plan 2026-27	CA	ED of Corporate Affairs	ELT	Website		X (final)	X (as part of Chief Executive's report)		X (as part of Chief Executive's report)	
Corporate plan 2027-28	CA	ED of Corporate Affairs	ELT	Website						X (overview)
Corporate strategy	CA	ED of Corporate Affairs	ELT	Website	X (draft)	X (final)				
Annual report and accounts 2025-26	AB	Head of Governance	ELT/ARAC	Parliament/ Website					X	
Professional Standards Authority performance review	CA	Head of Assurance and Compliance	ARAC	N/A			X (2025-26 and 2026-27, including new standards)		X (2026-27)	
Internal auditor appointment/extension (next due 2027)	CA	Head of Assurance and Compliance	ARAC	N/A						
Appointment of Senior Council Member (next due 2027)	CA	Head of Governance	N/A	N/A						

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Appointment of Chair and Council members	CA	Head of Governance	ELT/Rem Co, if required	N/A		X (Chair)	X (Chair Update)		X (Council members)	X (Council members Update)
Appointment of Council Apprentices	CA	Head of Governance	N/A	N/A						X
Speaking up and whistleblowing report	CA	Speak Up Guardians	ARAC	Website				X (Annual report)		X (Update)
Speaking up (whistleblowing) policy update	CA	Head of Governance	ARAC	N/A		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	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) (including project update in private session as required)	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
Council committees annual summary	N/A	Committee chairs	N/A	N/A			X			

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Review of committee standing orders	CA	Committee Chair/ Head of Governance	Committee	N/A				X ARAC		X RemCom
Review of Council effectiveness/standing orders	CA	Head of Governance	N/A	N/A		X				
Council and committee dates 2027	CA	Head of Governance	N/A	Website				X		
Decisions outside of meetings (as required)	CA	Head of Governance	Chair/ Council	N/A	X	X	X	X	X	X
Resources										
Annual budget 2026-27 (including investment plan)	AB	ED of Resources	ELT/PRC	N/A		X				
Partner remuneration	CA	Partner 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	ELT/ RemCom	N/A						X
People strategy	AB	Head of HR and OD	ELT/PRC	N/A				X		
Communications strategy update	BOR	Head of Communications, Engagement and Public Affairs	ELT	N/A				X		
Investment policy (next due 2027)	AB	ED of Resources	ELT/PRC/ ARAC	N/A						

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External audit report on Annual Report and Accounts 2025-26	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 (next due 2028)	AB	Head of Finance	ELT/PRC/ ARAC	Website						
Financial strategy (next due 2028)	AB	Head of Finance	ELT/PRC	Website						
Procurement policy (next due 2028)	AB	Head of Finance	ELT/PRC	Website						
Update on fee increase planning	AB	ED of Resources	ELT	N/A		X				
Reserves policy	AB	Head of Finance	ELT/PRC/ ARAC	Website					X (TBC)	
Technology roadmap (as required)	AB	Head of IT and Digital	PRC	N/A						
Fitness To Practise and Tribunal Services										
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/ Website					X	

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Fitness to Practise EDI Annual Report and diversity dashboard	LC	Head of Insights and Analytics	ELT	Website						X
Education, Registration and Regulatory Standards										
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 required)	AS	Policy Lead	ETC	N/A						
Continuing professional development analysis (date TBC)	AS	Head of Insight and Analytics	N/A	N/A						
Fitness to Practise data analysis	AS	Head of Insight and Analytics	N/A	N/A			X			
Equality, diversity and inclusion (EDI) update and forward view	AS	EDI Lead	ELT	N/A			X			
Fee consultation (updates, response and draft order)	AB	ED of Resources	N/A	Publication			X	X	X	X
Regulatory reform (date TBC)	AS	Head of Policy and Standards	ELT	N/A						
Closing items										
Decisions outside of meetings	CA	Head of Governance	N/A	N/A	X					
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

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Resolution for meeting to move to private session (as required)	N/A	Chair	N/A	N/A	X	X	X	X	X	X