Council

Meeting Date	16 July 2026
Title	Annual summary of the Council committees 2025-26
Author(s)	Francesca Bramley, Governance Manager
Executive Sponsor	Claire Amor, Executive Director of Corporate Affairs

It is good governance practice for each Committee of the Council to produce an annual report setting out how it has fulfilled its duties and responsibilities as outlined in its established standing orders. It is also good practice for each Committee to review its standing orders on an annual basis – making proposals for amendment as necessary to the Council – and to agree a forward plan of business for the year ahead. This paper provides a summary of the Council committees for 2024-25, as agreed at the meeting of the Council and Committee chairs on 23 September 2024.

The HCPC's Council committees are:

- the Audit and Risk Assurance Committee (ARAC);
- the Education and Training Committee (ETC);
- the People and Resources Committee (PRC); and
- the Remuneration Committee.

For each Committee, an overview is provided for each of the following:

- items considered by the Committee during 2025-26;
- the review of the Committee standing orders in 2025-26; and
- the Committee's forward plan for the remainder of 2026.

Action required	The Council is asked to note the summary.
Previous consideration	None
Next steps	The next annual summary will be provided to the Council in 2027.
Financial and resource implications	None identified
Associated strategic priority/priorities	Supporting healthcare workforce development through proportionate, agile regulation

Associated strategic risk(s)	None
Risk appetite	Influence/leadership - seeks
Communication and engagement	Not applicable
Equality, diversity and inclusion (EDI) impact and Welsh language standards	Not applicable
Other impact assessments	Not applicable
Reason for consideration in the private session of the meeting (if applicable)	Not applicable

Annual Summary of the Council Committees 2025–26

1 Introduction

1.1 It is good governance practice for all committees of the Council to submit an annual report setting out their key areas of focus over the past year and demonstrating how they have sought to perform their role in accordance with their agreed standing orders. This paper provides a summary of the Council committees for 2025–26.

1.2 The Council committees are as follows:
- the Audit and Risk Assurance Committee (ARAC);
- the Education and Training Committee (ETC);
- the People and Resources Committee (PRC); and
- the Remuneration Committee.

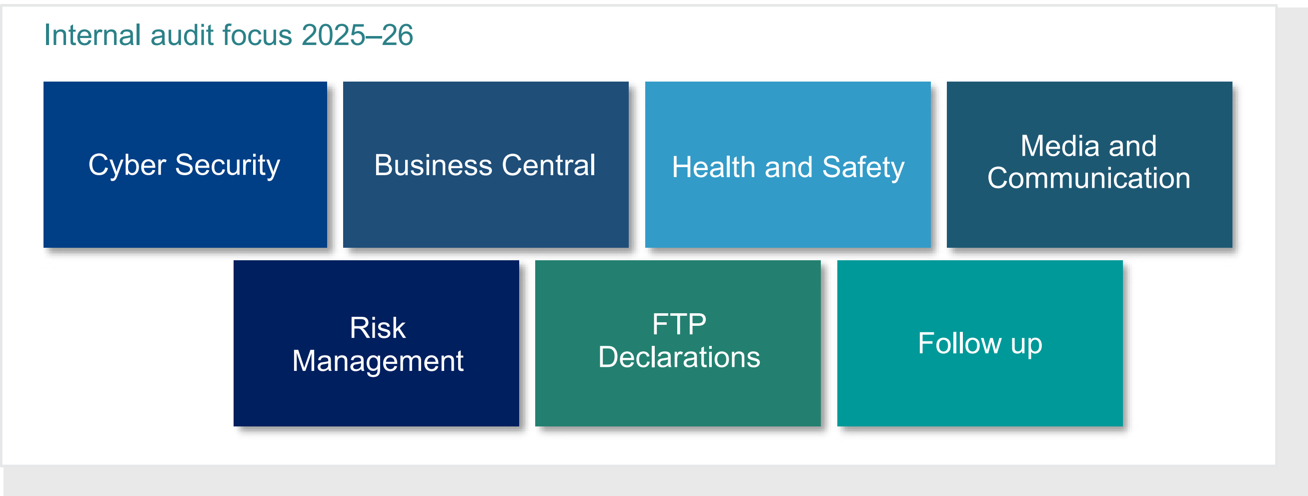
1.3 A review of each of the Committee's effectiveness was undertaken at the end of 2025–26 and actions are being taken forward to address the feedback themes.

2 Audit and Risk Assurance Committee

2.1 The ARAC met four times in 2025–26 in line with the Committee's standing orders. Members of the ELT, other employees, the internal auditors and the external auditors attend ARAC meetings by invitation.

2.2 The ARAC reviewed its standing orders in June 2026. The Committee agreed that the standing orders remained effective and fit for purpose, and that no changes were required.

2.3 During 2025–26, the ARAC considered the following internal audit reports:



2.4 During 2025–26, other matters considered by the ARAC included the following:

Annual Report and Accounts 2024–25	External auditor and National Audit Office (NAO) reports	Information governance annual report 2024–25	Annual feedback and complaints report 2024–25
Strategic risk register	Operational risk Register annual review	Internal and external auditor performance	Review of Speaking up (whistleblowing) policy and Anti-bribery and fraud policies
Unified assurance report and unified assurance framework annual summary	External audit planning reports	Internal auditor appointment	Review of accounting policies and significant judgments and estimations
Strategic risk deep dives: freedom to speak up, strategic risk register and corporate strategy risks	Risk appetite review	Internal audit recommendation tracker and annual plan 2024–25	ISO 27001 certification

2.5 The ARAC's forward plan for the remainder of 2026 includes the following:

- a fraud risk and strategic risk development workshop (held on 14 May 2026);
- recommendation of the revised capital expenditure policy to the Council (completed in June 2026);
- a review of the reserves policy;
- consideration of the freedom to speak up annual report (completed in June 2026);
- strategic risk deep dives covering the Professional Standard Authority's revised standards of good regulation and succession planning/business continuity;
- recommendation of the annual report and accounts 2025–26 to the Council for approval.

3. Education and Training Committee

3.1 The ETC met five times in 2025–26 in line with the Committee’s standing orders, including an extraordinary meeting to consider a withdrawal of programme approval decision.

3.2 The ETC reviewed its standing orders in March 2026. The Committee agreed that the standing orders remained effective and fit for purpose, and that no changes were required.

3.3 With the support of the Council of Deans of Health, Thalia Lau, a leadership programme student, was identified as a student representative and has attended ETC meetings since March 2026 to provide a student perspective to the Committee’s discussion.

3.4 In addition to regular reports on Education and Registration performance, the matters considered by the Committee included the following:

- Standards of education and training review
- Scope of practice and delegation
- Education annual report 2024-25
- English language proficiency
- CPD assessor competency framework
- Withdrawal of programme approval recommendation
- Education key performance indicators
- Update to Education partner allocation framework

3.5 The ETC’s forward plan for the remainder of 2026 includes the following:

- recommendation of the revised standards of education and training (SETs) to the Council for approval (completed in June 2026);
- an update on developing our international assessment approach (received in June 2026);
- providing feedback on the fees consultation (completed in June 2026);
- consideration of the Education annual addendum report 2025–26.

3.6 An in-person Committee workshop is also being planned for later in the year to provide an opportunity for more strategic discussions.

4. People and Resources Committee

4.1 The PRC met six times in 2025–26 in line with the Committee's standing orders, including two extraordinary Committee meetings to oversee the scaling up of our in-house legal team within the Fitness to Practise directorate.

4.2 The PRC reviewed its standing orders in March 2026. The Committee agreed that the standing orders remained effective and fit for purpose, and that no changes were required.

4.3 The matters considered by the PRC in 2025–26 included the following:

HCPC budget 2025–26	Gender, ethnicity and disability pay gap reports	Legal services project	Technology roadmap
Employee Forum update	Sustainability strategy and estates	Partner policies	Partners EDI annual report
Communications update	Procurement policy	Reserves policy	Financial regulations

4.4 During 2025–26, the Committee also received regular performance reports on the Resources Directorate, Human Resources (HR), Finance and HCPC partners.

4.5 The PRC also held a workshop in December 2025 to discuss scaling up the HCPC's Fitness to Practise in-house legal team, the budget-setting process for 2026–27 and the HCPC's new corporate strategy and people strategy.

4.6 The PRC's forward plan for the remainder of 2026 includes the following:

- recommendation of the people strategy to the Council for approval (completed in June 2026);
- consideration of the partners equality, diversity and inclusion annual report (received in June 2026);
- consideration of the digital and artificial intelligence strategy development (completed in June 2026);
- investment portfolio updates (from June 2026);
- recommendation of the revised capital expenditure policy to the Council (completed in June 2026);
- sustainability strategy update;
- workshop discussion on the 2027–28 budget and financial planning.

5. Remuneration Committee

5.1 The Remuneration Committee met twice in 2025–26 in line with the Committee's standing orders. During 2025–26 the Committee had a detailed discussion of the remuneration for the role of Chair to be advertised in June 2026 to ensure that it remained sufficient to attract, retain and motivate the postholder, while remaining cost effective.

5.2 The Remuneration Committee reviewed its standing orders in October 2025. The Committee agreed that the standing orders remained effective and fit for purpose, and that no changes were required.

5.3 The matters considered by the Remuneration Committee in 2025–26 included the following:

5.4 Each year the Remuneration Committee also receives updates on the performance appraisals for the Chief Executive and Executive Leadership Team members individually.

5.5 The Remuneration Committee's forward plan for the remainder of 2026 includes the following:

- Council and Committee member remuneration policy and principles;
- Chief Executive and Executive Leadership Team performance reviews;
- pay policy and principles and annual pay review; and
- partner remuneration policy and principles and partner remuneration review.