

Council

Minutes of the meeting of the Health and Care Professions Council held in public as follows:

Date: Thursday 16 July 2026

Time: 10.45am

Venue: Collaboration Space, HCPC Offices, Kennington

Present: Christine Elliott (Chair)
Grzegorz Drozd* (via Microsoft Teams)
Rebekah Eglinton
Helen Gough
Helen Grantham
John McEvoy (via Microsoft Teams)
Lianne Patterson
Pameleta Ricketts (via Microsoft Teams, from item 7)
Catharine Seddon
David Stirling
Carl Stychin
Dabbi Taylor*
Kathryn Thirlaway

Apologies: None

In attendance:

Bola Ademuyiwa, Learning and Development Specialist
James Alobabi, Financial Planning and Analysis Manager
Aihab Al Koubaisi, Financial Controller
Claire Amor, Executive Director of Corporate Affairs
Sharion Asiamah, Work experience student, Fort Pitt Grammar School for Girls
Claire Baker, Head of Adjudication Performance
Francesca Bramley, Governance Manager
Alastair Bridges, Executive Director of Resources
Laura Coffey, Executive Director of Fitness to Practise and Tribunal Services
Georgia Cross, Governance Officer (until item 6)
Jamie Hunt, Head of Education
Kim Karampetsos, Senior Lawyer – Advocacy, Fitness to Practise

* Council apprentice

Deema Mahmood, Work experience student, William Perkin Church of England High School

Iain McGregor, Independent Adviser for Technology-Led Innovation (via Microsoft Teams, until item 6)

Patricia Morrissey, Head of Governance

Dave Munday, Lead Professional Officer (Regulation and Mental Health), Unite the Union

Bernie O'Reilly, Chief Executive and Registrar

Kayleigh Parker, Internal Communications and Engagement Manager

Matthew Peck, Head of Communications, Engagement and Public Affairs

Anna Raftery, Head of Assurance and Compliance

Mark Rogers, Partner, Capsticks LLP

Leanne Silvestro, Head of Fitness to Practise Legal Services

Andrew Smith, Executive Director of Education, Registration and Regulatory Standards and Deputy Chief Executive

Steve Wright, Scrutiny Manager, Professional Standards Authority

DRAFT

Public meeting

1 Chair's welcome and introduction

- 1.1 The Chair welcomed those present to the meeting, including a number of observers who were individually welcomed by the Chair.

1(a) Apologies for absence

- 1.2 No apologies were received. Pameleta Ricketts was expected to join the meeting later by Microsoft Teams.
- 1.3 The meeting was declared quorate.

1(b) Approval of agenda

- 1.4 The Council approved the agenda.
- 1.5 It was agreed that the Professional Standards Authority (PSA) periodic review 2025-26 (agenda item 7) would follow the Chief Executive's Performance report to enable a single discussion on organisational performance and the findings of the PSA review.

1(c) Declaration of members' interests in relation to agenda items

- 1.6 No conflicts of interest were declared.

1(d) Minutes of the Council meeting on 21 May 2026

- 1.7 The Council approved the minutes as an accurate record of its meeting held in public on 21 May 2026.

1(e) Matters arising

- 1.8 The Council noted the update on the matters arising from previous meetings held in public and agreed that actions proposed for closure would be closed.
- 1.9 The Head of Governance advised that it had not been possible to schedule the proposed Council development and equality, diversity and inclusion (EDI) sessions in October 2026 and alternative arrangements were being explored.
- 1.10 The Council received an update regarding discussions between the Scottish Government and the PSA on professional regulation in Scotland. The Chair planned to seek a further update during future discussions with the PSA.

- 1.11 In response to a question, the Education and Training Committee Chair updated the Council on ongoing quality assurance review activity relating to education providers. Members were advised that the work remained in progress, with further review activity scheduled during 2026, and that conclusions would be reported through the appropriate governance arrangements in due course.

2 Chair's Report

- 2.1 The Council noted the Chair's report.

Performance reports

3 Chief Executive's Performance Report

- 3.1 The Chief Executive's performance report highlighted key areas of organisational performance in the reporting period since the Council's last meeting in May 2026.
- 3.2 The Council noted the report and the following points:
- The Mann Review had been published on 4 June 2026 and made a number of recommendations across the healthcare sector to prevent and tackle discrimination, including antisemitism and Islamophobia. The HCPC had already undertaken significant work in this area, including awareness sessions for Council members and staff and the development of resources for learners and registrants experiencing discrimination.
 - Discussions with regulatory colleagues and the Department of Health and Social Care had focused on areas including consistent definitions, sharing concerns across the sector, strengthening equality networks, sharing best practice, developing guidance for employers and clarifying which concerns should be referred to regulators.
 - The Professional Body Forum had met in June 2026 and considered the use of artificial intelligence (AI) in professional practice, approaches to regulation and guidance, research commissioned by the HCPC on the use of AI, regulatory reform and workforce data trends.
 - Publication of the Ockenden Review into maternity services at Nottingham University Hospitals NHS Trust had highlighted the role of regulators in accountability and oversight. While the review was not expected to affect current timetables for proposed work regarding regulation of NHS managers, it could influence future stakeholder engagement and the wider policy context.

- 3.3 In response to a question, the Executive Director of Fitness to Practise and Tribunal Services advised that no significant trends had been identified in fitness to practise (FTP) concerns relating directly to registrants' use of artificial intelligence (AI), although the HCPC continued to monitor developments in this area and FTP colleagues remained involved in the organisation's wider AI work. The Chair highlighted recent training attended on AI governance and organisational use of AI and advised that she would share relevant materials with Council members in due course.

4 Fitness to Practise and Tribunal Service Directorate Performance Report

- 4.1 The Council received an update on the performance and activity of the Fitness to Practise and Tribunal Services directorate and ongoing improvement activity.

- 4.2 The Council noted the following points:

- Demand for FTP investigations remained at unprecedented levels. During May 2026 the HCPC received 270 new concerns and was on track to receive more than 270 concerns in each month of the first quarter of 2026–27. This represented an increase of approximately 18% compared to the first quarter of the previous year, following the 41% increase in referrals experienced during 2025–26.
- Recruitment activity continued in response to increased demand. The new assessment centre model had proved effective in attracting and assessing candidates and twelve offers had been made for Regulatory Investigator roles. However, recruitment remained challenging, particularly for fixed-term positions, and further assessment centres and alternative recruitment approaches were being explored.
- Sustained growth in referrals continued to affect the size and age profile of the pre-Investigating Committee caseload. The median age of the live caseload was 51 weeks, although performance against the KPI for concluding pre-Investigating Committee cases remained within target at 28 weeks against a target of 33 weeks. Cases received following the introduction of case streaming in July 2025 continued to perform significantly better, with a median age of 17 weeks.
- Interim order performance remained challenging, with the average time from receipt of a concern to an interim order hearing remaining above target. Performance continued to be affected by cases requiring evidence from third parties and matters involving ongoing external investigations.
- Performance against quality assurance measures remained strong. Compliance with the best practice standard for risk assessments was 89% in May 2026 and performance against the case planning standard remained above target at 82%. Additional risk and interim order

management training was planned to ensure performance was sustained.

- The expansion of the internal frontloading team continued throughout the first quarter of 2026–27, with the full complement of lawyers, paralegals and legal assistants now in post. The volume of internally frontloaded investigations continued to increase and a key priority for 2026–27 was to increase the number of cases investigated through this model.
- Post-Investigating Committee case volumes had increased during 2026, reflecting a higher number of case-to-answer decisions and an increasing proportion of frontloaded investigations progressing through the process. The post-Investigating Committee caseload stood at 607 cases at the end of May 2026, of which 87 had been listed for a final hearing. The median age of the caseload remained within target and continued to demonstrate the benefits of the frontloading approach.
- Additional investment approved by Council during 2025 continued to deliver benefits. Additional Senior Decision Maker capacity had removed a significant bottleneck within the threshold decision process and external specialist legal support had assisted with progression of some of the oldest and most complex investigations. A Senior Lawyer from the General Medical Council would also join the team on secondment during July 2026 to support further improvements to oversight, forecasting and operational performance.
- Customer service remained the principal improvement priority for 2026–27. Following the Professional Standards Authority's decision that Standard 18 had not been met, work was underway to improve the frequency, consistency and quality of updates provided to case parties, supported by enhanced quality assurance arrangements and new case management system functionality.
- Tribunal Service performance had remained positive. Thirty-one final hearings had concluded during May 2026, representing the highest monthly total in the previous 18 months. Continued work to improve listing arrangements and monitor adjournment rates had contributed to this performance, alongside refresher training delivered to Fitness to Practise partners.

- 4.3 The Council sought assurance regarding controls in place to identify cases that were not progressing as expected and whether sufficient oversight existed to prioritise older and higher-risk cases. It was explained that regular case review arrangements were in place at team and management level, with a particular focus on interim order cases, older investigations and newly received concerns. Additional technical support and management oversight were being provided to case handling teams. Work was also underway to

make greater use of reporting functionality within the case management system and Power BI tools to support the monitoring of key milestones, risk assessments, case updates and operational performance. It was anticipated that these developments would strengthen operational visibility and help direct resources to areas of greatest need.

- 4.4 The Council discussed recruitment challenges and sought assurance regarding progress in increasing investigative capacity. It was noted that Regulatory Investigator roles remained the principal workforce pressure point within the directorate. Assessment centres had generated successful appointments, although recruitment remained challenging and further approaches were being explored with Human Resources, including additional assessment centres, targeted recruitment activity and engagement with wider investigative professions.
- 4.5 The Council discussed opportunities to broaden recruitment activity beyond the healthcare regulation sector. It was noted that individuals working in investigation-focused professions, including the government counter-fraud profession, may possess skills and experience relevant to Regulatory Investigator roles. The Executive confirmed that discussions were already taking place with Human Resources regarding how recruitment activity could be targeted more widely to attract candidates from a broader range of professional backgrounds.
- 4.6 The Council welcomed the secondment arrangements with the General Medical Council and discussed the benefits of learning from other regulators. It was noted that previous secondments had been beneficial and that opportunities for further collaboration across the regulatory sector would continue to be considered.
- 4.7 The Council discussed the proportion of cases progressing beyond the Investigating Committee stage, noting that 55% of cases considered by the Investigating Committee had resulted in a case to answer decision. It was explained that the increase reflected, in part, the progression of older and more complex cases and changes introduced through the case streaming model, which enabled threshold decisions to be taken later in the investigation process and on the basis of a fuller evidential picture. Further analysis was underway to understand the trend and its implications for future capacity requirements.
- 4.8 The Council discussed partner availability and the potential implications for hearing capacity. It was noted that recruitment and forecasting activity continued to be closely monitored and that constraints within the legislation limited the overall size of the partner pool. Work was underway to improve scheduling, increase visibility of partner availability and explore opportunities to support listing activity through technology-enabled solutions.
- 4.9 The Council discussed whether additional internal secondments could be used to support the ongoing increase in workload. It was noted that vacancies within the directorate were open to internal applicants and that some movement from elsewhere in the organisation had already taken place. The Executive advised that investigator capacity remained the most significant

operational pressure point and that recruitment activity continued to focus on that area.

5 Finance Report

5.1 The Council noted the finance report outlining the HCPC's financial performance to the end of May 2026 and the proposed revisions to the capital expenditure policy.

5.2 The Financial Planning and Analysis Manager highlighted the following points:

- The year-to-date position at the end of May 2026 was a surplus of £207k compared with a budgeted surplus of £47k. The variance was primarily attributable to lower payroll costs than budgeted, reflecting vacancies across a number of areas, including regulatory investigator roles.
- Recruitment activity remained a significant area of focus across the organisation. While the financial impact of vacancies was contributing to the favourable year-to-date position, the Council recognised that vacancies also created operational pressures and capacity challenges in a number of areas, particularly within the Fitness to Practise function.
- International registration income had stabilised at a lower level following the significant reduction in application volumes experienced during the previous year. While application volumes remained difficult to predict, current performance suggested that lower volumes had become the expected operating position.
- Savings continued to be realised by bringing in-house the legal services activity. At the end of May 2026, approximately £110k of savings had been achieved through undertaking work in-house rather than through external legal providers.
- A full first quarter reforecast would be undertaken to reassess payroll assumptions, recruitment timelines and operational requirements in light of current activity levels and emerging priorities. This would include consideration of how funding allocated to the frontloading programme could be utilised to support other priority areas where appropriate

5.3 The Council welcomed the savings achieved through the rapid establishment of the internal legal services function. Members noted that the programme had been delivered significantly faster than originally planned in response to substantial increases in external legal provider costs and commended colleagues involved in its implementation.

5.4 The Council discussed the challenges associated with forecasting international registration income. Members noted the uncertainty across the

wider healthcare sector regarding international recruitment and emphasised the importance of maintaining a prudent approach to financial forecasting. It was explained that forecasting assumptions were informed by historic trends, regular forecasting reviews and ongoing monitoring of application volumes.

- 5.5 The Council reflected on the relationship between financial performance and organisational capacity, noting that favourable budget variances arising from vacancies should be considered alongside the operational pressures associated with maintaining vacant posts. Members recognised that workforce capacity remained one of the organisation's most significant challenges.
- 5.6 The Council sought clarification regarding a reported variance within the Chief Executive budget line. Members noted that the year-to-date expenditure appeared higher than the profiled budget and queried how this aligned with the wider underspend position reported elsewhere in the organisation. It was explained that the variance reflected the treatment of the organisation's vacancy factor within budgeting assumptions rather than expenditure directly attributable to the Chief Executive's department. Further clarification was requested as to how the vacancy factor was reflected within the budget and how this reconciled to the figures presented in the report.

Action: The Finance team would provide further clarification on how the vacancy factor was reflected within the budget and how this reconciled to the variance reported against the Chief Executive budget line.

- 5.7 The Council approved the revised capital expenditure policy.

Items for discussion/decision

6 Professional Standards Authority Periodic Review of the HCPC's performance 2025-26

- 6.1 This item was discussed following the Chief Executive's Performance Report (agenda item 3). The Chief Executive reported that the HCPC had met 16 of the 18 Professional Standards Authority Standards of Good Regulation.
- 6.2 Strong performance had been recognised in a number of areas, including equality, diversity and inclusion indicators and the international registration process. Standards 15 (timeliness) and 18 (keeping parties informed and supported during fitness to practise proceedings) had not been met. The Council noted that performance against these standards remained a priority and that action was underway to improve performance whilst maintaining achievement against the remaining standards.
- 6.3 The Council noted that the FTP environment continued to be characterised by sustained and unprecedented increases in demand. Referrals had increased by 41% during 2025–26 compared with the previous year and had increased by a further 18% in the first quarter of 2026–27. Over the same period, the live Fitness to Practise caseload had doubled from approximately 2,000 to 4,000 cases. While increased referral volumes were being experienced across the

regulatory sector, the scale of growth experienced by the HCPC was particularly significant.

- 6.4 The Council noted that a range of factors were likely to contribute to the increase in referrals, including workforce pressures within health and care services, changing attitudes towards risk and reporting concerns, and broader societal trends. The Executive advised that there was no single identifiable cause and no clear referral trend which would explain the increase in demand.
- 6.5 The Council noted that the current legislative framework limited flexibility within the fitness to practise operating model and constrained opportunities to accelerate case progression. Work was ongoing to increase investigative capacity, review threshold policies, improve communication with case parties, enhance the use of business intelligence and reporting tools, including the development of improved data analysis through Power BI, and pursue opportunities presented through future regulatory reform. The Council noted that improved use of data would support a better understanding of demand, performance, capacity and emerging trends.
- 6.6 The Council welcomed the achievement of 16 of the 18 Standards of Good Regulation and recognised the efforts of colleagues across the organisation in maintaining performance and public protection during a period of exceptional operational pressure. Members emphasised the importance of recognising this achievement while continuing to focus on the areas requiring improvement.
- 6.7 The Council discussed the findings relating to Standards 15 and 18 in detail and reflected on the scale of the challenge highlighted by the review. Members noted the PSA's findings regarding avoidable delays in case progression and sought assurance that the underlying causes had been fully understood and addressed. The Chief Executive advised that, while legislative requirements and third-party investigations continued to contribute to delays, the most significant factor affecting performance was the sustained increase in demand and the impact this had placed on operational capacity. The findings of the review had been accepted and were informing current improvement activity.
- 6.8 The Council discussed the quality and consistency of risk assessment activity and emphasised the importance of maintaining Standard 17 while seeking to regain Standards 15 and 18. Members noted that the quality of risk assessment and decision-making remained fundamental to public protection. The Executive confirmed that retaining Standard 17 would remain a priority and that quality assurance, oversight and training activity would continue.
- 6.9 The Council sought assurance regarding controls in place to identify cases that were not progressing as expected and whether sufficient oversight existed to prioritise older and higher-risk cases. It was explained that regular case review arrangements were in place at team and management level,

supported by additional technical input, monitoring mechanisms and work to strengthen operational reporting and business intelligence.

- 6.10 The Council discussed whether current approaches would remain sustainable should referral volumes continue to increase significantly over the longer term. Members noted the importance of considering future operating models as part of longer-term planning and of ensuring that workforce planning, technology adoption and organisational capacity remained aligned to future demand scenarios. The Council considered the value of testing assumptions through longer-term scenario planning and exploring how the organisation might need to operate differently should current growth trends continue. The Executive confirmed that longer-term planning and scenario modelling formed part of ongoing work.
- 6.11 The Council noted that, while all regulators were experiencing increased volumes of concerns, the scale of growth experienced by the HCPC was particularly significant. Members welcomed the actions underway to increase capacity, improve processes, review threshold arrangements and pursue opportunities for regulatory reform in order to strengthen organisational resilience. The Council also recognised the importance of remaining open to more fundamental changes to operating approaches over the longer term should demand continue to increase significantly.

The meeting was briefly adjourned.

7 People strategy

- 7.1 The Executive Director of Resources presented the proposed People Strategy 2026–2031 on behalf of the Head of HR and OD. The strategy had been developed through extensive staff engagement and aligned closely with the corporate strategy 2026–31.
- 7.2 The Council noted the following points.
- The people strategy was structured around three priorities: living our values and purpose; developing our potential; and creating the right conditions for success.
 - The people strategy had been informed by staff workshops, engagement activity and employee survey feedback and reflected the themes identified through discussions with colleagues across the organisation.
 - The people strategy provided a framework to support delivery of the corporate strategy and recognised that achieving the organisation's objectives depended upon attracting, developing and retaining a skilled, engaged and resilient workforce.

- The people strategy addressed a range of workforce priorities, including professional and personal development, leadership capability, organisational culture, employee wellbeing, resilience and psychological safety.
- Equality, diversity and inclusion (EDI) remained a key focus within the strategy, including ongoing work to address gender and ethnicity pay gaps and create an inclusive working environment in which colleagues could thrive.
- Technology was recognised as a key enabler within the strategy. The Council noted the importance of ensuring colleagues had the confidence, skills and support required to work effectively in an increasingly digital environment, while ensuring that no employee group was left behind as technology continued to evolve.
- The strategy recognised the important role of internal communications in supporting engagement, reinforcing organisational values and helping colleagues understand how their work contributed to delivery of the corporate strategy and the HCPC's public protection role.

7.3 The Council welcomed the strategy and discussed the importance of ensuring that progress against it could be effectively measured and reported. Members sought assurance that appropriate workforce metrics, pulse survey data and existing governance reporting arrangements would be used to demonstrate delivery and impact over time.

7.4 The Council discussed the wider workforce environment, including recruitment pressures, increasing operational demand and the need to support colleagues through organisational change. Members emphasised the importance of ensuring that the strategy appropriately reflected current workforce challenges, organisational resilience and future capability requirements. The Council also noted the importance of connecting organisational initiatives clearly to the HCPC's strategic objectives and values and welcomed the establishment of an employee experience group to support implementation and oversight.

7.5 The Council approved the people strategy 2026-31, subject to the following revisions and amendments:

- ensuring the strategy appropriately reflected the workforce and recruitment challenges facing the organisation and how colleagues would be supported through periods of change and increasing demand; and
- providing greater clarity as to how progress and success would be measured and reported through existing governance, assurance and performance reporting arrangements.

Action: The people strategy would be amended to reflect the Council's feedback prior to publication.

8 Communications strategy update

8.1 The Head of Communications, Engagement and Public Affairs presented an update on delivery of the communications strategy.

8.2 The Council noted the following points:

- The communications strategy had largely achieved the objectives agreed by Council in July 2024 and work was now moving from foundation-building activity towards delivery and longer-term development.
- Significant progress had been made in strengthening communications capacity and capability through the implementation of a revised team structure.
- A new website platform had been delivered in line with the organisation's digital roadmap and provided a more sustainable foundation for future development and improvement.
- Extensive user research had been undertaken, involving more than 1,600 participants across registrants, members of the public, students and education providers, alongside in-depth interviews and other engagement activity. This research had generated substantial insight that would inform future communications, engagement and digital activity.
- Reviews of communications channels and social media activity had been completed to ensure resources were focused on areas providing the greatest value and audience engagement.
- Active engagement on X had ceased following consideration of audience behaviour, channel effectiveness and previous Council discussions.
- Work remained underway on a brand refresh programme. Progress had been slower than originally anticipated as resources had been prioritised towards other strategic and operational activity.
- Future priorities included strengthening brand awareness, increasing understanding of the HCPC's role in public protection and developing targeted communications and engagement campaigns to support strategic objectives.

8.3 Council welcomed the progress made and discussed how insight from the user research would inform future communications, engagement and digital activity. Members sought assurance that the research reflected a broad range of stakeholder groups and could support wider organisational activity, including workforce planning and recruitment.

- 8.4 The Council discussed the organisation's approach to social media, public awareness and audience engagement. Members welcomed the decision to cease active engagement on X and noted that future channel choices should continue to be informed by audience insight and evidence. The Executive advised that social media activity was increasingly focused on brand awareness and stakeholder engagement rather than transactional interactions.
- 8.5 The Council discussed opportunities to strengthen engagement with patients, service users and the public, including the proposed development of a patient panel. A Council member suggested that, over time, such arrangements could support a broader range of organisational activity, including policy development, standards development and understanding public confidence in regulation. The Chair noted the significant level of activity currently being managed by the Executive Leadership Team and advised that flexibility would be required regarding the timing and scope of any future work in this area.

Action: The Executive would consider opportunities for future reporting to the Council on patient and public engagement arrangements, including development of the proposed patient panel.

9 Strategic risk register review

- 9.1 The Head of Assurance and Compliance presented the refreshed strategic risk register (SRR) to the Council and summarised the proposed approach to strategic and operational risk management.
- 9.2 The Council noted the following points:
- The strategic risk register had been redesigned to align with the corporate strategy 2026–31 and provide a clearer articulation of the principal strategic risks facing the organisation.
 - Significant work had been undertaken by the Executive Leadership Team to distinguish between strategic and operational risks and ensure that strategic risks remain focused on issues that could affect delivery of the corporate strategy.
 - The revised approach simplified the presentation of risks and focused attention on the most significant areas requiring strategic oversight.
 - Further work was underway to strengthen operational risk management arrangements and to develop a clearer framework for identifying when operational risks should be escalated and considered as strategic risks.
 - Strategic risks relating to organisational capacity, fitness to practise performance and achievement of PSA standards reflected issues discussed elsewhere during the meeting and would continue to be closely monitored.

- 9.3 The Council welcomed the revised format and noted that the Audit and Risk Assurance Committee had considered the proposals on two occasions prior to submission to the Council. The Committee supported the revised structure and had provided a number of recommendations to inform the ongoing development of the register.
- 9.4 The Council discussed the distinction between strategic risks and issues which had already materialised and requested that future iterations could further clarify where risks had crystallised into operational issues and how these were being managed.

Action: The Executive Director of Corporate Affairs would consider how future iterations of the strategic risk register could more clearly distinguish between strategic risks and risks which have crystallised into operational issues.

- 9.5 The Council discussed the framing of risks relating to PSA performance and standards. Members noted the importance of focusing on the organisational and public protection impacts arising from performance risks rather than on achievement of the standards themselves.

Action: The Executive Director of Corporate Affairs would review the presentation of PSA-related strategic risks to ensure that they focused on organisational and public protection impacts rather than the achievement of PSA standards.

- 9.6 The Council noted that further development of the register would continue through the Audit and Risk Assurance Committee. Future iterations would include additional information relating to risk appetite, target risk levels, interdependencies and delivery timeframes.
- 9.7 The Council approved the strategic risk register.
- 9.8 The Council recorded its appreciation for the contribution of Roy Dunn, Chief Information Security and Risk Officer, during his 24 years of service to the HCPC and wished him well on his retirement. The Council noted his significant contribution to the organisation and to risk management arrangements.

10 Key performance indicators review

- 10.1 The Executive Director of Corporate Affairs presented the proposed revisions to the organisational key performance indicators (KPIs) following previous Council discussion at the review session on 25 June 2026.
- 10.2 The Council noted the following points:

- The proposed KPI framework had been revised to align more closely with the corporate strategy 2026–31 and ensure that performance reporting remained focused on strategic outcomes.

- Changes had been proposed to a number of measures following feedback from the Council and Committee members, including indicators relating to professional liaison and outreach activity, workforce performance and education quality.
 - Further work remained underway to finalise a small number of indicators, including the most appropriate measure of education quality and aspects of workforce reporting.
 - Work was ongoing to develop RAG ratings and reporting arrangements to support future performance reporting through the Chief Executive's Performance Report.
 - The revised KPI framework sought to balance strategic oversight with a concise set of measures, ensuring the Council remained focused on key organisational priorities.
- 10.3 The Council discussed the proposed measures relating to organisational trust, stakeholder experience and workforce performance. Members questioned whether complaints data alone provided a sufficiently comprehensive measure of trust and confidence in the HCPC and discussed opportunities to consider additional sources of stakeholder feedback and audience insight in future reporting.
- 10.4 The Council highlighted the importance of workforce measures that provided insight into organisational resilience, employee experience and retention, alongside recruitment performance. Members also discussed the relationship between the KPI framework and the PSA Standards of Good Regulation, emphasising the importance of maintaining visibility of key areas requiring improvement.
- 10.5 The Council welcomed the overall approach and supported the proposed KPI framework. Members emphasised that the KPI set should remain focused on a concise number of meaningful strategic measures.
- 10.6 The Council agreed that the People and Resources Committee would continue to oversee development of the KPI framework and would be responsible for finalising the remaining measures prior to implementation, with the exception of the education quality indicator. This would include consideration of workforce metrics and any further development of trust and stakeholder experience measures. The education quality indicator would be finalised by the Education and Training Committee Chair, working with the Head of Education on behalf of the Education and Training Committee.

Action: The People and Resources Committee would finalise the remaining elements of the KPI framework relating to workforce metrics and any further refinements to measures relating to stakeholder trust and experience, prior to implementation.

- 10.7 Subject to further refinement by the People and Resources Committee, the Council approved the proposed KPI framework.

Items for noting

11 Chair's report and draft minutes of the meeting of the Education and Training Committee held in public on 3 June 2026

- 11.1 The Council noted this item, including the ongoing monitoring of international registration-related issues and education appeals highlighted by the PSA.

12 Chair's report and draft minutes of the meeting of the Audit and Risk Assurance Committee held in public on 10 June 2026

- 12.1 The Council noted the report, including the Committee's consideration of the first annual Speak Up report and ongoing monitoring of organisational assurance arrangements.

13 Chair's report and draft minutes of the meeting of the People and Resources Committee held in public on 11 June 2026

- 13.1 The Council noted the report, which highlighted the significant volume of activity taking place across the organisation and the need to continue strengthening governance, cross-organisational working and oversight of areas such as artificial intelligence.

14 Annual summary of the Council committees 2025-2026

- 14.1 The Council noted the annual summary of committee activity during the 2025–26 governance year.

15 Council and committee dates 2027

- 15.1 The Council noted the proposed dates for 2027. Council members were asked to identify any potential clashes as early as possible.

16 Council forward plan

- 16.1 The Council noted the forward plan.

17 Council reflection

- 17.1 Bola Ademuyiwa, Learning and Development Specialist, offered her reflections on the meeting and shared feedback from two work experience

students who had observed the meeting. The reflections highlighted the constructive and balanced discussions, the inclusive approach taken by the Chair and members and the positive experience reported by the work experience students.

18 Resolution

18.1 The Council resolved that the remainder of the meeting would be held in private, because the matters being discussed related to the following:

- (a) information relating to a registrant, former registrant or application for registration;
- (b) information relating to an employee or office holder, former employee or office holder or applicant for any post or office;
- (c) the terms of, or expenditure under, a tender or contract for the purchase or supply of goods or services or the acquisition or disposal of property;
- (d) negotiations or consultation concerning labour relations between the Council and its employees;
- (e) any issue relating to legal proceedings which are being contemplated or instituted by or against the Council;
- (f) action being taken to prevent or detect crime or to prosecute offenders;
- (g) the source of information given to the Council in confidence; or
- (h) any other matter which, in the opinion of the Chair, is confidential or the public disclosure of which would prejudice the effective discharge of the Council's functions.

Item	Reason for Exclusion
19	H
20	H
21	H
22	H
23	H
24	H
25	H
26	H
27	H

The meeting adjourned at 1.23pm.

Chair:

Date: