Council

24 September 2026

People and Resources Committee meeting held in public on 10 September 2026

Committee Chair's summary to Council

Resources directorate performance report

The Committee reviewed performance across the Resources directorate for July 2026-27. Overall performance remained strong despite significant organisational focus on improving Fitness to Practise (FTP) capacity and performance. The Committee discussed progress on cyber security, invoice payment performance and document security initiatives, noting that secure document sharing arrangements were now established and that supporting work on information security controls continued.

HR performance report

The Committee received the HR performance report for quarter 1 2026-27 and noted recruitment activity at the highest level recorded by the organisation, driven primarily by workforce expansion within FTP. The Committee welcomed the successful recruitment activity underway and discussed the significant organisational effort required to support assessment centres, onboarding and workforce development. The Committee also received an update on preparations for the proposed regulation of hospital managers, including recent progress on funding discussions with the Department of Health and Social Care and associated recruitment planning.

Finance report

The Committee reviewed the financial position as at 31 July 2026. It noted that the July reforecast had moved the organisation from a small forecast surplus to a modest forecast deficit, reflecting reduced registration income assumptions and changing expenditure forecasts. The Committee sought assurance regarding financial controls, forecasting arrangements and the use of contingency funding and noted that opportunities to mitigate financial pressures through investment timing and forecast underspends would continue to be monitored closely.

Council key performance indicators (KPIs)

The Committee considered two outstanding Council KPIs referred by the Council. It approved a workforce resilience KPI based on the percentage of budgeted posts filled and agreed that no stakeholder trust and confidence KPI should be adopted at this stage. The Committee concluded that complaints data was not a suitable measure of stakeholder trust and confidence and noted that further consideration would be given to identifying a more meaningful approach over time. Reporting against the revised Council KPI framework will commence from December 2026.

Employee Forum update

The Committee received an update from the Employee Forum Chair and welcomed continued growth in Forum membership and engagement. The Committee discussed employee experience in the context of increasing organisational activity and workload pressures and noted the importance of communication, flexibility and management support in helping teams respond to changing demands.

Investment plan update

The Committee reviewed the investment plan 2026-28 and noted the decision to reprioritise a number of investment activities in order to focus organisational resources on improving FTP capacity and performance. Members discussed the implications of deferring a number of projects and sought assurance that critical programmes would continue to progress. The Committee also considered how future investment reporting could best support effective oversight of organisational priorities, risks and delivery challenges.

John McEvoy,
Chair of the People and Resources Committee

People and Resources Committee

Minutes of the People and Resources Committee meeting held in public on:

Date: Thursday 10 September 2026

Time: 2pm

Venue: Videoconference via Teams

Present: John McEvoy (Chair)
Neville Hounsome
Pameleta Ricketts
David Stirling
Dabbi Taylor*

Apologies: None

In attendance:

James Afolabi, Financial Planning and Analysis Manager
Adebusola Akinlabi, Financial Analyst
Claire Amor, Executive Director of Corporate Affairs
Francesca Bramley, Governance Manager
Alastair Bridges, Executive Director of Resources
Laura Coffey, Executive Director of Fitness to Practise and Tribunal Services
Paul Cooper, Head of Business Change
Christine Elliott, Chair of Council (for items 8-11)
Eve Johnson, Employee Forum Chair
Geoff Kirk, Head of IT and Digital
Patricia Morrissey, Head of Governance
Aditya Palai, HR Business Partner
Uta Pollmann, Partner Project Lead (from item 9)
Andrew Smith, Executive Director of Education, Registration and Regulatory Standards and Deputy Chief Executive

* Council Apprentice

Public meeting

1 Welcome and introduction

1.1 The meeting commenced later than scheduled as the Committee was not quorate at the appointed start time. Once a quorum was achieved, the Committee Chair welcomed those present to the meeting of the People and Resources Committee.

2 Apologies for absence

2.1 There were no apologies from Committee members.

2.2 Apologies had been received from Iain McGregor, Independent Adviser for Technology-Led Innovation.

3 Approval of agenda

3.1 The Committee approved the agenda.

4 Declaration of members' interest in relation to agenda items

4.1 There were no interests declared.

5 Minutes of the People and Resources Committee meeting held in public on 11 June 2026

5.1 The Committee approved the minutes as an accurate record of its meeting held in public on 11 June 2026.

6 Matters arising

6.1 The Committee noted the updates on matters arising from previous public meetings. All actions proposed for closure would be closed.

Performance Reports

7 Resources Directorate Performance Report

7.1 The Executive Director of Resources presented a paper providing an update on performance in the corporate enabler functions for quarter 1 2026-27.

7.2 The following key points were highlighted:

- Across the Directorate there was focus on activity to strengthen capacity and capability in FTP in view of demand-related pressures. Other priorities had accordingly been reviewed, but overall performance nonetheless remained strong across most key performance indicators (KPIs).

- There had been an increase in the Microsoft Defender cyber score, which tracked the cyber resilience of our cloud-based infrastructure, following work to maintain alignment with evolving Microsoft standards.

- Performance against the invoice payment KPI had declined. This was partly due to delays associated with implementing new contracts with external legal providers and a number of high-volume invoice streams. Work was underway to improve compliance with the invoice payment process and return the KPI to target.

7.3 The Committee discussed progress on document security initiatives. It was noted that the secure document sharing solution delivered through the Fitness to Practise Legal Services project was now established and that supporting work on security controls and data loss prevention measures continued. More extensive organisation-wide activity relating to document classification and labelling would be progressed in line with wider organisational priorities and resourcing.

8 HR Performance Report

8.1 The HR Business Partner provided an update on HR performance for quarter 1 of the 2026-27 financial year.

8.2 The Committee noted that overall performance remained positive, and the following key points were highlighted:

- Recruitment activity was at its highest level on record, driven largely by workforce expansion within the Fitness to Practise (FTP) directorate.

- Five assessment centres had taken place, resulting in the appointment of 14 Regulatory Investigators, with a further 13 assessment centres scheduled throughout the remainder of the financial year.

- Temporary agency arrangements were supporting short-term operational capacity while maintaining a fair and consistent pathway into permanent recruitment processes.

- Additional HR capacity had enabled dedicated support to be provided to FTP recruitment and workforce initiatives while maintaining support across the wider organisation.

- The HR team was supporting delivery of the proposed Hospital Manager regulation programme, including preparatory recruitment activity.

- A five-year people roadmap was in development to support delivery of the corporate strategy, including priorities relating to technology, AI, rewards and inclusion.

8.3 The Committee commended the HR team and wider organisation on the effectiveness of the recruitment activity and recognised the significant resource commitment required to support delivery of the recruitment programme.

8.4 The Committee reflected on the scale of recruitment activity and sought further information about the assessment centre process. The Committee was advised that candidates underwent screening, assessment exercises and panel interviews, with each session involving colleagues from both HR and Fitness to Practise (FTP) to support delivery.

8.5 The Committee discussed preparations for the proposed regulation of hospital managers and sought clarification on progress. The Committee was advised that the Department of Health and Social Care had recently provided a letter of comfort regarding funding and that recruitment activity had commenced in preparation for mobilisation from January 2027. It was noted that discussions with government remained ongoing regarding both funding arrangements and potential wider regulatory reform to reduce administrative burdens within Fitness to Practise (FTP). While progress had been made, a number of matters remained subject to ministerial consideration and final confirmation.

Action: The Committee Chair and Deputy Chief Executive would consider appropriate arrangements for updating independent Committee members on developments relating to the proposed regulation of hospital managers.

9 Finance Report

9.1 The Committee received a paper from the Financial Planning and Analysis Manager, presenting the financial position as at 31 July 2026.

9.2 The following key points were highlighted:

- Year-to-date performance showed a surplus of £160k compared with a forecast surplus of £78k, largely due to the timing of legal costs and professional fees.

- Following the July reforecast exercise, the full-year position had moved from a budgeted surplus of £10k to a forecast deficit of £73k.

- As previously foreshadowed in the table of finance risks and opportunities, registration income forecasts had been reduced following lower than originally projected registration volumes, while international registration income continued to perform slightly ahead of budget assumptions.

- Payroll forecasts had been updated to reflect current vacancies and recruitment plans, with underspends partially offset by temporary staffing costs.
- Forecast investment expenditure had reduced from £3.5m to £2.1m due to the reprioritisation of investment activity.
- A separate £3.0m FTP capacity programme funded from ringfenced reserves had been established, although detailed expenditure profiles were not yet available.
- The overall financial position remained manageable but tight and continued to be closely monitored, with only a limited contingency remaining available.

9.1 The Committee discussed the revised full-year forecast position, including the use of contingency funding and the reduction in registration income forecasts. Assurance was provided that robust forecasting and monitoring arrangements remained in place. It was noted that the reduction in registration income related primarily to lower than expected UK registration volumes and lower conversion rates from applicants to registrants. Opportunities to mitigate financial pressures through the timing of investment expenditure and other potential underspends would continue to be monitored as part of the forecasting process.

10 Partner Report

10.1 The Partner Project Lead introduced the report outlining performance during quarter 1 2026-27, noting that no significant issues were identified.

10.2 The following key points were highlighted:

- Performance remained strong across all reported KPIs, with recruitment and turnover targets achieved.
- Significant recruitment activity had taken place during the quarter, with more than 500 applications received, over 200 interviews conducted and approximately 90 appointments offered.
- Additional independent recruitment partners had been appointed to support recruitment activity and reduce operational pressures on regulatory departments.
- Partner costs remained broadly stable despite increased activity levels.
- Feedback from partners suggested that completion of Records of Assessment (ROAs) was becoming increasingly time-intensive and less cost-effective from a partner perspective.

- A review of partner fees was underway and would be considered through the governance process later in the year.

- Delivery of the partner KPI project had been paused following investment reprioritisation.

10.3 The Committee acknowledged the significant recruitment achievements delivered during the quarter.

10.4 The Committee discussed partner payment processes and sought assurance regarding controls. The Committee was advised that, while some reporting continued to require manual intervention, controls were in place to support payment accuracy and further system enhancements were expected to improve reporting capability, efficiency and data quality.

10.5 In response to a question, the Committee was assured that appropriate quality assurance arrangements remained in place for the onboarding and training implications of recent recruitment activity.

10.6 The Committee sought assurance regarding partner performance and conduct arrangements. It was noted that partner contracts could be terminated where mandatory training requirements were not completed or where performance or conduct concerns were identified and reviewed through established processes.

11 Council key performance indicators

11.1 The Executive Director of Corporate Affairs presented a paper seeking approval of two outstanding Council KPIs following discussion at the July 2026 Council meeting relating to workforce resilience and stakeholder trust and confidence.

11.2 The Committee agreed that workforce resilience should be measured through the percentage of budgeted posts filled.

11.3 The Committee did not support the use of complaints data as a measure of stakeholder trust and confidence. Members considered that complaints data did not provide a meaningful indicator of overall stakeholder trust and confidence, noting that complaints reporting would continue through the Audit and Risk Assurance Committee.

11.4 The Committee discussed alternative approaches to measuring stakeholder trust and confidence. It was noted that a stakeholder survey was being considered, although such information would be collected periodically and may therefore be more appropriately considered through separate reporting to PRC or Council rather than as a quarterly KPI. Members also noted that some measures of organisational culture, reputation and stakeholder confidence may be better assessed through periodic qualitative or external benchmarking measures rather than through quarterly performance indicators.

11.5 The Committee approved the workforce resilience KPI measuring the percentage of budgeted posts filled and agreed that no stakeholder trust and confidence KPI should be adopted at this stage pending further consideration of the most appropriate approach, recognising the complexity of identifying a sufficiently robust and meaningful measure.

Action: The Executive Director of Corporate Affairs would keep under review potential approaches to measuring stakeholder trust and confidence and would bring forward proposals to the Council in due course.

11.6 The Committee noted that reporting against the revised Council KPI framework would commence from the December 2026 Council meeting**.**

11.7 The meeting was briefly adjourned.

12 Employee Forum update

12.1 The Committee received a verbal update from the Employee Forum Chair.

12.2 The following points were highlighted:

- The Forum had undergone a period of transition, with several representatives completing their terms of office and new representatives joining.

- Representation had increased to seven members, the highest level for some time.
- Induction and onboarding activity for new representatives was ongoing, including support on Forum processes and communication responsibilities.

- The anonymous staff feedback mechanism, which had been introduced relatively recently, had begun to receive submissions and was providing an additional channel through which employees could raise issues and feedback.

12.3 The Committee discussed staff experience and organisational pressures in light of the significant activity and recruitment taking place across the organisation. The Employee Forum Chair noted that they could only comment from their own experience and primarily from the perspective of FTP and Tribunal Services. It was noted that workloads had increased in some areas, particularly within FTP, but that open communication, management support and flexible working arrangements continued to help teams manage operational pressures. The importance of teamwork and flexibility in responding to changing demands was also highlighted.

12.4 The Committee questioned whether there were any particular areas of focus emerging for the Forum. It was noted that, as the Forum continued to grow, consideration was being given to representatives taking on thematic interests alongside their departmental representation responsibilities, including supporting engagement on cross-organisational initiatives. The immediate priority remained supporting new representatives and maintaining effective communication with employees across the organisation.

Finance and Investment

13 Investment plan update

13.1 The Head of Business Change provided an update on the investment plan for 2026–28, highlighting the evolving approach to prioritisation and delivery across the portfolio.

13.2 The following key points were highlighted:

- Investment activity had been reprioritised to support the organisation's focus on improving FTP capacity and performance.
- A number of projects and associated expenditure had been deferred to support organisational priorities, although no projects had been cancelled and the overall portfolio remained within budget.
- Resources had been successfully redirected from investment activity to support organisational priorities, particularly within FTP.
- Benefits delivery had been assessed as amber due to delayed implementation of some projects and the consequent deferral of anticipated benefits.
- Priority projects continuing to progress included the FTP Customer Service Improvement Programme, Single customer relationship management (CRM) activity, data and automation initiatives, AI and Copilot-related work, cyber and network infrastructure activity, and estates investment projects.

13.3 The Committee discussed the impact of reprioritisation and the temporary pause of a number of programmes. It was noted that the changes reflected a deliberate organisational decision to focus resources on FTP improvement activity while continuing with projects that presented significant operational, strategic or financial dependencies.

13.4 The Committee discussed the presentation of investment reporting and whether the current format provided sufficient visibility of key risks, pressures and the impact of reprioritisation. Members noted that the Committee’s focus should be directed at the most significant risks and issues. The Chair proposed further discussion with the Head of Business Change regarding future reporting arrangements to ensure information was presented in the most effective way for Committee oversight.

Action: The Head of Business Change and the Committee Chair would discuss the presentation of investment reporting to the Committee and consider whether any changes were required to improve visibility of key risks, pressures and decisions.

Governance

14 Committee forward plan

14.1 The Committee noted the forward plan for 2026. The 2027 forward plan was due to be submitted to the next Committee meeting in November 2026.

15 Resolution to move the meeting to private session

15.1 The Committee resolved that the remainder of the meeting would be held in private, because the matters being discussed related to matters which, in the opinion of the Chair, were confidential or the public disclosure of which would prejudice the effective discharge of the Committee's functions.

15.2 The meeting was briefly adjourned.