

Education and Training Committee

Meeting Date	04 March 2026
Title	Review of committee effectiveness
Author(s)	Francesca Bramley, Governance Manager
Executive Sponsor	Claire Amor, Executive Director of Corporate Affairs
<p>Executive Summary</p> <p>Each of the Council's committees should review its effectiveness periodically and report to the Council on this assessment.</p> <p>To help inform the Education and Training Committee (the Committee) in its review, a questionnaire was circulated to Committee members and regular attendees on 14 January 2026, the responses to which were intended to inform the review of effectiveness to take place at the meeting of the Committee.</p> <p>There was a good response to the questionnaire, with nine responses received (compared to six in 2024 and 2025), and the responses to the questionnaire were positive overall, including in the comments. There were five suggestions within the responses relating to:</p> <ul style="list-style-type: none"> • time for reflection on discussions and decisions made; • time to consider wider strategic issues and horizon scanning, including engagement with employers and the education provider sector; • focused training for new members on how to read papers strategically to strengthen the quality of scrutiny and constructive challenge; and • deep dives into issues highlighted in performance reports to enable more in-depth discussions on specific areas of risk. <p>In response to these suggestions:</p> <ul style="list-style-type: none"> • When there are complex and/or challenging agenda items, additional time could be protected within the private session to allow Committee members to reflect. If appropriate, for any highly complex item, a post-meeting debrief session could be arranged as necessary to support members (in particular the independent Committee member) and to ensure learning is taken forward, supporting continuous improvement. • Deep dives are indicated 'as required' on the Committee forward plan. Members are encouraged to identify any specific challenges or performance 'hotspots' that require a more detailed discussion for inclusion on future Committee agendas. 	

- The Committee workshop that was previously held annually could be reinstated to provide time higher level strategic discussions and horizon scanning on topics identified by the Committee. Education provider sector stakeholders and employers could be invited to the workshop to bring a broader range of perspectives to the discussions. Alternatively, Committee members could engage individually with education providers and employers within their own networks and use any insights arising from these discussions to inform discussions at Committee meetings as appropriate.
- We could also consider the feasibility of Committee members participating in existing engagement activities led by the Executive Leadership Team: for example, annual meetings with the Council of Deans of Health.

A query was also raised as to whether Committee members had sight of information provided to the Council relating to Committee business. In response to this, a summary of each Council meeting is provided to independent Committee members following the meeting. In addition, the Committee Chair's summary reports to the Council could be shared with the Independent Committee member and student representative if this would be beneficial.

One of the themes identified in last year's effectiveness review was opportunities to meet in person to support communication and cohesion among Committee members. In response to this feedback, the Committee met in person in November 2025. This topic has not been referenced in the survey responses this year, however the Committee's feedback would be welcomed as to whether a further in-person meeting would be beneficial in 2026. We could also consider whether there are other Council or HCPC events to which Committee members could be invited and find beneficial in terms of wider interaction.

None of the above suggestions would require changes to the Committee standing orders.

Action required	The Committee is asked to provide input and feedback to develop the proposal.
Previous consideration	The Committee last reviewed its effectiveness in March 2025.
Next steps	The Chair of the Committee will report to the Council on the results of its assessment of the Committee's effectiveness and any actions or recommendations as part of the Committee Chair's report to the Council.
Financial and resource implications	There are unlikely to be any financial or resource implications, however, this will be determined based on the actions or recommendations agreed as a result of the review.
Associated strategic priority/priorities	Build a resilient, healthy, capable and sustainable organisation
Associated strategic risk(s)	5.a The resources we require to achieve our strategy are not in place or are not sustainable
Risk appetite	People - open

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<p>Communication and engagement</p>	<p>A questionnaire was circulated to Committee members and regular attendees to complete on 14 January 2026. Nine responses were received.</p>
<p>Equality, diversity and inclusion (EDI) impact and Welsh language standards</p>	<p>None identified.</p>
<p>Other impact assessments</p>	<p>Not applicable</p>
<p>Reason for consideration in the private session of the meeting (if applicable)</p>	<p>Not applicable</p>

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Responses Overview Active

Responses

9

Average Time

08:20

Duration

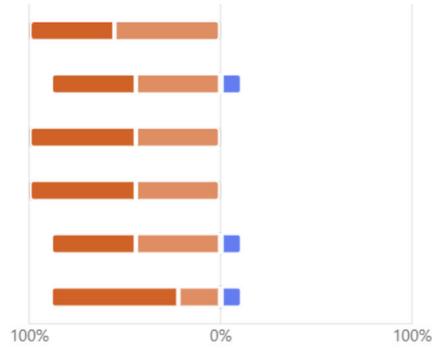
28

Days

1. Committee focus

● Strongly agree
 ● Agree
 ● Disagree
 ● Strongly disagree
 ● Unable to comment

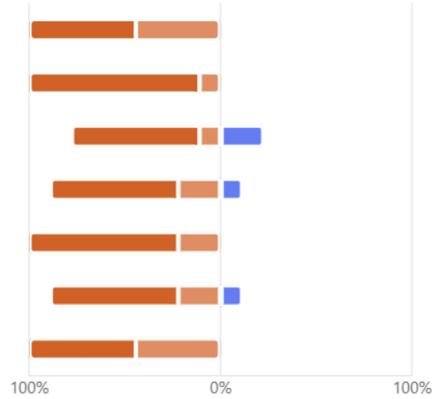
- The Committee has made conscious decisions about the information it would like to receive.
- The Committee has structured its annual programme of business and agenda to cover all the areas within its remit.
- Committee members contribute regularly to decisions about the areas of focus for the Committee.
- The Committee is aware of its key sources of information and/or assurance and who provides them.
- Committee members and attendees can provide examples of where the Committee's focus has led to positive change.
- The Committee is clear about its role in relation to the Council and other Council Committees.



2. Committee engagement

● Strongly agree
 ● Agree
 ● Disagree
 ● Strongly disagree
 ● Unable to comment

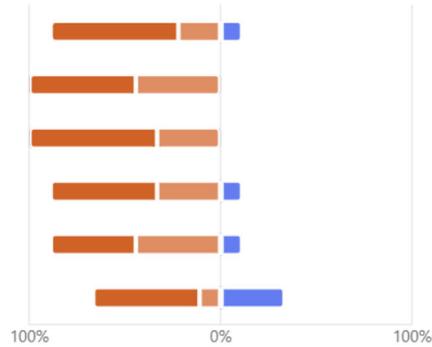
- The Committee has the right balance of experience, knowledge and skills to fulfil its role and responsibilities.
- The Committee ensures that the relevant members of the leadership team attend meetings to enable it to fully understand...
- Management fully briefs the Committee about key risks and opportunities and plans to mitigate or capitalise on these.
- The Committee is provided with timely and clear information to support the work of the Committee.
- The Committee's ways of working enable members and attendees to express their views and any concerns, and raise any questions.
- The Committee supports open and proactive accountability from the HCPC leadership team and attendees to the Council.
- Decisions, actions and recommendations are implemented within the timescales agreed with the Committee.



3. Committee effectiveness

● Strongly agree
 ● Agree
 ● Disagree
 ● Strongly disagree
 ● Unable to comment

- The quality of papers received allows the Committee to perform its role effectively.
- Members of the Committee provide effective input and constructive challenge.
- Discussion at Committee meetings is allowed to flow and conclusions are reached without discussions being cut short.
- In relation to each item on the agenda, the Committee is clear on the conclusion, who is doing what and when, and where...
- The Committee regularly reflects on its discussions, decisions made and any matters for escalation to the Council or any other...
- The information provided to the Council about the Committee meetings provides the Council with assurance on those areas...



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4. Is there anything that the Committee could do differently to better support a) the Council; or b) the leadership team in its work?

- From final question above - do the committees see the information that is provided to council relating to their business?
- nothing that I can point to currently
- No but intersted to know Exec view
- We might do well to spend some dedicated time horizon scanning and considering bigger strategic issues.
- None
- None
- Unable to comment
- Not applicable
- Not applicable

5. Is there any training or support members of the Committee feel would help them to fulfil their role on the Committee?

- Additional time outside of the meetings to allow for free-flowing discussion and reflection, particularly in relation to panel decisions.
- Nothing to date - some newer members are still in their induction cycle
- It may assist the Committee to have "keeping in touch" opportunities with education provider sector and employers. Much as the annual report is very helpful, an additional mechanism to touch base with current climate in HE for providers and learners, some horizon scanning, and employers, ie all our stakeholders. This includes thinking about areas impacting registration as well as the education component of committee business.
- I don't have any particular training needs in relation to the Committee, although happy to participate in anything deemed suitable.
- It would be helpful to provide focused training for new member on how to read papers strategically - what to prioritise, where risk tends to lie, assurance gaps, and decision points - would help new members contribute more quickly and confidently. This would strengthen the quality of scrutiny and support more proportionate, targeted challenge.
- Not applicable
- Not applicable
- Not applicable
- None

6. Is there any other feedback you would like to provide relating to the effectiveness of the Committee?

- it is an enjoyable and collaborative (in a critically discursive way) committee which i am pleased to be involved with. thank you.
- I believe this is an effective committee
- This feels like a functioning committee that has the benefit of an excellent governance team and Education and Registration teams, so huge thanks to everyone's hard work. Something we could consider is a "deep dive" component to performance reports to drill into some areas, esp those that are proving difficult to shift
- This is a very well functioning committee that is extremely well chaired. In my view, it is highly effective.
- Really glad we have recruited a student / new grad rep to replace Dabbi
- I have been impressed by it's effectiveness, particularly around matters relating to difficult, decision-making like programme approval.
- Not applicable
- Not applicable
- None