

People and Resources Committee

Meeting Date	12 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 People and Resources 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 fair response to the questionnaire, with five responses received (the same number as in 2025), and the responses to the questionnaire were positive overall, including in the comments.</p> <p>One response of 'disagree' was submitted for each of the statements below:</p> <ul style="list-style-type: none"> • The Committee's ways of working enable members and attendees to express their views and any concerns and raise any questions. • Members of the Committee provide effective input and constructive challenge. • In relation to each item on the agenda, the Committee is clear on the conclusion, who is doing what and when, and where requirements have been agreed. <p>There were a number of free-text comments and suggestions provided, which are summarised below:</p> <ul style="list-style-type: none"> • the importance of all members of the Committee put their views forward; • Committee members playing a greater role in shaping the agenda; • the Committee moving to a position of having read the papers to create more time for discussion; • a reflection that some discussion topics could be brought to the Committee at an earlier stage of development; • a suggestion to move some papers, such as the finance report, into the private session of the meeting to enable greater insight and discussion around financial performance; 	

- considering how Committee members could engage more directly with colleagues from across the organisation, perhaps including departmental presentations;
- a suggestion for members to observe the meetings of similar Committees within other health care regulators;
- the need for further IT and digital transformation expertise.

In response to these suggestions:

- The Committee may wish to discuss what more can be done to encourage members to share views and identify any barriers to this. Alternatively, any member may raise their own specific development requirements directly with the Chair.
- The draft meeting agendas are circulated for consideration to Committee members prior to finalisation and members are encouraged to suggest further items, as appropriate. The annual Committee forward plan is also considered at each Committee meeting – this should also be used to ensure that any emerging items are submitted to the Committee at the appropriate time.
- The ELT propose items that require discussion during the private session, guided by the standing orders which set out the reasons items should be considered in private. Members may also request this during a meeting if there are particular sensitivities arising during a discussion that should be addressed through a later discussion in the private session.
- The suggestion to consider more direct engagement aligns with the Council member behavioural value to ‘engage regularly with teams by partaking in activities such as, but not limited to, back to the floor visits’. The induction process for new members includes introductory meetings with the core HCPC departments, however if Committee members would benefit from additional contact with front line teams in order to better understand the business this can be arranged, subject to operational demands. The Committee may also wish to discuss any current specific gaps in the knowledge of business areas within the Committee’s remit, or alternatively this could be incorporated into deep dive/workshop sessions.
- Dr Iain McGregor was appointed as Independent Adviser for Technology-Led Innovation from February 2026 to support the HCPC’s strategic development and to help to ensure the organisation is equipped to meet future regulatory challenges. Iain will attend People and Resources Committee meetings when IT and digital transformation are due to be considered as agenda items. This will bolster the Committee’s access to expertise in these areas.

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

Item 15

Responses Overview Active

Responses

5

Average Time

34:24

Duration

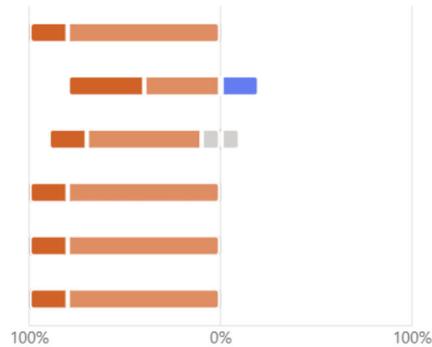
28

Days

1. Committee focus

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

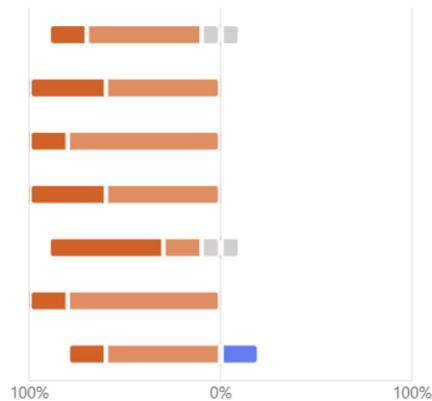
- The Committee has made conscious decisions about the information it would like to receive.
- The Committee has structured its annual programme of business and agenda to cover all the areas within its remit.
- Committee members contribute regularly to decisions about the areas of focus for the Committee.
- 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

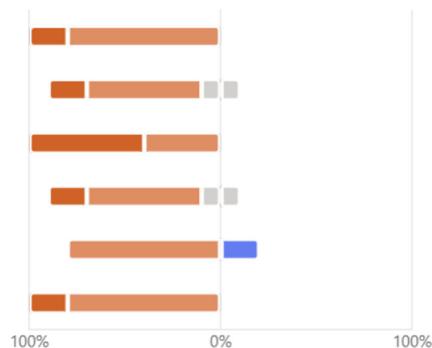
- The Committee has the right balance of experience, knowledge and skills to fulfil its role and responsibilities.
- The Committee ensures that the relevant members of the leadership team attend meetings to enable it to fully understand...
- Management fully briefs the Committee about key risks and opportunities 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...



Item 15

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

- It is important that all members of the Committee put their views forward
- It would be useful if members played a greater role in shaping the agenda. Also the Committee should move to a position of having read the papers to create more time for discussion. Many of the subjects could be brought to the committee at an earlier stage of development.
- Some specific topics should be held as part of the private sessions - finance reports, which are internal management reports. This would allow greater insight and discussion around financial performance.
- Not applicable
- Unable to comment

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

- Continued contact with front line teams to understand their role. Attendance as observers of other similar committees with other regulators
- Further expertise around IT and the Digital Transformation space.
- None
- Unable to comment
- Not applicable

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

- Well chaired with open discussion encouraged
- The Governance team are very supportive and that is appreciated
- It would perhaps be interesting if Committee members more directly engaged with the company at large, perhaps with a presentation on their function.
- The Committee engages very effectively and allows for views to be expressed on both sides without tension or conflict being caused. The chair manages meetings in a manner that makes all attendees comfortable, from my perspective.
- Not applicable