

People and Resources Committee Forward Programme 2026

					12 March	11 June	10 September	12 November
ITEM	EXEC SPONSOR	PRESENTER	WHERE BEFORE	WHERE AFTER	Agenda items: 9 Feb Papers: 3 March	Agenda items: 11 May Papers: 2 Jun	Agenda items: 10 Aug Papers: 1 Sep	Agenda items: 12 Oct Papers: 3 Nov
Opening Items								
Approval of agenda	N/A	Committee Chair	N/A	N/A	X	X	X	X
Declaration of members' interests	N/A	Committee Chair	N/A	N/A	X	X	X	X
Minutes of the previous meeting (public and private sessions)	N/A	Committee Secretary	N/A	N/A	X	X	X	X
Matters arising (public and private sessions)	N/A	Committee Secretary	N/A	N/A	X	X	X	X
Performance Reports								
Resources directorate report (including project portfolio summary)	AB	ED of Resources	N/A	N/A	X	X	X	X
HR performance report (including mentoring programme updates when appropriate and quarterly employee pulse survey results as shown)	AB	Head of HR and OD	ELT	N/A	X Q3 2025-26	X Q4 2025-26	X Q1 2026-27	X Q2 2026-27
Finance report	AB	Financial Planning and Analysis Manager	ELT	Council	X	X	X	X
Partner report	CA	Partner Project Lead	ELT	N/A	X	X	X	X

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People								
Employee Forum update	AB	Employee Forum Chair	N/A	N/A	X	X	X	X
Annual pay gap report (gender, ethnicity and disability)	AB	Head of HR and OD	ELT	Website	X			
People strategy	AB	Head of HR and OD	ELT	Council		X		
Partner project updates	CA	Partner Project Lead	ELT	RemCom /Council	X	X	X	X
Partner policies (as required)	CA	Partner Project Lead	N/A	N/A	X	-	-	-
Partners EDI annual report	CA	Partner Project Lead	ELT	N/A		X		
Communications update	CA	Head of Comms, Engagement and Public Affairs	ELT	N/A	X			
Finance and investment								
Annual budget (including investment plan and medium term financial plan)	AB	Head of Finance	N/A	Council	X			
Reserves policy (date TBC)	AB	Financial controller	ARAC	Council				
Procurement policy (next due 2028)	AB	Commercial Business Partnering Manager	N/A	Council				
Financial strategy (next due 2028)	AB	Head of Finance/	N/A	Council				

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		Financial Controller						
Investment policy (next due 2027)	AB	Financial controller	N/A	Council				
Financial regulations (next due 2028)	AB	Head of Finance	N/A	ARAC/ Council				
Review and award of major contracts (as required)	AB	Head of Finance	ELT	Council				
Technology roadmap delivery update	AB	Head of IT and Digital Transformation	Council	N/A		X		X
Investment portfolio update	AB	Head of Business Change	N/A	N/A		X	X	X
Estates update	AB	Head of Estates, Facilities Management and Sustainability	N/A	N/A		X		
Sustainability strategy update	AB	Head of Estates, Facilities Management and Sustainability	ELT	N/A			X	

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Legal services project update	LC	Executive Director of Fitness to Practise and Tribunal Services	N/A	N/A	X			
Deep dives								
Deep dives (as required)	Various	Various	N/A	N/A				

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Governance								
Committee forward plan	CA	Committee Secretary	N/A	N/A	X	X	X	X
Review of Committee effectiveness/standing orders	CA	Committee Chair/Committee Secretary	N/A	N/A	X			
Closing items								
Committee reflection	N/A	Committee Chair	N/A	N/A	X	X	X	X
Any other business (with the agreement of the Chair)	N/A	Committee Chair	N/A	N/A	X	X	X	X
Date/time of next meeting	N/A	Committee Chair	N/A	N/A	X	X	X	X
Resolution to move meeting to private session (as required)	N/A	Committee Chair	N/A	N/A	X	X	X	X