People and Resources Committee
Forward Programme 2027

					4 March	17 June	9 September	18 November
ITEM	**EXEC SPONSOR**	**PRESENTER**	**WHERE BEFORE**	**WHERE AFTER**	**Agenda items: 4 Feb Papers: 23 Feb**	**Agenda items: 13 May Papers: 8 Jun**	**Agenda items: 12 Aug Papers: 31 Aug**	**Agenda items: 14 Oct Papers: 9 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 investment portfolio summary)	AB	ED of Resources	N/A	N/A	X	X	X	X
HR performance report	AB	Head of HR and OD	ELT	N/A	X	X	X	X
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			
Partners EDI annual report	CA	Partner Project Lead	ELT	N/A		X		
Partner conflict of interest policy *(next due March 2029)*	CA	Partner Project Lead	N/A	N/A				
Partner reference policy *(next due March 2029)*	CA	Partner Project Lead	N/A	N/A				
Partner reference policy *(next due March 2029)*	CA	Partner Project Lead	N/A	N/A				
Partner code of conduct policy *(next due November 2030)*	CA	Partner Project Lead	N/A	N/A				
Finance and investment								
Annual budget (including investment plan and medium term financial plan)	AB	Head of Finance	N/A	Council	X			
Reserves policy	AB	Financial controller	ARAC	Council	X			
Investment policy	AB	Financial controller	N/A	Council				X
Procurement policy *(next due 2028)*	AB	Commercial Business Partnering Manager	N/A	Council				
Financial strategy *(next due 2028)*	AB	Head of Finance/ Financial Controller	N/A	Council				

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Financial regulations *(next due 2028)*	AB	Head of Finance	N/A	ARAC/ Council				
Capital expenditure policy *(next due June 2029)*	AB	Head of Finance	ARAC	Council				
Review and award of major contracts (as required)	AB	Head of Finance	ELT	Council	-	-	-	-
Digital and AI strategy update	AB	Head of IT and Digital Transformation	N/A	N/A		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	Council			X	
Deep dives								
Deep dives (as required)	Various	Various	N/A	N/A	-	-	-	-
Governance								
Committee forward plan	CA	Committee Secretary	N/A	N/A	X	X	X	X
Review of Committee effectiveness/standing orders	CA	Head of Governance/ Committee Chair	N/A	N/A	X	X		
Review of Committee key performance indicators and reporting arrangements	CA	Head of Governance	ELT	N/A				

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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