Council
Forward Programme 2025

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Opening Items										
Approval of agenda	N/A	Chair	Chair/ ELT	N/A	X	X	X	X	X	X
Declaration of members' interests	N/A	All	N/A	N/A	X	X	X	X	X	X
Minutes of the previous meeting (public and private sessions)	N/A	Head of Governance	N/A	N/A	X	X	X	X	X	X
Matters arising (public and private sessions)	N/A	Head of Governance	N/A	N/A	X	X	X	X	X	X
Chair's Report	N/A	Chair	N/A	N/A	X	X	X	X	X	X
Performance Reports										
Chief Executive's Performance Report (including KPIs, Strategic Risk Register and Corporate Plan Tracker quarterly)	BOR	Chief Executive	ELT	N/A	X Q3	X	X Q4	X Q1	X	X Q2
Fitness to Practise (FTP) Performance Report (including details of any new practise guidance notes issued)	LC	ED of FTP and Tribunal Services	ELT	N/A	X	[X]	X	X	X	X
Finance Report	AB	ED of Resources/ Head of Finance and Commercial	PRC	N/A	X	X	X	X	X	X
Governance and Assurance										
Risk appetite review (Next due 2026)	CA	Head of Assurance and Compliance	ARAC	N/A						

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Corporate plan 2025-26	CA	ED of Corporate Affairs	ELT	Website	X (overview)	X (final)	X		X	
Corporate strategy	CA	ED of Corporate Affairs	ELT	Website			X (discussion)			
Stakeholder engagement strategy	CA	Head of Comms, Engagement and Public Affairs	ELT	Website				X (update)		
Annual report and accounts 2024-25	AB	Head of Governance	ARAC	Parliament/ Website					X	
Professional Standards Authority performance review (2025-26 periodic performance review)	CA	Head of Assurance and Compliance	ARAC	N/A		X (2024-25)	X (2024-25 and 2025-26)		X (2025-26)	X (2025-26)
Internal auditor appointment	CA	Head of Assurance and Compliance	ARAC	N/A						X
Chair's Report and draft minutes of the Education and Training Committee (ETC)	N/A	Chair of ETC	N/A	ETC		X		X	X	X
Chair's Report and draft minutes of the People and Resources Committee (PRC)	N/A	Chair of PRC	N/A	PRC		X		X	X	X
Chair's Report and draft minutes of the Remuneration Committee (RemCom)	N/A	Chair of RemCom	N/A	RemCom		X				X
Chair's Report and draft minutes of the Audit and Risk Assurance Committee (ARAC)	N/A	Chair of ARAC	N/A	ARAC		X		X	X verbal	X
ETC annual summary	N/A	Chair of ETC	N/A	N/A				X		

2

Council
Forward Programme 2025

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PRC annual summary	N/A	Chair of PRC	N/A	N/A				X		
RemCom annual summary	N/A	Chair of RemCom	N/A	N/A				X		
ARAC annual summary	N/A	Chair of ARAC	N/A	ARAC				X		
Decisions outside of meetings (as required)	CA	Head of Governance	Chair/ Council	N/A	X	X	X	X	X	X
Review of standing orders	CA	Committee Chair/ Head of Governance	Committee	N/A		X ARAC, ETC, PRC				X RemCom
Review of Council effectiveness/standing orders	CA	Head of Governance	N/A	N/A		X				
Appointment of Senior Council Member (next due 2026)	CA	Chair	N/A	N/A						
Appointment of Committee member(s)	CA	Chair/ Head of Governance	Chair	N/A	X					
Speaking up (whistleblowing) policy (next due 2027)	CA	Head of Governance	ARAC	N/A					X	
Council and committee dates 2026	CA	Head of Governance	N/A	Website				X		
Resources										
Annual budget 2025-26 (including investment plan)	AB	ED of Resources	PRC	N/A			X			
Partner fees	CA	RemCom Chair/Partner Project Lead	RemCom	N/A	X					

3

Council
Forward Programme 2025

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Partner remuneration policy and principles	CA	Partner Project Lead	RemCom	N/A						X
Pay policy and principles	AB	Head of HR and OD	RemCom	N/A						X
People strategy	AB	Head of HR and OD	PRC	N/A						X
Communications strategy annual progress update	BOR	Head of Communications, Engagement and Public Affairs	ELT	N/A				X		
Stakeholder perception and user research	BOR	Head of Communications, Engagement and Public Affairs	ELT	N/A					X	
Investment policy (next due 2027)	AB	ED of Resources	PRC/ ARAC	N/A						
External audit report on Annual Report and Accounts 2024-25	AB	ED of Resources	ARAC	N/A					X	
Management letters of representation to external auditor	AB	ED of Resources	ARAC	Chair and Chief Executive for signature					X	
Sustainability strategy update	AB	Head of Estates and Facilities Management	PRC	N/A					X	
Financial regulations (next due 2027)	AB	Head of Finance	PRC/ ARAC	Website						
Procurement policy	AB	Head of Finance	PRC	Website				X		

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Reserves policy (as required)	AB	Head of Finance	PRC	Website					X	
Fitness to Practise and Tribunal Services										
Health and Care Professions Tribunal Service Performance Report	LC	Head of Adjudication Performance	ELT	N/A			X			
Fitness to Practise Annual Report	LC	ED of FTP and Tribunal Services	ELT	Parliament/ Website					X	
Sanctions policy	LC	Policy Manager/ Head of Adjudication Performance	ELT	Website			X			
Education, Registration and Regulatory Standards										
Registrant wellbeing (date TBC)	CA	Head of Professionalism and Upstream Regulation	ELT	N/A						
Standards of education and training review	AS	Policy Lead	ETC	Publication				X		
Public inquiry summary	AS	Policy Lead	ETC	N/A		X				
Regulatory reform (date TBC)	AS	Head of Policy and Standards	ELT	N/A						
Advanced practice (date TBC)	AS	Head of Policy and Standards	ETC	N/A						
Equality, diversity and inclusion (EDI) update and forward view	AS	EDI Lead	ELT	N/A				X		
Fee consultation (updates, response and draft order) (next due 2026)	AB	ED of Resources	N/A	Publication						

5

Council
Forward Programme 2025

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Closing Items										
Date of the next meeting	N/A	Chair	N/A	N/A	X	X	X	X	X	X
Reflections on the meeting (public and private sessions)	N/A	Chair	N/A	N/A	X	X	X	X	X	X
Resolution for meeting to move to private session (as required)	N/A	Chair	N/A	N/A	X	X	X	X	X	X

6