

## Council Forward Plan 2025

					30 January	27 March	22 May	17 July	25 September	4 December
ITEM	EXEC LEAD	PRESENTER/ AUTHOR	WHERE BEFORE	WHERE AFTER	Agenda Items: 2 Jan Papers: 21 Jan	Agenda Items: 24 Feb Papers: 18 Mar	Agenda Items: 17 Apr Papers: 13 May	Agenda Items: 16 Jun Papers: 8 Jul	Agenda Items: 22 Aug Papers: 16 Sep	Agenda Items: 4 Nov Papers: 26 Nov
<b>Opening Items</b>										
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
<b>Performance Reports</b>										
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
Finance Report	AB	ED of Resources/ Head of Finance and Commercial	PRC	N/A	X	X	X	X	X	X
<b>Governance and Assurance</b>										
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 Resources	ELT	Website	X (overview)	X (final)			X	
Annual Report and Accounts 2024-25	AB	Head of Governance	ARAC	Parliament/ Website					X	
Professional Standards Authority 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 unconfirmed minutes of the Education and Training Committee (ETC)	N/A	Chair of ETC	N/A	ETC		X		X	X	X
Chair's Report and unconfirmed minutes of the People and Resources Committee (PRC)	N/A	Chair of PRC	N/A	PRC		X verbal	X	X	X	X
Chair's Report and unconfirmed minutes of the Remuneration Committee (RemCom)	N/A	Chair of RemCom	N/A	RemCom		X				X
Chair's Report and unconfirmed 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			
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			

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Decisions outside of meetings (as required)	CA	Head of Governance	Chair/ Council	N/A	X	X	X	X	X	X
Review of committee effectiveness and 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		
<b>Resources</b>										
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					
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,	ELT	N/A				X		

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		Engagement and Public Affairs								
Stakeholder perception and user research	BOR	Head of Communications, Engagement and Public Affairs	ELT	N/A					X	
Reserves policy (next due 2027)	AB	ED of Resources	PRC/ ARAC	N/A						
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					
<b>Fitness to Practise and Tribunal Services</b>										
Annual review of Tribunal Services	LC	ED of FTP and Tribunal Services	ELT	N/A			X			
Fitness to Practise Annual Report	LC	ED of FTP and Tribunal Services	ELT	Parliament/ Website					X	

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<b>Education, Registration and Regulatory Standards</b>										
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 recommendations annual 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						
Fee consultation (updates, response and draft order) (next due 2026)	AB	ED of Resources	N/A	Publication						
<b>Closing Items</b>										
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