
People and Resources Committee meeting held in public on 13 November 2025

Committee Chair's summary to Council

Finance and investment

The Committee reviewed the finance report for the year-to-date to September 2025, noting a break-even position excluding ringfenced reserves for legal costs. The previously reported decrease in international applications was considered to be an established trend and the forecast reflected this. The international registration resourcing requirements were under review to flex capacity in line with demand. A deep dive forecast review would be undertaken in October to inform the finance report submitted to the Council in December. The Committee noted that the reserves position had improved significantly over the previous two years, with free reserves now at around £7 million.

The Committee received a mid-year update on progress against the technology roadmap. The modular approach to implementing new technologies had allowed the HCPC to engage with specific partners for each programme of work. Good progress had been made on most workstreams, including the near completion of cloud migration, user research and the imminent launch of the new contact centre. Some workstreams had been slightly delayed, mainly due to capacity constraints, however all workstreams had been risk assessed to aid overall prioritisation. Over the next year, there were plans to explore the use of AI automation in more depth.

The Committee also received an update on benefits realisation and change management across the HCPC's investment portfolio. There had been a focus on maturing change capability within the Business Change and across the wider organisation and next year there will be a focus on embedding change. The Head of Business Change outlined plans to move from cost based planning to value-based planning processes, building on the recommendations from a recent internal audit on the HCPC's business change processes.

People and HR

The Committee considered the HR performance report for Q2 2025–26, noting the continued progress against key workforce indicators, including a stable retention rate, turnover rates and employee satisfaction rate. Recruitment performance was strong, with a decrease in agency staff usage and the time to hire target met. Exit interview completions rates had significantly improved at 90% which provided insights into the employee experience. The Committee suggested 'stay conversations' to further strengthen the HCPC's retention strategy and it was agreed that this would be looked into further.

The Committee was pleased to welcome the Employee Forum Representative to the meeting. Matters covered included EDI activities and positive feedback on the mental health support offered to employees, particularly the employee assistance programme.

Partner Update

Partner turnover remained stable. Two new recruitment campaigns for legal assessors and panel chairs had gone live during Q2 and had attracted over 300 applications in total, which had been of a high standard. Partner costs had increased slightly across nearly all areas compared to the previous quarter, which was attributed to addressing a backlog of tests of competency, an increase in registration appeals and also renewal cycles increasing CPD assessor activity.

Forward Plan

The Committee are reviewing ways to make its work more effective and efficient. One proposal is to better align with the Remuneration Committee. This and other proposals will be brought to Council when fully drafted.

Farewell to Valerie Webster and Alice Gair

This was the last formal Committee meeting that Valerie Webster, Council member and Alice Gair, Council Apprentice will attend before their terms of office come to an end. Their valuable contributions were acknowledged and I extend my thanks to them once again.

John McEvoy,
Chair of the People and Resources Committee