

Approved Public Board meeting minutes  
(updated)  
16 July 2025

Present

Caroline Corby (CC - Chair)  
Alan Clamp (AC - Chief Executive)  
Candace Imison (CI)  
Juliet Oliver (JO)  
Nick Simkins (NS)  
Ali Jarvis (AJ)  
Geraldine Campbell (GC)  
Eleanor Marks (EM)

In Attendance

Melanie Venables (MV)  
Jane Carey (JC)  
Amanda Partington-Todd (APT)  
Douglas Bilton (DB)  
Dinah Godfree  
Daisy Blench  
Ryan Davidson  
Rachael Culverhouse-Wilson  
Akua Dwomoh-Bonsu  
Suzanne Dodds  
Siobhan Carson

Melanie Hueser (Secretariat)

Observers

See below

1. Welcome and Declarations of Interest

- 1.1. The Chair opened the meeting and welcomed everyone to the Board meeting. Observers included members of staff and external observers: Anisah Chowdhury (GMC).

2. Apologies

- 2.1. Ruth Ajayi gave apologies.

3. Minutes of meeting held on 22 May 2025

- 3.1. The minutes of the last Board meeting held on 22 May 2025 were accepted as a true and correct record and approved.

4. Actions and matters arising from the meeting on 22 May 2025

- 4.1. All actions were complete, on the agenda or on track.

5. Chair’s report

- 5.1. The Chair introduced the item, taking the report as read.

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- 5.2. The Board requested an update on the Omambala KC reports. The NMC had not received the two expected reports and due to concerns about timelines, the work had been recommissioned. They were now expected in late September.
  - 5.3. The Board agreed that it had been prudent not to further delay the publication of the 2023/24 Performance Review report.
  - 5.4. The Chair also updated on correspondence with the NMC regarding its achievement of only 11 out of 18 Standards.
  - 5.5. The Chair and Chief Executive met with Paulette Hamilton, Interim Chair of the Health and Social Care Committee, who showed interest in the report and the letter sent.

## 6. Executive report and project dashboard

- 6.1. The Chief Executive introduced the item, confirming that the key priorities remain valid: the Standards Review (with a recent workshop held), Right Touch Regulation (with an update paper on the agenda), Regulatory Reform and the performance of the NMC.
- 6.2. The NMC Independent Oversight Group met a few weeks ago and had another meeting scheduled for early August.
- 6.3. Strategic and business planning processes were noted as additional priorities, to be discussed further in the private session.
- 6.4. There had been an amendment to the risk register to reflect concerns about public confidence in regulation and the healthcare system. This new risk covers perceived regulatory failures, under- or over-regulation (such as in cosmetics), and the difference between public and oversight body perspectives. The updated risk register will be presented at the September Board meeting.
- 6.5. The Board raised recent deregulation messages from Government and whether it might affect the health sector or areas like cosmetics. It was confirmed that while government pressure to reduce regulatory burdens is often focused on financial services, there could be some impact on health regulators. However, there had been no recent cited examples of overregulation in healthcare (just complex regulation), and recent government reviews had actually increased responsibilities for some health regulators.
- 6.6. The importance of the Right Touch Regulation work focusing on growth and smarter regulation was emphasised, and it was suggested that the Board consider these themes in the Standards Review.  
**Action:** MV to bring an update to the September Board meeting on the communications plan for Right Touch Regulation.
- 6.7. The discussion also touched on balancing innovation (such as AI and new business models) with risk management, and the need for regulators to support professionals in adapting to new technologies while considering liability issues.
- 6.8. **Regulation and Accreditation:** Recent performance review reports were highlighted (General Osteopathic Council, Nursing and Midwifery Council, Health and Care Professions Council) and the development of the first Section 29 annual report, which will be shared with the Board for feedback before publication. This report is intended to inform the public, regulators, and registrants, with a focus on themes, trends, and opportunities for regulatory improvement.
- 6.9. The Care Professionals Register, administered by the National Association of Care Support Workers, had provisionally met Standard 1, marking a milestone for care professionals recognition and accreditation.
- 6.10. There was positive feedback on the reduction in statutory deadline decisions and increased panel meeting capacity, with plans to update the Scrutiny Committee on further streamlining efforts.
- 6.11. **Policy and Communications:** Several major reports (10-year health plan for England, Dash review, Leng review) had been published and would be integrated into strategic planning. Ongoing engagement in areas like cosmetics, mental health, and social care were highlighted. A recent report on antisemitism in healthcare had been published.

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- 6.12. Engagement scores on social media platforms had decreased due to not using X, but there had been growth on Blue Sky and LinkedIn, which was starting to mitigate the drop.
  - 6.13. **Intelligence and Insight:** The deadline for Research Conference proposals will be 1 August. A number of expressions of interest had been received from good contributors.
  - 6.14. Additional sessions in the Sexual Misconduct series will be scheduled for September and October, after which work will start on developing guidance. The sessions were very well attended by a wide variety of stakeholders.
  - 6.15. **Corporate Services:**
  - 6.16. Recruitment updates included interviews for the maternity cover Lead Lawyer role and the new Policy Advisor, with the recruitment underway.
  - 6.17. Internal audit activities included a completed policy audit, an upcoming cybersecurity audit, and planning for a workforce planning audit, with RSM involved in scoping.
  - 6.18. The second EDI self-assessment was in progress, aiming for completion by the end of August.

## 7. Finance report

- 7.1. The Director of Corporate Services introduced the item. The Annual Report and Accounts were laid in all four parliaments. The Board thanked the team for their effort.
- 7.2. Preparation was underway for the Business Plan Review Committee and budgets for 2026-27.
- 7.3. The financial forecast did not include any areas for concern. Efforts were being made to ensure more realistic forecasting from budget holders, rather than overly cautious estimates.
- 7.4. There were minor overspends, mainly in staffing costs due to increased National Insurance and the new Standard Life pension scheme, which is more generous than the previous NEST scheme. All new starters are automatically enrolled. It was confirmed that going forward the pension scheme contributions will decrease as more staff were enrolled in the Standard Life scheme and fewer in the NHS pensions scheme.
- 7.5. Increased investment income, due to higher interest rates and more active management, was helping to offset costs.
- 7.6. The Board **noted** the report.

## 8. Committee updates

- 8.1. **Audit and Risk Committee update and annual report:** The annual report highlighted that there were no areas of significant concern for the Committee's work this year.
- 8.2. It was noted that the Audit and Risk Committee's report is scheduled in July to align with the Annual Report and Accounts cycle, while other Committee reports come to the March Board meeting.
- 8.3. The Board **noted** the update report.
- 8.4. **Scrutiny Committee:** It was confirmed that the annual report was on the workplan for the March Board meeting.
- 8.5. The Committee had been focusing on regular updates regarding Section 29, Performance Review, and Accredited Registers, and is considering moving towards more exceptional reporting on business-as-usual operational effectiveness.
- 8.6. The Scrutiny Committee has had substantial discussions on the Standards Review, which has been a major area of work.
- 8.7. The Committee reflected on its assurance function in light of the new strategic plan, aiming to ensure its work is future-focused rather than driven by legacy processes.

## 9. Plans for a Board meeting in Scotland

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- 9.1. The Chief Executive introduced the item. Planning was continuing for the Board and stakeholder meetings in Edinburgh on 17 and 18 September 2025.
  - 9.2. A request for a meeting with the Cabinet Secretary for Health and Social Care in Scotland had been sent, with flexibility on timing. The afternoon of the 17th will feature three small group meetings with Directors and Board members with senior stakeholders from the Scottish Government, NHS, and other relevant parties, aiming to choose topics that are priorities for these stakeholders. The small group meeting will be followed by a meeting for all Board and ELT members to discuss outcomes from these sessions.
  - 9.3. Thematic focus areas for the sessions as currently planned: employer controls and the "second line of defence" (relevant to the Standards Review), defining "harm" (linked to the Right Touch Regulation draft), and governance/leadership with a general theme of prevention. All of this will align with the strategic plan.
  - 9.4. A more detailed update on logistics, participants, and a finalised agenda will be provided in early to mid-August.
  - 9.5. The format of the meetings is designed to be strategic and purposeful, leveraging the Board's convening power. It was confirmed a facilitator will be assigned for each group and that notes will be taken at the group sessions and that learning will be shared within the PSA and with stakeholders.
  - 9.6. The Board requested that attendees receive a one-page scope brief for each session to keep discussions focused and facilitate self-management within groups.
  - 9.7. The Board was **supportive** of the plans.

## **10. Right Touch Regulation 3 update**

- 10.1. The Board **noted** the progress being made on work towards a new version of Right-Touch Regulation. It would be important to make the value of Right-Touch Regulation clear to different audiences and, in particular, to the public. The Board would be kept informed of progress and would consider the associated communications plan at the September meeting.

## **11. Governance and Assurance Frameworks review**

- 11.1. The Board reviewed the updated framework documents and approved them subject to the following minor edits to the Governance Framework:
  - 2.3 Add "the Board appoints a Deputy Chair".
  - 2.5 Change "live or work" to "live and work".
  - 2.9 Refer to the transition from four to three year appointments.

## **12. Board workplan 2024/25**

- 12.1. The Board requested the work plan be presented by business year rather than calendar year; this change will be made from the September meeting onwards.
- 12.2. The Board **noted** the workplan.

## **13. 2026 Board and Committee dates**

- 13.1. The Board **noted** the dates. Diary holds will be sent out soon.

## **14. Any other business**

- 14.1. There was no other business discussed.

## **15. Questions from Members of the Public**

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15.1. There were no questions.

15.2. The Chair thanked the observers for their interest in the PSA.



**Signed by Chair**

**Date 19 November 2025 (updated version of minutes)**

### Action Log

On track (including not started) Delayed (or medium risk of delay for projects) Overdue (or high risk of delay for projects) Complete

Mtg. Date	Item No.	Action point	Owner	Date required	Action progress	Status
19 March 2025	5.2	Invite all Board members to attend the next Staff day.	MH	March 2026		
22 May 2025	10.1	Schedule Board risk appetite discussion for November.	AC	November 2025		
16 July 2025	6.6	Bring an update to the September Board meeting on the communications plan for Right Touch Regulation.	MV	September 2025	On the agenda	