Approved Public Board meeting minutes

16 September 2026

Present	**In Attendance**
Caroline Corby (CC - Chair)	Jane Carey (JC)
Alan Clamp (AC - Chief Executive)	Melanie Venables (MV)
Candace Imison (CI)	Douglas Bilton (DB)
Juliet Oliver (JO)	Catherine Manning
Nick Simkins (NS)	Melanie Hueser (Secretariat)
Ali Jarvis (AJ)	
Geraldine Campbell (GC)	
Eleanor Marks (EM)	**Observers**
Ododo Ediagbonya (OE)	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: Janet Collins (GPhC), Aveen Croash (HCPC), Georgia Cross (HCPC), Anisah Chowdhury (GMC)

1.2. This was Dinah Godfree's last Board meeting. The Chair thanked her for her 15 years at the PSA on behalf of the Board and Executive.

2. Apologies

2.1. There were no apologies.

3. Minutes of meeting held on 15 July 2026

3.1. The minutes of the meeting held on 15 July 2026 were approved as an accurate record.

4. Actions and matters arising from the meeting on 15 July 2026

4.1. The Board reviewed the action log.

4.2. The Fitness to Practise process review action was moved to November to align with Committee scheduling and related regulatory engagement, with an update planned for the Scrutiny Committee and a verbal update to the November Board.

4.3. Discussions on the engagement model for Wales were rescheduled to November due to timing alignment with planned visits.

5. Chair's report

5.1. The Chair introduced the item, giving a brief update covering the summer period and highlighted key regulatory and strategic activity.

5.2. A positive note was made on the 'Look Before You Book' campaign, described as a strong example of preventative work.

5.3. Following publication of papers, we identified an error in the summary of media coverage for the Look Before You Book campaign at paragraph 1.5 of the Chair's report. BBC Radio London, HELLO! and ITV Anglia expressed interest in the campaign and requested further information, but this did not ultimately result in coverage. We apologise for the inaccuracy.

5.4. The Chair confirmed that an escalation letter has been issued about the performance of the General Pharmaceutical Council for not meeting Standard 15.

5.5. The Chair praised the parliamentary bulletin, noting it was well-targeted at lawmakers.

5.6. The Board **noted** the report.

6. Executive report and project dashboard

6.1. The Chief Executive introduced the item, outlining the report's focus on key priorities including the business plan, Mann Review actions, commissioned Scottish Government work (now noted in the project status dashboard annex), and ongoing Fitness to Practise backlog engagement, including a workshop scheduled for early October.
Action: MV to share the Mann Review action plan with Board.

6.2. Risk management updates and the revised risk policy were on this public Board agenda.

6.3. **Regulation and Accreditation:** A change is being made to the performance review cycle of the PSNI, aligning this to the financial year rather than calendar year. This change will take effect from the 2027 review period.

6.4. A lower-than-expected number of Section 29 initial reviews was reported to the Board in July and subsequently reviewed by the team. It was confirmed that no cases have been missed, and that the lower number at that time was due to a higher number of administrative closures along with some cases that were received but not reviewed in the period captured by the data.

6.5. There had been a reduction in cases on which we have undertaken a Detailed Case Review, and the number of cases referred to the courts compared with the previous year, alongside an increase in learning points. Work undertaken by the team to ensure stronger early filtering of cases may have positively contributed to this.

6.6. All Accredited Registers KPIs had been met for the first time, which is a credit to the team.

6.7. **Policy and Comms:** Discussion included emerging AI-related website optimisation costs, described as phased spending using current year budgets if they can be absorbed, with additional funding built in to the draft 2027-28 budget.

6.8. **Healthcare Science Commission (Scottish Government work)**: Progressing on track; currently requesting and gathering data, supported by specialist data skills. Work includes building comparative evidence across four UK countries and engaging with Chief Scientific Officers before moving into analysis.

6.9. **AI Regulation Joint Statement**: Due for imminent publication with PSA, the Accredited Registers Collaborative and all professional regulators as signatories. This is positioned as a significant cross-regulator milestone. Next phase will focus on developing high-level AI regulatory principles, targeted for publication in early 2027, with further discussion planned at the upcoming PSA Board development AI workshop.
Action: MV to share AI regulation joint statement with Board.

6.10. **Comms and Campaign Activity**: Positive early signals from influencer-led and digital "Look before you book" campaign work, with strong media traction. Ipsos research will be rerun to assess

behavioural impact, with full evaluation planned for the March Board meeting.

6.11. **Upcoming Engagements & Projects**: Planning underway for Westminster event in early November.

6.12. The internal audit contract with RSM is in its final year, and a joint procurement exercise with other regulators is about to begin for the next cycle.

6.13. The internal audit procurement process will be overseen by the Audit Committee, and a new contract is planned to be in place from April 2027.

6.14. The group agreed it would be helpful for the internal audit report on the performance review work to be reviewed by the Scrutiny Committee in November.
Action: GM to send the internal audit report on the performance review function to Scrutiny Committee.

6.15. Several recruitment processes are ongoing, including a new Head of Policy with an expected early start in the new year.

6.16. Guardian Jobs closed suddenly, impacting one of the PSA's recruitment routes and requiring a rethink of job advertising strategies.

7. EDI Advisory Group update

7.1. The Co-Chair of the EDI Advisory Group provided an update covering the group's work over the past year since taking over co-chairing.

7.2. Planned activities include marking World Mental Health Day in October and World Human Rights Day in December.

7.3. The group highlighted that recent meetings included a Board member joining the first half-hour, with these discussions described as engaging and useful.

7.4. The Board acknowledged and thanked the co-chairs for their work and contribution to the group.

8. Finance report

8.1. The Director of Corporate Services introduced the item. The latest update was only one material change since the paper: Section 29 legal costs forecast reduced, improving the overall deficit position.

8.2. Administration costs also slightly reduced in line with updated forecasting.

8.3. SEO and website accessibility work being covered within existing budgets, with relatively small costs.

8.4. AI optimisation work expected to run on a subscription/retainer model, with some costs planned for the next financial year. Current year spend expected to be absorbed within existing contingency and budget flexibility.

8.5. Some regulators paid fee invoices late, requiring follow-up and reminders. It was confirmed that interest charging is possible under regulation for late payment but was not applied in this instance.

8.6. Small surplus from commissioned work (~£45k) expected to flow into unrestricted reserves.

8.7. Board expenses were noted as increasing, with a reminder to control travel booking costs and to book well in advance.

9. Committee updates

9.1. **Nominations Committee:** The Chair gave a verbal update on the meeting from the previous week. JO is up for renewal for a second term on the Board and wishes to continue; HR have already started the Privy Council approval process due to the length of the procedure.

9.2. The Committee reviewed governance for the Standard Life pension scheme and considered whether additional external oversight is needed; concluded current arrangements are sufficient for now but will be reviewed again on a scheduled cycle. The new pension arrangement was described

as popular, with around half of staff enrolled.

9.3. Pay-related discussion was noted but deferred to the private part of the agenda.

9.4. The current Chair's term ends in February 2028; the Chair will not be involved in the selection process, which will commence in 2027 and will be led through the Committee with Board member involvement and a process still to be defined.

10. Risk register and Risk Management Policy

10.1. The Chief Executive introduced the item, which was the twice-yearly review of the risk register and Risk Management Policy.

10.2. The horizon scanning process was confirmed as an input mechanism for identifying emerging risks, with agreement it should be reflected more clearly in the policy.

10.3. A key debate focused on whether the reform risk should remain green or be considered for an amber rating due to increasing uncertainty and external delays. There was agreement that the current reform risk may be too broad, with suggestions to split it into separate risks (e.g. legislative reform, under-regulation issues, and public confidence).

10.4. Under-regulation concerns were highlighted, including areas such as cosmetics, managers, and weight-loss drugs.

10.5. The Mann Review implications were discussed as part of a broader reduced public confidence risk rather than a standalone top-level risk.

10.6. Additional risk considerations included regulatory scrutiny expectations (e.g. 'insufficient curiosity' in oversight) and potential duplication of regulatory roles.

10.7. Concerns were raised about increasing organisational pressure, workload, and resource capacity linked to expanding expectations from reforms and reviews.

10.8. The policy was accepted with an addition to explicitly reference the horizon scanning process feeding emerging risks into the register. The Board confirmed approval following agreement on this minor amendment.

11. Board annual workplan

11.1. The Director of Corporate Services introduced the item. The Board requested that a Strategy and Horizon Scanning item be added to the workplan for the January meetings.

11.2. Action: JC to add strategy and Horizon Scanning to the workplan for January.

12. Any other business

12.1. There was no other business discussed.

13. Questions from Members of the Public

13.1. There were no questions.

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



Signed by Chair **Date** 18 November 2026

professional standards authority
for Health and Social Care

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
14 January 2026	6.17	Schedule deeper review of the Fitness to Practise system for the Scrutiny Committee and report back to the Board.	JO/GM	November 2026	Previously identified for June, however moved to the Scrutiny Committee meeting in November 2026 to allow full exploration of the issue	
20 May 2026	5.4	Organise Board workshop on AI.	MV	October 2026	Complete.	
20 May 2026	6.12	Review and refine the Wales engagement model, including options beyond a single annual seminar, and report back to the Board.	MV	September 2026	Complete. Update included in Executive Report.	
15 July 2026	6.11	Bring the final Quality Mark report to the March 2027 Board meeting.	MV	March 2027	On track.	
16 September 2026	6.1	Share Mann Review action plan with Board.	MV	September 2026	Complete.	
16 September 2026	6.9	Share AI regulation joint statement with Board.	MV	September 2026	Complete.	

16 September 2026	6.15	Send the internal audit report on the performance review function to Scrutiny Committee.	GM	November 2026	Completed – provided to Scrutiny Committee at its November meeting	
16 September 2026	11.2	Add strategy and Horizon Scanning to the workplan for January.	JC	January 2027	Complete.	