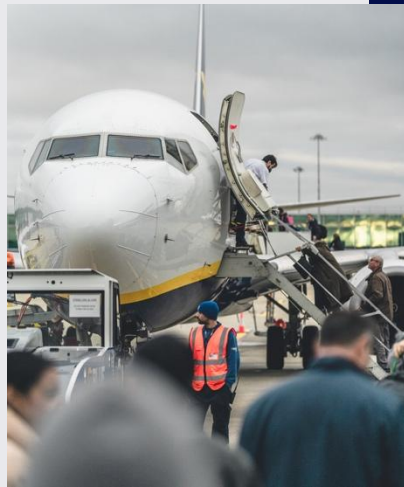




What is good regulation?

Presentation to the PSA Policy Symposium,
October 2025

Marcial Boo, Chair
Institute of Regulation



Marcial Boo, Chair of Institute of Regulation



- Chief Executive, Insolvency Practitioners Regulator

Previously:

- Chief Executive, Equality and Human Rights Commission
- Chief Executive, Independent Parliamentary Standards Authority
- Chief Executive, UK Public Health Register

- Director, National Audit Office
- Director, Audit Commission
- Senior Civil Servant, UK Government (Home Office, Dept for Education, Downing St)

The Institute of Regulation– home of good regulation

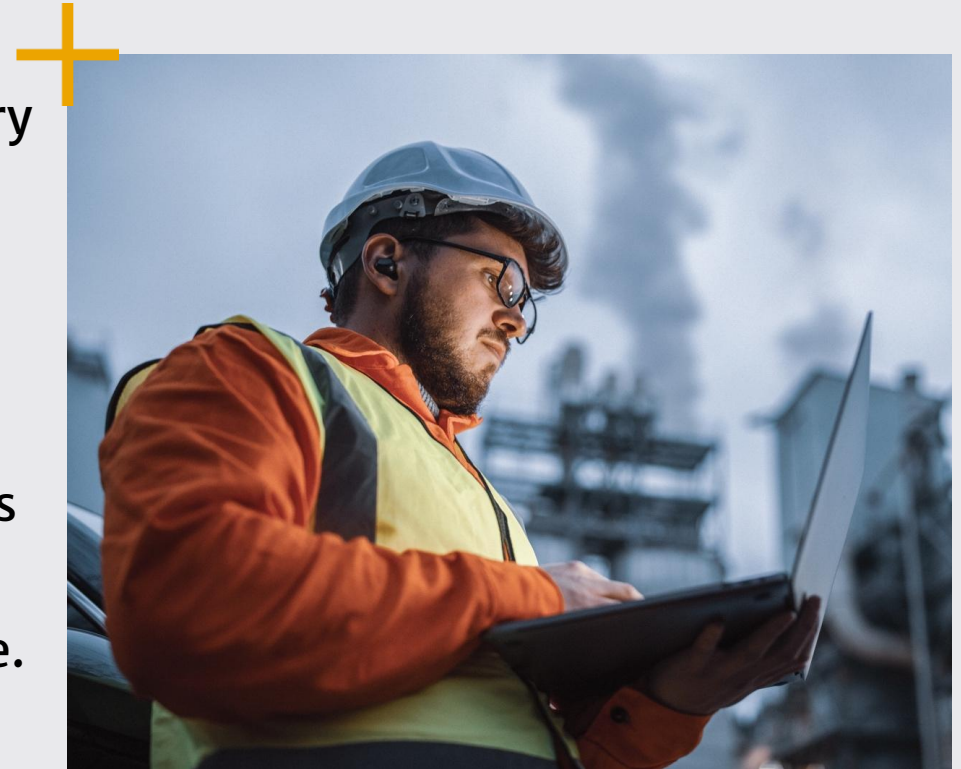
Established in 2021

We exist to:

- provide and promote education and training in the theory and practice of regulation
- research, develop and promote good practice in regulation

We are an inclusive community of regulatory professionals and experts.

New members can expect a warm and supportive welcome.



The components of good regulation

1. Understand regulation
2. Collaborate
3. Be professional
4. Be proportionate
5. Use data and AI
6. See regulation as a system



1. Understand regulation

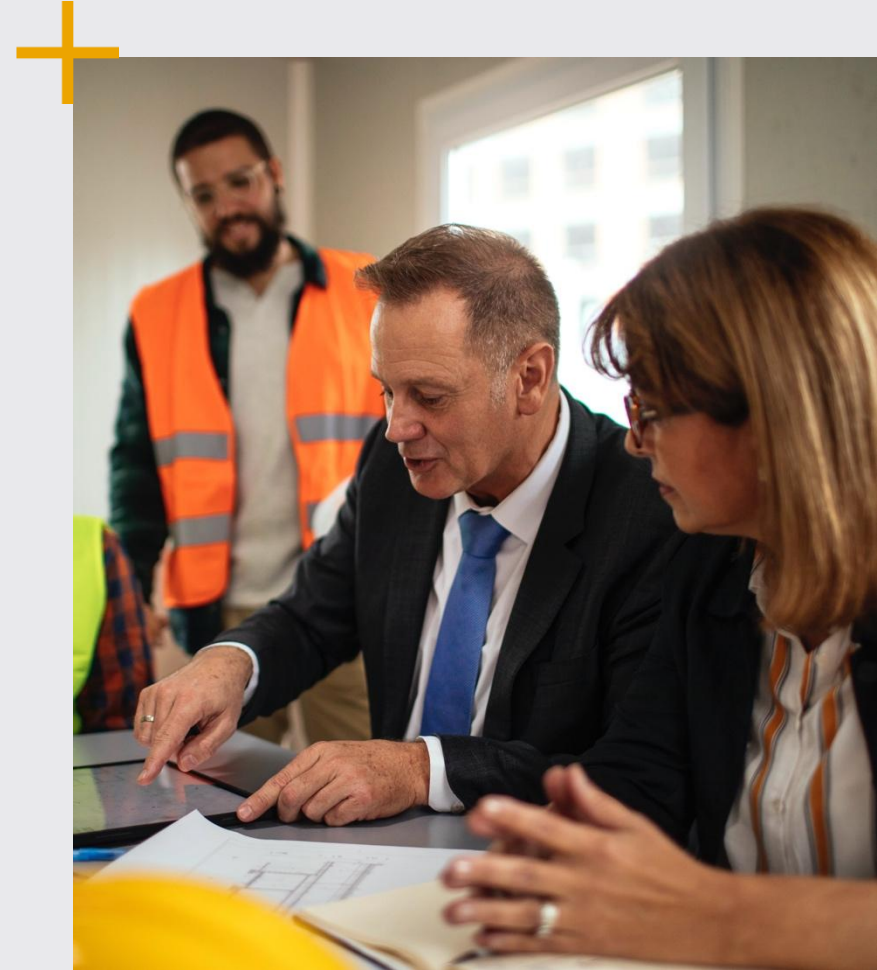
Some use a narrow definition:

- Regulations are secondary legislation: law made by a body other than Parliament within the framework of an enabling Act. Regulations specify detailed requirements or standards developed to implement the principles and objectives set out in primary legislation.

Others think more broadly:

- Regulation is the use of rules, incentives and penalties to change the behaviour of individuals or organisations. The rules may be laws but also involves setting standards and monitoring performance against them and enforcing compliance.

What does regulation mean in your own context?



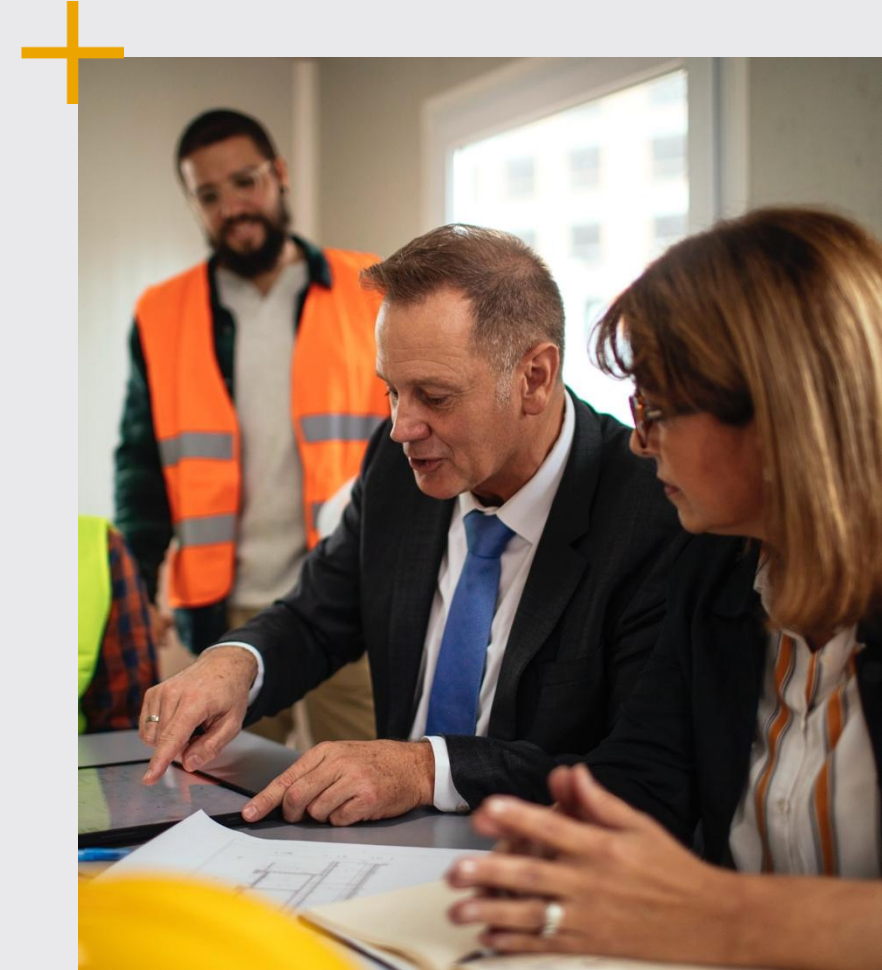
Our understanding of regulation

Regulation is the **management of complex systems** according to **clear rules and the law**

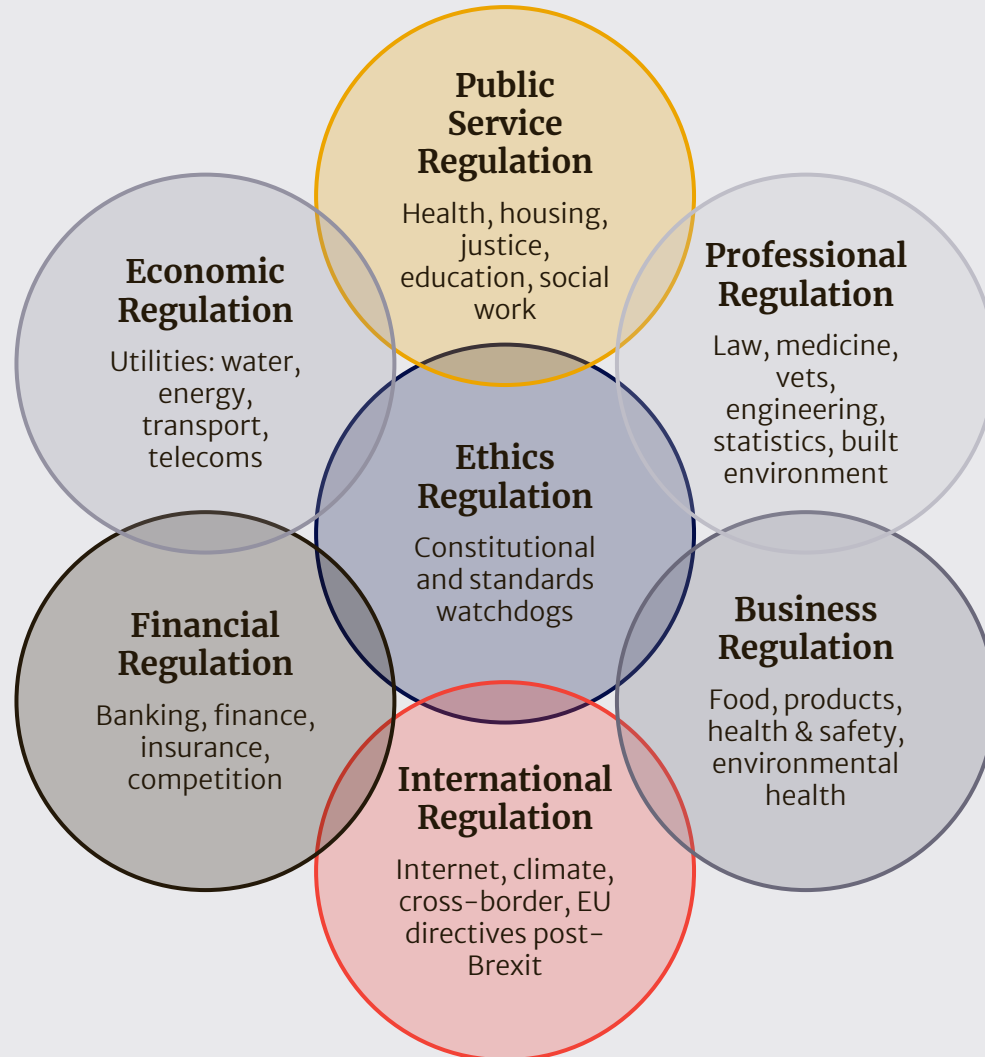
Regulators apply rules **fairly and consistently** to **balance**:

- **Protection** for consumers and users of services
- Opportunities for business **innovation** and public service **improvement**

Good regulation means understanding all these components in your own context.



2. Regulation involves collaboration



... including in health and social care...

Care Quality Commission; Food Standards Agency; Health Research Authority; Human Fertilisation and Embryology Authority; Human Tissue Authority; Medicines and Healthcare Products Regulatory Agency (MHRA); **Professional Standards Authority for Health and Social Care (PSA)**; General Chiropractic Council; General Dental Council; General Medical Council; General Optical Council; General Osteopathic Council; General Pharmaceutical Council; Health and Care Professions Council; Nursing and Midwifery Council



... working with other parties ...

- Regulators outside health and social care (Information Commissioners Office, Equality and Human Rights Commission, Health and Safety Executive, Charity Commission, Ofcom, etc.)
- Government (Department for Health and Social Care, Cabinet Office, etc.)
- Those you regulate
- Representative groups (charities, lobby groups, unions, etc.)
- The media
- Members of the public

Good regulation involves working well with others.



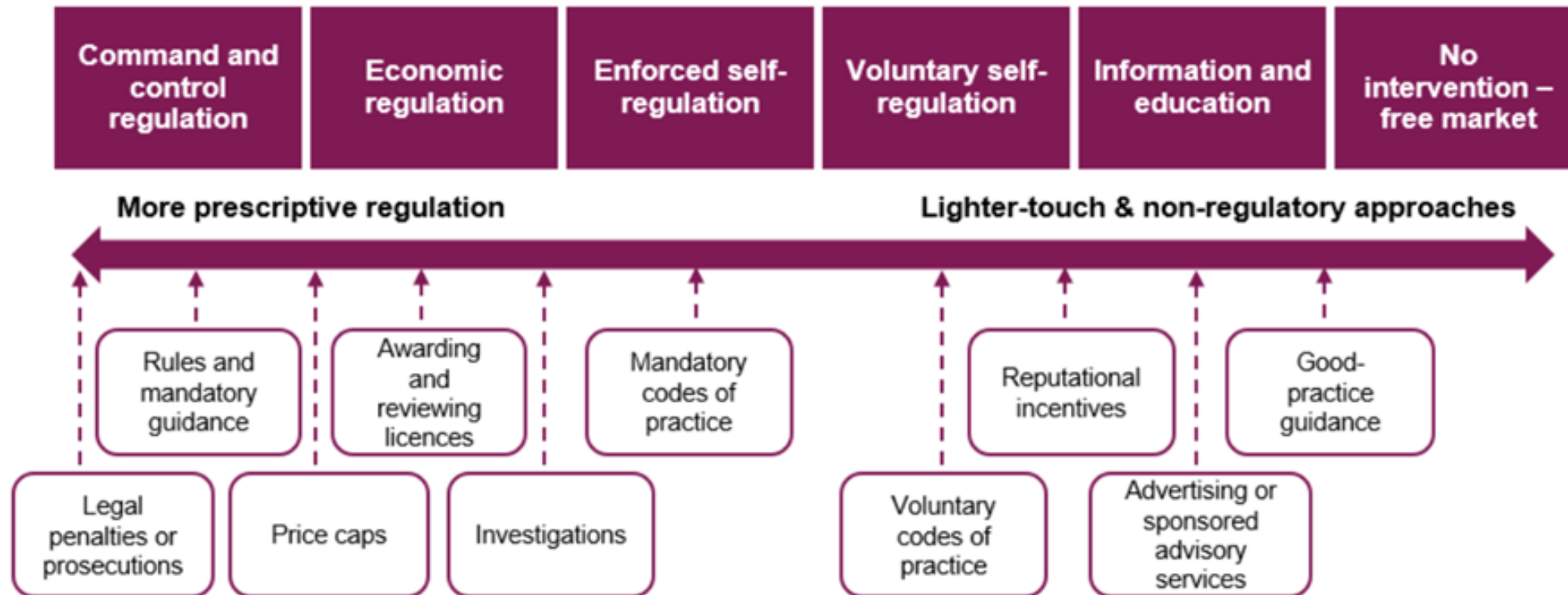
3. Professionalism matters

How do your regulatory staff learn, and where from?

For example:



Figure: Examples of different approaches to regulation



Source: National Audit Office analysis

... such as from training and podcasts ...



**Introduction to
Regulation**

**Understanding
Regulation**

**Fundamentals of
Regulation**

**Masterclasses in
Regulation**

**Good regulation
means knowing your
stuff.**



4. Make regulation proportionate

UNREGULATED

Known to be safe

REGULATED

Known to be safe,
if used with conditions

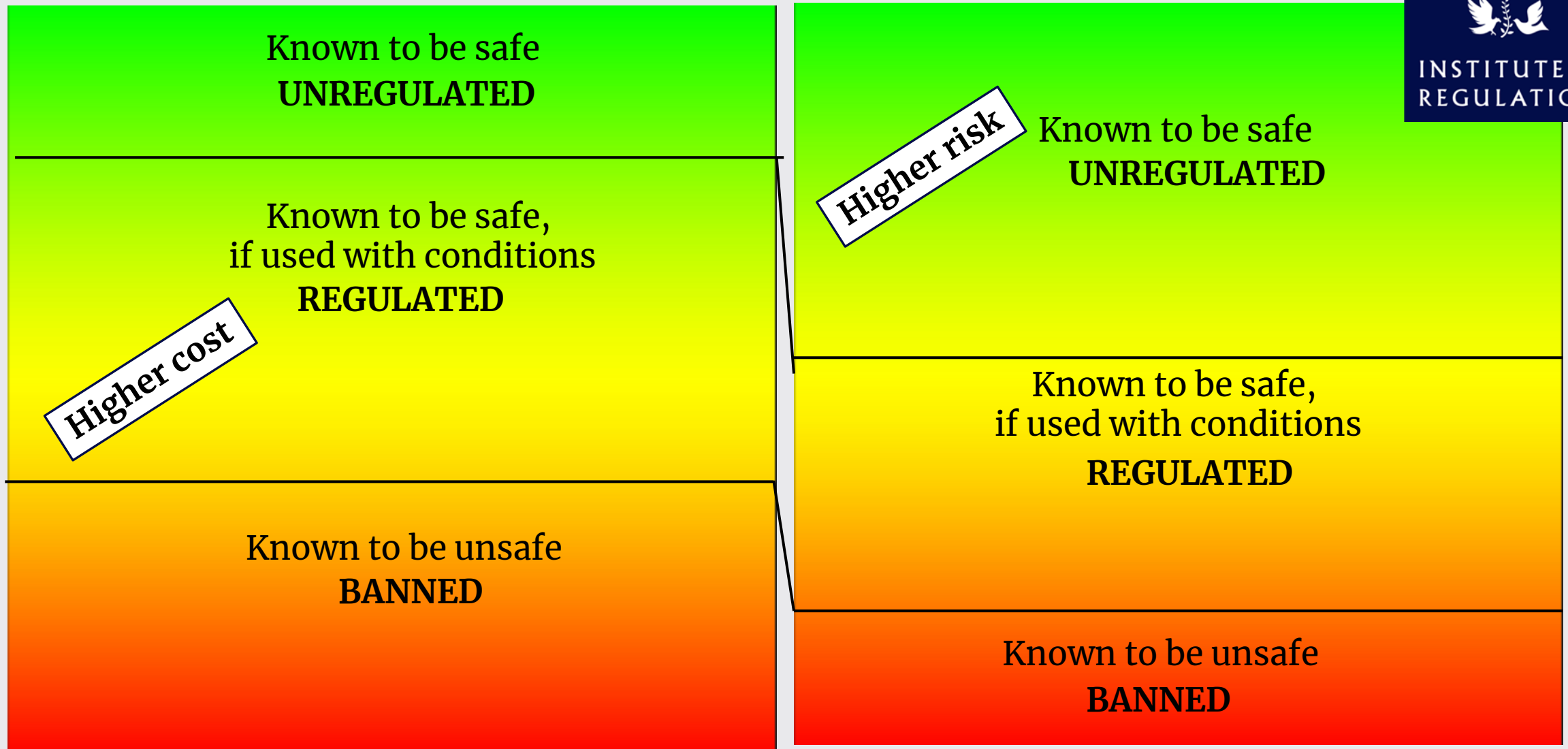
BANNED

Known to be unsafe

Proportionate regulation is hard in practice



INSTITUTE OF
REGULATION



Good regulation gets the balance right

5. Good data and evidence underpin regulation



Data tells you:

- What's going on
- Where are the risks
- How to prevent harms

Evidence supports good decision making

- Frontline judgments
- Strategic prioritisation

Data and evidence builds confidence

- Influencing regulated entities and wider stakeholders
- Positive competitive incentives



Good regulation means getting tech right first



Best: AI

Better: data

Good: technology



6. Good regulation involves thinking about systems



1. Clear, well-defined goals
2. Strong, legitimate authority
3. Well-understood groups whose actions or behaviour is to be managed
4. Fair, proportionate, well-communicated, agile rules
5. Fair, proportionate, consistent consequences
6. Effective, efficient enforcement and regulatory agencies
7. A culture of compliance

Thank you – and good luck!

Chair: Marcial Boo
chair@ioregulation.org



Get in touch.

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🌐 [Institute of Regulation](#)