
June 2026

Strategic Risk Deep Dive

Professional Standards Authority new approach

Background

Consultation began formally in February 2025, with an additional survey of regulators in November 2025.

The revised standards for regulators and accredited registers were published in March 2026.

Key overall changes:

- Aligned standards for regulators and accredited registers.
- Reduced number of standards from 18 to 16.
- New standard related to governance and leadership.

The new standards will come into effect from July 2026 and will be rolled out in a phased approach across the regulators. As the HCPC's review cycle started in April 2026, we will be assessed against the current standards for the 2026-27 cycle, and the new standards for the 2027-28 cycle.

Expectations – Governance - 1

Standard 1: The governing body and senior leaders put in place arrangements for the organisation to effectively protect the public and maintain public confidence.

In practice:

The organisation is well governed and well led.

The organisation is clear about, and focused on, its purpose of improving public protection and public confidence.

The organisation fosters a culture of openness and learning, that supports organisational sustainability, improvement and employee wellbeing.

Governing body decisions are proportionate, consistent, targeted, transparent, accountable, agile and risk-based.

They are informed of the best available evidence and consider the views of those affected by them, such as service users and practitioners, as appropriate.

Conflicts of interest are identified and managed.

Expectations – Collaboration, engagement, alignment

Current Standard	New Standard
<p>Standard 5 The regulator consults and works with all relevant stakeholders across all its functions to identify and manage risks to the public in respect of its registrants.</p>	<p>Standard 4 The organisation engages and collaborate effectively, in order to inform, enhance and deliver its work. It seeks appropriate alignment with other organisations, and identifies and manages risks to the public in respect of its registrants.</p>

There is collaborative working between regulators, registers and other relevant organisations, including appropriate exchange of information related to risk and harm to the public.

Policies and processes are informed by the views of, and information and evidence provided by, other organisations and people, to better support and advance public protection.

Where appropriate and beneficial for public protection and quality of care, policies and processes are aligned with those of other organisations and regulators, registers and promote consistency of outcomes across the health and care.

Expectations – Registration: Continuing suitability for registration

Standard 11: The organisation has proportionate requirements and processes in place to assure that registrants maintain their skills and continue to be suitable to practice.

Evidence Framework:

- Information about the organisation's process for identifying and responding to concerns that registrants may be unsuitable for registration (such as being cautioned or charged for a criminal offence being subject to investigation or sanction by other regulatory bodies, or inclusion on a relevant barred list).

Expectations – Concerns

Standard 12: Raising concerns about a registrant: The organisation ensures that the process for raising a concern is accessible to all, makes clear the types of concerns that should be referred to them, and supports timely local resolution of cases where appropriate.

In practice:

Regulators and registers are encouraging concerns about registrants to be resolved by the right organisation at the most appropriate level.

Employers and other organisations making referrals have clarity about the types of concerns that should be referred to a regulator or register, and those they seek to resolve themselves.

Expectations – Concerns

Current Standard	New Standard
<p>Standard 15</p> <p>The regulator’s process for examining and investigating cases is proportionate, deals with cases as quickly as is consistent with a fair resolution of the case and ensures that the best available evidence is considered for decisions at each stage of the process.</p>	<p>Standard 13: Investigating and resolving concerns about a registrant - timeliness</p> <p>The organisation considers, investigates and resolves concerns about registrants as quickly as is possible for a fair and safe resolution of the case</p> <p>Standard 14: Investigating and resolving concerns about a registrant – fairness</p> <p>The organisation’s policies and process for considering, investigating and resolving concerns about registrants are fair, proportionate, consistent and transparent, while protecting the public and maintaining public confidence.</p>

Approach to Standard 3

Stretch indicators are in place for 2025/26

The PSA acknowledge that it may take time for regulators to meet these indicators and that they are 'seeking progress not perfection'.

They will expect to see more progress against indicators that regulators are more able to influence or control, than against those that are more affected by external factors.

When all regulators have been assessed, there will be an evaluation of the approach to Standard 3. They are not planning on changing their approach for the next 18 months and will seek input from regulators in the evaluation.

Approach to Assessment

Assessment process remains the same.

They will not be introducing a more detailed evidence matrix for standards other than Standard 3.

They will continue to have engagement meetings to discuss issues.

Panel constitution and 'met'/'not met' outcomes are also to remain.

Evidence gathering will prioritise demonstrating achievement of intended outcomes, not just the existence of processes.

Any questions?