

Putting our strategy into action: our delivery plan for 2025-30

Empower, protect, build

Year 1



Contents

Our vision, purpose and strategic aims.....	1
Putting our strategy into action.....	1
Oversight and accountability.....	1
Our delivery plan	2
Strategic aim 1: empower pharmacists and pharmacy technicians to provide trusted, safe and effective pharmacy care.	2
Strategic aim 2: protect patients and the public by working with healthcare regulators and other organisations	10
Strategic aim 3: build a skilled, agile and inclusive organisation to regulate effectively and efficiently.....	13
Annex 1: Professional Standards Authority Standards of Good Regulation..	17

Our vision, purpose and strategic aims

Our vision for 2030 is clear: **safe and effective pharmacy care at the heart of healthier communities**. Guided by our purpose to protect, promote and maintain the health, safety and wellbeing of the public by upholding standards and public trust in pharmacy, this delivery plan sets out how we will work towards that vision by putting our strategic aims into action.

Over the next five years we will focus on three strategic aims:

- 1. Empower pharmacists and pharmacy technicians to provide trusted, safe and effective pharmacy care.**
- 2. Protect patients and the public by working with healthcare regulators and other organisations.**
- 3. Build a skilled, agile, and inclusive organisation to regulate effectively and efficiently.**

Each aim is supported by a programme of work that combines delivery of our core regulatory responsibilities with the changes needed to meet future challenges and opportunities. Equality, diversity and inclusion run through all three aims, shaping how we make decisions, engage with the professions and the public, and build a fair and supportive organisation.

Putting our strategy into action

This plan shows what we will deliver, why it matters and how we will measure progress. It links our long-term ambitions to practical action, setting clear priorities for 2025-26 and setting the direction for future years. We are delivering this plan at a time of significant change. National health priorities, such as the 10-Year Health Plan for England, A Healthier Wales, and Scotland's Population Health Framework and Health and Social Care Renewal Framework, are reshaping how health and pharmacy services are delivered. These developments, along with advances in integrated care and technology such as artificial intelligence, will influence how we regulate and support the pharmacies, pharmacy technicians and pharmacies.

This plan sets out how we will adapt to that context and how we are using registrants' fees to strengthen regulation by improving support, increasing consistency, and focusing on what matters to patients, the public and the profession. Pharmacy is evolving rapidly. To remain effective and deliver our strategy, we need to stay agile, responsive and proactive. This is a live plan, updated regularly to reflect progress and changing priorities.

Oversight and accountability

Effective oversight is essential to ensuring that this delivery plan is implemented as intended, and that it delivers real impact for patients, professionals, and the public. The Council provides strategic oversight: reviewing progress, testing assumptions, and helping to ensure our priorities remain aligned with public need. Council committees provide assurance on risk, audit, and financial sustainability. The executive team manages day to day delivery, performance and improvement.

A strengthened board assurance framework supports this work by providing clearer, more dynamic oversight of strategic delivery, risk, and performance. This will sit alongside a broader set of mechanisms to monitor progress and support accountability. Together, these structures will enable early intervention, continuous improvement, and robust assurance that we are delivering on our strategy.

Our delivery plan

Strategic aim 1: empower pharmacists and pharmacy technicians to provide trusted, safe and effective pharmacy care.

Through clear standards, supportive regulation and strong professional assurance, we help pharmacists and pharmacy technicians maintain competence, adapt to change and care for their own wellbeing as well as their patients'. Our approach ensures the public can have confidence in the quality and professionalism of pharmacy care across every setting.

The outcomes we want to achieve under this strategic aim are that:

- patients and the public are cared for by competent, confident professionals
- pharmacists and pharmacy technicians, in all settings, are guided by a regulator that listens, takes account of their practice, how it is changing, and the challenges they face
- pharmacists and pharmacy technicians are able to rise to those challenges in ways that promote the wellbeing of their patients and themselves
- pharmacy owners run registered pharmacies in ways that support pharmacists, pharmacy technicians and the whole pharmacy team to meet our standards
- necessary enforcement action is prompt, proportionate and effective

Outcome 1.1: patients and the public are cared for by competent, confident professionals

We want every patient to be cared for by competent, confident pharmacy professionals. Through clear standards, modern assurance and supportive regulation, we will strengthen trust in the skills and professionalism of pharmacists and pharmacy technicians.

Education and training quality assurance

We have strong standards that underpin safe care. We are supporting full implementation of the 2021 MPharm standards, updating pharmacy technician standards, and modernising quality assurance so it is timely, fair and forward-looking. This will help trainees prepare for prescribing, new technology and service models, and give confidence that education keeps pace with change.

By the end of year 1 (2025–26) we will have:

- supported full implementation of the 2021 MPharm standards
- consulted on new standards for pharmacy technicians
- developed a revised quality-assurance approach that links accreditation outcomes to data.
- begun a review of routes to registration for internationally qualified pharmacists
- launched a student experience survey.
- completed re-accreditation of 29 MPharm programmes and accredit the four statutory education bodies and continue quality assurance of Overseas Pharmacists Assessment Programme, support-staff courses, pharmacy technician training and c. 50 standalone prescribing courses

Looking forward to years 2–5, we will:

- ensure all MPharm graduates enter foundation training ready for prescribing.
- publish and implement new pharmacy technician standards (2026–27).
- publish updated routes to registration for internationally qualified pharmacists (2026–27).
- ensure, from 2027, that all providers share performance and inclusion data
- by 2030, ensure all pharmacist and pharmacy technician courses meet the new standards

Progress tracking

We will track progress through accreditation findings, trainee feedback and external scrutiny via our quality assurance and PSA performance review processes. This includes the accreditation of MPharm programmes, statutory education bodies, independent prescribing programmes, OSPAP, pharmacy technician and support staff courses, alongside an annual student survey establishing a baseline in 2026–27.

Registration assessment

The registration assessment provides a robust final check before entry to the register, assuring that every pharmacist meets the standards for safe and effective practice. We are enhancing fairness, transparency and candidate support across all routes, including OSPAP, and updating questions to reflect clinical and prescribing practice. At the same time, we are exploring how the common registration assessment can continue to evolve to reflect modern pharmacy practice and the skills patients and employers expect.

By the end of year 1 (2025–26) we will have:

- delivered two sittings of the assessment, providing reasonable adjustments where required
- begun formal exploration of future options, focusing on fairness, inclusivity and evolving roles
- published assessment pass rates for each sitting, providing transparent breakdowns including by protected characteristics

Looking forward to years 2–5, we will:

- continue to deliver two sittings each year, providing reasonable adjustments where required
- publish pass rates for each sitting, with breakdowns
- engage on proposed improvements to the common registration assessment in 2026–27
- develop and agree an updated common registration assessment model with an associated implementation plan by 2028

Progress tracking

We will track progress through successful delivery of the registration assessment, in line with PSA standards for education and training. It will also be measured through analysis of pass rates and the delivery of an updated common registration assessment model and implementation plan by 2028.

Registration

Registration remains a cornerstone of public assurance. We will continue to maintain the register while introducing a prioritised improvement plan and better data capture on ownership and roles. This will strengthen links with inspection, make processes faster and clearer, and enable earlier identification of risk.

By the end of year 1 (2025–26) we will have:

- maintained the register, adding around 3,000 pharmacists and 1,850 pharmacy technicians, and removing those who left or were no longer eligible
- developed and began delivering a prioritised workplan linking registration more closely with risk-based inspection to improve efficiency and reliability
- upgraded the myGPhCPharmacy system and prepared for policy changes, including the addition of independent prescribers and updated international registration routes
- published clearer public information explaining what registration means and the checks we carry out

Looking forward to years 2–5, we will:

- maintain the register consistently, ensuring accuracy and timeliness
- deliver the modernisation workplan in phases to improve efficiency, user experience and assurance
- design and deliver targeted data collection for different ownership groups to strengthen insight and early risk identification
- use enhanced data and system links to align registration more closely with inspection and enforcement, supporting earlier action on emerging risks

Progress tracking

We will track progress through registration processing times, accurate maintenance of the register, improved digital systems linked to inspection, and enhanced data collection to strengthen oversight of ownership and risk, in line with PSA standards for registration.

Standards and guidance

Our standards set clear expectations for behaviour, professionalism and safe environments. As practice evolves, we are refreshing standards and guidance, so they are clearer, easier to apply and support improvement, not just compliance. We are updating standards for superintendent and responsible pharmacists, reviewing those for registered pharmacies, and establishing a rolling review cycle so all standards remain current and relevant to modern practice.

By the end of year 1 (2025–26) we will have:

- drafted and consulted on new standards for superintendent and responsible pharmacists, ensuring these roles are clearly defined and supported in modern practice
- begun preparatory work for a fundamental review of the standards for registered pharmacies
- reviewed professional standards more broadly to reflect developments in prescribing, technology and models of care

- continued the regular review cycle so that all standards and guidance remain clear, current and supportive of safe, effective practice

Looking forward to years 2–5, we will:

- publish new standards for superintendent and responsible pharmacists (2026–27)
- finalise updated standards for registered pharmacies (2027–28)
- introduce a rolling review cycle to keep all standards and guidance current, clear and supportive of safe, effective practice

Progress tracking

We will track progress through publication, engagement, and stakeholder confidence measures, including the percentage of professionals who agree that standards support their practice (baseline to be confirmed following the first annual registrants’ survey) and the proportion of standards and guidance reviewed within their scheduled cycle.

Revalidation

Revalidation provides continuing assurance that pharmacists and pharmacy technicians keep their knowledge and skills up to date. The process is well established, and we are making it clearer, more supportive and easier to complete. Our aim is a proportionate, user-friendly approach that promotes reflection, targets support where it is most needed and gives confidence that everyone on the register continues to meet our standards of competence.

By the end of year 1 (2025–26) we will have:

- begun a review of the revalidation model to ensure it reflects modern pharmacy practice and evolving professional roles
- developed a phased improvement plan informed by the review findings
- enhanced the online framework and resources to make them clearer and more supportive for registrants
- continued to oversee annual revalidation for all pharmacists and pharmacy technicians, reviewing a sample of records, providing feedback, and taking action where needed to support professional development and continued fitness to practise

Looking forward to years 2–5, we will:

- continue to oversee annual revalidation process for all pharmacists and pharmacy technicians, providing feedback and assurance that professional competence is maintained
- deliver the phased rollout of a strengthened revalidation model, informed by the findings of the initial review

Progress tracking

We will track progress through performance, the number of revalidation reviews each year, the proportion of professionals meeting core revalidation criteria and implementation of the phased improvement plan and updated framework, in line with PSA standards for registration.

Outcome 1.2: pharmacists and pharmacy technicians are guided by a regulator that listens, understands practice and supports improvement

Pharmacy roles are evolving rapidly as pharmacists and pharmacy technicians take on broader clinical and prescribing responsibilities, and our approach must reflect the realities of modern practice. We are strengthening how we listen to, understand and respond to those we regulate, using engagement, research and data to ensure our standards, guidance and decisions are grounded in real experience. By being more connected and transparent, explaining our decisions clearly and showing how feedback shapes our work, we will give assurance that our regulation is responsive, evidence based and informed by those we regulate.

By the end of year 1 (2025–26) we will have:

- delivered more than 25 engagement events – including forums, roundtables, webinars and conferences – to listen directly to pharmacy professionals
- tested the feasibility of a new registrant survey, agreeing the scope, governance and delivery model
- strengthened how we analyse and use feedback, so insight from professionals directly informs our standards, guidance, policies and decisions
- continued formal consultations to ensure professionals and stakeholders can shape decisions that affect practice

Looking forward to years 2–5, we will:

- launch a regular survey or alternative insight tool (subject to approval) and publish how we have acted on the findings
- refine our engagement model based on evaluation and feedback, ensuring diverse professional voices continue to inform our work
- embed the use of feedback and insight across the organisation, so it consistently shapes standards, guidance, policy development and regulatory decisions

Progress tracking

We will track progress through our participation in engagement events each year, analysis of feedback surveys and external stakeholder reviews, delivery and evaluation of the first registrant survey, and increased use of evidence and feedback to inform decisions and guidance, in line with PSA standards for communication and cooperation.

Outcome 1.3: pharmacists and pharmacy technicians can rise to new challenges while promoting the wellbeing of patients and themselves

Pharmacists and pharmacy technicians are taking on broader clinical and prescribing roles across diverse settings. We use our standards, guidance and engagement to promote professionalism that balances patient safety with practitioner wellbeing. Our aim is to foster open, supportive environments where pharmacy professionals can exercise judgement, learn from experience and care safely for patients while maintaining their own wellbeing.

By the end of year 1 (2025–26) we will have:

- agreed a memorandum of understanding with Pharmacist Support to strengthen joint work on professional wellbeing
- continued to signpost professionals involved in fitness-to-practise processes to wellbeing services, ensuring timely access to support
- supported the national pharmacy workforce wellbeing survey and shared insight from our own regulatory activity
- updated and implemented our safeguarding procedure (Q3 2025–26) to reflect current best practice
- embedded consideration of wellbeing across all areas of regulatory work, including enforcement

Looking forward to years 2–5, we will:

- map existing wellbeing initiatives and engage with professionals and stakeholders (2026–27) to identify where regulatory levers can have the greatest impact
- develop and deliver a targeted programme of work on professional wellbeing informed by this insight (from 2027 onwards)
- continue to strengthen partnerships, using data from engagement, FtP and inspection to understand and address emerging wellbeing risks, and demonstrate improvement in access to and awareness of wellbeing support

Progress tracking

We will track progress through having agreed Memorandums of Understanding in place, implementation of the updated safeguarding procedure, completion of discovery work, and an agreed programme of work with clear early actions and pilots, in line with PSA standards on communication, guidance and fitness to practise.

Outcome 1.4 Pharmacy owners create environments that enable teams to meet our standards

Pharmacies play a vital role in providing accessible healthcare in every community. Our inspection and assurance work gives the public confidence that pharmacy services are safe and effective. Through a risk-based inspection model, complemented by structured engagement with pharmacy owners and teams, we provide reliable assurance that registered pharmacies deliver safe, high-quality care.

In 2024–25 we strengthened the model to make inspections more targeted, consistent and efficient, enabling inspectors to focus on higher-risk areas, act more quickly on concerns, and complete and publish reports more promptly. Looking ahead, in 2025–26 we will carry out even more inspections and aim to complete at least 2,000 whilst also developing additional approaches for regulatory contact to increase our reach. We are also exploring if we could incorporate inspection frequency into our risk-based approach, so that every registered pharmacy receives more regular and proportionate regulatory contact.

By the end of Year 1 (2025–26) we will have:

- delivered at least 2,000 inspections, focusing on higher-risk areas and providing assurance that standards are met
- expanded regulatory contact beyond inspections by developing additional routes for engagement with pharmacy owners and teams and scoped if inspection frequency could be incorporated into our risk-based approach to ensure regular and proportionate regulatory contact
- continued the rollout of the updated risk-based inspection model, improving consistency and timeliness
- developed and launched the new inspection application and begin enhanced data collection on ownership and operations, linked to improvements in registration
- taken prompt, proportionate enforcement action where standards are not met

Looking forward to years 2–5, we will:

- carry out at least 2,000 inspections each year, complemented by broader routes for regulatory contact to strengthen assurance and share learning
- publish and implement updated pharmacy premises standards (by 2027–28) and monitor compliance, refining our approach as needed
- use inspection and registration data to track trends in pharmacy performance, identify risk earlier, and shape new support tools and regulatory levers
- assess whether additional regulatory powers are needed to strengthen assurance of pharmacy ownership and accountability

Progress tracking

We will track progress through inspection activity data, the proportion of pharmacies meeting standards at inspection and re-inspection. We will also monitor the rollout of our refreshed risk-based inspection model, new inspection application and improved data collection, in line with PSA standards on cooperation and public protection.

Outcome 1.5: enforcement is prompt, proportionate and focused on protecting patients

When concerns arise, we act in a timely, fair and transparent way to protect patients and maintain confidence in pharmacy regulation. Record volumes of concerns in 2024–25 placed sustained pressure on our capacity, reinforcing the importance of improving how we manage and resolve cases. The Professional Standards Authority (PSA) found that further improvement is needed for us to meet Standard 15 on fitness to practise timeliness, despite the real progress we have made in reducing older cases and improving investigation times.

We are continuing to deliver our comprehensive enforcement improvement programme focussing on strengthening timeliness, quality and consistency, and ensuring our processes are proportionate, transparent and effective in protecting patients and maintaining public confidence. We are also strengthening how equality, diversity and inclusion are reflected in our enforcement processes, ensuring that concerns about discrimination are recognised, investigated and addressed appropriately.

By the end of year 1 (2025–26) we will have:

- delivered the next phase of the enforcement improvement programme, maintaining focus on timeliness, quality of decisions and reducing case length
- achieved measurable progress in reducing open concerns reducing our open caseload from 1500 to 1200, and having fewer than a quarter of live investigations open for more than a year (from over a third) and only a small proportion open for over two years
- launched the new enforcement strategy, setting out clear benchmarks, priorities and delivery milestones
- commissioned an external audit of enforcement decisions to provide independent assurance, with findings shared with Council (2026–27)
- carried out a feasibility study on rerouting service-level complaints outside regulatory oversight
- continued to review and respond to concerns about pharmacy professionals, taking proportionate action such as advice, warnings or formal hearings

Looking forward to years 2–5, we will:

- deliver and expand the enforcement continuous improvement programme, embedding a culture of learning and performance review
- implement the new enforcement strategy, including targeted improvement actions and engagement with stakeholders to strengthen trust and understanding
- commission annual external reviews of statutory decisions to provide continued assurance
- publish myth-busting communications to promote transparency and confidence in the process
- act on the findings and outcomes of the feasibility study into rerouting service-level complaints, developing a business case for long-term implementation if appropriate
- agree clear mapping of concern types and referral pathways with key partners to ensure coordinated public protection

Progress tracking

We will track progress through timeliness indicators, PSA Standard 15 performance outcomes and reductions in open and long-running cases. We will also monitor successful appeals, delivery of the enforcement strategy and completion of external assurance and communication milestones.

Strategic aim 2: protect patients and the public by working with healthcare regulators and other organisations

We protect patients by collaborating across professional and organisational boundaries to make sure pharmacy care is safe, joined up and responsive to risk. Our partnerships and standards provide assurance that there are no dangerous gaps or confusing overlaps, and that pharmacy plays a full role in integrated, person-centred healthcare.

The outcomes we want to achieve under this strategic aim are that:

- public protection is seamless across regulatory boundaries, because of the work we lead to make sure there are no dangerous gaps or confusing overlaps
- the safety and wellbeing of patients and members of the public is enhanced by effective collaboration between different regulators, and with the pharmacy professional leadership bodies, pharmacy education and training providers, specialist pharmacy groups and trade and representative bodies
- pharmacists and pharmacy technicians have the skills to work collaboratively in teams with other health and care professionals, supported by consistent and integrated regulatory standards, regardless of professional boundaries

Outcome 2.1 Public protection is seamless across regulatory boundaries

This outcome brings together all our collaborative work under strategic aim 2. It shows how we protect patients and the public by leading cooperation across healthcare regulation, ensuring that information, standards and action flow smoothly across the system. We already work closely with other regulators, but responsibilities sometimes overlap, and gaps remain. We are strengthening partnerships, aligning standards and sharing intelligence so the system acts together to protect patients and deliver consistent, high-quality care across organisational boundaries.

By the end of Year 1 (2025–26) we will have:

- strengthened joint work on medicine safety by updating our Memorandum of Understanding with the MHRA, coordinating inspections, enforcement and communications, and launching joint action with the Advertising Standards Authority on the promotion of medicines
- maintained close collaboration with the Care Quality Commission, Healthcare Inspectorate Wales and Healthcare Improvement Scotland to share intelligence, align standards and coordinate inspections across community, hospital and general-practice pharmacy settings
- worked with regulators, pharmacy bodies and healthcare organisations, including the Royal College of General Practitioners, to address regulatory gaps, overlaps and inconsistencies
- delivered joint patient-safety initiatives, such as raising awareness of safe supply of CBD products with the Food Standards Agency
- enhanced public understanding of pharmacy regulation by launching co-produced resources explaining our role and standards, supported by a campaign developed with patient organisations, charities and EDI partners

- strengthened the patient and public voice by refreshing our Patient and Public Voice Forum and Public Panel, broadening representation and ensuring public insight informs our work
- clarified acceptance criteria for enforcement action and improved signposting so the public can reach the right organisation when concerns fall outside our remit

Looking forward to years 2–5, we will:

- agree and apply shared principles for collaboration with regulators and healthcare partners, building on the joint initiatives and engagement launched in Year 1
- deliver regular programmes of joint work on patient safety and publish shared learning for professionals and the public
- strengthen handling of concerns across the system through consistent information-sharing and clear referral routes
- continue to maintain and expand partnerships with patient organisations, charities and EDI groups so they continue to shape our work and communications
- refresh membership of the Patient and Public Voice Forum and Public Panel on a rolling basis to ensure diverse and representative participation
- promote greater alignment across regulatory standards, particularly around prescribing, wellbeing and professional accountability, supported by shared guidance and joint communications

Progress tracking

We will track progress through delivery of new and updated joint agreements, guidance and statements each year, evaluation of partnerships and shared principles for collaboration by 2026, and achievement of all PSA standards by 2026–27. We will also use feedback from partners, professionals and the public to assess understanding of our role and the consistency of joint regulatory messages.

Outcome 2.2 Fairness and equity are embedded across pharmacy education and training

A fair and inclusive education and training system is essential to patient safety and professional confidence. Persistent awarding and attainment gaps in pharmacy education put fairness and public confidence at risk. Working with education providers and training bodies, we will take action to close these gaps—by improving data, sharing accountability, and driving inclusive practice across the education and training pipeline.

By the end of year 1 (2025–26) we will have:

- strengthened how we collect, analyse and use data on awarding and attainment gaps from all training providers
- reviewed existing data, identified gaps and undertook a literature review to build a robust evidence base, drawing on learning from other professions and sectors
- mapped examples of good practice from accreditation reports
- developed a stakeholder engagement plan with students, universities, the RPS, the Office for Students and external experts to guide next steps

Looking forward to years 2–5, we will:

- use insight from data and engagement to share good practice and promote measurable improvement in reducing awarding and attainment gaps year on year
- deliver targeted interventions such as awarding-gap leads and deep-dive reviews of provider action
- review accreditation and quality-assurance processes to maximise impact
- publish annual data and analysis, including effective actions taken by providers
- ensure the student voice continues to inform analysis, solutions and evaluation

Progress tracking

We will track progress through annual reporting and analysis of awarding and attainment gap data from all training providers. Over time, we will measure year-on-year reductions in awarding and attainment gaps and aim for the eventual elimination of the MPharm degree and common registration assessment awarding gap.

Outcome 2.2 Fairness and equity are embedded across pharmacy education and training

A fair and inclusive education and training system is essential to patient safety and professional confidence. Persistent awarding and attainment gaps in pharmacy education put fairness and public confidence at risk. Working with education providers and training bodies, we will take action to close these gaps—by improving data, sharing accountability, and driving inclusive practice across the education and training pipeline.

Strategic aim 3: build a skilled, agile and inclusive organisation to regulate effectively and efficiently

We can only deliver this strategy if we have the right people, culture, systems and financial foundations in place. Over the next five years we will continue to invest in our staff, modernise our technology and strengthen how we plan and manage our resources, so that we can deliver high-quality, good-value regulation.

The outcomes we want to achieve under this strategic aim are that:

- our people are developed and supported to deliver and lead our regulatory work with skill and professionalism
- our culture, our operating model and our technology are strengthened and updated to enable us to deliver on this strategy
- sustainable, agile and good-value regulation is underpinned by implementation of our financial strategy

Outcome 3.1: our people are developed and supported to deliver and lead our regulatory work with skill and professionalism

Our people are at the heart of how we deliver our strategy. We are building a culture where everyone feels valued, supported and able to perform at their best, with the skills and leadership needed to deliver high-quality, professional regulation. We are strengthening inclusion, transparency and wellbeing so our workplace reflects our values and enables people to collaborate confidently and effectively.

By the end of year 1 (2025–26) we will have:

- launched a new values framework and began embedding it into everyday behaviours, decision-making and leadership, as well as recruitment, development and performance processes
- sustained our data collection and reporting on gender and ethnicity pay gaps
- built on existing Disability Confident Level 1 accreditation by developing a plan to achieve Level 2 accreditation
- delivered the internal EDI data campaign, encouraging staff to update their diversity information across all protected characteristics, using the results to strengthen understanding of our workforce and how best to support them
- modernised HR systems, launched a mentoring programme and introduced new performance level descriptors across all grades
- rolled out targeted wellbeing initiatives focused on security, resilience and engagement, alongside refreshed staff engagement opportunities
- continued to manage workforce infrastructure, including recruitment, employee relations, workforce planning and staff support

Looking forward to years 2–5, we will:

- strengthen leadership capability through targeted development and coaching

- establish workforce analytics to support strategic planning and refined HR systems based on learning and feedback
- launch additional initiatives to improve inclusion in recruitment, progression and leadership diversity
- embed year-on-year improvements in engagement, wellbeing and inclusion, supported by transparent reporting on workforce diversity and leadership representation
- work towards achieving Disability Confident Level 2 and 3 accreditation, setting clear milestones to track progress
- demonstrate strong participation and development outcomes from the mentoring programme
- ensure high staff understanding of the values framework, with continued improvement in engagement and wellbeing scores year on year

Progress tracking

We will track progress through year-on-year improvements in staff engagement, wellbeing and inclusion, and high levels of understanding and demonstration of our new values and behaviours framework. Progress on key initiatives will be monitored through delivery milestones and outcome measures, including achievement of Disability Confident Level 1 accreditation in 2025–26 and progress towards Disability Confident Level 2 and 3 accreditation, and evidence submitted for the PSA performance review.

Outcome 3.2: our culture, operating model and technology enable us to deliver this strategy

Effective regulation depends on strong systems, consistent delivery and modern technology. We are modernising the foundations that support effective regulation – our systems, data and ways of working. By strengthening technology, programme delivery and governance, we are creating a connected, efficient and collaborative organisation that can adapt, learn and deliver consistently well.

By the end of year 1 (2025–26) we will have:

- rolled out updated devices and Microsoft 365 workplace tools to support collaboration and flexible working
- continued development of myGPhCPharmacy and began exploring improvements to support fitness-to-practise processes
- simplified internal reporting and built capability in data use, supported by expert advice.
- established a Project Management Office (PMO) to provide consistent oversight, accountability and staff training
- developed a framework for the responsible use of AI and began identifying early pilot areas
- maintained and supported core systems and infrastructure, ensuring reliability, cyber security and high system availability

Looking forward to years 2–5, we will:

- continue the phased rollout of workplace tools and deliver further technology improvements to support fitness to practise
- introduce a central data lake and launch Power BI reporting, with staff training as legacy systems were phased out
- expand the use of data and insight in decision-making and pilot AI applications across key business functions under a clear governance framework
- refine the operating model based on learning and staff feedback
- publish a forward-looking technology roadmap by 2027 to guide investment in smarter regulation and improved user experience
- maintain system availability above 95 per cent and upheld Cyber Essentials Plus accreditation each year

Progress tracking

We will track progress through monitoring the availability, reliability and security of core systems, meeting agreed service levels for incidents and requests, and evaluating how effectively our operating model supports collaboration, efficiency and delivery.

Outcome 3.3 Sustainable, agile and good-value regulation underpinned by our financial strategy

Strong financial foundations are essential to effective regulation. We are strengthening our financial foundations to ensure regulation remains sustainable, fair and good value for money. By managing resources responsibly, investing wisely and maintaining transparency, we are supporting modern, efficient regulation that delivers long-term public benefit.

By the end of year 1 (2025–26) we will have:

- implemented 2025 fee decision to support long-term financial sustainability
- delivered at least £400k in cost savings through improved efficiency and prioritisation
- scoped a cost-attribution model to increase transparency on how resources are allocated across business activity
- began the transition to a paperless direct-debit system to modernise income collection
- continued to manage finances through effective budgeting, income processing, financial reporting and audit, ensuring transparency and value for money

Looking forward to years 2–5, we will:

- deliver an additional £700k in savings, achieving cumulative savings of £1.5m by 2027–28.
- launch paperless direct-debit payments and monitored the value and impact of capital investment.
- ensure resources remained aligned to regulatory priorities, maintaining a balanced budget and Council reserves within the approved policy range.
- develop and consult on long term approach to fees, supported by improved forecasting and modelling tools.

Progress tracking

We will track progress through delivery of a balanced income and expenditure position, maintaining reserves within Council's policy range of three to six months' operating costs, and achieving cumulative cost efficiencies of £1.5m by 2027–28. Additional measures include implementation of the 2025–27 fee strategy and introduction of forecasting and cost-attribution tools to improve transparency and financial planning.

Annex 1: Professional Standards Authority Standards of Good Regulation

Table 1: general standards

Standard description	2024-25 performance review
Standard One: the regulator provides accurate, fully accessible information about its registrants, regulatory requirements, guidance, processes and decisions.	Met
Standard Two The regulator is clear about its purpose and ensures that its policies are applied appropriately across all its functions and that relevant learning from one area is applied to others.	Met
Standard Three The regulator understands the diversity of its registrants and their patients and service users and of others who interact with the regulator and ensures that its processes do not impose inappropriate barriers or otherwise disadvantage people with protected characteristics.	Met
Standard Four The regulator reports on its performance and addresses concerns identified about it and considers the implications for it of findings of public inquiries and other relevant reports about healthcare regulatory issues.	Met

Table 2: Guidance and standards

Standard description	2024-25 performance review
Standard Six The regulator maintains up-to-date standards for registrants which are kept under review and prioritise patient and service user centred care and safety.	Met
Standard Seven The regulator provides guidance to help registrants apply the standards and ensures this guidance is up to date, addresses emerging areas of risk, and prioritises patient and service user centred care and safety.	Met

Table 3: Education and training

Standard description	2024-25 performance review
Standard Eight The regulator maintains up to-date standards for education and training which are kept under review and prioritise patient and service user care and safety.	Met

Standard description	2024-25 performance review
Standard Nine The regulator has a proportionate and transparent mechanism for assuring itself that the educational providers and programmes it oversees are delivering students and trainees that meet the regulator’s requirements for registration and takes action where its assurance activities identify concerns either about training or wider patient safety concerns.	Met

Table 4: Registration

Standard description	2024-25 performance review
Standard Ten The regulator maintains and publishes an accurate register of those who meet its requirements including any restrictions on their practice. (To include premises and business registration where applicable)	Met
Standard Eleven The process for registration, including appeals, operates proportionately, fairly and efficiently, with decisions clearly explained. (To include premises and business registration where applicable)	Met
Standard Twelve Risk of harm to the public and of damage to public confidence in the profession related to non-registrants using a protected title or undertaking a protected act is managed in a proportionate and risk-based manner.	Met
Standard Thirteen The regulator has proportionate requirements to satisfy itself that registrants continue to be fit to practise. (To include premises and business registration where applicable)	Met

Table 5: Fitness to practise

Standard description	2024-25 performance review
Standard Fourteen The regulator enables anyone to raise a concern about a registrant	Met
Standard Fifteen The regulator’s process for examining and investigating cases is fair, proportionate, deals with cases as quickly as is consistent with a fair resolution of the case and ensures that appropriate evidence is available to support decision-makers to reach a fair decision that protects the public at each stage of the process.	Not met
Standard Sixteen The regulator ensures that all decisions are made in accordance with its processes, are proportionate, consistent and fair, take account of the statutory objectives, the regulator’s standards and the relevant case law and prioritise patient and service user safety	Met

Standard description	2024-25 performance review
Standard Seventeen The regulator identifies and prioritises all cases which suggest a serious risk to the safety of patients or service users and seeks interim orders where appropriate.	Met
Standard Eighteen All parties to a complaint are supported to participate effectively in the process.	Met

