

Caroline Corby
Chair, Professional Standards Authority
for Health and Social Care
16–18 New Bridge Street
London, EC4V 6AG

9 October 2026

Dear Caroline

Re: PSA escalation concerning Fitness to Practise timeliness

Thank you for your letter following the escalation of your concerns in relation to our latest performance review. I am grateful to the Authority for enabling this route.

Its publication took place shortly before Council met, in-person. Members considered both the report and your letter carefully. Council recognises the importance of progressing Fitness to Practise cases in a timely way and accepts your conclusion that end-to-end timeliness has not improved sufficiently over the last three years, and that the increase in older cases requires continued focus.

At the same time, Council noted the wider findings in the report. We welcome your recognition that investigations remain robust, that timeliness has improved at earlier stages of the process, and that the concerns are not intractable. We also welcome the acknowledgement there is no evidence of actual public protection risks having materialised because of delays in our case handling.

The context is challenging. In 2025, we saw a 23% increase in Fitness to Practise referrals, which we now regard as the new normal rather than a temporary fluctuation. That has increased pressure throughout the process and requires us to adapt our capacity, systems and controls accordingly.

Our legislative framework also constrains our ability to manage volume as effectively as we would wish. Unlike some other regulators, we cannot operate a risk-based triage model for lower-risk concerns. As a result, more matters enter the formal Fitness to Practise process, reinforcing the case for broader regulatory reform.

We do not, however, see these factors as an excuse. Over the last year we have continued to adapt our approach. We have changed the leadership and structure of the team, introduced a more resilient resourcing model, invested in technology to support more efficient case progression, increased oversight of performance and older cases, and launched the Chiropractic Complaints Mediation Service pilot. Collectively, these measures are intended to improve timeliness while maintaining the quality, fairness and public protection outcomes that sit at the heart of effective regulation.

My assurance to you is that Council remains fully engaged with this issue. We will continue to receive regular reports on older cases, case progression, risk management and the impact of improvement activity, and we will continue to hold the Executive to account for progress.

We are grateful for the Authority's proportionate approach and for the constructive engagement between our organisations. We recognise the significance of your letter and will continue to work transparently with your team through the 2026/27 monitoring process. We are also publishing this response so that our position and commitments are clear to our stakeholders.

I would be pleased to discuss our improvement work further and any additional assurance that the PSA would find helpful.

Yours sincerely,



Jonathan McShane

Chair

General Chiropractic Council