

# Minutes.



**Meeting:** Regulatory Board  
**Location:** Virtual  
**Date:** 3 December 2025, 09.15 – 12.00 (GMT)

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## **PRESENT:**

The Chair (Lucy Winskell), Liz Blackburn, Alan Clamp, Amin Dawuda, Paul Layzell, Suzanne McCarthy, Helen Morgan and Thomas Spender.

## **IN ATTENDANCE:**

Executive Director – Strategy and Governance (Maggie McGhee), Director – Regulation and Conduct (Stefan Pegram), Head of Compliance and Authorisation (Helen Simons, present for item 5 only), Risk Specialist (Tamara Etmuss-Noble, present for item 5 only), Secretariat Lead – Content (Hannah Clarke) and Officer – Secretariat (Catriona Calnan).

## **APOLOGIES:**

No apologies for absence were received.

### **1. MINUTES**

The Board approved the minutes of the meeting held on 8 September 2025.

### **2. CONFLICT OF INTEREST**

There were no potential conflicts of interest and/or duty notified to ACCA following the distribution of the meeting papers.

### **3. CHAIRS REPORT**

The Board noted the Chair's update on developments since the last meeting.

### **4. WORK PLAN FOR 2025-2026 COUNCIL YEAR**

The Board noted the Board's Terms of Reference as agreed by Council in November 2025 and other Board arrangements.

The Board approved the work plan for the 2025-26 Council year.

## **5. REGULATORY RISKS**

The Board noted an update on the regulatory risks recorded within the enterprise risk register and regulatory risk management activities.

The Board also noted a presentation providing an overview of the changes to three Regulation team risks.

## **6. PRESENTATION FROM THE EXECUTIVE DIRECTOR – STRATEGY AND GOVERNANCE**

The Board noted a presentation from the Executive Director – Strategy and Governance, which included the following matters.

- Strategic performance
- Delivery of exams
- Regulator updates
- Future consultations
  - Financial Reporting Council (FRC)
  - Irish Auditing and Accounting Supervisory Authority (IAASA)
  - Office of Professional Body Anti-Money Laundering Supervision (OPBAS)
- Strategic focus for 2026-27

## **7. DIGITAL TRANSFORMATION**

The Board noted an update on Digital Transformation (DT).

## **8. PERFORMANCE DATA AND STRATEGIC CONTEXT**

The Board noted the performance data and strategic context, including an update on ACCA's recent interactions with its lead regulators.

## **9. REPORTS FROM THE APPOINTMENTS, QUALIFICATIONS AND STANDARDS BOARDS**

### **i. Reports from Chairs**

The Board noted the annual reports of the Appointments, Qualifications and Standards Boards.

### **ii. Regulation Changes for the ACCA Rulebook**

The Board approved the proposed changes to the ACCA Rulebook, recommended by the Standards Board.

## **10. DATES OF NEXT MEETINGS**

The Board noted the remaining dates of Regulatory Board meetings in the 2025-26 Council year.