

The Payment Systems Regulator Ltd

Minutes

Meeting: PSR Board

Time & date of Meeting: 10:00 on 18 March 2026

Venue: Board Room 2.38| MS Teams

Members present: Ashley Alder (Chair) Joanna Whittington
David Geale Andrew Buckley
Lara Stoimenova Sheldon Mills (until end of
item 5)

In attendance: Set out in Annex A

Apologies: Jessica Rusu

1 Apologies, quorum and declarations of interest

- 1.1 The meeting was confirmed to be quorate and proceeded to business. No interests were declared in the items to be discussed.
- 1.2 The Board welcomed David Lymburn, Interim Deputy Managing Director, to his first meeting.

2 Report from the Chair

- 2.1 Ashley Alder noted this was his first Board meeting since becoming Chair and reflected on his role during the consolidation of the FCA and PSR.

3 Managing Director's Report to the Board

- 3.1 The Managing Director and members of the executive team briefed the Board on a number of topical issues including:
 - a) Attendance at and follow up from the oral evidence session at the Treasury Select Committee on 04 February 2026 (Work of the Payments Systems Regulator).
 - b) Progression of the National Payments Vision with particular reference to publication of the Payments Forward Plan and next generation payments infrastructure.
 - c) APP Scams post implementation review, noting a fuller update was planned for submission to the May 2026 Board meeting.
 - d) Open Banking, including progress of the commercial Variable Recurring Payments pilots.

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- e) Ongoing litigation, including the umbrella proceedings on interchange fees.
- f) The supervision pipeline and current enforcement work.
- g) Staff survey results, noting a fuller update on actions was planned for submission to the May 2026 Board meeting.
- h) Recent engagement with HM Treasury on the Annual Plan and Budget.
- i) Initial plans for a strategic review of the cards market and future regulatory strategy. The Board requested this be accompanied by a briefing on the current view of the payments sector.
- j) Potential impact of ongoing geopolitical events, noting that heightened cyber security monitoring had been implemented by firms and the PSR was engaging closely with the FCA regarding firm resilience.

4 PSR Annual Plan and Budget FY26/27

- 4.1 The Board considered the Annual Plan and Budget publication for the financial year ending 31 March 2027, noting that this had been shared with the Economic Secretary for the Treasury. The Board welcomed the focussed and concise approach taken to the publication.
- 4.2 The Board provided steers to sharpen the key messages to be delivered by the publication. This included articulating:
 - a) the continuation of a significant work programme, including the planned strategic review of cards
 - b) the linkage between projects and the PSR's statutory objectives.

Decision:	The Board approved the Annual Plan & Budget FY26/27 for publication and delegated finalisation of the document to the Managing Director.
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5 Scheme and Processing Fees – Decision on Regulatory Financial Reporting (RFR) remedy

- 5.1 The Board was briefed on the proposed Regulatory Financial Reporting (RFR) remedy, covering the draft consultation paper, specific direction and Cost Benefit Analysis (CBA).
- 5.2 The team outlined how engagement with card schemes since late 2025 had helped refine the remedy, enabling the PSR to request the

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information required to assess UK level profitability in a pragmatic and proportionate way.

- 5.3 The Board discussed the proposals and sought assurance that the revised approach:
- a) enabled the PSR to build a sufficient understanding of UK profitability and materially improve the PSR's ability to supervise the schemes.
 - b) balanced robustness and proportionality in the data being collected.
 - c) incorporated cost allocation principles and controls designed to mitigate the risk of misallocation.
 - d) allowed more detailed information to be sought in the future if required.
- 5.4 The broader analytical framework, including internal capacity and capability plus comparator analysis and segment-level insights was also considered. The Board recognised that this work was iterative and would develop as the PSR builds its supervisory approach.
- 5.5 The importance of clear accompanying communications was discussed, articulating how the revised approach was effective and strengthens the PSR's position. This included being clear, both internally and externally, on the purpose and expected outcomes of the remedy. The Board noted that the RFR will be key in determining whether further intervention may be appropriate and would include consideration of the full range of regulatory options.
- 5.6 In conclusion, the Board supported the approach, recognising that the P&L focused remedy represented a practical and proportionate next step.

Decision:	<p>Subject to the steers provided, the Board approved publication of the Regulatory Financial Reporting (RFR) remedy including:</p> <ol style="list-style-type: none"> i) consultation document and draft specific directions ii) draft Regulatory Accounting Guidelines (RAGs) iii) draft Cost Benefit Analysis (CBA)
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Decision:	<p>The Board delegated finalisation of the respective documents to:</p> <ul style="list-style-type: none"> i) consultation document and draft specific directions to the Managing Director ii) draft Regulatory Accounting Guidelines (RAGs) to the Managing Director following detailed review by the Deputy MD with support from the Head of Policy iii) draft Cost Benefit Analysis (CBA) to the Chief Economist.
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6 Report from the FCA

- 6.1 In their capacity as FCA Chair and Executive Director for Payments and Digital Finance respectively, Ashley Alder and David Geale briefed the Board on the business of the FCA relevant to the PSR including:
- a) The Cabinet Office Chronic Risk Analysis publication
 - b) Modernising Payments Regime: part of the post-Brexit work required to bring matters previously covered by EU regulation within the Financial Services and Markets Act
 - c) Engagement with HM Treasury
 - d) Motor finance redress – acknowledgement of ongoing work (high-level reference only)
 - e) Access to cash and access to banking services
 - f) Agentic AI and the Treasury Select Committee inquiry on AI in financial services.

7 Committee and Panel reports

- 7.1 The Board noted the following Committee and Panel reports:
- a) AuditCo February 2026
 - b) PeopleCo March 2026

8 Matters reserved to the Board

Minutes of the last meeting

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- 8.1 The Board reviewed the minutes of the meeting held on 21 January 2026.

Decision:	The Board approved the minutes from the Board meeting held on 21 January 2026 subject to minor amendment.
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Action Log

- 8.2 The Board reviewed the recommendations to close or extend actions agreed at previous meetings.

Decision:	In relation to the action log, the Board approved the closure and extension of a number of actions.
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Items for noting

- 8.6 The Board noted the outline agenda for 13 May 2026.

9 AOB

- 9.1 With no further business to discuss, the Chair closed the meeting.

Ashley Alder
Chair

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Annex A: Attendees

Attending all, or substantially all, of the meeting:

Alex Olive	General Counsel
Claire Simpson	Head of Policy
Andrew Wigston	Head of Supervision and Compliance Monitoring
David Lymburn	Interim Deputy Managing Director
Helen Bower-Easton	Director of Communications (until end of item 5)
Hollie Swift	Chief Risk Officer (until end of item 5)
Haris Irshad	Chief Economist (until end of item 5)
Katie Ellis	Private Secretary to PSR Chair
Sarah Day	Company Secretary

Attending for the following items:

Item 2 – Report from the Chair	No Attendees
Item 3 – Managing Directors update	No Attendees
Item 4 – PSR Annual Plan and Budget FY26/27	Danielle Banaszak – Manager Louis Myers – Manager Simon Less – Senior Manager
Item 5 – Scheme and Processing Fees – Decision on Regulatory Financial Reporting (RFR) remedy	Claire Simpson – Head of Department Pietro Menis – Senior Manager Fiammetta Gordon – Senior Manager Alan Reilly – Technical Specialist Ulrich Kaltenbronn – Technical Specialist
Item 6 – Report from the FCA	No attendees
Item 7 – Committee and Panel reports	No attendees
Item 8 – Matters reserved to the Board	No attendees
Item 10 – AOB	No attendees