

# Organisational Performance Report

## Q4 2025

The report provides a view of GDC performance in relation to delivery of our core functions and progress towards the priorities set within the Costed Corporate Plan 2025.

<b>Type of business:</b>	For discussion
<b>Recommendations:</b>	Council to discuss the report
<b>Assurance trail:</b>	ELT & SMT performance review – 20 January 2026 Finance and Performance Committee review – 12 February 2026 Council review – 27 February 2026
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# Performance key points dashboard – Q4 2025

## Education provider inspections

There is 1 inspection for 2024/25 pending due to requiring reschedule into Q1 2026.

*See page 4 for additional detail*

Academic year inspections	2023/24	2024/25
Inspections completed	18	18
Inspections pending	0	1
Inspection reports completed	18	18
Inspection reports pending	0	1
Overall standards met	77.7%	82.7%
Overall standards partially met	21.7%	17.0%
Overall standard not met	0.7%	0.3%

## Expenditure budget vs actual

Actual position at end Q4 is £0.022m (£22k) and (0.04%) less than budgeted.

*See page 11 for additional detail*

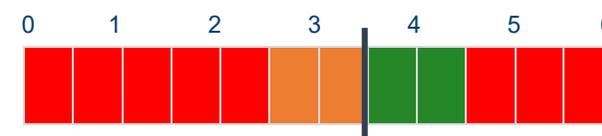


■ Actual (£m) ■ Variance (£m)

## Forecast free reserves for end 2028

At the end of Q4 the forecast was 3.5 months of operating expenditure which is within the Council policy range.

*See page 11 for additional detail*



Target 4 months. Policy range 2.5 – 4.5 months

## Register size Q4 2025 – 131,680

The Dentist register has increased by 293 since end of Q3 and DCPs increased by 1,809. Dental Technicians is the only group to have declined in recent years and a GDC led thematic review is scheduled in 2026 which intends to understand possible influences resulting in this reduction and the potential impacts.

	Q4 2022	Q4 2023	Q4 2024	Q4 2025
<b>Dentists</b>	<b>44,125</b>	<b>45,204</b>	<b>46,362</b>	<b>47,916</b>
<b>DCPs</b>	<b>71,326</b>	<b>74,826</b>	<b>79,374</b>	<b>83,764</b>
<b>DCP Titles</b>	<b>Q4 2022</b>	<b>Q4 2023</b>	<b>Q4 2024</b>	<b>Q4 2025</b>
Clinical Dental Technician	401	428	439	459
Orthodontic Therapist	914	1,021	1,157	1,302
Dental Therapist	5,014	5,963	7,364	8,661
Dental Technician	5,153	5,093	5,026	4,970
Dental Hygienist	8,833	9,575	10,494	11,292
Dental Nurse	59,022	61,785	65,127	68,472
<b>DCP Total Titles*</b>	<b>79,337</b>	<b>83,865</b>	<b>89,607</b>	<b>95,156</b>

\* Total titles will be greater due to Registrants holding multiple titles

## FTE actual vs forecast

Actual headcount at the end of Q4 is 424.6 FTE, which is 3.3 lower than forecast.

*See page 11 for additional detail*

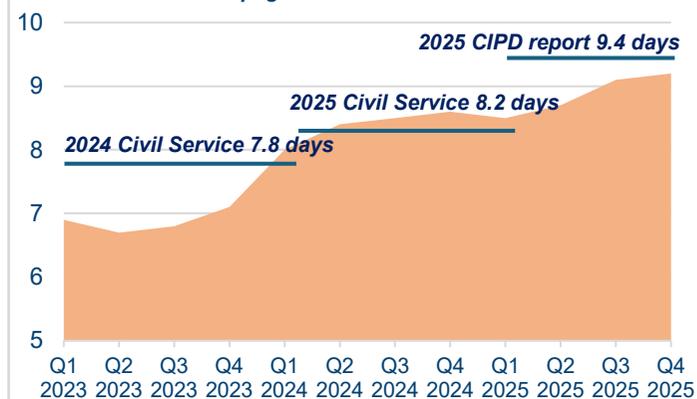
Actual FTE	Variance FTE to forecast
<b>424.6</b>	<b>3.3</b> (0.77%)

## Sickness

### Average days lost per employee for rolling 12 months

Current sickness has risen to 9.2 days, and recent increases are being proactively assessed through an action plan. Benchmarks have also seen increases in latest published figures.

*See page 10 for additional detail*



### Registration application process

Count of application routes performance last six months  
 See page 5 for additional detail

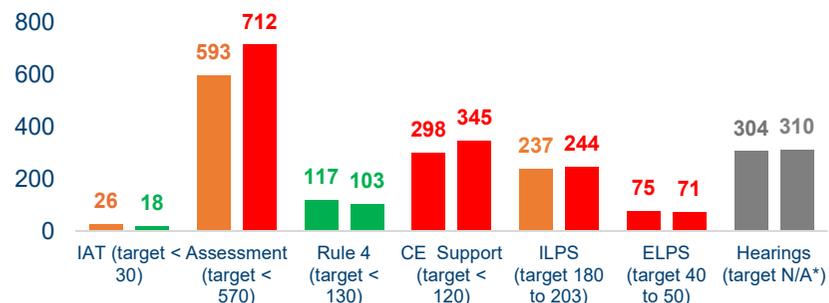
Timeliness	7	1	0	<b>Timeliness targets met in 7 of 8 routes:</b> Both the overseas DCP routes improved timeliness significantly throughout 2025 with now only the additional titles route outside target.	
Returned applications	6	0	2		<b>2 routes are exceeding the 20% target of returned applications:</b> The need to return applications helps indicate usability of application guidance. The 2 routes currently exceeding the target are UK DCP and Restorations. The average overall across all 8 routes is below 20%.
WIP volume	8	0	0		
Application status enquiries	Last 6 mths 4,680	6 mths prior 5,101	<b>8% fewer application status enquiries received in last 6 months:</b> There is a continued trend in reduction from proactive updates made, and which Manage My GDC Registration platform will prevent the need for going forward.		

### Fitness to Practise (FtP) work in progress cases

Assessment caseload continues to rise from a sustained increase in receipts at Initial Assessment (IAT). Increased Rule 4 processing continues to impact Case Examiner volumes with subsequent referrals preventing reduction of caseload in Legal Presentation and Hearings Service stages.

See page 6 for additional detail

June 2025 vs Dec 2025

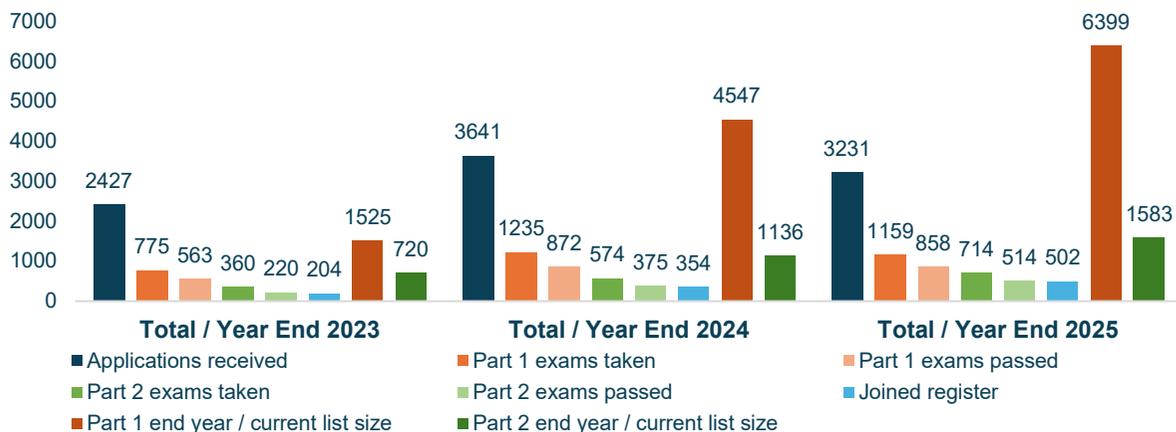


\*Being independent to the GDC, the Hearings service does not set target caseload as the requirement for a hearing can only be dictated by the specific case details.

### ORE Candidate Progression Rates

For 2025 applications received are 11% lower than 2024. Additional exam capacity and improved pass rates year on year has resulted in 502 new Dentists joining the register in 2025 compared to 354 in 2024.

See page 5 for additional detail



### FtP case progression timeliness

IAT timeliness has been impacted by the sustain higher receipts. Referrals continue to impact timeliness the later stages.

See page 6 for additional detail

	IAT	AS'MNT	CE	ILPS	ELPS	Hearings
2024	91%	79%	16%	75%	31%	47%
Last 6 months	85%	82%	9%	29%	0%	34%
Target	90% in 5 days	75% within 30wks/ 50wks for complex cases	70% within 13wks	80% disclosed with 98 working days	80% disclosed with 98 working days	CE referral to hearing - 70% with 40wks

## Performance summary

Priority area	Performance summary
<p><b>Develop our strategic ambition and vision</b></p> <p><i>Success measures:</i></p> <ul style="list-style-type: none"> <li>• <i>Our staff know our strategic vision and priorities.</i></li> <li>• <i>We are a trusted, high-performing regulator.</i></li> <li>• <i>We provide an equal, diverse and inclusive environment for regulation and our working culture.</i></li> </ul>	<p>The <a href="#">GDC Strategy 2026-2028 including details of the supporting delivery plan</a> was published in November following approval by Council on 31 October.</p> <p><a href="#">The Professional Standards Authority (PSA) annual review for 2024/25 found that we met 16 out of 18 Standards of Good Regulation</a>. While progress was made across multiple regulatory functions, we did not meet the standards for equality, diversity and inclusion (EDI) and fitness to practise (FtP) timeliness. The review assessed our performance in regulating 129,578 dental professionals across the UK from 1 October 2024 to 30 September 2025.</p>
<p><b>Strengthen education quality assurance</b></p> <p><i>Success measures:</i></p> <ul style="list-style-type: none"> <li>• <i>We are confident in the rigour of education standards and those qualified.</i></li> <li>• <i>Feedback to Quality Assurance processes are proportionate and enable learning and improvement.</i></li> </ul>	<p>The 2024-2025 academic year inspection timetable has completed 18 scheduled inspections and reports across 13 providers. We have shared the decisions paper with Council as to these outcomes and detail is also given in the Review of Education being presented to Council also on 27 February 2026, to be published thereafter. This draws together the work across developments within education. 1 inspection is deferred to Q1 2026.</p> <p>The revised standards for education published in Q3 2025 are being implemented across providers. All monitoring and inspections for academic year 2026/27 and all new submissions will be on the new standards.</p> <p>Development of the process for quality assurance of specialty training completed in Q3. A pilot is running with the Royal Colleges until Q3 2026, and the process will be rolled out for Colleges and Postgraduate Deaneries in the 2026/27 academic year.</p> <p>The thematic review of dental nursing report will be taken to Council in February 2026.</p> <p>We are scheduling an internal review of our risk-based evaluation process which identifies the level of quality assurance activity needed for each education provider, and we will ensure that the next inspection timetable includes contingencies required for review assessments. This will combine EQA team evaluation with research, for the review report due in Q3 2026.</p> <p>Feedback on our quality assurance processes is collected annually from providers. We had a positive but a low response rate for 2023-24 academic year, so we have since been actively promoting feedback, requesting it immediately following each inspection, which has increased responses, and these are consolidated into the Review of Education annual report.</p> <p>We requested an internal review of the quality assurance activity undertaken with Manchester and the learnings from this have been incorporated into the EQA team's learning log. We are also updating Council and the relevant committees on specific developments with this provider.</p>

Priority area	Performance summary
	<p><i>Ref: Chart top left page 2. Note: 42 active education providers are inspected and monitored by the GDC Education QA team. Each academic year a risked based approach identifies the proportionate number of providers to assess in greater detail in the following year.</i></p>
<p><b>Timely and quality decision-making in Registration</b></p> <p><i>Success measure:</i></p> <ul style="list-style-type: none"> <li><i>We are confident in the integrity of the registers.</i></li> </ul>	<p>Registration timeliness has consistently met target performance across all 6 UK and Specialist routes through 2025. The two overseas DCP routes both significantly improved timeliness throughout the year, with us fully processing the backlog of applications received where overseas qualified Dentists had applied to join the DCP register prior to the March 2023 deadline to no longer accept Dentist applications. Registration appeals from rejected Dentist applications to join the DCP register (discussed below) may affect timeliness in the short term as the original application is reopened for successful appeals to complete the registration.</p> <p>For Q4 2025 we received 16 new Registration appeals and of 24 concluded, 10 were upheld (42%). These figures are a reduction from Q3 (26 new appeals, 29 concluded with 14 upheld (48%)) but both quarters were an increase from trends across prior year. The increase is mainly from overseas qualified Dentists who had applied to join the DCP register, where both their initial application and reassessment were rejected. The rules around appeals allow the panel to consider and accept information previously not available to the registrar in decisions made, which has been the case for those upheld. As the backlog of overseas Dentists applying as DCPs is now fully cleared, any such appeals will continue to be assessed but will not continue in the longer term.</p> <p>Application volumes are now at targeted sustainable levels in all application routes and the PSA recognised that we met all four Standards for Registration within their 2024/25 annual review of GDC performance.</p> <p><i>Ref: Chart top left page 3. Note: We track the average time taken for applications to be completed (timeliness) and monitor application WIP volumes to measure efficiency of our operational processes.</i></p>
<p><b>Enable efficient overseas application routes</b></p> <p><i>Success measures:</i></p> <ul style="list-style-type: none"> <li><i>Suitably qualified overseas applicants are able to register within a reasonable timeframe.</i></li> <li><i>Supply and demand is met in registering internationally qualified dental professionals.</i></li> </ul>	<p><b>ORE capacity vs demand:</b> Although additional capacity is added for exams and improved pass rates year on year from 2024 to 2025, ORE capacity remains unable to meet the demand from internationally qualified dentists applying to work in the UK.</p> <p><b>Actions taken:</b></p> <ul style="list-style-type: none"> <li>For the procurement of ORE providers for both Parts 1 and 2 exams, Council approved the letting of the contract on 31 October, and also discussed further options for the future of International Registration development. Contracting is in progress to conclude in Q1 2026, and the expectation is that new providers will begin holding examinations from Q2/Q3 2026 onwards.</li> <li>Exams for Part 1 and Part 2 are continuing with existing suppliers through to end April 2026.</li> <li>We are progressing the options for assessing internationally qualified applicants, to create an efficient and effective forward-looking framework that can meet capacity demands.</li> </ul>

Priority area	Performance summary
	<p>The ORE refugee policy, applying the Alternative Evidence Policy which Council approved in October 2025 has to date resulted in 22 applicants passing ORE part 2, with 11 of these already joining the register and 9 applications in progress.</p> <p><i>Ref: Chart bottom left page 3.</i></p>
<p><b>Improving the regulatory framework</b></p> <p><i>Success measures:</i></p> <ul style="list-style-type: none"> <li><i>We enhance public safety through advancing upstream regulation.</i></li> <li><i>Reinforce the shift from compliance to positive professionalism.</i></li> <li><i>Perceptions of Fitness to Practise effectiveness improved.</i></li> </ul>	<p><b>Work on considering our regulatory approach to rapid dentistry changes:</b> Our work to scope how the GDC can adapt to rapid dentistry changes and our regulatory approach to; remote care, non-dental cosmetic treatments (injectables) and cosmetic dentistry is deferred to 2026, as resource was not available due to a need to prioritise ORE procurement support and evaluating options for international registration.</p> <p><b>Action taken:</b> Resource had been approved and allocated within the 2026-28 business plan to progress from early 2026.</p>
<p><b>Sustain and promote professional standards</b></p> <p><i>Success measures:</i></p> <ul style="list-style-type: none"> <li><i>We reinforce the shift from compliance to positive professionalism.</i></li> <li><i>Professionals and stakeholders take visible steps to engage with and act on the GDC's priorities.</i></li> </ul>	<p>The Scope of Practice guidance published in September came into effect on 1 November.</p> <p>Further preparation is continuing in 2026 for progressing our work of addressing sexual misconduct in the context of professionalism.</p> <p><b>Development of the proposed professionalism framework:</b> The request for approval by Council is now anticipated to be deferred until the April meeting, the Statutory Panellist Assurance Committee (SPC) is being consulted with in February. Concurrently ILAS are reviewing the framework and the considerations from the SPC. Subject to Council review and approval being confirmed in April, the framework will proceed to public consultation.</p>
<p><b>Timely and quality decision-making in Fitness to Practise</b></p> <p><i>Success measure:</i></p> <ul style="list-style-type: none"> <li><i>Correct and final case decisions made at the earliest stage in Fitness to Practise process.</i></li> </ul>	<p>We have seen a consistent increase in new concerns received in 2025, with the monthly average being 147, compared to 117 in 2024 and 108 in 2023. We are performing detailed analysis to determine sustainable resourcing plans throughout the process.</p> <p><b>Initial Assessment:</b> The team have been able to sustain target caseload and timeliness throughout Q4. The last 6-month timeliness average was impacted by temporary issues with capacity in Q3 which been addressed.</p> <p><b>Assessment:</b> Timeliness continues to meet target, however the increase in concerns raised is having an effect on how quickly cases can be allocated, which has impacted caseload and will being to impact ability to maintain timeliness.</p> <p><b>Action taken:</b> The teams are working to reduce caseload and plan forward resource with the Rule 4 and Case Examiner Support teams. To reduce caseload to within tolerance level [550-600 in progress] a business case was approved in December for five 12-month FTC caseworker posts, and the recruitment took place in December, with successful candidates starting January 2026.</p>

Priority area	Performance summary
	<p><b>Rule 4:</b> There has been sustained focus to process cases in the Rule 4 queue, which has succeeded in sustaining caseload within the target of less than 130 cases.</p> <p><b>Case examiners:</b> The average number of case examiner decisions per month over the last 12 months is 51. There has been a drop in November (37 decisions) and December (25 decisions) due to a combination of fixed term contracts ending and annual leave over the festive period.</p> <p><b>Action taken:</b> Given the 26% increase in the number of new concerns received during 2025, which has led to a 21% increase in referrals to assessment, we are likely to see more cases referred to the case examiners during 2026. Accordingly, an investment case is being prepared (and budget was provisioned in the business plan) to increase the number of case examiners as soon as possible in early 2026.</p> <p><b>Legal Presentation Service:</b> Disclosure targets have not been met due to continued increased referrals which have been above capacity for the legal presentation team.</p> <p><b>Action taken:</b> Additional resource approved in Q1 2025 was fully resourced from September and in parallel case management improvements are working to improve efficiency and capacity. The benefit of resources have started to take effect but there are several factors that mean it will take time for caseload to be reduced; there are many complex cases which require greater resource, referrals rates from Case Examiners continue to be high and exceed the volume of cases able to be disclosed monthly, and the team also balance resources to manage IOC cases. Taking these factors into consideration, it will take between 18-24 months from Q1 2026 for caseload to reduce to sustainable levels in this stage, unless referral rates from Case Examiners reduce.</p> <p><b>Hearings Service:</b> Caseload has also subsequently increased, with average referrals per month rising to 23 in 2025, from circa 15 in 2024. The service is also impacted by cases having been put on hold in legal presentation due to the aforementioned capacity. These factors have impacted ability to meet timeliness target of listing cases within 9 months.</p> <p><b>Actions taken:</b> The services has been over-listing significantly resulting in utilisation rate increases in Q3 to 83% and further to 92% in Q4 (target is &gt; 80%). Hearing capacity is increased from five hearings a day to seven hearings a day from January 2026.</p> <p><b>The quality of FtP decisions made over a rolling 12-month period is within target of less than 0.5% requiring a new decision.</b> The end of year position reveals a total of 13 reviews in the last 12 months where, upon review, a new decision was required. With 3,812 reviewable decisions made in 2025, this equates to 0.34%.</p> <p><b>Dental Complaints Service:</b> The number of DCS enquiries was sustained with over 1,000 new enquiries received during Q4 and 92.5% were responded to within the target of 2 days. 316 cases were created a conversion rate of 29%. 277 cases were resolved with 83.7% resolved within 90 days, the highest performance for 2025. The average resolution time was 36.7 days and 94% of users feedback that the service was excellent or good.</p> <p><i>Ref: Charts right side page 3 for FtP.</i></p>

Priority area	Performance summary
<p><b>Influence regulatory reform</b></p> <p><i>Success measure:</i></p> <ul style="list-style-type: none"> <li><i>We have fully explored the boundaries of the current legislation and leveraged all opportunities.</i></li> </ul>	<p>There is ongoing dialogue being held with the DHSC on regulation developments.</p> <p>Further discussions are ongoing with stakeholders in relation to potential for additional routes for registration for internationally qualified professionals.</p> <p>We continue to monitor the progress of regulatory reform within the GMC to understand potential implications to the GDC, should similar legislation changes be proposed for us in future.</p>
<p><b>Data and information management</b></p> <p><i>Success measures:</i></p> <ul style="list-style-type: none"> <li><i>Our data is secure and effectively managed.</i></li> <li><i>Our data is accurate and usable to increase our ability to drive and measure organisational decision-making.</i></li> <li><i>We increase the value of published data to stakeholders.</i></li> </ul>	<p>During December's Dentist annual renewal period, the working patterns survey was completed to provide their third annual collection. The data is being prepared for publishing in Q1 2026.</p> <p>The Data Maturity Assessment report findings and next steps roadmap were discussed with the ELT in January, who agreed to move forward with the first step in our data strategy roadmap, which involves both a procurement and the recruitment of staff with the required subject matter expertise, who can begin the process to manage and drive the multi-year transformation programme at the GDC. Following procurement advice and with CEO agreement, we are currently moving forward with commissioning our DMA providers to support the delivery of the first foundational data strategy step, which will include the recruitment element.</p>
<p><b>User-centred service design</b></p> <p><i>Success measures:</i></p> <ul style="list-style-type: none"> <li><i>Our services are designed around the needs of users to be accessible, effective and efficient.</i></li> </ul>	<p>Two of the eight routes are exceeding the 20% target of applications returned, which are the UK DCP route (35%) and Restorations (38%). The main reasons are where the qualification was not certified/provided or identification issues. The combined average of returned applications across all either application routes is below the 20% target.</p> <p>Calls to Customer Services asking for status updates continue to decrease from proactive status updates however we continue to acknowledge these enquiries should not be necessary.</p> <p><b>Actions taken:</b> Current paper-based application processes continue until the Manage my GDC Registration platform is introduced in early 2026, which will address both these measures by removing the need for returns within the online process and providing real time status updates.</p> <p><i>Ref: Chart top left page 3.</i></p>
<p><b>Communications and engagement</b></p> <p><i>Success measures:</i></p> <ul style="list-style-type: none"> <li><i>We communicate clearly across channels.</i></li> <li><i>Our communications across channels achieve positive levels of engagement.</i></li> <li><i>We proactively engage with external bodies and professional groups.</i></li> </ul>	<p>We engage with the public and stakeholder groups through a combination of digital channels, as well as in person and online events. Significant engagements in Q4 have been:</p> <p>We announced the arrival of our new Chair, Dr Helen Phillips, in October and worked collaboratively with Governance to put an extensive external engagement programme in place, meeting key organisations across the dental sector.</p> <p>We confirmed the GDC's new strategy in October, and the impact on the ARF, and followed this up by publishing the strategy in November. We used subsequent speaker engagements to explain the strategy, what's different and what it means to dental professionals and the public.</p>

Priority area	Performance summary
	<p>We held the tenth Dental Leadership Network (DLN) in November, with the theme of 'Act now, shape tomorrow: Strategic shifts in dental care.' The Minister for Care, Stephen Kinnock MP, attended and said that our announcement that the new ORE contract could more than double dentists joining the register through the ORE route each year was a 'real step forward.'</p> <p>We had a stand at the Dentistry Show London in October, and the College of General Dentistry Faculty Day in Glasgow and a QMUL dental students day in London in December.</p> <p>We had speaker engagements to some new audiences, with the ED, Strategy, speaking to the ADG Members conference, the Local Dental Committee Officials conference, and the ED, Regulation, presenting to the Association of Dental Implantology conference in November and the CEO presenting at the Smile Clinic Academy graduation ceremony. The ED, Strategy, also presented, for the second time, at the International Dental Organisation conference, and the CEO spoke at the HEIW dental professionals conference in Wales.</p> <p>We published and communicated a range of important announcements from the GDC in this quarter, including the ORE contract award and preferred supplier, the new Scope of Practice guidance, the new 'alternative evidence' policy for refugees and displaced persons, research into FtP communications and experiences, outcomes of the Practice Committee Guidance and the PSA's performance review.</p>
<p><b>Recruitment and retention</b></p> <p><i>Success measures:</i></p> <ul style="list-style-type: none"> <li><i>GDC is an attractive and inclusive employer.</i></li> <li><i>Turnover levels are within benchmarks of other comparable organisations.</i></li> </ul>	<p>In Q4 there were 20 offers accepted and 6 new starters who joined the GDC. There were 14 open recruitment campaigns at the end of Q4 with work commenced on recruiting new roles approved in the Business Plan 2026-28.</p> <p>Our rolling 12-month Turnover view has continued to lower due to reduced leavers and is at 13.2% for end of Q4, this has decreased from 14.3% for 2024 and is below benchmarks of comparable organisations researched which range between 17% - 20%.</p> <p>Further work will be conducted during Q1 2026 to identify further suitable benchmarking for turnover, which will be contained in Q2 reports.</p> <p>The actual headcount at the end of Q4 was 3.3 FTE lower than the forecast.</p> <p><i>Ref: Chart bottom centre page 2.</i></p>

Priority area	Performance summary
<p><b>Sickness</b></p> <p><i>Success measure:</i></p> <ul style="list-style-type: none"> <li><i>Sickness levels are within benchmarks of other comparable organisations.</i></li> </ul>	<p><b>Sickness:</b> The rolling 12-month total absence for Q4 is 4,022 days, which has increased by 52 days since Q3 (3,970). This has resulted in the average working days lost per employee over rolling 12 months increasing from 9.1 days in Q3 to 9.2 days in Q4.</p> <p>The previous benchmark referenced from the Civil Service showed an average days lost per employee as 7.8 days for the year ending March 2024. <a href="#">The Civil Service has recently published data for the year ending March 2025</a>, which shows this increased to 8.2 days. In addition the <a href="#">CIPD 'Health and Wellbeing at Work 2025' report</a>, includes wider sector benchmarking figures, which are also being evaluated for use our updated benchmarking. The CIPD report indicates that across all sectors sickness is at a 15-year high, with 9.4 days lost per employee. In the public sector the rate has increased to 13.3 days per employee, with the private sector also increasing to 9.1 days.</p> <p>Comparing Q4 to Q3 there has been a slight decrease in both days lost and proportion of total for 'Minor / season illness.' Correspondingly, days lost for mental health reasons has increased marginally by 1% (34% of overall sickness in Q3 to 35% in Q4). Whilst the overall level of sickness has increased, the percentage of season absences has remained static between 27-28% over the past several months.</p> <p>The People &amp; Organisational Development team has developed a plan to address the level of sickness, including both long and long terms absences. The plan covers several areas of activity including:</p> <ul style="list-style-type: none"> <li>Assessment and diagnosis</li> <li>Strengthen Policies and Procedures</li> <li>Improve Early Interventions and Support</li> <li>Promoting Health, Wellbeing and Engagement</li> <li>Manage Long term and Frequently Absences effectively</li> <li>Monitor, Report and Adjust</li> <li>Communications and reinforcement</li> </ul> <p>In the first instance, the focus has been on assessing the issue, improving early intervention and our wellbeing offer. Of the 61 objectives in the plan, 21 have been completed or are in place and will be ongoing.</p>
<p><b>Learning and development</b></p> <p><i>Success measure:</i></p> <ul style="list-style-type: none"> <li><i>We provide an equal, diverse and inclusive environment for regulation and our working culture.</i></li> </ul>	<p>The Leadership Community Network finalised their Inspire Leadership programme with their graduation in December. The feedback has been positive, and the next steps will be embedding the learning gained so far.</p> <p>Essentials for 2026 commenced in January with 12 delegates. The programme will then evolve into an Aspiring Leaders programme for those with potential for the future.</p> <p>Managing the GDC way continues to run on a quarterly basis to ensure all new managers are inducted into our approach for managing people and performance.</p> <p>Mentoring was launched in October, and we now have 24 people signed up as mentors and mentees.</p>

Priority area	Performance summary
	<p>The Employee Engagement survey was launched in November and closed in December. The score shows an engagement increase by 4% to 64%. During Q1 2026 work will progress disseminating the results and working up action plans to listen to the feedback.</p>
<p><b>2025 Budget</b></p> <p><i>Outcome sought:</i></p> <ul style="list-style-type: none"> <li><i>We reduce the time taken, resource levels required and costs for operational functions.</i></li> </ul>	<p>At the end of Q4 there was an operating deficit of £6.73m which is £1.39m (17%) lower than budgeted.</p> <p>Total Income was £1.37m (3%) higher than budgeted mainly due to higher DCP ARF collection and greater Dentist registration than budget; higher than budgeted exam income following an additional part 2 sitting. Investment income was also higher than expected at budget setting.</p> <p>Total Expenditure is £22k (0.04%) underspent against that budget. Accrual reviews for year-end still ongoing.</p> <p>The forecast position for the end of the financial year is an anticipated operating deficit of £401k.</p> <p><b>Note:</b> 2025 Year-end reviews and adjustments are still ongoing, so the final end December 2025 position is subject to change resulting from the final National Audit Office audit.</p> <p><i>Ref: Expenditure chart top centre page 2.</i></p>
<p><b>Forecast free reserves for end of current plan period – December 2028</b></p> <p><i>Outcome sought:</i></p> <ul style="list-style-type: none"> <li><i>We are financially sustainable.</i></li> </ul>	<p>Forecast free reserves is within of policy range at Q4. Free reserves were 3.5 months of operating expenditure at the end of Q4, which is within Council policy range of between 2.5 – 4.5 months and was calculated in line with 2026-28 Business Plan.</p> <p><i>Ref: Chart top right page 2.</i></p>
<p><b>Board effectiveness, governance and delegations for decision-making</b></p> <p><i>Outcome sought:</i></p> <ul style="list-style-type: none"> <li><i>We have proportionate governance in place for decision making.</i></li> </ul>	<p>The recommendations approved by Council in April 2025 were planned to be delivered through both 2025 and 2026 and these are on track for delivery currently in this period.</p>

# Project delivery summary December 2025

Project	Delivery update	Oct	Nov	Dec
<b>Enable efficient overseas application routes</b>				
<p><b>ORE Part 1 and Part 2 Tenders and mobilisation</b></p> <p><i>To procure suppliers of examinations for overseas registrants.</i></p>	<p><b>Why it's Amber:</b> Pressure on key resources working across multiple projects and the need to finalise contracts continue to present delivery risk.</p> <p><b>What's being done:</b> Contract drafting and mobilisation planning are progressing while risks are actively managed.</p> <p><b>When recovery is expected:</b> By end of January 2026, once contracts are signed and mobilisation plans agreed.</p>			
<p><b>Revised international registration processes</b></p> <p><i>To review and optimise the international registration process.</i></p>	<p><b>Why it's Amber:</b> There is still delivery activity to complete after the December close date, including ELT consideration of EEA-EFTA proposals for DCPs and specialists and completion of the project closure report.</p> <p><b>What's being done:</b> EEA-EFTA proposals for dentists have been agreed, proposals for DCPs and specialists are being prepared for ELT, and the closure report is being developed in parallel.</p> <p><b>When recovery is expected:</b> February 2026, once ELT consideration is complete and closure report is approved.</p>			
<b>Improving the regulatory framework</b>				
<p><b>Case management procedural improvements</b></p> <p><i>Explore the case management processes from end to end, looking for efficiencies in the process.</i></p>	<p><b>Why it's Green:</b> Implementation is progressing as planned with early phases nearing completion.</p> <p><b>What's being done:</b> Workshops, KPI development and preparatory work for longer-term improvements continue.</p> <p><b>When completion is expected:</b> Initial phases on preparatory work to complete by Q1 2026, with longer-term delivery continuing thereafter.</p>			
<p><b>FtP decision-making guidance</b></p> <p><i>To review and create guidance for decision makers at each stage of the fitness to practise process.</i></p>	<p><b>Why it's Red:</b> Delays due to additional time needed to consolidate historic work and complete extended reviews, and the revised end date is not confirmed while the change request is awaiting approval.</p> <p><b>What's being done:</b> A revised delivery plan has been developed and is under review. Approval in principle for the change request under review.</p> <p><b>When completion is expected:</b> Q1 2026 subject to approval of the change request.</p>			

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<b>Improving communications and support in FtP</b> <i>Evaluate a range of improvements within the communications and support methods throughout the FtP process.</i>	<b>Why it's Green:</b> Delivery is progressing following approval of revised scope and timeline. <b>What's being done:</b> Letter updates, training delivery and CRM discovery work is underway. <b>When completion is expected:</b> Q4 2026, in line with the revised schedule.			
<b>Sustain and promote professional standards</b>				
<b>Outcome-focused model for lifelong learning</b> <i>Set the focus and support for the continuous development and learning of Registrants during their career.</i>	The project is closed in December 2025 with delivery complete and no outstanding risks and closure report is being finalised with Registration to confirm benefits.			
<b>Principles of professionalism</b> <i>Define and engage with stakeholders on standards.</i>	<b>Why it's Red:</b> The project cannot progress to Council in February as scheduled, as the framework is undergoing an advisory review by ILAS/ILPS, alongside testing of the Framework within our enforcement processes, before submission to Council. A paper will be submitted to the Statutory Panellists Assurance Committee for review ahead of presentation at Council. <b>What's being done:</b> Policy have completed mapping of positive duties against the Professionalism Framework, and Legal colleagues' review of the mapping, framework and supporting materials is underway. A paper for the Statutory Panellist Assurance Committee (SPC) is being prepared for advisory consideration. <b>When recovery is expected:</b> Following advisory consideration by the Statutory Panellist Assurance Committee in February, the framework will be presented to Council in April 2026, with a revised schedule being drafted for discussion with Head of Upstream Regulation, ILAS and the Executive Sponsor.			
<b>Revise the standards for education</b> <i>Develop and introduce updated standards.</i>	The project has now formally closed following publication of the revised Standards for Education and consultation response in September 2025. All planned communications have been delivered, the close-out report finalised, and lessons learnt captured.			
<b>Develop our people and culture</b>				

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<p><b>Organisational cultural change at the GDC</b></p> <p><i>Develop and embed values driven culture and behaviours.</i></p>	<p><b>Why it's Amber:</b> Future scope and delivery approach for managing Cultural Change being reviewed with ELT.</p> <p><b>What's being done:</b> A gap analysis of the GDC-wide Culture Audit has been completed and reviewed against draft Corporate Strategy and Business Plan priorities. Culture Phase II proposals were discussed with ELT, with further consideration paused pending review of the latest Employee Engagement Survey results. A follow-up meeting is scheduled in January to agree actionable next steps and confirm the future approach.</p> <p><b>When recovery is expected:</b> The project is expected to return to track once ELT confirms the agreed approach for Cultural Change in Q1 2026.</p>			
<p><b>Review and improve the intranet</b></p> <p><i>Improve the GDC intranet to better support staff engagement and productivity.</i></p>	<p>This project has currently been placed on hold due to capacity required in IT team to progress the business analysis, as currently committed to the Manage My GDC Registration and the SharePoint Online migration. The current proposal is that business analysis can commence review of requirements in Q2 2026 to bring project off hold, once IT Business Analysis capacity is available then.</p>	On hold	On hold	On hold
<p><b>Total reward</b></p> <p><i>Review the complete benefit and remuneration package for staff to ensure it is comparable to the sector.</i></p>	<p><b>Why it's Amber:</b> Agreement on the proposed pay and grading model is still pending, with revised governance timelines extending into February 2026.</p> <p><b>What's being done:</b> Benchmarking and engagement with the Leadership Community Network are informing revised proposals being prepared for ELT consideration.</p> <p><b>When recovery is expected:</b> Following ELT consideration and governance decisions in February 2026</p>			
<p><b>Workforce development</b></p> <p><i>To improve learning, leadership, and succession planning.</i></p>	<p><b>Why it's Green:</b> All project workstreams were completed by mid-December 2025, with delivery achieved as planned and all risks closed. The project has entered formal closure with no outstanding delivery issues.</p> <p><b>What's being done:</b> Final reviews of the project plan, close-out report, and lessons learnt have been completed and submitted for approval. BAU handover activities are in progress.</p> <p><b>When completion is expected:</b> Formal project closure is expected in January 2026, subject to Business Sponsor approval following the AD's return.</p>			
<p><b>Associates' development</b></p> <p><i>Assess the implications for the GDC following the Somerville vs NMC judgement.</i></p>	<p><b>Why it's Green:</b> Phase 1 delivery is progressing as planned following approval to extend the end date to March 2026. The majority of Associate agreements have been signed, and onboarding activity is underway, with only a limited dependency on external tax advice remaining.</p> <p><b>What's being done:</b> The team is finalising the remaining Associate agreements and onboarding, while securing tax advice for ORE Associates to resolve the only outstanding operational risk.</p>			

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	<b>When completion is expected:</b> Phase 1 expected to complete in March 2026.			
<b>User-centred service design</b>				
<b>Implementing new Welsh language standards</b> <i>To create a Welsh language version of the online application processes.</i>	<p><b>Why it's Amber:</b> Delivery is now dependent on the contract approval and go-live of the new online registration platform, which reduces certainty over when the Welsh language version can be built and deployed.</p> <p><b>What's being done:</b> Contract approval for the Welsh language build has progressed and is now awaiting final senior approval. In parallel, Welsh language compliance work has moved forward and clarification is being sought on two remaining standards from the Welsh Language Commissioner.</p> <p><b>When recovery is expected:</b> End of January 2026.</p>			
<b>Manage My GDC registration</b> <i>To develop an online application and CPD processing platform.</i>	<p><b>Why it's Red:</b> Confirmed go-live date has not yet been agreed, and delivery is heavily dependent on limited information technology capacity, creating ongoing schedule and risk uncertainty.</p> <p><b>What's being done:</b> Further work has been undertaken to address priority issues, and a revised delivery plan has been issued to confirm resource availability. Additional testing and training activity is underway to provide assurance ahead of go-live, and risks are being reviewed weekly at senior governance level.</p> <p><b>When recovery is expected:</b> A confirmed go-live date is expected to be agreed in January 2026.</p>			
<b>Financial and operational efficiency management</b>				
<b>Implement new procurement and contract management process</b> <i>To establish a new approach to procurement and contract management.</i>	This project has now closed following successful implementation of the new Contract Management Database. Training, documentation and close-out activities have been completed, and ongoing ownership and use of the system has transitioned to business-as-usual.			
<b>Optimisation of the GDC estate</b> <i>Reviewing the GDC premises for them being fit for purpose and cost effective.</i>	<p><b>Why it's Amber:</b> The agreement of options by Council was deferred until a Council decision in January 2026 on future office and hearings accommodation, creating a short schedule delay.</p> <p><b>What's being done:</b> The business case and sensitivity analysis are being finalised for Committee and Council consideration. Engagement continues with landlords and property agents, alongside continued options analysis and staff engagement.</p> <p><b>When recovery is expected:</b> The project is returning to on track following Council approval in January 2026 of the way forward and will proceed to planning the move activity subject to approval.</p>			

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<p><b>SharePoint migration to online</b></p> <p><i>To move away from SharePoint on-premises service to the cloud version.</i></p>	<p><b>Why it's Amber:</b> Delivery is dependent on completing all document migration by the end of March 2026, creating schedule risk while multiple teams are supporting other priority work.</p> <p><b>What's being done:</b> The supplier contract has been signed, governance approvals completed, and migration preparation is underway. A specialist resource recruited, business areas are being engaged, and migration planning and testing are progressing.</p> <p><b>When recovery is expected:</b> March 2026</p>			
<p><b>Case management and operational Improvements in the hearings service</b></p> <p><i>Explores the hearings service procedures, looking for efficiencies to introduce in the process.</i></p>	<p><b>Why it's Amber:</b> Delivery is dependent on information technology capacity, which is currently prioritised to support the new online registration platform, delaying completion of remaining case management changes</p> <p><b>What's being done:</b> A revised delivery approach been agreed by the Project Board, and a change request to extend the timeline is being finalised.</p> <p><b>When recovery is expected:</b> January 2026, subject to approval of the change request and availability of development capacity</p>			
<p><b>Application fees review for strategy cycle</b></p> <p><i>Analysis for ARF and applications fees for delivery of the new strategy.</i></p>	<p>Work completed and has been implemented for 2026 fees.</p>			