



**Objectives for the next period
For completion by the appraisee**

Objectives	Activities (How will you achieve the objective?)	Timescale	Measures (How will I know I've been successful?)
<p><u>People Focus</u></p> <p>Demonstrate personal leadership in line with GDC values and organisational culture aligned to values</p> <p>Lead a high performing senior management team and network leading and build leadership depth and capability</p> <p>Lead and develop a proud and engaged workforce</p> <p>Improve effectiveness of managing change</p>	<ul style="list-style-type: none"> • Leadership of senior management team and Leadership Community Network including succession planning and development • Development and delivery of action plan to respond to findings from staff survey • New People Strategy developed and agreed • Delivery of programme of staff communication, engagement and an awards programme • New change management approach and function launched • Delivery of Total Reward Programme 	<p>End Q4 2026 4 events</p> <p>Q2 2026</p> <p>Q2 2026</p> <p>Q4 2026</p> <p>Q3 2026</p> <p>Q3 2026</p>	<p>Principal Outcomes</p> <ul style="list-style-type: none"> • Staff engagement index score above 65% - staff are proud to work for GDC and recommend GDC as a good place to work • Staff know how their role contributes to strategy 80% • Staff confident action will follow from survey 50% • Staff believe change is well managed 40% <p>Key Outputs</p> <ul style="list-style-type: none"> • Personal examples of being transparent, respectful, inclusive and purposeful • People Strategy agreed • Staff survey action plan developed and delivered • Regular staff communications and events delivered including new formats

			<ul style="list-style-type: none"> • Leadership Development Programme delivered • Total Reward Programme delivered • Change management approach developed
<p><u>External Relationship Focus</u></p> <p>Provide visible external leadership of the GDC in line with our values</p> <p>Build leadership confidence among senior leadership of Dentistry Sector and in Government across 4 nations</p> <p>GDC perceived to be a trusted and effective regulator</p> <p>GDC convening Dentistry on critical issues and demonstrating influence</p>	<ul style="list-style-type: none"> • Regular engagement with GDC external stakeholders in sector including speaking at key events • Delivery of Dental Leadership Network • Build relationships across 4 nations including at Ministerial level and key Parliamentary groups • Continued delivery of scheme of visits into front line Dental settings to build visibility • External narrative in place and media training delivered 	<p>From Q1 2026</p> <p>3 events in 2026</p> <p>From Q1 2026</p> <p>From Q1 2026</p> <p>Q2 2026</p>	<p>Principal Outcomes</p> <ul style="list-style-type: none"> • Confidence of the Dentistry sector that GDC is trusted and effective (measures to be developed) • Reduced fear among Dentistry registrants (measures to be developed) • Examples of GDC influence on policy resulting from engagement • GDC events considered to be effective (measures to be developed) <p>Key Outputs</p> <ul style="list-style-type: none"> • Completion of a programme of visits and events – into further settings and across 4 nations • Ministerial engagement developed across all 4 nations • Narrative developed and in delivery • Media training delivered for executive team • Dental Leadership Network events delivered
<p><u>Strategy Development and Delivery</u></p>	<ul style="list-style-type: none"> • Business Plan agreed at Council in line with Budget. 	<p>Q3 2026</p>	<p>Principal Outcomes</p>

<p>Agreed strategy for the GDC in place</p> <p>People, ICT, Finance, Communications and Research plans aligned to deliver strategy</p> <p>GDC becomes a trusted and effective regulator</p>	<ul style="list-style-type: none"> Revised planning process developed for first year of new strategy with aim of being 'lighter touch'. New performance management framework developed and launched to measure strategy delivery. External communication to highlight delivery of new strategy Internal communication programme engaging staff in delivery of new strategy 	<p>Q2 2026</p> <p>Q2 2026</p> <p>From Q1 2026</p> <p>From Q1 2026</p>	<ul style="list-style-type: none"> Reduced fear of GDC among registrants (measures to be developed) Growth in registration of international dentists with ORE places growth Staff know how well we are doing against strategy 50% External stakeholders aware of progress in delivering new strategy (measures to be developed) <p>Key Outputs</p> <ul style="list-style-type: none"> Business Plan agreed at Council October 2026 Revised performance management framework developed and agreed and launched for reporting on new strategy
<p><u>Fitness to Practise Focus</u></p> <p>Fitness to Practise investigations timeliness is improved</p> <p>Fear of GDC investigations is reduced</p> <p>Opportunities for learning are identified through Fitness to Practice</p>	<ul style="list-style-type: none"> Delivery of Improving Fitness to Practise and Case Management Improvement Programmes Proposals agreed for FPC on potential improvement for FTP timeliness and investment required Launch of Critical Incident Review process 	<p>Q4 2026</p> <p>Q1 2026</p> <p>Q4 2026</p>	<p>Principal Outcomes</p> <ul style="list-style-type: none"> Reduced fear levels of GDC (measures to be developed) FTP casework timeliness improved FTP active caseload is sustainable PSA recognition on timeliness performance <p>Key Outputs</p> <ul style="list-style-type: none"> Options developed for alternative approaches for case resolution

<p>More proportionate routes to resolution are adopted</p>	<ul style="list-style-type: none"> Principles of Professionalism Consultation 	<p>Q2 2026</p>	<ul style="list-style-type: none"> Improving Fitness to Practice and Case Management Improvements programmes delivered on time Enhanced wellbeing support service launched Direction around Principles of Professionalism agreed at Council
<p><u>Education Focus</u></p> <p>Timely inspection programme of educational establishments to ensure standards of education are being met</p> <p>Students are aware of GDC role and have a position perception</p>	<ul style="list-style-type: none"> Annual programme of education quality assurance completed and new programme submissions evaluated against revised standards of education Annual education report delivered to Council Annual programme of student engagement 	<p>Q4 2026</p> <p>Q2 2026</p> <p>Q4 2026</p>	<p>Principal Outcomes</p> <ul style="list-style-type: none"> Education providers are meeting GDC Standards of Education or clear on areas of improvement Student awareness and perceptions of GDC (measures to be developed) <p>Key Outputs</p> <ul style="list-style-type: none"> Annual inspection programme delivered on time, reporting on revised education standards Annual state of education report delivered to Council
<p><u>International Registration</u></p> <p>Increase the number of internationally qualified dentists joining the register increases</p> <p>A broader range of routes to international</p>	<ul style="list-style-type: none"> Let a new contract for the Overseas Registration Exam Manage contract with new ORE provider Develop alternative options for international registration 	<p>Q1 2026</p> <p>From Q1 2026</p> <p>Q4 2026</p>	<p>Principal Outcomes</p> <ul style="list-style-type: none"> Number of internationally qualified dentists on register annual increases Increased number of routes for international registration <p>Key Outputs</p>

<p>registration is in place or under development</p>			<ul style="list-style-type: none"> • ORE Procurement completed and contracts signed • Proposals for additional international routes delivered to Council
<p><u>Financial Focus</u></p> <p>The GDC is financially robust and operates within its Reserves range</p> <p>The GDC delivers on budget which involves delivering commitments on efficiency and income growth</p>	<ul style="list-style-type: none"> • Agreement of medium term financial strategy • Delivery of 3 year efficiency programme • Programme of support service reviews developed and first phase delivered • Decision made on future of Wimpole Street Estate and office move completed 	<p>Q2 2026</p> <p>Q4 2026</p> <p>Q3 2026</p> <p>Q1 and Q3 2026</p>	<p>Principal Outcomes</p> <ul style="list-style-type: none"> • Efficiency plan achieves financial targets • Budget delivered for 2026 • Income projections achieved on register • Council operates within Reserves targets for 2026 <p>Key Outputs</p> <ul style="list-style-type: none"> • Support Service review approach developed and initial reviews delivered • Council decision on Wimpole Street estate • Office move completed Q3 2026
<p><u>User Experience Focus</u></p> <p>Deliver an improved digital experience of GDC for registrants and the public</p> <p>Reduce failure demand in GDC contact</p> <p>Improve effectiveness of ICT for GDC staff</p>	<ul style="list-style-type: none"> • Delivery of recommendations following ICT audit programme of 2025 • MyGDC go live for Registration • Maintenance of Cyber Essential Plus accreditation and work towards enhanced accreditation • Sharepoint migration completed 	<p>Q4 2026</p> <p>Q1 2026</p> <p>Q4 2026</p> <p>Q2 2026</p>	<p>Principal Outcomes</p> <ul style="list-style-type: none"> • Financial efficiencies achieved from MyGDC registration • Reduced fear of GDC (measures to be developed) • Improved registrant perception (measures to be developed) • Reduced re-applications for registration and reduced phone calls • Cyber Essentials Plus and CAF accreditation

<p>Keep GDC information safe</p>	<ul style="list-style-type: none"> • Digital partner procurement completed and development of digital roadmap • Customer journey mapping approach developed • Digital transformation unit scoped and launched • Implementation of new website 	<p>Q2 2026</p> <p>Q4 2026</p> <p>Q4 2026</p> <p>Q1 2027</p>	<p>Key Outputs</p> <ul style="list-style-type: none"> • New MyGDC registration live on time • Sharepoint migration completed on time • Procurement of digital partner completed • Digital transformation opportunities identified and programme prioritised • New website launched
<p><u>Governance Focus</u></p> <p>Board and committees have confidence in GDC executive leadership and are engaged appropriately</p> <p>GDC governance runs on time and effectively</p> <p>GDC governance contributes to delivery of culture in line with our values</p>	<ul style="list-style-type: none"> • Review of delegations completed in line with culture and values • Recommendations from Board Effectiveness Review implemented • Revised Strategic Risk Register • New Board engagement programme in place 	<p>Q2 2026</p> <p>Q4 2026</p> <p>Q3 2026</p> <p>Q1 2026</p>	<p>Principal Outcomes</p> <ul style="list-style-type: none"> • Board confident in effectiveness of executive leadership as measured through appraisal • GDC operates within its risk appetite and has robust plans where outside of appetite • Audit actions delivered on time <p>Key Outputs</p> <ul style="list-style-type: none"> • Delegations review completed and agreed • Board engagement programme agreed and mobilised • Terms of Reference revised across Committees • Revised Strategic Risk Register in place

<p><u>Equalities, Diversity & Inclusion (EDI) Focus</u></p> <p>GDC creates an inclusive work environment for staff</p> <p>The differential impact of GDC work is understood and mitigated</p> <p>Chief Executive demonstrates a personal commitment to improved EDI outcomes</p>	<ul style="list-style-type: none"> • Chief Executive Quarterly Engagement with staff networks • EDI objectives set for all of ELT • Evaluation completed of 2024-25 EDI Strategy • New EDI commitments embedded in GDC strategy 	<p>Q4 2026</p> <p>Q1 2026</p> <p>Q2 2026</p> <p>Q1 2026</p>	<p>Principal Outcomes</p> <ul style="list-style-type: none"> • Increased membership of staff networks • PSA standards achieved for EDI • Staff survey measures <p>Key Outputs</p> <ul style="list-style-type: none"> • Evaluation of EDI strategy 2024-25 delivered
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Please insert new rows as necessary, to accommodate each new objective.