

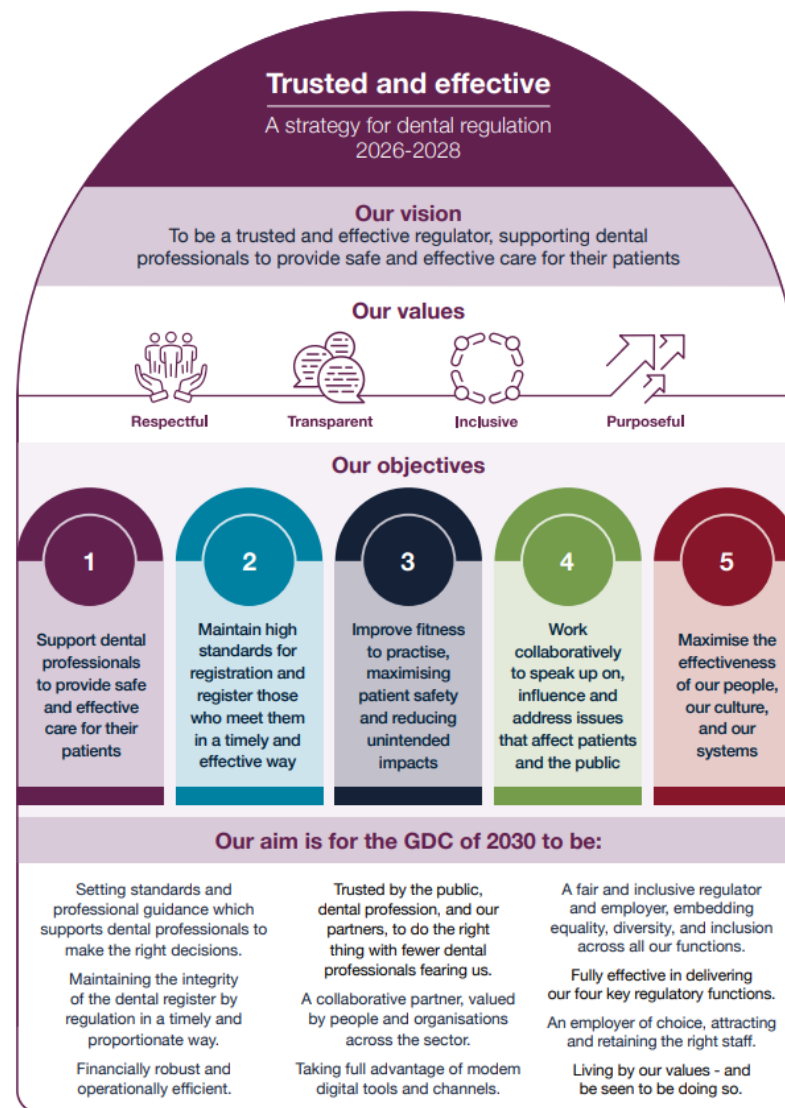
Business Plan organisational performance report Q2 2026

Council meeting 18 Sept 2026

The report provides a current view of GDC performance in relation to delivery of the GDC strategy 2026-2028 “Trusted and effective” as set out within the Business Plan 2026-2028.

A quarter 2 2026 summary is provided for reconciled budget, headcount and performance. Latest status updates are provided for delivery of business plan activity.

Type of business	For discussion
Recommendations	Council to discuss the report
Assurance trail	ELT & SMT performance review – 28 July 2026 Finance and Performance Committee – 8 Sept 2026 Council – 18 Sept 2026



Monitoring & Evaluation - Impacts to achieve

IA1	We work efficiently & effectively	IA3	We are trusted and able to work effectively with stakeholders
IA2	Regulatory approaches are not a driver of unnecessary fear	IA4	People are confident that they can access safe oral care when they need it

Performance summary

PSA standards met – 2024/25 review <i>To next update Q4 2026</i>						Objective 2 IA1 IA3 IA4 Education provider standards met										Objective 2 IA1 IA3 Education provider feedback of GDC					
General Standards 4 of 5		Guidance and standards 2 of 2		Education and training 2 of 2						2023/24		2024/25		2025/26							
						Providers completed				18		18		8							
						Fully met				77.7%		82.0%		87%							
						Partially met				21.7%		16.3%		9%							
						Not met				0.7%		1.7%		4%							
2024/25 Review - Not met:						Target > 70% fully met, < 10% not met										Last reported in <u>Q1 2026 report for the 2024/25 annual education review.</u>					
• Standard 3 for evidencing outcomes are met for Equality, Diversity and Inclusion (EDI).						For 2025/26, 21 of the 25 scheduled inspections have been performed by end of Q2, with 8 reports completed, reporting 96% of standards met or partially met . The EQA team are following up on those not met for appropriate remedial actions.										The feedback results will be next updated in Q1 2027 for the 2026/27 period.					
• Standard 15 for Fitness to Practise timeliness in dealing with cases.																					

Objective 2 IA1 Registration application service experience													
Following each application a feedback survey is requested. The net responses from 2024 – Q2 2026 year to date for three overall sentiment questions are:													
	Clear information about the registration process				Satisfied with the customer service I received from the GDC				My application was dealt with in a timely manner				
	2024	2025	2026 YTD	25 to 26	2024	2025	2026 YTD	25 to 26	2024	2025	2026 YTD	25 to 26	
Strongly Agree / Agree	78%	82%	81%	▼ 1%	81%	83%	85%	▲ 2%	67%	67%	73%	▲ 6%	
Neutral	13%	9%	11%	▲ 2%	11%	9%	7%	▼ 2%	13%	14%	10%	▼ 4%	
Strongly Disagree / Disagree	9%	9%	8%	▼ 1%	8%	8%	8%	0%	20%	19%	17%	▼ 2%	

The sentiment of applicants improved year on year across all 3 questions from 2022 – 2025, whilst application volumes handled also increased annually.

The ‘MyGDC’ online registration system was launched on 25 March 2026 and following this there has been a slight (1%) reduction in satisfaction of information available on the registration process, which can be expected whilst new processes are embedded for the online applications. Both satisfaction in customer service and timeliness are showing slight increases. There were fewer survey responses in Q2, compared to Q1 and we will continue to monitor response rates and sentiments.

Objective 2 IA1 Registration application timeliness

	Q3 25	Q4 25	Q1 26	Q2 26
UK Dentist				
UK DCP				
Restoration				
European Diploma & Overseas				
Overseas DCP assessment				
Overseas DCP additional titles				
Specialist List Assessed (SLA)				
Certificate Completion Specialist Training (CCST)				

The two Overseas DCP routes have now returned to meeting timeliness.

Restoration timeliness faced some slight delays due to prioritising MyGDC support but is expected to be temporary.

Objective 2 IA1 Supply and demand in international registration

ORE		Q4 2024	Q4 2025	2024 to 2025		2026 YTD	2025 to 2026 YTD	
	Apps Received	3,641	3,231	▼	11%	1,170	▼	28% Avg Q rate
	Part 1 List size	4,547	6,399	▲	41%	5,909	▼	7.6% Count
	Part 2 List size	1,136	1,583	▲	39%	2,182	▲	37% Count
	Dentists joined register	354	501	▲	42%	285	▲	32% Avg Q rate
LDS		Q4 2024	Q4 2025	2024 to 2025		Q2 YTD 2026	2025 to 2026 YTD	
Dentists joined register		36	108	▲	200%	92	▲	77% Avg Q rate

Both the ORE and Licence in Dental Surgery (LDS) saw significant increases for new Dentists joining the register in 2025 and this has continued to grow in 2026.

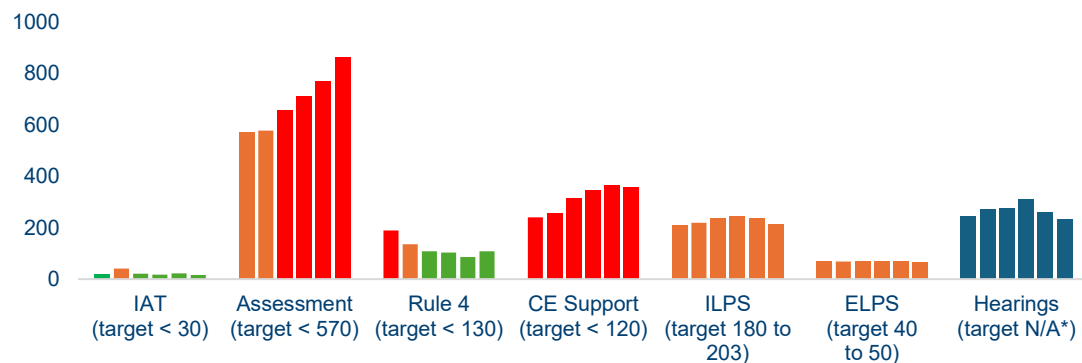
The new ORE contract with UCL Consultants (UCLC) will increase Part 1 places from 1,800 in 2025 to 2,400 per year. Part 2 places will rise from 720 to 944 in the first year to 1,500 by the third year.

We continue to monitor both the ORE and LDS progression, whilst developing additional options for assessing internationally qualified applicants.

Objective 3 IA1

Fitness to Practise stage caseload & timeliness

Caseload last 6 quarters (Q1 2025 - Q2 2026)



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

The consistent increases in new concerns seen in 2025 is continuing in 2026. So far in 2026 the monthly average is 161, which is increased further from the 147 average in 2025, and 117 in 2024 applying further pressure on later stages from referrals. Increased resources added in late 2025 and early 2026 are working to improve both factors and have been able to make some reductions in CE support and ILPS. Proposals for an FtP improvements programme focussed on how timeliness and meeting PSA standard 15 can be delivered in parallel to addressing the strategic priorities plus increased resourcing for the existing process are both being considered in the business plan for 2027-29.

Average Timeliness

	Initial Assessment	Assessment	Case Examiner	ILPS	ELPS	Hearings
2024	91%	79%	16%	75%	31%	47%
2025	89%	79%	16%	42%	7%	34%
Q2 2026	96%	74%	7%	44%	17%	3%
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

Objective 3 IA1 Fitness to Practise service experience feedback

Last reported in [Q1 2026 report](#) for the reporting up to the [Fitness to Practise survey finding report 20 November 2025](#). We are surveying further during Q2 2026 and will add the results into the Q3/Q4 2026 organisational performance report once results are published.

Objective 3 IA1 IA2 Quality of FtP decision making

Rolling 12 month % of challenges where original decision was found incorrect.
Target Green ≤ 0.5%, Amber ≤ 1%, Red > 1%:

Q1 2025	Q2 2025	Q3 2025	Q4 2025	Q1 2026	Q2 2026
0.2%	0.2%	0.3%	0.3%	0.4%	0.3%
8 of 3,524	7 of 3,476	11 of 3,642	13 of 3,812	16 of 3,710	11 of 3,875

Performance within target is consistently met. We continue to monitor for any trends emerging and where appropriate, feedback accordingly. Our internal control mechanisms highlight any questionable decisions and where applicable, engage our review mechanisms to ensure that patient safety is maintained.

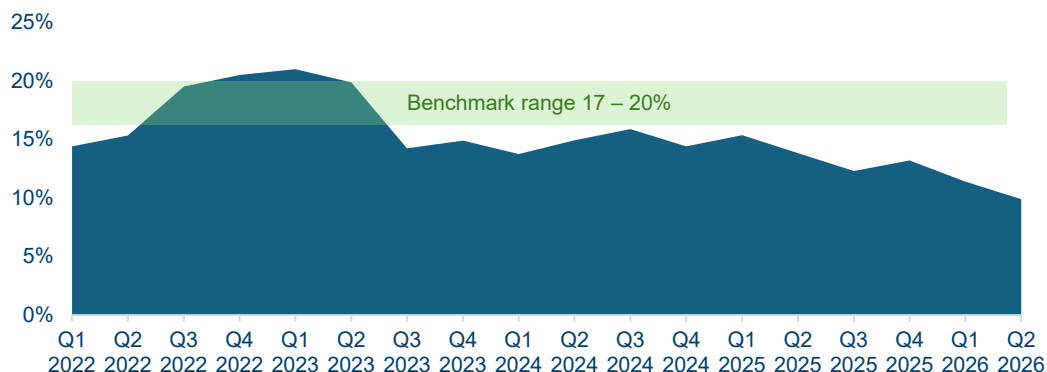
Objective 4 IA3 Communications and engagement

	Q2 2025	Q3 2025	Q4 2025	Q1 2026	Q2 2026
Media engagement – The number of items of media coverage generated by proactive events from the GDC. Target > 35 items	308	386	411	440	261
Stakeholder engagement – The number of engagement events held with GDC's key stakeholders. Target > 60 events	84	80	111	97	77
GDC Newsletter engagement – Engagement with the monthly email newsletter to dental professionals. Target > 50% opens	62%	62%	63%	60%	58%
GDC Website engagement – The level of engagement we have through our website in total visitors. Target > 100k	93,763	95,339	81,378	79,961	93,934

Q2 engagement has been across significant events for launch MyGDC and ORE, social media impressions, May's Dentistry Show, addressing fear series supporting professionalism through learning, and the FtP Statistical report 2025. The GDC recorded the highest engagement rate relative to audience size among health regulators (1.49%).

Objective 5 IA1

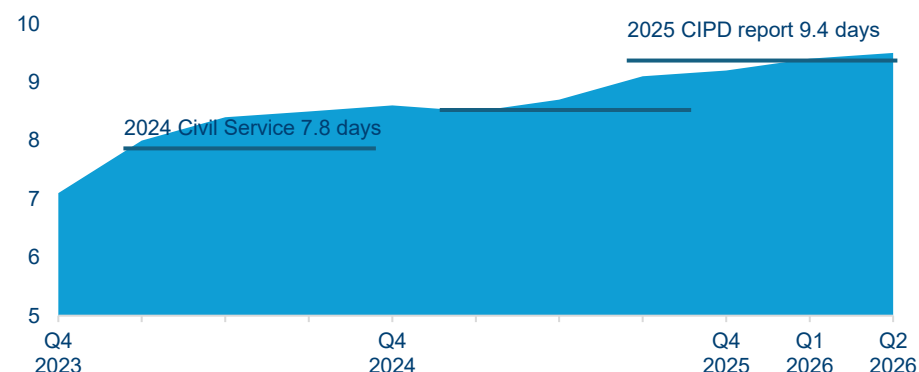
Turnover – Rolling 12 months %



Our rolling 12-month turnover view continued to reduce through 2025 and is at 9.9% for end of Q2. This is below benchmarks of comparable organisations researched which range between 17% - 20%.

Objective 5 IA1

Average sickness days lost per employee for rolling 12 months



Current sickness has risen to 9.4 days in Q1 and 9.5 days in Q2 from 9.2 days at the end of Q4. The increases continue to be proactively assessed through an ongoing action plan with the People & OD team working with line managers.

Objective 5 IA1 Proportions of staff within protected characteristic groups

Last reported in [Q1 2026 report](#) for the 2025 employee engagement survey. Will be reported following the next survey.

Objective 5 IA1 Employee Engagement Index – All staff

Last reported in [Q1 2026 report](#) for the 2025 employee engagement survey. Will be reported following the next survey.

Objective 5 IA1 Gender pay gap

Last reported in Q1 2026 report for the [General Dental Council gender pay gap report for 2025 to 2026 reporting year](#) and will next be reported for the 2027 annual report.

Objective 5 IA1 FTE actual vs forecast

Forecast for Q1	425 FTE
Actual	428 FTE
Variance to forecast	+ 3 FTE (+ 0.7%)

The actual headcount for end of Q2 was higher than forecast due to some posts recruited to earlier than expected.

There were 32 offers accepted in Q2, with 18 new starters joining during the quarter.

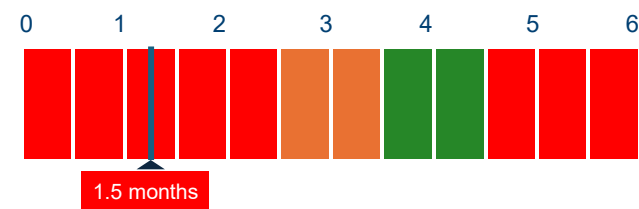
There have been 6 leavers in Q2 compared to 13 leavers in Q1.

Objective 5 IA1 Expenditure actual vs budget

Budget	£28.08m
Actual	£26.95m
Variance	- £1.13m

Underspend is mainly due to phasing in IT remedial works; expenditure deferred for professional fees and QA inspections to later in year as well lower than forecast hearings expenditure.

These are partially offset by overspends in Regulation meetings costs and Legal & Professional fees as a result of volumes of complex cases.

Objective 5 IA1 Forecast free reserves for end 2028

Target 4 months. Policy range 2.5 – 4.5 months

At the end of Q2 the free reserves forecast for end 2028 is **1.5 months** of operating expenditure which is outside policy range. This includes approvals and essential expenditure since the 2026-28 plan approved. This currently in review to address as part of the Business Plan 2027-29

Objective 1 - Support dental professionals to provide safe and effective care for their patients

- **Implement our Principles Based Guidance Framework, with horizon scanning function established (2026-27)** The framework was approved to proceed for consultation in April, with consultation concluded on 31 August. Following consultation response review, the framework is anticipated for implementation mid-2027, which is a delay from the original plan for end of 2026. The framework for sexual misconduct is being integrated into the implementation and engagement plans.
- **Build trust in regulation and raising student awareness of the GDC through engagement campaigns (2026)** Held multiple sessions for student engagement events for vocational and foundational training, which focused on explaining the GDC's role and priorities in a mix of virtual and in-person events.
- **Establish a clear position on regulation of non-surgical cosmetic treatments, working with Westminster and Scottish governments (2026)** We have been working with the Joint Council for Cosmetic Practitioners in order to develop a joint approach on cosmetic procedures in order to give effect to the legislation being introduced in Scotland and anticipated more widely across the UK. This has included being part of an ongoing expert group and responding to calls for evidence to support developing policy.
- **Prioritise a plan to address issues including innovation, professional/consumer relationships and remote treatment (2026)** We have prioritised development of positions on tooth whitening for under 18s, following a change in the legal framework and development of a position on use of AI in the dental sector. We are working with the PSA and other regulators to develop principles for use of AI in the health sector. Some key considerations in respect of consent and consumer relationships are also being incorporated into the framework on professionalism.
- **Work to understand current learning models and learning engagement (2026)** Was due to commence in 2026 but requires policy resource and is being reviewed for timescales for 2027-29 planning priorities.

Objective 2 - Maintain high standards for registration, and register those who meet them in a timely and effective way

- **Implement revised standards of education across all providers (2026)** The guidance to new standards is on track to be fully in place for the 2026/7 academic year.
- **Ensure new online registration and renewal process becomes operational and embedded (2026-27)** MyGDC was launched on 25 March, transitioning to all applications, CPD and fee payment processes being within the platform. Increased resourcing needed for support of users and the system has delayed some other activity. Implementing Welsh Language Standards was originally planned to launch alongside MyGDC in the platform but has been deferred to Q3 2026.
- **Develop and evaluate options for international registration framework (2026-27)** This is on track for developing options to present to Council in 2027.
- **Bring new ORE contract into operation (2026)** The new contract with UCL Consultants (UCLC) will have first exam sittings being offered from September 2026.
- **Develop & implement revised standards for specialty education (2026-28)** The team allocated to upstream regulation/education policy has been deployed on other priorities in 2026 (professionalism, sexual misconduct). Timelines for work on specialty education will be developed in 2027.

Objective 3 - Improve fitness to practise, maximising patient safety and reducing unintended impacts

- **With the consistent increases in new concerns seen in 2025 continuing in 2026, managing timeliness and caseload remains a significant challenge across all stages.** The Council and the Executive are committed to maximise opportunities to address the strategic priorities across improving timeliness, reducing fear, improving participant experience in FtP. This requires both prioritisation of an FtP improvements programme and the plans for this will be incorporated into the prioritisation and budgeting for the Business Plan 2027-2029, that is scheduled for Council approval in October.
- **Implement changes to improve effectiveness of remote hearings (2026)** The Hearings service has procured services to produce videos for participants of hearings, that demonstrate how hearings work both remotely and in person to assist their preparation. We have also implemented measures to improve engagement with defence on existing alternative disposals, Rule 6E and promoting earlier engagement.
- **Scoping and developing options for closing cases earlier through less adversarial methods (2026-27)** Options have been drafted for Initial Assessment, Assessment and CE guidance and consultations are in the process of completion and consolidated across these stages, to then be published within FtP decision making guidance.

Objective 4 - Work collaboratively to speak up on, influence, and address issues that affect patients and the public

- **Increase voice of influence for the dentistry sector (ongoing)** The GDC have attended a number of key registrant stakeholder events, communicating our position on fear, and our new strategy. Launched new designs for our monthly newsletters with the design and content revised using feedback from dental professionals. We continue to monitor performance and optimise content to increase our reach and engagement to build understanding.
- **Develop and embed the use of registrant, student and public, and patient panels (2026-ongoing)** Contracts are in place for all panels, with engagement prioritised through the research programme.
- **Identify opportunities to increase influence and collaboration to better advocate for patients and the public (ongoing)** Research with the public study group is underway, with the survey being tested with sample members of the public. We have expanded our Equality, diversity and inclusion website page to provide a central hub for our EDI related content and updates. We are working with the DHSC, the PSA and other regulators to ensure we give effect to the recommendations contained in the Mann review on racism and antisemitism, with a view to informing future approaches to inclusion in healthcare regulation.
- **Increase voice of influence for the dentistry sector & Increase influence and identify priorities for the sector by engaging with the dentistry and healthcare sector through the DLN (ongoing)** The Dental Leadership Network in June had the theme of supporting internationally qualified dental professionals, with dental corporates explaining how they support internationally qualified graduates to register and practise in the UK, and several internationally qualified graduates sharing their lived experience. The Executive Director, Strategy presented on the future shape of the dental workforce, with examples of how it will change as a result of the increasing numbers of places for internationally qualified graduates to register to practice in the UK.
- **Align regulatory reform with government timelines (ongoing)** The DHSC consultation on the reformed legislative framework for the GMC ran between March - June 2026. Following engagement with Council, we responded to the consultation in June, setting out our position and views. These were consistent with previously expressed positions on the direction of reform, taking account of the evolution of the proposals since reform plans were announced. [Our response is published on our website.](#)
- **Undertake ongoing monitoring and evaluation of the strategy delivery (2026-28)** Initial framework and next steps approved by Council in the 19 June meeting with the next stage of development of the detailed framework to be presented to Council in Q4.

Objective 5 - Maximise the effectiveness of our people, our culture and our systems

- **Complete the relocation of London office and hearings premises (2026-Q1 27)** The planned move to the Paddington office location and separate hearings continues on track for the move to complete by Q4.
- **Implement revised pay & grading framework – Phase 1 (2026)** The revised framework was approved by Council in April and implemented through Q2.
- **Supporting strategies for delivery completed and work to deliver in the business plan (extended from 2026 to Q2 27)** Council have to date approved the External communications & engagement, Medium Term Financial, Research, Sustainability and People strategies. The IT & Digital strategy has been agreed to be an output of a Digital Partner consultancy review which is being procured to run in Q4/Q1 with the subsequent strategy and delivery plan by Q2 2027. Similarly, a Data Strategy and Target Operating Model design external consultancy review commenced in July and will complete end October, with the strategy and delivery plan expected for Q1/Q2 2027 Council review to allow alignment with IT.
- **Implement recommendation from the Board Effectiveness review** Training on corporate governance is now included in the induction process as part of the Governance information and additional e-learning on managed interests is also added. The Financial and People delegations are in review with FPC and Council in September.
- **Continue our full migration to cloud by procuring appropriate partners to support business critical systems, with focus on user experience, reviewing analytics to ongoing improve cost effectiveness, performance and usability (ongoing):** SharePoint Migration to online was originally planned for completion in Q1 but due to additional complexities and demand from MyGDC support, the migration will now complete in Q3.
- **Complete user need analysis for the GDC and DCS websites and implement the new websites (2026-27)** Initial analysis of requirements has been performed which evaluated procurement, user needs analysis, UX design and content design to replace the GDC and DCS websites. The project planning is moved into procurement stage.

Focus on Equality, Diversity & Inclusion

Planned EDI initiatives and requirements

- **Employee Networks events:** In April activities were ran by the PACT (our Parent & Carers Together network) in support of Equal Parenting Week. 13 May marked national day for staff networks, recognising the work of all our employee networks. June started with a collection of events organised by PACT in recognition of Carers Week. With June also being Pride Month, Rainbow held an online discussion with the charity Queerwell.
- **Preventing Sexual Harassment in the workplace:** Following 4 sessions on Preventing Sexual Harassment training delivered in May 2026 by The Consent Collective which had attendance across GDC employees, a supporting e-learning training package and a manager's pack are now available on GDC learning platform.

Improving EDI enabling systems / processes

- **EDI website update live from July:** The [EDI pages of the GDC website to provide a centralised hub](#) is now live. The pages are designed to demonstrate the progress we have made, and to provide ongoing reporting against our 2026-2028 strategy, the regulatory lifecycle and towards the PSA Standards. They will continue to highlight specific EDI-related initiatives and outcomes and any EDI-related research we commission.
- **Employee EDI Data:** Work continues to change how we capture EDI employee data on our HR system to improve the classification and align with best practises support. Once the changes are implemented, there will be focused campaigns to improve employee completion rates.

2026-2028 GDC Strategy delivery

- **EDI Outcomes:** The GDC is currently developing its first monitoring and evaluation (M&E) framework focused on our corporate strategy objectives, with inclusion as a key cross-cutting theme. As the GDC continues to develop its work on EDI, we will build monitoring and evaluation of this activity into the M&E framework. Council approved the initial design of the framework of impact areas and outcome groups in June, and the proposal for the framework detail is to be presented in Q4.

- The GDC annual review by the PSA is in progress with evidence submitted and the PSA's initial review in late August. The GDC response will then be provided for early September prior to the PSA to then conclude their review against the standards.
- The work to develop the new monitoring and evaluation framework, which defines impacts and outcomes desired for delivery of our Strategy is currently defining the outcomes and evidence sources for presenting the detailed framework in Q4. This will also provide ongoing progress in relation to PSA standards.
- The planning for the FtP Improvements programme as detailed earlier in the report, has a focus on planning improvements to timeliness throughout the FtP process and achieving Standard 15.
- Work on implementing of the new ORE contracts and developing additional options for the international registration framework, as well as the MyGDC registration application experience, all have a focus on sustaining timeliness in Registration and continuing to meet Standard 11.