

Organisational Performance Report

Council by correspondence

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. A quarter 3 2025 summary is provided for the reconciled position in budget and headcount. Latest month end updates to October are provided for delivery and operational performance where appropriate.

Type of business:	For discussion
Recommendations:	Council to discuss the report
Assurance trail:	ELT review on 4 November Finance and Performance Committee review on 26 November with data updated for end October 2025 Council by correspondence
Contents:	Performance key points dashboard: Pages 2-3 Priorities performance summary: Pages 4-12 Project delivery summary: Pages 13-16

Performance key points dashboard – October 2025 / Q3 where stated

		Page 1 of 16 Forecast free reserves for end 2027
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Education provider inspections

Providers with final reports completed for both the 2023/24 academic year inspections and 2024/25 year to date to end of Q3 have met overall targets of greater than 70% of standards met and less than 10% standards not met.

See page 4 for additional detail

Academic year inspections	2023/24	2024/25
Inspections completed	18	18
Inspection reports completed	18	13
Inspection reports pending	0	5
Overall standards met	77.7%	82.0%
Overall standards partially met	21.7%	16.3%
Overall standard not met	0.7%	1.7%

Register size Q3 2025 – 129,578

Dental Technicians is the only registrant group to have shown an overall decline in the 3 year period shown below. A GDC led thematic review of dental technicians is scheduled in 2026 which intends to understand possible influences resulting in this reduction and the potential impacts.

	Q4 2022	Q4 2023	Q4 2024	Q3 2025
Dentists	44,125	45,204	46,362	47,623
DCPs	71,326	74,826	79,374	81,955
Dental Technician	401	428	439	454
Orthodontic Therapist	914	1,021	1,157	1,270
Dental Therapist	5,014	5,963	7,364	8,603
Dental Technician	5,153	5,093	5,026	4,930
Dental Hygienist	8,833	9,575	10,494	11,218
Dental Nurse	59,022	61,785	65,127	66,763
Dental Technician	5,153	5,093	5,026	4,930
Dental Hygienist	8,833	9,575	10,494	11,218
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Registration application process

Count of application routes performance last six months

See page 5 for additional detail

Timeliness	6	2	0
Returned applications	6	0	2
WIP volume	6	1	1
Application status enquiries	4,980	5,860	

Timeliness targets met in 6 of 8 application routes: Both the overseas DCP routes have been improving timeliness significantly throughout 2025 and are working towards sustaining below the 80-day target.

Across all 8 application routes, the aggregate average of returned applications is below the 20% target: The need to return applications helps indicate usability of application guidance. Two individual routes are currently exceeding the 20% target: UK DCP and Restorations. Both the Manage My GDC Registration online platform to be implemented in early 2026 and ongoing reviews to existing guidance are working to address the need to return applications.

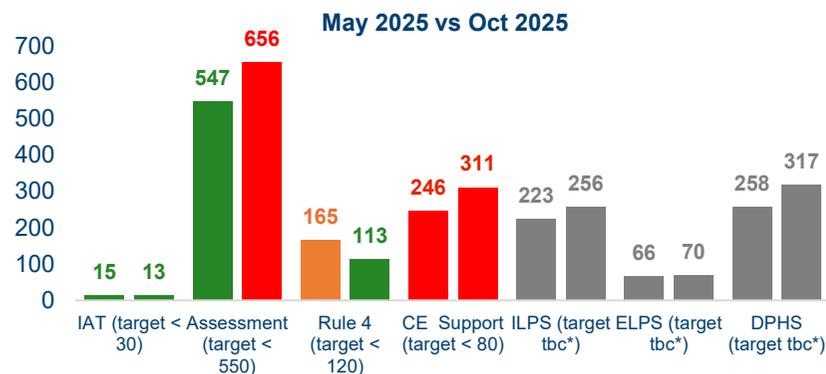
Work in progress volumes at target levels except for the overseas DCP routes: There are 109 applications for initial applications 49 for additional titles for overseas DCP. There have been notably fewer new applications received in recent months which affects the target average. This reduction is felt to be a result of changes in UK visa requirements introduced in July

16% fewer application status enquiries received in last 6 months: compared to the previous 6-month period, indicating further improved awareness of status from proactive updates.

Fitness to Practise (FtP) work in progress cases

Caseloads have risen in Assessment stage from a rise in receipts at Initial Assessment (IAT). Increased Rule 4 processing continues to impact Case Examiners volumes and subsequent Case Examiner referrals preventing reduction in caseload in Legal Presentation and DPHS stages.

See page 7 for additional detail

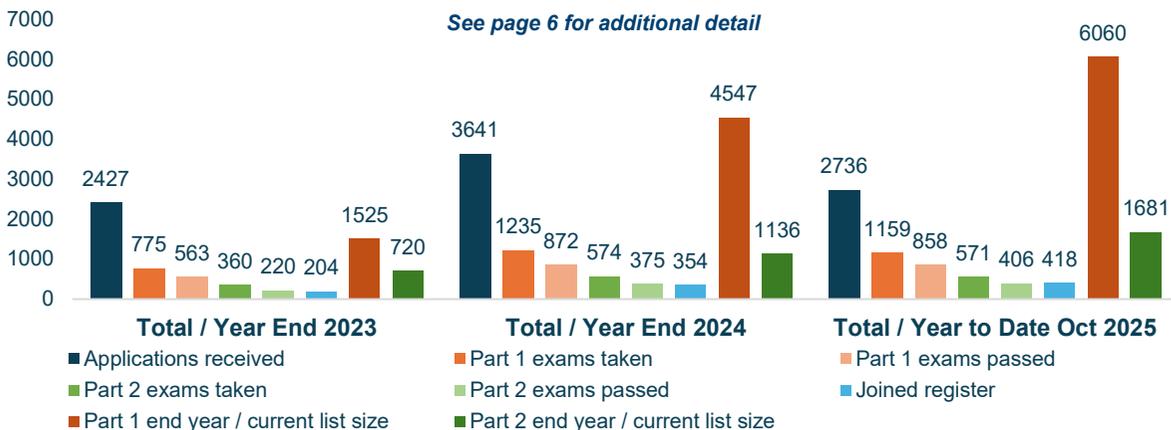


*Note target volumes are being reviewed to set for ILPS, ELPS and DPHS, hence these are not RAG rated currently.

ORE Candidate Progression Rates

Progression of ORE candidates in last 3 years is shown below. For 2025 new applications received are tracking close to, but slightly lower than 2024 and estimate to total between 3,250-3,500 by year end. Additional capacity added for exams and improved pass rates year on year from 2024 to 2025 to date has resulted in 418 new Registrants joining in 2025 to date, which is only 140 fewer than total of 2023 and 2024 combined.

See page 6 for additional detail



FtP case progression timeliness

IAT timeliness has been impacted in recent months by capacity and higher incoming concerns. Referrals continue to impact timeliness in the Case Examiner, Legal Presentation and DPHS stages.

See page 7 for additional detail

Period	IAT	AS'MNT	CE	ILPS	ELPS	DPHS
2024	91%	79%	16%	75%	31%	47%
Last 6 months	84%	79%	23%	44%	0%	32%

Target	IAT	AS'MNT	CE	ILPS	ELPS	DPHS
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>Develop our strategic ambition and vision</p> <p><i>Success measures:</i></p> <ul style="list-style-type: none"> • <i>Our staff know our strategic vision and priorities.</i> • <i>We are a trusted, high-performing regulator.</i> • <i>We provide an equal, diverse and inclusive environment for regulation and our working culture.</i> 	<p>The Corporate Strategy 2026-2028, the supporting business plan for 2026-2028 and the revised ARF were approved by Council on 31 October.</p> <p>Virtual town hall events for all staff are continuing the engagement work for all employees understanding the strategy and business plan, what it means to them and their work and the benefits it will deliver. Our Leadership Community Network are focusing on how the group will lead and support delivery.</p> <p>The annual Professional Standards Authority (PSA) review of GDC performance against is in progress to complete in Q4, with the final report published in December.</p>
<p>Strengthen education quality assurance</p> <p><i>Success measures:</i></p> <ul style="list-style-type: none"> • <i>We are confident in the rigour of education standards and those qualified.</i> • <i>Feedback to Quality Assurance processes are proportionate and enable learning and improvement.</i> 	<p>The 2024-2025 academic year inspection timetable has completed 18 scheduled inspections across 13 providers by end of Q3. 1 inspection is deferred to Q1 2026. 13 final reports are completed with the pending reports to be completed in Q4.</p> <p>The revised standards for education which Council approved in April were published in Q3 as scheduled. The EQA team are working closely with stakeholders regarding implementation. All monitoring and inspections from the next academic year 2026/27 will be on the new standards. All new submissions will be on the new standards from January 2026.</p> <p>Development of the process for quality assurance of specialty training has been completed in Q3. The revised process and timetable for progression was shared with stakeholders in August 2025. 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 is expected to be completed in Q4. This review arose from issues and challenges highlighted by our EQA team and stakeholders. There has been much stakeholder engagement, and the report is scheduled to be taken to Council for discussion 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 are now actively promoting feedback, requesting it immediately following each inspection which has increased responses, which will be consolidated into the end of academic year report in Q4 2025.</p>

Priority area	Performance summary
	<p>We are drawing together a review of education which will go to Council in February, to be published thereafter. This draws together the work across developments within education.</p> <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 risk based approach identifies the proportionate number of providers to assess in greater detail in the following year.</i></p>
<p>Timely and quality decision-making in Registration</p> <p><i>Success measure:</i></p> <ul style="list-style-type: none"> <i>We are confident in the integrity of the registers.</i> 	<p>Registration timeliness has consistently met target performance across all 6 UK and Specialist routes.</p> <p>Both the overseas DCP routes are approaching meeting the target timeliness and reaching sustainable volume targets expected by the end of 2025. There has been significant reduction in new Overseas DCP applications received recently which we believe may be due to the UK visa requirements changes made in July and will be monitoring further for this continuing and to confirm this theory.</p> <p>We report Registration appeals quarterly to the PSA. For Q3 2025 we received 26 new appeals, and of 29 appeals concluded 14 were upheld. These levels of receipts and upheld are slightly higher than the average in the last four quarters. The main reason for the increase has been from where overseas qualified Dentists had applied to join the DCP register prior to the March 2023 deadline and where both their initial application and reassessment stage application had been rejected. The rules around appeals allow the appeal panel to consider and accept information previously not available to the registrar when the initial decisions were made, which has been the case to account for the increase in those upheld. As the majority of overseas Dentists applying as DCPs applications are concluded, any such appeals will continue to be assessed but are not expected to continue in the longer term.</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>Enable efficient overseas application routes</p> <p><i>Success measures:</i></p> <ul style="list-style-type: none"> <i>Suitably qualified overseas applicants are able to register within a reasonable timeframe.</i> <i>Supply and demand is met in registering internationally qualified dental professionals.</i> 	<p>ORE capacity vs demand: Despite additional capacity added for exams and improved pass rates year on year from 2024 to 2025, the ORE capacity remains unable to meet the demand from internationally qualified dentists applying to work in the UK.</p> <p>Actions taken:</p> <ul style="list-style-type: none"> 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. Once contracting is concluded the expectation is that new providers will begin holding examinations from Q2/Q3 2026 onwards. Exams for Part 1 and Part 2 are continuing with existing suppliers through to end April 2026. These have and are providing 1,800 places in ORE Part 1 across the August, December and April sittings, and 576 places for ORE Part 2 across sittings in September, November, January and April.

Priority area	Performance summary
	<ul style="list-style-type: none"> As part of the newly approved GDC strategy 2026-28, we are progressing the options discussed with Council for assessing internationally qualified applicants, to create an efficient and effective forward-looking framework that can meet capacity demands. <p>The refugee policy implemented within the ORE route has now resulted in 6* applicants passing ORE part 2 and have since joined the register. The Council also approved an Alternative Evidence Policy for Refugees in October.</p> <p><i>*To note these figures are a correction from previously reported in the 26 September 2025 update to Council which had incorrectly reported 13 passed and 8 joined register due to a data error.</i></p> <p><i>Ref: Chart bottom left page 3.</i></p>
<p>Improving the regulatory framework</p> <p><i>Success measures:</i></p> <ul style="list-style-type: none"> <i>We enhance public safety through advancing upstream regulation.</i> <i>Reinforce the shift from compliance to positive professionalism.</i> <i>Perceptions of Fitness to Practise effectiveness improved.</i> 	<p>Delays to work on considering our regulatory approach to rapid dentistry changes: 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 has been deferred to 2026, as resource is not available due to a need to prioritise ORE procurement support and evaluating options for international registration.</p> <p>Action taken: Resource had been approved and allocated within the 2026-28 business plan to progress from early 2026.</p>
<p>Sustain and promote professional standards</p> <p><i>Success measures:</i></p> <ul style="list-style-type: none"> <i>We reinforce the shift from compliance to positive professionalism.</i> <i>Professionals and stakeholders take visible steps to engage with and act on the GDC's priorities.</i> 	<p>Scope of Practice guidance was published on the 16 September and came into effect on 1 November.</p> <p>Further preparation is continuing in the 2026 business plan for progressing our work of addressing sexual misconduct in the context of professionalism.</p> <p>Development of the proposed professionalism framework we are aiming to bring forward proposals for consultation in Q2 2026, subject to approval from Council in Q1 2026. It was originally intended to present the approach to Council in October 2025, however following requirements for additional reviews, the work is delayed and will now be presented in February to Council.</p> <p>Action taken: Further development work with both ILAS and ILPS input will prepare the framework for approval by Council in Q1 2026.</p>
<p>Timely and quality decision-making in Fitness to Practise</p> <p><i>Success measure:</i></p> <ul style="list-style-type: none"> <i>Correct and final case decisions made at the earliest stage in Fitness to Practise process.</i> 	<p>We have seen a consistent increase in new concerns received in 2025, with the monthly average year to date being 142, compared to 117 monthly average in the full year 2024 and 108 in 2023. We continue to monitor closely and forward plan resourcing, as the increase is impacting maintaining timeliness and caseload targets at some stages. Our Finance & Performance Committee have requested analysis to discern any trends and to aid an assessment as to whether the increase in concerns is likely to be sustained or not, which is in progress.</p> <p>Initial Assessment: Timeliness in initial assessment has been able to be sustained target performance.</p>

Priority area	Performance summary
	<p>Assessment: Timeliness continues to meet target performance, however the increase in concerns raised and referrals to assessment is having an effect on how quickly we can allocate cases, which will impact our ability to maintain timeliness and has impacted caseload. In progress caseload has increased from 496 in March to 656 at the end of October and the challenge from increased receipts persists.</p> <p>Action taken: The teams are working to reduce caseload and plan forward resource with the Rule 4 and Case Examiner teams. To reduce the caseload back within tolerance level [550-600 in progress] a business case is being prepared for additional resources for approval stages in December, which accesses a risk provision included in the Business Plan for 2026-28.</p> <p>Rule 4: There has been sustained focus to process cases in the Rule 4 queue, which has succeeded in reducing caseload from 189 in March to 113 at the end of October, and within the target of sustaining lower than 130 cases.</p> <p>Case examiners: The average number of case examiner decisions per month over the last 12 months is 67. Through May to August decisions were lower than this by 10-12 per month, which is mostly due to complex cases requiring more time. Output has increased towards the end of Q3 to above average with 74 in October as a result of the actions detailed below.</p> <p>Action taken: Utilising underspend within the Regulation Directorate, Case Examiners on fixed term contracts have been extended to end 2025 and additional hours have been offered. We continue to monitor the increased assessment caseload and the impact that may have from referrals.</p> <p>Legal Presentation Service: Disclosure targets have not been met due to continued increased referrals which have been above capacity for the legal presentation team.</p> <p>Action taken: A business case for additional resource was approved in Q1 and the team became fully resourced from September 2025. The team are also identifying case management improvements to improve efficiency and capacity. We expect the benefit of resources to start to take effect in Q4 but even with full capacity 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 higher and exceed the volume of cases able to be disclosed monthly, and the team also balance resources to manage IOC cases. Taking all these factors into consideration, it will take between 18-24 months from Q1 2025 for caseload to reduce to sustainable levels in this stage, unless referral rates from Case Examiners happen reduce within that time.</p> <p>Dental Professional Hearings Service: Caseload in hearings has also subsequently increased, with average referrals per month rising to 23 in 2025, from circa 15 in 2024. Q3 saw an inconsistent referral rate with 24 in July, 9 in August and 26 in September. 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>Actions taken: We have been over-listing significantly and have increased our utilisation rate in Q3 to 83% (target is > 80%). We are also increasing hearing capacity from five hearings a day to seven hearings a day from January</p>

Priority area	Performance summary
	<p>2026. Recruitment is underway for additional resource within the Hearings Service to accommodate the increase in number of sittings.</p> <p>The process for monitoring the quality of FtP decisions made has been introduced; measuring the total number of FtP decisions made in a 12-month period, and what proportion of these have been subject to review where there has been material doubt about the robustness of the decision. The indicative RAG ratings have been set as follows: Green = $\leq 0.5\%$, Amber = Between 0.6% and 1%, Red = $\geq 1.1\%$. The current rolling 12-month figure reveals seven reviews where the original decision was found incorrect from a total of 3,726 decisions made, which is 0.2% and thus a 'green' rating.</p> <p><i>Ref: Charts right side page 3.</i></p>
<p>Influence regulatory reform</p> <p><i>Success measure:</i></p> <ul style="list-style-type: none"> <i>We have fully explored the boundaries of the current legislation and leveraged all opportunities.</i> 	<p>There is ongoing dialogue being held with the DHSC on regulation developments.</p> <p>Further discussions are being held 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>Data and information management</p> <p><i>Success measures:</i></p> <ul style="list-style-type: none"> <i>Our data is secure and effectively managed.</i> <i>Our data is accurate and usable to increase our ability to drive and measure organisational decision-making.</i> <i>We increase the value of published data to stakeholders.</i> 	<p>On 24 October we published our latest working patterns data for dental care professionals (DCPs), providing insights into how DCPs work across the UK. The data, collected since the DCP working patterns survey launched in June 2024, shows that 56,032 DCPs are currently working or looking for work in the dental sector. The responses represent 63,968 professional titles (70% of all registered DCP titles).</p> <p>The fieldwork for our Data Maturity Assessment is complete, and the findings and recommendation are being shared with the ELT in January to agree the next steps.</p> <p>We have been progressing activities to address recommendations from the audit held in December 2024 for our security and technical estate. The remediations are expected to address all significant vulnerabilities and achieve a substantial reduction in medium-risk vulnerabilities by the end of the year.</p>
<p>User-centred service design</p> <p><i>Success measures:</i></p> <ul style="list-style-type: none"> <i>Our services are designed around the needs of users to be accessible, effective and efficient.</i> 	<p>Aggregated proportions of returned applications across all application routes is below the 20% target. The UK DCP route and Restorations are outside target where the main reasons for return are where the qualification was not certified/provided or identification issues. Other routes are within the target.</p> <p>Calls to Customer Services asking for status updates decreased by 16% in the last 6 months compared to the previous period (4,980 v's 5,860 calls) however we continue to acknowledge these enquiries should not be necessary.</p> <p>Current paper-based application processes will continue until the Manage my GDC Registration platform is introduced in early 2026, and this will address both these measures by removing the need for returns through the</p>

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	<p>new platform providing online status updates, preventing the need to chase. In the meantime, we are proactively reviewing, updating application and website guidance and providing updates to applicants. This is felt to have influenced the sustained reduction in status update enquiries.</p> <p><i>Ref: Chart top left page 3.</i></p>
<p>Communications and engagement</p> <p><i>Success measures:</i></p> <ul style="list-style-type: none"> • <i>We communicate clearly across channels.</i> • <i>Our communications across channels achieve positive levels of engagement.</i> • <i>We proactively engage with external bodies and professional groups.</i> 	<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 Q3 have been:</p> <p>We announced a further extension to our Initial Enquiries process, to include isolated cases of perceived unprofessional behaviour, as part of ongoing efforts to improve timeliness and proportionality in fitness to practise investigations. Initial inquiries process extended to include conduct concerns - 1 July.</p> <p>We published research that showed support for targeted remediation during FtP, which will inform our further thinking to improve FtP. Research finds support for targeted remediation to improve patient safety - 2 July.</p> <p>We announced the new Chair of the GDC, Dr Helen Phillips, on 10 July. Dr Phillips' first comments to the sector were "My ambition is that dental professionals feel a sense of pride – never fear – in being regulated by a trusted, effective, proportionate regulator that embodies our values of being respectful, transparent, inclusive and purposeful."</p> <p>We published the GDC's Annual report and Accounts for 2024, using it as an opportunity to demonstrate the GDC's performance and priorities. General Dental Council publishes Annual Report and Accounts 2024 - 16 July.</p> <p>The GDC's student engagement programme got underway in Scotland for the coming academic year, and we had further engagement with professional associations to support development of policy proposals around principles of professionalism.</p> <p>A case study from the GDC was featured in the PSA's good practice guide to the EDI standard, which we publicised, along with the EDI action plan, in the Chair's external blog post: A view from the Chair: sharing learning from EDI, understanding the working patterns of dental care professionals and we shared that the GDC has been awarded Silver for EDI excellence, after an independent benchmarking exercise by the Employers Network for Equality & Inclusion (ENEI).</p> <p>We worked with other healthcare regulators to support publication of the annual whistleblowing disclosures report, where we reported that we received 79 disclosures, the same as last year, and how each had proceeded with regulatory actions on 25 September</p> <p>Our Research and Intelligence team presented at a PSA webinar series: Tackling sexual misconduct in healthcare – 4 September</p> <p>Our Policy team presented on upstream regulation at a PSA Roundtable: Preventative regulation – 17 September</p> <p>We hosted a sexual misconduct insights webinar, inviting a range of external stakeholders to share their insights and research – 17 September</p>

Priority area	Performance summary
	<p>October's activity included:</p> <ul style="list-style-type: none"> Arrival of the incoming Chair, Dr Helen Phillips The GDC has a stand at the Dentistry Show London Announcing the results of the ORE contract award Further analysis of dental care professionals' working pattern data Announcing Council's decision on the Corporate Strategy 2026-2028 and the supporting business plan 2026-2028, which sets the ARF for dental professionals in 2026.
<p>Recruitment and retention</p> <p><i>Success measures:</i></p> <ul style="list-style-type: none"> <i>GDC is an attractive and inclusive employer.</i> <i>Turnover levels are within benchmarks of other comparable organisations.</i> 	<p>There were 8 leavers in Q3 which is consistent with levels seen in 2024, and validated the insight that the 21 leavers in Q1 was an outlier.</p> <p>In Q3 there were 23 offers accepted and 23 new starters who joined the GDC. This is compared with 30 offers accepted and 17 new starters in Q2. There were 2 open recruitment campaigns at the end of Q3 compared to 11 at the end of Q2. Work has commenced on recruiting new roles approved in the Business Plan 2026-28, that are anticipated to start in Q1 2026.</p> <p>Our rolling 12-month Turnover view has also reduced due to the reduced leavers and sits at 12.3% at end of Q3, which is a year-on-year decrease of 3% and is below benchmarks of comparable organisations researched which range between 17% - 20%.</p> <p>The actual headcount at the end of Q3 was 3.8 FTE higher than the forecast due to timing variance in leavers.</p> <p><i>Ref: Chart bottom centre page 2.</i></p>
<p>Sickness</p> <p><i>Success measure:</i></p> <ul style="list-style-type: none"> <i>Sickness levels are within benchmarks of other comparable organisations.</i> 	<p>Sickness levels have been higher with the rolling 12-month total absence increased by 205 days since May, rising from 3,736 to 3,941 days in October. This has also meant that the average working days lost per employee over rolling 12 months increased from 8.6 days in May to 9.0 in October.</p> <p>The previous benchmark used from the Civil Service showed an average days lost per employee as 7.8 for reported year ending March 2024. The recent CIPD 'Health and Wellbeing at Work 2025' report, includes wider/recent benchmarking figures, which are being evaluated for use in updated benchmarking. The 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 Q3 to Q2 2025 in the GDC there has been a slight increase in both days lost and proportion of total for 'Minor / season illness.' Correspondingly, days lost for mental health reasons increased from June to similar proportions seen in December 2024.</p> <p>Actions taken: Sickness – The People & Organisational Development team is putting together a plan to address the levels of sickness and includes both long- and short-term activity. A workshop is being held in December to discuss sickness absence with SMT and will help shape the plan. The key themes of the plan currently include:</p>

Priority area	Performance summary
	<ul style="list-style-type: none"> • Assess and diagnose: Analysis of absence data to identify patterns and high-risk areas, reviewing OH/EAP reporting and external benchmarks and speak to stakeholders to establish where the problems are with the sickness absences. The core diagnostic and engagement is being completed by end December 2025. • Strengthen Policies and Procedures: Review the current policy and procedures to ensure that they reflect best practice, are consistently applied and understood; with further training for management teams, internal communications on sickness absence management. The substantive elements of this workstream are expected to be underway in Q1-Q2 2026. • Improve Early Interventions and Support: To enable continued promotion of the GDC wellbeing offer, encouraging timely support and prevention of escalations. This includes the enhancement and promotion of the current EAP services, OH referrals, effective use of phased returns, promotion of wellbeing events and embedding wellbeing check-ins etc. Work has been ongoing throughout 2025, with the next focus on strengthening RTW consistency and proactive manager interventions. • Promoting Health, Wellbeing and Engagement: Reviewing and targeting wellbeing activity, with the delivery of onsite wellbeing activities, promotion of holistic wellbeing tools like GDC Gateway, EAP service, L&D, encourage cultural initiatives, and organise engagement activities over key periods. Work has been ongoing throughout 2025, with the next focus on consolidating engagement offers. • Manage Long term and Frequently Absences effectively: To ensure fair, supportive and consistent management of recurrent or extended absences, there are anticipated improvements to the RTW process, reinforcement of the reasonable adjustment passport scheme, and greater monitoring and review. Currently in the early stages of planning for Q1-Q2 2026. • Monitor, Report and Adjust: Track and review a wider suite of sickness and absence related metrics. Bringing multiple data points together to develop an accelerated organisational response, and greater accountability within the relevant teams. Currently the initial suite of metrics exists, and work is underway to bring together relevant data points on a regular cycle. • Communications and reinforcement: Maintain transparency, recognition and engagement around wellbeing goals for teams, sharing success stories and recognising improvements. Planned for 2026 onwards. <p><i>Ref: Chart bottom right page 2.</i></p>
<p>Learning and development</p> <p><i>Success measure:</i></p> <ul style="list-style-type: none"> • <i>We provide an equal, diverse and inclusive environment for regulation and our working culture.</i> 	<p>Our leadership programme introduced this year called 'Leading the GDC way Essentials' has concluded with all graduations having taken place. The feedback has been excellent, and we are looking at next steps to embed the learning and further develop this population. In January 2026 there will be one final cohort for those that have started since the programme's inception. In 2026 we plan to develop an aspiring leadership course which will use the same format as Essentials.</p> <p>Leading the GDC way Inspire programme for senior management is completed November with final graduation.</p> <p>Managing the GDC way continues to run on a quarterly basis for new managers they are inducted into our approach for managing people and performance.</p>

Priority area	Performance summary
	Mentoring has been launched for all of our teams to ensure that we are promoting learning and development for all of our people.
<p data-bbox="107 272 264 300">2025 Budget</p> <p data-bbox="107 323 309 351"><i>Outcome sought:</i></p> <ul data-bbox="107 371 672 435" style="list-style-type: none"> <li data-bbox="107 371 672 435">• <i>We reduce the time taken, resource levels required and costs for operational functions.</i> 	<p data-bbox="766 272 1899 300">We report budget to the end of the previous quarter to Council to provide the reconciled position.</p> <p data-bbox="766 323 2123 419">At the end of Q3 there was an operating surplus of £11.96m which is £2.01m (20%) higher than budgeted. In addition to an expenditure timing difference on large projects, there was a small increase in Dentist, Investment and additional exam income, following our running an additional part 2 sitting, compared to our original budget.</p> <p data-bbox="766 443 1617 470">Expenditure position is £0.748m (2%) underspent against that budgeted.</p> <p data-bbox="766 491 1899 518">The forecast position for the end of the financial year is an anticipated operating deficit of £498k.</p> <p data-bbox="766 539 1249 566"><i>Ref: Expenditure chart top centre page 2.</i></p>
<p data-bbox="107 612 683 676">Forecast free reserves for end of current plan period – December 2027</p> <p data-bbox="107 697 309 724"><i>Outcome sought:</i></p> <ul data-bbox="107 745 510 772" style="list-style-type: none"> <li data-bbox="107 745 510 772">• <i>We are financially sustainable.</i> 	<p data-bbox="766 612 2136 815">Forecast free reserves outside of policy range at Q3: Free reserves were 3.3 months of operating expenditure at the end of Q3, which is within Council policy range of between 2.5 – 4.5 months and was calculated on the basis of the ARF being retained at 2025 levels. Due to financial pressures and the materialisation of financial risk, the level of forecast free reserves for end of the current plan period (December 2027) was forecast to reduce to 1.5 months of operating expenditure. The main reasons for this included the call down on free reserves for Employer's National Insurance and to meet our liability in respect of the implications of the Somerville v's NMC judgement.</p> <p data-bbox="766 836 2123 970">Actions taken: The Council approved the 2026 budget, financial efficiency programme and 2026 ARF levels on 31 October 2026. This action has returned our forecast free reserves to that required by the Council's Reserves Policy and is forecast to be 3.8 months of operating expenditure by December 2027. Our performance indicator returns to green from November 2025 as a result.</p> <p data-bbox="766 991 1086 1018"><i>Ref: Chart top right page 2.</i></p>
<p data-bbox="107 1062 734 1126">Board effectiveness, governance and delegations for decision-making</p> <p data-bbox="107 1147 309 1174"><i>Outcome sought:</i></p> <ul data-bbox="107 1195 712 1259" style="list-style-type: none"> <li data-bbox="107 1195 712 1259">• <i>We have proportionate governance in place for decision making.</i> 	<p data-bbox="766 1062 2136 1197">The Governance team are coordinating delivery of the Board Effectiveness action plan that was approved by Council in April 2025. This includes work to review decision-making levels and accordingly review and amend delegations and Terms of Reference to reflect the desired changes. The recommendations are planned to be delivered across the remainder of 2025 and throughout 2026 and are on track for delivery in this period.</p>

Project delivery summary October 2025

Project	Delivery update	Aug	Sept	Oct
Enable efficient overseas application routes				
ORE Part 1 and Part 2 Tenders and mobilisation <i>To procure suppliers of examinations for overseas registrants.</i>	<p>Why it's Amber: To acknowledge the risk of resource constraints required to finalise the ORE contracts.</p> <p>What's being done: Moderation and contract award has completed with no challenges; contract drafting and mobilisation planning is underway.</p> <p>When recovery is expected: By end of 2025, once contracts are signed and mobilisation plans are agreed.</p>			
Revised international registration processes <i>To review and optimise the international registration process.</i>	<p>Why it's Green: Deliverables are progressing as planned, with International Registration and Refugee Policy proposal papers presented to ELT and Council in October.</p> <p>What's being done: Registration and Refugee Evidence Policy papers approved; legal review of FTA papers is ongoing.</p> <p>When completion is expected: The existing project is currently due to complete in 2026, however the work approved in the business plan for developing additional routes for international registration will require the schedule to be evaluated.</p>			
Improving the regulatory framework				
Case management procedural improvements <i>Explore the case management processes from end to end, looking for efficiencies in the process.</i>	<p>Why it's Green: Development phase on schedule with initial recommendations defined and reviewed and stakeholder workshops being schedule for further engagement.</p> <p>What's being done: Workshops are being held across November/December to develop and operational framework to pilot supportive resolution, to present proposals to ELT in January. The Consensual Panel Determination workshop will be held in early November, and defence engagement is planned for January 2026.</p> <p>When completion is expected: Q1 2026, following ELT review</p>			
FtP decision-making guidance <i>To review and create guidance for decision makers at each stage of the fitness to practise process.</i>	<p>Why it's Red: Progress overall is delayed due to complexities of coordinating resources and competing priorities across several teams required to draft and review each set of guidance, plus some elements were more complex than anticipated for Policy, Legal, and Fitness to Practice collaboration. However, progress has been made, with the FtP Decision-Making Guidance for Practice Committees finalised and progressed to CEO review, ahead of publication, and Case Examiners guidance is ready for review ahead of consultation.</p> <p>What's being done: The Policy team is working closely with Legal and Fitness to Practice colleagues to address complexities and finalise guidance. Lessons learned are being applied to streamline feedback, secure dedicated resource, and understand the scope of time and resource needed for the deliverables to achieved in a realistic timeline. This will result in a change request to extend the existing schedule.</p>			

Project	Delivery update	Aug	Sept	Oct
	When recovery is expected: An extension will be requested in January to complete the remaining two workstreams, which would return the project to green status.			
Improving communications and support in FtP <i>Evaluate a range of improvements within the communications and support methods throughout the FtP process.</i>	Why it's Amber: Additional scope has been identified for communications improvements through working in collaboration with the Case management procedural improvements project team. What's being done: Delivery plan timeline updated and discovery phase for additional CRM changes underway. Change request is developed to add this new scope and extend the project end date. When recovery is expected: Q4 2026, following approval of the change request.			
Sustain and promote professional standards				
Outcome-focused model for lifelong learning <i>Set the focus and support for the continuous development and learning of Registrants during their career.</i>	Why it's Green: The project is in the closure phase with all deliverables completed and no outstanding risks or dependencies. What's being done: The closure report is being finalised and reviewed with Registration Operations to capture early benefits and confirm all outputs. When completion is expected: The final closure report will be submitted to the Executive Sponsor for approval in December.			
Principles of professionalism <i>Define and engage with stakeholders on standards.</i>	Why it's Red: There is a schedule delay due to further review and development required of the framework. This has resulted in a delay in consultation submission to Council, now scheduled for Q1 2026. What's being done: A working group now meets fortnightly to manage progress to ensure the revised schedule stays on track for the Q1 2026 timeline. When recovery is expected: Q1 2026, following Council approval.			
Revise the standards for education <i>Develop and introduce updated standards.</i>	Why it's Green: The revised Standards for Education and consultation response were published in September, with the communications plan now in delivery. What's being done: The team is finalising the close-out report and capturing lessons learnt ahead of formal project closure. When completion is expected: December 2025, with formal closure planned.			
Develop our people and culture				
Organisational cultural change at the GDC <i>Develop and embed values driven culture and behaviours.</i>	Why it's Amber: The project is delayed as late response postponed completion of the culture audit analysis. What's being done: The review is now underway, with findings due to be discussed with ELT in Q4 2025 to confirm the scope and resource needed for delivery going forward. When recovery is expected: The outcome of ELT discussion will determine next steps for the project.			

Project	Delivery update	Aug	Sept	Oct
Review and improve the intranet <i>Improve the GDC intranet to better support staff engagement and productivity.</i>	<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 migration. The current proposal is that business analysis can commence review of requirements in Q2 2026 to bring project off hold, as there is no capacity in the IT Business Analysis team available until then.</p>	On hold	On hold	On hold
Total reward <i>Review the complete benefit and remuneration package for staff to ensure it is comparable to the sector.</i>	<p>Why it's Amber: Additional consideration is required for how the proposed grading model aligns with GDC's structure, which involves additional benchmarking work and review of the model, which is delaying the schedule.</p> <p>What's being done: Workshops with the Leadership Community Network are being held throughout Q4 and feedback is being used to update the proposals for the pay and grading framework.</p> <p>When recovery is expected: ELT will review revised proposals in Q4 2025 to confirm the way forward and bring the project back on track.</p>			
Workforce development <i>To improve learning, leadership, and succession planning.</i>	<p>Why it's Green: All activities are progressing to plan.</p> <p>What's being done: Manager training and apprenticeship workstreams are ongoing.</p> <p>When completion is expected: December 2025, with project closure planned.</p>			
Associates' development <i>Assess the implications for the GDC following the Somerville vs NMC judgement.</i>	<p>Why it's Green: The Phase 1 extension to March 2026 has been approved by the Executive Sponsor. The extension is due to complexity of the existing payroll arrangements for a small number of our associates and the necessity to seek external assurances.</p> <p>What's being done: Planning for Phases 2–3 is progressing and will be taken forward via a separate project in 2026.</p> <p>When completion is expected: Phase 1 remains on track for completion in March 2026 following the extension.</p>			
User-centred service design				
Implementing new Welsh language standards <i>To create a Welsh language version of the online application processes.</i>	<p>Why it's Green (with Amber risk): Welsh Language Standards work is progressing, and initial scope delivery to go live alongside the Manage My GDC Registration in early 2026. An extension has been requested with the Welsh Assembly to extend the timeline and discussions are ongoing.</p> <p>What's being done: Legal and Commissioner discussions ongoing; preparation work and training progressing to ensure timeline can be met.</p> <p>When recovery is expected: Early 2026, once Manage My GDC Registration goes live.</p>			
Manage My GDC registration <i>To develop an online application and CPD processing platform.</i>	<p>Why it's Red: Funding and contract adjustments required to support transition to go-live.</p> <p>What's being done: The statement of work 3 review has now completed with ELT approval and there is a business case in development to agree support of post go-live activity.</p>			

Project	Delivery update	Aug	Sept	Oct
	When recovery is expected: Q4 2025 to conclude the statement of work approval with go-live planned for Q1 2026.			
Financial and operational efficiency management				
Implement new procurement and contract management process <i>To establish a new approach to procurement and contract management.</i>	Why it's Green: The new Contract Management Database is live, with user training and contract data uploads underway. What's being done: Contract manager and user training being delivered and close-out underway. When completion is expected: Q4 2025			
Optimisation of the GDC estate <i>Reviewing the GDC premises for them being fit for purpose and cost effective.</i>	Why it's Amber: Approval to vacate Wimpole Street in Q3 2026 now granted. Further discussions to be held with Council in Q1 2026 with regards to the options for Hearings premise. What's being done: Preferred supplier to procure new premises is approved by ELT; onboarding and contract finalisation underway. When recovery is expected: Q1 2026, following Council approval of supplier contracts.			
SharePoint migration to online <i>To move away from SharePoint on-premises service to the cloud version.</i>	Why it's Amber: Procurement and discovery activity has taken longer than planned due to complex scoping and competing IT and Procurement demands adding risks to schedule. What's being done: Supplier engagement and discovery sessions are now underway, with external support brought in to help manage workloads and keep the migration schedule on track. When recovery is expected: Q4 2025, once onboarding is complete.			
Case management and operational Improvements in the hearings service <i>Explores the hearings service procedures, looking for efficiencies to introduce in the process.</i>	Why it's Amber: There are delays to requirements gathering and competing IT priorities have pushed back delivery beyond the original Q2 2025 end date. What's being done: An impact assessment is being undertaken which will inform a revised delivery plan and change request to extend the schedule. When recovery is expected: The project remains in exception while planning for reporting and a clear delivery timeline is established.			
Application fees review for strategy cycle <i>Analysis for ARF and applications fees for delivery of the new strategy.</i>	Why it's Green: Review complete and signed off In October Council What's being done: Close out activity When completion is expected: Q4 2025			