

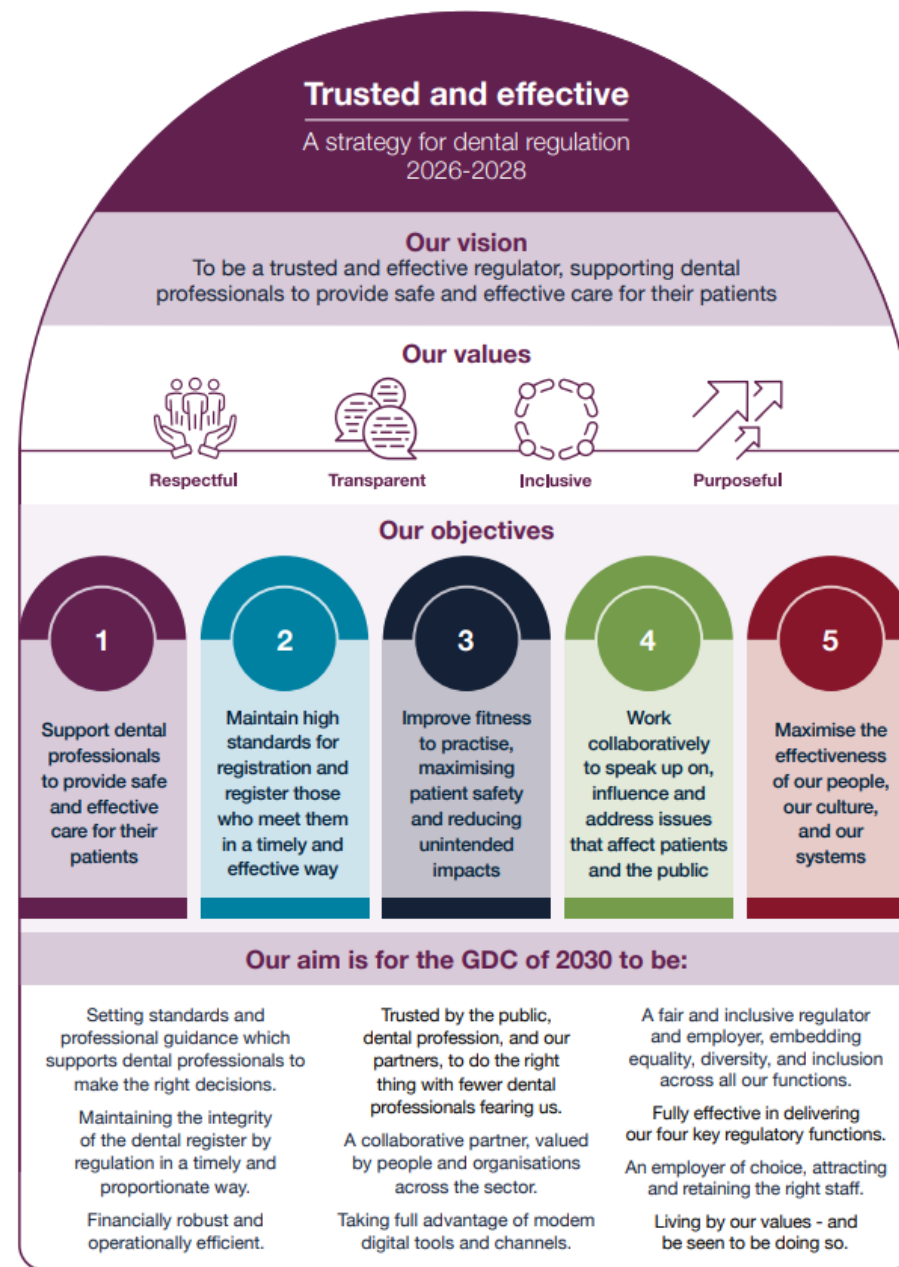
Business Plan organisational performance report Q1 2026

Council meeting 19 June 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 1 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 April 2026 Finance and Performance Committee – 9 June 2026 Council – 19 June 2026



Performance summary

PSA standards met – 2024/25 review						Objective 2 Education provider standards met						Objective 2 Education provider feedback of GDC																																														
<table><tr><td>General Standards 4 of 5</td><td>Guidance and standards 2 of 2</td><td>Education and training 2 of 2</td></tr><tr><td>Registration 4 of 4</td><td>Fitness to Practise 4 of 5</td><td>Total standards met 16 of 18</td></tr></table>						General Standards 4 of 5	Guidance and standards 2 of 2	Education and training 2 of 2	Registration 4 of 4	Fitness to Practise 4 of 5	Total standards met 16 of 18	<table><tr><td></td><td>2023/24</td><td>2024/25</td><td>2025/26</td></tr><tr><td>Providers completed</td><td>18</td><td>18</td><td>2</td></tr><tr><td>Fully met</td><td>77.7%</td><td>82.0%</td><td>100%</td></tr><tr><td>Partially met</td><td>21.7%</td><td>16.3%</td><td>0%</td></tr><tr><td>Not met</td><td>0.7%</td><td>1.7%</td><td>0%</td></tr></table>							2023/24	2024/25	2025/26	Providers completed	18	18	2	Fully met	77.7%	82.0%	100%	Partially met	21.7%	16.3%	0%	Not met	0.7%	1.7%	0%	<table><tr><td colspan="3">Overall satisfaction of inspection process</td></tr><tr><td>From 5 responses</td><td>2023/24</td><td>2024/25</td></tr><tr><td>Very Satisfied</td><td>60%</td><td>80%</td></tr><tr><td>Satisfied</td><td>40%</td><td>20%</td></tr><tr><td>Dissatisfied/Very Dissatisfied</td><td>0%</td><td>0%</td></tr></table>						Overall satisfaction of inspection process			From 5 responses	2023/24	2024/25	Very Satisfied	60%	80%	Satisfied	40%	20%	Dissatisfied/Very Dissatisfied	0%	0%
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2024/25 Review - Not met: • Standard 3 for evidencing outcomes are met for Equality, Diversity and Inclusion (EDI). • Standard 15 for Fitness to Practise timeliness in dealing with cases.						The 2024-25 academic year completed 19 scheduled inspections across 18 providers. One inspection was deferred to Q1 which has faced significant delays due to issues found. The final report will be finalised in Q2. For 2025/26, 13 of the 25 scheduled inspections have been performed by end of Q1, with 2 final reports completed, both reporting 100% of standards met.						5 of the 13 providers inspected in 2024-25 responded to surveys, compared to 5 from 15 in 2023-24. 4 replies from 2023-24 were submitted post the annual education review, whereas 2024-25 were received timely as a result of more proactive engagement post inspections. Overall satisfaction remains positive and anywhere dissatisfaction was flagged the Education QA team have applied measures to address, which has included additional training and discussions across the inspection team on applying consistency. They continually seek feedback to support further improvements.																																														
Objective 2 Registration application service experience																																																										
Following each application a feedback survey is requested. The net responses from 2024 – Q1 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%	79%	▼ 3%		81%	83%	83%	0%		67%	67%	74%	▲ 7%																																												
Neutral	13%	9%	12%	▲ 3%		11%	9%	8%	▼ 1%		13%	14%	7%	▲ 7%																																												
Strongly Disagree / Disagree	9%	9%	9%	0%		8%	8%	9%	▲ 1%		20%	19%	18%	0%																																												
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 so any dips in Q1 satisfaction will not be related and are based on the year to date volumes. The survey will begin providing insights into the MyGDC applicant experience from Q2 2026 on.																																																										

Objective 2 Registration application timeliness

	Q2 25	Q3 25	Q4 25	Q1 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 did not meet timeliness mainly due to Registration appeals from candidates whose applications were rejected within the backlog received prior to the March 2023 deadline for no longer accepting Dentist applications. Original applications are reopened during appeal and so impact timeliness in the short term whilst appeals are heard.

Excluding these and such cases that exceeded 100 days, timeliness of all other applications are well within timeliness target of less than 80 days on average, at 43 days and 51 days respectively in Q1 2026.

Objective 2 Supply and demand in international registration

ORE		Q4 2024	Q4 2025	2024 to 2025		Q1 2026	2025 to 2026 YTD	
Apps Received		3,641	3,231	▼	11%	519	▼	36%
Part 1 List size		4,547	6,399	▲	41%	6,417	▲	0.3%
Part 2 List size		1,136	1,583	▲	39%	1,877	▲	19%
Dentists joined register		354	501	▲	42%	165	▲	32%

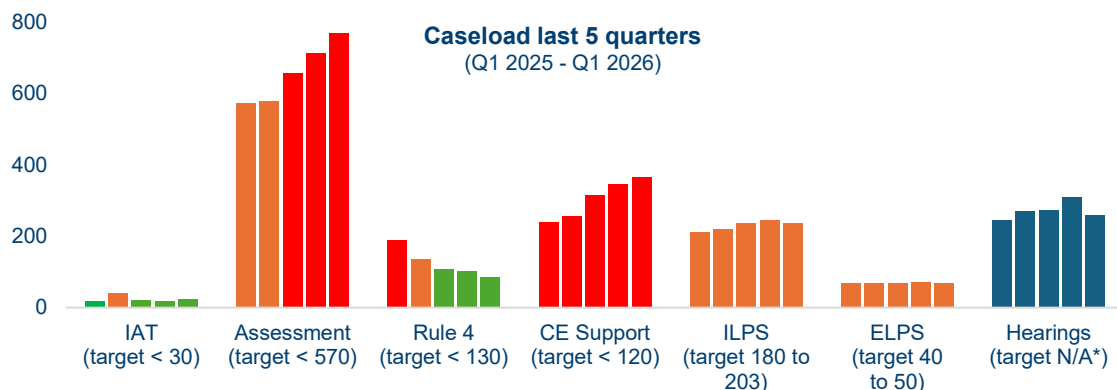
LDS		Q4 2024	Q4 2025	2024 to 2025		Q1 2026	2025 to 2026 YTD	
Dentists joined register		36	108	▲	200%	24	▼	11%

Both the ORE and Licence in Dental Surgery (LDS) saw significant increases for new Dentists joining the register in 2025.

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 Fitness to Practise stage caseload & timeliness



*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 160, which is increased further from the 147 average in 2025, and 117 in 2024. Subsequently stage caseload continues to rise, and timeliness reduced from referrals being higher than capacity to process plus increased levels of complex cases. Increased resources added in late 2025 and early 2026 are working to improve both factors. An FtP improvements programme approach was presented and endorsed by Council in April for how activity focussed on timeliness and meeting PSA standard 15 can be delivered in parallel to addressing the strategic priorities of supporting well-being of participants throughout the FtP process and reducing fear of the process. Further details in the delivery summary for Objective 3.

		Average Timeliness					
		Initial Assessment	Assessment	Case Examiner	ILPS	ELPS	Hearings
2024		91%	79%	16%	75%	31%	47%
2025		89%	79%	16%	42%	7%	34%
Q1 2026		90%	84%	4%	16%	0%	20%
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 Fitness to Practise service experience feedback

We surveyed registrants and informants over a 3 year period for cases reaching a decision. **2,309 Registrants** were contacted, of which **341 (14.8%)** responded. **2,253** Informants were contacted, of which **415 (18.4%)** responded. The tables show cohorts for case decisions made during the periods shown, with satisfaction proportions for case outcome and the overall process. There is higher satisfaction of process shown in 2025 compared to the 2024 cohorts. Outcome satisfaction in 2025 is slightly lower for Registrants but improved for Informants compared to the 2024 cohort. Further details are available in [Fitness to Practise survey finding report 20 November 2025](#). We are surveying further during Q2 2026 and will add the results once published.

Cohorts: **2023** = Cases closing 1 Apr 2022 – 30 Sept 2023, **2024**, = Cases closing 1 Oct 2023 – 30 Sept 2024, **2025**, = Cases closing 1 Oct 2024 – 30 Sept 2025

Satisfaction with case outcome							Satisfaction with FtP process						
Registrant	2023	2024	23 to 24	2025	24 to 25		Registrant	2023	2024	23 to 24	2025	24 to 25	
Moderately / Extremely Satisfied	52%	56%	▲	54%	▼	2%	Felt little / nothing to improve	16%	19%	▲	33%	▲	14%
Moderately / Extremely Dissatisfied	48%	44%	4%	46%			Felt several things / lots could improve	84%	81%	3%	67%		
Informant							Informant						
Moderately / Extremely Satisfied	21%	16%	▼	23%	▲	7%	Felt little / nothing to improve	15%	14%	▼	26%	▲	12%
Moderately / Extremely Dissatisfied	79%	84%	5%	77%			Felt several things / lots could improve	85%	86%	1%	74%		

Objective 3 Quality of FtP decision making

Rolling 12 month % of challenges where original decision was found incorrect. Target ≤ 0.5%:

Q2 2025	Q3 2025	Q4 2025	Q1 2026
0.2%	0.3%	0.3%	0.4%

7 of 3,476 11 of 3,642 13 of 3,812 16 of 3,710

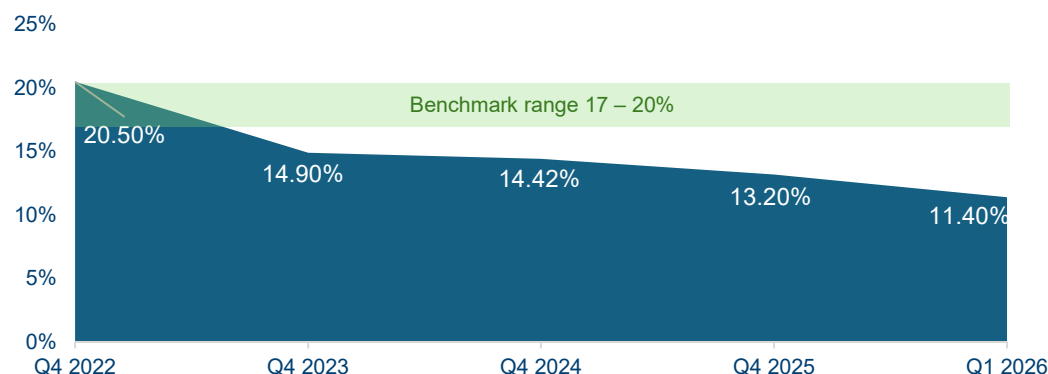
Performance within target is consistently met. We note the increase in decisions that require a new one to be made and continue to monitor for any trends emerging and where appropriate, feedback accordingly. [Our internal control mechanisms](#) highlight any questionable decisions and where applicable, engage our review mechanisms to ensure that patient safety is maintained.

Objective 4 Communications and engagement

	Q1 2025	Q2 2025	Q3 2025	Q4 2025	Q1 2026
Media engagement – The number of items of media coverage generated by proactive events from the GDC. Target > 35 items	306	308	386	411	440
Stakeholder engagement – The number of engagement events held with GDC's key stakeholders. Target > 60 events	90	84	80	111	97
GDC Newsletter engagement – Engagement with the monthly email newsletter to dental professionals. Target > 50% opens	64%	62%	62%	63%	60%
GDC Website engagement – The level of engagement we have through our website in total visitors. Target > 100k	105,591	93,763	95,339	81,378	79,961

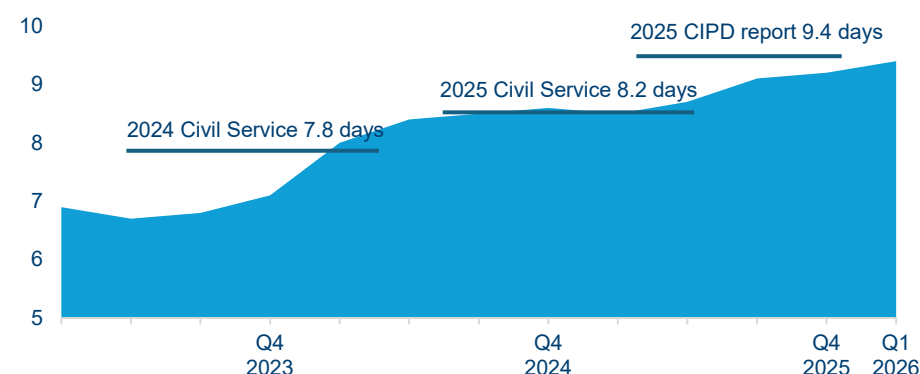
The above legacy performance measures across communications and engagement have continually exceeded the target levels with the exception of website traffic recently, but this is due to a change in the way analytics for visits are tracked. As part of the new External Communications and Engagement Strategy, approved by Council in October 2025, a revised set of engagement performance measures are being introduced, which will replace the above to report from Q2 2026 onwards.

Objective 5 Turnover – Rolling 12 months %



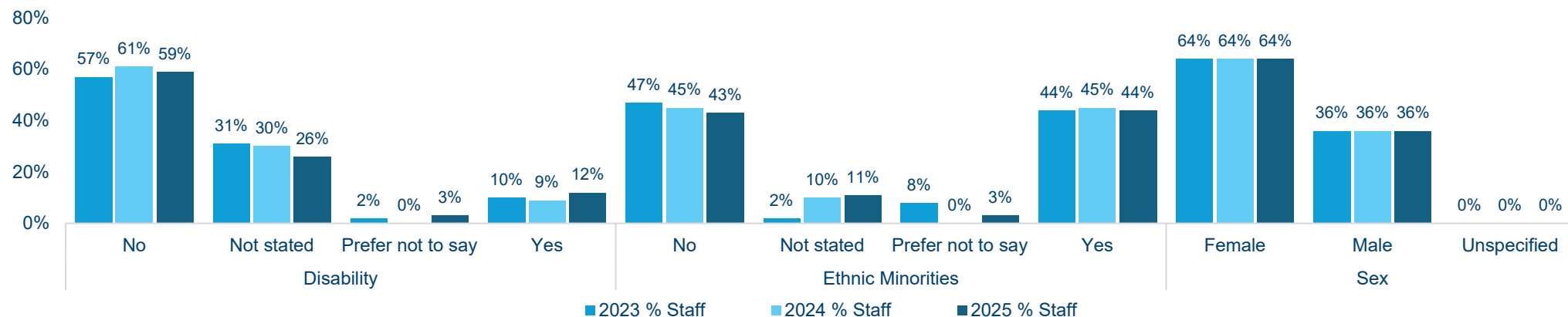
Our rolling 12-month turnover view continued to reduce through 2025 and is at 11.4% for end of Q1. This is below benchmarks of comparable organisations researched which range between 17% - 20%. Further work to identify more specific benchmarking for turnover is in progress which will be including in Q2 reporting.

Objective 5 Average sickness days lost per employee for rolling 12 months



Current sickness has risen to 9.4 days in Q1 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. Benchmarks have also seen increases in latest published figures.

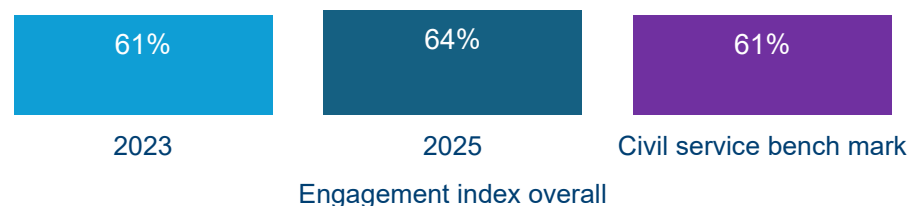
Objective 5 Proportions of staff within protected characteristic groups



ELT are proposing that going forward the GDC reference the local populations to our offices in London and Birmingham regions as the benchmarks for comparing staff proportions, subject to further development of the monitoring and evaluation. The number of people who are from an ethnic minority background has remained over 40% since 2023, with a slight reduction in the proportion who are not from an ethnic minority. This is in line with the population of both Birmingham and London, where ethnic minority communities exceed 40%. There have been consistent levels for females and males, with females accounting for over 60% of employees.

Prefer not to say refers to those who have actively chosen to not provide information, whereas 'not stated' refers to those who have yet to respond. 2026 will see a campaign led by People Services to increase responses, which should reduce "not stated."

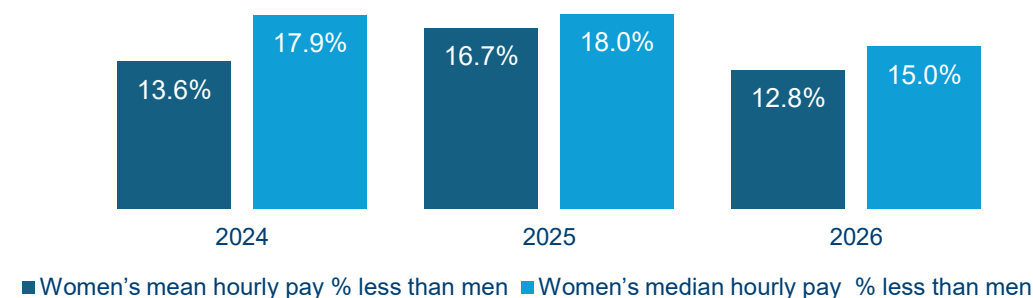
Objective 5 Employee Engagement Index – All staff



The Employee Engagement Index is an aggregate rating across the engagement related questions within the Employee Engagement Survey. Our 2025 index is 3% higher than the Civil Service benchmark and a 3% increase from 2023.

We had a rise in both "I would recommend the GDC as a good place to work," from 58% in 2023 to 70% in 2025, and "I am proud to work at the GDC," rising from 63% in 2023 to 72% in 2025, which are 12% and 13% higher than the Civil Service benchmarks respectively, and would indicate positive results from initiatives put in place since 2023.

Objective 5 Gender pay gap



See the "Focus on EDI Summary" in line for more details. Activities are ongoing across Attraction, Recruitment, Retention and Progression of Talent which, whilst not focussed solely on closing the pay gaps, aim to assist by bringing EDI into focus when hiring and developing talent.

Our main challenge in achieving a gender balance is attracting applicants across our entry to mid-level grades. With a further challenge being the limited number of vacancies we have in higher grade roles due to lower employee turnover.

Objective 5 FTE actual vs forecast

Forecast for Q1	412 FTE
Actual	413.9 FTE
Variance to forecast	+ 1.9 FTE (+ 0.5%)

There were 30 offers accepted in Q1, with 13 new starters joining during the quarter and others accepting expected to join in Q2. There have been 13 leavers in Q1.

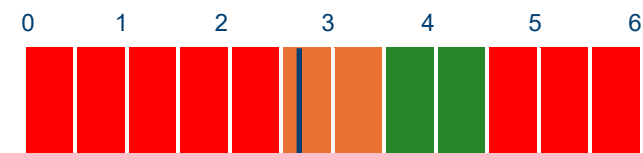
The budgeted headcount for end of Q1 was set higher than forecast post recruited to at 436 FTE and there for the addition 1.9 FTE is within budget.

Objective 5 Expenditure actual vs budget

Budget	£13.5m
Actual	£12.9m
Variance	- £0.6m

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 Forecast free reserves for end 2028

Target 4 months. Policy range 2.5 – 4.5 months

At the end of Q1 the free reserves forecast for end 2028 is **2.7 months** of operating expenditure which is within policy range. Actions with reforecasting the budget including for the new ORE contracts, are expected to increase the forecast for Q2 period.

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

- **Council approved the proposed Principles Based Guidance Framework to proceed for consultation at their 24 April meeting.** Consultation commenced in June with subsequent publication aimed, with supporting materials and horizon scanning function enabled implementation date to be confirmed for in first half of 2027.
- **We launched new designs for our monthly newsletters in January, with the design and content revised using feedback from dental professionals.** Articles included blog posts from the [CDO England about contract reform](#), a clinical fellow's [perspective on sexual misconduct](#), as well as the monthly blog posts from the GDC Chair. We continue to monitor performance and optimise content to increase our reach and engagement to build understanding of our role and priorities.
- **More than 20 sessions were held 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.

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

- **The Education QA team continue to revise guidance according to new standards based on feedback and communicating with stakeholders.** We are on target to have new processes fully in place for the 2026/7 academic year.
- **The new MyGDC platform was launched on 25 March, and we are actively supporting users across the online application, CPD and payments services provided.** We prepared external users and support organisations for the launch, including new website content and the launch was widely publicised also by key stakeholders. We are monitoring the experience feedback so to make ongoing improvements to usability and service provided.
- **The new ORE contract with UCL Consultants (UCLC) will be providing a more consistent and predictable framework for the ORE increasing capacity.** The first exam sittings will be offered from September 2026.
- **We are continuing the evaluation of additional options for assessing internationally qualified dental professionals.** A plan to initially focus work on specific workstreams of recognition and assessment was approved by Council in October 2025. The policy team has recruited some additional resource to take this forward and work has begun to benchmark overseas regulators against GDC standards and to investigate alternative forms of assessment that could be used instead of or in addition to the ORE. These workstreams are interdependent and currently the plan is to provide an update on the principles followed and early options to Council by the end of this year, which is in line with the roadmap goal to have evaluated options 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 subsequently the overall Business Plan. Following the FtP improvements programme approach proposal being endorsed by Council in April, an initial prioritised plan of activity within the programme, alongside initial considerations for resourcing and investment will be presented to Council at the 19 June meeting. Once Council have reviewed the programme proposal, the plans will be incorporated into the prioritisation and budgeting for the Business Plan 2027-2029, that is scheduled for Council approval in October.
- **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.** Fitness to Practise are working with the same supplier to also create short videos for informants and Registrants that explain the key stages of the FtP process, building on the work to improve communication and support.

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

- **Across the year to date, the GDC have attended a number of key registrant stakeholder events, communicating our position on fear, and our new strategy. Some key events were:**
 - At the BDIA event in March, the CEO gave a keynote address and spoke on a panel with CDO England about fear, and the Executive Director for Strategy presented an overview of the GDC's strategy with a focus on addressing fear.
 - The Dental Leadership Network event in March focussed on Delivering safe and effective oral health for those most in need, with excellent external speakers sharing insights from dental care for those with housing insecurity, in the justice system and in public healthcare systems in England. The GDC's Chair closed the event, sharing her perspective on the theme and what professionalism means.
 - In April, a Board member of The Female Dentist and the President of the British Association of Oral Surgery ran sessions on maximising the use of dental therapists in general anaesthesia. With April also being stress awareness month, the Dentists' Health Support Trust (DHST) provided an article on how stress and burnout impact dental teams which attracted positive comments.
- **Contracts are in place for public and patient, student panels and the Registrant panel by end of Q2.** Research with the public study group is underway, with the survey being tested with sample members of the public. Our panels will be used to ensure voices are used in Policy development and to gain insight into the requirements of each audience.
- The Third annual Dentist Working Patterns data was published in March. 35,474 dentists have to date provided responses, which is a cumulative figure for the last three years.
- The DHSC is running a consultation on the reformed legislative framework for the GMC between March - June 2026. Work has commenced to analyse proposals, to inform our response to this consultation which will continue through to the completion of the consultation period.

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

- **The planned move from Wimpole Street in London to a new London office location continues on track for the move completed in Q4.**
- **The proposals for implementing a revised pay & grading framework were approved by Council in April** and the initial stages are being implemented May-July.
- **Following approval of our People Strategy by Council in April, the design of workforce planning function for the People & OD team and the wider leadership & Management responsibilities will be part of the workplan developed to integrate into the business plan.** The design of the Workforce planning function was originally proposed to be in place in 2026, however due to priority of pay & grading and Associates development for the People & OD team, this is now expected to extend into 2027.
- **Our draft IT & Digital strategy is currently in development, which is being developed to support across the GDC strategy.** The development is focussing on aims for improving security, migrating to the cloud, improving colleague technical capabilities and establishing opportunities with AI. The next stage is procurement of a digital partner to support the direction. The procurement is planned for Q3, and the IT & Digital Strategy will follow completion of the selected partner's analysis and recommendations. This may result in the strategy being finalised early 2027, rather than presented to Council in 2026 as was originally anticipated in the Business Plan.

Planned EDI initiatives and requirements

- **Preventing Sexual Harassment in the workplace:** The Worker Protection Act 2023 came into effect in Oct 2024, requiring employers to anticipate and prevent sexual harassment, rather than just respond after incidents occur. In support of that, the GDC commenced Preventing Sexual Harassment training in May 2026, provided by The Consent Collective. 4 sessions were run, with attendance across GDC employees.
- **Sexual misconduct framework:** To support patient, public and registrant safety we are developing a new sexual misconduct framework which will be published in 2027. In preparation for this specialist training is being run for FtP panellists and Chairs on questioning witnesses.
- **Pay Gap Reporting:** Our 2025/2026 Gender Pay Gap has been submitted to the Gender Pay Gap Service website and can be found here [GDC gender pay gap 2025-26](#). The calculations for the 2026/2027 Gender Pay Gap have been completed by People Services using a snapshot of 5th April 2026, and the results will be presented to the Remuneration and Nominations Committee (RemNom) in June 2026. In March 2026, the UK Government confirmed their commitment to include Ethnicity and Disability pay gap reporting for organisations with over 250 employees. In anticipation of this, we included the Ethnicity Pay gap in our 2025 report and again in 2026. Improvement work on our disability EDI data within our HR system has commenced, enabling us to meet our future requirements for the Disability Pay Gap.

Improving EDI Enabling systems / processes

- **EDI website update:** Work is underway to revise the external EDI pages of the GDC website to provide a centralised hub of EDI related information. The work is focused 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. The site will showcase specific EDI-related initiatives and outcomes, for example, any EDI-related research we commission and serve as a resource hub where dental professionals, education providers and other external stakeholders can find information to help understand our progress on EDI issues and current strategic priorities. We aim to complete the initial set up in June and then regularly provide updates.
- **Employee EDI Data:** Work has commenced to change how we capture EDI employee data on our HR system. This followed a review of the information we ask our employees to share, and how we ask for it. Upcoming changes aim to focus on how we ask for disability and ethnicity, as well as on categories that were deemed no longer required. Once the changes are implemented, there will be focused campaigns to improve employee completion rates.
- **Registration and Fitness to Practise 2025 Statistical reports:** Our annual Registration Report provides a summary respectively of our register, how it is changing over time, and how it is composed in relation to the diversity of ethnic groups and other protected characteristics. Our Fitness to Practise report shows how these ethnic groups are represented with respect to Fitness to Practise concerns raised and how these cases progress. For the 2025 FtP report, the ethnicity information has been presented against the four stages of the process, with the aim of providing greater clarity. The [2025 Registration Statistical report](#) was published on 7 May and the [Fitness to Practise report](#) on 3 June.

2026-2028 GDC Strategy delivery

- **EDI Outcomes:** The strategy monitoring and evaluation framework will include EDI outcomes and will be presented to Council in June. This follows planning workshops held with subject matter experts from across the business, looking at the desired outcomes and success measures that will evidence delivery towards our strategy. EDI outcomes were considered throughout the workshops and a specific EDI outcome workshop held in April to ensure that the initial set of outcomes represents EDI appropriately.
- **Business Plan EDI Focus:** [The 2026-2028 GDC Strategy](#) describes how Equality, Diversity and Inclusion (EDI) is integral to each priority area of the strategic objectives and the aim to embed EDI across our core functions through actions aligned to the focus areas detailed which our Head of EDI is coordinating. Action updates will be provided within subsequent Organisational Performance reports.

- The work to develop the new monitoring and evaluation framework for the strategy, which defines outcomes desired for delivery of our Strategy is also being presented to Council at the June meeting alongside this report will provide ongoing progress in relation to Standard 1 and Standard 3 in particular.
- The evaluation of the evidence matrix for Standard 3 has been prepared and submitted to the PSA on 5 June. The response is highlighting the progress across actions, including but not limited to, actions within our approved People Strategy, the developments for the Framework for Professionalism, Standards for Education and Risk based quality assurance, the external stakeholder engagement expansions and ongoing work on assuring we make fair decisions. At the time of reporting, we are awaiting feedback from the PSA.
- 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.