



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

<b>Objectives</b>	<b>Activities</b> (How will you achieve the objective?)	<b>Timescale</b>	<b>Measures</b> (How will I know I've been successful?)
<p><u>Organisational Leadership and Culture Focus</u></p> <p>Effective relationship in place between Board and Executive</p> <p>Chair and Board are visible to GDC staff and leadership network</p> <p>Chairing of Board promotes GDC values and culture</p> <p>Chair leads and supports development of a highly performing board</p>	<ul style="list-style-type: none"> <li>Engagement in staff communications and events to build a profile for the role of the Chair, Council and Committees</li> <li>Regular engagement with the Chief Executive and senior staff as appropriate to remain advised on organisational priorities and issues</li> <li>Council Agreement of a new People Strategy following appropriate development and scrutiny</li> <li>Board and committees promote delivery of values in shaping and evaluating work</li> </ul>	<p>From Q1 2026</p> <p>From Q1 2026</p> <p>Q2 2026</p> <p>Q4 2026</p>	<p>Principal Outcomes</p> <ul style="list-style-type: none"> <li>Organisational decision making is seen as effective</li> <li>Board is performing (possibly through 360 evaluation)</li> <li>Staff are aware of Council and Committee roles and working</li> </ul> <p>Key Outputs</p> <ul style="list-style-type: none"> <li>People Strategy agreed</li> <li>Staff and leadership network regular engagement</li> <li>Commissioning of Board development programme</li> </ul>

<p><u>External Stakeholder Relations and Focus</u></p> <p>Build influential relationships with GDC stakeholders on key matters</p> <p>Demonstrate visible sector level leadership aligned to GDC values</p> <p>Ensure GDC strategy delivers on core purpose of public protection</p> <p>GDC to become a trusted and effective regulator</p>	<ul style="list-style-type: none"> <li>• Regular engagement with GDC external stakeholders in sector including speaking at key events</li> <li>• Build relationships across 4 nations including at Ministerial level and key Parliamentary groups</li> <li>• External media work as required</li> </ul>	<p>From Q1 2026</p> <p>From Q1 2026</p> <p>From Q1 2026</p>	<p>Principal Outcomes</p> <ul style="list-style-type: none"> <li>• Reduced fear levels of GDC (measures to be developed)</li> <li>• Stakeholder feedback is positive about GDC focus and strategy (measures to be developed)</li> <li>• Recognised face of GDC among key stakeholders</li> <li>• Examples of successful GDC influence on UK policy</li> </ul> <p>Key Outputs</p> <ul style="list-style-type: none"> <li>• Completion of a programme of regular engagement jointly with Chief Executive as required</li> <li>• Ministerial engagement developed across all 4 nations</li> </ul>
<p><u>Strategy Focus</u></p> <p>GDC strategy to deliver on statutory role in the most effective way</p> <p>Build stakeholder support for strategy and engage them in delivery where required</p> <p>Hold Executive team to account for strategy delivery</p>	<ul style="list-style-type: none"> <li>• Business Plan agreed at Council in line with Budget</li> <li>• Medium Term Financial Strategy agreed</li> <li>• New performance management framework developed and launched to measure strategy delivery that is suitable to Board oversight and aligned to strategic risk</li> </ul>	<p>Q3 2026</p> <p>Q2 2026</p> <p>Q2 2026</p>	<p>Key Outcomes</p> <ul style="list-style-type: none"> <li>• Strategy is supported by external stakeholders (measures to be developed)</li> <li>• Examples of stakeholder engagement in delivery</li> <li>• Strategy outcomes delivered (6-12 key outcomes from performance report)</li> <li>• Staff believe decisions are made in a timely manner 40%</li> </ul>

<p>Ensure Board and Committee working enables strategy delivery</p>	<ul style="list-style-type: none"> <li>• Development of partnerships to support strategy delivery</li> </ul>	<p>From Q1 2026</p>	<p>Key Outputs</p> <ul style="list-style-type: none"> <li>• Business Plan agreed at Council October 2026</li> <li>• Medium Term Financial Strategy agreed at Council</li> <li>• Revised performance management framework developed and agreed and launched for reporting on new strategy</li> </ul>
<p><u>Performance Focus</u></p> <p>Ensure there is a performance framework in place to oversee strategy delivery and values</p> <p>Role model performance framework through joint work with Chief Executive</p> <p>Focus on 6-12 key outcomes in performance framework and align to strategic risk with an emphasis on Council leadership of Fitness To Practise performance</p> <p>Support and Executive in strategy delivery and modernisation</p>	<ul style="list-style-type: none"> <li>• Achieving assurance from the Executive regarding delivery of the new strategy and responding to challenges as they emerge</li> <li>• Engagement with PSA to demonstrate organisational commitment to standards</li> </ul>	<p>From Q1 2026</p> <p>From Q1 2026</p>	<p>Key Outcomes</p> <ul style="list-style-type: none"> <li>• Successful delivery of key 6-12 outcomes in strategy</li> <li>• Board is assured on progress in strategy delivery and escalation of concerns as they emerge, measured through appraisal</li> <li>• Council operating within risk appetite and clear action plan in place where not</li> </ul> <p>Key Outputs</p> <ul style="list-style-type: none"> <li>• Revised performance framework in place</li> <li>• Revised strategic risk register in place</li> <li>• Gap analysis in place regarding PSA standards</li> </ul>

<p><u>Board Effectiveness Focus</u></p> <p>Board undertakes regular effectiveness reviews of its own performance and culture in interest of continuous improvement</p> <p>Board is strengthened through recruitment and induction</p> <p>Board working supports effective delivery</p>	<ul style="list-style-type: none"> <li>• Recommendations from Board Effectiveness Review implemented</li> <li>• Committee Terms of Reference revised and agreed</li> <li>• Scheme of delegation reviewed and agreed</li> <li>• Regular coordination with Executive of decision making across Committees</li> <li>• Recruitment and induction of new Council members</li> <li>• Induction programme to develop a sound understanding of GDC strategic position and state of stakeholder relationships</li> <li>• Deliver a programme of external Board engagement</li> </ul>	<p>Q4 2026</p> <p>Q2 2026</p> <p>Q2 2026</p> <p>From Q1 2026</p> <p>Q3 2026</p> <p>Q3 2026</p> <p>From Q1 2026</p>	<p>Key Outcomes</p> <ul style="list-style-type: none"> <li>• Effective working measured through appraisal (360 to be considered)</li> <li>• Completion of Board Effectiveness Review action plan</li> <li>• Board Effectiveness reviews informing Board Development plans</li> </ul> <p>Key Outputs</p> <ul style="list-style-type: none"> <li>• Internal review of Board Effectiveness completed</li> <li>• Council member recruitment and induction completed</li> <li>• Council member appraisal programme completed</li> </ul>
<p><u>Equalities, Diversity &amp; Inclusion (EDI) Focus</u></p> <p>Board develops itself in its governance of EDI</p>	<ul style="list-style-type: none"> <li>• Personal commitment to EDI development and delivery</li> <li>• EDI training, development and challenge to Council</li> </ul>	<p>From Q1 2026</p> <p>Q1 2026</p>	<p>Key Outcomes</p> <ul style="list-style-type: none"> <li>• PSA standard on EDI achieved</li> </ul> <p>Key Outputs</p> <ul style="list-style-type: none"> <li>• Agreement of new strategy including EDI elements embedded</li> </ul>

<p>Board members demonstrate personal leadership on EDI improvement</p>	<ul style="list-style-type: none"> <li>• EDI evaluation approach in place</li> </ul>	<p>Q1 2026</p>	<ul style="list-style-type: none"> <li>• Personal contributions on EDI development</li> <li>• Board training programme delivered for Council and external challenge provided</li> </ul>
---	--	----------------	---

*Please insert new rows as necessary, to accommodate each new objective.*