

Chief Executive Objectives for 2020

Objectives	Activities	Timescale	Measures
(i) Ensure that the organisation is fit for purpose; that the organisational design supports agility and effective working; and that the executive is appropriately skilled and operates in the most effective manner to support delivery of this objective and the wider strategic objectives in the strategy	The GDC develops and maintains an organisational culture that is appropriate for a regulatory public sector body	During Q1	Key components of cultural change are identified and a short-term action plan is formulated.
		Q2	A three-year plan for delivering cultural change is formulated and approved by EMT
		Throughout 2020	Ensure that Council members and any independent members of Committee have an appropriate level of understanding of public sector control and accountability issues to enable them to exercise informed and appropriate scrutiny
		Throughout 2020	<ul style="list-style-type: none"> Development of a programme to revise wider governance arrangements (delegations, structures, processes) in parallel with, but discrete from, Board development programme. Implementation of early changes to facilitate cultural change programme
	The Organisational structure and membership of the EMT support the effective and efficient delivery of the organisation's mission and the Council's priorities	Quarterly	Organisational Structure is reviewed each quarter to take account of the impacts of change processes
		Throughout 2020	Subject to decision by Council, implementation of plans to create a discrete Adjudication function (remaining legally within the GDC). Note this would be expected to run into 2021.
		Throughout 2020	Continued development and embedding of working methods
		Throughout 2020	EMT membership kept under review following any structural change
	The executive has a clear understanding of the organisation's mission and Council's priorities	Throughout 2020	No proposals brought to Council or committee which contradict or fail to relate to GDC priorities
		Throughout 2020	The Council receives reports for information, over the course of the year which cover all aspects of the GDC's work.
	The executive team works effectively together to deliver corporate priorities	Throughout 2020	<ul style="list-style-type: none"> Revised working methods maintained EMT actively seek to further develop collaboration between members

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			<ul style="list-style-type: none"> • EMT members demonstrate collegiate behaviour and, corporate perspective in Council and Committee meetings
	The Directorates and teams of the GDC work in a collaborative and effective manner	Throughout 2020	<ul style="list-style-type: none"> • EMT members actively seek new opportunities for collaboration between their Directorates • EMT reviews collaboration across the organisation regularly throughout the year.
	Organisational design supports agility and effective working	Throughout 2020	changes to management, structure and process enhance effectiveness and agility.
		By mid 2020	Benefits appraisal of End to End review changes in 2019 undertaken
	The wider systems and procedures of the organisation are appropriate and robust	Throughout 2020	Managerial scrutiny and committee oversight expose no causes for concern
		End 2020	Internal auditors report satisfactory assurance at end of audit plan for 2019
	The GDC's Estate is organised to maximise value for money and efficiency	Mid 2020	Estates Programme successfully delivered and closed
		Throughout 2020	Longer term Estates plans kept under review
(ii) Ensure the organisation has the information it needs to address the attached questions (see Appendix 1) regularly, that areas of under-performance are identified, and effective action is taken by management	Accurate, consistent and pertinent management information on organisational performance is available to EMT and relevant staff and informs the reports and advice produced for Board committees and the Council	Throughout 2020	The EMT reviews, and where necessary revises, the management information and reporting structures to reflect the current and forecast business needs of the organisation.
		Throughout 2020	The EMT continues revision and development of the reporting structure for Council and Committees, utilising existing and any newly developed business-led reports and mechanisms, to reflect the requirements identified during the Board development process
	The executive produces reasoned and robust analysis of organisational performance which informs prudent and clear advice to the Council	Throughout 2020	<ul style="list-style-type: none"> • Performance monitoring, financial forecasting and risk management processes are appropriately cross-referenced and interconnected at both operational and strategic level. • The financial reports provide the necessary information to enable Committees and Council to gain a clear picture of the organisation's financial position • The financial reports are historically consistent across time and any revision of previously reported positions is clearly drawn to the attention of council members.

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	Effective remedial action is proposed and taken by management when required	Throughout 2020	<ul style="list-style-type: none"> • Council or Committees have not needed to substantively and fundamentally challenge management proposals. • Implementation of management proposals has proceeded to timetable
(iii) Ensure the organisation has clarity regarding its strategic objectives, is financially secure, and provides the best possible value for money in delivering its mission and the Council's strategic priorities.	Work with EMT to ensure that the Council is able to approve the next iteration of the costed Corporate plan.	Draft by end Q1	Council is able to approve a draft by end of Q1
		Final approval beginning September	finalisation of the revised Corporate Plan for 2021-23 and the Budget for 2021
	Work with EMT to ensure that the organisation's budget and forecasting systems and processes are robust	Throughout 2020	<ul style="list-style-type: none"> • Unbudgeted expenditure in 2020 is minimised, calls on contingency within the budget are managed to ensure sound financial control, with costs absorbed within relevant directorate budget from savings where possible. • Unplanned calls on contingency are used to identify learning points for future budgeting exercises. • Quarterly Forecasting exercises reflect known issues in performance, expenditure etc. • Half year & year end actuals reflect financial forecasts • Medium-long term income and expenditure forecasts consistent over time except where a significant and unexpected extraneous cause for change is identified
		Throughout 2020	Phased implementation of Fees Policy undertaken to timetable
	Work with EMT to ensure that the budgets proposed to the Council are based on realistic and informed assumptions	End Q3	<ul style="list-style-type: none"> • Lessons learned from any unbudgeted expenditure in 2020 are, where possible, incorporated into budget for 2021 • Assumptions for budgeting purposes are shared with Council: supporting evidence provided • Directors actively challenge their teams' budget assumptions – particularly performance and caseload assumptions • 2021-23 CCP and 2021 Budget is presented to FPC in good time to allow constructive interrogation and challenge • 2021-23 CCP and 2021 budget presented to Council endorsed by EMT, after a challenge process with outcomes reported to Council.
	Work with EMT to ensure that good financial	Q3	Three year costed Corporate plan to undergo first annual revision, moving rolling horizon to 2023

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	management is prioritised throughout the executive, maintaining a culture of cost control, reducing costs where appropriate	Throughout 2020	Revised reserves policy is implemented efficiently and transparently
		Throughout 2020	<ul style="list-style-type: none"> • Performance management recognises and supports attempts to “beat the budget” – whilst maintaining quality • Reports to council clearly identify costs of proposals and make recommendations on basis of value for money • EMT continue to identify options for improving corporate cost-effectiveness
	Work with EMT to ensure that Performance and financial information provided to EMT and the Council and committees is accurate, timely and consistent	Throughout 2020	<ul style="list-style-type: none"> • The balanced scorecard provides reliable data which can be used to answer the questions listed in appendix 1. • The financial reports provide the necessary information to enable Committees and Council to gain a clear picture of the organisation’s financial position • Financial forecasts are robust, enabling meaningful financial planning to take place • The financial reports are historically consistent across time and any revision of previously reported positions is clearly drawn to the attention of council members.
(iv) Ensure that the executive works effectively with stakeholders and partners to support delivery of this objective and the wider strategic objectives in <i>Right Place Right Time Right Touch</i> .	Work with EMT to ensure opportunities for joint working with partners are identified and utilised whenever appropriate	End 2020	Delivery of <i>Right Place Right Time Right Touch</i> generates continued collaborative working and further opportunities.
		Throughout 2020	Dental professional forum and other forums and meetings generate reports to council or PRB identifying any additional opportunities.
	Work with EMT to ensure staff give appropriate priority to ensuring that stakeholders and the wider public understand the organisation’s missions and priorities and the reasons for our actions.	Throughout 2019	Council is satisfied that Communications plans and subsequent publications, digital content and associated media coverage in 2020 reflect GDC mission and priorities
		End 2020	GDC research programme is delivering a corpus of useful and meaningful new data and analysis.
	Work with EMT to ensure Performance of the organisation toward achievement of the wider strategic objectives set out	End Q2	Annual Report for 2019 contains appropriately detailed and proportionate references.

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	in the GDC Corporate Strategy 2020-22 is covered in the Annual Report, with additional reports as necessary.		
(v) Ensure that the organisation shows steady improvement in the number of PSA targets obtained, securing all possible standards by the close of 2020.	Work with EMT to ensure that progress towards securing a complete set of achievable PSA standards is monitored regularly	As Appropriate throughout 2020	Reports made to Council regarding as possible (depending on PSA timings) to forecast PSA performance with supporting evidence for assumptions
		End 2020	Performance against standards accords with forecasts
	Work with EMT to ensure that swift and effective action is taken to identify and remedy the causes of any persistent departures.	Throughout 2020	EMT have provided robust and appropriately detailed mitigation plans when balanced scorecard or other reports indicated inadequate levels of performance
		Q1 2020	FTP improvement action plan has been implemented
		Mid -2020	FTP timeliness and case age have shown sustainable improvement
		Mid-2020	FTP KPIs have been subject to robust and detailed scrutiny and revision. Compelling reasons have been provided for changes.