



# Business plan 2025



# Our 2025 priorities to support our corporate strategy

Our 2030 vision is to be an effective, relevant, and compassionate regulator for patients, the public, professionals and as an employer. Our core role is to deliver flexible and responsive regulation that protects patients, supports professionals to deliver quality care, and meets the needs of the UK health system. To do this we:

- set the standards of patient care and professional behaviours doctors, Physician Associates (PAs) and Anaesthesia Associates (AAs) need to meet
- make sure doctors, PAs, and AAs get the education and training they need to deliver good, safe patient care
- check who is eligible to work as a doctor, PA or AA in the UK and work with them and their

employers to confirm they're keeping up to date and meeting the professional standards we set

- give guidance and advice to help doctors, PAs, and AAs understand what's expected of them
- investigate where there are concerns that patient safety, or the public's confidence in our doctors, PAs or AAs, may be at risk, and take action if needed. Given the unprecedented uncertainties and challenges facing the UK healthcare system, we'll continue to:
  - listen to the experiences and needs of patients, the public, and our registrants to inform our priorities
  - use evidence and data to maximise the part we play in responding to those challenges.



## Our focus in 2025

We are now in the final year of our current five-year corporate strategy (2021–2025). Our focus in 2025 will be to build on the progress we've achieved so far, focus our efforts on our priority areas and progress work to develop our next corporate strategy. The next corporate strategy will run from 2026–2031 and will continue to support work to achieve our 2030 vision.

Our assessment of progress shows that we've started, and in some cases completed, much of the planned work relating to the current corporate strategy. We have introduced the Medical Licensing Assessment (MLA) and 2025 will mark our first year as a multiprofessional regulator as we start the regulation of PAs and AAs. Compassionate regulation will continue to be a priority.

And we expect to see the projects and activities we started under the *Making every interaction matter* and *Developing a sustainable medical workforce* theme start to gain momentum.

However, many of the long-term outcomes and impact will only be fully realised once the current strategy has ended. This is the case for some of our large change projects and ambitions, such as:

- regulatory reform
- embedding the regulation PAs and AAs within GMC regulatory business
- our equality, diversity and inclusion (ED&I) [targets](#).

We're now in a stronger position to consider the opportunities that lie ahead, such as those provided by regulatory reform, our future role as a multiprofessional regulator, and how we can collaborate with others to make us more effective. We will use our position to inform and influence the work being undertaken across the four countries of the UK in relation to workforce planning.

# Delivering our statutory functions

In 2025, in relation to doctors, we expect to:

- process **c.43,000** revalidation recommendations
- support **c.27,000** first-time applicants to join the UK register
- review **c.11,200** concerns raised with us
- take further action in response to concerns in the form of running approximately **300** Medical Practitioners Tribunal Service hearings
- visit **15** new medical schools or new medical programmes, and use our proactive quality assurance process to review **14** postgraduate training organisations, and **39** established medical schools
- review **106** postgraduate curricula and their programmes of assessment to make sure they continue to meet our standards
- respond to **c.475** ethical enquires in relation to our professional standards
- host over **1,000** events, engaging with over **45,000** doctors and students
- host over **150** Welcome to UK Practice events, and in doing so, support more than **11,250** international medical graduates new to UK practice
- approach **65,000** trainees and **55,000** trainers to understand their views on training, and on the quality of postgraduate medical education through our national training survey.

We will develop our PA and AA targets as we embed their regulation.



# Making every interaction matter

## Regulatory reform

We're moving into the next phase of our work with the Department of Health and Social Care (DHSC) to implement changes to our legislation to reform the way we regulate. The primary focus for this year will be working alongside DHSC while they draft and consult on new legislation that will replace the Medical Act 1983. Our focus will then turn to developing the new legal framework, rules, policies, and processes that will sit across all our regulatory functions. The development of this framework and the introduction of these changes will continue into 2026 and beyond.

We will continue to engage with key stakeholders on what the legislative changes will mean for the way that we regulate, and where possible, to take a co-production approach to the design of some of our key processes.

Regulatory reform will change the way we regulate and give us more flexibility to set our own rules and change the way we work in the future when evidence suggests there are improvements that can be made. This will enable us to be more supportive, inclusive, and compassionate in the way that we regulate. It will also provide greater consistency between us, and other regulators.

## Regulation of physician associates and anaesthesia associates

In 2025 our primary focus will be getting existing and newly qualified PAs and AAs onto our register. We'll also support improvements in PA and AA training through our education quality assurance and approval processes. Alongside this we will continue to embed our regulatory framework for these professionals, including developing policies for revalidation.

## Continuing the transformation of our customer interactions

We will continue our work to implement a modern multichannel system into the Contact Centre, after the successful introduction of a new telephony system in 2024. In 2025, we will introduce features such as enhanced webchat and mobile messaging to increase and improve the ways our customers can contact us. These changes, alongside improvements to how the Contact Centre operates will ensure that we continue to deliver an exceptional experience to all our customers with every single interaction.

## Associate worker status

We will develop our systems and processes to facilitate the implementation of worker status for eligible groups.



## Developing a sustainable medical workforce

### The Medical Licensing Assessment (MLA) population

We've embedded the new MLA in final exams for newly qualified doctors in the UK and are delivering it to international medical graduates. The assessment improves consistency in the levels of core knowledge, skills, and behaviours required of doctors practising in the UK.

We will introduce a monitoring system to check ongoing compliance of the assessment and in 2025 we will publish an updated version of the MLA content map, which was originally published in 2019, after further engagement with stakeholders.

The content map is a live document and we're committed to keeping it up to date with timely revisions to ensure it continues to set out the core knowledge, skills and behaviours that are essential for a newly qualified doctor to be ready for safe practice, manage uncertainty and deliver patient-centred care when entering UK medical practice.

### Engaging on the future of education and career development

We're continuing our work to review the education framework that sets out our expectations for the quality and outcomes of education to reflect the needs of a changing UK population.

In 2025, this will include extensive engagement across the UK with the organisations we work closely with, other partners in the sector, and the people who will benefit from the changes – doctors, PAs, AAs, patients, and the public.

We will work collaboratively to make sure our future regulation helps to drive much needed improvement and innovation in the sector while continuing to protect the public. In doing so, the sector needs to:

- improve support for a larger, more diverse pool of multiprofessional medical educators
- support changes in pre-qualification education by encouraging innovation and diversity in programmes that meet our standards
- make post-qualification career pathways more accessible for a changing workforce so that they are flexible and easier to navigate—this will involve considering the role of assessment, encouraging 'generalism' and improving quality and consistency in lifelong learning.



## Enabling professionals to provide safe care

### Fairer regulatory outcomes

We continue to deliver against the aims in our corporate strategy 2021–2025 to foster a culture of equality, diversity and inclusion (ED&I) in everything we do and make sure ED&I is an integral part of our work both as a regulator and employer. This includes continuing to deliver our equality aspirations. And working with others across the system to address long-standing inequalities and the impact of racial discrimination and disadvantage.

We have four projects which will help us focus on delivering against our aspirations to address inequalities and make sure fairness remains central to our work. Our ambition is to make sure that our work on ED&I improves trust and confidence in the GMC as a fair organisation.

- We will continue to make fairness central to our work by eliminating differentials in employer fitness to practise referrals.
- We are progressing the programme of work to eliminate discrimination, disadvantage, and unfairness in education and training pathways by 2031.
- We will continue to implement the findings of the 2022 internal regulatory fairness review to further enhance the safeguards and controls we have in place for ensuring fairness and mitigating against bias in our high impact regulatory decisions.
- We will begin a project to enhance how we collect, use, and monitor diversity data across our regulatory activities. This will deliver improvements to the quality of our diversity data. And enable us to take action to reduce the potential for barriers or unfairness in our activities for groups who share protected characteristics.



# Investing in our people to deliver our ambitions

## Continuing to attract and retain talent

We'll continue to attract and retain diverse talent, including maintaining a competitive package for new recruits and existing staff, and building resilience for our future skills requirements.

We'll ensure that our employment practices on pay, performance, progression, and engagement are fair and consistent. We will also be investing in a new Enterprise Resource Planning (ERP) Product for our Human Resources, Finance, Payroll, Subscription Billing and Employee self-service processes.

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Mae croeso i chi gysylltu â ni yn Gymraeg. Byddwn yn ymateb yn Gymraeg, heb i hyn achosi oedi ychwanegol.

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