



Our strategy 2026–30

General
Medical
Council

Contents

Foreword	02
Our role	03
Strategy on a page	04
Supporting good, safe patient care	05
Delivering better, fairer regulation	09
Making every interaction matter	12
Being an inclusive and well-run organisation	15
Delivering this strategy	19

[This publication is available in Welsh on our website.](#)

[Mae'r cyhoeddiad hwn ar gael yn Gymraeg ar ein gwefan.](#)

Foreword

Five years ago, we set out a ten-year vision grounded in our role as an effective, relevant and compassionate regulator – one that works in partnership with others, guided by evidence and by our commitment to equality, diversity and inclusion. Since then, pressures across healthcare have intensified. The legacy of the pandemic endures, the realities of modern practice are ever more complex, and services continue to face sustained challenges in capacity and workforce.

Throughout this period, we've worked to ensure that how we regulate keeps pace with the world in which we live and our registrants work. We've updated our professional standards and invested in how we support the professionals we regulate to meet these. We have proactively made changes to ensure our fitness to practise processes are more proportionate, and support fair and timely outcomes for everyone involved. These achievements have laid the groundwork for the next phase of our vision – one focused on delivering reform and lasting improvement for both patients and registrants.

We're now approaching a once-in-a-generation opportunity: the most significant reform of professional regulation in decades. The changes ahead will give us greater flexibility – allowing us to act faster when patient safety is at stake and to encourage proportionate, local solutions that promote learning and improvement. They will help us build a modern framework for multiprofessional regulation that is fairer, simpler and more responsive, better serving patients across the UK.

As a professional regulator, we cannot solve every challenge the system faces. But we can stay focused on doing our work effectively, fairly and with compassion. That means listening to and learning from those who interact with us, and working with others to support our registrants to provide safe, high-quality patient care.



A handwritten signature in black ink, appearing to read 'Carrie MacEwen'.

Professor Dame Carrie MacEwen
Chair

Our role

We are the UK's independent regulator of doctors, physician associates (PAs), and anaesthesia associates (AAs).^{*} Our mandate is set out in the Medical Act 1983 (as amended) and the Anaesthesia Associates and Physician Associates Order 2024.[†]

We work with doctors, PAs, AAs, patients, and other stakeholders to support good, safe patient care across the UK.

As part of this, we:

- set the standards of patient care and professional behaviours doctors, PAs and AAs need to meet
- make sure doctors, PAs and AAs get the education 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 doctors, PAs or AAs may be at risk, and take action if needed.

^{*} We are aware that changes to these titles have been proposed in the Leng Review and the UK government is considering implementation. In the meantime, to make sure our regulatory processes and documentation remain clear and consistent, we are continuing to use the titles for our registered professionals that are currently set out in law.

[†] The GMC is also registered as a charity with the Charity Commission in England and Wales and the Office of the Scottish Charity Regulator. The GMC's activities in Northern Ireland do not currently fall under the auspices of the Charity Commission for Northern Ireland. Our charitable purpose in England and Wales states that: "We are an independent organisation that helps to protect patients and improve the practice of medical practitioners, physician associates and anaesthesia associates across the UK." Our charitable objects, derived from the Medical Act, (as amended, including by the Anaesthesia Associates and Physician Associates Order) are those of our overarching objective. Our registration with the Office of the Scottish Charity Regulator states that: "The main objective of the General [Medical] Council in exercising their function is to protect promote and maintain the health and safety of the public".

The Medical Practitioners Tribunal Service (MPTS)

The MPTS runs hearings that make independent decisions about whether doctors, PAs and AAs are fit to practise in the UK.

Its tribunals can restrict a doctor's, PA's or AA's practice, or stop them from working in the UK.

It is accountable to the GMC's Council and the UK Parliament and operates separately from the GMC.

This strategy sets the direction of travel for both the GMC and the MPTS.

Strategy on a page

Over the next five years, four themes will shape all our work, helping us to achieve our ten year vision.

Our vision

We will be an effective, relevant and compassionate regulator for patients, the public and professionals, and as an employer.

We will foster a culture of equality, diversity and inclusion in everything we do as a regulator and employer.

We will work to deliver wider health system goals by working in partnership with others.

We will be a multiprofessional regulator focusing on supporting professionals in the places they work. This requires unified action from us all – regulators, employers and educators.



Supporting good, safe patient care

We'll work with others to create healthcare environments that are inclusive, supportive and fair.



Why this is important

To better serve patients, the UK's health systems must do more to create working environments that support safe, high-quality care.

This requires compassionate leadership and collective action to create environments that empower doctors, PAs, and AAs to meet the professional standards we set. It also requires sustained collaborative efforts across the healthcare systems to tackle the structural problems that lead to persistent inequalities in the workforce.

Professionals need to be equipped to meet the changing needs of patients. And greater flexibility in training is needed to make a fulfilling career in UK practice a realistic prospect.

Many of these things are not within our direct control. But we have a part to play in working with others across England, Northern Ireland, Scotland, and Wales (along with the Crown dependencies and other territories we have agreements with) to achieve them.

What we are building on

- In 2023 we launched an updated version of *Good medical practice*, the professional standards for doctors, PAs and AAs. The revised standards have a stronger focus on patient-centred care. They also include new duties for the professionals we regulate to contribute to respectful, fair, supportive, and compassionate workplace cultures. Our outreach teams have delivered training on the standards to thousands of doctors and medical students across the UK.
- We've continued to use and share our data to influence the medical workforce by identifying key trends, risks, and inequalities. Through reports like *The state of medical education and practice in the UK* and our national training surveys, we've informed workforce planning and highlighted pressure points such as training capacity, supervision gaps, and burnout.
- We've also contributed to wider work to tackle persistent inequalities faced by doctors working in the UK healthcare system. In 2021, we set ambitious targets for our work as a regulator.* We've worked with healthcare organisations across the UK to identify and promote interventions that work to address inequalities, and we've seen encouraging progress against our targets. But there's still further to go. Achieving them will need sustained collaborative efforts across the healthcare systems to tackle the structural problems that stand in the way of equity.

What our stakeholders want

In our engagement on this strategy, we have sought to hear and understand the views of patients, the professionals we regulate, students, stakeholders and the people who work for us.

Patient representatives said it was important that the standards we set reflect what 'good' looks like to patients and the public. They also said we should support doctors, PAs, and AAs to meet those standards.

The professionals we regulate told us they lack confidence that we really understand the context in which they work. They also want our standards and guidance to keep pace with changes in practice and new technologies.

All stakeholders generally agreed that we should continue to work with others to address inequalities and to improve working and training environments. But we should be clearer about what is in our direct control, and what we can only work with others to achieve.

Our commitments

We have set five strategic objectives to achieve our goal of supporting good, safe patient care.

Promote good practice

Our goal is to support doctors, PAs, AAs and students in a way that is **relevant** to the challenges they face and helps them understand and apply the professional standards in their work.

We will:

- promote good practice, positive leadership, and professional behaviours
- update our guidance in line with legal, digital, and other changes

* These targets are to eliminate disproportionality in employer referrals relating to a doctor's ethnicity and place of qualification by 2026, and eliminate discrimination, disadvantage, and unfairness in undergraduate and postgraduate education and training by 2031. See our [ED&I programme](#).

- continue to strengthen our role in supporting early intervention to prevent problems before they happen.

We will have succeeded if we maintain positive perceptions of the clarity, relevance and helpfulness of our standards, advice, and outreach support. More of the professionals we regulate will also agree in response to our surveys that we support them to provide good, safe care.

Work with others to improve workplace cultures and tackle workforce inequalities

Our goal is to work with others so that together we are **effective** in improving workplace cultures, developing clinical leadership, and tackling persistent inequalities in the workforce.

We will:

- continue to work with responsible officers, educators and employers. We will support and challenge them to embed positive cultures, promote compassionate leadership, and tackle the structural barriers that stand in the way of equity
- develop our understanding of the drivers of – and effective responses to – persistent inequalities in the workforce. This includes understanding the compounding effects of overlapping barriers (also known as intersectionality)
- share evidence on what works to change behaviour and improve outcomes.

We will have succeeded if we can demonstrate tangible impacts of our work to tackle discrimination and unprofessional behaviour. We will also have achieved our current targets in relation to disproportionate employer referrals and will be making good progress towards eliminating discrimination, disadvantage, and unfairness in education and training.

Encourage career development and lifelong learning

Our goal is for there to be greater flexibility and innovation in education and training, and a greater focus on lifelong learning.

This is so all the professionals we regulate, whether they are in formal training or not, are better supported to develop the clinical and professional skills that are **relevant** to the needs of patients and the public across a range of settings and sectors. It will also enable them to have fulfilling careers, which will aid retention of talented professionals in the UK workforce.

We also want to be **effective** in our work with others to develop more, better supported and more diverse educators, trainers, and supervisors. This is vital to maintain the pipeline of future clinical and leadership skills we will need.

We will:

- work with employers, education organisations, and other regulators to encourage a greater focus on education, career development, and lifelong learning
- continue to make the case for an education and training infrastructure – including trainer capacity – that matches workforce growth.

We will have succeeded if doctors in training continue to rate the quality of their training highly, as measured through our national training survey. We will also see evidence of improved access to learning and development opportunities for registrants who are not in formal training programmes.

Share our data and insights to drive change

Our goal is to use and share **relevant** data, research and insights to support the development of local and national healthcare policies and plans across the UK.

We will:

- share our data, research, and insights with the UK's governments, education and training organisations, employers, other regulators, our registrants, and the public in ways that are useful and accessible to different audiences
- highlight trends and risks we see relating to workforce development and retention, quality of education and training, and patient safety, and collaborate with partners to identify risks and trends jointly
- identify actions where we think change is needed.

We will have succeeded if our stakeholders continue to say that our data, research, and insights help them with their work. We will also see increased agreement that we are focusing on the right issues as a regulator.

Work collaboratively with healthcare partners

As a four-country regulator, we engage with partners across the UK to understand the contexts in which they operate and build understanding of our work. We also work collaboratively with partners to make sure the standards we set are met, and patient safety is maintained.

Our goal is to be **effective** in how we work with others to deliver our regulatory processes. We also want to better understand the environments in which our registrants practise and train, and make sure our priorities remain **relevant**.

We will:

- continue to build strong relationships with partners at national and local levels across England, Northern Ireland, Scotland and Wales
- listen and use stakeholder views to shape our work
- work collaboratively with employers, education and training providers, other regulators, improvement bodies, international partners, and other organisations at a local level to support quality improvement and promote effective clinical governance arrangements.

We will have succeeded if stakeholders continue to say that we work well with them and others to keep patients and registrants safe. We will also see improved stakeholder perceptions of us as a listening organisation.

Delivering better, fairer regulation

We'll modernise our processes to make them faster, fairer, and better able to support good practice.



Why this is important

Our central purpose is to support good, safe patient care across the UK. It is crucial for patient safety, and for the public's confidence in the people we regulate, that we carry out our core responsibilities as well as we can.

The way we work is also changing. In December 2024, we started regulating PAs and AAs alongside doctors. As a multiprofessional regulator, we recognise and regulate doctors, PAs, and AAs as

three distinct professions, and we will evolve our approach in a way that is proportionate for each profession.

During the life of this strategy, the UK government will reform the way we and other healthcare professional regulators work. We welcome this opportunity to develop a more modern and responsive legislative framework, which will help us with our ambitions to become a more effective, relevant, and compassionate regulator.

What we are building on

- We've made significant improvements to how we deliver our regulatory functions over the past few years. For example, we've improved the timeliness of fitness to practise cases* – reaching key decision points faster and reducing the number of open old cases. Effective management of the timeliness of our fitness to practise processes helps reduce the stress for everyone involved in them.
- We've also carried out and published a review of regulatory fairness and reviewed decision points in our processes to strengthen fairness controls. As part of this work, we've developed decision-making principles to promote consistency across our decisions. We've also introduced tailored training to help our decision makers recognise bias, ask questions, and challenge assumptions in their work.
- In 2024 we introduced the Medical Licensing Assessment (MLA). Its purpose is to improve consistency in the levels of core knowledge, skills and behaviours required of doctors working in the UK. UK graduates take the MLA as part of final exams, and we deliver the assessment for international medical graduate doctors.

What our stakeholders want

During our engagement on this strategy, patient representative groups emphasised the importance of putting patient interests at the heart of what we do.

The professionals we regulate told us that they wanted to see a visible commitment to continuous improvement of our processes – with a particular focus on the timeliness of our fitness to practise

procedures. They also wanted us to do more to monitor and mitigate bias within our processes.

Colleagues within the GMC supported these areas of focus and wanted the organisation to simplify our processes.

And, among all audiences, fairness and transparency in how we carry out our role were seen as essential to building trust and confidence in how we regulate.

Our commitments

We have set four strategic objectives to achieve our goal of delivering better, fairer regulation.

Improve and sustain fairness in our decision making

Our goal is to make sure that the decisions we make are **compassionate**, fair, and robust.

We will:

- monitor, assure, and develop the way we make regulatory decisions
- actively consider the risk of bias, encourage more professional curiosity and cultural humility in how we make decisions, and respond to changing contexts and societal shifts
- improve the transparency of our decisions through publication of equality, diversity and inclusion (ED&I) data and equality impact assessments.

We will have succeeded if we can demonstrate compliance against the anti-bias measures we have introduced. We will also have confidence that our decision makers are displaying the behaviours we want to see. And we will be transparent about how we assure the fairness of our decision making.

* These are cases where a concern has been raised with us about a doctor's, physician associate's or anaesthesia associate's behaviour, health or performance.

Deliver regulatory reform

Our goal is to secure a more modern, flexible, and **effective** legislative framework that will allow us to make our processes faster and simpler, as well as more **compassionate**, for the people involved in them.

We will:

- work closely with the UK government's Department of Health and Social Care as it delivers a new legislative framework
- put in place implementation plans to make our regulatory processes more flexible, accessible, consistent, and accountable, and the resolution of complaints faster and less adversarial for registrants, complainants, and witnesses.

We will have succeeded if the new legislative framework provides us with the legal basis to carry out our functions effectively and we can show how it will enable us to realise the benefits of regulatory reform.

Develop our education framework to meet the UK's changing and diverse health needs

Our goal is to make sure that the framework we set for the education and training of doctors, PAs, and AAs is relevant to the changing needs and expectations of patients, the changing structure of the healthcare workforce, and a changing health service.

This includes that the professionals we regulate will have the capabilities needed to care effectively for diverse patients and communities and address healthcare inequalities. They will also be equipped to deliver care innovatively and safely, using new technologies such as artificial intelligence (AI).

We will:

- develop an education framework that makes sure training effectively meets the UK's changing and diverse health needs
- apply the framework to a wider range of learning settings and require better organisational support for learners and educators.

We will have succeeded if we can show how the revised education framework responds to the changing needs of patients. We will also be able to show how it will help our registrants gain the knowledge and skills they need.

Continue to develop and improve our regulatory processes

Our goal is to maintain and develop our approach to being an **effective** regulator of doctors, PAs, and AAs. This means continuing to be robust in how we carry out our responsibilities, while being fair, flexible, proportionate, and **compassionate** in how we treat the people who are involved in our processes.

We will:

- continue to improve our processes
- develop our rules, standards, and guidance, to make sure they are timely, transparent, evidence-based, consistent, and appropriate for each of the three professions we regulate.

We will have succeeded if we can demonstrate successful delivery of programmes of work to develop and improve our regulatory processes. We will also continue to perform strongly against our key performance indicators and meet all PSA standards.

Making every interaction matter

We'll make our services accessible and treat everyone with kindness, respect, and efficiency.



Why this is important

How we treat people goes to the heart of what we do. It's part of how we earn trust, which we need to be able to regulate effectively.

People interact with us for a wide range of reasons. For patients and complainants, engaging with a regulator – especially after a distressing or traumatic experience – can be confusing or emotionally difficult.

Doctors, PAs, and AAs often want brief, practical guidance from us, or they want to manage their registration quickly and easily. And, for the small minority of registrants this applies to, being

under investigation can be deeply stressful and isolating. It's important that every person who interacts with us is met with compassion, openness, and efficiency.

Listening to, and understanding, the diverse range of people affected by our work is also vital. It enables us to shape policies, services and processes that are practical, relevant, and responsive to the lived experiences of professionals, patients, and members of the public. It also helps us make sure our policies and processes are accessible and don't impose barriers or disadvantage people with protected characteristics.*

* These are the characteristics protected by legislation – age, disability, gender reassignment, race, marriage and civil partnership, pregnancy and maternity, religion or belief, sex and sexual orientation.

What we are building on

- Since 2021, we've improved how we deliver our services. For example, we've updated our contact centre technology so that people can interact with us in ways that best meet their needs. We've implemented the Welsh language standards, to make it easier for Welsh speakers to interact with us in their preferred language. And we've introduced virtual tribunal hearings, where appropriate, to improve accessibility and efficiency for those involved in them.
- We continue to achieve high levels of satisfaction on a range of customer service measures. Our contact centre customers report a high level of satisfaction with the service they receive. And the Institute of Customer Service re-accredited our contact centre with 'distinction' in 2024.
- We've strengthened the involvement of registrants, patients, and the public in our work, so their voices help shape the ongoing development of our services and policies. For example, we engaged with thousands of professionals, patients, and members of the public during the development of *Good medical practice*. And we've explored more collaborative engagement methods as part of our programme of regulatory reform.

What our stakeholders want

During our engagement on this strategy, patient representatives, the professionals we regulate, and GMC colleagues said we should do more to seek, listen to and act on feedback. This is so we can help to make our processes and interactions more accessible and tailored to individuals' needs. Patient groups also said we should signpost effectively to help patients navigate a complex complaints system.

Those we regulate told us that we don't listen enough to their voices. They also said we need to do more to help them understand the reasons for our decisions and to address fear of our fitness to practise processes.

All our stakeholders said we should explain our role more proactively and be clearer about what we can and can't do. This includes explaining the differences between the role of the GMC and the role of the MPTS. GMC colleagues shared this view and said we should all speak positively and with confidence about the value of the work we do.

Our commitments

We have set four strategic objectives to achieve our goal of making every interaction matter.

Improve our customer service

Our goal is to make sure that everyone, regardless of disability, background, or circumstance, can understand and use our services. This includes making it easier for everyone to engage with us. And we want to make sure they have clear, **compassionate**, and consistent experiences when they do.

We will:

- review our customer service standards
- improve how we gather, analyse, and act on the feedback that we receive about our services as a regulator
- make effective use of digital tools in our work.

We will have succeeded if we maintain existing high levels of customer satisfaction. We will also be able to demonstrate that we routinely seek and act on feedback to improve experiences of our services.

Understand the people who interact with us

Our goal is to understand better the diverse characteristics of the people who interact with us. This is so we can make sure our policy, services, and processes are **effective** and accessible.

We will:

- develop the data and insight we need to understand the diverse characteristics of the people who interact with us
- use these insights to make sure our policies and processes are designed inclusively.

We will have succeeded if the quality of our data on those who interact with us improves. We will also be using this deeper understanding of those with diverse backgrounds to improve experiences and shape our services.

Involve people in our work

Our goal is to continue to strengthen our engagement with people who are affected by our work. This is so that we develop **relevant**, evidence-based, inclusive, and proportionate policy, services, and processes.

We will:

- involve diverse groups of patients and carers, the public, and the professionals we regulate meaningfully in our work
- use the insights this give us in the development of our policies, services and processes.

We will have succeeded if we can show how the experiences, expectations, and needs of patients and carers, the public, and the professionals we regulate have helped shape our work.

Make it easier to understand what we do and why

Our goal is to communicate clearly about our role, reduce fear of our fitness to practise processes, and build trust and confidence that we regulate in a way that is **effective, relevant, and compassionate**.

We will:

- communicate proactively and clearly about the positive value of regulation to professionals, students, patients and the public
- explain our decisions as simply and clearly as possible
- join up with other organisations that deal with concerns about healthcare to help make regulation more accessible and easier to navigate.

We will have succeeded if we maintain positive perceptions of the quality of our communications. We will also continue to see increased confidence in how we regulate.

Being an inclusive and well-run organisation

We'll invest in our people and culture, and use resources responsibly, to maximise our impact.



Why this is important

Our culture – as an organisation, and as an employer – strongly influences our effectiveness as a regulator. It shapes how our people behave, make decisions, and uphold standards, all of which are fundamental to regulation.

A healthy culture encourages openness, challenge, and accountability. It allows colleagues to raise concerns, question assumptions, and make sound,

evidence-based decisions. It is also compassionate. A culture that values wellbeing helps prevent burnout, builds resilience, and helps make sure that our people stay motivated and productive.

Our people need to reflect the diverse communities we serve so we remain credible, fair, and relevant. And inclusive leadership enables diverse perspectives to be heard, which leads to better decision-making and reduces the risk of bias.

We also need to work as efficiently as possible, using our resources responsibly. This is so we can remain effective in a complex and fast-changing healthcare environment. A well-run organisation has a clear purpose, strong leadership and governance, good planning, and the right people in the right roles. It uses its money wisely, makes decisions based on evidence and evaluation, weighs up risks and benefits, looks for better ways to do things, and keeps up with digital advancements.

What we are building on

- In 2024, we were awarded gold status by Investors in People against their *We Invest in People* framework – an increase from our previous silver award. This reflects our work to lead, support, and build capability in our people. We were also awarded silver status for *We Invest in Wellbeing* – maintaining our previous award but making positive moves towards the gold accreditation. In 2024 we also achieved Level 2 Disability Confident Employer status.
- In 2021 we set a range of ED&I targets for ourselves as an employer. These were to:
 - achieve a more ethnically diverse workforce with 20% ethnic minority colleagues and a management profile that reflects this
 - close pay gaps and maintain alignment on pay where it exists
 - create a more consistent workplace experience across all our workforce, measured via our engagement and inclusion index.

We're on track to meet our overall workforce target, and to meet our targets on engagement and pay gaps. But progress in other areas remains challenging, and there is more we can do to address structural inequalities for other groups, such as disabled people.

- We've improved our systems to support our workers better. Our staff can now work effectively as they move between office, remote, and home-based settings. We've also made things simpler for doctors, PAs, and AAs, for example by creating a single login for our online services.

What our stakeholders want

During our engagement on the strategy, registrants and patient groups made the link between our culture as an organisation and employer and our performance as a regulator. Those we regulate also said it's important that we make visible commitments to environmental sustainability, given the impacts of the climate crisis on public health.

Colleagues within the GMC found it important to keep improving how we work. They highlighted the need for more collaboration across teams, and a culture that encourages reflection and curiosity. Another clear message was to put more compassion into how we work, especially by supporting the wellbeing of staff who handle difficult and sensitive cases.

Colleagues also felt that affordability and efficiency are important and called for decisions to be based on evidence and risk. They were also keen to make better use of technology and digital tools, including AI, to reduce administrative burden and streamline our work.

Our commitments

We have set five strategic objectives to achieve our goal of being an inclusive and well-run organisation.

Strengthen our leadership

Our goal is to develop confident, inclusive leaders who promote equity and effectively manage change. This is to foster a fair, inclusive, **compassionate**, and productive workplace where people feel supported, feel able to ask questions and challenge assumptions in their work, and thrive.

We will:

- review our existing workforce targets to assess their effectiveness, relevance and achievability, and consider extending them to other underrepresented protected characteristics
- support our leaders to build inclusive, supportive teams where our people feel safe and valued
- encourage reflection and professional curiosity
- help our leaders manage change with compassion.

We will have succeeded if we have met our ED&I representation targets, strengthened our leadership and change management capabilities, and seen improvements in inclusivity scores.

Invest in our people to deliver

Our goal is to keep building an open and supportive culture that prioritises wellbeing and helps people grow. Our aim is to create a stronger, more adaptable workforce with the **relevant** skills we need to shape the organisation's future.

We will:

- redesign our pay, performance, and career development frameworks
- address structural inequalities for ethnic minority and disabled colleagues
- offer more support for learning and wellbeing
- use our data and systems to manage people better.

We will have succeeded if we maintain high staff engagement scores and can show how we have addressed structural inequalities in pay, promotions, and turnover for ethnic minority and disabled colleagues.

Enhance our digital capabilities

Our goal is to deliver an effective digital technology programme that strengthens our cyber security, boosts productivity, and improves the digital experience for our people, and the people we serve. We also want to support future innovation and change, while managing costs and risks.

We will:

- keep our information systems secure
- complete our migration to cloud-based services
- make more use of automation and AI
- continue to improve our digitally-enabled services based on user experience and feedback.

We will have succeeded if we have maintained information security, improved existing technology, and implemented new digital tools to improve productivity and user experience.

Work efficiently and effectively

Our goal is to work as efficiently as possible so that we can be **effective** in a constantly changing environment, using evidence and evaluation to inform our decision making.

We will:

- carefully manage our resources, weighing up risks and benefits
- continue to look for better ways to do things
- modernise our governance by introducing a unitary board
- work together flexibly and collaboratively to maximise our impact as a regulator.

We will have succeeded if we are able to show how our assessments of risks and benefits help us to manage our resources effectively, and we can demonstrate improved efficiency in how we work.

Demonstrate social responsibility and environmental sustainability

Our goal is for our environmental sustainability work to be **relevant** and to demonstrate tangible impacts. We also want to be a socially responsible organisation.

We will:

- actively push forward our environmental sustainability work, setting clear goals and using data to track progress. Our aim is to become a fully net zero organisation by 2040
- carry out our work in a way that is ethical and benefits society.

We will have succeeded if we are on track to meet our net zero goal and can assess our impact and value as a more sustainable organisation.

Delivering this strategy

Thanks to the input of patient representatives, doctors, PAs, AAs, students, partners, and colleagues, we have a clear picture of where we want to be.

Alongside this strategy, our annual business plan will set out our priority projects and programmes. These will be reassessed on a quarterly basis. We will also use our risk management framework to identify risks to delivery of the strategy and help define our priorities.

Promoting equality, diversity and inclusion

Equality, diversity and inclusion (ED&I) are an integral part of our work as a regulator, and as an employer. This is why we've integrated our ED&I commitments into this strategy. We have also published an equality impact assessment, which sets out how we have assessed the potential impacts of this strategy on different groups of people who share protected characteristics.

Tracking and reporting progress

Throughout the life of this strategy, we will assess progress and publish updates in our annual reports. This assessment will largely focus on existing performance measures. It will be complemented by available analysis and stakeholder feedback to help us understand progress and context for each strategic theme.

Email: gmc@gmc-uk.org

Website: gmc-uk.org

Telephone: **0161 923 6602**

General Medical Council, 3 Hardman Street, Manchester M3 3AW

Textphone: **please dial the prefix 18001** then
0161 923 6602 to use the Text Relay service.

Join the conversation

 [instagram.com/gmcuk/](https://www.instagram.com/gmcuk/)

 [facebook.com/gmcuk](https://www.facebook.com/gmcuk)

 [linkd.in/gmcuk](https://www.linkedin.com/company/gmcuk)

 [youtube.com/gmcuktv](https://www.youtube.com/gmcuktv)

To ask for this publication in another format or language, please call us on **0161 923 6602** or email us at gmc@gmc-uk.org.

I ofyn am y cyhoeddiad hwn mewn fformat neu iaith arall, ffoniwch ni ar **0161 923 6602** neu e-bostiwch ni ar gmc@gmc-uk.org.

You are welcome to contact us in Welsh. We will respond in Welsh, without this causing additional delay.

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

Published January 2026

© 2026 General Medical Council

The text of this document may be reproduced free of charge in any format or medium providing it is reproduced accurately and not in a misleading context. The material must be acknowledged as General Medical Council copyright and the document title specified.

The General Medical Council is a charity registered in England and Wales (1089278) and Scotland (SC037750).

Code: GMC/CS2026–30/0126