



Costed Corporate Plan **2021-2023**



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Foreword from Chief Executive and Registrar

When we published our first Costed Corporate Plan (CCP) last year, we anticipated being flexible and making changes to the detail and profile of the plan throughout the year as priorities changed. However, we could not have anticipated the significant impact COVID-19 would have on the GDC and our workplan for 2020. It will come as no surprise that our priorities and workload changed significantly throughout 2020.

Over the course of 2020 the pandemic created new priorities for us. The statutory functions of the organisation cannot be stopped, so had to be delivered through remote working wherever possible. Where this could not be done (for example when we had to hold Hearings in person or carry out registration and fitness to practise activity that could not be done remotely) we had to make our premises COVID secure.

The end of EU exit transition period also created new work for completion by the end of 2020, the details of which were not known until the last few months of the year. There will be continued impact as we ensure our routes to international registration protect the public in the UK's new international context.

Our planning was also affected by changes to the sequencing of the Government's work on regulatory reform. The health regulators will no longer be reformed on a thematic basis, but instead individually, in sequence. This accelerated our work to review proposals for an entirely new legislative framework. At this stage there is no certainty over when GDC legislation will be reformed, progress on which is essential for our organisation to deliver its strategic ambitions.

The impact of this changing context on our CCP is that some work has been delayed, some has been stopped, some has been accelerated, whilst new work, not in the original plan, has been required. In addition, we have moved some planned activity from a project management structure into business as usual (BAU), which has allowed us to integrate this work more quickly into our operational activity than through a formal project. However, despite these challenges and changes we have been able to deliver much of what we said we would achieve this year, which is summarised in section 3.

We have reduced our budget for 2021 by 5.6%, compared to 2020. The ongoing uncertainty and potential impact on our expenditure and income levels means we have decided that our plan for 2021 needs to be able to cope with a 5% drop in our income from the level we are currently forecasting. This has resulted in some projects being stopped. However, should this income reduction not materialise we will review these projects again and look to bring them back into the CCP if it is appropriate to do so, and indeed we have already started to do that. The CCP for 2021 – 2023 has considered our current priorities and the new and different work we will be undertaking next year, and you can read more about these plans in section 4.

We know that since we published our Corporate Strategy 2020 – 2022 Right time, Right place, Right touch last year, much has changed. Our five strategic aims remain integral to the achievement of our strategy, however, our experience during the pandemic has led us to simplify the wording, but not change the intent of the strategic aims we first published in 2019.

Despite the changing priorities, we have been able to deliver much of what we set out to do at the start of the year. We have a strong plan for 2021 – 2023 that will enable us to deliver against our regulatory remit of ensuring public safety and public confidence in dental services.

Ian Brack

Chief Executive and Registrar

Corporate Strategy 2020 – 2022

Right time, Right place, Right touch update

As the UK-wide statutory regulator we play a crucial role in ensuring that the public are protected and that they have confidence in the services provided by dental professionals.

Recent years have seen a shift in the way we regulate the professions. We have sought to move away from a focus on enforcement, emphasising instead prevention and right-touch regulation, whilst at the same time ensuring that our approach to regulation always has patient safety and public confidence at the heart of everything we do.

We previously set out our vision when we launched our corporate strategy in November 2019, for a system that:

- supports the provision of safe, effective oral health care
- promotes and embeds clear standards of clinical competence and ethical conduct
- embodies the principles of right touch regulation: proportionality, accountability, consistency, transparency, targeted, and agility.



However, without compromising our ambition, we have had – like every other organisation – to respond rapidly to new demands created by the COVID-19 pandemic, which has had an enormous impact on the provision of dental services, on dental education, and on the confidence and expectations of dental patients and the wider public. We undertook a programme of research and engagement to calibrate the impact of the pandemic on our strategy. You can find out more about this work by reading [Responding to the changing strategic context](#), published alongside our Corporate Strategy.

Integral to the achievement of our strategy are our five strategic aims. Our experience during the pandemic has led us to simplify the wording, but not change the intent of the strategic aims we published in 2019. We have done this to make the intention of our work clearer to our stakeholders and to support our ability to reprioritise our work during the period of additional uncertainty that the pandemic brings.

All our activity is aligned with one or more of these clarified aims:

Strategic aim	Description
1	Career-long upstream regulation that upholds standards for safe dental professional practice and conduct
2	Resolution of patient concerns at the right time, in the right place
3	Right-touch regulatory decision-making for our enforcement action
4	Maintaining and developing our model of regulation in preparation for reform of our legislation
5	An outcome-focused, high performing and sustainable organisation



Achieving these aims requires us to continue to transform our working practices by further embedding these approaches into our work:

- **Working collaboratively** – developing and maintaining effective partnerships with relevant organisations and the professions.
- **Being evidence-led** – using research to support and inform proportionate decision making and to focus our activity and resources.
- **Making the best use of resources** – constantly challenging ourselves and our operating practices to ensure value for money.
- **Being inclusive** – seeing the value and importance of diversity and acting to ensure that this is reflected in our work.

In considering the changing strategic context, we identified five shifts in emphasis to take into account as we undertake the work to deliver the Costed Corporate Plan.

1. Ensuring members of the public are receiving the information they need to be confident in dental care.
2. Playing our part to identify and address the exacerbated effects of inequality on members of the public seeking dental care and dental professionals.
3. Highlighting the new pressures on the dental economy and workforce that may affect patient care and ensuring our routes to registration facilitate access to the workforce where it does not compromise public protection.
4. Focusing our attention on the changes to dental practice affecting patient safety that have been accelerated or brought about by the pandemic.
5. Providing clarity on our leadership role and support cohesive sectoral leadership.

These shifts do not create new work items in our plan, but instead change how we approach that work and some of the things that we will achieve when the work completes.

Review of the 2020 Plan

When we published our CCP for 2020, we anticipated being flexible and making changes to the detail and profile of the plan throughout the year as priorities changed. However, we could not have anticipated the significant impact COVID-19 would have on the GDC and our workplan for the year. Therefore, it will come as no surprise to learn that our priorities and workload changed significantly throughout 2020.

2020 CCP project summary

Status	Strategic aim 1	Strategic aim 2	Strategic aim 3	Strategic aim 4	Strategic aim 5	Total
On track	11	1	7	9	17	45
End date moved	7	1	3	3	10	24
On hold	2	-	2	-	2	6
Stopped	-	1	5	-	-	6
TOTAL	20	3	17	12	29	81

The CCP 2020 – 2022 set out 81 individual projects we anticipated undertaking work on in 2020. Of these:

- 45 projects were completed or remain on track for delivery in 2021 or 2022, within their original timeframe. This includes eight projects that were merged with other activities and five projects that have been incorporated into business as usual activities
- 24 projects have been reviewed and had their completion dates moved, due to the impact of COVID-19 or reprioritisation to allow other work to be completed.
- Six projects have been put on hold as a result of budget changes for 2021. These will be reviewed and considered for reprioritisation should additional budget be made available later in 2021.
- Six projects were stopped for a number of reasons including changes to the landscape that meant the work was no longer required at this time, the planned work was superseded by deliverables from other projects, or as a result of changes to operational practices.

Progress and key projects completed in 2020

Over the course of 2020 the pandemic changed the context in which we were working. The statutory functions of the organisation cannot be stopped, and we needed to deliver them through remote working wherever possible or at COVID secure premises where necessary. This required us to carry out unplanned work and activities to ensure we could continue to function effectively. That said, we still delivered much of what we planned to deliver in our initial plan.

In addition to responding to the pandemic and undertaking the additional work that was initially not planned for, the key activities delivered in 2020 included:

Progress and key projects completed in 2020

The estates programme which had been running since 2018, including the completion of the refurbishment in Wimpole Street, concluded early in 2020. In addition to this work, we also introduced a new digital audio recording system into our Hearings suites in Wimpole Street.

The Fitness to Practise End-to-End programme closed out in quarter one. This work introduced improved operational processes and team based working to balance resource capacity across cases, improving our efficiency and reporting in this area. We rolled out a series of Shared Learning publications that provided a quarterly update and review of the themes observed in FtP case investigations. We also delivered improvements to our Initial Assessment Decision Group procedures as part of our continuous improvement programme.

To ensure we remained effective and efficient we made a number of changes to our back-office operations. These included changing our bank provider, replacing our direct debit system, upgrading our CRM system resulting in improved support and user experience within our Registration and Fitness to Practise operations, the introduction of new travel booking software, and bringing forward the work to review options for the introduction of a new cloud based telephony system.

Completed the review of dentists' preparedness to practice which assessed the preparedness of UK trained graduates to register with the GDC and considered whether the expectations of a 'safe beginner' were appropriate and understood. The findings from this work will now feed into the thematic review of education project.

Completed the review of the support materials and information for new registrants when they join the register for the first time. The updated content and materials are now being sent to all new registrants as part of their initial registration pack.

Held our second Moving Upstream conference in February 2020, which was well attended with over 130 delegates. This created a forum for stakeholders from across the whole of dentistry to come together and discuss the challenges and opportunities that faced the profession at that time and was very well received.

Delivered a range of digital enhancements that further improved our digital communications capability allowing us to engage more effectively through our website. This included an accessibility audit to ensure our website was fully accessible, inclusive and usable by all audience groups across all devices.

Reviewed all our content to make sure it is relevant for people who have a concern about a dental professional or want to make a complaint.

Progress and key projects completed in 2020 continued

Developed a new set of templates that allowed us to convert many of our PDF publications on our website into web pages, making our content more accessible and much easier to find and read.

From March 2020 onwards, all face-to-face engagement activity stopped, and we began to shift our engagement activities online, using digital channels. This included working with the dental schools to redesign our student and new registrant engagement programme to develop a programme that could be delivered remotely rather than face-to-face. This change allowed us to deliver 12 student and 10 foundation dentist engagement events remotely to over 2,100 individuals during the peak of the pandemic. We have also produced a recording of the presentation to allow students to watch it again in the future.

Developed and delivered a webinar focussing on professionalism, attended by over 400 dental professionals, enabling us to engage directly with significantly more people than we would have been able to do face-to-face.

Good progress has been made across a number of projects due to complete in 2021. These include the development and publication of 'Supporting the dental team – a guide for managers and employers', which was published in early 2021; a review of all registration communications, which will be complete by the end of Quarter 2; and preparing for Regulatory Reform (section 60), where early progress has been made and this work with the learnings being incorporated into our wider Regulatory Reform Programme, the timetable for which will be driven by DHSC.



Responding to the pandemic

Like most organisations, we had to reprioritise our work to respond to the effects that COVID-19 was having on our workplan, so that we could continue to operate efficiently and effectively. We:



- Created dedicated website content that allowed dental professionals, the public and stakeholders to access the latest COVID-19 information and four-nation specific guidance throughout the pandemic.
- Ensured that the systems and technology were in place to allow staff to work from home. This included a significantly accelerated rollout of Microsoft Teams across the organisation, and significant work from our IT team to change our systems and technology to allow everyone to work from home and communicate with external stakeholders. We also updated our telephone system to enable our Customer Service and DCS teams to respond to customer enquiries from home.
- Significant work was undertaken by the People Services team to change our policies and working practices as a result of COVID, and to better support the staff who were working remotely. This included providing additional training and materials to support staff and managers in areas such as Wellbeing and Mental Health, as well as ensuring staff and Council were communicated to on a regular basis to ensure they were kept informed of any changes or new information, particularly during the periods of lockdown and changing tier levels.
- Reviewed and updated our processes and ways of working to ensure that our people we were able to work effectively from home, where that was possible.
- Following the first lockdown significant work was undertaken to ensure our offices in London and Birmingham and our Hearing suites were COVID secure. This included reducing desk capacity, introducing protective screens and one way systems, increasing cleaning schedules, and providing sanitation stations throughout.
- Developed new procedures and processes that enabled us to hold our fitness to practise hearings remotely, where it was appropriate to do so. This was a significant piece of work which allowed us to continue to hold hearings through the periods of lockdown, which was of critical importance as it allowed us to take action where we had concerns that there may be a risk to patient safety or public confidence.
- Completed a review of our Corporate Strategy to ensure that it was still relevant in the changing context in which we were regulating.
- Commissioned research and delivered online engagement events to understand the effect of COVID-19 on the public and how they access dental services, and on dental professionals and their dental practices. This was an important piece of work that provided clear insights about the impact of the pandemic on patients and their access to dental services as well as the significant impact the pandemic has had on dental professionals, and will continue to have for some time.
- Developed a new model of education quality assurance that enabled us to move from a model of face to face to one of remote assessments of education providers.
- Worked collaboratively with education providers to ensure that the 2020 cohort of BDS graduates were able to complete their final year of training and were able to graduate. We also worked closely with education providers including Dental Schools Council and Health Education England to understand the challenges facing dental undergraduates because of the pandemic and the impact that may have on their graduation in 2021.



Unplanned and additional work undertaken in 2020

Although the pandemic created significant new work for us there were other factors that changed our priorities in 2020. These were activities that were either not on the initial work plan or were accelerated during the year.

We completed additional significant work around regulatory reform, including reviewing proposals for revised legislation for the entire regulatory framework, which was previously to be phased thematically over the course of 2020 and 2021.

There was also additional planning with regards to Brexit, particularly around the uncertainty towards the end of 2020. This was in addition to the work we had to complete to understand the impact on international registration in the short, medium, and long term. We amended our online applications processes to be live and ready for the initial EU exit changes which came into effect on 1 January 2021. This work will continue through 2021 as we ensure our routes to international registration protect the public but do not unnecessarily restrict the workforce in our new international context outside of the EU arrangements for mutual recognition of qualification.

A new project to understand the feasibility of a temporary payment by instalments scheme for Annual Retention Fee (ARF) payments was completed, and although this was something we chose not to introduce in 2020, the outputs from this feasibility work were used to inform the wider payments by instalments evaluation project which completed in early 2021.

Finally, working remotely has allowed us to complete projects initially planned for future years including the 'Effectiveness review of investigation and advocacy services', which moved forward and completed in 2020 rather than 2022.

Reprioritising allowed us to reallocate resource to undertake this important work that enabled us to operate effectively as a result of the pandemic and continue to deliver against our regulatory remit.

Work programme for 2021 – 2023

Detailed below is our work programme for 2021 – 2023. As with last year we have allocated individual activities to a single strategic aim, although we recognise that some projects will contribute to multiple strategic aims.

Our five strategic aims are essential to making our strategy a reality. They structure and tie together the wide range of work that we undertake, and demonstrate how our work programme contributes to the wider ambitions of the GDC.

The year each project is expected complete by is provided for all the initiatives, however, these should be used as a guide only as they are based on the information available during the planning period (Q4 2020) and are subject to a changing external environment and organisational priorities.

There are 86 projects in the 2021 – 2023 work programme, with 78 projects in the workplan for 2021: 48 ‘flow through’ projects that started in previous years, and 30 new projects that will commence in 2021.

Of the 86 projects on the 2021 – 2023 work programme, 41 are due to complete in 2021, 34 in 2022 and 11 in 2023.

As with 2020, much of our project work is focused around delivering strategic aim five. This aim is focused on the organisation and how we perform, ensuring we have the right systems, processes, and technology in place. As we continue to become more efficient and effective we believe it will free up capacity to make further improvements to how we work. This will enable us to shift more of our time towards our upstream regulatory efforts, which anticipate and address potential public protection issues before they become problems.

It should be noted that the CCP for 2021 – 2023 only details the project work we plan to complete and does not include all our normal business as usual (BAU) activity to ensure that we are able to deliver against our regulatory remit of ensuring public safety and public confidence in dental services.

This includes the ongoing operational activities that ensure we complete the Registration, Customer Service and Fitness to Practise functions, Strategy, and the wider support functions. In addition, significant work is planned within strategic aim 2 to ensure the effective resolution of patient concerns at the right time, in the right place, with ongoing activities such as chairing the ‘Profession wide complaints handling initiative’, with over 30 stakeholder and partner organisations. Work also continues across the four nations to ensure that low level concerns are addressed through local resolution rather than by the GDC.

The costs for these activities have been allocated to the relevant strategic aim along with the project costs to provide a total cost breakdown by strategic aim for all the planned work and activities over the next three years.

Details of the forecast expenditure by strategic aim can be found in section 5.



Details of individual projects on the 2021 – 2023 workplan, by strategic aim and year of completion

Strategic aim 1**Career-long upstream regulation that upholds standards for safe dental professional practice and conduct****Strategic aim 1 projects due to complete in 2021**

- 1.1 Student, foundation dentist and new registrant engagement programmes
- 1.2 Review standardised registration communications (Phase 2)
- 1.3 Implement further digital improvements
- 1.4 Publish guidance for the managers of dental professionals
- 1.5 Implement a process for mediated entry to specialty lists
- 1.6 Develop and implement Quality Assurance strategy (Phase 1)
- 1.7 Remote Quality Assurance
- 1.8 Review scope of practice for all titles
- 1.9 Annual GDC Engagement activity

Strategic aim 1 projects due to complete in 2022

- 1.10 Step-change our approach to stakeholder engagement
- 1.11 Review of standardised communications, (Phase 3)
- 1.12 Develop an outcome-focused model for lifelong learning
- 1.13 Implement a framework to promote professionalism
- 1.14 Consult on learning outcomes and expectations for safe beginners
- 1.15 Develop tools to support patient-centred care
- 1.16 Review of specialty curricula
- 1.17 Develop the approach to thematic review Quality Assurance
- 1.18 Revise the standards for education
- 1.19 Develop monitoring and evaluation of upstream activity

Strategic aim 1 projects due to complete in 2023

- 1.20 Review the process for the quality assurance of specialty training

Strategic aim 2**Resolution of patient concerns at the right time, in the right place**

No projects for strategic aim 2 are due to complete in 2021

Strategic aim 2 projects due to complete in 2021

- 2.1 Develop a comprehensive complaints resolution model

Strategic aim 3

Right-touch regulatory decision-making for our enforcement action

Strategic aim 3 projects due to complete in 2021

- 3.1 Remote hearings implementation & improvement
- 3.2 Principles of Regulatory Decision Making
- 3.3 Embed human factors into fitness to practise decision-making
- 3.4 Review internal fitness to practise guidance
- 3.5 Develop our approach to the use of fitness to practise data

Strategic aim 3 projects due to complete in 2022

- 3.6 FtP KPI's Redesign
- 3.7 Develop monitoring and evaluation of fitness to practise
- 3.8 FtP CRM Usability & System Management Review
- 3.9 Hearings Function Separation Programme

Strategic aim 3 projects due to complete in 2023

- 3.10 Review approach to regulatory intervention
- 3.11 Review process for preparing bundles

Strategic aim 4

Maintaining and developing our model of regulation in preparation for reform of our legislation

No projects in strategic aim 4 are due to complete in 2021

Strategic aim 4 projects due to complete in 2022

- 4.1 Further develop and maintain our understanding of change in the dental sector, including its workforce

Strategic aim 4 projects due to complete in 2022

- 4.2 International Registration
- 4.3 Review boundaries of regulation

Strategic aim 4 projects due to complete in 2023

- 4.4 Complete implementation of fee-setting policy

Strategic aim 5

An outcome-focused, high performing and sustainable organisation

Strategic aim 5 projects due to complete in 2021

- 5.1 Procurement of Recruitment Partner for Council & Committee posts
- 5.2 Implement board effectiveness recommendations
- 5.3 Tender for supplier to review the quality of Clinical Dental Advisor reports
- 5.4 Facilities consultancy contract renewals (2021)
- 5.5 Risks and Opportunity review
- 5.6 Implement new procurement and contract management process
- 5.7 Risk and Audit – specialist audit law firm renewal
- 5.8 People Systems
- 5.9 Annual Renewal – DCP and Dentist Annual renewal projects
- 5.10 CPD Audit
- 5.11 Brexit system change implementation
- 5.12 Annual Report and Accounts
- 5.13 To produce the whistleblowing reports – prescribed person and internal
- 5.14 Develop a publication framework
- 5.15 PSA performance review
- 5.16 Payment by instalments Operational Implementation
- 5.17 Build capability to complete economic analysis
- 5.18 Develop and implement GDC wide data strategy
- 5.19 Policies & working practice changes due to COVID
- 5.20 Defined Benefit Pension consultation
- 5.21 Compliance Project
- 5.22 Building Leadership
- 5.23 EDI Strategy and Action Plan development
- 5.24 Culture of operating effectively in a digital age
- 5.25 Internal Engagement Strategy & Action Plan development
- 5.26 State of the Nation



Strategic aim 5 (continued)**An outcome-focused, high performing and sustainable organisation****Strategic aim 5 projects due to complete in 2022**

- 5.27 Replace Credit Card Processing Systems
- 5.28 Re-tender for external legal advisors
- 5.29 Procurement of external support for Council & Committee Effectiveness Review 2022
- 5.30 Introduce new telephone system Phase 1
- 5.31 Introduce a paperless office in Registration
- 5.32 Develop 2023 – 2025 corporate strategy
- 5.33 Effective Associates
- 5.34 Rewarding Contribution
- 5.35 Resourcing Strategy
- 5.36 Organisational Operating Model Design
- 5.37 Workforce Planning
- 5.38 People Systems Phase 2 – Learning Management System Implementation
- 5.39 Risk and Audit – independent internal auditors' renewal
- 5.40 Develop and implement GDC wide Data Strategy
- 5.41 Development of data warehouse and reporting software
- 5.42 Paperless expenses
- 5.43 Plain English review of application forms and guidance

Strategic aim projects due to complete in 2023

- 5.44 Update financial processing and management systems
- 5.45 IT Strategy – Development & Implementation
- 5.46 Use the SPEAC model to ensure we maximise opportunities to leverage our external engagement
- 5.47 Management Capability - being clear on the expectations of our managers
- 5.48 Talent Management programmes
- 5.49 Facilities contract cleaning renewals
- 5.50 Operationalise CPD reforms

Additional projects added to the 2021 workplan in March 2021

Seven additional projects were added to the original 2021 workplan following a review of our 'on hold' activity in Quarter 1 as some of the potential forecast income risks had not been realised. A further review of other projects and activities will be completed later in the year, should the other income risks identified during our budget planning for 2021 not be realised.

The projects added to the plan following this review are included in the projects detailed above and are 1.9, 3.9, 5.26, 5.40, 5.41, 5.42 and 5.43.

If priorities change during the year further reviews of the CCP will be required that may impact the timing or scope of planned projects.

Forecast expenditure and income

Forecast expenditure by strategic aim 2021 compared to 2020

The total forecast expenditure for 2021 is £38,157,948, compared with an expected outturn of £40,425,725 in 2020, which is a reduction of 5.6%. (The 2020 actual spend will be updated following publication of our Annual Report and Accounts later in the year).

The breakdown of forecast spend by strategic aim includes both the CCP project activity detailed previously, in addition to the normal business as usual work and operational activities that are completed across the GDC throughout the year.

Strategic aim		Initial 2021 forecast (£)	% of total	2020 forecast (£)	% of total
1	Career-long upstream regulation that upholds standards for safe dental professional practice and conduct	10,188,822	27%	9,486,883	24%
2	Resolution of patient concerns at the right time, in the right place	2,305,829	6%	2,589,562	6%
3	Right-touch regulatory decision-making for our enforcement action	21,414,775	56%	23,681,474	59%
4	Maintaining and developing our model of regulation in preparation for reform of our legislation	1,520,073	4%	1,979,519	5%
5	An outcome-focused, high performing and sustainable organisation	2,728,449	7%	2,328,287	6%
TOTAL		38,157,948	100%	40,425,725	100%

Forecast expenditure by strategic aim over next 3 years (2021 – 2023)

The three-year expenditure forecast, by strategic aim, for 2021 to 2023 is £117,112,198.

CCP 2021 – 2023 Strategic aim costs mapping		Total cost (£)	% of total
1	Career-long upstream regulation that upholds standards for safe dental professional practice and conduct	30,997,989	26%
2	Resolution of patient concerns at the right time, in the right place	7,150,669	6%
3	Right-touch regulatory decision-making for our enforcement action	66,367,236	57%
4	Maintaining and developing our model of regulation in preparation for reform of our legislation	4,624,064	4%
5	An outcome-focused, high performing and sustainable organisation	7,972,240	7%
TOTAL		117,112,198	100%

Forecast expenditure and income

Figure 1:
Proportion of costs by strategic aim initial forecast compared to 2020 forecast

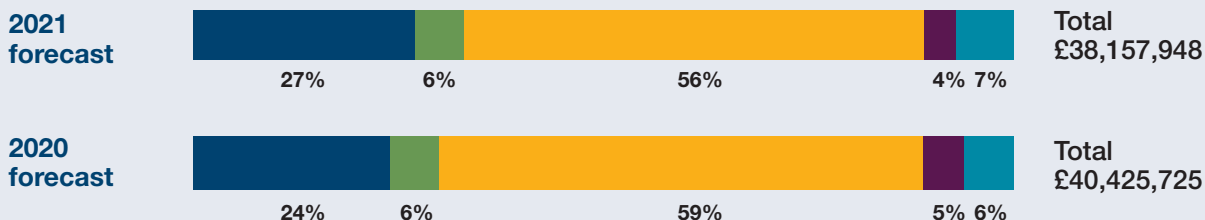


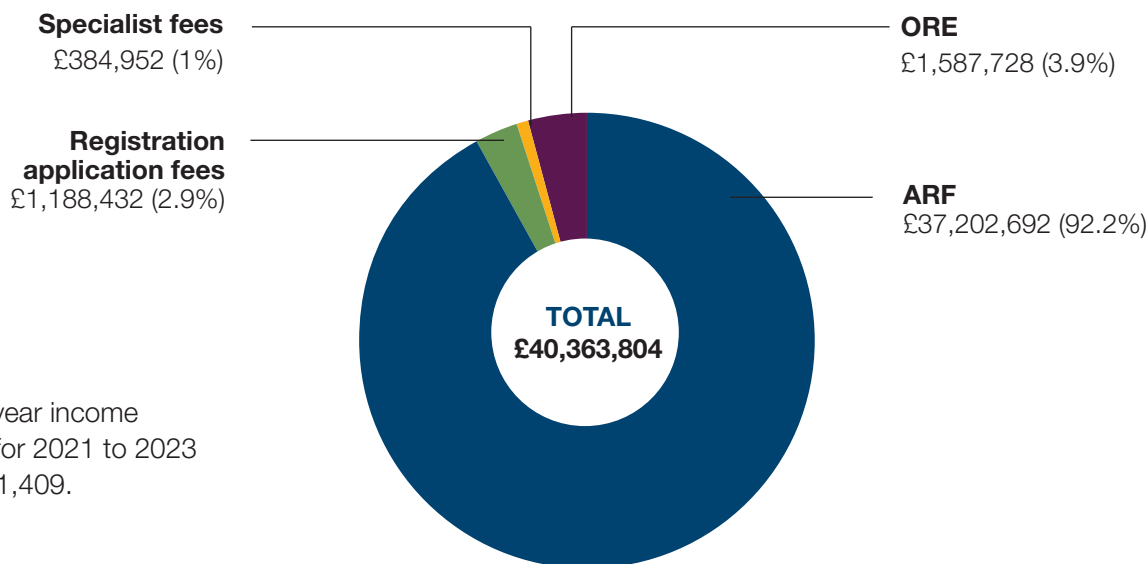
Figure 2:
Forecast total expenditure over next three years



- **Strategic aim 1:** Career-long upstream regulation that upholds standards for safe dental professional practice and conduct
- **Strategic aim 2:** Resolution of patient concerns at the right time, in the right place
- **Strategic aim 3:** Right-touch regulatory decision-making for our enforcement action
- **Strategic aim 4:** Maintaining and developing our model of regulation in preparation for reform of our legislation
- **Strategic aim 5:** An outcome-focused, high performing and sustainable organisation

Income projections

Our budget income forecast for 2021 is £40,363,804, with 92.2% of income forecast to come from the ARF.



The three-year income projection for 2021 to 2023 is £121,091,409.

Forecast expenditure and income

Annual Retention Fee (ARF)

The ARF level has been set to align to our forecast of activity, expenditure and reserves. We have worked to ensure that we have removed cross subsidy, where possible, so that the cost of regulation is borne by those most closely associated with that activity.

Our fee-setting policy established three key principles:

1. Fee levels should be primarily determined by the cost of regulating each registrant group.
2. The method of calculating fee levels should be clear.
3. Supporting certainty for registrants and the workability of the regulatory framework.

In 2019 Council set the ARF levels for the next three years, subject to any unforeseen circumstances:

- Dentists £680
- Dental care professionals £114

First registration application fees

At the start of January 2020, first registration application fees were introduced. This is made up of two parts, a processing fee currently set at £22.95, with an additional variable rate dependent on the complexity of the application assessment.

Specialist fees

We apply a fee for initial applications for entry to specialist lists, which is £345 (per specialty). There is then an annual specialty retention fee of £72 (per specialty).

Overseas Registration Exam (ORE)

The ORE is an exam that overseas qualified dentists have to pass in order to register with the GDC. It is made up of 2 parts, a written exam and a clinical exam.

Reserves policy

Our [reserves policy](#) has been designed to ensure that we retain our financial viability to maintain our statutory purpose and functions. It recognises our financial risk exposure and ensures that we have adequate levels of working capital throughout the year.

We have aligned our budget expenditure, income and reserves target to our corporate strategy. Our reserves policy is reviewed annually by Council and was last considered in October 2020.