

**General
Dental
Council**



Appointment of Lay Member of Council

January 2024

Saxton Bampfylde



Welcome from the Chair, Lord Toby Harris

Dear candidate,

I am delighted that you are interested in the role of Member of the General Dental Council (GDC).

I hope that the attached pack will provide you with all the information you need to understand the role and responsibilities of a lay Council Member, how the Council operates, and the pivotal leadership role that the Council fulfils.

The General Dental Council regulates over 119,000 dental professionals who overwhelmingly provide excellent dental services across our four nations and share our commitment to putting the patient's interests first. Dental professionals play a vital role in the wider healthcare system, seeing millions of patients every year to support good oral and dental health.



We have a crucial role in ensuring that the public are protected, that they have confidence in dental professionals, and that professional standards are maintained. And in recent years there has been a strategic shift in how we regulate. We will always have patient safety and public confidence at the heart of what we do; but we are moving from a focus on enforcement when things go wrong, to an approach that emphasises learning within the system, resolving concerns locally wherever possible, and engaging more effectively with the dental professions.

Our Corporate Strategy 2023 – 2025 sets out our ambitions for the immediate years ahead. Our role in public protection remains unchanged. However, our plan recognises that we must modernise, and continue to improve our performance.

We aspire to be a trusted, high-performing regulator which is both effective and efficient, and this requires financial rigour and effective operation alongside a commitment to open engagement with stakeholders.

At this time of significant change and challenge for patients and dental professionals, it is very important that we work collaboratively with colleagues from across the dental professions. We must have a proportionate approach to regulation, focus on important areas of public safety, and ensure public confidence in the professions we regulate.

What we do matters. If you have the passion, breadth of view, and strategic and influencing skills, together with the personal values and an unwavering commitment to equality, diversity, and inclusion, which will underpin these skills and attributes, then we want to hear from you.

Lord Toby Harris

Chair, GDC



What we do

The General Dental Council (GDC) is the UK-wide statutory regulator of over 119,000 members of the dental team, including over 45,000 dentists and 74,000 dental care professionals (DCPs).

An individual must be registered with the GDC to practise dentistry in the UK. Unlike other health professional regulators, we register the whole dental team, across the four nations of the UK, including dental nurses, clinical dental technicians, dental hygienists, dental technicians, dental therapists, orthodontic therapists and dentists.

Our primary purpose is to protect the public, and we do this by pursuing the following objectives:

- protecting, promoting and maintaining the health, safety, and well-being of the public.
- promoting and maintaining public confidence in the professions regulated.
- promoting and maintaining proper professional standards and conduct for members of those professions.

All patients should be confident that the treatment they receive is provided by a dental professional who is properly trained, qualified, and meets our standards. To achieve this, we register qualified dental professionals, set standards for the dental team, investigate complaints about dental professionals' fitness to practise, and work to ensure the quality of dental education.

The Dentists Act 1984 provides the legislative framework for our work, giving us powers to:

- Grant registration only to those dental professionals who meet our requirements on education and training, health and good character. Only those who are registered with us can practise dentistry in the UK.
- Set standards for providers of dental education and training in the UK.
- Set standards of conduct, performance, and ethics for the dental team.
- Investigate complaints against dental professionals and, where appropriate, take action through our fitness to practise process.
- Require dental professionals to keep their skills up to date through our continuing professional development requirements.

We are ultimately responsible to Parliament for the work we do and, in line with the nine other healthcare regulators, our work is scrutinised by another public body, the Professional Standards Authority (PSA).

Our Annual Report and Accounts can be read on our [website](#).



We receive no financial support from the Government to carry out our regulatory responsibilities. The majority of our income comes from the annual retention fee (ARF) paid by dental professionals, who must be registered to work in the UK.

We recognise that creating an environment that supports professional behaviour in the public interest requires all those involved in dentistry to work together effectively, and we are committed to working collaboratively with others to achieve this.

Our Council is composed of 12 Members, six of whom are lay Members – from a variety of professional backgrounds - and six are registered dental professionals. Our Chair is one of the 12 Members of the Council.

Our oversight body, the Professional Standards Authority, provides assurance to the Privy Council that our recruitment processes are fair, transparent, based on merit and inspire confidence. The appointments to our Council are made by the Privy Council.

Details of the current Council Members can be found [here](#).

We employ around 410 staff, headed up by our interim Chief Executive and Registrar and the Executive Leadership Team. We are currently recruiting to appoint a new Chief Executive and Registrar and expect this process to conclude in early 2024.

We have a head office in London, and an operational hub in Birmingham, which is now where the majority of our staff are based. The organisation also aims to work flexibly - using a hybrid model of office and home-based working.

We work closely with around 500 associates who help us deliver a range of activities, including education inspections and Hearings to resolve fitness to practise concerns or Registration appeals. We also run the Dental Complaints Service (DCS), which resolves complaints between private patients and dental professionals, and the Dental Professionals Hearings Service, who hold independent hearings for cases brought by the GDC about dental professionals' fitness to practise and registration.





Our Corporate Strategy 2023-2025

In 2022 we consulted upon and agreed the [Corporate Strategy 2023-2025](#).

Our strategic aims are:

1. Dental professionals reach and maintain high standards of safe and effective dental care.
2. Concerns are addressed effectively and proportionately to protect the public and support professional learning.
3. Risks affecting the public's safety and wellbeing are dealt with by the right organisations.
4. Dental professional regulation is efficient and effective and adapts to the changing external environment.

The strategic plan is the next step in achieving our long-term ambition of moving dental professional regulation increasingly toward preventing harm to patients and the public, rather than responding to the consequences of it. We have been working on this ambition since 2017 when we published *Shifting the balance* and reinforced it in 2020 with *Right time, Right place, Right touch*.

- Some of the challenges facing patients, the professions and the GDC include: The economic uncertainty that affects patient choice and access to NHS services, dental businesses, individual dental professionals and the GDC.
- The delays and uncertainty over the plans to reform the health professional regulators, which is an essential component to achievement of our ambition.
- The changes to our routes to registration following the UK's departure from the EU.

Flexibility and adaptability will be essential for the GDC to respond to these challenges. Our efforts to improve how GDC operates, plan over the longer term, and manage expenditure have been essential and important activities, but this strategic plan builds in agility to be able to respond to a changing set of circumstances.

Whatever context we face, our purpose remains constant: to protect the public. At the core of what we do is ensuring that the Register is maintained so that the public only receives dental care from safe and effective dental professionals.





The role of a Council Member

Council Members will be strategic thinkers who can quickly build relationships, challenge constructively and focus on the key issues to ensure the GDC continues to improve the service provided to the public. Council Members must be committed to patient safety and public confidence in dental services, which is the primary purpose of the GDC. They must have the confidence to both speak out and challenge and work effectively with fellow Council Members, the Executive and stakeholders.

Role Responsibilities:

Council Members collectively are responsible for:

1. Setting the strategic direction of the GDC within its statutory framework
 - Taking responsibility for the corporate strategy, business plans and budgets, and the development of the framework for reviewing policy and operational performance
 - Ensuring that the GDC focuses on its statutory duties of patient safety and public confidence in dental services
 - Evaluating the effectiveness of the Council in fulfilling its statutory purpose
 - Overseeing the development of policy and taking major policy decisions
2. Ensuring that the public and stakeholders have confidence in the GDC in conjunction with the Accounting Officer
 - Ensuring that the GDC has measures in place to engage with stakeholders and with other relevant organisations and government agencies in the four countries of the UK
 - When appropriate, acting personally to support and promote the interests of the GDC
3. Providing challenge and scrutiny of the GDC's operations, ensuring that they are aligned with the organisation's strategic direction
 - Holding the Executive to account for the management of day-to-day operations
 - Holding the Executive to account for ensuring that the GDC's operations are organised in ways which facilitate the delivery of core functions to best effect, and that this is kept under review as circumstances change
4. Setting a positive tone, behaviour and culture for the organisation
 - Ensuring that the Council models the principles of public life and the GDC's leadership behaviours
 - Providing constructive and effective challenge



Person specification

The role in this recruitment exercise is for a lay Member, that is, someone who is not and has never been a dental professional registered with the GDC.

Essential Criteria:

Council Members must be able to demonstrate:

1. A commitment to patient protection and a proven understanding and experience of supporting confidence in public services and a commitment to patient protection.
2. Demonstrable experience of contributing to an organisation operating within a statutory framework, in an environment that is impacted by and impacts upon government policy.
3. A clear understanding of, and the ability to work effectively with, the Executive to challenge, support and hold it to account for the delivery of the corporate strategy.
4. The capacity to understand the organisational and business issues facing the GDC, and the skills required to analyse, interrogate and scrutinise performance data.
5. Demonstrable experience of contributing constructively to collective decision-making processes, respecting and listening to others and earning the respect of colleagues.
6. A personal commitment to good governance, and of upholding the recognised principles of public life, identifying and managing conflicts of interest.
7. An understanding of, and demonstrated commitment to, equality, diversity, and inclusion.

Desirable Criteria:

This position holder for this role is likely to be asked to join the Council's Finance and Performance Committee - so skills in relation to the oversight in this area will be desirable. These include:

1. Experience in monitoring and scrutinising financial statements and organisational performance reporting.
2. Working with Executive teams to develop appropriate and proportionate data sets in respect of organisational reporting on performance and finances.
3. Demonstrable experience of providing scrutiny and challenge on significant operational change programmes.
4. Ability to work with Executive teams to develop financial strategies, set robust budgets and scrutinise business planning.
5. Chairing experience

Equality of opportunity

The GDC is committed to promoting equality of opportunity and it values diversity among its staff. We strongly encourage applications from all suitably qualified individuals, and we welcome applications from those with protected characteristics. We will seek to ensure that all applicants are treated fairly, with respect and without bias.



Terms of appointment

The GDC will run the recruitment process with support from an external partner and will follow the guidance issued by the Professional Standards Authority in respect of appointments to the Council.

The outcome of the recruitment process will be a recommendation from the GDC to the Privy Council to make the relevant appointments. The initial term for appointment to the Council will be no longer than four years. Appointments, including start dates and terms of office, are made by the Privy Council. **Therefore, you may not hear the outcome of your interview until early June 2024.**

Location

The main GDC offices are located in central London (at Wimpole Street) and Birmingham (One Colmore Square). The GDC operates flexible working; where most staff work part of the week from home, and part of the week in the office.

Meetings of the Council will be held at both offices, as well as at other locations as part of stakeholder engagement activity.

Remuneration

£15,000 per year.

Time Commitment

There is an expectation that Council Members will generally spend between 15 and 20 days per year preparing and attending meetings. This will include being asked to serve on one or more of the Council's non-statutory Committees.

All Council Members might also be required to attend other events and GDC activity throughout the year.

Most meetings are held in the GDC's offices in central London, with at least one meeting a year in the Birmingham office and one meeting being held in one of the other three nations.

Council Members are eligible to claim expenses in accordance with the GDC's policy.

Development and Appraisal

An induction programme will be provided upon appointment. This will take place in the summer and early autumn of 2024. Members are also expected to participate in a programme of development and to take part in an annual appraisal process.

Re-appointments can be made at the end of the first period of office, subject to satisfactory performance appraisal and the needs of the Council. However, a degree of change is often sought and there should be no expectation of automatic reappointment.



Standards in Public Life

You will be expected to demonstrate high standards of corporate and personal conduct. The successful candidate must subscribe to our Code of Conduct (**Appendix 1**).

Applicants must also observe the standards of probity required by public appointees outlined in the Principles of Public Life.

Eligibility and Disqualification

The GDC is currently looking for a lay Council Member. **Only candidates who are not and have never been on the GDC Register are eligible to apply.**

Council Members may hold office for a maximum of eight years in any twenty years, usually in two terms.

All applicants should be aware that Council Members who are subject to an investigation or proceedings concerning their fitness to practise by any regulator or other licensing bodies may have their membership of Council suspended by the Privy Council while those proceedings are underway. You cannot be a Member of the Council at the same time as being a Member of any of its statutory committees.

The General Dental Council (Constitution) Order 2009 sets out the disqualification criteria for Council Members (**Appendix 2**). Further advice about disqualification for appointment can be given by the GDC's Governance team, governance@gdc-uk.org.

Recruitment Process

The timetable for the recruitment process is as follows:

- Closing date – noon, 2 February 2024
- Preliminary interviews – 21 March – 10 April 2024
- Final interviews – Monday 20 May 2024, Wimpole Street, London
- Induction period – Summer - Early Autumn 2024
- Take office – 1 October 2024

The GDC, like other healthcare regulators, is responsible for managing the process of appointment and reappointment of Council Members in line with the requirements of their legislative frameworks. The campaign will be run in line with the Professional Standards Authority (PSA)'s published best practice, which sets out four principles of a good appointments process:

- merit
- fairness
- transparency and openness
- inspiring confidence

The GDC is required to provide the PSA with evidence that these principles have been followed in the recruitment process. The Privy Council will consider advice from the PSA on the process that the GDC has used before making their decision to appoint.



Selection Panel

The selection panel will be made up of:

- Lord Toby Harris, Chair of the General Dental Council
- Donald Burden, Council Member (Registrant) and Member of the Finance and Performance Committee
- Sheila Kumar, Council Member (Lay) and Chair of the Audit and Risk Committee
- Ilona Blue, Council Member (Lay) and Member of the Finance and Performance Committee
- Paula McDonald, Independent Panel Member





How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to the General Dental Council on this appointment.

Candidates should apply for this role through our website www.saxbam.com/appointments using code **AZNL**. The closing date for applications is **noon on 2 February 2024**.

Click on the 'apply' button and follow the instructions to upload the completed application form and a CV.

Please complete all sections in the Application form. You will need to download this, complete it offline and then upload it to the site.

You will then be asked to upload a copy of a brief CV (maximum 3 pages)

The form includes six evidence-based competency questions. When responding to these questions, please refer to the competencies detailed in this pack and to the additional desirable knowledge and skills for Council Members (on pages 6 and 7 of this pack). Please ensure that your responses to the six core competencies also highlight specific and detailed examples of experience in line with these areas and what you did to achieve a specific result. There is a 350-word limit for each of the six questions.

The final stage of the form will ask you to provide details of other NHS commitments and any actual or perceived conflicts of interest. Once complete, you will be asked to make a final submission of your application. You will also be asked to provide the details for two referees who will be able to comment on your ability to do this job.

Once submitted, you cannot retrieve your application to make any further amends so ensure you are happy that it is fully complete. Please also allow yourself sufficient time to complete the process, particularly if you are unfamiliar with online recruitment processes. **Your application must be received by the deadline of noon on 2 February 2024.**

Should you have any problems submitting your application, please contact Rhys.Davies@saxbam.com **before** the deadline for applications. If you contact us following the deadline, we will be unable to accept your application.

After you have completed the Equal Opportunities information, you will see a confirmation screen acknowledging your application. You will also receive an email to the email address you provided, confirming receipt of your application. If you do not receive this acknowledgment immediately, please check your spam and, if you still cannot see it, please email Belinda.Beck@saxbam.com.



Reasonable adjustments

Please can you let us know in your application if you require any reasonable adjustments to be made to assist you in completing the application form, attending the interview, or any reasonable adjustments that would need to be made to the role or the working environment if your application is successful. Please email Rhys.Davies@saxbam.com.

Disability Confident Scheme

The GDC operates the Disability Confident Scheme. Candidates who apply under this scheme, who meet the essential criteria for this role, will be given additional consideration for a preliminary interview. Should you wish to apply under this scheme, when submitting your application, please indicate accordingly when asked to do so. If you require information in a different format, please contact Rhys.Davies@saxbam.com.

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

* The equal opportunities monitoring online form will **not** be shared with anyone involved in assessing your application. Please complete as part of the application process.

Contact

If, once you have read this pack, you have any specific questions about the roles or the process, please contact our advisors, Alex Richmond and Jonathan Morgan. Please email Rhys.Davies@saxbam.com to arrange a conversation.

How we will handle your application

We will deal with your application as quickly as possible (timings below are indicative). The selection process will be evidence led. Your application will be assessed and scored only on the basis of the responses given to the competency questions, incorporating the desirable criteria. Your CV will not be scored but will be used to provide further context.

Your application will also be “pre-assessed” before it is passed to the panel for consideration to ensure you do not hold a GDC registration. Panel members will be supplied with, and will assess, anonymised copies of your application.

Process for Council Member appointments

In the **week commencing 18 March 2024**, the selection panel will decide the candidates who will be selected for preliminary interview with our recruitment partner. This will take account of the evidence provided on your application. In selecting the best people for interview, the panel will ensure that all the applicants demonstrate any essential requirements in the competencies and experience for the post. You will be advised of the outcome of your application by our recruitment partner via e-mail.

Preliminary Interviews will take place **weeks between 21 March – 10 April 2024** and will be conducted virtually through Microsoft Teams video conferencing.



In the **week commencing 15 April 2024**, the selection panel will decide the candidates who will be selected for final stage interview. This will take account of the evidence provided on your application and in your preliminary interview. In selecting the best people for interview, the panel will ensure that all the applicants demonstrate any essential requirements in the competencies and experience for the post. You will be advised of the outcome of your application by our recruitment partner via telephone. Reasonable adjustments will be made for candidates with disabilities who progress to preliminary and final interviews.

References for shortlisted candidates will be taken **between 19 April and 20 May 2024** – please ensure that your referees are aware and able to respond during this time.

In addition, we will also undertake checks, including internet and social media checks, related to any information about you which could bring into question your eligibility or ability to perform the role, or which might represent a reputational risk to the GDC or the Privy Council. Where checks reveal information that might affect your eligibility for appointment, candidates will be given an opportunity to discuss the information before a course of action is decided upon.

For those candidates selected for final interview, the formal panel interview will take place on **Monday 20 May 2024**. The interview format will be confirmed with candidates at the point of invite, but this is expected to also include a panel presentation at the final stage.

The GDC plans to submit its recommendation for the Council Member appointments to the Privy Council in **June 2024**, following confirmation by the Professional Standards Authority that the Privy Council can have confidence in the process. It is expected that the Privy Council will confirm the appointments in **early Summer 2024**. Please note that, at this stage, information provided by candidates and arising from our due diligence checks may be shared with the Privy Council and the Professional Standards Authority. The Privy Council will write to the successful candidate formally offering them the appointment and the appointments will commence on **1 October 2024**. This process can take some time and, unfortunately, we are unable to provide information about the outcome of the process until the Privy Council has made its decision. We endeavour to keep candidates updated during this period. If, following preliminary interview or final interview with the GDC your application is unsuccessful, you will be offered verbal feedback from our recruitment partner.

Conflicts of interest

It is particularly important to declare any actual or perceived conflicts of interest that could be considered relevant to the GDC at the application stage of the process. This includes:

- Close relationships with other Council, Committee Members or Members of the interview panel.
- Any relevant business interests, positions of authority or other connections with organisations relevant to the business of the GDC.
Interests relating to other connected persons (defined as a person with whom you have a personal or business relationship), which could be perceived as influencing the position of a Council Member.

Actual and perceived conflicts of interest will be fully explored by the selection panel at the interview stage.

Travel expenses

The GDC will reimburse travel expenses in line with corporate policy.

If you have a complaint

The General Dental Council is committed to processes and procedures that are fair, transparent and free from discrimination. Complaints about any aspect of the appointments process for the Council member roles will be monitored, recorded, and promptly handled.



If you have any complaints about the way your application has been handled, please contact the Governance team – governance@gdc-uk.org.

Complaints will be acknowledged as soon as possible and responded to within 20 working days.

Following investigation of the complaint, if an applicant remains dissatisfied with the response provided by or on behalf of the GDC, they can raise their concerns with the Privy Council. The Privy Council is responsible for appointing the Council members. Please contact: Privy Council Office, Room G/04, 1 Horse Guards Road, London, SW1A 2HQ, Telephone: 020 7271 3292, Email: enquiries@pco.gov.uk.





Terms

Monitoring information

The GDC values equality and diversity and is committed to ensuring its processes and procedures are fair, transparent and free from unlawful discrimination. To ensure we are treating candidates fairly, we monitor diversity at all stages of the appointments process. The application process includes an online equal opportunities monitoring form. Providing this information is optional and each question may be answered on an individual basis, but we would be grateful for your cooperation.

Information provided will be treated as strictly confidential and held securely in line with data protection and other relevant legislation and will be used for monitoring purposes only. It will not be seen by anyone directly involved in the selection process and will not be treated as part of your application. No information will be published or used in any way which allows any individuals to be identified.

Use of your personal data

For full details of how your personal data will be handled, please click [here](#). Please be aware that information may be shared with the Professional Standards Authority and the Privy Council as required as part of the appointments process.

Ministerial appointments

We ask that candidates give full information about any ministerial appointments they hold. You should also include details of any current NHS board appointments you hold. Please ensure that you include full details of the body to which you have already been appointed, the period of appointment and annual remuneration or daily fees paid.

Appendices

Appendix 1 – Code of Conduct for Council members

Appendix 2 – The General Dental Council (Constitution) Order 2009 – Disqualification criteria for Council members.

General Dental Council

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