

Code of Conduct for Council Members and Independent Governance Associates

Version: 2.0

Status	Approved	
Policy Owner	Governance	
Applicable to (tick all that apply)	<input type="checkbox"/> ELT only <input type="checkbox"/> Staff only (not ELT) <input checked="" type="checkbox"/> Council Members <input checked="" type="checkbox"/> Independent Governance Associates	<input type="checkbox"/> Statutory Committee Members <input type="checkbox"/> Associates <input type="checkbox"/> Third Parties (state who)
Approving forum (tick all that apply)	<input type="checkbox"/> Chief Executive/Registrar/Accounting Officer <input checked="" type="checkbox"/> Executive Leadership Team (ELT) <input type="checkbox"/> Senior Management Team <input type="checkbox"/> Head of Function <input type="checkbox"/> Senior Information Risk Owner	<input checked="" type="checkbox"/> Audit & Risk Committee <input type="checkbox"/> Finance & Performance Committee <input type="checkbox"/> Remuneration & Nomination Committee <input type="checkbox"/> Statutory Panellists Assurance Committee <input checked="" type="checkbox"/> Council
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1. Purpose and scope

- 1.1 As a regulator, the General Dental Council (GDC) establishes standards for the conduct, performance and ethics of the dental team. Council Members must maintain similarly high standards. Whilst carrying out their duties Council Members are expected to conduct themselves in a way that adheres to the GDC's values and leadership values set out in this Code of Conduct.
- 1.2 This policy applies to Council Members and to Independent Governance Associates, which are defined as:
 - a. Members of the Statutory Panellists Assurance Committee (SPC); and
 - b. Independent Members of the Committees of Council – such as the Audit and Risk Committee, Finance and Performance Committee and the Remuneration and Nomination Committee.
- 1.3 All references to Council Members will apply equally to Independent Governance Associates, unless otherwise stated.

2. Framework – Member Responsibilities

- 2.1 The Dentists Act 1984 sets out that the over-arching objective of the Council in the exercise of its functions is the protection of the public. Council Members are charged with pursuing this objective by:
 - a. Protecting, promoting and maintaining the health, safety and wellbeing of the public.
 - b. Promoting and maintaining public confidence in the dental professions and
 - c. Promoting and maintaining proper professional standards for members of the dental professions.
- 2.2 In the discharge of their duties, Council Members should also have proper regard for the interests using or needing the services of dental professionals, of any differing interests between members of the dental team and of the need to promote high standards of education for dental professionals.
- 2.3 There are a number of criteria within the GDC's Constitution Order 2009, which set out scenarios that will disqualify individuals from appointment to the Council. The Privy Council may also remove Council Members from office if it is satisfied that their membership of the Council be liable to undermine public confidence in the regulation of registered dental professionals.
- 2.4 Examples of when Members may not be appointed (or may be suspended or removed from office) include if they:
 - a. Have been convicted of an offence involving dishonesty or deception (which is not spent).
 - b. Have been convicted of an offence where the final outcome was a sentence of imprisonment or detention (which is not spent).
 - c. Have been removed from public office.
 - d. Are an undischarged bankrupt.
 - e. Are a disqualified director.
 - f. Are on a barred list.
 - g. Have been subject to Fitness to Practise proceedings and the final outcome was suspension, erasure or conditions.

- 2.5 The Privy Council may also remove Members from office if it is satisfied that their level of attendance at meetings of the Council falls below an acceptable minimum level, if they have failed to satisfactorily undertake education or training requirements that apply to them or that they are no longer able to perform their duties because of adverse health.
- 2.6 Council Members have a responsibility under the Constitution Order 2009 to inform the Council and Privy Council that they may be about to fulfil any of the criteria for disqualification, removal or suspension from office. The Chair of Council also has the responsibility to inform the Privy Council that any Member may be about to fulfil those criteria – and will do so if satisfied that the Member will not do so immediately.
- 2.7 Council Members are also expected to comply with the responsibilities set out in the following documents:
- a. This Code of Conduct
 - b. The Council Member role description – which defines the standards required of Council Members.
 - c. Their Member agreements – which import the responsibility to comply with GDC policies which may change from time to time. These policies are set out in the Governance Manual. The Member agreements also make clear that Council Members have a duty to act in good faith, have a duty of care to the GDC, a duty of confidentiality and a duty to act within their powers.
 - d. The Seven Principles of Public Life.
- 2.8 It is the responsibility of each Council Member to ensure that they fully comply with their letter of appointment and Member agreement, and with all aspects of this Code of Conduct. Council Members must also ensure that they comply with the policies contained in the Governance Manual, including those on managing conflicts of interests, gifts and hospitality and anti-fraud, anti-corruption and anti-bribery, and any relevant other policies.

3. Definitions

- 3.1 The GDC's values are:
- a. Fairness – we will treat everyone we deal with fairly.
 - b. Respect – we treat everyone with respect.
 - c. Responsiveness – we listen, and we adapt to changing circumstances.
 - d. Transparency – we are open about how we work and how we reach decisions.
- 3.2 The Council's leadership behaviours are:
- a. Demonstrating Trust and Respect
 - b. Positive Leadership
 - c. Promoting Collaboration
 - d. Raising Performance
 - e. Clarifying the Vision

4. Confidentiality

- 4.1 In accordance with the principles of transparency and in line with the GDC's Standing Orders, often the work of the Council is carried out in public, but some matters have to remain private and must be kept confidential.

- 4.2 Council Members are bound by a duty of confidentiality which is set out in their agreement with the GDC. This duty remains in force after their term comes to an end and/or their agreement has been terminated.
- 4.3 Council Members must comply with their duties under information law (including the General Data Protection Regulation, the Freedom of Information and Data Protection Acts) which are set out in the information security guidance included in the Governance Manual.
- 4.4 Council Members will regularly, in the course of their duties, be party to discussions or information of a confidential nature. The effective operation of the Council depends on these confidences being maintained during and after their association with the GDC. Any matters of a confidential nature must strictly be kept confidential. Council Members should avoid discussing these unless it is necessary for the business of the GDC that they should do so. Any such discussions should take place in a confidential setting.
- 4.5 Unless required by law to do so, Council Members must not disclose confidential information to anyone who is not another Council Member or a member of the Executive without the consent of the Chair of Council, or if there is a conflict, the Chair of the Audit and Risk Committee. The Chair of Council or Chief Executive will take appropriate advice on any request for disclosure.
- 4.6 Unless required by law to do so, Independent Governance Associates must not disclose confidential information to anyone outside of the Committee on which they serve without the consent of the Chair of that Committee. The Chair will take appropriate advice on any request for disclosure.
- 4.7 Council Members must comply with the Information Security Policies.

5. Equality, Diversity and Inclusion

- 5.1 The GDC is committed to promoting equality, diversity and inclusion. The Equality, Diversity and Inclusion Strategy provides a clear framework for translating this commitment into action. This means actively promoting a culture that values difference and acknowledges that people from different backgrounds and experiences can bring valuable insight into the workplace.
- 5.2 The GDC aims to be an inclusive organisation, where equality and diversity is encouraged, respected and built upon. As an organisation, we recognise the importance of recruiting and retaining a diverse workforce that is broadly reflective of the communities we serve.
- 5.3 In their behaviours, interactions and decision-making, Council Members should promote the aims and objectives of the Equality, Diversity and Inclusion Strategy. Any equality, diversity and inclusion issues that arise in relation to Council or Committee business will be dealt with under the relevant procedures.

6. Induction and Development

- 6.1 Council Members are required to meet the standards of education and training set by the GDC, including attending and completing any reasonable training and development which the GDC requires.
- 6.2 Council Members will be required to participate in regular appraisals which may identify further development opportunities.
- 6.3 It is the responsibility of Council Members to proactively consider their development needs and ongoing professional training requirements and reflect this thinking in their

discussions with the Chair of Council. Council Members should also inform a member of the Executive Management Team if they feel that they need further guidance or training to carry out their role.

7. Attending meetings

- 7.1 It is expected that Council Members will attend all Council meetings, and all meetings of Committees of which they are a member unless they are unable, with good reason, to do so. In addition, Council Members may also be required to attend external meetings on the Council's behalf. Council Members who are unable, with good reason, to attend a meeting should inform the Governance Team as soon as possible in advance of the meeting.
- 7.2 Where a Council Member's inability to attend a series of meetings is likely to affect the ability of the Council to perform its statutory functions that Member should work with the Chair of Council to consider any action needed. Section 6(g) of The General Dental Council (Constitution) Order 2009 provides that the Privy Council may remove a member whose level of attendance at meetings falls below a minimum level of attendance acceptable to it, having regard to the Council's own recommended minimum level, and whether or not there were reasonable causes for the Member's absences.
- 7.3 The Council generally requires a minimum of attendance at 65% of Council meetings (which, for the purposes of this paragraph, does not include Council away days and additional meetings of Council Members), though this figure may include, at the discretion of the Chair of Council, other meetings which the Member is obliged to attend (e.g. Committee meetings and Council workshops). Council Members' attendance at formal meetings of the Council are reported in the organisation's Annual Report and Accounts.

8. Preparation for meetings and provision of information

- 8.1 Council Members must read papers and all other relevant information in preparation for meetings and are expected to take all reasonable steps to keep themselves up to date with Council, Committee and other relevant business. A failure to do so may affect the ability of the Council to perform its statutory functions and the Member should work with the Chair of Council to consider any action needed.

9. Taking a decision

- 9.1 Section 1 of the Dentists Act 1984 provides that, when exercising its functions, the Council shall:
- a. Have proper regard for the interests of persons using or needing the services of registered dentists or registered dental care professionals in the UK.
 - b. Have proper regard for any differing interests of different categories of registered dentists or dental care professionals.
 - c. Have a general concern to promote high standards of education at all its stages in all aspects of dentistry.
- 9.2 Council Members are appointed to oversee the delivery of the GDC's statutory regulatory functions. They are not representatives of any particular group and they must take decisions in accordance with paragraph 9.1 above.

10. Collective responsibility

10.1 The Council is collectively responsible for the decisions that it takes. This means that, once a quorate decision of the Council is taken, all Council Members are collectively responsible for it even if they were opposed to it, have voted against it, abstained from voting (if voting is applicable) or were absent when the decision was taken. All Council Members are bound by a decision of Council made in good faith (whether by a unanimous or by majority decision) and may not obstruct the execution of that decision. The same principle applies to decisions taken by the Committees of the Council.

11. Demitting office

11.1 Retiring Council members should normally not assume paid employment with the GDC within one year after demitting office. Except for decisions reserved to Council or delegated to SPC, the final decision regarding Council Members seeking paid employment with the GDC remains with the Chief Executive, who may shorten the restriction period where there is a strong reason to do so.

12. Relationship with registrants

12.1 The actions of Council Members can undermine public confidence in the regulation of dentists and dental care professionals and failure to act appropriately can lead to their suspension or removal.

12.2 In particular, Council Members must ensure that they do nothing to compromise themselves or the GDC by doing anything which could influence or may be perceived as influencing the GDC's fitness to practise proceedings on behalf of an individual registrant. If any other matter is raised with a Member by an individual registrant, they should bear in mind their obligations under this Code and the Managing Interests' Policy, and if necessary, should discuss the matter with the Chair of Council.

13. Managing interests and making gifts and hospitality declarations

13.1 Council Members are required to be familiar with and adhere to the GDC's policies on managing interests, gifts and hospitality and on anti-fraud, anti-corruption and anti-bribery.

13.2 Council Members must be aware that the GDC is funded by registrants' fees, and they have a duty to use the GDC's resources prudently.

13.3 Council Members must not receive any financial or non-financial benefit relating to their position as a Member that is not explicitly authorised in their appointment letter/agreement (e.g. fees for attending meetings/training and incurred expenses).

13.4 If Council Members are offered payment for speaking as agreed on behalf of the GDC they should notify the Chair of Council and turn down the fee. Council Members are able to claim expenses for attending such an engagement either from the third party or the GDC.

14. Dealing with stakeholders

14.1 Public statements made by Council Members are likely to be construed by the public as the opinion of the GDC. The term 'public statement' may cover a wide range of circumstances, including but not limited to, speeches, media articles, press statements and postings on social media.

14.2 Council Members should not make public statements relating to the Council or the topics in the GDC's field of interest without authority from the Chair to do so. While

such authority may be general (for example, for a Council Member to engage in a series of social media postings) as well as specific, it must be in place. Any request from a third party to a Council Member to make a public statement should be referred in the first instance to the GDC's Communications Team who will co-ordinate advice. Any public statement must be in keeping with relevant GDC policies, on which the Communications team can advise. The GDC will provide appropriate briefings for Council Members who are authorised to speak on its behalf.

- 14.3 Council Members should bear in mind paragraph 14.1 above and take care even when expressing personal views about the Council or topics in the GDC's field of interest, including in conversation with third parties.
- 14.4 Council Members shall not, in any advertising or other promotional material, make any reference to their relationship with the Council nor use the name, logo or style of the Council on any publication or document except with the prior written consent of the Council. The Communications Team can support Council Members with this, if written consent has been provided.
- 14.5 Council Members must adhere to the *Social Media Guidance for Council Members and Independent Governance Associates*, which is included as part of the Governance Manual.

15. Interaction with staff and colleagues

- 15.1 Council Members must treat their colleagues, staff and others they come into contact within the course of their work with the GDC with dignity and respect and in accordance with the principles set out in this Code of Conduct.

16. Raising concerns

- 16.1 The GDC is committed to maintaining the highest standards of honesty, openness and accountability. Council Members have an important role to play in achieving this goal and are strongly encouraged to raise any concerns that they may have.
- 16.2 For any concerns or complaints that relate to a Council Member's individual relationship with the GDC, those raising concerns should refer to the *Policy for Dealing with Issues of Conduct or with Complaints or Concerns about Council Members and Independent Governance Associates ('the Conduct Policy')*.
- 16.3 If a Council Member has a concern about wrongdoing within the GDC that is in the public interest, then they should refer to the *Whistleblowing Policy for Council Members and Independent Governance Associates*. The GDC will ensure that, if a Council Member raises a genuine concern, they will not suffer a detriment or adverse treatment as a consequence; it does not matter if there is no proof or the concern is later proved to be mistaken.

17. Complaints, concerns, or capability

- 17.1 The Governance Manual includes policy documents for dealing with instances where a Council Member's performance calls below the standards expected. These are the:
 - a. *Capability Policy* – where the issue may relate to a lack of capability and
 - b. *Policy for Dealing with Issues of Conduct or Complaints or Concerns about Council Members or Independent Governance Associates* – where the issue may be related to conduct.
- 17.2 These procedures can also be used where a concern about conduct has come to the GDC's attention without a complaint being made. In relation to performance, the

procedures are intended to be supportive and proportionate and assist the Council Member to reach the necessary standards.

- 17.3 For registrant Council Members, the fitness to practise process and legislative framework will take precedence over the administration of these policies and procedures.

18. Related policies and procedures

- 18.1 The policies that are related to this Code of Conduct are included as part of the Governance Manual. Council Members are required to adhere equally to all the policies in the Governance Manual.

19. Related legislation and other supporting information

- 19.1 The Dentists Act 1984, the GDC's Constitution Order and the GDC's Standing Orders.

20. Monitoring and review

- 20.1 The Code will be reviewed every two years. The Governance team will be responsible for reviewing the Code and recommending it for approval by the Council.
- 20.2 The Council Member Role Description will be reviewed ahead of any Council Member recruitment campaign by the Remuneration and Nomination Committee as part of their role to oversee the process.

21. Appendices

- a. Council Members and Conflicts of Interests in FtP Matters

Council members and conflicts of interest in FTP matters

In order to help Council Members, especially registrants, who may be approached about our FTP procedures, we set out below some general rules and scenarios. If you are in any doubt, please speak to the Chief Executive or the Executive Director, Regulation.

General dos and don'ts

You should never:

- Discuss an FTP case with a member of a statutory committee (that is, the Investigating Committee, Interim Orders Committee, Professional Conduct Committee, Health Committee, Professional Performance Committee and Registration Appeals Committee).
- Make any public comment on an ongoing FTP case (including any mention in electronic media).
- Discuss an ongoing FTP case with a member of staff, save that you may refer any questions you have regarding potential conflicts of interest to the Chief Executive or relevant members of the Executive team.

You should:

- Inform the Chief Executive if there is media or other public interest in a case, so they can coordinate an appropriate GDC response.

Approaches about a current or potential FTP cases

If you are approached by a registrant (including a member of your staff) or member of the public about a current case:

- Directly or indirectly, to discuss an actual or potential FTP case
- To give advice regarding an FTP case
- To ask if an FTP case could be expedited

then you should:

- Refuse to discuss the case, and
- Explain you are unable to discuss the matter because you have a conflict of interest, and
- Direct them to their defence organisation or lawyer, and
- Consider whether the matter affects your own practice. If it does or may affect your practice you should consult the Chair as to the best course of action.

If you are approached by a member of a statutory committee about a current case, then you should:

- Report the potential breach of the code of conduct by the member to the Chief Executive and the Executive Director, Regulation, who will then consider a referral to the SPC.

If you are approached by In-House or External Legal Presentation Services to give evidence in an FTP case, then you should:

- Seek immediate advice from the Executive Director, Legal and Governance

- If you are required to give evidence, Council Members are reminded that they are not representing the Council when doing so and this should be clearly explained to the relevant panel.

Approaches about concluded FTP Cases

If you are approached by a registrant or member of the public about a concluded case, then you should:

- Refuse to discuss the outcome of a case, and
- Explain you are unable to discuss the matter because you have a conflict of interest and
- Direct them to their defence organisation or lawyer if the complaint is regarding the correctness of the decision,
- Listen to complaints about procedure only if a complaint is raised regarding the GDC's processes. In such a case, you should follow the procedure below ("Approaches and complaints about the FTP process").

If you are approached by a member of a statutory committee about a concluded case, then you should:

- Refer the member to the Chief Executive or the Executive Director, Regulation (provided that you are sure that the matter is not ongoing and concerns the GDC's FTP processes),

Approaches and complaints about the FTP process

If you are asked for information (e.g. regarding the GDC's FTP process by a registrant or member of the public) then you should:

- Invite them to contact the GDC using the online form which can be found on the website.

If you are approached by a registrant (including a member of your staff) or member of the public about an issue that may require investigation in connection with the GDC's handling of a case, then you should:

- Refuse to discuss the case, and
- Explain you are unable to discuss the matter because you have a conflict of interest, and
- Direct them to their defence organisation or lawyer, or
- If they are unrepresented tell them to contact the relevant Executive Director (provide the name and contact details if you are able) or, if that is not felt to be appropriate, the Chief Executive.

If it is a complaint about the GDC's FTP processes (e.g. the length of time a case is taking, rudeness or inefficiency of staff) then you should:

- Tell the complainant about our complaints procedure available on the GDC website.
- If the issue is regarding a current case, they should be warned that it may not be possible for the Chief Executive to deal with any complaint until the matter is at an end.

If you, as a Council Member, have queries about the appropriateness or efficiency of the GDC's processes generally (not those of an individual case) then you should

- Raise them with the Chief Executive.

- If after that you are still concerned, you should raise your concerns with the Chair of Council and the Chair of the Audit and Risk Committee.

STATUTORY INSTRUMENTS

2009 No. 1808

The General Dental Council (Constitution) Order 2009

PART 2

Membership of the Council

Disqualification from appointment as a member

5. A person is disqualified from appointment as a member of the Council if that person—
- (a) has at any time been convicted of an offence involving dishonesty or deception in the United Kingdom and the conviction is not a spent conviction;
 - (b) has at any time been convicted of an offence in the United Kingdom, and—
 - (i) the final outcome of the proceedings was a sentence of imprisonment or detention, and
 - (ii) the conviction is not a spent conviction;
 - (c) has at any time been removed—
 - (i) from the office of charity trustee or trustee for a charity by an order made by the Charity Commissioners, the Charity Commission, the Charity Commission for Northern Ireland or the High Court on the grounds of any misconduct or mismanagement in the administration of the charity—
 - (aa) for which the person was responsible or to which the person was privy, or
 - (bb) which the person by their conduct contributed to or facilitated, or
 - (ii) under—
 - (aa) section 7 of the Law Reform (Miscellaneous Provisions) (Scotland) Act 1990⁽¹⁾ (powers of Court of Session to deal with management of charities), or
 - (bb) section 34(5)(e) of the Charities and Trustee Investment (Scotland) Act 2005⁽²⁾ (powers of the Court of Session),from being concerned with the management or control of any body;
 - (d) has at any time been removed from office as the chair, or as a member, convenor or director, of any public body on the grounds, in terms, that it was not in the interests of, or conducive to the good management of, that body that the person should continue to hold that office;
 - (e) at any time has been adjudged bankrupt or sequestration of the person's estate has been awarded, and—

(1) [1990 c.40](#)
; section 7 was repealed by the Charities and Trustee Investment (Scotland) Act 2005 ([asp 10](#))
, Schedule 4, paragraph 7(b).

(2) [2005 asp 10](#)

- (i) the person has not been discharged, or
- (ii) the person is the subject of a bankruptcy restrictions order or an interim bankruptcy restrictions order under Schedule 4A to the Insolvency Act 1986(3) or Schedule 2A of the Insolvency (Northern Ireland) Order 1989(4) (which relate to bankruptcy restrictions orders and undertakings);
- (f) has at any time made a composition or arrangement with, or granted a trust deed for, the person's creditors and the person has not been discharged in respect of it;
- (g) is subject to—
 - (i) a disqualification order or disqualification undertaking under the Company Directors Disqualification Act 1986(5),
 - (ii) a disqualification order under Part 2 of the Companies (Northern Ireland) Order 1989(6) (company directors disqualification),
 - (iii) a disqualification order or disqualification undertaking under the Company Directors Disqualification (Northern Ireland) Order 2002(7), or
 - (iv) an order made under section 429(2) of the Insolvency Act 1986(8) (disabilities on revocation of a county court administration order);
- (h) has been included by—
 - (i) the Independent Barring Board in a barred list (within the meaning of the Safeguarding Vulnerable Groups Act 2006(9) or the Safeguarding Vulnerable Groups (Northern Ireland) Order 2007(10)), or
 - (ii) the Scottish Ministers in the children's list or the adults' list (within the meaning of the Protection of Vulnerable Groups (Scotland) Act 2007(11));
- (i) has at any time been subject to any investigation or proceedings concerning the person's fitness to practise by any licensing body, the final outcome of which was—
 - (i) the person's suspension from a register held by the licensing body, and that suspension has not been terminated,

(3) [1986 c.45](#)
; Schedule 4A was inserted by section 257 of, and Schedule 20 to, the Enterprise Act 2002 (c.40)

(4) [S.I. 1989/2405 \(N.I. 19\)](#)
; Schedule 2A was inserted by [S.I. 2005/1455 \(N.I. 10\)](#)

(5) [1986 c.46](#)

(6) [S.I. 1989/2404 \(N.I. 18\)](#)

(7) [S.I. 2002/3150 \(N.I. 4\)](#)
; relevant amendments were made by [S.I. 2005/1454 \(N.I. 9\)](#)

(8) Section 429(2) was amended by the Enterprise Act 2002 (c.40)

, Schedule 23, paragraph 15.

(9) [2006 c.47](#)

(10) [S.I. 2007/1351 \(N.I. 11\)](#)

(11) [2007 asp 14](#)

- (ii) the erasure of the person's name from a register held by the licensing body or a decision that had the effect of preventing the person from practising the profession licensed or regulated by the licensing body, or
 - (iii) a decision that had the effect of only allowing the person to practise that profession subject to conditions, and those conditions have not been lifted;
- (j) has at any time been subject to any investigation or proceedings concerning the person's fitness to practise by the Council, in the course of which or where the final outcome was that—
 - (i) the person's registration in the register was suspended (including by an interim suspension order or an order for immediate suspension) and that suspension has not been terminated,
 - (ii) the person's name was erased from the register (for a reason connected to the person's fitness to practise), or
 - (iii) the person's registration in the register was made conditional upon their compliance with any requirement (including by an order for interim conditional registration or an order for immediate conditional registration) and that requirement has not been lifted;
- (k) has at any time been subject to any investigation or proceedings relating to an allegation that the person's entry in the register was fraudulently procured, the final outcome of which was the erasure of the person's name from the register;
- (l) is or has been subject to any investigation or proceedings concerning the person's fitness to practise by—
 - (i) any licensing body, or
 - (ii) the Council,and the Privy Council is satisfied that the person's membership of the Council would be liable to undermine public confidence in the regulation of registered dentists and dental care professionals; or
- (m) has at any time been convicted of an offence elsewhere than in the United Kingdom and the Privy Council is satisfied that the person's membership of the Council would be liable to undermine public confidence in the regulation of registered dentists and dental care professionals.

Additional information about the GDC and its Fitness to Practise function

The Dentists Act 1984 provides the GDC with a legislative framework for our work. It currently gives 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.
- Assure the quality of dental education and training programmes leading to registration with the GDC.
- 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.
- Protect the public from individuals carrying out dentistry while not registered.
- 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.

More information on the work we do can be found in our [Annual Report and Accounts](#).

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 Vision:

A system of regulation which:

- 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.

Our Values:

Transparency: We are open about how we work and how we reach decisions

Fairness: We will treat everyone we deal with fairly

Respect: We treat dental professionals, our partners, and our employees with respect

Responsiveness: We can adapt to changing circumstances

Our Corporate Strategy

Our [Corporate Strategy for 2023 – 2025](#) builds upon the strategic aims and objectives of [Right time, Right place, Right touch](#). We have revisited and clarified those aims to make sure they remained the right priorities in the context of the pandemic and wider landscape.

Our role in public protection remains unchanged, while our strategy recognises that we need to modernise, and improve our performance in some areas.

This Corporate Strategy sets out our further steps to continue to move the balance of our effort towards prevention in a different context of public protection, dental care and regulation. We begin the implementation of this strategy facing a number of challenges:

- The delays and uncertainty over the plans to reform the health professional regulators, which is an essential component to achievement of our ambition.
- Changes to our routes to registration following the UK's departure from the EU.
- Economic uncertainty that affects patient choice, dental businesses, individual dental professionals and the GDC.

Flexibility and adaptability will be essential for us to respond to uncertainty and this strategic plan builds in agility to be able to respond to a changing set of circumstances.

We will continue to press for the opportunities that legislative reform may bring, but it cannot be guaranteed and will not resolve all existing issues. Therefore, we will drive improvements within our current constraints while supporting and empowering the dental team to deliver safe and effective dental care to high standards of professionalism.

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. Flowing from this central task are our functions and processes, which we perform on behalf of members of the public and in co-operation with the professions, the sector, and other regulators. We will continue to perform these functions and processes and make them more efficient and effective.

Therefore, while we are building in flexibility into how we achieve our aims, they will be familiar to our stakeholders and reinforce understanding of our role and goals.

Integral to the achievement of our new strategy are our four new strategic aims. All our activity is aligned with one or more of these aims:

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

How we work to deliver these aims?

Underpinning the Corporate Strategy are several areas of priority that contribute to the achievement of our strategic aims. These are:

- **Effectiveness of the GDC:** Our approach to ensuring the GDC has the staff, systems and processes to improve our performance and support the achievement of our strategic aims and objectives.
- **Preventative regulation (formerly known as Moving Upstream):** Our approach to moving effort towards prevention of harm through our regulatory functions and processes, use of data, research and intelligence and work with our stakeholders.
- **Communications and engagement:** Our approach to supporting understanding of our role in the dental sector, our priorities and, where appropriate, involving the people affected by our work in the development of our regulatory functions and processes.
- **Evidence, data, and research:** We have two approaches, the first is to use the data we hold more effectively, within the context of our legal obligations. The second, is to use research and evaluation to inform our regulatory functions, processes and improvements to our performance.
- **Equality, diversity and inclusion:** Our objectives to foster equality, diversity and inclusion inside our organisation, with the sector we regulate, and with the public.

Our team

Our Council is composed of 12 Members, six of whom are non-registrant Members and six are registered dental professionals. Our Chair, Lord Toby Harris, is one of the 12 Members of the Council. Council Member appointments are made by the Privy Council, who seek assurance in relation to the recruitment process run by the GDC for these roles from our regulator, the Professional Standards Authority.

You can read more about our [current Council Members](#) on the GDC website.

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.

Fitness to practise

When concerns are raised with us, we consider these and, if necessary, investigate to assess whether the issues involved may indicate that a registered professional's fitness to practise is impaired.

If there are concerns that shortcomings in a dental professional's conduct or competence that may put patients at serious risk, or seriously damage public confidence in dentistry, we will investigate.

When we say that someone is 'fit to practise' we mean that they have the appropriate skills, knowledge, character and health to practise their profession safely and effectively. However, fitness to practise is not just about a practitioner's clinical performance or health.

A practitioner's fitness to practise also includes any actions which they may have taken which affect public confidence in dental professionals and their regulation. This may include matters not directly related to professional practise, for example, committing a criminal act.

We investigate:

- serious or repeated mistakes in clinical care, for example mistakes in diagnosis or dental procedure
- Failure to examine a patient properly, to secure a patient's informed consent before treatment, keep satisfactory records, or to respond reasonably to a patient's needs
- Failure to have professional indemnity insurance
- Cross infection issues (for example, using dirty clinical equipment during treatment)
- Serious breaches of a patient's confidentiality
- Indications of a criminal offence including fraud, theft or dishonesty by a dental professional
- Poor health or a medical condition that significantly affects a dental professional's ability to treat patients safely

If the concerns about a registrant's fitness to practise are serious enough, the matter will be referred for a formal hearing before a Fitness to Practise Committee. If the Committee find that the registrant's fitness to practise is impaired, they may decide to:

- Take no further action
- Issue a reprimand
- Place conditions on registration
- Suspend registration
- Remove an individual from the register