1. **Purpose and Authority**

1.1. The Executive Management Team Board, ‘the EMT Board’, is responsible for the operational performance and management of the business.

1.2. The EMT Board’s purpose is to assist the Chief Executive in the performance of his duties within the bounds of the authority vested in the statutory functions of the Registrar, and those powers which are delegated to the Chief Executive in the Standing Orders of 2016. These include:

- The development and implementation of strategy proposals, operational plans, policies, procedures and budgets;
- The monitoring of operating and financial performance;
- The assessment and control of risk;
- The prioritisation and allocation of resources.

1.3. EMT Board members of the General Dental Council share collective responsibility for actions and decisions taken, regardless of their individual line responsibilities.

2. **Membership**

2.1. The EMT Board shall be made up of the Chief Executive and such other individuals as the Chief Executive may determine, including, but not limited to:

- Executive Director, Registration and Corporate Resources;
- Executive Director, Fitness to Practise;
- Executive Director, Strategy;
- Executive Director, Organisational Development;
- Head of Communications;
- Principal Legal Adviser.

2.2. In the event that any member is not able to attend a Board meeting, they must nominate a deputy to be present in their place.

2.3. Others may be invited to attend all or part of any meeting.

2.4. The Head of Governance will attend meetings of the EMT but will not be a member of the EMT Board.

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1 As the Matters Reserved to the Council and Matters Delegated to the Chief Executive states: ‘The Council sets strategy and policy, and determines the outcomes and outputs of the GDC in support of its purpose and values. The means by which those outcomes and outputs are achieved is a matter for the Chief Executive and staff.’ Those matters which the Council has delegated to the Chief Executive may be carried out by persons nominated by the Chief Executive who remains accountable for the discharge of all delegated functions.
3. **Chair**
   3.1. The Chief Executive shall act as Chair of the EMT Board. In their absence, the chair shall be taken by his nominated delegate.

4. **Secretary**
   4.1. The Head of Governance or their nominee shall act as secretary of the EMT Board.

5. **Quorum**
   5.1. The quorum necessary for the transaction of business shall be three members of whom at least one must be either the Chief Executive or his delegate. A duly convened meeting of the EMT Board at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretions vested in, or exercisable by, the EMT Board.

6. **Frequency of meetings**
   6.1. The EMT Board will meet to consider organisational performance against business plan and strategic objectives once per month. Such draft Council papers as selected by the Chief Executive will also be discussed at this meeting in accordance with the meeting schedule.
   6.2. In weeks when no formal meeting is held, the members of the EMT Board will meet for workshop sessions at which no formal papers will be considered. These sessions will give the opportunity for discussion and engagement, the early articulation of strategy, and cross-organisational input.
   6.3. Meetings of the EMT Board other than those regularly scheduled as above, shall be summoned by the secretary of the EMT Board at the request of the Chief Executive.
   6.4. Unless otherwise agreed, notice of each formal meeting confirming the venue, time and date together with an agenda and supporting papers, shall be forwarded to each member of the EMT Board and any other person required to attend, no later than three working days before the date of the meeting.

7. **Minutes of meetings**
   7.1. The secretary shall minute the proceedings and decisions of all meetings of the EMT Board, including recording the names of those present and in attendance.
   7.2. Minutes of EMT Board meetings shall be circulated promptly to all members of the EMT Board.

8. **Duties**
   **Objectives and strategy**
   8.1. Recommending the General Dental Council’s Corporate Strategy, Business Plan, and strategic objectives for approval by the Council, having regard to the interests of patients, professionals, partners and the GDC’s performance.
Performance and operations
8.2. Presenting the GDC’s Corporate plan, budget and business plan to the Council and following approval, achieving the budgets and plans.
8.3. Monitoring performance against targets, objectives and key performance indicators as agreed by the Council.
8.4. Ensuring the active liaison, co-ordination and co-operation between directorates.
8.5. Overseeing the effective use of resources including financial, people and premises.
8.6. Ensuring that the GDC is appropriately represented within the healthcare regulation landscape and is positioned to contribute to lobbying/influencing the development of the regulatory regime.

Human resources
8.7. Ensuring appropriate levels of authority are delegated to senior managers throughout the GDC.
8.8. Ensuring the provision of adequate management development and succession.
8.9. Ensuring that managers at all levels in the GDC have appropriate skills.
8.10. Developing and implementing appropriate remuneration structures within the GDC below the level of responsibilities of the Remuneration Committee.
8.11. Developing and implementing appropriate performance management systems, ensuring that high performance recommendations are moderated and consistent standards are applied across the organisation.

Business structure and risk management
8.12. Reviewing the organisational structure of the GDC and making appropriate changes.
8.13. Ensuring the control, co-ordination and monitoring of risk and internal controls.
8.15. Safeguarding the integrity of management information and financial reporting systems.

Policies
8.16. Approving and monitoring the implementation of policies as they relate to staff including:
- Risk management policies
- Treasury policies
- Health and safety policies
- Human resources policies
- Communications policies
- Information management and security policies
- Governance policies
9. **Subsidiary Groups**

9.1. The following groups form part of the overall framework of the organisation and report on their specific activities to the EMT Board on a regular basis:

   - Portfolio Delivery Group
   - Information Governance Group
   - FTP Quality Assurance Group
   - IT Steering Group
   - Overseas Registration Examination Board
   - Editorial Board
   - Health and Safety Committee

9.2. Whilst there is EMT Board member representation on these groups, visibility for their work is assured by the submission of regular reports to the formal EMT Board meetings.

9.3. The Staff Forum has the right of access to the EMT Board and may be invited to undertake activities from time to time.

10. **Reporting responsibilities**

10.1. The Chief Executive shall report formally to the Council, at each Council meeting, on the matters considered by the EMT Board since the previous Council meeting.

11. **Other matters**

11.1. The EMT Board shall arrange for periodic reviews of its own performance and, at least annually, review its own constitution and terms of reference to ensure it is operating at maximum effectiveness.

11.2. The EMT will continue to seek opportunities for wider staff involvement in key initiatives such as financial savings and service improvements.

April 2017.