### Council induction and next steps

<table>
<thead>
<tr>
<th>Purpose of paper</th>
<th>This paper outlines the plans for the induction sessions for new Council members. It also puts forward proposals for the 2017 annual review of Council effectiveness and and sets out the plans for a learning and development programme for both Council as a whole and individual Council members.</th>
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<tbody>
<tr>
<td>Action</td>
<td>For discussion</td>
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<tr>
<td>Corporate Strategy 2016-19</td>
<td>Performance objective one: To improve our performance across all our functions so that we are highly effective as a regulator.</td>
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<td>Decision Trail</td>
<td>The Remuneration Committee (RemCo) commented on the plans for the Council member induction at its meeting in April 2017. The RemCo also discussed plans for the annual review of Council effectiveness and a learning and development programme for Council/Council members at its meeting in July 2017.</td>
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<td>Next stage</td>
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<td>Authorship of paper and further information</td>
<td>Clare Mitchell, Head of Governance</td>
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<td>Appendices</td>
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**Decision Trail**

The Remuneration Committee (RemCo) commented on the plans for the Council member induction at its meeting in April 2017. The RemCo also discussed plans for the annual review of Council effectiveness and a learning and development programme for Council/Council members at its meeting in July 2017.

**Next stage**

These plans will be implemented during 2017/2018 subject to comments from the Council.

**Recommendations**

The Council is asked to:

- comment on the plans for Council member induction;
- comment on the proposals for the annual review of the Council’s effectiveness and plans for a learning and development programme for both Council as a whole and individual Council members.

**Authorship of paper and further information**

Clare Mitchell, Head of Governance, cmitchell@gdc-uk.org, 0207 167 6348

**Appendices**

- Appendix 1 – Diagram of Council learning and development programme
- Appendix 2 - Timeline for Council effectiveness review and development programme
1. Executive summary

1.1. The RemCo received a paper outlining plans for the induction of the new Council members at its April meeting. The RemCo made a number of comments and these have been worked into the induction plan.

1.2 The induction of the new Council members will be part of a wider programme of learning and development for individual Council members and the Council as a whole. Individual learning and development needs will be informed by a skills audit across the Council and the outcomes of the appraisals of the continuing Council members, which are due to take place in November 2017.

1.3 The Council is also committed to reviewing its effectiveness on an annual basis, with an external review taking place once every three years. The 2017 Council effectiveness review is scheduled to be an internal review with an external review in 2018.

1.4 The Council is asked to:
   • comment on the plans for Council member induction;
   • comment on the proposals for the annual review of the Council’s effectiveness and plans for a learning and development programme for both the Council as a whole and individual Council members.

2. Induction Pack

2.1 A comprehensive induction pack will be sent out to the new Council members. This will include a briefing on the key issues under discussion by the Council, documents that the new Council members will need to be familiar with plus reference information and past Council papers. iPads will be supplied to new members so that they can access this information electronically.

3. Induction programme

3.1 The induction programme consists of two blocks of two days; Tuesday 12 and Wednesday 13 September and Wednesday 27 and Thursday 28 September. The sessions will refer back to the relevant documents in the induction pack. The induction programme has been designed for the new Council member but any Council member is welcome to attend all or part of the induction.

3.2 The first two days are an introduction to the organisation, how it’s governed, what’s expected of Council members and the work of the various Directorates.

3.3 The second two induction days correspond to the dates of the September Council workshop and Council meeting. The morning of the workshop day will be an introduction to the work of the Council’s non-Statutory Committees and the Statutory Panellists Assurance Committee. The afternoon will be a Council workshop session for new and existing Council members. The new Council members will be invited to attend both the closed and open sessions of the Council meeting on 28 September as observers.

3.4 In addition, a “buddying” system will be introduced. This will pair up lay and registrant members so lay members can gain experience of dentistry and registrant members gain more exposure to governance issues, e.g. by attending a Board meeting at another organisation. New and existing members will also be offered the opportunity to undertake the CIPFA e-learning module on good governance in the public services as part of the ongoing learning and development of new Council members. Arrangements will also be made for the new lay members to visit a dental hospital/facility. A session/information on education in dentistry will also be provided.

3.5 A workshop session entitled “the ways we will work together” has been scheduled to take place with the Council and the Executive Management Team as part of the October 2017 Council
workshop. This session will be supported by an external facilitator. All Council members will be asked to complete a Facet 5 Questionnaire in advance of the session.

4. **Council Effectiveness Review 2017**

4.1. Council members who are leaving the Council on 30 September 2017 will be asked to complete a Council effectiveness questionnaire to inform the 2017 review before they demit office. This will feed into a workshop session in December 2017. This will be similar to the questionnaire used in the 2016 Council effectiveness review but will include questions about the effectiveness of the Committees.

4.2. Council members who will be continuing on the Council from 1 October 2017 will be asked to complete the same Council effectiveness questionnaire and will be scheduled for an appraisal with the Chair of Council in the later part of 2017.

4.3. EMT members will be asked to complete a slightly modified version of the questionnaire. It became clear during the 2016 Council effectiveness review that the way that the questionnaire was worded meant that it was not always relevant to EMT who are not themselves members of the Council.

4.4. The results of the review will be considered at a workshop session immediately prior to the December Council meeting. This session will be facilitated by Bobby Davis, Executive Director, Organisational Development. The members of the EMT plus the Head of Governance will attend the final part of this when the action plan, including learning and development for the Council as a whole is discussed.

5. **Skills Audit**

5.1 The new and continuing members of the Council will be asked to complete a skills audit questionnaire in October 2017. This will assist with identifying any gaps in the Council’s skills and knowledge and will link to the Council effectiveness review, which in turn will feed into the learning and development programme for the Council.

5.2 The skills audit will be based on key themes, which will be discussed with the Chair of the Council, the new Chairs of the Committees and EMT.

5.3 The questionnaire to be completed by the outgoing Council members will also ask what skills they think will be missing from the Council following their departure and any gaps they had identified during their tenure.

6. **Council learning and development**

6.1. As discussed above, the outcomes of the effectiveness review and the skills audit will feed into the development of a formal Council development programme which will begin in 2018. The Council development programme will be one of the mitigations for any gaps found in the skills review. The skills audit will also help to determine the person specification for the registrant Council member vacancy which will arise at the end of September 2018.

6.2. There is also some mandatory training in key areas that all members of the Council will need to undertake annually covering whistleblowing, information governance and equality, diversity and inclusion. The programme of mandatory training should be ready by November for completion prior to the December workshop. This will be an annual requirement going forward in 2018, with information governance training also being delivered as an e-learning module.
7. **Individual Council member learning and development**

7.1. Following the Council member induction programme, the new Council members will be asked to identify any further individual learning and development needs. Suggestions for areas for learning and development may also be made through the Chair of the Council, who will have a one to one meeting with all new Council members towards the end of 2018. In addition, the new Council members may well have learning and development needs that relate to the Committees that they will be joining either as a Chair or as a member.

8. **Risks and considerations**

<table>
<thead>
<tr>
<th>Communications</th>
<th>N/A</th>
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<tr>
<td><strong>Equality and Diversity</strong></td>
<td>Equality and diversity training will be part of the mandatory training for Council members</td>
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<tr>
<td>Legal</td>
<td>The induction for new Council members, the mandatory training and, where appropriate, the learning and development programme will ensure that all Council members are aware of the legal framework in which the GDC operates.</td>
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<tr>
<td>Policy</td>
<td>N/A</td>
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<tr>
<td>Resources</td>
<td>The cost of induction is factored into the budget for 2017. The costs of the Council learning and development programme and learning and development for individual Council members be factored into the budget for 2018.</td>
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<tr>
<td>National</td>
<td>N/A</td>
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<td>Risks on registers</td>
<td>N/A</td>
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</table>

9. **Recommendations**

9.1 The Council is asked to:

- comment on the plans for Council member induction;
- comment on the proposals for the annual review of the Council’s effectiveness and plans for a learning and development programme for both the Council as a whole and individual Council members.