

**Minutes of the Meeting of the  
General Dental Council  
held at 9.00am on Thursday 3 October 2019  
in Closed Session  
at the General Dental Council, 1 Colmore Square, Birmingham, B4 6AJ**

**Council Members present:**

William Moyes (Chair)  
Anne Heal  
Caroline Logan  
Catherine Brady  
Crispin Passmore  
Geraldine Campbell  
Jeyanthi John  
Kirstie Moons  
Margaret Kellett  
Sheila Kumar  
Simon Morrow  
Terry Babbs

**Executive in attendance:**

Ian Brack Chief Executive and Registrar  
Gurvinder Soomal Executive Director, Registration and Corporate Resources  
Lisa Marie Williams Executive Director, Legal and Governance  
Tom Scott Executive Director, FtP Transition  
Sarah Keyes Executive Director, Organisational Development

**Staff in attendance:**

Lucy Chatwin Head of People Services (accompanying new Executive Director,  
Organisational Development)  
Colin MacKenzie Acting Head of Communications and Engagement  
Ian Jackson Director for Scotland  
  
Sam Clements Head of Risk Management and Internal Audit (Item 7 only)  
Samantha Bache Head of Finance and Procurement (Item 8 only)  
Katie Spears Interim Head of Governance (Secretary)  
Paula Woodward Pfister Governance Consultant

**PART ONE – PRELIMINARY ITEMS**

**1. Opening remarks and apologies for absence**

- 1.1. The Chair welcomed everyone to the meeting and introduced new attendees.
- 1.2. Apologies for absence were received from Rebecca Cooper, Interim Executive Director, Strategy.

## 2. Declarations of interest

2.1. There were no declarations of interest.

## 3. Approval of minutes of the previous meetings

3.1. The Council **noted** that the full minutes of the closed Special meeting held on 11 September 2019 had been approved via correspondence and a final version had been circulated to Council members on 30 September 2019.

3.2. The Council **approved** the abbreviated minutes from the closed Special Council meeting held on 11 September 2019 for publication.

## 4. Matters arising from the Closed Council meeting held on 11 September 2019 and rolling actions list

4.1. The Council **noted** the actions list and **approved** the completion of actions where they had been completed.

4.2. The Council also **noted** the review of actions from 2019 that had been carried out by the Interim Head of Governance and **approved** the completion of actions where they were marked as 'suggested complete'.

4.3. The Council **noted** that two items due to be heard at the October Council meeting had been moved to the December Council meeting agenda, following a meeting of the Chair's Strategy Group on 11 September 2019.

## 5. Decisions log

5.1. The Council **noted** there had been no decisions taken in between meetings.

## PART TWO – ITEMS FOR DECISION AND DISCUSSION

### 6. Board Effectiveness Review – Reflection and Next Steps

6.1. The Chair opened up discussion with the Council in relation to the workshop held the previous day, outlining the findings of Deloitte in relation to the recent Board Effectiveness Review, the reflections of Council from that workshop and the planned next steps to continue the work in this area.

6.2. The Council **discussed** the following:

6.2.1. The Council had found the workshop useful and thought provoking. There were themes of work that could be picked up by both the Executive Team and the Council.

6.2.2. The Council were in agreement that the ambition existed to have simpler papers, better planned workshops, notes of the outcomes sought from workshops and the actual outputs, enhanced consideration of whether matters should be discussed in public or in closed session and to have time devoted to elucidating the respective roles of Council, Committees, the Executive and the Accounting Officer. Some suggestions could be implemented more quickly than others and the order of the work would need to be carefully considered.

6.2.3. The Council agreed that it would be useful for the Executive to consider the report, once finalised, consider how best its suggestions should be implemented and to bring back to Council in Q1 of 2020. Once the report was finalised and circulated, the Chair invited any comments from Council members to be provided back to him or the Chief Executive.

**Action – Interim Head of Governance to share the Deloitte presentation on Board Effectiveness with Council members via email.**

6.3. The Council **discussed** the report and **agreed** to consider how best to implement its suggestions.

## 7. Strategic Risk Register Update

*The Head of Risk Management & Internal Audit joined the meeting.*

- 7.1. The Head of Risk Management & Internal Audit presented the paper, which was set against the background of the workshop session with Council the previous day, that had aimed to capture the current risk appetite of the Council and sought confirmation of the output captured from that workshop.
- 7.2. The Council also considered the current strategic risk register.
- 7.3. The Council **noted** the strategic risk register and **noted** that that there was work in hand to refine it.

**Action: The Chief Executive and Chair of the Audit and Risk Committee to meet to discuss the approach to the reporting of risk. This work would be brought back to Council in Q1 of 2020.**

- 7.4. The Council then **discussed** the revised version of the risk appetite matrix, which incorporated the comments of Council from the workshop on the previous day.
- 7.5. The matrix had been simplified and the Council had made clear that certain elements that were incorporated into it were 'golden threads' for consideration around risk. These were public safety considerations, reputational damage, the need for innovation and the need for robust control frameworks. The Council discussed how the matrix provided the framework for decisions to be made around risk and was designed to be flexible and not a rigid tool. Once approved, it would be used in all future reporting on strategic risk.
- 7.6. The Council **approved** the updated risk matrix and **agreed** the risk appetites that had been plotted onto it, subject to final updates.

**Action: The Head of Risk Management & Internal Audit to make the amendments requested, plot the risk appetite of the Council in line with its decision and circulate the updated risk matrix in advance of the December Council meeting.**

*The Head of Risk Management & Internal Audit left the meeting.*

## 8. Finance Q2 Forecast

*The Head of Finance & Procurement joined the meeting.*

- 8.1. The Head of Finance & Procurement introduced the paper which provided an update on the financial forecast for 2019 at the end of Q2. The paper gave a detailed review of income and expenditure levels.
- 8.2. The Council **noted** the update.

*The Head of Finance & Procurement left the meeting.*

## 9. Moving Upstream

- 9.1. The Interim Head of Communications & Engagement presented the paper which sighted Council on the first draft of the Moving Upstream Report for 2020. The team sought feedback from Council which would be incorporated into the draft, which was planned for publication in January 2020.
- 9.2. The Council agreed that this was a good first draft but there was much work to be done before it was presented to Council for final approval in December. The SLT were due to see a further version at the November SLT meeting and the Council **agreed** to see an interim version via correspondence in advance of the December meeting.

**Action: The Interim Head of Communications and Engagement to incorporate the suggestions from Council into the next draft version of the Moving Upstream document and to circulate it to Council for comment in advance of the December Council meeting.**

## **10. Horizon Scanning and Stakeholder Engagement Reports**

- 10.1. The Interim Head of Communications & Engagement presented the paper outlining an update on the current external environment to the GDC and an update on recent stakeholder engagement.
- 10.2. The Council **discussed** the establishment by the GMC of an assessment centre to assess the skills of overseas doctors and how this aligned with their approach to seek to ensure workforce provision after EU Exit. This option was not something that the GDC could or should properly consider implementing, given the changes in the respective workforces and the legal constraints that existed. The Council also discussed the impressive presentation of the Standards document used by the General Osteopathic Council and noted it as a useful reference point for GDC work in this area.
- 10.3. The Council **noted** the paper.

## **11. Public Session Agenda**

- 11.1. The Chair invited comments from the Council in relation to any items that were featured on the public agenda of Council that ought to be discussed in the closed session. The Council discussed the careful work that had taken place at the FPC to scrutinise the Costed Corporate Plan and Budget and noted the importance of having a full discussion of all tabled items within the public session.

## **12. Communications Plan – Corporate Strategy, CCP, Fees Policy and ARF**

- 12.1. The Interim Head of Communications & Engagement presented the paper on the proposed communications strategy that would attach to the work around the Corporate Strategy, Costed Corporate Plan, Budget, Fees Policy and the Annual Retention Fee levels which was discussed by the Council.
- 12.2. The Council **discussed** the need to be clear around the mechanisms that had facilitated a reduction in the ARF. This was due to robust financial controls, better organisational design and the commitment to minimise cross subsidy, where possible, in line with the fees policy. It should be clear that the reduction had not been enabled by the collection of scrutiny fees and the Council discussed the need to land this message clearly.

## **13. Any Other Business**

- 13.1. The Council **noted** that there would shortly be a paper circulated, following a meeting of the Remuneration Committee, that would deal with proposals for Council Member accommodation.

## **14. Review of the meeting**

- 14.1. The Council noted that the papers had facilitated good discussion and they were keen to continue to consider whether items could be tabled in public session rather than in closed session to increase transparency.
- 14.2. There being no further business, the meeting ended at 11.25am.

**Date of next meeting:** 5 December 2019 (Birmingham)

**Name of Chair:** William Moyes