

**Unconfirmed Minutes of the Meeting of the General Dental Council  
held at 9:30am on Thursday 31 January 2019 at  
CS04, 1 Colmore Square, Birmingham, B4 6AJ**

**Council Members present:**

William Moyes	Chair
Terry Babbs	
Geraldine Campbell	
Anne Heal	
Jeyanthi John	
Margaret Kellett	
Simon Morrow	
Crispin Passmore	

**Executive Directors in attendance:**

Ian Brack	Chief Executive and Registrar
Bobby Davis	Executive Director, Organisational Development
Matthew Hill	Executive Director, Strategy
Tom Scott	Executive Director, Fitness to Practise (FtP) Transition
Gurvinder Soomal	Executive Director, Registration and Corporate Resources
Lisa-Marie Williams	Executive Director, Legal and Governance

**Staff in attendance:**

Tracy Cooper	Executive Support Manager
Rachel Knight	Head of Governance (Secretary)
Ian Jackson	Director for Scotland

Members of the public were in attendance.

**PART ONE – PRELIMINARY ITEMS**

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

- 1.1. The Chair welcomed everyone to the meeting.
- 1.2. There were apologies for absence from Sheila Kumar and Kirstie Moons.

**2. Declarations of interest**

- 2.1. Staff present declared an interest in item 8, Estates Strategy update.

**3. Questions submitted by members of the public**

- 3.1. No questions had been submitted by members of the public in line with the GDC's policy.

**4. Approval of minutes of the previous meetings**

- 4.1. Council approved the minutes of the meeting held on 31 January 2019 subject to an amendment to minute 14.3 which should read:

*“Council had questions on the local resolution of complaints and were informed that this accounted for approximately 80% of complaints”.*

## **5. Matters arising from the Open Council meeting held on 13 December 2018 and rolling actions list**

- 5.1 There were no matters arising.
- 5.2 Council **noted** the rolling actions list and **agreed** to close items the items suggested complete.

## **6. Decisions log**

- 6.1 Council **noted** that no decisions had been taken between meetings or under delegation.

## **PART TWO – ITEMS FOR DECISION AND DISCUSSION**

### **7. EMT priorities**

- 7.1 Council received a presentation from the Executive Directors which brought together the key deliverables and challenges for the individual Directorates in 2019. Council members were given an opportunity for discussion with each Executive Director.
- 7.2 The Executive Director, Organisational Development presented the opportunities and challenges faced to develop a flexible GDC workforce that would ensure that resource was deployed appropriately to deliver the required task. Employees, associates and contractors provided a mix of expertise, independence and development. It was anticipated that the organisational design project would enable skills to be utilised across the whole organisation, which would provide opportunity and development for individuals.
- 7.3 Organisational and HR KPIs were included on the balance scorecard, which provided Council with an indication of whether the GDC was in the right place with workforce. Data analytics were being explored to help develop a better understanding beyond the current measure of turnover. This had been discussed at FPC who were responsible for monitoring performance, partly via the balanced scorecard.
- 7.4 The Registration and Corporate Resources presentation noted that that challenges included high staff turnover across the teams as a consequence of the transition to Birmingham. Council notes that there were a range of possibilities for contingency planning which depended on other challenges including continued uncertainty regarding Brexit and the full impact it will have on our overseas application process. Concern was expressed about how the organisation could plan to have appropriate resource to respond to new frameworks that the government may put in place, particularly to replace the MRPQ. This was a challenge across the regulators and it was likely that certainty would not be achieved until the courts had considered a test case. It was difficult to plan for something when the organisation was unsure of the outcomes, which would require the GDC to have resilience to deploy money and resources to respond nimbly without impacting on business as usual. The removal of MRPQ would have an impact but policy decisions may be required to decide what could or should be done with the resources available.
- 7.5 It was noted that the decision on qualification equivalence rested with the Pricy Council, which restricted the response time to change. The Department of Health policy was based on the presumption of equivalence with a shelf life of two years in order to avoid a cliff edge on 29 March 2019. Therefore the Council had leeway to make informed strategic decisions at the appropriate time.
- 7.6 Legal and Governance was a new directorate which brought together existing teams focused on facilitating and supporting the strategic direction of the organisation and its operations, for example, investigation, presenting cases and responding to information requests. The presentation highlighted how the directorate were involved in all the EMT priorities and worked across the directorates.

- 7.7 The Executive Director, Fitness to Practice highlighted his strategic priorities, which were to complete the End-to-End review this year and to transition 90% of the Directorate to the Birmingham offices. The first 'new head of' had been appointed and a major recruitment event was planned for the following week. The announcement that the FtP team was moving did have an impact on performance towards the end of 2018, but this improved and the team have demonstrated their commitment to the organisation and to their roles. A transition budget has been agreed to provide overlap in staffing and an ability to bring in resources to respond to unexpected resignations. To build team resilience, initiatives to allow staff to develop as topic experts or to nurture competence in multiple areas were being considered.
- 7.8 It was noted that the FtP priority to explore alternative governance models for adjudications reflected the 2019 objectives for the Chair of Council. If the presentation was to be shared more widely the FtP wording should be amended to match the 2019 objectives of the Chair of Council.
- 7.9 The key strategic priorities highlighted by the Executive Director, Strategy were: development of the 2020 Corporate Strategy, the promoting professionalism work to start debate between the public and the profession on mutual expectations; and student engagement. These represented a change in the way the GDC worked, including more engagement with the public, through professional networks and expansion of the student engagement pilots. Responding to EU Exit policy development remained a priority, which had the potential to distract from other work.
- 7.10 The team had secured five papers to be presented at the PSA conference to be held in Windsor later this year.
- 7.11 The education team focus over the coming year would be on building the GDC impact, including on preparedness for practise. Transition between under graduate, post graduate and foundation years were discussed at the Moving Upstream Conference and the development of a passport document was discussed as a possibility. The senior education team were at the conference and would build on the feedback received. Council suggested that the GDC should use tripartite meetings between education providers as an opportunity to promote the idea of a compulsory passport.
- 7.12 Council noted that the GDC already had lots of data, and over 2019 would work to maximise its use. Most of the data was contained in documents, but the move into CRM would enable the intelligence team to interrogate and scrutinise the data to better inform GDC workstreams.
- 7.13 The CEO closed the presentation and discussion by contextualising the challenges that impacted across the GDC. It was noted that programmes such as the end-to-end review impacted across the organisation. A continuous thread through the list of challenges was continuing improvement and changing culture in order to respond to external changes, including the political and regulatory environment and expectations of registrants, patients, stakeholders and staff.
- 7.14 Council **noted** the EMT priorities and challenges for 2019 and it was **agreed** that the slides would be circulated to members.

## 8. Estates Strategy Update

- 8.1 The Executive Director, Registration and Corporate Resources, gave a presentation which reflected on the implementation of the Estates Strategy. The key driver to open offices in Birmingham had been as a long-term solution to reduce organisational costs. He summarised the process to date and noted the achievements to date. Strands 1 and 2 of the programme were on target, with no amber or red ratings in the programme, which demonstrated that the programme was on track to be delivered by 2019 as planned.
- 8.2 The redevelopment of the Wimpole Street offices was a fit out, not a significant building programme. The ambition was to equal the quality working environment and value for money that the Colmore Square team had delivered.

8.3 The project to fit out the Colmore Square offices had been closely managed and subjected to a high level of committee scrutiny from the start of the process. The result was an office environment that was fit for purpose and sustainable.

8.4 Council **noted** the update.

## 9. Moving Upstream – Review of the Conference

- 9.1 The Chair thanked staff and members for their contributions to the conference held on 30 January 2019. Plans for a conference in 2020 were already underway, and there would be a number of opportunities for Council to input thoughts and ideas. He invited members to provide immediate feedback.
- 9.2 It was felt that the event went well and had provided a good base on which to build in the future. The quality of the debate and discussion amongst the profession had been impressive, and the public panel had made an important and valuable contribution. In the future the public panel could be developed and the composition of the delegates, although diverse, needed to include more of the dental team.
- 9.3 Key questions had been captured by staff and would be fed into existing workstreams. Some of the issues raised could lead to further discussions and it would be helpful to find ways to provide a response to some of the feedback received, possibly 'you said we did'. The items that were discussed were very important and could have had more time.
- 9.4 Council welcomed the opportunity to meet the dental team and the conference had provided a good networking opportunity for all attendees.

## 10. Health Education England

- 10.1 The paper was presented by the Executive Director, Strategy, who confirmed that the paper was a means of recording positive progress since the and an opportunity to thank colleagues at HEE for their constructive engagement.
- 10.2 Council **noted** progress in relation to the "Advancing Dental Care" (ADC) review of dental education and training.

## 11. Information Governance Annual Report 2018

- 11.1 Council received the Information Governance Annual Report 2018. The Executive Director Legal and Governance presented the report, noting that the Audit and Risk Committee (ARC) received quarterly reports in addition to exception reporting when issues arose.
- 11.2 The report demonstrated the depth of work that had been required to implement the GDPR alongside business as usual. The commitment of the team was reflected in the extremely high compliance rates, which impressive given the increasing complexity of requests.
- 11.3 Another critical measure of performance against the organisation was the number of Data Security Incidents (DSIs). Council noted that although there were five reportable incidents in 2018 in accordance with the new reporting requirements no enforcement action had been considered necessary by the Information Commissioners Office (ICO). The root cause of data security incidents tended to be human error and the team continued to encourage good data handling to minimise the risk. GDC devices were encrypted at a level sufficient for the ICO to be satisfied that no report was required for lost or stolen devices.
- 11.4 Council **noted** the report.

## 12. Chair's strategy group extending terms of reference

- 12.1 Council received a paper which recommended that the Chair's Strategy Group (CSG) should be renewed until 31 July 2019. The group had not met since summer 2018 because there had not been any capacity to do so given the volume of work needed to implement the Estates Strategy.

- 12.2 The paper outlined some of the topics the group hoped to explore. As these were substantial topics it was expected that the group would need to be renewed in July 2019 to continue until the end of the year.
- 12.3 The membership was set out in the paper. There was a registrant vacancy and the Chair invited expressions of interest from eligible members of Council.
- 12.4 Council **approved** the terms of reference of the CSG until 31 July 2019.

### **PART THREE - ITEMS FOR NOTING**

#### **13. Horizon Scan**

- 13.1 The Council **noted** that the Horizon Scan report had been withdrawn.

### **PART FOUR - CONCLUSION OF BUSINESS**

#### **14. Any Other Business**

- 14.1 Council **noted** thanks to the outgoing Head of Finance, Melanie Stewart.

#### **15. Review of the meeting**

- 15.1. Council members agreed that the meeting had gone well.
- 15.2. Although the presentation from the EMT on their priorities for 2019 had not included any material that was not known to the Council, members indicated that they would prefer to have had access to the presentation in advance as part of the paper pack.

#### **16. Close of the meeting**

- 16.1. There being no further business, the public meeting ended at 2.45pm

**Date of next meeting:** 28 March 2019 (London)

**Name of Chair:**

William Moyes