General Dental Council

Appointment of Independent Member of the Audit and Risk Committee

November 2026
Ref: AZNS

Saxton Bampfylde

Welcome from the Chair

Dear candidate,

I am delighted that you are interested in the role of Independent Member of the Audit and Risk Committee at the General Dental Council (GDC).

What we do matters. If you have the passion, breadth of view, and strategic and influencing skills, together with the personal values and an unwavering commitment to equality, diversity, and inclusion, which will underpin these skills and attributes, then we want to hear from you.

I hope that the attached pack will provide you with all the information you need to understand the role and responsibilities of an Independent Member and the pivotal leadership role that the Audit and Risk Committee fulfils.

We regulate over 134,000 dental professionals who overwhelmingly provide excellent dental services across our four nations and share our commitment to putting the public's interests first. Dental professionals play a vital role in the wider healthcare system, seeing millions of patients every year to support good oral and dental health.

As the regulator, we have a crucial role in ensuring that the public are protected, that they have confidence in dental professionals, and that professional standards are maintained. Our role in patient safety is more important now than ever before, as the challenges around access to NHS dental services are causing increased oral health inequalities, particularly among those who are unable to pay for private dental treatment.

Our long-term ambition is to move dental professional regulation toward preventing harm to patients and the public, rather than responding to the consequences of it. Our strategy *Trusted and effective: A strategy for dental regulation 2026 – 2028* sets out our plans to continue to move the balance of our effort towards prevention and upstream regulation. We will always have public safety and confidence at the heart of what we do and want to move to an approach that emphasises learning within the system, resolving concerns locally wherever possible, and engaging more effectively with the dental professions.

We want to be a truly values based organisation, and we continually challenge ourselves to live our values and be respectful, transparent, inclusive and purposeful in every interaction with colleagues, stakeholders, dental professionals and applicants looking to join the register. Our aspiration is that these values become our shared way of working.

We aspire to be a high-performing regulator, which is trusted and effective, and this requires financial rigour and efficient operations alongside a commitment to open engagement with stakeholders and the people we regulate.

At this time of significant change and challenge for the public and dental professionals, it is very important that we work collaboratively with colleagues from across the dental professions. We must have a proportionate approach to regulation, focusing on the important areas of public safety, and ensuring public confidence in the professions we regulate.

Helen Phillips | Chair

What we do

The General Dental Council (GDC) is the UK-wide statutory regulator of the dental team. Over 134,000 people are registered with us comprising 48,000 dentists and over 86,000 dental care professionals (DCPs).

We regulate the whole dental team across the four nations of the UK. This includes dental nurses, dentists, dental hygienists, dental therapists, dental technicians, orthodontic therapists and clinical dental technicians.

Our primary role is to protect the public. This is a role given to us by Parliament and set out in the Dentists Act. We achieve this through the following objectives:

- To protect, promote and maintain the health, safety and wellbeing of the public.
- To promote and maintain public confidence in the professions regulated.
- To promote and maintain proper professional standards and conduct for members of those professions.

Our role in patient safety is more important now than ever before, as the challenges around access to NHS services are causing increased oral health inequalities, particularly among those who are unable to pay for private dental treatment. We are also aware of more patients considering going abroad for treatment, and we have a role in ensuring they are fully aware of what to expect and what risks are involved.

Having a positive happy dental team who feel valued and supported is key in providing high quality patient care. We have worked with stakeholders to highlight the importance of this, and the value every member of the dental team plays in providing good patient care.

To protect the public, at its most fundamental, we do several things:

- Maintain a register of dental professionals.
- Ensure that only those people who meet our standards are admitted to our registers.
- Act if any dental professional may have fallen short of our standards.

Patients and the public should be confident that the treatment they receive is provided by dental professionals who are properly trained and qualified and who meet our standards.

We fulfil our purpose by using our statutory powers to:

- Assure the quality of dental education and training programmes leading to registration with the GDC.
- Grant registration only to 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 specialty training leading to dentists being able to describe themselves as specialists.
- Set standards of conduct, performance and ethics for the whole dental team
- Investigate concerns raised about dental professionals and, where appropriate, take action through our Fitness to Practise (FtP) process.
- Ensure dental professionals keep their skills up to date through our continuing professional development (CPD) requirements.
- Protect the public from individuals carrying out dentistry while not registered.

In addition, we work closely with stakeholders who have responsibility for other aspects of dentistry. For example, the health services and governments across the four nations responsible for policy, legislation, the NHS contracts and workforce planning; the professional membership bodies who represent the different professions; Committee of Postgraduate Dental Deans and Directors (COPDEND) and the Dental Schools Council for education matters; the College of General Dentistry and Royal Colleges in relation to clinical practice; and the four systems regulators who inspect dental surgeries.

We fund the Dental Professionals Hearings Service, the adjudication function of the GDC, that is separate and independent from our investigation function. The Dental Professionals Hearings Service facilitates the work of our independent hearing committees of dental professionals and lay panellists.

We also deliver the Dental Complaints Service (DCS), which provides a free and impartial service to support patients and dental professionals in using mediation to resolve complaints about private dental care. This is funded through the income we collect from dental professionals.

Who we are

The GDC is one of ten health and care regulators overseen by the Professional Standards Authority. We are governed by a non-executive Chair and Council with six lay and six registered dental professional members.

In 2026, we employed an average of 446 full-time equivalent employees. In addition, around 436 associates and volunteers helped us deliver a range of activities including Fitness to Practise and Appeal Panels, Registration Assessment Panels, DCS Complaints Panels, and inspections of education providers.

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 Council is composed of 12 Members, six are lay Members – from a variety of professional backgrounds - and six are registered dental professionals. Our Chair is one of the 12 Members of the Council.

Details of the current Council Members can be found here.

More information about the GDC's Committees, including the Audit and Risk Committee, can be found here.

We have a head office in London, and an operational hub in Birmingham, which is where most of our staff are based. The organisation also aims to work flexibly using a hybrid model of office and home-based working.

Future appointments

In 2027, Elizabeth Butler, Independent Member of Audit and Risk Committee, will reach the end of her term.

Consequently, we are seeking to appoint a new Independent Member to join the Committee.

Our new strategy for 2026-2028

Our strategy for 2026 – 2028 was approved by Council and published in November 2025, following a public consultation.

The strategy sets out our vision, values, objectives, the work we will do to achieve them and how we will measure and know that we're making progress. It's a strategy intended to make a difference to dental regulation that will be felt by dental professionals, external partners, patients and the public.

We will champion a model of regulation that supports professionalism, enables learning, and resolves issues quickly and proportionately. Equality, diversity and inclusion will be at the heart of how we work. We want to provide right touch regulation that fits the times we're in and anticipates future changes in the practice environment. We want to be on top of emerging issues and able to play our part in tackling shared challenges.

The strategy sets out our vision and objectives and describes the work we intend to do to achieve them. Some of this involves doing what we do now but doing it better – with modernised systems and more user-friendly approaches. Other elements require us to think differently about how to achieve our desired outcomes, and particularly how we respond to developments and pressures in and on the sector and changes in patient needs and behaviours.

The purpose of the dental system is to promote and deliver safe and effective oral healthcare across the UK. The purpose of the regulatory system is to enable dental professionals to deliver that safe and effective care to meet the oral health needs of the population.

These are not goals any of us can achieve in isolation – each of our partners in the dental system has a unique role to play. We need to work collaboratively with our partners in dentistry, healthcare and regulation; with the UK and devolved governments; and with the dental professions, towards the delivery of safe and effective care.

We have a key role to play in this. Our vision for the GDC sets out our role in creating the environment in which there are more dental professionals equipped to deliver the care that people need. That vision is:

> To be a trusted and effective regulator, supporting dental professionals to provide safe and effective care for their patients

A key part of our statutory purpose is to maintain confidence in the dental professions.

There are clear connections and inter-dependencies between confidence, trust and effectiveness, and in particular being a trusted and effective regulator.

In delivering this strategy, we will be focussing on building trust with those that we work with, including stakeholders, the dental professionals we regulate, people who want to join our registers, and patients and the public.

We cannot be effective without being trusted, and we cannot be trusted without being effective. Our new vision emphasises the importance of the supporting and enabling role that regulation can and should play in delivery of safe and effective care. The objectives that we have set for ourselves describe how we will fulfil that vision.

We also want to be working within an improved, legislative framework which allows us to improve and adapt to regulate effectively now and in the future.

A summary of our strategy

Trusted and effective

A strategy for dental regulation 2026-2028

Our vision

To be a trusted and effective regulator, supporting dental professionals to provide safe and effective care for their patients

Our values

Respectful | Transparent | Inclusive | Purposeful

Our objectives

1. Support dental professionals to provide safe and effective care for their patients
2. Maintain high standards for registration and register those who meet them in a timely and effective way
3. Improve fitness to practise, maximising patient safety and reducing unintended impacts
4. Work collaboratively to speak up on, influence and address issues that affect patients and the public
5. Maximise the effectiveness of our people, our culture, and our systems

Our aim for 2030 is to be:

Living by our values – and be seen to be doing so.

Trusted by the public, dental profession, and our partners, to do the right thing with fewer dental professionals fearing us.

Fully effective in delivering our four key regulatory functions.

Maintaining the integrity of the dental register by regulating in a timely and proportionate way.

Setting standards and professional guidance which supports dental professionals to make the right decisions.

Financially robust and operationally efficient.

Taking full advantage of modern digital tools and channels.

A collaborative partner, valued by people and organisations across the sector.

An employer of choice, attracting and retaining the right staff.

A fair and inclusive regulator and employer, embedding equality, diversity, and inclusion across all our functions.

The role of Independent Member of the Audit and Risk Committee

The Committee

The Audit and Risk Committee (ARC) is one of the GDC's non-statutory Standing Committees.

It is populated by both lay and registrant Council Members and supported by an Independent Member. Details of the current ARC Members can be found here.

The role of the ARC is to support the Council in fulfilling its oversight responsibilities with respect to:

- monitoring the integrity of the financial statements
- reviewing the GDC's governance, internal control and risk management systems and frameworks
- monitoring the effectiveness of the internal and external audit services

Role responsibilities:

As an Independent Member of the Committee, you will:

- Prepare for and attend scheduled meetings of the Committee, and additional meetings and workshops as agreed by the Committee
- Contribute your knowledge and expertise to meetings to aid effective decision-making
- Contribute to any area of future development that will enhance the work of the Committee
- Take part in induction, training and appraisal in order to improve the operation, decision-making and credibility of the Audit and Risk Committee
- Carry out the responsibilities of the Committee in accordance with the Council's leadership behaviours, Members' Code of Conduct, Managing Interests Policy, and the Standards in Public Life

The Independent Member will be expected to take part in ARC discussions and may vote on matters under consideration by the Committee but will not count towards the quorum requirements for meetings.

Essential Criteria:
The successful candidate **must be a qualified accountant with recent and relevant senior-level financial management experience** and be able to demonstrate:

1. Up-to-date technical accounting knowledge and relevant senior management and/or audit and risk committee experience
2. A sound understanding of financial management, accounting and reporting within the public sector
3. Knowledge and experience of risk management, internal control systems and assurance processes
4. Strong analytical skills with the ability to interpret complex information, exercise independent judgement and reach balanced, evidence-based conclusions
5. An open-minded and strategic approach with the ability to provide constructive challenge, contribute effectively to collective decision-making and build trust and confidence with stakeholders
6. An understanding of, and demonstrated commitment to, equality, diversity, and inclusion
7. A personal commitment to good governance, including adherence to the recognised principles of public life and the ability to identify and manage conflicts of interest

The GDC is committed to promoting equality of opportunity and it values diversity among our Members. We strongly encourage applications from all suitably qualified individuals, and we welcome applications from those with protected characteristics. We will seek to ensure that all applicants are treated fairly, with respect, and without bias.

Terms of appointment

The Independent Member will usually serve one single four-year term.

Re-appointments can be made at the end of the first period of appointment subject to satisfactory appraisal and the needs of the GDC. However, there should be no expectation of automatic reappointment.

The successful candidate will take on the role from **21 June 2027**. The newly appointed member will be required to take part in an induction as part of their role.

The GDC will run the recruitment process with support from an external recruitment partner and will follow its own policy guidance on making the appointment.

The outcome of the recruitment process will be a recommendation from the Selection Panel to the Council to make the appointment. Therefore, you may not hear the outcome of your interview until Spring 2027.

Remuneration

£400 per day plus any related expenses for travel and subsistence occurred on GDC business.

Time commitment

The time commitment will usually be approximately ten days per year. This will include preparing for and attending meetings, training and appraisal days. In addition, there can be occasional ad hoc requests to travel to one of the GDC's offices that can happen at relatively short notice dictated by events.

Meetings are held both in person and online via MS Teams. When in person, Committee meetings are held at the GDC's offices in London or Birmingham.

Independent Members are eligible to claim expenses in accordance with the GDC's expenses policy.

Development and appraisal

An induction programme will be provided upon appointment. Members are also expected to participate in a programme of development and to take part in an annual appraisal process.

Standards in public life

You will be expected to demonstrate high standards of corporate and personal conduct. The successful candidate must subscribe to Members' Code of Conduct **(Appendix 1).**

Applicants must also observe the standards of probity required by public appointees outlined in the Principles of Public Life.

Eligibility and disqualification

The General Dental Council (Constitution) Order 2009 sets out disqualification criteria for Members **(Appendix 2).** Further advice about disqualification for appointment can be given by the GDC's Governance team - governance@gdc-uk.org.

Recruitment process

The timetable for the recruitment process is as follows:

- Closing date – noon, Monday 30 November 2026
- Preliminary interviews – January-February 2027
- Final interviews – April 2027
- Induction period – Spring-Summer 2027
- Take office – 21 June 2027

The campaign will be run in line with best practice guidance, including the Professional Standards Authority's four principles of a good appointments process:

- merit
- fairness
- transparency and openness
- inspiring confidence

Selection Panel

The selection panel will be made up of a mixture of lay and registrant Council Members and an Independent Panel Member as follows:

- Mike Driver – Lay Council Member and Chair of the Audit and Risk Committee
- Ilona Blue – Lay Council Member and Chair of the Finance and Performance Committee
- Serbjit Kaur – Registrant Council Member and Audit and Risk Committee Member
- Kay Hampton – Independent Panel Member

How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to the GDC on this appointment.

Candidates should apply for this role through our website roles.saxbam.com using code **AZNS.** The closing date for applications is **noon on Monday, 30 November 2026.**

Click on the 'apply' button and follow the instructions to upload the completed supporting statement and a CV.

Please complete all sections in the supporting statement. You will need to download this, complete it offline and then upload it to the site.

You will then be asked to upload a copy of a brief CV (maximum 3 pages).

When completing the supporting statement, please refer to the person specification detailed in this pack (see page 11 of this pack).

Please ensure that your supporting statement also highlights specific and detailed examples of experience in line with these areas and what you did to achieve a specific result.

There is a 1500-word limit for the supporting statement.

The final stage of the supporting statement will ask you to provide details of other NHS commitments and any actual or perceived conflicts of interest. Once complete, you will be asked to make a final submission of your application. You will also be asked to provide the details for two referees who will be able to comment on your ability to do this job.

Once submitted, you cannot retrieve your application to make any further amends so ensure you are happy that it is fully complete. Please also allow yourself sufficient time to complete the process, particularly if you are unfamiliar with online recruitment processes. **Your application must be received by the deadline of noon on Monday, 30 November. We regret that late applications will not be accepted.**

Should you have any problems submitting your application, please contact Neve Oliver at neve.oliver@saxbam.com **before** the deadline for applications. If you contact us following the deadline, we will be unable to accept your application.

After you have completed the Equal Opportunities information, you will see a confirmation screen acknowledging your application. You will also receive an email to the email address you provided, confirming receipt of your application. If you do not receive this acknowledgment immediately, please check your spam and, if you still cannot see it, please email Belinda Beck at Belinda.beck@saxbam.com.

Reasonable adjustments

Please can you let us know in your application if you require any reasonable adjustments to be made to assist you in completing the supporting statement, attending the interview, or any reasonable adjustments that would need to be made to the role or the working environment if your application is successful. Please email Neve Oliver at neve.oliver@saxbam.com.

Disability Confident Scheme

The GDC operates the Disability Confident Scheme. Candidates with a disability who meet the essential criteria for this role will be guaranteed a preliminary interview under this scheme. Should you wish to apply under this scheme, please indicate on the equal opportunities monitoring online form and submit this with your application.

If you require information in a different format, please contact Neve Oliver at neve.oliver@saxbam.com.

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

* The equal opportunities monitoring online form will **not** be shared with anyone involved in assessing your application. Please complete as part of the application process.

Contact

If, once you have read this pack, you have any specific questions about the roles or the process, please contact our advisors, Saxton Bampfylde through Neve Oliver at neve.oliver@saxbam.com.

How we will handle your application

We will deal with your application as quickly as possible (timings below are indicative).

The selection process will be evidence led. Your application will also be “pre-assessed” before it is passed to the panel for consideration.

Process for Independent Member appointments

In **January 2027**, the selection panel will decide the candidates who will be selected for preliminary interview with our recruitment partner. This will take account of the evidence provided on your application. In selecting the best candidates for interview, the panel will ensure that all the applicants demonstrate any essential requirements in the competencies and experience for the post. You will be advised of the outcome of your application by our recruitment partner via e-mail.

Preliminary Interviews will take place **between January and February 2027** and will be conducted virtually through Microsoft Teams video conferencing.

In **February 2027**, the selection panel will decide the candidates who will be selected for final stage interview. This will take account of the evidence provided on your application and in your preliminary interview. In selecting the best people for interview, the panel will ensure that all the applicants demonstrate any essential requirements in the competencies and experience for the post. You will be advised of the outcome of your application by our recruitment partner via telephone.

Reasonable adjustments will be made for candidates with disabilities who progress to preliminary and final interviews.

Due diligence checks for shortlisted candidates will be taken **between February and March 2027**, including internet and social media checks, related to any information about you which could bring into question your eligibility or ability to perform the role, or which might represent a reputational risk to the GDC or the Privy Council. Where checks reveal information that might affect your eligibility for appointment, candidates will be given an opportunity to discuss the information before a course of action is decided upon.

For those candidates selected for final interview, the formal panel interviews will take place in **April 2027**. The interview format will be confirmed with candidates at the point of invite.

Once a recommended candidate has been selected, references will be undertaken – please ensure that your referees are aware and able to respond during this time.

It is expected that the GDC's Council will confirm the appointment in **Spring 2027**.

The successful candidate will commence the role on the **21 June 2027**.

If, following preliminary interview or final interview with the GDC your application is unsuccessful, you will be offered verbal feedback from our recruitment partner.

Conflicts of interest

It is particularly important to declare any actual or perceived conflicts of interest that could be considered relevant to the GDC at the application stage of the process. This includes:

- Close relationships with other Council, Committee Members or Members of the interview panel.
- Any relevant business interests, positions of authority or other connections with organisations relevant to the business of the GDC.
- Interests relating to other connected persons (defined as a person with whom you have a personal or business relationship), which could be perceived as influencing the position of an Independent Member.

Actual and perceived conflicts of interest will be fully explored by the selection panel at the interview stage.

Travel expenses

The GDC will reimburse travel expenses in line with corporate policy. Please contact our recruitment partner for prior approval.

If you have a complaint

The GDC is committed to processes and procedures that are fair, transparent, and free from discrimination. Complaints about any aspect of the appointments process for the Independent Member of Audit and Risk Committee Member role will be monitored, recorded, and promptly handled.

If you have any complaints about the way your application has been handled, please contact the Governance team – governance@gdc-uk.org.

Complaints will be acknowledged as soon as possible and responded to within 20 working days.

Monitoring information

The GDC values equality and diversity and is committed to ensuring its processes and procedures are fair, transparent, and free from unlawful discrimination. To ensure we are treating candidates fairly, we monitor diversity at all stages of the appointments process. The application process includes an online equal opportunities monitoring form. Providing this information is optional and each question may be answered on an individual basis, but we would be grateful for your cooperation.

Information provided will be treated as strictly confidential and held securely in line with data protection and other relevant legislation and will be used for monitoring purposes only. It will not be seen by anyone directly involved in the selection process and will not be treated as part of your application. No information will be published or used in any way which allows any individuals to be identified.

Use of your personal data

For full details of how your personal data will be handled, please click here.

Ministerial appointments

We ask that candidates give full information about any ministerial appointments they hold. You should also include details of any current NHS board appointments you hold. Please ensure that you include full details of the body to which you have already been appointed, the period of appointment and annual remuneration or daily fees paid.

Appendices

Appendix 1 – Code of Conduct for Council Members and Independent Governance Associates

Appendix 2 – The General Dental Council (Constitution) Order 2009 – Disqualification Criteria

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