The Faculty of General Dental Practice (UK) Schedule of Delegated Authority

1. This schedule of delegated authority describes the governance responsibilities of the Board, committees and staff of the FGDP(UK), and the relationship between the different groups.

2. The FGDP (UK) Standing Orders confirm that the Board will act in accordance with the Schedule of Delegated Authority.

3. Royal College of Surgeons of England Board of Trustees
   3.1 The FGDP (UK) is part of the Royal College of Surgeons of England and is not a legal entity in its own right. Consequently, the FGDP(UK) Board reports into the RCS England Board of Trustees as the ultimate responsible authority. However, it is expected to manage its own affairs and only report risks, exceptions or matters of shared interest to the RCS England Board of Trustees.
   3.2 The FGDP(UK) Standing Orders state, in paragraph 13, that accountability to the RCS England Board of Trustees is through the Dean or a nominated representative.

4. FGDP (UK) Board
   4.1 The Board is made up of 14 regions and 2 national seats who are elected members, plus the Dean. Representatives of other stakeholder groups may be co-opted onto the Board, but they will not become full members and will not have voting rights.
   4.2 The Board is the governing body for the FGDP(UK). It is a forum where matters of professional interest, or relevance to members, can be discussed. The role of the Board is to provide strategic direction and governance oversight for the Faculty, and to elect the officers of the Faculty.
   4.3 The Board will agree the strategic principles to which the Faculty will adhere, and will be responsible for the Faculty’s strategic plan, but it will not be responsible for determining the way in which these principles will be operationalised. Discussion about how strategic principles will be put into operation will normally be made by the Dean’s Executive and relevant sub-committees. Decision making and problem solving relating to the operational plan, or non-Board level issues, will also normally be undertaken by the Dean’s Executive, or the Dean alone, working with Faculty staff.
   4.4 Decisions that will normally be reserved to the Board include:
      - Those which have an impact on the financial viability or legal position of the FGDP(UK);
      - Determining the overarching policy positions of the FGDP(UK) in key areas of professional interest;
      - Determining the overall strategic direction of the FGDP(UK), being mindful of resource implications;
      - Agreeing aims, targets and priorities for the FGDP(UK) at an organisational level;
      - Promoting and protecting the FGDP(UK)’s purpose, values, integrity and reputation;
      - Representing the interests of FGDP(UK) members and patients;
      - Ensuring high standards of governance for the organisation.
4.5 Matters will normally be escalated to the Board when they involve:
- Significant changes to the agreed annual budget;
- Deviation from agreed policy or strategic plans;
- Risk to the organisation’s reputation or to key relationships with members or other stakeholders;
- Any potentially high risk or high impact activities, not previously agreed by Board;
- Personal impact on Board members.

5. **FGDP(UK) Dean’s Executive**

5.1 The Dean’s Executive is made up of the Dean, the two Vice Deans and the Chair of Finance Committee.

5.2 Chairs of the other FGDP(UK) Committees, or other Board members, may be invited to attend specific meetings of the Dean’s Executive by invitation of the Dean when their knowledge and expertise will be of particular use or relevance to the subject matters under discussion.

5.3 The Dean’s Executive is responsible for the translation of the strategic direction and plans agreed by Board into an operational plan. It will provide advice on operational issues, in partnership with the Faculty staff team.

5.4 The Dean’s Executive will have the authority to take decisions, approve policy, consider unbudgeted expenditure and manage risk, within the strategic, policy and financial framework agreed by the Board.

5.5 The Dean’s Executive will escalate matters to the Board in accordance with paragraph 4.5.

5.6 The Dean’s Executive will be responsible for agreeing the Faculty’s risk register at least twice each year, and when significant change is required.

5.7 The Chair of Finance Committee will present the Faculty budgets to the Dean’s Executive which will endorse or challenge them, prior to their approval by the Faculty Board.

6. **FGDP(UK) Committees**

6.1 There are, as at the date of this document, six sub-committees of the Board. They are: finance, education, examinations, clinical standards, membership affairs and quality assurance.

6.2 The committees should each have terms of reference which describes their purpose, functions and membership.

6.3 The committees are responsible for the progress of FGDP(UK) activity within their area of business. They will act in accordance to the strategic, policy and financial decisions made by the Board, and will advise and make recommendations to Board, to inform its decision making, in relation to their own areas of expertise.

6.4 The committees will be expected to inform both the budget planning and policy making for their own areas of business but will not be responsible for financial or policy decision making. The exception to this is Finance Committee, which will be responsible for the budget setting and financial monitoring and reporting for the FGDP(UK).
6.5 Committees will work closely with Faculty staff and will monitor and oversee the activity in their areas of responsibility, and in particular the delivery of strategic and operational objectives. They will advise Board, Dean’s Executive and staff and proactively work to develop their area of the Faculty’s work for the benefit of members and the future growth and security of the Faculty.

6.6 Committees will pass decisions or matters for approval to the Board in accordance with paragraph 4.5.

6.7 Committees may seek the view or advice of Dean’s Executive in relation to operational activities for which they are responsible.

7 Divisional Boards
7.1 Divisional Boards are responsible for representing the Faculty in specified geographical areas. Divisional Boards oversee operational activity within their geographical area and operate in accordance with the strategic plan and direction set by Faculty Board.

7.2 Divisional Boards operate in accordance with the Standing Orders and bye laws which are approved by the FGDP(UK) Board.

7.3 Divisional Boards will raise any issues which require the involvement, decision or approval of central Faculty through their representatives on the Board and the external affairs committee.

7.4 Divisional Boards will pass decisions or matters for approval to the Board in accordance with paragraph 4.5

8 FGDP(UK) Dean
8.1 The Dean is elected by the Board. He or she will serve a maximum term of three years, with annual re-election. The Dean will also act as the Chair of the FGDP(UK) Board, and the Faculty’s representative on RCS England’s Board of Trustees.

8.2 The Dean will act as the figurehead and representative for the Faculty. The Dean will act in accordance with the strategic and policy direction set by the Board.

8.3 The Dean will also chair Dean’s Executive meetings and will undertake a leadership role for the Faculty.

8.4 The Dean will provide direction and advice to the Director and Faculty staff in relation to the operational delivery of Faculty business.

8.5 The Dean will act in accordance with an agreed role description, which includes expected responsibilities and time commitment associated with the role.

9 FGDP (UK) Director and staff
9.1 The Director will be responsible for the day-to-day management of the Faculty, the operational delivery of Faculty business, and the management of the Faculty staff team.

9.2 The Director reports to the Chief Executive of The RCS England, and is a member of the RCS England senior management team. The Director will act as a liaison between the College and the Faculty in relation to operational and staff matters.

9.3 The Director will work closely with the Dean, Faculty officers and Board chairs to support their work and to deliver the strategic aims and priorities of the FGDP(UK).
9.4 The Director will ensure that the Faculty operates within its agreed budgets and will seek
direction from the Dean and/or Dean’s Executive committee in relation to the
management of issues or problems that fall outwith the day to day management or the
responsibilities of Board or committees (as described in paragraphs 4.4, 4.5 and 6.3).

9.5 The Director will escalate matters to the Board in accordance with paragraph 4.5.

10 The table of delegated authority in appendix 1 provides examples of where different
decisions will sit within the FGDP(UK) governance structure.

11 This schedule will be revised to reflect any major internal or external changes which will
impact upon it (eg changes to the RCS Trustee Board, Scottish devolution, Board
approved changes to FGDP(UK) functions or work). Changes to the Schedule will be
approved by the FGDP(UK) Board.

12 This Schedule will be enacted from 13 June 2014, which is the date when the revised
governance structure and new Board take effect.

19 November 2013
Revised 26 February 2014
Revised 6 June 2017
## Appendix 1

### Table of Delegated Authority

<table>
<thead>
<tr>
<th>SUBJECT</th>
<th>BOARD</th>
<th>DEAN’S EXECUTIVE</th>
<th>COMMITTEES</th>
<th>DIRECTOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Governance</td>
<td>Consideration and approval of the Faculty governance structure and standing orders.</td>
<td>Oversight of Faculty activity to ensure it conforms with governance requirements, deal with governance issues as they arise and escalate to Board when appropriate.</td>
<td>To conform to governance arrangements.</td>
<td>To ensure governance as approved by Council is adhered to.</td>
</tr>
<tr>
<td>Strategy</td>
<td>Determining the overall strategic direction of the Faculty and approval of the strategic plan.</td>
<td>To translate strategy to an operational plan.</td>
<td>To deliver strategy and advise Board.</td>
<td>To operationalise strategy and deliver Faculty activity in line with it.</td>
</tr>
<tr>
<td>Corporate plans &amp; budget</td>
<td>Strategic plan. Approval of annual Faculty budget</td>
<td>Operational plan. Endorsement of budget presented by Finance Committee. Oversight/monitoring of Faculty budget</td>
<td>Operational delivery. Awareness of resources and spend within own area (with the exception of Finance Committee). Contribution to budget setting process.</td>
<td>Operational implementation. Delivery and preparation of budgets, and monthly monitoring of Faculty spending.</td>
</tr>
<tr>
<td>Annual report &amp; accounts</td>
<td>To approve annual report and accounts.</td>
<td>To contribute to annual report and receive accounts.</td>
<td>Finance committee to scrutinise accounts.</td>
<td>To draft annual report and compile accounts.</td>
</tr>
<tr>
<td>Corporate/operational performance management</td>
<td>To consider exceptions, risks or significant deviations from agreed strategy.</td>
<td></td>
<td>To keep Board informed of progress in delivering objectives within their areas of responsibility,</td>
<td>To agree operational plan with Dean’s Committee. To manage operational performance and delivery.</td>
</tr>
<tr>
<td><strong>Risk management</strong></td>
<td>High level financial or reputational risks only to be considered by Board.</td>
<td>To take an overview of Faculty risks and sign off risk register twice per year.</td>
<td>To manage risk in area of specific responsibility.</td>
<td>To manage risk on a daily basis and maintain the risk register.</td>
</tr>
<tr>
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<td>---------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>HR issues</strong></td>
<td>With RCS CEO, to manage HR issues relating to the Director (eg appointment). To agree significant structural changes.</td>
<td></td>
<td>Section 3.3</td>
<td>Section 3.3</td>
</tr>
<tr>
<td><strong>Significant publications</strong></td>
<td>To agree the introduction of new publications, or the ending of existing publications.</td>
<td>Editorial Group to deliver publications within the parameters agreed by the Board. External Affairs Committee provides oversight, direction and liaison with the Board.</td>
<td>Staff to oversee the delivery of publications and to provide and share feedback from readers, and information about the marketplace.</td>
<td>Section 3.3</td>
</tr>
<tr>
<td><strong>Communication issues</strong></td>
<td>Approval of overarching communications strategy. Approval of specific communications only where there is major public, political or reputational significance.</td>
<td>Dean to provide advice in relation to press releases (in discussion with Dean’s Committee or relevant Committee Chair, where necessary) where needed, ie if policy not already established.</td>
<td>Committees to provide specialist advice to Dean/Director/staff. External Affairs committee to advise Board, Dean’s Committee and staff on communications strategy. Policy working groups to</td>
<td>Marketing and PPA managers to deliver communications activity. Oversight from Director, especially to advise when escalation is required. Press releases to be signed off in discussion with</td>
</tr>
<tr>
<td>Divisional matters</td>
<td>Faculty Board to be composed of 13 regional members, who will represent the divisional members and their interests.</td>
<td>To act in an advisory capacity, as needed.</td>
<td>Divisional Boards to oversee operational activity within their geographical area and to operate in accordance with the strategic plan and policy direction set by Faculty Board. Divisions have influence on committees via Board representative committee members.</td>
<td>To provide centralised support for divisions. To have oversight of divisional budgets and activities.</td>
</tr>
</tbody>
</table>

| Faculty administration | To attend Board meetings, contribute to agenda setting and approve minutes. | To contribute to Board agendas and advise whether matters brought to Board are appropriate for discussion at that level. | To attend committee meetings, follow up actions, contribute to agenda setting and approve minutes. | To ensure adequate secretariat support is provided for Board and committee meetings, contribute to agenda setting and ensure actions are recorded accurately. |