

CHAIR OF THE BOARD

Candidate Pack
May 2023



TALL ROOTS



Community
Dental
Services

99%
patient
satisfaction
rate

54
clinics

63k+
appointments
a year

circa
500
colleagues

Welcome

Dear Candidate

On behalf of the Board, I would like to thank you for your interest in becoming our next Chair of Community Dental Services CIC (CDS).

CDS is an award-winning, employee-owned social enterprise that exists to bring high quality dental care to all communities. Our patients are people who cannot be treated in a general dental practice, whether it be due to learning disabilities, mental health issues or severe anxiety. They may be in situations or locations that traditional dental services cannot reach. The majority of our patients are referred for specific treatment services such as sedation, and then return to their family dentist, but we also have continuing care patients whose needs cannot be met in general dental practice.

We are 100% owned by our employees with no external shareholders – every employee holds one equal share. Employees are involved in different aspects of our governance and we all share responsibility for the successful running of the organisation and the care we provide for our patients. As a social enterprise, any surplus we make is reinvested back into improving patient care by upgrading clinical facilities, investing in new equipment and technology or training for employees. A small proportion is also invested into our local communities through an employee led community trust.

We are living through a period of high levels of economic and political change and uncertainty in the UK, with our entire healthcare system facing increased pressures. That is why organisations like ours are so important as a key partner to the NHS, contracted to provide high quality oral health care to people and communities who need it most. It is important that we position our organisation

within the new Integrated Care Systems as a trusted partner open to collaboration. In 2021, we celebrated ten years as an independent social enterprise, and we continue to strive for innovation and exceptional quality of care for our patients in everything that we do. It is important, though, that we are able to respond to changing times, and that we have the right resources and mindset to take advantage of opportunities as they arise.

Our new Chair will play an important role in helping us to navigate through the years ahead, ensuring that we continue to grow and prosper. As an experienced Chair with a sharp commercial mindset, you will have expertise in overseeing and advising on business strategies that focus on new market development and growth of public sector funded services. Internally, you will be visible at all levels and foster a culture of inclusion, collaboration and confidence across our Board, with the highest standards of governance and integrity, while acting as a coach and mentor to individual directors, some of whom are also employees of CDS.

We have a wealth of specialist dental knowledge on our board already and whilst an understanding of healthcare would be advantageous, it may be that you bring broader experience of public sector services. Equally important is your passion about our role as an employee-owned social enterprise that is committed to a clear social purpose 'Together, we will enable our communities to enjoy a better quality of life'.

We very much look forward to hearing from you.



Helen Paisley
Chief Executive

About CDS

CDS was founded in April 2011, transitioning out of the NHS Community Trust in Bedfordshire to establish an independent, third sector organisation. Becoming an employee-owned social enterprise ensured that we had far more control over how services were delivered, budgets invested and, ultimately, the care we could give our patients.

Since then, we have grown to an organisation with an annual turnover of £30m, proud to provide high quality services for the NHS across Essex, Norfolk, Bedfordshire, Lincolnshire, Leicestershire, Nottinghamshire and Derbyshire. In addition, we have a number of HM Prison dental contracts and provide oral health improvement programmes and epidemiology services in many areas; we also provide a dental access service in some of our clinics. We employ circa 500 people in our 54 clinics and at our Head Office. In the most recent NHS Friends and Family Test, our patient satisfaction score was 99%.

Our mobile fleet are fully equipped dental clinics on wheels. They enable us to provide dental care in places where it is difficult for patients to come to us in clinic, for example to provide dental care for children and young people in youth custody or for vulnerable elderly people in care homes. They are also an important part of our work in the community, for example, in homelessness support centres, where having our mobiles on site can help break down barriers to people accepting

Our Services

- Dental Services, Oral Health Improvement & Epidemiology
 - Oral Health Improvement & Epidemiology
 - Epidemiology
 - Dental Services & Epidemiology
 - Dental Services
 - Prisons where dental care is delivered
- 1 HMP North Sea Camp
 - 2 HMP Bore
 - 3 HMP Wayland
 - 4 HMP Norwich
 - 5 HMP Highpoint
 - 6 HMP Warren Hill
 - 7 HMP Hollesley Bay
 - 8 HMP The Mount



treatment. Our clinical and oral health teams also use them to raise awareness of key campaigns such as Mouth Cancer Action Month.

We invest in our employees and in supporting increasing knowledge around community dentistry and the needs of our patient groups. In partnership with NHS England, we have supported the development of the future workforce with training posts for Specialist Special Care and Paediatric dentists, Foundation Dentists and pioneered a Dental Leadership Fellowship Programme for Therapists, often addressing skills shortages in 'dental deserts.' We have contributed to, and published, research to enhance knowledge around the needs of our patient group.

CDS is a member of Social Enterprise UK, the Association of Dental Groups, and the Employee Ownership Association, actively supporting their campaigns to raise awareness with government on a range of issues such as dental access.

Our Board is made up of Non-Executive, Executive and Employee Elected Directors. You can read more about our [current Board](#) here.



Our values

Our values were established by our employees, considering what is important to them and our patients.



Trust

We work hard to be trusted by patients and colleagues. To gain this trust, we commit to ongoing learning to achieve high standards of professional competency. We will give our best every day, applying our knowledge and skills in a caring and consistent way.

Kindness

We value being kind and creating a caring and comfortable environment for our patients responsive to their needs. We will be kind to each other as colleagues, respecting individual differences. We aim to support one another to do the best we can every day. We care for the communities and environment where we live and work.

Listening

Listening is important to us; we understand the needs of our patients through hearing them and their friends and families. Careful listening is a hallmark of our service and the excellent care we aim to provide. As an employee-owned business, we listen to each other as colleagues, ensuring everyone feels safe to have their say.

Our purpose

Together, we will enable our communities to enjoy a better quality of life.

Oral health care can make a huge difference to a person's wellbeing – especially among the more vulnerable patients typically seen in our clinics. Patients leave our care pain free, able to eat and drink in comfort and to smile more confidently. We have a very simple social purpose which reinforces the impact good oral health care brings to communities.



Award winning

CDS and its clinicians have received numerous awards for our quality of care and the impact we make including being named Health and Social Care Social Enterprise of the Year on two occasions.

Details of all [our awards](#) can be found here.

“The Dental team was stupendous in every possible way. It was all beyond my expectations, the care and professionalism you showed us is forever in our hearts and has changed my brother’s life for the better.”
– Family carer

“She has a brilliant way with children and told the most fantastic story whilst she worked, he didn’t feel a thing and was at no point distressed despite being very nervous before hand. This ensured that he now only has positive feelings about dentist visits in the future.” – Parent

“We support all of our patients and their relatives and carers who accompany them. We always give a warming smile to put our patients at ease; we ask how they are, give positive reassurance and a hand to hold if they feel upset, but above all, we listen.” – CDS Dental Nurse

Job description

Purpose

- The Chair leads the Board and is responsible for its overall effectiveness in directing CDS.

Principal Responsibilities

- Provide leadership of the Board, in a dynamic environment, to ensure that it acts in the best interests of patients, employee owners and our communities.
- Lead the Board in the review and delivery of the strategy, purpose and values proposed by the Executive.
- Promote a culture with high standards of probity, openness and governance throughout the company and particularly at Board level.
- Support CDS's development to become an employer of choice where there is equality of opportunity for all.
- Ensure the directors of the Board are 'fit and proper' for the role, have the appropriate range of skills/ experience and perform in an open, honest and collaborative way.
- Ensure the Board can satisfy itself of the integrity and timeliness of reporting mechanisms including financial, performance, risk, quality and statutory responsibilities.
- Facilitate Board activity, set its agenda in partnership with the CEO, and take account of the views of all Board members ensuring that adequate time is available for discussion especially for complex issues.
- Help to identify growth opportunities for CDS such as new contracts, partnerships and services.
- Ensure independent judgement, use of external and internal perspectives and constructive challenge is applied to the work of the Board.
- Develop a positive collaborative relationship with the CEO to provide support, advice and a 'sounding board' whilst respecting Executive responsibility.
- Use their professional skills, experiences and networking to help guide the work of the Board.
- Support wider engagement with key stakeholders to be an effective influencer of policy and patient advocacy.

Person specification

Candidates are required to demonstrate, by way of examples, competency and experience within the following areas:

Knowledge and Experience

Essential

- Previous experience of effectively chairing a Board and providing ethical leadership within an organisation of similar scale, reach and complexity.
- Strong commercial expertise with strong experience of overseeing new business growth and diversification strategies within a public sector funded environment, including knowledge of negotiating with commissioners.
- Sound knowledge of Board level corporate governance and development, including performance evaluation and experience of building diverse boards, as well as providing mentoring and coaching to new directors.
- Experience of operating in an externally facing role and acting as an ambassador for an organisation within a politicised environment with a view to building strategically beneficial relationships with key external stakeholders.
- Exceptional financial control, risk management and strategic planning experience, as well as well development commercial management expertise.

Desirable

- Experience of national health systems and knowledge of issues surrounding health inequalities, either from a direct professional background or through lived experience

Skills & Abilities

- Excellent communication, interpersonal and networking skills.
- Ability to constructively challenge and show objective judgment.
- Demonstrates understanding of the importance of ensuring a brilliant people culture, high levels of employee engagement and a commitment to supporting Equality, Diversity & Inclusion.
- Ability to facilitate constructive relations between the Executive, Non-Executive, Employee Elected Directors and Representative Employee Group Chair.
- Committed to the principles and values of the social enterprise sector and employee ownership.
- Commercially astute.
- Ability to effectively represent CDS in public.
- Able to observe and respect confidentiality.
- Proven leadership skills and the ability to work as a team member.

Personal Traits

- Integrity, inspiring trust, diplomacy, inclusivity, energy, entrepreneurialism, kindness and a sense of humour

The duties and responsibilities outlined in this job description, although comprehensive, are not definitive and the post holder may be required to perform other reasonable duties consistent with the role.

Terms of appointment

Remuneration

The remuneration for the Chair is £25,000 per annum.

Time Commitment

The role requires a commitment of about 4 days per month on average.

Tenure

Non-Executives are appointed for an initial term of three years. At the end of the term, appointments can be extended for a further three years, subject to approval from the Board.

Location

Board meetings are held quarterly in-person at our head office in Sharnbrook, Bedfordshire. While additional meetings can be held remotely, we would also like our Chair to be visible in our office and across our services.



How to apply

Tall Roots is acting as an employment agency partner to CDS. Applications should be made [online](#) and include:

- a CV
- covering letter (no more than two pages), explaining your motivation for applying for the role, along with how you meet the Knowledge & Experience section of the Person Specification.

The closing date for applications is Friday 7th July 2023. Candidates will be informed of the outcome of their application following the longlist meeting on Friday 14th July 2023.

Preliminary interviews with Tall Roots will be held virtually during w/c 17th July 2023.

Informal stakeholder sessions will be held during w/c 31st July 2023.

Final panel interviews with CDS will be held during w/c 7th August 2023.

If you have any questions relating to the role or the process or would like any adjustments made to accommodate your needs, please contact Mark Crowley at Tall Roots by email at mark.crowley@tallroots.co.uk.





Community
Dental
Services

www.communitydentalservices.co.uk



TALL ROOTS