

**National Examining Board
for
Dental Nurses**



**Chief Executive
Recruitment Pack
June 2018**



National
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Board for
Dental Nurses

Dear Applicant,

Chief Executive

Thank you for your interest in the Chief Executive opportunity with the National Examining Board for Dental Nurses.

We are a unique organisation and so we are looking for a unique person to work alongside our Board of Trustees to lead the way into the next phase of our development. We recognise there are real commercial prospects to grow our offering as well as continuing to enhance our quality assurance processes and reputation in pursuit of operational excellence. As a strong figurehead for the charity, our new Chief Executive will motivate and inspire our already dedicated team; effectively managing change whilst seeking out and pursuing these opportunities.

Whilst senior experience of working with curricula and examination strategies is important, we welcome applications from candidates from all sectors and professional backgrounds. Ideally with some understanding of the education sector, you will have commercial experience of growing a business or charity; proven experience of leading successful teams; and ability to develop and implement effective business plans and strategies as well as genuine passion for quality assurance and achieving sustainable results.

If you believe you can make a difference to NEBDN as our new Chief Executive, please send your CV together with a supporting statement detailing how you meet the criteria detailed in the person specification to our independent HR consultant at jayne.phillips@talktalk.net. NEBDN has a commitment to recruiting for attitude which means that as well as taking account of your relevant experience and qualifications, we consider your personal values and approach, so it is important that you describe these in your submission.

The deadline for receipt of applications is **5 pm 30th June 2018** and it is expected that the selection process will take place in early July.

If you have any questions or would like an informal discussion please contact Jayne Phillips, HR Consultant, on 07909115381. Thank you again for your interest in this important role and we look forward to hearing from you.

Kind Regards

Julia Frew
Chair of the Board of Trustees



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Lead the Way

Chief Executive £65 - £70k per annum plus benefits (according to skills and experience)

Based in Preston, Lancashire, NEBDN is the charitable awarding body of choice for dental nurse training and accreditation, demonstrated by our track record of offering high calibre, widely renowned qualifications which are recognised for their quality, value and relevance to the ever-changing dental sector.

An inspirational leader and strategist, our new Chief Executive will work collaboratively with our Board and staff team to create an innovative vision and business plan which will ensure we maintain our reputation and secure continued sustainability, growth and success. A credible and charismatic figurehead for the charity, you will be a positive ambassador with key stakeholders, whilst using your commercial acumen to seek out and implement new business opportunities. You will use your senior experience to effectively manage finance and risk and will ensure that our beneficiaries receive a consistently excellent service supported by robust quality assurance processes.

This is a particularly exciting time to join NEBDN as we enter the next stage in our development. As well as a competitive salary package, this role provides the opportunity to make your mark and develop your career with a unique and successful charitable organisation.

For an informal discussion about this role please contact Jayne Phillips, HR consultant on or 07909115381. To download an application pack please visit our web site at www.nebdn.org. To apply please forward your CV with a supporting statement evidencing how you meet the person specification requirements to jayne.phillips@talktalk.net

The deadline for receipt of applications is 5 pm on 30th June 2018.

NEBDN is an equal opportunities employer.



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About NEBDN

Our Purpose

The National Examining Board for Dental Nurses (NEBDN) provides a range of well-established qualifications for dental nurses throughout the United Kingdom and in the Republic of Ireland.

We are a registered charity in England and Wales (charity number 1112331), a registered charity in Scotland (charity number SC045470) and a Company Limited by Guarantee (registration number 5580200).

Our object as a charity is:

To improve the education and training of dental nurses to enable skill, safety and operational excellence to be achieved, meeting the high standards set by the charity for the benefit of both the public and the dental profession

In summary, our business encompasses the following specialist areas:

1. The research, design and development of curricula and assessment strategies
2. Ensuring the delivery of high quality learning and assessment by accredited course providers
3. Delivering examinations and assessments
4. Developing broader engagement with stakeholders
5. Developing and supporting the business through effective resourcing, communication and marketing
6. Ensuring effective governance of the organisation

Our Heritage

Although today, NEBDN is leading the way in the field of dental nurse education and professional training, our roots stretch back almost 80 years to 1936 when Mr Philip Grundy, a visionary dental practitioner, imagined creating a recognised qualification to regulate the profession nationwide.

With the support of the Dean of Birmingham Dental School, he founded the British Dental Nurses & Assistants Examining Board in 1943, comprising leading figures from the world of dentistry. Representing the three major dental organisations of the day, the new examining board set about creating educationally balanced written and oral examinations that could be replicated and regulated across the UK.

The first dental nursing examination was held in 1943 and has been repeated every year, with the exception of 1947 and 1948. Over the years the examination has been refined to



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fully test potential dental nurses to ensure that only the very best candidates attain the highly regarded NEBDN qualification.

The number of students now exceeds 2000 examination entries every year and the number of NEBDN qualified dental nurses is around 23,000.

The widely coveted red enamel NEBDN badge was first introduced in 1951 in recognition of National Certificate success. The design was updated in 1967 to a silver oxidised badge, and in 1970 was also incorporated into a buckle to be worn with a yellow belt.

1964 saw the name change to the Examining Board for Dental Surgery Assistants, 1987 saw it change to the National Examining Board for Dental Surgery Assistants and in 1995 the name was finally confirmed as the National Examining Board for Dental Nurses (NEBDN). NEBDN became a fully incorporated charity and a company limited by guarantee in 2005.

This strong and unique heritage provides a firm foundation upon which NEBDN intends to implement ambitious business growth, quality and assurance and excellence strategies under the leadership of the new Chief Executive.

Our Governance Structure

Our Governance structure is illustrated at page 7 of this pack. This structure is currently under review.

Our Board of Trustees is pivotal in shaping the organisation, providing strategic direction, holding the executive to account and supporting our work to ensure high standards of education and training. Decisions made by the Board set the direction for all our activities and have a major influence on the success of our work.

Trustees are collectively responsible for the overall governance and strategic direction of NEBDN, and for developing the organisation's aims, objectives and goals in accordance with its governing document and legal and regulatory guidelines. They provide oversight of the charity's activities. Specific duties of trustees include:

- Ensuring that NEBDN complies with its governing document, charity law, company law and any other relevant legislation or regulations
- Actively contributing to the Board's role in giving strategic direction to NEBDN, setting overall policy, defining goals, setting targets and evaluating performance against agreed targets
- Safeguarding the good name and values of NEBDN
- Ensuring the effective and efficient administration of NEBDN



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- Ensuring the financial stability of NEBDN, and
- Appointing the Chief Executive and monitoring his/her performance.

The Chief Executive works closely alongside the Board of Trustees and the Members of all the Committees, some of which include Volunteers, as part of a collaborative and transparent joint approach.

Our Organisation Structure

NEBDN currently has 15 employees. Most are based at our Preston Head office and we have a small field-based team. The current organisation structure is illustrated at page 8 of this pack. The structure is currently under review with the aim of ensuring that the charity has the right skills and capacity in place going forward to support achievement of its strategic objectives. There is also a large team of volunteer examiners who assist in all aspects of the delivery of the Examinations and sit on the Education committee and its sub committees.

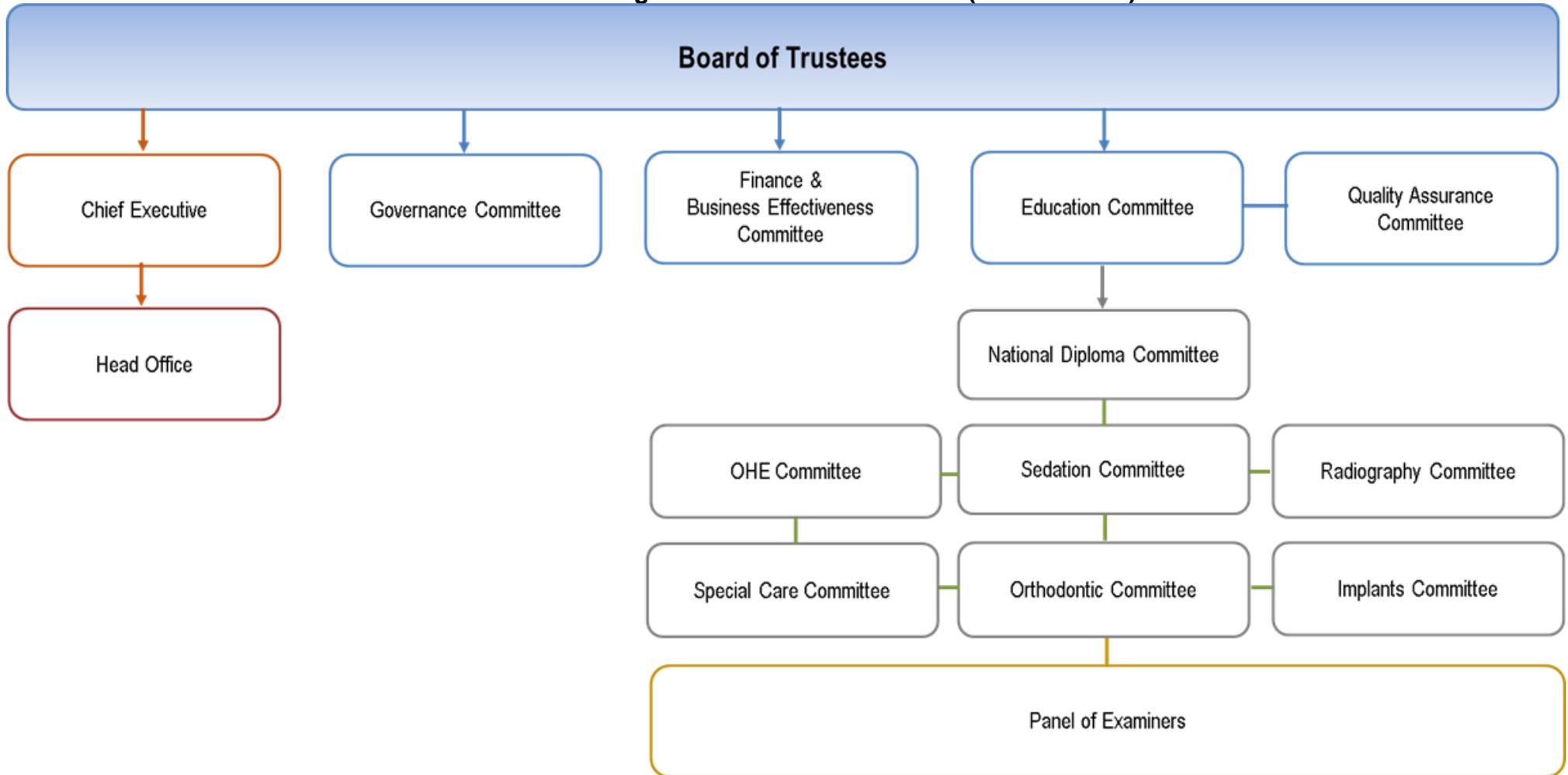
Our Business Plan

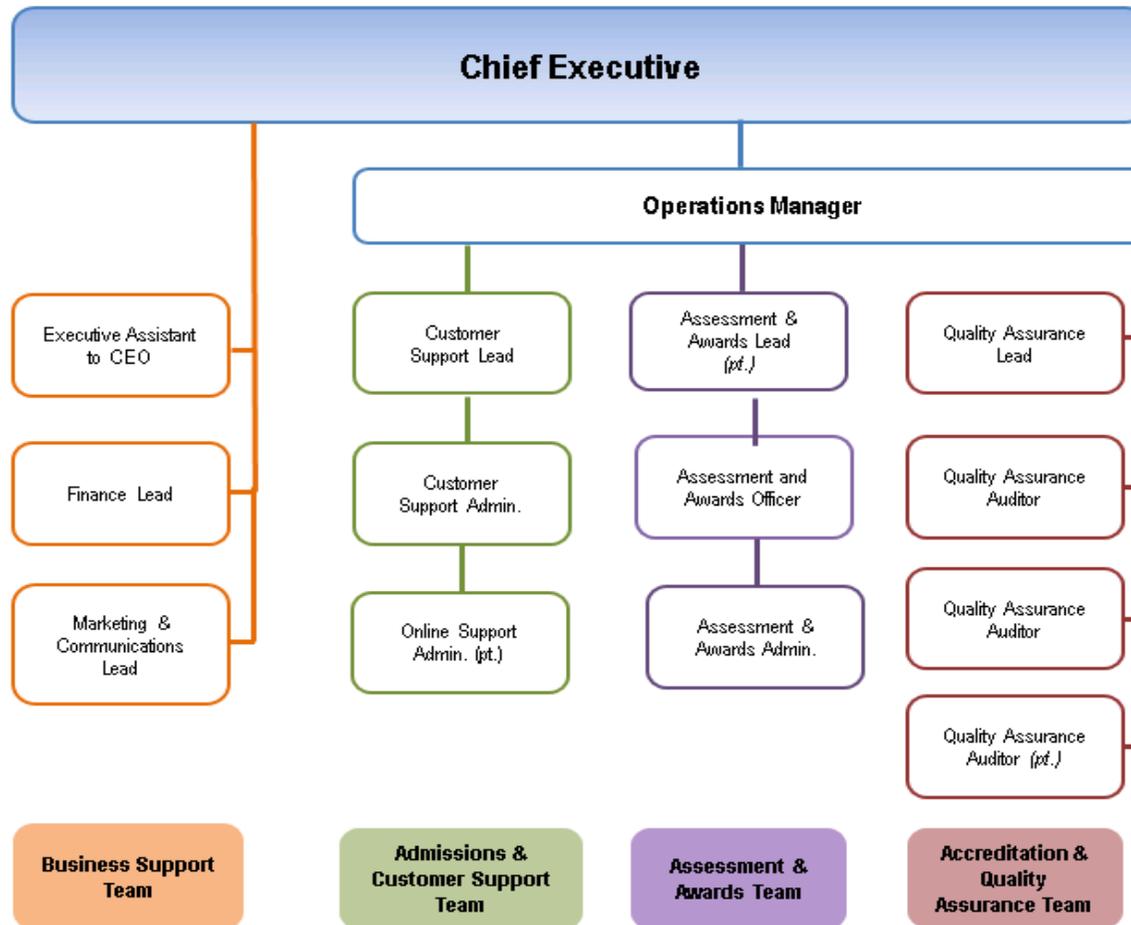
NEBDN's 2018-2019 Business Plan contains comprehensive targets covering business as usual and new development work. The targets are structured under the 6 key strategic objectives outlined in the Plan.

The Chief Executive will be responsible for delivering on existing Business Plan targets and keeping the Board apprised of progress; whilst also developing further stretching strategic objectives in consultation with the Board of Trustees.



Governance and Organisation Structure Charts (under review)







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Job Description

Job Title:	Chief Executive
Accountable To:	Chair & Board of Trustees
Accountable For:	Direct Reports, Consultants
Location:	Preston with Nationwide Travel

Our Objects

All NEBDN employees are expected to contribute to the objects of the charity:

To improve the education and training of dental nurses to enable skill, safety and operational excellence to be achieved, meeting the high standards set by the charity for the benefit of both the general public and the dental profession

The Chief Executive will further develop our vision and mission and ensure all employees and volunteers are well motivated and supported to achieve them.

Our Values

NEBDN employees are all expected to subscribe to the organisation's Standards of Performance. The Chief Executive is a key owner of our values and standards of performance and is responsible for ensuring they are used to support a positive and dynamic culture at NEBDN.

Job Purpose

Utilise inspirational leadership and exceptional strategic management skills to develop and deliver NEBDN's vision, mission, values and business plan in conjunction with employees and key stakeholders. Ensure the charity maintains and enhances its reputation as the leading professional organisation for dental nurse education and training with the aim of securing its continued sustainability, growth and success.

Key Accountabilities

Strategy, Planning and Control

1. Work collaboratively with the Board of Trustees to ensure NEBDN has in place an ambitious vision and mission which reflect the charity's role as the leading professional body in the UK for dental nurse education and training.
2. Work closely and co-operatively with the Board of Trustees to develop and deliver a proactive and forward looking strategic business plan, ensuring it takes account of



and responds to identified strengths, weaknesses, opportunities, threats and NEBDN's capacity and capabilities.

3. Lead the development and implementation of the organisation's business plans, objectives and financial plans to meet short and long-term business plan aspirations.
4. Manage the charity effectively, ensuring that financial security, asset management and risk appraisal are maintained and enhanced.
5. Take overall responsibility for monitoring and reporting on performance against targets in all areas of the charity's activities, through a robust key performance indicator framework.
6. Lead key strategic projects ensuring that risks and threats are robustly managed and desired outcomes are achieved and evaluated.

People and Culture

1. Be an inspirational leader for the charity, so that it consistently achieves excellence, and invites innovation and change. Act as a positive role model for all team members and volunteers, lead by example by setting and reinforcing the high standards of professionalism and conduct required of everyone at NEBDN.
2. Develop a positive organisational culture which attracts high quality staff and volunteers and motivates them to provide the best possible service to the charity's beneficiaries linked to a set of core values which generate a sense of pride in the charity's work and reflect the standards required of employees.
3. Support and encourage all team members and volunteers to perform at their best, by seeking feedback, and putting in place personal development and other strategies.
4. Ensure that change is effectively and positively managed so that the charity is able to overcome any barriers and capitalise on new opportunities.
5. Ensure the organisation structure supports delivery of the strategic plan; and manage the effective allocation of resources.
6. Ensure the effective implementation of Human Resources policies, procedures and practices so that they reflect best practice and ensure that the charity meets its legal responsibilities and develops a reputation as an employer of choice.



7. Chair Senior Leadership Team meetings, empowering and supporting members to lead their teams with focus, clarity and ambition.
8. Carry out structured and motivational appraisals and one to ones with Senior Managers and ensure they do the same with their team members.
9. Address performance management issues effectively and proactively, ensuring appropriate guidance and support is provided to enable improvements to be achieved. When required, utilise formal procedures fairly, consistently and effectively.
10. Ensure the charity meets and where possible exceeds its obligations under equalities legislation.
11. Ensure the charity meets its legal health and safety responsibilities and takes a proactive approach to managing employee health and well-being, including minimising work-related stress.

Business Development

1. Grow the charity's customer base and sphere of influence in accordance with its charitable objectives and agreed business strategy.
2. Utilise personal and organisational credibility to raise the profile of NEBDN in the media, acting as spokesperson on topical issues relating to the charity's work. Develop a positive reputation individually and for the charity as a professional expert voice.
3. Work with the Senior Leadership Team to analyse the outcomes of proactive horizon scanning with the aim of identifying new business development opportunities including international initiatives. Take account of research into the charity's operating environment including competitor analysis; demographic changes; developments in health care policy and best practice to provide data and an evidence base to inform sound strategic decision making.
4. Ensure that innovative and proactive Business Development and Marketing strategies are put in place to raise the charity's profile and identify and exploit appropriate new business opportunities.
5. Ensure that NEBDN's unique brand and reputation is effectively utilised to generate new business, which complements and supports the charity's vision and existing core business.
6. Put in place stretching business development targets and ensure team members are skilled and motivated to achieve them.



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7. Ensure the charity has in place a programme of credible and professional events which raise its profile as the leading professional body for dental nurse education and training. Attend events on behalf of NEBDN, demonstrating credibility and expertise.

Financial Management

1. Be accountable for the overall financial health of NEBDN and alert the Finance and Business Effectiveness Committee and the Board to any short and long term financial issues as soon as they arise.
2. Implement a finance strategy and plan for the charity, designed to achieve long term financial sustainability.
3. Ensure that timely and appropriate financial reports are produced, flag any issues and emerging risks and make recommendations for mitigation action.
4. Oversee budgets, expenditure and management accounts ensuring that income and expenditure is within business plan targets.
5. Deliver an effective risk management strategy and framework to support achievement of business plan objectives and robust financial and strategic management.
6. Put in place and manage a clear and appropriate pricing structure, in order that the charity provides value for money whilst achieving income targets.
7. Ensure that services and goods are procured with appropriate financial agreements. Ensure that appropriate contractual arrangements are applied and enforced so that any issues are dealt with consistently and effectively.
8. Ensure that effective and robust internal financial controls are in place including measures to protect against fraud or theft.

Governance

1. Ensure that NEBDN complies with all relevant legislation and good practice and meets the requirements of relevant regulators.
2. Ensure systems and structures are in place for the Board of Trustees to fulfil its statutory responsibilities and exercise effective control of the charity's affairs.



3. Work positively and transparently with the Board of Trustees, so that they are kept well informed and appraised of any issues as soon as they arise.
4. Report to the Board on progress with key strategic objectives, providing information and answering for organisational performance.
5. Advise the Board on all aspects of leading the charity, including short term and long term strategic planning, human resources management, operational service delivery, marketing and PR.
6. Ensure at all times that Board operates within statutory and corporate approved frameworks, requirements and guidelines.
7. Take ownership of the programme of Governance, working effectively with the Chair to ensure the right items come to Board for consideration at the right time.
8. Ensure that Board, Committees and staff act within established delegated responsibilities including those defined within agreed terms of reference.

Operational Excellence

1. Drive continuous improvement across all operational activities, in order that NEBDN develops a reputation for excellence in service delivery.
2. Oversee the implementation of a comprehensive quality assurance process covering all the charity's key activities, including working with stakeholders. Ensure that the process is robust transparent and proportionate, and that it provides appropriate controls to support consistently high standards at both head office and remote locations.
3. Further develop and enhance the charity's key performance indicator framework so that it provides evidence of outcomes and areas for improvement.
4. Ensure that robust and innovative curricula, assessment and examination strategies and processes are in place so that the charity delivers its services in the most efficient and effective way possible.
5. Ensure that NEBDN has robust standards, systems and processes which mean that qualifications and assessments support the delivery of high quality learning and assessment by accredited course providers, by providing effective inspection, monitoring, quality control and advice.
6. Establish and consistently operate robust sanctions to address non-compliance and maintain quality assurance of course providers.



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7. Oversee all systems and processes at NEBDN, including ICT, with the aim of ensuring that services are digitised wherever possible. Ensure that appropriate mechanisms are in place to enable high standards of data protection, data management and cyber security.

Stakeholders

1. Arrange comprehensive research and analysis to map key stakeholders, their interests and needs. Ensure a communications plan is put in place to enable NEBDN to respond effectively to stakeholder requirements and utilise resources appropriately.
2. Be the primary force in engaging with and representing NEBDN to the dental sector, education and training sector and with Government and national agencies to advance the charity's agenda and aims.
3. Put in place a plan to develop and manage effective relationships with NEBDN alumni.
4. Ensure that the charity maintains positive relationships with and values its extensive volunteer base including examiners and committee member. Ensure that volunteer skills and experience are capitalised upon.
5. Oversee the development and implementation of a proactive communications plan, including effective communication with employees, stakeholders, volunteers, course providers, students, alumni, and the dental sector with the aim of keeping them well informed about NEBDN's work, canvassing their views and raising the profile of the charity.
6. Through effective stakeholder engagement and analysis, monitor the external environment and competitors linked to development of NEBDN's products and services.

General requirements

1. Ensure that all responsibilities are undertaken in an effective and appropriate manner which meet the requirements of NEBDN in accordance with the Standards of Performance and Conduct.
2. Seek to continuously improve in all aspects of the job role in order that the charity delivers the best possible service.
3. Positively participate in internal/external meetings and training.



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4. Positively participate in regular one to ones and annual appraisals with the Chair of the Board.
5. Ensure that all NEBDN's policies and procedures are adhered to at all times.
6. Work in accordance with NEBDN's culture, values, aims and objectives.
7. Act as a positive ambassador for the charity at all times.
8. Undertake any other duties that may be reasonably required from time to time.
9. Acknowledging the need for professional sharing of information with relevant parties, the Chief Executive is required to maintain strict confidentiality of information conveyed to them by the Chairperson, Board of Trustees, beneficiaries, staff and external organisations.

NB: This Job Description forms part of the Contract of Employment of the person appointed to this post. It reflects the position at the present time only and may be changed at management's discretion in the future. As a general term of employment, the Charity may make any necessary change in job content or may require the post holder to undertake other duties, at any location in the Charity's service, provided that such changes are appropriate to the employee's role.



Person Specification

Post: Chief Executive		
Criteria	Essential or Desirable	Method of Identification
Qualifications:		
Degree and/or equivalent professional experience in a similar role	Essential	Application
Business Management qualification	Desirable	Application
Evidence of commitment to own and others' continuing professional development	Essential	Application
Proven Experience:		
Significant relevant senior experience in a charity, not for profit or educational setting or in a commercial organisation	Essential	Application/Interview
Experience of commercially and successfully growing a business or charity	Essential	Application/Interview
Significant experience of leading successful teams, managing and communicating organisational change	Essential	Application/Interview
Significant experience and track record in developing and successfully delivering organisational strategy, plans and budgets	Essential	Application/Interview
Experience of working closely with Boards, advising and guiding robust decision making	Essential	Application/Interview
Experience of financial management including forecasting, budget setting and monitoring income and expenditure	Essential	Application/Interview
Experience of risk strategy and management in a charity, not for profit or commercial setting	Essential	Application/Interview
Experience of representing an organisation at a senior level with key stakeholders including regulators	Essential	Application/Interview



Demonstrable track record of success, achieving significant change and business development/growth targets	Essential	Application/Interview
Experience of working with curricula, examination and assessment strategies and plans	Desirable	Application/Interview
Experience of overseeing the development and implementation of marketing strategies and plans	Essential	Application/Interview
Experience of working with the media	Desirable	Application/Interview
Experience of developing and effectively utilising KPI frameworks	Essential	Application/Interview
Knowledge, Skills and Abilities:		
Able to 'think on feet' and respond to challenging situations whilst also taking a measured approach when required	Essential	Interview
Robust knowledge of governance, policy and statutory requirements	Essential	Interview
High level networking skills – able to credibly represent the charity at the most senior level	Essential	Interview
Excellent communication skills at all levels	Essential	Interview
Personal presence and presentation skills, able to represent the organisation professionally	Essential	Interview
Excellent financial management skills	Essential	Interview/assessment
Excellent organisational skills and ability to prioritise multiple tasks	Essential	Interview/assessment
Able to effectively and appropriately execute strategic plans and projects	Essential	Interview
Excellent IT skills with ability to prepare reports in Word, spreadsheets in Excel and Power Point	Essential	Application Form/Interview
Strong management & Leadership skills – able to	Essential	Application



lead and motivate a diverse team		Form/Interview/assessment
Able to think strategically and drive positive business strategies	Essential	Interview/assessment
Innovative – able to assess and capitalise on NEBDN’s current capacity and future potential	Essential	Interview/assessment
Ambition to grow the business whilst maintaining the highest standards of service delivery	Essential	Interview/assessment
Effective coaching and mentoring skills	Essential	Interview/assessment
Understanding of research and market research processes and how to use results to inform business plans and strategy	Essential	Interview
Knowledge of similar priorities in an educational, training or professional body setting	Desirable	Application/interview
Behaviours:		
High standards of personal ethics and integrity	Essential	Interview/assessment
Personal qualities of self-belief, self-awareness, self-management	Essential	Interview/assessment
A genuine desire for service excellence and continuous improvement	Essential	Interview/assessment
Ability to achieve success through people – holding to account, empowering, influencing and collaborative working	Essential	Interview/assessment
Displays emotional intelligence linked to sound judgement and decision making	Essential	Interview/assessment
Personal credibility and ability to influence, inspire and motivate proactively.	Essential	Interview/assessment



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Other Attributes:		
Full driving licence	Desirable	Application
Able and willing to travel on business when required including overnight stays	Essential	Application
Able to be flexible in hours of work when required according to charity requirements	Essential	Application
Empathy with NEBDN's aims and objectives	Desirable	Interview



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Employment Offer

NEBDN aims to be an employer of choice, and we provide a great working environment in Preston and the opportunity to work as part of a dedicated team. The main terms and conditions of employment for the Chief Executive are commensurate with the seniority and scope of responsibility of the role:

Salary: £65000 - £70000 per annum according to skills and experience.

Location: NEBDN, First Floor, Quayside Court, Chain Caul Way, Preston PR2 2ZP. There is free on-site parking.

Due to the nature of the Chief Executive role as a key representative of NEBDN, regular travel within the UK is required, and international travel may be necessary on occasions. Expenses for business travel are paid.

Hours of Work: 35 hours per week for full time. Due to the nature of the role, some evening, weekend and bank holiday working will be required.

Annual Leave: 25 days per year plus 8 bank holidays

Pension: NEBDN will contribute the equivalent of 10% of your salary to the pension scheme



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The Recruitment Process

NEBDN has engaged an independent HR Consultant, Jayne Phillips, to oversee the recruitment of our new Chief Executive.

To apply, please send your CV together with a supporting statement detailing how you meet the requirements of the job description and person specification to Jayne at jayne.phillips@talktalk.net. It would be appreciated if you could also complete and return the equal opportunities monitoring form.

Please note that the closing date for the receipt of applications is 5 pm on 30th June 2018.

Telephone interviews with shortlisted candidates will take place in early July 2018.

Candidates who are then shortlisted to attend the full selection process will be invited to a panel interview. Candidates will be asked to prepare a presentation and undertake some psychometric tests.

Thank you for your interest. We hope that this recruitment pack provides all the information you require, but if you have any queries, or would like to have an informal conversation about this role please contact Jayne Phillips on 0790911581.



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Equality and Diversity

NEBDN welcomes applicants regardless of race, ethnic or national origin, colour, creed, religious or political beliefs, gender, sexual orientation, marital status, disability or age.

We believe that diversity adds value to our organisation and valuing the individual and individual differences enables us to develop and improve our services and explore new ideas.

We expect all our staff, volunteers and Trustees to respect and value diversity and to highlight and challenge any form of discrimination. We will endeavour to support people to deliver this commitment.

As part of our commitment we aim to:

- Value diversity and the individual
- Ensure that our staff and members are aware of their obligations to counter disadvantage and discrimination
- Monitor our key services against equality targets and performance indicators
- Ensure that our communications meet all needs
- Select our partners in a fair and non-discriminatory manner
- Operate a zero-tolerance policy against all forms of harassment
- Ensure that our contractors and consultants demonstrate their commitment to equality and diversity
- Meet our obligations under the relevant legislation and good practice guidance

To assist us in achieving these commitments, it would be appreciated if you could complete the equal opportunities monitoring form and return it with your application. Thank you.



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Equality and Diversity Monitoring Form

NEBDN is committed to equal opportunities and diversity. It is determined that in its provision of services and as an employer it will ensure equality of opportunity for all, regardless of age, race, gender (including gender reassignment), disability, marital status, sexual orientation, religion or personal belief.

ABOUT YOU:

To help us implement and monitor this policy please could you provide us with the following information:

1. Gender

Male

Female

2. Disability

Do you consider yourself to have a disability as defined above?

Yes

No

If yes, please give brief details:

3. Date of Birth -----/-----/----- (Optional)

4. Ethnic Origin

Please circle the appropriate letter, A to E, then tick one box within that section to indicate your cultural background

A White

British

Irish

Any other white background, please state



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B Mixed

- White and Black Caribbean
- White and Black African
- White and Asian
- Any other mixed background, please state

C Asian, Asian British

- Indian
- Pakistani
- Bangladeshi
- Any other Asian background please state

D Black, Black British

- Caribbean
- African
- Any other Black background, please state

E Chinese, Chinese British, Chinese English, Chinese Scottish, Chinese Welsh or other ethnic group

- Chinese
- Any other background, please state

5. Sexual Orientation

- Bisexual
- Heterosexual
- Homosexual (Lesbian/Gay)
- Other

6. Religion or Personal Belief (Please state)

Thank you. This information will be kept separate from your application form and will be treated in the strictest confidence.