



**National  
Examining  
Board for  
Dental Nurses.**

# Trustee Recruitment Pack

Application closing date Friday 17<sup>th</sup> July 2026 at 5pm







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## Welcome and Introduction from NEBDN

A very warm welcome from all the team here at the National Examining Board for Dental Nurses (NEBDN) and thank you for showing an interest in becoming a Trustee.

### Background to NEBDN

NEBDN provides a range of well-established qualifications for dental nurses throughout the United Kingdom. The organisation has been at the forefront of dental nurse education and training since 1943.

NEBDN is 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).

The work of NEBDN includes the following areas:

- 1.Design, development and evaluation of curriculum and assessments
- 2.Quality assuring course providers and provision
- 3.Administering assessments, giving results and issuing certificates

Our Board is currently made up of 11 Trustees and we are looking to replace those who have completed their term of office. This presents an opportunity for new Trustees to influence and develop dental nurse education and future qualifications.

Thank you for considering us in your next steps as a Trustee. We look forward to working with you.

Kate Kerslake,  
Chief Executive Officer





# Mission, Vision and Values

We revised our Mission, Vision, and Values at our Strategy Day in October 2025, reviewing what we want to achieve for the benefit of the dental nursing profession, and the values we wanted to embed in the culture of our organisation. The updated Mission, Vision, and Values are shown above, and we are confident that they will support us and our beneficiaries moving into the future.

We achieve our mission by providing high quality qualifications for Dental Nurses. We ensure that those who gain NEBDN qualifications are equipped with the relevant skills, knowledge and understanding

to provide excellent care for their patients and professional support for other members of the dental team.

We are supported by a network of Associate Examiners and Subject Matter Experts who are specialist practitioners in dental care. They help us to ensure that the design of our assessments is focused on the needs of patients and organisations providing dental care services.



## Background to the post

To help us meet the different challenges that the organisation faces, we are looking to recruit lay and clinical Trustees to strengthen the Board and the Committees for Finance, Governance and Education Standards.

This presents an exciting opportunity for those who are looking to become a Trustee for the first time, and are prepared to be supported in their development, as well as those who have previous experience of board level work.

We have an equal balance between lay and dental representation on the Trustee Board to help ensure that the Board retains a strategic focus and benefits from the different knowledge, skills and experiences that individuals from different backgrounds can bring to our work. The new Trustees will help restore the balance between lay and clinical as other Trustees complete their term of office.

Changes to the Board over recent years have been designed to:

- Strengthen expertise, capacity and capability to help the organisation meet its strategic and business plans
- Develop the dental nursing profession through applying learning from a wide range of areas
- Enhance organisational learning and development
- Help to ensure continuity of membership on the Trustee Board over time and assist with succession planning.

**Our strategic plan has a number of strands including:**

**1. Qualifications:**

Innovative, diverse and appropriate for the needs of the profession

**2. Quality:**

Continuous review and improvement to provide accredited high standards.

**3. Engagement:**

Improve stakeholder communications and promote the profession



## Role and purpose of the Trustee Board

Trustees play a vital role at NEBDN as we pursue our mission to advance the education of dental nurses for the benefit of the public.

The 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
- Ensuring the financial stability of NEBDN, and appointing the Chief Executive Officer and monitoring their performance.

### Who is eligible to be a Trustee?

Trustees must:

- Live in the UK
- Be over the age of 18
- Sign a written declaration confirming their

willingness to act as a charity Trustee of the Charity, and their support of the objects of the Charity

Some people are disqualified by law from acting as charity Trustees. This includes anyone who:

- Has an unspent conviction for an offence involving dishonesty or deception
- Is currently declared bankrupt (or is subject to bankruptcy restrictions or an interim order) or has an individual voluntary agreement (IVA) with creditors
- Is disqualified from being a company director
- Has previously been removed as a Trustee by either the commission or the High Court due to misconduct or mismanagement

On appointment, Trustees will become members of NEBDN.

### Equality and diversity

To fulfill our commitment to promote equality and diversity we seek to ensure that our Board is, as far as possible, representative of society in general.

We aim to remove any barriers that could stop someone from being a Trustee who has the skills, knowledge and experience to do so. We will do this, for example, by:

- keeping board papers (particularly financial information) concise and easy to understand
- translating documents or providing accessible formats
  - making it clear that Trustees can claim reasonable expenses, including help with travel
  - holding meetings at venues that are accessible for people with disabilities
  - having meetings at times that do not exclude people who are working or have caring responsibilities
  - giving everyone a chance to contribute to discussions at meetings both in a virtual or face to face setting.

We are fully committed to making the appointment process accessible at all stages for any applicants with a disability or other specific requirements. This includes providing application forms in an alternative format or making adjustments to the interview process. If you wish to discuss your requirements, please contact the Executive Governance Manager, Tara Stephenson via email [Executive@nebdn.org](mailto:Executive@nebdn.org).



## What the role involves

1. Preparing for and attending approximately 4 meetings of the Board each year
2. Being a member of, and participating in, one of its subcommittees, 3 times a year – this will include a mixture of face-to-face meetings, video conferencing, and work outside the meetings
3. Attending the AGM and strategic planning day (usually held in October each year)
4. Ad hoc assistance as required

### Time and commitment

Overall the time commitment is approximately 10 days a year plus preparation time. The Board Committees include, Governance, Education & Standards, and Finance & Business Effectiveness.

This is a voluntary role. All travel and subsistence costs and reasonable care costs incurred as a result of being a Trustee will be reimbursed consistent with our expenses policy. As a charity we seek to keep our costs to a minimum.





## Specification of the post

The information in the Appendices sets out further detail in the following areas and will also form the basis of the recruitment and selection process.

1. Person Specification – this sets out the competences, knowledge and experience required of all Trustees as well as those that we are seeking on this occasion. The person specification will form the criteria against which selection decisions are made and the responsibilities of being a Trustee.
2. Role description – this sets out the main duties.

On appointment, Trustees must complete a conflict of interest declaration and register any outside interests that may be relevant. This is to identify any conflicts of interest they have in relation to any aspect of the work consistent with NEBDN's conflict of interest policy.

## Recruitment and selection

Our recruitment and selection process is underpinned by the following four principles:

**Merit** – our appointment and reappointment decisions will be based on evidence of candidates' merit of skills, experience and qualities which best meet the needs of the NEBDN.

**Fairness** – our selection processes will be objective, impartial, applied consistently, promote equality and be free from discrimination, harassment and victimisation.

**Transparency and openness** – our appointments will be advertised publicly to attract a strong and diverse field of suitable candidates.

**Inspiring confidence** – our processes and systems will promote public confidence in our work and be in keeping with our legislative framework.



## Development and appraisal

We have a development and appraisal policy for Trustees based on the following principles:

**The Board as a team** – in order for us to function effectively as an organisation and for the Board to guide our work, we recognise the need and value in developing the Board as a team to undertake its work.

**The value of learning and development** – every Trustee will have development needs and interests in one or more areas. Trustees are volunteers who give their time and effort in the interests of the organisation and its mission. We will support Trustees as individuals in undertaking their work through providing induction for new Trustees and a phased training and development plan for all Trustees during their term of office.

**Transparency and openness** – we will establish standards of performance for Trustees and have in place a system of annual performance and development review of which all Trustees are expected to participate or support with.

**Fairness** – our development and appraisal processes will objective, impartial, applied consistently, promote equality and be free from discrimination, harassment and victimisation.





## Applicant key dates

The key dates in the application process are set out in the table below.

Schedule for 2026	Activity
22 June - 17 July	Posts advertised for 4 weeks, CEO available for informal discussions
17 July	Closing date for applications
w/c 21 July	Shortlisting and Invitations to interview
August	Interviews held virtually via Microsoft Teams
23 September	New Trustee Induction in Preston at NEBDN Head Office
24 September	New Trustee observe first Board meeting in Preston
15 October	Appointment of new Trustees at the October AGM and Trustee Strategy Day





## How to apply?

All applicants are required to complete,

- [Online application form \(link\)](#)
- Up to date CV and covering letter to Executive@nebdn.org

If you have any queries about the application or wish to discuss the posts prior to application, please email executive@nebdn.org and reference trustee recruitment, we will get in touch to arrange a time and date that is convenient.

visit us on [www.nebdn.org](http://www.nebdn.org)  
or join our conversation





## Appendix 1 – PERSON SPECIFICATION OF A TRUSTEE

### Essential

#### Commitment

- Ability to understand and accept the duties and liabilities of being a charity Trustee
- Empathy with the vision, mission, values and aims of NEBDN
- Willingness to devote the necessary time and effort including participating in other tasks as they arise from time to time (e.g. interviewing new staff, attending Board and other meetings), keeping informed about the activities of the organisation and wider issues, which affect its work.

#### Focus

- Ability to think and apply knowledge strategically
- Ability to think creatively
- Ability to keep mission-focused
- Ability to analyse and evaluate management information and other evidence
- Willingness to listen and learn

#### Communication and team working

- Ability to communicate clearly and sensitively and to take an active part in discussions
- Ability and willingness to influence and engage
- Ability and willingness to work effectively as a member of a team to form an effective governing body for the organisation.
- Willing to express their own opinion in a reasoned way, while also listening to the views of others
- Ability and willingness to challenge constructively and ask questions appropriately
- Willingness to be available to staff for advice and enquiries on an ad hoc basis.
- Ability and willingness to adopt an evidence-based approach to the board's work
- Ability and willingness to agree ways of resolving differences in views and opinions

### Accountability

- Ability to be objective, accountable and honest
- Ability to exercise sound and independent judgement
- Willingness to make and stand by collective decisions, including those which may be unpopular
- Ability to manage difficult and / or challenging situations
- Ability to maintain confidentiality on confidential and / or sensitive information
- Commitment to NEBDN and to our mission, vision, and values – aims and objectives

### Desirable

The knowledge, skills and experience in the list below are relevant to NEBDN's main areas of activity, and they are represented across NEBDN's executive and staff, who apply them at operational level. NEBDN is looking for Trustees who have the knowledge and understanding to maintain an oversight of these activities at a strategic level in a complex charity, and who can contribute well informed views, constructive challenge, and a commitment to best practice. NEBDN would normally expect each Trustee to be able to do this in at least one of the areas below. A Trustee's ability to contribute in this way will often, but not always, draw on professional and / or practitioner experience at a senior level.

#### Stewardship and governance

- Trusteeship in a similar size or larger organisation, together with implementation of best practice in UK and / or international corporate governance

#### Management

- Strategic leadership and management within a small / medium sized or large organisation



## Specialist expertise

An area of expertise relevant to NEBDN such as,

- Dentistry
- Financial management and accountancy
- Education and Training
- Charity Law
- Project Management
- Human resources or organisational development
- Marketing, communications or public relations

Our aim is to ensure that overall the Trustee Board has access to a wide spectrum of knowledge, skills and experience.

We do not expect lay Trustees to have a detailed knowledge of dental nursing when they apply.



## Appendix 2 – NEBDN

### Trustee role description

### The statutory duties of a Trustee

Under charity law, NEBDN Trustees have the ultimate responsibility for directing the affairs of NEBDN and ensuring that it is solvent, well-run, and delivering the charitable outcomes for which it has been set up. In law, Trustees of NEBDN have three particular duties – compliance, care and prudence, which are set out below using the wording given by the Charity Commission.

#### **Duty of compliance** – Trustees must:

Ensure that NEBDN complies with charity law, and with the requirements of the Charity Commission as regulator; in particular ensure that the charity prepares reports on what it has achieved and Annual Returns and accounts as required by law.

Ensure that NEBDN does not breach any of the requirements or rules set out in its governing document and that it remains true to the charitable purpose and objects set out there. Comply with the requirements of other legislation (e.g. the Companies Act, the Equality Act) and other regulators which govern the activities of NEBDN.

Act with integrity and avoid any personal conflicts of interest or misuse of NEBDN funds or assets.

#### **Duty of care** – Trustees must:

Use reasonable care and skill in their work as Trustees, using their personal skills and experience as needed to ensure that NEBDN is well-run and efficient.

Consider getting external professional advice on all matters where there may be material risk to NEBDN, or where the Trustees may be in breach of their duties.

#### **Duty of prudence** – Trustees must:

Ensure that NEBDN is, and will remain, solvent. Use NEBDN's funds and assets reasonably, and only in furtherance of NEBDN's objects.

Avoid undertaking activities that might place

NEBDN's endowment, funds, assets or reputation at undue risk.

Take special care when investing NEBDN's funds or borrowing funds for NEBDN to use.

#### **Specific duties of Trustees of NEBDN Strategic Direction**

Trustees must ensure that the NEBDN has a clear vision, mission, strategic direction and is focused on achieving these. Trustees must work in partnership with the Chief Executive Officer and other senior staff to ensure that:

- NEBDN has a clear vision, mission, set of values and strategy, and that there is a common understanding of these by Trustees, staff and volunteers.
- Operational plans and budgets and any fundraising strategy support the vision, mission and strategy.
- The views of users are regularly sought and considered, and that efforts are made to identify possible future users.
- There is regular review of the external environment for changes that might affect NEBDN (e.g. using an environmental, political, financial, competitive, partnership, alliances analysis).
- There is regular review of the need for NEBDN and for the services it provides or could provide, and regular review of strategic plans and priorities.

#### **Performance Management**

Trustees are responsible for the performance of NEBDN, for its impact upon stakeholders and for its corporate behaviour:

- To ensure that NEBDN measures its impact and progress towards its strategic objectives and to regularly consider reports on NEBDN's performance.
- To ensure that there are policies to direct areas of the Charity's business.



- To ensure that there are quality and service standards for major areas of delivery and that these are met.
- To ensure that NEBDN's values are understood and put into practice, by Trustees, staff and volunteers (examiners).
- To ensure that there are complaint systems in place, for users and supporters.
- To ensure that there are processes for Trustees, staff and volunteers (examiners) to report activity which might compromise the effectiveness of NEBDN.
- To recruit the Chief Executive Officer and to hold them to account for the management and administration of the charity.
- To ensure that the Chief Executive Officer receives regular, constructive feedback on their performance in managing the charity and in meeting their annual and longer-term objectives
- To ensure that NEBDN has effective employment policies and processes in place, to recruit, train and develop staff and volunteers.

### **Compliance**

Trustees must ensure that NEBDN complies with all legal and regulatory requirements:

- To ensure with professional advice as appropriate, that NEBDN complies with all constitutional, legal, regulatory and statutory requirements.
- To understand and comply with the constitution and rules that govern NEBDN, and to review the constitution regularly (at least every three years) to ensure it is fit for purpose.

### **Prudent management of assets**

Trustees must be stewards of NEBDN's assets, both tangible and intangible, taking care over their security, and how they are used:

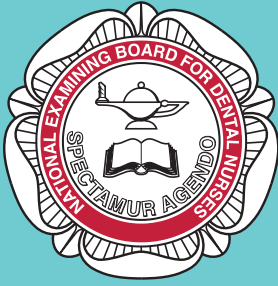
- To ensure that NEBDN's financial obligations are met and that there are adequate financial controls in place to ensure all money due is received and properly applied, and that all assets and liabilities are recorded.
- To act reasonably and prudently in all matters relating to NEBDN and always in the interests of NEBDN.
- To ensure that Trustees take professional advice when needed, and record the advice received.
- To ensure that if a fundraising strategy is in place it is effective.
- To be accountable for the solvency of NEBDN.
- To ensure that intangible assets such as organisational knowledge and expertise, intellectual property, NEBDN's brand and reputation is recognised, used, and safeguarded.
- To review the condition and use of the properties and/or land owned by NEBDN.
- To ensure that the major risks to NEBDN are regularly identified and reviewed and that systems are in place to mitigate or minimise these risks.



## Good governance

Trustees must ensure that NEBDN's governance is of the highest possible standard:

- To ensure that NEBDN has a governance structure that is appropriate to a charity of its size/complexity, stage of development, and its charitable objects, and reflects the diversity of its users.
- To ensure that Board decisions are recorded in writing by means of minutes.
- To ensure that the Board's delegated authority is recorded by terms of reference for Board Committees, job descriptions for Committee members, Trustees and key staff, and that reporting procedures back to the Board are recorded in writing and complied with.
- To ensure that the responsibilities delegated to the Chief Executive Officer are clearly expressed and understood, and directions given to him/her come from the Board as a whole.
- To ensure the Board regularly reviews NEBDN's governance structure and its own performance to an agreed programme.
- To ensure that major decisions and policies are made by the Trustees acting collectively.
- In consultation with the Chief Executive Officer, to ensure that the Board has the skills it requires to govern NEBDN well, and that the Board has access to, and considers, relevant external professional advice and expertise.
- To ensure that there is a systematic, open and fair procedure for recruitment of Trustees and of the Chief Executive Officer.
- To ensure that all members of the Board receive appropriate induction on their appointment and that they continue to receive appropriate advice, information and training (both individual and collective).
- To ensure that Trustees have a code of conduct and comply with it, and that there are mechanisms for the removal of Trustees who do not abide by the Trustee code of conduct.



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