NHS Improvement: Non-Executive Directors

Information pack for applicants

Closing date: Midday on 18th January 2016

Reference no: NHSI15-80
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A message from Ed Smith, Chair of NHS Improvement

Dear candidate,

This is a moment of exceptional challenge for the NHS. Growing demand and continued funding constraints are placing extraordinary pressures on health services. In response, NHS commissioners and providers must not only significantly improve their current operations: to achieve productivity improvement on the scale required to ensure high quality, comprehensive, sustainable health care for future generations, they must also transform their local health systems.

NHS Improvement has been formed to help people across the NHS achieve both these daunting tasks. It brings together Monitor, the NHS Trust Development Authority (TDA), and safety and improvement functions from other NHS structures. Our priorities are to drive and support operational improvement at the frontline and the long term sustainability of the healthcare system. We also continue to be the health services sector regulator, with a statutory duty to protect and promote the interests of patients by ensuring that the provision of services is economic, efficient and effective. We work in close partnership with the other central NHS bodies, in particular NHS England and the Care Quality Commission, as well as directly supporting frontline organisations.

The NHS today faces exceptional opportunities as well as challenges. The improvement potential of innovations in prevention, treatment, and care systems is immense. Our board needs outstanding individuals with deep experience and expertise drawn from a variety of contexts to help the NHS continue to deliver care at the quality patients deserve and a cost the country can afford. We also need people with the vision to see how NHS Improvement can best help the NHS seize today’s opportunities. Non-executives who join our board can make a palpable difference to the nation’s health.

Many thanks for your interest.

Yours sincerely,

Ed Smith

Chair
NHS Improvement
Non-Executive Directors of NHS Improvement (NHSI15-80)

Making an application

Thank you for your interest in the appointment of Non-Executive Directors (NEDs) to NHS Improvement. We are recruiting up to 4 new NEDs. The attached Annexes provide details on the role of Non-Executive Directors and the person specification, the role and responsibilities of NHS Improvement, and the selection process. Subject to changes to regulations, it is the intention that NHS Improvement NEDs are formally appointed to the boards of both Monitor and the NHS Trust Development Authority.

To make an application please send a CV, supporting letter and completed monitoring form (attached) to the address below:

appointments.team@dh.gsi.gov.uk quoting the reference in the subject field, or post to: Holly Wainwright, Department of Health, Room 1N09, Quarry House, Quarry Hill, Leeds, LS2 7UE. Applications must be received by midday on 18th January 2016.

In making an application please note the following:

Supporting letter

The supporting letter is your opportunity to demonstrate how you meet each of the criteria set out in the person specification. How you choose to present the information is up to you. However, you should aim to provide examples that demonstrate how your knowledge and experience matches each of the criteria, and which describe what your role was in achieving a specific result. It will also benefit the selection panel if you can be clear which particular evidence you provide relates to which criteria. Providing separate paragraphs in relation to each criterion is common practice.

Please ensure your full name, the role to which you are applying and the corresponding reference number for the post are clearly noted at the top of your letter.

Please limit your letter to two pages, and type or write clearly in black ink.

Declaration of interests and ensuring public confidence

If you have any business or personal interests that might be relevant to the work of NHS Improvement and which could lead to a real or perceived conflict of interest were you to be appointed, please provide details in your supporting letter. Should you be successful in your application, if there is anything in your personal or professional history, that if brought into the public domain, may cause embarrassment or disrepute to the organisation, please provide further details in your supporting letter. Failure to disclose such information could result in an appointment being terminated – refer to the “Disqualification from appointment” section in Annex A.

CV

Please ensure your CV includes:

- your full name, title, home address, personal contact telephone numbers (land line and mobile) and personal email address

- similar contact details for two referees who will support your application. One referee should be the person to whom you are/were accountable in your current/most recent appointment or position of employment. Please indicate
the relationship of each referee to you. References will be requested for short-listed candidates prior to interview

- brief details of your current or most recent post and the dates you occupied this role. Please identify any past or present Ministerial appointments

**Monitoring form**

Please complete the monitoring form. Diversity monitoring information will not be seen by the panel assessing your application.

**Guaranteed Interview Scheme**

The Department of Health operates a Guaranteed Interview Scheme (GIS) for disabled people. The Equality Act 2010 defines a person as disabled if they have a physical or mental impairment and the impairment has a substantial and long term adverse effect on their ability to carry out normal day to day activities. Under the GIS a disabled candidate will be selected for interview if they meet the essential criteria for the post.

If you wish to apply under the GIS please complete the GIS form and return it with your application.

All applications will be acknowledged by email after the closing date.

**Indicative timetable**

<table>
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<th>Event</th>
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<tr>
<td>Closing date</td>
<td>Midday, Monday 18th January 2016</td>
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<tr>
<td>Shortlisting</td>
<td>February 2016</td>
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<tr>
<td>Interviews</td>
<td>2nd and 11th March 2016</td>
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**Key facts about the post**

- **Location**: London, with potential for some travel to other locations
- **Remuneration**: Non-Executive Directors receive £7,883 per annum. The Non-Executive Director who will chair the Audit and Risk Committee will receive £13,137 per annum.
- **Time Commitment**: 2-3 days per month

**Contacts**

For further information regarding the selection process, please contact:

Holly Wainwright  
Appointments Team  
Tel: 0113 254 6135
Email: holly.wainwright@dh.gsi.gov.uk

For further information regarding the role of NHS Improvement and the role of Non-Executive Director please contact:

Jessica Dahlstrom  
Tel: 0203 747 0175.  
Email: Jessica.Dahlstrom@Monitor.gov.uk

Please quote reference NHSI15-80 on all correspondence.

If you choose to apply, we would like to thank you in advance for your time and effort in making an application.

**Feedback**

The Commissioner for Public Appointments would like to find out what you think of the public appointments process. If you make an application, the Commissioner would appreciate a few minutes of your time to complete this survey: [http://publicappointmentscommissioner.independent.gov.uk/candidate-survey/](http://publicappointmentscommissioner.independent.gov.uk/candidate-survey/)

Your response will be anonymous and will inform the Commissioner's ongoing work with Government Departments to improve the public appointments process.
Annex A

Appointment of Non-Executive Directors to NHS Improvement

Role and responsibilities of the Non-Executive Directors

The primary role of Non-Executive Directors is, as a team, to lead in developing the strategy and overseeing the work of NHS Improvement by participating fully in the work of the board, both in the context of the board meetings themselves, and more widely. Non-Executive Directors also play a part in representing NHS Improvement externally, alongside the Chief Executive, the Chair and the Executive Director team.

Qualities required for the roles of Non-Executive Director

To be considered, you must be able to demonstrate that you have the qualities, skills and experience to meet all the essential criteria for appointment.

Essential Criteria

- a career record of achievement, with an ability to operate effectively on the board of a high-profile national organisation
- a strong understanding of corporate governance and a commitment to the principles of public service, with the highest standards of personal propriety in relation to governance, accountability, risk and financial management
- an ability to guide NHS Improvement's strategic direction, and use sound judgement, based on the ability to consider and challenge complex issues from an impartial and balanced viewpoint
- good communication skills, with the ability to work as part of a team, with a positive and constructive style, challenging management recommendations where necessary.

For the audit and risk chair post:

- an understanding of the importance of risk management and audit to good governance, and a record of achievement at a senior level in strategic financial management.

Remuneration

Non-Executive Directors receive £7,883 per annum. The Non-Executive Director who will Chair the Audit and Risk Committee will receive remuneration of £13,137 per annum.

Remuneration is taxable, and subject to National Insurance contributions, both of which will be deducted at source under PAYE before you are paid. Remuneration is not pensionable.

You may claim travel and subsistence expenses, which are properly and necessarily incurred in carrying out your role and responsibilities as a Non-Executive Director of NHS Improvement, in line with travel and subsistence policy and rates for NHS
Improvement. Further information on the policy and rates can be obtained from NHS Improvement.

**Time commitment**

2 to 3 days per month

**Tenure of office**

The Secretary of State determines the length of the appointment, which can be for up to a maximum of 4 years.

**Accountability**

Non-Executive Directors are appointed by the Secretary of State and are accountable to the Secretary of State via the Chair for carrying out their duties and for their performance.

**Disqualification from appointment**

Disqualification criteria for NED appointments to the NHS Trust Development Authority are set out in legislation. For further details, please see the document attached separately to this information pack.

Subject to the approval of Parliament on changes to regulations, it is the intention that NHS Improvement NEDs are formally appointed to the boards of both Monitor and the NHS Trust Development Authority. Disqualification criteria are currently being reviewed with this in mind.

For further advice about disqualification from appointment, contact Jessica Dahlstrom on 0203 747 0175; Email: Jessica.Dahlstrom@Monitor.gov.uk

**Conflict of Interests**

You should particularly note the requirement for you to declare any private interests which may, or may be perceived to, conflict with the role and responsibilities as a Non-Executive Director of NHS Improvement, including any business interests and positions of authority outside of the role in NHS Improvement.

If appointed, you will also be required to declare these interests on appointment which will be entered into a register which is available to the public.

**Standards in public life**

You will be expected to demonstrate high standards of corporate and personal conduct. All successful candidates will be asked to subscribe to the Code of Conduct for Board Members of Public Bodies. You can access this document at: http://www.bl.uk/aboutus/governance/blboard/Board%20Code%20of%20Practice%202011.pdf

**Diversity and equality of opportunity**

The Department of Health values and promotes diversity and encourage applications from all sections of the community.
NHS Improvement brings together Monitor, the NHS Trust Development Authority (TDA), and patient safety and improvement functions from across the NHS framework, under one single leadership and operating model.

Its principal focus is to drive and support both urgent operational improvements at the frontline and the long term sustainability of the healthcare system. Central to this is a key role in ensuring patient safety is embedded at the very heart of all NHS organisations, as well as regulatory responsibility for ensuring the system works in the best interests of patients.

The current levels of financial and performance pressure on providers, as well as the need to improve the quality of patient care, affect trusts and FTs equally. The establishment of NHS Improvement reflects the growing consensus that this should be mirrored in how they are managed and regulated at national level.

All NHS providers need access to the same kinds of support, and should be subject to the same kinds of intervention. NHS Improvement will address these issues by providing greater alignment and consistency between Monitor and the TDA on provider oversight issues.

Collectively, the organisations and teams that make up NHS Improvement will:

- Work with providers to ensure the quality of the care they provide is of a high standard
- Support the alignment of patient safety priorities across the healthcare system and focus on the reduction of harm to patients
- Support improvements in productivity as a core component of meeting the £22 billion challenge
- Support NHS providers with the development of more effective Boards and leaders
- Support providers to deliver effective improvement methods, and increase scope for the identification and sharing of good/best practice
- Support providers to deliver sustainable performance standards, maintain financial control and demonstrate high standards of governance, while engaging effectively with staff and stakeholders
- Support the changes to the structure and form of providers which will enable quality and productivity improvement, embracing and enabling the new care models set out in the Five Year Forward View
- Take a health economy wide approach to ensuring sustainable healthcare services
• Work with NHS England to ensure the payment system promotes quality and efficiency across health economies; and

• Ensure the rules and regulations governing procurement, choice and competition operate to incentivise system behaviours which are in the best interests of patients.
The selection process

The Appointments Team will deal with your application as quickly as possible and will advise you of the likely timetable at each stage. After the closing date for applications:

- the panel will assess candidates’ CVs and supporting letters to determine who it believes best meet the criteria for the role, and who will be invited to interview. The panel will rely only on the information you provide in your CV and letter to assess whether you have the skills and experience required. Please ensure that you provide evidence to support how you meet all of the essential criteria

- the selection panel will comprise Ed Smith, Chair of NHS Improvement, Dame Una O’Brien, Permanent Secretary, Department of Health and as an independent member, Moira Gibb, Non-Executive Director, NHS England

- your application may be “long-listed”, subject to the volume of applications received, before it is passed to the shortlisting panel for consideration. You should be aware that in this situation, your application might not be considered in full by all of the panel

- we anticipate that during February 2016 the panel will decide who will be invited for interview. The interviews will be held on 2 and 11 March 2016

- the panel will select for interview only the strongest applicants who it feels have demonstrated that they best meet the criteria set out in the person specification. However, if you have applied under the GIS and you meet all of the essential criteria, then you will also be invited for interview

- if you are invited to interview and we will aim to provide you with as much notice as we can of the interview date. If you are unable to attend on the set date then an alternative date can only be offered at the discretion of the panel

- the Appointments Team will write to let you know whether or not you have been invited to be interviewed. It is our intention that interviews will take place in a central London location

- if invited to interview, the panel may invite you to make a brief presentation at the start of the interview and will go on to question you about your skills and experience, asking specific questions to assess whether you meet the criteria set out for the post

- candidates who the panel believe are ‘appointable’, will be recommended to the Secretary of State who will make the final decision. The Secretary of State may choose to meet with appointable candidates before making a decision. If he does, he will meet all candidates and in the presence of the panel chair or their nominated representative. The time taken between interview and a final appointment decision being made can sometimes take a while. Candidates who have been interviewed will be kept informed of progress

- if you are successful, you will receive a letter from the Minister appointing you as a Non-Executive Director of NHS Improvement. The letter will confirm the terms on which the appointment is offered. Subject to changes to regulations,
it is the intention that NHS Improvement NEDs will be formally appointed by the Secretary of State to the boards of both Monitor and the NHS Trust Development Authority

- if you are unsuccessful at interview, you will be notified by the Appointments Team. We appreciate it takes a lot of time and effort to apply for roles and that feedback is a valuable part of the process. As a result, the letter will provide the details of who you may approach for feedback on your interview and application, if you so wish

- for further information on how we will manage the personal information that you have provided to us through your application, see Annex D

Queries

For queries about your application, please contact Holly Wainwright on 0113 254 6135.

Regulation by the Commissioner for Public Appointments

The Commissioner regulates and monitors appointments to public bodies to ensure procedures are fair, open and transparent and based on merit. More information about the role of the Commissioner and his Code of Practice is available from http://publicappointmentscommissioner.independent.gov.uk

If you are not completely satisfied

DH will aim to process all applications as quickly as possible and to treat all applicants with courtesy. If you have any complaints about the way your application has been handled, please contact Charlotte Firth in the Department of Health by emailing charlotte.firth@dh.gsi.gov.uk

If after receiving a comprehensive response from the Department you are still concerned, you can write to the Commissioner for Public Appointments. Please contact:

The Commissioner for Public Appointments
1 Horse Guards Road
London SW1A 2HQ

Tel: 0207 271 0849
Email: publicappointments@csc.gsi.gov.uk
Annex D

How we will manage your personal information

Your personal information will be held in accordance with the Data Protection Act 1998. You will not receive unsolicited paper or electronic mail as a result of sending DH any personal information. No personal information will be passed on to third parties for commercial purposes.

When we ask you for personal information, we promise we will:

- only ask for what we need, and not collect too much or irrelevant information
- ensure you know why we need it
- protect it and insofar as is possible, make sure nobody has access to it who shouldn’t
- ensure you know what choice you have about giving us information
- make sure we don't keep it longer than necessary
- only use your information for the purposes you have authorised

We ask that you:

- provide us with accurate information
- inform us as soon as possible of any changes or if you notice mistakes in the information we hold about you

If you apply for a post, we will share some of the information you provide with the members of the selection panel for the post to which you are applying, so that your CV and supporting letter can be assessed.

The diversity monitoring information you provide will not be used in the selection process and will therefore not be shared with the selection panel assessing your application at any stage. However, the Commissioner for Public Appointments requires that selection panels review the political activity response at the interview stage. This in no way acts as a bar to appointment. Further information on this is provided in the attached Monitoring form.

The Commissioner for Public Appointments regulates and monitors appointments to public bodies to ensure procedures are fair. The Department of Health is required by the Commissioner for Public Appointments to retain information about the people who apply for public appointments within his remit, and make this information available to him for audit purposes, if requested to do so. Information you provide in your application may therefore be made available to the Commissioner for Public Appointments and the Commissioner’s auditors on a confidential basis in order to help fulfil either the Commissioner’s formal complaints investigation role or for audit purposes.