



Department
of Health



Blood and Transplant

Chair of NHS Blood and Transplant (NHSBT) Information pack for applicants

Closing date: Midday on Friday 10 February 2017

Reference no: SP16-62



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Contents

Page

Section 1: The Role

1.1 The role of Chair 3

1.2 The role and responsibilities of NHSBT 6

Section 2: How to Apply

2.1 Making an application 10

2.2 The selection process 13

2.3 Eligibility criteria 16

2.4 How we will manage your personal information 17

SECTION 1 – The Role

1.1 Role and Responsibilities of the Chair of NHSBT

Introduction

Ministers are seeking to appointment a new Chair to the board of NHSBT.

Role and Responsibilities of the Chair

NHSBT provides the NHS with a range of products and services for the direct benefit of patients. In delivering its responsibilities, NHSBT maintains relationships with its many altruistic donors and a variety of NHS customers, as well as managing complex supply chains.

The Chair will lead the Board which comprises 7 other non-executive directors (NEDs) and 6 executive directors, including the Chief Executive, Finance Director and Medical Director.

With them, the Chair will share corporate responsibility for the decisions of the NHSBT Board and the performance of the organisation. Along with the NED members, the Chair will contribute to the development of strategy; agree the goals, objectives and business plans of the organisation; monitor and review performance and ensure sound governance, including robust and effective systems of financial control and risk management.

The role of the Chair is to:

- Lead the Board in an open and positive way, which supports and encourages all board members to make a full contribution and work effectively as a team.
- Develop an effective partnership with the Chief Executive to lead NHSBT in meeting the needs of the NHS, patients and donors, and to continuously improve the services it provides to them.
- Set the tone for excellent and constructive working relationships between NHSBT, its customers and stakeholders, and also between NHSBT and key stakeholders responsible for the successful operation of the health and social care system.
- Oversee the formulation of the Board's strategy for the organisation, ensuring that it supports the wider strategic aims of the health departments to which NHSBT is accountable.
- Ensure the NEDs provide constructive challenge to the executive directors.
- Ensure the Board operates high standards of regularity and probity.
- Promote the efficient and effective use of all resources.

The Chair also has an obligation to ensure that:

- The Board works effectively, and non-executive directors have a balance of skills and expertise appropriate for directing NHSBT business, as set out in the Government Code of Good Practice on Corporate Governance.
- There is a code of practice for NED members in place, which is consistent with the Cabinet Office Model Code.
- The work of the Board and its members is reviewed annually.
- NEDs are fully briefed on terms of appointment, duties, rights and responsibilities.
- S/he, together with other NEDs receives appropriate training on financial management and reporting requirements, and on any differences that may exist between private and public sector practice.
- S/he advises the Department of Health on the performance of individual NEDs when they are being considered for re-appointment; and

The responsible minister is advised of NHSBT needs when non-executive director vacancies arise.

Qualities required for the role of the NHSBT Chair

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

- Be able to lead a Board which is performance driven, and encourage a culture of continuous improvement and ambitious target-setting.
- Be able to lead a Board which thrives on challenge and differences of opinion but achieves consensus on key objectives.
- Have experience of working effectively as a non-executive at Board level or equivalent, ideally as Chair, in a large and complex organisation in either the public or private sector.
- Have experience of transformation in a substantial public or private sector organisation with a significant technical / operational mission.
- Strong commercial skills to provide effective advice in areas such as pricing policy and supplier negotiation.
- Proven communication skills, awareness of the sensitivity of the services NHSBT provides, and the ability to address high profile complex and sensitive scientific and human issues in a way which represents individual and wider public feeling.

Desirable Criteria:

- It will be desirable for candidates to have experience of the UK public health and care sector, ideally as a senior executive or a NED or Chair

Remuneration

- £63,000 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 the Chair of NHSBT, in line with travel and subsistence policy and rates for the NHSBT. A copy of the policy and rates can be obtained from NHSBT

Time commitment

Up to 3 days per week

Location

London

Tenure of office

Ministers determine the length of the appointment, which can be for up to a maximum of 4 years.

Accountability

This Chair is appointed by the Secretary of State and is accountable to the Secretary of State via a senior Departmental official for carrying out their duties and for their performance.

For further information regarding the role of the NHSBT and the role of Chair please contact:

David Evans
Tel: 07515 761 134
Email: david.evans@nhsbt.nhs.uk

The Department of Health has appointed Odgers Berndtson to provide executive search support to this recruitment campaign. For an informal discussion about the role, please contact:

Carmel Gibbons
Tel: 020 7529 1128
Email: Carmel.Gibbons@odgersberndtson.com

Or Donna Fendick, PA to Carmel Gibbons
Tel: 020 7529 6314
Email: Donna.Fendick@odgersberndtson.com

1.2 NHSBT role and responsibilities

Body Role and Responsibilities

NHS Blood and Transplant (NHSBT) is a Special Health Authority dedicated to saving and improving lives. It is an essential part of the NHS providing a wide range of services making the most of absolutely every donation – from blood and organs to tissues and stem cells.

It brings hope and life by helping ordinary people do something extraordinary – donate part of themselves to help save and improve the lives of others.

To achieve this it:

- Collects and processes over 2 million units of blood and platelets annually to ensure a constant supply of blood to hospitals.
- Makes possible some 5,500 organ and cornea transplants every year.
- Retrieves and stores other tissues like skin and bone ready for patient use.
- Manufactures a range of specialist therapeutic blood products.
- Provides a number of related services such as solid organ tissue typing and cord blood banking.
- Provides apheresis services directly to patients
- Manages the NHS Organ Donor Register (which currently has more than 22 million names) and the British Bone Marrow Registry.
- Supports a significant research and development programme operated in partnership with a number of the UK's leading universities.

In performing this essential activity, NHSBT engages with millions of people throughout the country and connects directly with more people on a daily basis than any other single part of the NHS. In addition to supplying the life saving products that are needed by NHS patients, NHSBT is proud that its activities support the incredible altruism and generosity of donors, and brings communities together across the country.

NHSBT employs over 5500 people across the UK, with an income of around £410 million, delivering blood, and blood based therapies across England; Diagnostic and Therapeutic services globally; and organ donation and supply services for the whole of the UK.

In summary, NHSBT's role includes:

- Encouraging people to donate blood, organs and tissues.
- Optimising the safe collection, manufacture and supply of blood, organs and tissues.

- Raising the quality, effectiveness and clinical outcomes of our services.
- Providing expert advice to other NHS organisations, the Department of Health, Ministers and devolved administrations.
- Commissioning and conducting research and development programmes.
- Implementing any relevant EU statutory frameworks and guidance.
- Liaising with other providers of blood and blood products and organ donation organisations across the world.

www.nhsbt.nhs.uk

The Context

NHSBT was formed in 2005 by bringing together the National Blood Service and UK Transplant. It is now one of the largest and most effective organisations of its type in the world.

NHSBT is the sole supplier of blood, blood components, blood products to the NHS and independent healthcare providers in England. It also provides diagnostic services, specialist medical advice and clinical support to hospitals, as well as educating and training transfusion medicine specialists. Through the use of LEAN and continuous improvement it has increased its efficiency and productivity reducing the overall cost of blood to hospitals by more than £70m a year. Going forward the challenge will be to reduce operating costs still further while managing a continuing decline in demand for blood alongside retaining sufficient capacity to increase production again in the event of a future increase in demand.

www.blood.co.uk

Our Diagnostic and Therapeutic Services Group supports stem cell transplantation through the collection, processing and cryopreservation of stem cells including cord blood cells; provides immunogenetic services for a number of diseases; investigates transfusion related immunological reactions; manages the largest multi-tissue banking organisation in the UK; is a significant leader in the development of national and international standards, policies and regulation in the field; and delivers a range of life-enhancing and life-saving therapeutic apheresis treatments for patients including therapeutic plasma exchange and red cell exchange. Most of these services operate in a highly competitive environment and require state of the art IT and digital support to enable them to compete effectively with global pharmaceutical and medical product companies.

NHSBT promotes organ donation and supports organ transplantation across the UK, including the provision of a 24/7 service to match and allocate solid organ and corneal donations to waiting recipients. Many of the employees are Specialist Nurses – Organ Donation and are located in acute hospitals. Their role is to work with families and clinicians to help increase the numbers of organ donors. There are, currently, more than 7,000 people on the transplant waiting list, with an average of three people a day dying whilst waiting for an organ. The overriding goal, therefore, is to reduce this figure and help to save and transform more lives. This part of NHSBT's work is government grant funded.

www.organdonation.nhs.uk

There is a range of corporate functions providing support to the operations including: clinical and research; finance, planning and performance and estates; human resources and business transformation; digital and information communication technology; and marketing and communications.

Strategic Objectives

Since 2008 NHSBT has been pursuing a challenging transformation programme reflecting the ambition of both the first Organ Donation Taskforce (ODTF) report and the National Blood Service Strategy Review. The programme of initiatives and projects generated by the 2008 plans is now effectively complete with the objectives met and benefits fully secured.

Our current strategic plans aim to take these achievements further via strategies for both Blood and Organ Donation for the period leading up to 2020 and strategies for a range of our specialist services. These plans are focused on:

- Continuing to modernise the blood donation service so that it attracts sufficient donors to meet the needs of NHS patients.
- Improving interfaces with NHS hospitals so that their needs are understood and NHSBT provides services that are as accessible and effective as possible. As part of this NHSBT will seek greater integration to allow better management of hospital blood bank stocks and more effective planning of the end to end blood supply chain from donor through to patient.
- Driving increased levels of organ donation through behaviour change, better matching and offering systems and increased donation consent rates.
- Building on the unique skills and capabilities in tissues, stem cells, diagnostic services and apheresis based therapies to support the provision of life changing treatments to NHS patients.
- Improving the IT systems and infrastructure across NHSBT, to support the strategies across both Blood and Organ Donation.

The new plans require that a longer term view is taken supported by more effective planning processes and providing more modern interfaces with donors and hospital customers. This represents a significant investment in change in both systems and processes and the development of leadership skills. Change of this scale is never easy but the opportunities are significant.

Taken together the new plans represent an enormous challenge for NHSBT. At the same time the organisation is well aware of the pressures on public spending and the difficulties faced by its customers, NHS hospitals. The broad initiatives described above are capable of delivering significant financial benefits and help ensure that the prices of NHSBT products and services are kept as low as possible.

The plan also confirms the commitment to continuous improvement of "back office" functions so that any efficiency savings that can be generated can further contribute to reducing the overall cost of blood to the health service.

NHSBT has achieved its immediate goal of delivering major organisational change – the merger of previously autonomous service providers – while maintaining and

improving the quality of services delivered to patients. A strong Board and Executive team is now in place, providing effective leadership. Each of the operating divisions has made notable progress since the establishment of NHSBT.

Going forward the focus is on:

- The blood supply chain is in need of further change to drive efficiency and quality.
- The modernisation of NHSBT's core IT systems and the implementation of new IT solutions to support both the blood supply chain and Organ Donation and Transplantation.
- ODT faces the challenge of ensuring as many people as possible in need of an organ can receive one.
- Diagnostic and Therapeutic Services faces a number of challenges over the next few years including increased competition in its market.

The Role of the Board

The Board provides governance for the organisation. Its key duties are to:

- Collectively promote the success of NHS Blood and Transplant.
- Provide strategic direction and set operational objectives.
- Monitor the achievement of objectives through a framework of effective financial and quality management.
- Set and maintain the values for the organisation and ensure that its obligation to all stakeholders, including patients, donors, the Secretary of State and Ministers in the Devolved Administrations are understood and met.

Section 2: How to Apply

2.1 Making an application

Thank you for your interest in the appointment of the Chair of NHSBT.

To make an application please email your CV, a supporting letter and completed monitoring forms to:

appointments.team@dh.gsi.gov.uk – please quote ref: SP16-62 in the subject field.

If you are unable to apply by email you may send your application by post to:

Holly Wainwright, Department of Health, Room 1N09, Quarry House, Quarry Hill, Leeds, LS2 7UE

Applications must be received by **midday on Friday 10 February 2017**.

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. It will benefit the Advisory Assessment 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 write all acronyms in full first.

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 the NHSBT and which could lead to a real or perceived conflict of interest were you to be appointed, please provide details in your supporting letter.

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.

Given the nature of public appointments, it is important that those appointed as members of public bodies maintain the confidence of the public and Government. If there are any issues in your personal or professional history that could be misconstrued, cause embarrassment to Ministers or NHSBT or cause wider public confidence to be jeopardised, it is important that candidates bring them to the attention of the Assessment Panel. The panel may explore any such issues with you before they make a recommendation on the appointment.

Failure to disclose such information could result in an appointment being terminated.

Please refer to **Section 2.3** “Eligibility Criteria for appointment” for further details.

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.

Fit and Proper Person Declaration

The Chair of NHSBT is a position of significant public responsibility and it is important that the person appointed can maintain the confidence of the public, patients and NHS staff. The Department of Health has a duty to ensure that the non-executives we appoint are of good character and will ensure an open and honest culture across all levels of the organisation. The Fit and Proper Person Requirements are set out in the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014. The Department of Health is required to ensure that those it appoints to these roles meet these requirements. Please complete the Declaration attached.

Monitoring form

Please complete the monitoring form. Diversity monitoring information will not be seen by the Advisory Assessment 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.

Contacts:

The Department of Health has appointed Odgers Berndtson to provide executive search support to this recruitment campaign. For an informal discussion about the role, please contact:

Carmel Gibbons
Tel: 020 7529 1128
Email: Carmel.Gibbons@odgersberndtson.com

Or Donna Fendick, PA to Carmel Gibbons
Tel: 020 7529 6314
Email: Donna.Fendick@odgersberndtson.com

For further information regarding the selection process, please contact:

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

For further information regarding the role of NHSBT and the role of Chair please contact:

David Evans
Tel: 07515 761134
Email: david.evans@nhsbt.nhs.uk

Please quote reference SP16-62 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.

2.2 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.

Timetable:

- Closing date: Midday on Friday 10 February 2017
- Shortlisting complete: Friday 17 February 2017
- Interviews held: Friday 10 March 2017

The selection panel will be:

- Chair – Clara Swinson, Director General for Global and Public Health, Department of Health
- Panel Member – Chris Jones, Deputy Chief Medical Officer, Welsh Government
- Independent Panel Member – Hilary Randall

The Independent Panel Member is independent of both the Department of Health and NHSBT.

The Governance Code on Public Appointments requires all Advisory Assessment Panel members to declare any political activity within the last five years. All panel members have declared that they have not taken part in any political activity within the last five years.

After the closing date for applications:

- the Advisory Assessment 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 Advisory Assessment 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;
- your application may be "long-listed", subject to the volume of applications received, before it is passed to the Advisory Assessment 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 may also use a search agency to carry out long-listing screening interviews. In this situation the agency will also provide feedback to the panel on how candidates best meet the criteria;
- interviews will be held on Friday 10 March;
- the Advisory Assessment 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 if you are unable to attend on the set date then an alternative date can only be offered at the discretion of the Advisory Assessment Panel;

- the Appointments Team will email 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 Advisory Assessment Panel may invite you to make a brief presentation at the start of the interview. If they do, you will be informed of the details in your interview invitation letter. The Advisory Assessment Panel 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;
- The Advisory Assessment Panel will also explore with candidates any potential conflicts of interest or any other issues arising from candidate's personal and professional history which may impact on an appointment decision (see section 2.1 for further details);
- candidates who the panel believe are 'appointable', will be recommended to Ministers who will make the final decision. Ministers may choose to meet with shortlisted candidates, before or after interview, before making a decision. Candidates should therefore be prepared for a short time gap between interview and a final appointment decision being made. Candidates who have been interviewed will be kept informed of progress;
- if you are successful, you will receive a letter from Ministers appointing you as the Chair of NHSBT, which will confirm the terms on which the appointment is offered;
- 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 **Section 2.4**.

Queries

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

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: <https://www.gov.uk/government/publications/board-members-of-public-bodies-code-of-conduct>

Diversity and equality of opportunity

The Department of Health values and promotes diversity and encourage applications from all sections of the community.

Governance Code on Public Appointments

The Governance Code on Public Appointments, published by the Cabinet Office, sets out the principles that should underpin all public appointments. The Governance Code can be found at <https://www.gov.uk/government/publications/governance-code-for-public-appointments>.

The Commissioner for Public Appointments

The regulation of public appointments against the requirements of the Governance Code is carried out by the Commissioner for Public Appointments. The Commissioner provides independent assurance that public appointments are made in accordance with the principles set out in the Code. The Commissioner is appointed by the Queen and is independent of the Government and the Civil Service. Further about the role of the Commissioner 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 Julie Nichols in the Department of Health by emailing Julie.Nichols@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 8938

Email: publicappointments@csc.gsi.gov.uk

2.3 Eligibility Criteria

Eligibility criteria

There are circumstances in which an individual may not be considered for appointment. They include:

- a) persons who have received a prison sentence or suspended sentence of 3 months or more in the last 5 years;
- b) persons who are the subject of a bankruptcy restrictions order or interim order, or a debt relief order or interim debt relief order under Schedule 4ZB to the Insolvency Act 1986;
- c) persons who have had an earlier term of appointment with a health service body terminated on the grounds
 - i. that it was not conducive to the interests or good management of the body that the person should continue to hold office
 - ii. that the person failed to attend a meeting of the body on three consecutive occasions
 - iii. that the person failed to declare a pecuniary interest or withdraw from consideration of a matter in respect of which the person had a pecuniary interest
 - iv. of misconduct or failure to carry out the person's duties
- d) anyone who is under a disqualification order under the Company Directors Disqualification Act 1986; or
- e) anyone who has been removed from trusteeship of a charity.

Further advice about disqualification from appointment/ the eligibility criteria can be provided by contacting David Evans on 07515 761 134.

2.4 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 Advisory Assessment Panel assessing your application at any stage. However, panels may 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.