



Department  
of Health



**Improvement**

**Chair of NHS Improvement**  
**Information pack for applicants**

**Closing date: Midday on Wednesday 19<sup>th</sup> April 2017**

**Reference no: E17-35**



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## **SECTION 1 – The Role**

### **1.1 Role and Responsibilities of the Chair of NHS Improvement**

#### **Introduction**

Ministers are seeking to appoint a new Chair to the board of NHS Improvement. The Chair appointment is key to the Board and plays a major role in setting the direction of the organisation.

#### **Role and Responsibilities of the Chair**

- Chair a major arms-length body with responsibility for NHS provider performance, quality and financial balance
- Lead and shape a board that effectively balances executive and non-executive responsibilities, and which ensures strong accountability to the Department
- The role will include a particular focus on:
  - Overseeing strategic direction setting, including working collaboratively across a national system of several arms-length bodies
  - Supporting and challenging the executive team
  - Performance monitoring and evaluating Monitor and the NHS Trust Development Authority functions
  - Ensuring effective induction of Non Executives and the development of the Board as a whole
  - Ensuring propriety, probity and value for money
  - Working with the Chief Executive in accountability meetings with Ministers and officials

#### **Qualities required for the role of NHS Improvement 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**

- Experience in leading high-performing, large organisations, including through periods of significant change
- Strength in communications
- Ability to operate in a highly complex, fast-moving environment
- Ability to facilitate, support and develop executive performance
- Strong commitment to accountability, probity and propriety

- Ability to work collaboratively across organisational boundaries and to develop that capability in others
- A commitment to the needs of patients and the public

### **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 NHS Improvement, in line with travel and subsistence policy and rates for NHS Improvement. A copy of the policy and rates can be obtained from NHS Improvement

### **Time commitment**

2 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 NHS Improvement and the role of Chair please contact:

Jason Yiannikou

Tel: 020 7210 4386

Email: [jason.yiannikou@dh.gsi.gov.uk](mailto:jason.yiannikou@dh.gsi.gov.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](mailto:Carmel.Gibbons@odgersberndtson.com)

Or Donna Fendick, PA to Carmel Gibbons  
Tel: 020 7529 6314  
Email: [Donna.Fendick@odgersberndtson.com](mailto:Donna.Fendick@odgersberndtson.com)

## 1.2 NHS Improvement role and responsibilities

NHS Improvement is responsible for overseeing Foundation trusts and NHS trusts, as well as independent providers that provide NHS-funded care. They offer the support these providers need to give patients consistently safe, high quality, compassionate care within local health systems that are financially sustainable.

From 1 April 2016, NHS Improvement (NHSI) became the operational name for an organisation that brings together:

- Monitor
- The NHS Trust Development Authority
- Patient Safety, including the National Reporting and Learning System; and
- The Advancing Change and Intensive Support Teams from NHS England

NHSI build on the best of what these organisations did, but with a change of emphasis. Its priority is to offer support to providers and local health systems to help them improve by providing strategic leadership and practical help to the provider sector, supporting and holding providers to account to achieve a single definition of success.

To achieve this, NHSI:

- work closely alongside providers;
- work with national partners including the Department of Health, NHS England, the Care Quality Commission and Health Education England to create the conditions for providers to flourish; and
- has developed a single oversight framework to ensure that all NHS have providers have access to the same support.

It also holds the boards of NHS trusts and Foundation trusts to account, intervening when necessary. NHSI's primary purpose is to ensure that providers have the support they need to deliver high quality, safe and sustainable care.

The organisation currently employs approximately 1030 people and has a budget of just over £170 million.

Further information is available here:

<https://improvement.nhs.uk/>

## Section 2: How to Apply

### 2.1 Making an application

Thank you for your interest in the appointment of the chair of NHS Improvement.

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

[appointments.team@dh.gsi.gov.uk](mailto:appointments.team@dh.gsi.gov.uk) – please quote ref: E17-35 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 Wednesday 19<sup>th</sup> April 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 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.

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 NHS Improvement 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.

Also, please refer to the Disqualification from appointment in section 2.3.

## 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.

The appointment of the Chair of NHS Improvement will be subject to a pre-appointment hearing with the Health Select Committee. For further details see **Section 2.2. Please be aware that the CV of the Secretary of State's preferred candidate for appointment, with personal details removed, will be sent to the Health Select Committee.**

## Monitoring form

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

If you are appointed to this role, please note that any political activity you declare will be published in accordance with the Governance Code on Public Appointments.

## 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](mailto:Carmel.Gibbons@odgersberndtson.com)

Or Donna Fendick, PA to Carmel Gibbons  
Tel: 020 7529 6314  
Email: [Donna.Fendick@odgersberndtson.com](mailto: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.gsi.gov.uk](mailto:holly.wainwright@dh.gsi.gov.uk)

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

Jason Yiannikou  
Tel: 020 7210 4386  
Email: [jason.yiannikou@dh.gsi.gov.uk](mailto:jason.yiannikou@dh.gsi.gov.uk)

Please quote reference E17-35 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 Wednesday 19<sup>th</sup> April
- Shortlisting complete: 21<sup>st</sup> June 2017
- Interviews held: 27<sup>th</sup> June 2017
- Health Select Committee Hearing: TBC

The selection panel will be:

- Chris Wormald, Permanent Secretary, Department of Health
- John Manzoni, Chief Executive of the Civil Service and Permanent Secretary, Cabinet Office
- Ron Kerr, Vice Chair, Guy's and St Thomas' NHS Foundation Trust
- Libby Watkins, Senior Independent Panel Member

The Senior Independent Panel Member is independent of both the Department of Health and NHS Improvement. As required in the Governance Code for Public Appointments, we have consulted with the Commissioner for Public Appointments on the Senior Independent Panel Member who will be on the panel.

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
- interviews will be held on 27<sup>th</sup> June 2017
- 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 and will go on to question you about your skills and experience, including 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
- the appointment of the Chair of NHS Improvement will be subject to a pre-appointment hearing with the Health Select Committee. Ministers' preferred candidate will be expected to appear before the Committee. The hearing will be held in public and involve the Committee taking evidence from the candidate. The Committee will publish a report setting out its view on the candidates' suitability. Recommendations resulting from hearings are non-binding but Ministers must consider any relevant observations made by the Committee before deciding whether to go ahead with an appointment. **If you are recommended as the preferred candidate, please be aware that your CV, with personal details removed, will be sent to the Health Select Committee**
- if you are successful, you will receive a letter from Ministers appointing you as the Chair of NHS Improvement, 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 Charlotte Firth in the Department of Health by emailing [charlotte.firth@dh.gsi.gov.uk](mailto: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 8938

Email: [publicappointments@csc.gsi.gov.uk](mailto:publicappointments@csc.gsi.gov.uk)

## **2.3 Disqualification from Appointment**

### **Disqualification from appointment**

There are circumstances in which an individual may not be considered from appointment. For more information on the disqualification criteria, please refer to the full document at:

[http://www.legislation.gov.uk/uksi/2012/922/pdfs/uksi\\_20120922\\_en.pdf](http://www.legislation.gov.uk/uksi/2012/922/pdfs/uksi_20120922_en.pdf)

Further advice about disqualification from appointment can be provided by contacting Jason Yiannikou on 020 7210 4386.

## **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.