



Department
of Health &
Social Care



Improvement

Non-Executive Directors of NHS Improvement

Information pack for applicants

Closing date: Midday on 08 May 2018

Reference no: E17-05



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Contents

Page

Section 1: The Role

- | | |
|--|---|
| 1.1 The role of a Non-Executive Director | 4 |
| 1.2 The role and responsibilities of the NHS Improvement | 8 |

Section 2: How to Apply

- | | |
|--|----|
| 2.1 Making an application | 9 |
| 2.2 The selection process | 12 |
| 2.3 Disqualification from appointment | 15 |
| 2.4 How we will manage your personal information | 16 |

Note from the Chair of NHS Improvement



Improvement

Dear Candidate,

NHS Improvement is a relatively young organisation at the centre of driving change in the NHS. Board members will play a pivotal role both internally in developing NHS Improvement to better deliver on its mission and more broadly in overseeing NHS Improvement's role supporting trust boards across England to deliver more effective and efficient patient care.

We are looking for people with considerable experience of leading transformational change in large organisations, who are collaborative and open minded and keen to be part of a diverse team of executives and non-executives.

Baroness Dido Harding

SECTION 1 – The Role

1.1 Role and Responsibilities of a Non-Executive Director of NHS Improvement

Introduction

The Secretary of State for Health and Social Care is seeking to appoint up to six Non-Executive Directors (NEDs) to the board of NHS Improvement (NHSI).

Role and Responsibilities of a NED

As a Non-Executive Director of the NHSI Board, you will be responsible for helping to ensure that NHSI is a successful organisation – in supporting foundation trusts and NHS trusts to give patients consistently safe, high quality, compassionate care within local health systems that are financially sustainable, and as an employer. Non-Executive Directors play a key role in ensuring continuous organisational improvement, high performance management, excellent customer focus and service delivery, scrutiny, challenge, accountability, and effective corporate governance.

Non-Executive Directors will specifically:

- Provide an independent view and creative contribution at board meetings and sub-committees, including ensuring the long-term strategic focus, effectiveness and reputation of NHSI through purposeful and constructive scrutiny and challenge.
- Monitor and challenge the performance of NHSI's executive management, in meeting the strategic vision, organisational priorities and business plan objectives including monitoring of organisational performance, service delivery, quality and reputation. Provide assurance regarding the governance of NHSI, including in relation to periodic reviews of the organisation.
- Support the Chair and the executive team to ensure NHSI fully embraces and embeds a patient focussed ethos and role models compassionate, inclusive system leadership and people development.
- Build and maintain relationships with Boards and Chairs in the provider sector.
- Uphold the values of NHSI - collaboration, trust, respect, innovation, courage and compassion.

Qualities required for the role of an NHS Improvement NED

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.
- An ability to guide NHSI's strategic direction, and use sound judgement, based on the ability to consider and challenge complex issues from an impartial and balanced viewpoint.
- An 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.
- Good communication skills, with the ability to work as part of a team, with a positive and constructive style, challenging management recommendations where necessary.
- Experience of working in complex systems.

In addition, candidates should bring skills and experience in one or more of the following areas:

Clinical expertise and experience

- A track record of clinical excellence and clinical leadership within the NHS.

Operational Productivity

- Experience of working to optimise workforce productivity and other key areas such as estates and facilities management services.

People Leadership

- Experience in leading large organisations through significant transformation, engaging and inspiring staff, patients or customers and other stakeholders and building talent and capability at all levels of the organisation.

Digital/Technology Transformation

- Experience of successfully rolling out and scaling new technology with an understanding of the contribution this can make to improving quality and transforming patient outcomes.

Property Transformation

- Experience of transforming physical environments, both unlocking latent property values and delivering higher quality, more effective spaces for all stakeholders.

Patient, staff and consumer engagement

- Experience of building engagement and trust in broad, diverse communities and large organisations and in doing so changing organisation culture and better meeting the needs of diverse communities.

Remuneration

- The NEDs are remunerated at the standard rate of £7,883.
- 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 NED 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

All roles have a time commitments of two to three days per month.

Location

London

Tenure of office

Ministers determine the length of appointments, which will be up to three years.

Accountability

NEDs 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.

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

Jessica Dahlstrom
Tel: 020 3747 0175
Email: jessica.dahlstrom@nhs.net

The Department of Health and Social Care 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 NHS Improvement role and responsibilities

NHS Improvement brings together Monitor and the NHS Trust Development Authority. It oversees NHS trusts and foundation trusts, including acute, ambulance community and mental health trusts, offering the support these providers need to give patients consistently safe, high quality, compassionate care within local health systems that are financially sustainable. By supporting providers, holding them to account and, where necessary, arranging targeted interventions to improve quality, use of resources, operational performance and leadership, NHS Improvement helps the NHS both to meet immediate challenges and to secure clinically and financially sustainable health services for the future.

NHS Improvement are working collaboratively with NHS England and other national bodies to support Sustainability and Transformation Partnerships in designing and developing Integrated Care Systems that break down traditional sectoral boundaries and allow more efficient and effective use of health and care resources for local populations.

It is responsible for a major programme of work to improve the operational productivity of NHS providers. It leads on patient safety for the NHS, including the National Reporting and Learning Service.

Section 2: How to Apply

2.1 Making an application

Thank you for your interest in the appointment of a NED to NHS Improvement.

The Department of Health and Social Care's Appointments and Honours Team is managing this recruitment campaign on behalf 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 – please quote ref: E17-05 in the subject field.

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

Daniel Clemence, Department of Health and Social Care, Room 1N09, Quarry House, Quarry Hill, Leeds, LS2 7UE.

Applications must be received by **midday on 08 May 2018**.

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.

Conflicts of interest

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 if you were to be appointed, please provide details in your Supporting letter.

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

Standards in public life and ensuring public confidence

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, if you were appointed, be misconstrued, cause embarrassment to Ministers or NHS Improvement or cause public confidence in the appointment to be jeopardised, it is important that you bring them to the attention of the Advisory Assessment Panel and provide details of the issue/s in your Supporting letter. In considering whether you wish to declare any issues, you should also reflect on any public statements you have made, including through social media.

The panel may explore any issues you declare with you before they make a recommendation on the appointment.

Failure to disclose such information could result in an appointment being terminated, as those who hold public appointments are expected to demonstrate the highest standards of corporate and personal conduct, and are required to subscribe to the *Code of Conduct for Board Members of Public Bodies*, as part of agreeing to the terms and conditions of appointment. You can access this document at:

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

There are also circumstances in which individuals may not be considered for appointment, due to them not meeting certain eligibility criteria for appointment. For further information, please refer to Section 2.3: Disqualification from Appointment.

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 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 and Social Care 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 and Social Care 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:

Daniel Clemence
Public Appointments & Honours Team
Tel: 0113 2545335
Email: daniel.clemence@dh.gsi.gov.uk

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

Jessica Dahlstrom
Tel: 020 3747 0175
Email: jessica.dahlstrom@nhs.net

Please quote reference E17-05 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 Department of Health and Social Care Appointments and Honours 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 08 May 2018
- Shortlisting complete: 25 May 2018
- Interviews held: 06 June and 08 June 2018

The selection panel will be:

- Lee McDonough, DHSC senior sponsor for NHSI (panel chair)
- Baroness Dido Harding, Chair of NHSI
- Professor Sudhesh Kumar, NHS Digital NED as the independent panel member

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 06 June and 08 June 2018.
- 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 and Honours 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.
- If you are successful, you will receive a letter from Ministers appointing you as a NED 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 and Honours 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 Daniel Clemence on 0113 2545335.

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 and Social Care and NHS Improvement 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

The Department for Health and Social Care 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 and Social Care 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 8938

Email: publicappointments@csc.gsi.gov.uk

2.3 Disqualification from Appointment/Eligibility Criteria

Disqualification from appointment

There are circumstances in which an individual may not be considered for appointment. For more information on the disqualification criteria, please refer to the full document at: <http://www.legislation.gov.uk/uksi/2012/1641/made>

The National Health Service Trust Development Authority Regulations 2012 as amended by The NHS Commissioning Board Authority (Abolition and Transfer of Staff, Property and Liabilities) and the Health and Social Care Act 2012 (Consequential Amendments) Order 2012 prevent the chairman, chief executive or non-executives of NHS Improvement from taking up a non-executive position at NHS Trust Development Authority.

Further advice about disqualification from appointment can be provided by contacting:

Jessica Dahlstrom
Tel: 020 3747 0175
Email: jessica.dahlstrom@nhs.net

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 the Department for Health and Social Care 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 and Social Care 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.