



Non-Executive Director of the Care Quality Commission

Information pack for applicants

Closing date: midday on 15 April 2019
Reference no: VAC-1661



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Contents

Section 1 – The Role	2
1.1 Role and Responsibilities of a NED of the Care Quality Commission	2
1.2 Care Quality Commission role and responsibilities.....	5
Section 2: How to Apply.....	7
2.1 Making an application	7
2.2 The Selection Process.....	11
2.3 Disqualification from Appointment.	15
2.4 How we will manage your personal information.....	16

Section 1 – The Role

1.1 Role and Responsibilities of a Non-Executive Director of the Care Quality Commission

Introduction

Ministers are seeking to make two appointments to the board of the Care Quality Commission (CQC).

Role and Responsibilities of a Non-Executive Director

As a Non-Executive Director of the CQC Board, you will be responsible for helping to ensure the CQC is a successful organisation - in terms of its effectiveness as a regulator, making sure that health and social care services provide safe, high-quality care, 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 the CQC through purposeful and constructive scrutiny and challenge.
- Monitor and challenge the performance of the CQC'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 CQC governance, including in relation to periodic reviews of the organisation.
- Support the Chair and the executive team to ensure the CQC fully embraces and embeds an excellent customer service ethos and delivers accordingly in order to enhance and develop its credibility and reputation.
- Uphold the values of the CQC to deliver excellence, and demonstrating care, integrity and teamwork into all aspects of its work, and ensure that the organisation promotes equality and diversity for all providers, people who use services, people who work for CQC and other stakeholders.

Qualities required for the role of a Non-Executive Director

The Department of Health and Social Care values and promotes diversity and encourages applications from all backgrounds. The boards of public bodies should reflect the population they are there to serve. Boards also benefit from fresh perspectives, and we are always keen to encourage candidates with private sector experience to consider applying for our roles.

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 focus on innovation, culture change, and care quality and how the CQC by regulation and inspection can encourage providers to even greater focus on improving their record.
- An ability to guide the CQC'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.

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

Experience in innovation, culture change, and care quality:

- Direct experience in innovation, culture change and care quality to guide the organisation as it implements its priorities, as outlined in the CQC's 2016-21 strategy, Shaping the Future.

Experience in mental health services

- Direct experience in the front-line provision of mental health services, an understanding of the issues and challenges within this sector and the ability to articulate those in a board setting.

Experience of adult social care:

- Experience and understanding of the adult social care environment, with an awareness of the issues that can affect both service provision and patient experience within this sector, and the ability to articulate those issues in a board setting.

Remuneration

- Remuneration will be £7,883 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 NED of the CQC, in line with travel and subsistence policy and rates for the CQC. A copy of the policy and rates can be obtained from the Care Quality Commission

Time commitment

2 to 3 days per month

Location

London

Tenure of office

Ministers determine the length of the appointment, will be up to 3 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.

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

Name: Shirley Tobin, Tel: 0113 254 6916, Email: Shirley.Tobin@dhsc.gov.uk or

Name: Kay Ward, Tel: 0113 254 5165, Email: Kay.Ward@dhsc.gov.uk

1.2 Care Quality Commission role and responsibilities

The Care Quality Commission (CQC) is the independent regulator of health and adult social care providers in England and has a key responsibility in the overall assurance of safety and quality of health and adult social care services. According to the Health and Social Care Act 2008, all providers of regulated activities, including NHS and independent providers, must register with CQC and follow a set of fundamental standards of safety and quality below which care should never fall.

Following the Francis Inquiry reports into failings in care in Mid-Staffordshire NHS Trust, CQC overhauled the way it regulates providers and has published a five-year strategy for the period to 2021. CQC's inspection programme is led by the Chief Inspectors of Hospitals, Adult Social Care, and General Practice. Its inspections ask five questions of every service and provider: are they safe, effective, caring, well led and responsive to people's needs. The inspections result in a provider being rated on a four-point scale running from outstanding, good, to requires improvement and inadequate, for each of the five domains that it inspects.

The CQC is responsible for developing and consulting on its methodology for assessment and publishes guidance for providers. CQC also has responsibilities in checking that patients' basic human rights are maintained while they are being cared for or treated under the Mental Health Act; for Healthwatch England, a statutory committee of the CQC; and for the National Guardian for the NHS.

CQC registers around 50,000 organisations providing regulated activities. CQC has around 3,000 staff (FTE) located across England and a budget in 2018-19 of £228m, made up of £27m Grant in Aid from the Department, £201m fee income.

CQC as an organisation is currently undergoing a substantial transformation programme and has made major progress towards becoming an excellent regulator.

The Board of the Care Quality Commission

The CQC is led by a Board comprising non-executive members and executives, including the three chief inspectors. The organisation has a broad range of responsibilities spanning interests in health and adult social care both in the public and private sectors. Therefore, the board reflects a range of skills and experience.

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

- Provide strategic direction and set operational objectives in line with national policy and legislative guidelines.

- Set and maintain the values for the organisation and ensure that its obligations to all stakeholders, including people who use services and the Secretary of State, are understood and met.
- Monitor the achievement of objectives through a framework of effective financial and quality management to ensure effectiveness and value for money.
- Collectively promote the effectiveness and success of the CQC; and
- Promote and contribute to best practice and knowledge transfer across the sectors it oversees.

All Board members are expected to:

- Act as an ambassador for the CQC
- Contribute to the development of strategy
- Agree the objectives, and corporate plans of the organisation
- Monitor and review performance
- Ensure that financial controls and systems of risk management are robust and effective
- Ensure compliance with the requirements of internal standards, external agencies, and legislation; and
- Serve on Board sub-committees as required.

Section 2: How to Apply

2.1 Making an application

Thank you for your interest in the appointment of a NED to the Care Quality Commission.

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

appointments.team@dhsc.gov.uk – please quote ref: VAC-1661 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 15 April 2019.

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 the CQC 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 (including any convictions or bankruptcy) that could, if you were appointed, be misconstrued, cause embarrassment to Ministers or the CQC or cause public confidence in the appointment to be jeopardised, it is important that you bring them to the attention of the 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 and blogs. Due Diligence may be carried out on any publicly available information and shared with the Advisory Assessment Panel.

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**

If you wish to discuss any queries on conflicts please see the contacts section.

CV

Please ensure your CV includes:

- Your full name, title, home address, personal contact telephone numbers (land line and mobile), personal email address and details of any twitter accounts and LinkedIn accounts including your twitter handle/username.
- 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.

Political activity information is primarily for monitoring purposes only, however if you are shortlisted for interview, this information will be shared with the selection panel. The reason for this is that it is appreciated that such activities may have given you relevant skills, including experience gained from committee work, collective decision-making, resolving conflict and public speaking. If you have had such experience and you consider it relevant to your application for this post, you should also take the opportunity to include it separately in your supporting statement. If possible, you should not, however, identify the relevant political party in your statement.

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

For further information regarding the selection process, please contact

Daniel Clemence
Appointments Team
Tel: 0113 2545335
Email: Daniel.Clemence@dhsc.gov.uk

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

Name: Shirley Tobin
Tel: 0113 254 6916
Email: Shirley.Tobin@dhsc.gov.uk

Name: Kay Ward
Tel: 0113 254 5165
Email: Kay.Ward@dhsc.gov.uk

Please quote reference VAC-1661 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 15 APRIL 2019
- Shortlisting complete: 01 May 2019
- Interviews held: 16 and/or 23 May 2019

The selection panel will be:

- Lee McDonough - Director General - Acute Care and Workforce, DHSC Panel Chair
- Peter Wyman – Chair of Care Quality Commission as Panel Member
- Soraya Dhillon – NHS Digital Non-Executive Director as an Independent Panel Member

The Independent Panel Member is independent of both the Department of Health and Social Care and the CQC.

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 Department of Health and Social Care may commission a pre-assessment of candidate applications which would then be provided to the Panel for consideration and to inform the shortlisting process. By submitting an application, you are agreeing to your application being shared with another party for the purpose of pre-assessment. The pre-assessor and the panel are reliant on the information you provide in your CV and supporting letter to assess whether you have the skills and experience required. Please ensure that you provide evidence to support how you meet all the essential criteria. It is the responsibility of the

panel to determine who it believes best meet the criteria for the role, and who will be invited to interview.

- Interviews will be held on 16 and/or 23 May 2019.
- 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.
- If you are successful, you will receive a letter from Ministers appointing you as a NED of the CQC, 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 Daniel Clemence on Daniel.Clemence@dhsc.gov.uk

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 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 of 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 Lucy Wall in the Department of Health and Social Care by emailing Lucy.Wall@dhsc.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.gov.uk

2.3 Disqualification from Appointment

Disqualification from appointment

There are circumstances in which an individual may not be suitable for this role. These include:

- People who have received a prison sentence or suspended sentence of 3 months or more in the last 5 years
- People who are the subject of a bankruptcy restrictions order or interim order
- Anyone who has been dismissed by a public body within the past five years, other than by reason of redundancy
- In certain circumstances, those who have had an earlier term of appointment terminated
- Anyone who is under a disqualification order under the Company Directors Disqualification Act 1986
- Anyone who has been removed from trusteeship of a charity.

It is also important to stress that any conflicts of interest that may cause an issue after any appointment must be declared during the recruitment process at the earliest possible occasion.

There are some further disqualifications which are set out in The Care Quality Commission (Membership) Regulations 2015, which is available at:

<http://www.legislation.gov.uk/ukxi/2015/1479/schedule/made?view=plain>

Further advice about Disqualification from Appointment can be provided by contacting Shirley Tobin on 0113 254 6916 or Kay Ward on 0113 254 5165.

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 of 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 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.

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