



Department  
of Health &  
Social Care



*Health Education England*

# Non-Executive Director of Health Education England

Information pack for applicants

**Closing date: midday on 14 April 2020**

**Reference no: VAC-1682**



Follow us on Twitter [@appointmentsdh](https://twitter.com/appointmentsdh)

## Contents

Section 1 – The Role .....	2
1.1 Role and Responsibilities of a Non-Executive Director of Health Education England	2
1.2 Health Education England role and responsibilities .....	5
Section 2: How to Apply .....	8
2.1 Making an application .....	8
2.2 The Selection Process .....	12
2.3 Eligibility Criteria .....	16
2.4 How we will manage your personal information .....	18

# Section 1 – The Role

## 1.1 Role and Responsibilities of a Non-Executive Director of Health Education England

### Introduction

Ministers are seeking to make a Non-Executive Director appointment to the board of Health Education England.

### Role and Responsibilities of a Non-Executive Director

Health Education England's (HEE) Non-Executive Directors (NEDs) play a key role in the effective governance and leadership of the organisation. They contribute to the work of the Board, both by actively participating in Board discussions and more widely, contributing to the Board's governance, performance management and development of strategy for HEE.

NEDs contribute to representing the HEE externally, maintaining (or developing where necessary) excellent relationships with a range of key partners and stakeholders.

NEDs are expected to contribute across a range of specific areas, including:

- ensuring the Board defines the vision, values, culture and strategy of the organisation and sets a high standard for ethics and responsible business;
- contributing to and agreeing (or determining) strategy;
- ensuring the Board puts in place appropriate governance and internal controls, including ensuring sound financial, risk and performance management regimes are in place and HEE has the capacity to deliver;
- ensuring appropriate financial controls are in place and risks managed accordingly;
- actively contributing to constructive debate on key issues, helping the Board develop its priorities, build consensus and drive improvements;
- ensuring HEE's Executive Team is supported and held to account for the performance of the organisation;
- providing counsel, advice and support to the executive team, acting as a sounding Board and "critical friend" where necessary; and

- with HEE's leadership team, ensuring good working relationships are in place with a range of key stakeholders and that NHS Values as set out in the NHS Constitution, are promoted and the Board listens to the patient voice.

## Qualities required for the role of a NED

The Department of Health and Social Care values and promotes diversity and encourages applications from all sections of the community. 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.

## Essential Criteria

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.

- a record of achievement and personal effectiveness in one or more of the following fields:
  - Digital Technology
  - Primary Care
  - Communications
  - Senior level experience gained within an NHS Employer or Trust
- ability to operate effectively as a non-executive director on the Board of a high profile organisation, and guide the strategic direction of the work of HEE
- sound judgement and an ability to work as an individual and as part of a team, with a constructive style and good communication skills
- demonstrable interest in the work of HEE and the challenges it faces

## Remuneration

- HEE NEDs are remunerated at the standard rate of £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 HEE, in line with travel and subsistence policy and rates for the HEE. A copy of the policy and rates can be obtained from HEE.

## Time commitment

- Two to three days per month.

The next HEE Board Meetings are 17 March, 21 April, 19 May and 16 June 2020 and held in Stewart House, 32 Russell Square, London, WC1B 5DN. If you wish to attend, please contact: Nicola Wright, Deputy Head of Corporate Affairs & Board Secretary. Tel: 07557 758316 Email: [nicola.wright@hee.nhs.uk](mailto:nicola.wright@hee.nhs.uk)

## Location

London

## Tenure of office

Ministers determine that the length of the appointment will be up to 4 years.

## Accountability

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

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

### Department of Health and Social Care

Name: Alan Robson, Deputy Director; NHS Workforce: Education, Modernisation & Funding

Tel: 0113 2546891

Email: [Alan.Robson@dhsc.gov.uk](mailto:Alan.Robson@dhsc.gov.uk)

### Health Education England

Name: Nicola Wright, Deputy Head of Corporate Affairs & Board Secretary

Tel: 07557 758316

Email: [nicola.wright@hee.nhs.uk](mailto:nicola.wright@hee.nhs.uk)

## 1.2 Health Education England role and responsibilities

### Introduction from Sir David Behan CBE, Chair of Health Education England (HEE)

Dear candidate

Science, technology and demography are changing the way health care services are provided and this has implications for the education and training of the future workforce. The World Health Organisation (WHO) are predicting worldwide shortages of doctors and nurses. These developments provide the context for the work of HEE over the next few years. How do we use finite resources most effectively to ensure that we have the right people in the right place with the right skills and knowledge to respond to these developments?

This is an exciting and fundamentally important task and our purpose is to improve the quality and safety of healthcare through the development, education and training of the current and future workforce. Our success will be shaped by how we collaborate with key partners who make a strong contribution to education and training; universities, employers, professional regulators and Royal Colleges to name but a few. At a national level we are working closely with NHS Improvement and NHS England, and in particular the new NHS Chief People Officer. We also collaborate at a regional and local level and with an increasing emphasis on Integrated Care Systems as a means of health care delivery. Being clear as to what is delivered nationally, regionally and locally has never been more important

Thank you for expressing an interest in the Non-Executive Director roles on the HEE Board and helping to design and shape HEE so it is able to lead the education and training of the current and future health care workforce.

Yours sincerely

Sir David Behan CBE Chair  
**Health Education England**

## HEE role and responsibilities

### Context

The [NHS Long Term Plan](#), published on 7 January 2019, sets out a vital strategic framework to ensure that over the next ten years the NHS will have the staff it needs so that the NHS workforce has the time it needs to care, working in a supportive culture that allows them to provide the expert compassionate care they are committed to providing.

Baroness Dido Harding (Chair of NHS Improvement), working closely with Sir David Behan, (Chair of Health Education England) is overseeing the delivery of the People Plan. The

[Interim People Plan](#) was published on 3 June 2019. The final NHS People Plan will be published in early 2020. The plan will include proposals to grow the workforce, consideration of additional staff and skills required, building a supportive working culture in the NHS and how to ensure first rate leadership for NHS staff. HEE has a leading role in the delivery of the 50k nurse programme with a number of the workstreams being led by Senior Responsible Officers within HEE.

HEE's purpose is to ensure that the health workforce has the right skills, behaviours and training, and is available in the right numbers, to support the delivery of excellent healthcare and health improvement. It has five key national functions, summarised as follows:

- providing national leadership on planning and developing the healthcare and public health workforce;
- authorising and supporting the development of Local Education and Training Boards;
- promoting high quality education and training responsive to the changing needs of patients and local communities. This includes responsibility for ensuring the effective delivery of important national functions such as medical trainee recruitment;
- allocating and accounting for NHS education and training resources and the outcomes achieved; and
- ensuring the security of supply of the professionally qualified clinical workforce.

## Resources

The HEE Budget for 2019/20 is:

- Programme: £4,011m (including payment for clinical placements via the Education and Training Tariff and national activities).
- Admin: £59m

HEE has a staff of 2217 (WTE equivalent). The majority of HEE staff work in HEE's local offices supporting the Local Education and Training Boards (LETBs). The remainder are in HEE national directorates.

## Legal Status and Governance

HEE was established as a Special Health Authority on 1 April 2013 and became a non-departmental public body from 1 April 2015 under the provisions of the [Care Act 2014](#).

The Care Act 2014 sets out the functions and constitution of Health Education England and those of its Local Education and Training Boards (LETBs) in Part 3 Chapter 1 and Schedules 5 and 6.

HEE's system of governance is based on the standard element of a statutory integrated board with a single Accounting Officer and national Executive Directors. In addition, four LETBs are constituted as committees of the HEE Board based on regional areas with 34

Local Workforce Advisory Boards (LWABs) mapped to the footprint of Sustainability and Transformation Plans (STPs).

### **Chair and Board**

The current Chair is Sir David Behan. He was appointed in December 2018 for a three year term of office.

Regulations specify the number of NEDs that HEE and its LETBs must have, including how many must have clinical expertise. Additionally, HEE has appointed two Associate NEDs.

### **Role of Department of Health and Social Care**

The Secretary of State remains responsible for ensuring that there is an appropriate education and training system. HEE's NEDs are accountable to the Chair of HEE who is accountable to the Secretary of State for Health and Social Care and subsequently Parliament for the delivery of HEE's objectives, outcomes and expenditure. HEE reports annually to the Secretary of State and Parliament on its performance in the delivery of its functions.

The Department of Health and Social Care has a role in sponsoring and supporting HEE. HEE's objectives are set on an annual basis in the [mandate](#). A published [Framework Agreement](#) sets out HEE's relationship with the Department, and there are quarterly reviews of how HEE has performed. The Chair is required to provide annual and financial reports to be laid before Parliament.

As announced on 23 October 2018, from 2019/20 onwards, HEE will work jointly with NHS Improvement to develop its mandate. HEE's board will continue to sign-off the draft mandate, but the mandate will then be approved by the NHS Improvement Board to ensure it meets service requirements, before approval by the Secretary of State. This will ensure that workforce plans are more closely aligned with NHS service plans.

# Section 2: How to Apply

## 2.1 Making an application

Thank you for your interest in the appointment of a NED to Health Education England.

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

[appointments.team@dhsc.gov.uk](mailto:appointments.team@dhsc.gov.uk) – please quote **VAC-1682** 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 14 April 2020.

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 specific 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 HEE, 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 on 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 HEE 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: Eligibility Criteria**

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](mailto:Daniel.Clemence@dhsc.gov.uk)

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

**Department of Health and Social Care**

Name: Alan Robson, Deputy Director; NHS Workforce: Education, Modernisation & Funding

Tel: 01132546891

Email: [Alan.Robson@dhsc.gov.uk](mailto:Alan.Robson@dhsc.gov.uk)

**Health Education England**

Name: Nicola Wright, Deputy Head of Corporate Affairs & Board Secretary

Tel: 07557 758316

Email: [nicola.wright@hee.nhs.uk](mailto:nicola.wright@hee.nhs.uk)

**Nicola will put candidates in touch with a HEE Director and/or Chair.**

Please quote reference **VAC-1682** 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 14 April 2020
- Shortlisting complete: 27 May 2020
- Interviews held: late June/early July 2020 (TBC)

The selection panel will be:

- Gavin Larnar – Director of Workforce as the Panel Chair
- Sir David Behan – Chair of HEE as a Panel Member
- Rima Makarem – NED at NICE as an 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 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 applying, you are agreeing to your application being shared with another party for 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.
- 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 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 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 HEE, which will confirm the terms on which the appointment is offered
- **please note that due to the volume of applications that are received it is not possible to routinely provide feedback to those not shortlisted for interview**
- if you apply under the GIS scheme and you are not shortlisted for interview, we can provide a summary of the assessment of your written application, if you choose to request feedback
- 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 prepare for and attend an interview, and that feedback is a valuable part of the process. Following interviews, the letter which confirms the outcome of the appointment process 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](mailto: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 Sally Brough-Hirst in the Department of Health and Social Care by emailing [Sally.Brough-Hirst@dhsc.gov.uk](mailto:Sally.Brough-Hirst@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](mailto:publicappointments@csc.gov.uk)

## 2.3 Eligibility Criteria

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

They include:

1. persons who have received a prison sentence or suspended sentence of 3 months or more in the last 5 years
2. 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
3. persons who have had an earlier term of appointment with a health service body terminated on the grounds:
  - that it was not conducive to the interests or good management of the body that the person should continue to hold office
  - that the person failed to attend a meeting of the body on three consecutive occasions
  - 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
  - of misconduct or failure to carry out the person's duties
4. anyone who is under a disqualification order under the Company Directors Disqualification Act 1986; or
5. anyone who has been removed from trusteeship of a charity.

**Please also note that you are disqualified from appointment to the role of Non-Executive Director at the Health Education England, unless you are willing to stand down from your current role, if you are:**

- A non-officer member at the NHS Trust Development Authority (NHS Improvement)
- Chair, or a non-officer member at the NHS Counter Fraud Authority
- Chair or a non-officer member at NHS Resolution (formally known as the NHS Litigation Authority)
- Chair, or Non-Executive Director of an NHS Trust

- In addition, if you hold a role with an NHS Foundation Trust you are advised to check with your FT to see if there are any local disqualification arrangements in place.

Further advice about the Eligibility Criteria can be provided by contacting:

**Department of Health and Social Care**

Name: Alan Robson, Deputy Director; NHS Workforce: Education, Modernisation & Funding

Tel: 01132546891

Email: [Alan.Robson@dhsc.gov.uk](mailto:Alan.Robson@dhsc.gov.uk)

**Health Education England**

Name: Nicola Wright, Deputy Head of Corporate Affairs & Board Secretary

Tel: 07557 758316

Email: [nicola.wright@hee.nhs.uk](mailto:nicola.wright@hee.nhs.uk)

## 2.4 How we will manage your personal information

Your personal information will be held in accordance with the Data Protection Act 2018. You will not receive unsolicited paper or electronic mail because 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 to help fulfil either the Commissioner's formal complaints investigation role or for audit purposes.

© Crown copyright 2020

Published to GOV.UK in pdf format only.

[Governance & Accountability/ Ministers, Accountability and Strategy/Finance and Group Operations]

[www.gov.uk/dhsc](http://www.gov.uk/dhsc)

This publication is licensed under the terms of the Open Government Licence v3.0 except where otherwise stated. To view this licence, visit [nationalarchives.gov.uk/doc/open-government-licence/version/3](http://nationalarchives.gov.uk/doc/open-government-licence/version/3)

Where we have identified any third party copyright information you will need to obtain permission from the copyright holders concerned.

