



Chair of the Care Quality Commission

Information pack for applicants

Closing date: midday on Tuesday, 31 August 2021

Reference no: VAC-1734



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Section 1 – The Role

1.1 Message from Peter Wyman CBE, Chair, Care Quality Commission

“It has been a great privilege to Chair the CQC Board. During the past five years we have created a high performing board of both great executive and non-executive directors who, together with our colleagues across the organisation, have enabled us to meet our purpose of ensuring people are provided with safe, effective, compassionate, high quality care and encouraging care services to improve.

The challenges and opportunities in health and social care in the coming years will provide my successor with as rewarding a time as I have enjoyed in the chair.”

Peter Wyman

1.2 Role and Responsibilities of the Chair of the Care Quality Commission

The primary objective of the Chair is to ensure the strategic direction of the CQC, the body responsible for making sure health and social care services provide people with safe, effective, compassionate and high-quality care. CQC aims to make a positive impact on the experiences of everyone who receives care, while regulating services in a targeted way, which supports services to improve and prioritise safety.

In order to deliver this objective, the Chair will be required to:

- Provide leadership, challenge and direction to the organisation, developing the Board and encouraging and enabling the CQC to be a first-class independent regulator of health and adult social care. This will include leading the transformation of CQC within the context of wider reform of health and social care, so that regulation of the sector is aligned to future models of service delivery.
- Ensure that the CQC carries out its statutory responsibilities.
- In close partnership, with the Chief Executive, set the tone for excellent working relationship with stakeholders, service users, the broader public, the Department of Health and Social Care, wider Government and Parliament to ensure effective regulation; work collaboratively with leaders of other Arm Length Bodies to promote coherence across the health and adult social care systems.
- Provide leadership and strategic oversight throughout the Board’s decision-making processes, ensuring affairs are conducted with probity, and that policies and actions support the Board to discharge its functions and duties effectively, in the interests of patients, providers and service users.
- Ensure the CQC’s executive are held to account for the CQC’s performance, and the delivery of objectives as set out in the appropriate CQC Business Plan. Oversee,

scrutinise and enhance already high standards of corporate governance and assurance reporting.

- Provide direction to Board members on organisational performance issues and ensure the right balance of skills mix and expertise so that the Board can complete duties and requirements.
- Set an example of integrity and ethical leadership for the organisation. Ensure the Board assesses the values of the organisation and sets a high ethical standard, reinforcing its reputation as an open and independent body, which puts the needs and interests of the public, patients and service users first, but also treats providers registered to the CQC fairly and with respect.
- Be responsible for the annual assessment of individual performance by the Chief Executive and the Board's Non-Executive Directors, highlighting areas for growth and setting clear and achievable objectives.
- Chair board meetings; envisage and then rank the key political and strategic priorities for discussion; determine the quality and quantity of information required to advise the conversation; and foster an environment for constructive challenge and cooperation amongst senior colleagues, ultimately steering them to a level of collective agreement.
- Ensure the effective induction and development of new Non-Executive Directors and the continuous development of the Board's capability, working effectively with the Chief Executive to provide sound governance for the organisation.
- Provide counsel, advice and support to the Chief Executive in particular, and to other Directors; playing the role of mentor/coach, "critical friend" and where necessary acting as a sounding board for potential proposals and ideas.
- Work with the Commission to ensure good governance, and effective management of resources, reflecting the organisation's role and values as a first-class regulator.
- Ensure the CQC adheres to good financial principles, as set out in HMT's Managing Public Money and the Cabinet Office's Partnerships between Departments and Arm's Length Bodies: Code of Good Practice, including taking particular regard to remuneration policy for senior staff.

Qualities required for the role of the Care Quality Commission Chair

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.

- Strong strategic leadership skills, with a track record of leading reform and transformation at the highest levels.
- Ability to drive an intelligence and digital-driven vision for CQC in ensuring patient safety and improving the quality of health and care services.
- Ability to lead the Board of a major national organisation, delivering robust governance and accountability, and developing executive and board performance.
- Excellent communicator, with an ability to collaborate to lead change and respond to future models of delivery of care.

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 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 CQC.

Time commitment

Two to three days per week

Location

National

Tenure of office

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

Accountability

The CQC Chair is appointed by the Secretary of State for Health and Social Care and is accountable to the Secretary of State via a senior Departmental official for carrying out their duties and for their performance.

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

Meena Paterson

Tel: 0113 2545174

Email: Meena.Paterson@dhsc.gov.uk

1.3 Care Quality Commission role and responsibilities

[The Care Quality Commission \(the CQC\)](#) is the independent regulator of health and adult social care in England. Its purpose is to ensure health and social care services provide safe, effective, compassionate, high-quality care and the regulator encourages improvement, where providers fall short of CQC's fundamental standards. Its role is to register providers of services, monitor, inspect and rate, take enforcement action for poor care, and speak independently on matters of quality in health and adult social care services.

The body is primarily funded through fees charged to registered providers, with DHSC providing grant-in-aid for expenditure for which the CQC are unable to charge fees. In 2019/20, fees made up 88% of the CQC's income, with 11% from grant-in-aid (GIA), and the remaining 1% coming from other external sources. 2019/20 was the first year that the CQC were at 'full chargeable cost recovery'. The fee income was £204.0m and revenue grant-in-aid from DHSC was £25.5m and £2.7m for reimbursement for services and other income.

The CQC is organised under six directorates: Hospitals including mental health, Adult social care, Regulatory, customer and cooperate operations, Engagement policy and strategy, Intelligence and digital, and Primary medical services and integrated care. In terms of employee numbers, the actual number of directly employed whole-time equivalents as at 31 March 2020 was 3,102.

The Regulator has begun work to consider future ways of regulating and working that will enable it to deliver its new strategy as effectively and efficiently as possible in a changing health and social care landscape. The CQC launched its new strategy [The world of health and social care is changing. So are we](#) to ensure their regulation will be more relevant to the way care is now delivered, and regulated in a more dynamic and flexible way so that the Regulator can adapt to the future changes that it can anticipate – as well as those it can't, such as a pandemic.

In the new strategy, the Regulator sets out four themes – people and communities, smarter regulations, safety through learning and accelerating improvement and how the systems are working to reduce inequalities. The CQC's ambition is to improve people's care by looking at how well health and care systems are working together to join up care and how they're acting to reduce inequalities. The Regulator is expected to have a complimentary role with NHSE, in the oversight of ICSs (Integrated Care Systems).

Pivotal to its new strategy, is the CQC's *Transforming Our Organisation Programme*, charged for delivering a new target operating model, i.e. translating the new strategy into a tangible delivery plan for determining what the organisation will do and how it will do it. There are a number of major programmes (Regulatory Platform, Registration Transformation, Improving Regulation Today, to name a few) to support the work of the Regulator as it looks to the future and a regulatory role that is informed by intelligence and data and digitally led way of working.

In addition to its role described above, the CQC is required to maintain a statutory committee, [Healthwatch England](#), which acts as a national consumer champion in collecting and disseminating the views of people who use health and social care services. Although

Healthwatch England is part of the CQC, it sets its own priorities, has its own brand identity, and speaks with an independent voice.

[The National Guardian](#) is a non-statutory appointment by the CQC to lead cultural change in the NHS, to establish and support a strong network of Freedom to Speak Up Guardians. The National Guardian's Office highlight NHS providers that are successful in creating the right environment for staff to speak up safely and share this best practice across the NHS. It independently review cases where NHS providers may have failed to follow good practice, working with statutory bodies to take action where needed.

Section 2: How to Apply

2.1 Making an application

Thank you for your interest in the role of the Chair of the Care Quality Commission.

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

appointments.team@dhsc.gov.uk – please quote VAC-1734 in the subject field.

After submitting an email as above, you should receive an automated response from our mailbox. We will also formally acknowledge the application after the advertised closing date and provide you with a candidate reference number. **If you have not received this within 3 working days of the advertised closing date, please contact us.**

If you are unable to apply by e-mail please contact Ben Jones on 0113 2546557

Applications must be received by midday on Tuesday, 31 August 2021.

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 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 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 CQC 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 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 potential 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.

The appointment of the Chair of the CQC will be subjected to a pre-appointment hearing with the Health and Social Care 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 and Social Care Committee.**

Monitoring form

Please complete the Monitoring form. As noted in the form, the diversity data you provide will not be seen by the Advisory Assessment Panel assessing your application.

The political activity information you provide is primarily for monitoring purposes only, however if you are shortlisted for interview, this information will be shared with the 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. We would consult with you on any announcement first.

Disability Confident Scheme

The Department of Health and Social Care values and promotes diversity and is committed to equality of opportunity for all and to the appointment of disabled people. As part of the Disability Confident Scheme, we guarantee an interview to anyone with a disability who applies under the Scheme and whose application meets the essential criteria for the post.

What do we mean by a disability?

To be eligible for the Disability Confident Scheme you must have a disability or long-term health condition, which could be physical, sensory or mental and must be expected to last for at least 12 months. You do not have to be registered as a disabled person to apply under this scheme.

If you wish to apply under the DCS please complete Section E of the Monitoring form and return it with your application.

All applications will be acknowledged by email after the closing date.

Contacts

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

Meena Paterson

Tel: 0113 2545174

Email: Meena.Paterson@dhsc.gov.uk

For further information regarding the selection process, please contact

Ben Jones

Public Appointments Team

Tel: 0113 2546557

Email: ben.jones1@dhsc.gov.uk

Please quote reference VAC-1734 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 Public 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 Tuesday, 31 August 2021
- Shortlisting: 24 September 2021
- Interviews: 20 & 22 October 2021

Health and Social Care Committee Hearing: tbc

Advisory Assessment Panel:

- Michelle Dyson, DHSC Director General, Adult Social Care as panel chair
- William Vineall, DHSC senior sponsor for CQC as panel member
- Libby Watkins as the senior independent panel member (SIPM)

The Senior Independent Panel Member is independent of both the Department of Health and Social Care and 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 will commission a pre-assessment of candidate applications which will 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 Public Appointments Team will email to let you know whether you have been invited to interview. Interviews are likely to be conducted by video/ teleconference due to COVID-19 but if not, would be in central London.
- 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 DCS 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
- 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 candidates, before or after interview, and before making a decision. Candidates should therefore be prepared for a delay between interview and a final appointment decision being made. Candidates who have been interviewed will be kept informed of progress.
- If you are successful, you will receive a letter from Ministers appointing you as the Chair of the CQC, 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 Disability Confident 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 Public 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**

Pre-appointment scrutiny

This role is subject to pre-appointment scrutiny by the Health and Social Care Committee.

Pre-appointment scrutiny is an important part of the appointment process for some of the most significant public appointments made by Ministers. It is designed to provide an added level of scrutiny to verify that the recruitment meets the principles set out in the Governance Code on Public Appointments.

The pre-appointment scrutiny aspect of the appointment has two parts.

First, information concerning the appointment and the Minister's preferred candidate will be shared with the relevant select committee. As part of this process you will need to be content for your name and your CV to be shared with the Select Committee as the Government's preferred candidate. You may also be required to complete a pre-appointment hearing questionnaire which could include, among other things:

- Declarations of any relevant potential conflicts of interest,
- What you see as the priorities and key risks for the organisation,
- Questions about how you would lead the board and work with stakeholders,
- Your commitment to standards in public life and how you would handle being in the public eye.

Normally any information provided to the select committee by the Government or a candidate will be published.

Second, it is likely that the select committee will decide to call the Government's preferred candidate to a public hearing before the select committee to answer questions relating to their suitability to the role. You would not be expected to have an in-depth technical knowledge of how the body works or an exact plan of what you would do in the role, however you will be expected to provide a credible representation of your understanding of the work of the body and what your role in its future would be.

The proposed timeframe for a pre-appointment hearing for this role is to be confirmed

The Government is committed to making the public appointments as accessible as possible so that no one is deterred from applying. The Department will provide support to you to help you prepare for the hearing and the clerks to the select committee will also be available to discuss with you how the hearing will run. You will also be supported by the Department in

working with the select committee should you require any adjustment to enable you to participate fully in the hearing process.

For more information about pre-appointment scrutiny, please see the 'Cabinet Office Guidance: Pre-appointment scrutiny by House of Commons Select Committees'. https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/771845/Cabinet-Office-Guidance-pre-appointment-scrutiny-of-public-appointments.pdf

The Liaison Committee also publishes [guidelines](#) to select committees for pre-appointment.

You may also find it helpful to review the Code of Conduct for board members of public bodies here: <https://www.gov.uk/government/publications/board-members-of-public-bodies-code-of-conduct> which sets out the expectations which the Government places on non-executive members of public bodies.

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

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way your application has been handled, please contact Permjeet Butler in the Department of Health and Social Care by emailing Permjeet.Butler@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

There are some disqualifications which are set out at: [The Care Quality Commission \(Membership\) Regulations 2015 \(legislation.gov.uk\)](#)

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.

Additionally Para 3 of Part 1 of Schedule 2 to The NHS Counter Fraud Authority (Establishment, Constitution, and Staff and Other Transfer Provisions) Order 2017/958 provides that a person is disqualified for appointment as the chairperson or as a non-officer member of NHS Counter Fraud Authority if he/she holds a position as chairperson, member, officer, governor or director with, or is employed by, or contracted in any capacity to provide services to CQC. [The NHS Counter Fraud Authority \(Establishment, Constitution, and Staff and Other Transfer Provisions\) Order 2017 \(legislation.gov.uk\)](#)

Further advice about Disqualification from Appointment can be provided by contacting Meena Paterson on 0113 2545174.

2.4 How we will manage your personal information

Your personal information will be held in accordance with the General Data Protection Regulation. 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 Advisory Assessment 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.

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