



Chair of NHS England

Information pack for applicants

Closing date: midday on Tuesday 16 November 2021
Reference no: VAC-1709



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Section 1: The Role

1.1 Role description and person specification

As the NHS emerges from the pandemic, the chair will play a crucial role in holding the organisation to account to deliver improvements in patients' care, value for money and broader health reforms. This will include elective service recovery and creating a new integrated system between health and social care, focussed on improving outcomes required as a result of the health and social care levy established in September 2021.

The Chair will ensure NHS England's strategic direction is aligned to wider Government health and social care policy and that the NHS England Board is accountable to the Secretary of State for Health and Social Care, Parliament and ultimately patients and the public, for organisational performance.

In delivering these responsibilities, the Chair will be required to:

- Provide strong leadership and accountability to:
 - support NHS recovery following the impact of Covid,
 - help drive forward further improvement and transformation through the delivery of NHS and social care reform plans,
 - ensure best value for money and outcomes for the population served by the NHS in England.
- Provide oversight and scrutiny of organisational performance, holding the executive to account against clear performance goals. In so doing, promote innovation and efficiency; ensure high standards of corporate governance, ensure all operational commitments are met and that the right financial balance is struck throughout.
- Working with the Chief Executive, maintain effective working relations with Ministers and senior Government officials, ensuring reporting requirements are met and that there is an open book approach to sharing information that enables Ministers to fulfil their statutory duties to Parliament and the Public.
- Chair board meetings and provide leadership and strategic oversight to the Board; ensuring the board's decision-making processes and affairs are conducted with probity and that the Board discharges its duties effectively.
- Provide counsel, advice and support to the Executive team and the Chief Executive in particular, playing the role of mentor/coach, "critical friend" and where necessary acting as a sounding board for potential proposals and ideas.
- Be responsible for the annual performance assessments of the Chief Executive and the Board's Non-Executive Directors, and the continuous development of the wider Board's capability, ensuring it has the right balance of skills and experience.
- Along with other Board members, represent the Board in the public arena and establish productive relationships with key stakeholders, including those who represent patients and the public, and including partners in the social care sector, who are crucial to

providing integrated care for patients. Likewise, maintain strong business relationships with key private sector stakeholders who provide valuable NHS services, particularly pharmaceutical companies and other life sciences businesses who are providing the Covid vaccines.

- Be a role model for leading cultural changes that will transform and improve the quality and efficiency of patient services and that will champion the *Our NHS People* promise for the NHS to become the best place of work for all.

Person specification

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 for appointment, you must be able to demonstrate that you have the qualities, skills and experience to meet all the essential criteria:

- Strong strategic leadership skills, with a significant record of achievement and of leading change and reform at the highest levels.
- 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 effectively with others to drive change in a large, complex system.
- Committed to improving health and care outcomes for patients and the public, with an understanding of the strategic challenges and opportunities to deliver improvements.

Remuneration

- £63k 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 as the Chair of NHS England, in line with travel and subsistence policy and rates for NHS England. A copy of the policy and rates can be obtained from NHS England.

Time commitment

2 to 3 days per week.

Location

To date, most office-based meetings and working has been in London. Board meetings may be held in different locations across the country.

Tenure of office

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

Accountability

This 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 a discussion about the role

The Department of Health and Social Care has appointed Odgers Berndtson to provide Executive Search support to this recruitment. For an informal discussion about the role please contact:

Mark Freebairn

Tel: 020 7529 1042

Email: Mark.Freebairn@odgersberndtson.com

or

Carmel Gibbons

Tel: 020 7529 1128

Email: Carmel.Gibbons@odgersberndtson.com

1.2 NHS England's role and responsibilities

NHS England (NHSE) shares responsibility with the Secretary of State for Health and Social Care for promoting a comprehensive health system in England, for securing improvements in physical and mental health, and for the prevention, diagnosis and treatment of ill-health.

As the NHS emerges from the pandemic, NHSE will play a leading role in delivering improvements in patients' care, value for money and broader health reforms. This will include

elective service recovery and creating a new integrated system between health and social care, focussed on improving outcomes required as a result of the recent health and social care levy.

NHSE currently works jointly with NHS Improvement (NHSI) to lead the NHS and sets its priorities and direction. Together they are responsible for arranging the provision of health services and for more than £150 billion of funds - supported by over 9,000 staff across their national and regional support functions.

The merger

Whilst the NHSE and NHSI boards are legally distinct, their functions have merged to create what is, in practice, a single organisation. The Health and Care Bill, currently before parliament, would, if passed, merge NHSI into NHSE.

Subject to the passage of the Bill, the merger in 2022 would create a consistent legislative framework, with clearer accountability for the bodies underneath it and consistent expectations for NHS providers, commissioners and local health systems. It would remove duplication by using collective resources more efficiently to support local health systems and make better use of public money.

The merger would enable NHSE to have an expanded role in leading the implementation of change and help unblock some of the challenges to reform while simultaneously supporting the important post-Covid recovery agenda.

NHS Long term Plan and NHSE mandate

The [NHS Long Term Plan](#), published in 2019, set out an ambitious ten year transformation programme for the NHS.

The Government sets out its priorities for NHSE in a statutory mandate. The Secretary of State has a legal duty to keep NHSE's performance against the mandate under review and publish an assessment of its overall performance annually.

The [2021-22 mandate](#) includes objectives that reflect the NHS funding settlement to 2024-25, and further subsequent financial commitments. These focus on NHS England's role in leading the NHS response to Covid-19, on continued delivery of the NHS Long Term Plan and related Government commitments, on public health, and on improving information sharing.

NHSE will need to continue to advance plans both for the recovery from the enforced constraints of Covid-19, and the longer-term transformation of services envisaged in the NHS Long Term Plan.

NHSE is also currently supporting local systems to prepare for the implementation of the Health and Care Bill, including through the establishment of Integrated Care Boards and Integrated Care Partnerships (together known as 'Integrated Care Systems'). As part of this, NHSE must

continue to drive the delivery of closer integration and partnership working between the different health and care institutions and professionals in each Integrated Care System.

The Secretary of State also delegates responsibility to NHSE for certain public health services – including for example, national immunisation programmes, cancer and non-cancer screening programmes, Child Health Information Services and public health services for adults and children in secure settings. Since October, additional public health functions were conferred upon NHSE following the abolition of Public Health England.

Section 2: The recruitment

2.1 Making an application

Thank you for your interest in the appointment of the Chair of NHS England.

The Department of Health and Social Care's Public Appointments and Honours Unit is managing this recruitment.

To make an application please email your **CV**, a **Supporting letter** and completed **Monitoring form** to appointments.team@dhsc.gov.uk – please quote **ref: VAC-1709** in the subject field.

If you are unable to apply by email, please contact Daniel Clemence on 0113 2545335.

Applications must be received by **midday on Tuesday 16 November 2021**.

In making an application please note the following:

Disqualification from appointment

Individuals are disqualified from appointment as the Chair of NHS England, if they are:

- A member of the House of Commons
- A Chair or Non-executive Director of an NHS Trust
- The Chair or a Non-officer member of the NHS Business Services Authority, NHS Resolution or the NHS Counter Fraud Authority
- A Non-officer member of the NHS Trust Development Authority.

Supporting letter

The supporting letter is your opportunity to demonstrate how you meet each of the essential 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 criterion. Providing separate paragraphs in relation to each criterion is common practice.

We 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. 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.

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 write all acronyms in full first, limit your letter to two pages and type or write clearly in black ink.

Conflicts of interest

If you or a party related to you have any interests which could lead to a real or perceived conflict of interest if you were to be appointed, please provide details in your Supporting letter.

Conflicts of interest may include (without limitation), any personal or business interests (including direct and indirect financial interests), positions of employment, other appointments or other positions of authority, that you or any party related to you have and which may influence your judgement in performing your public appointment or may be perceived by a reasonable member of the public as having scope to do so.

A 'party related to you' could include for example (but without limitation) a spouse/partner, a business partner, a close family member or a person living in the same household as you or a close family member.

Failure to declare a potential conflict of interest may become grounds for withdrawing an offer of appointment. If offered the role, you will also be required to make a Declaration of Interests and to keep the Declaration up to date throughout the tenure of your appointment. The requirement to declare interests will also be included in your Terms and Conditions of appointment. Failure to disclose an interest may, subject to the interest and the circumstances, become grounds for suspension or termination of your appointment.

Standards in public life and ensuring public confidence

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 NHS England 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 Panel. The Panel may explore any issues with you as part of assessing your application.

Failure to disclose such information could result in an appointment offer being withdrawn or the appointment being terminated, as the person appointed to this role will be expected to demonstrate the highest standards of corporate and personal conduct and in line with standards set out in the Code of Conduct for Board Members of Public Bodies, which includes the Nolan Principles regarding conduct in public life. As part of agreeing to the terms and conditions of appointment you will be expected to agree to meeting the standards set out in this Code. You can access this document at:

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

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.
- 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, and any past or present Ministerial appointments.

The appointment of the Chair of NHS England will be subject to a pre-appointment hearing with the Health and Social Care Select Committee. For further details see Section 2.2.

Please be aware that the CV of the Secretary of State's preferred candidate for appointment, with personal details (for example, your contact details) removed, will be sent to the Committee and it will as result, be made public.

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.

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 Disability Confident Scheme please ensure you complete Section E of the Monitoring form and return it with your application.

Governance Code on Public Appointments and the Commissioner for Public Appointments

The Chair of NHS England is a public appointment. The Governance Code on Public Appointments, published by the Cabinet Office, sets out the principles that should underpin all public appointments:

<https://www.gov.uk/government/publications/governance-code-for-public-appointments>

The regulation of public appointments against the requirements of the 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 information about the role of the Commissioner is available from:

<http://publicappointmentscommissioner.independent.gov.uk>

2.2 The assessment process

We will deal with your application as quickly as possible and will advise you of the likely timetable at each stage.

Planned timetable

- Closing date: midday 16 November 2021
- Shortlisting: 23 November 2021
- Interviews: 3rd December
- Select Committee Hearing: mid-January 2022

Advisory Assessment Panel

The panel will include:

- Sir Chris Wormald, Permanent Secretary, Department of Health and Social Care
- Samantha Jones, Prime Minister's Expert Advisor, NHS Transformation and Social Care
- Professor Dame Jane Dacre, Professor of Medical Education at University College London
- Ron Kalifa OBE, Non-Executive Director, Court of Directors, Bank of England, as the Senior Independent Panel Member (SIPM).

The SIPM is independent of both the Department of Health and Social Care and NHS England. As required by the Governance Code for Public Appointments, we have consulted the Commissioner for Public Appointments on the choice of SIPM for the panel and he was content.

Assessment

- The Panel will select for interview only the strongest applicants who it feels have demonstrated that they best meet all the criteria set out in the person specification. However, if you have applied under the Disability Confident Scheme and you meet all the essential criteria, then you will also be invited for interview.
- We will email you to let you know whether you have been invited to be interviewed. Interviews will be conducted either face-to-face, in London or by video/ teleconference. We will confirm arrangements to shortlisted candidates in due course.
- If you are invited to interview and are unable to attend on the set date, then an alternative date can only be offered at the discretion of the Panel.
- If invited to interview, the 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 Panel will also explore with you any potential conflicts of interest or any other issues arising from your personal and professional history which may impact on an appointment decision (see section 2.1 for further details).
- Candidates whom the Panel believe are 'appointable', will be recommended to Ministers who will make the final decision. Ministers may choose to meet with candidates 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 following interviews your application is unsuccessful, we will notify you. 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.
- If you are successful, you will be contacted by Officials to inform you that Ministers wish to put your name forward as the Government's preferred candidate for a pre-appointment hearing with the Health and Social Care Select Committee. If you agree to your name being put forward, Ministers will then write to the Committee requesting that they invite you to a Hearing.

Pre-appointment scrutiny

This role is subject to pre-appointment scrutiny by the Health and Social Care Select 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 is shared with the 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 sent by the Committee to you 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 by the candidate will be published.

Second, it is likely that the Committee will decide to call the Government's preferred candidate to a public pre-appointment hearing before the 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 Government is committed to making 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 Committee will also be available to discuss with you how the hearing will run. You will also be supported 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](#).

The Liaison Committee also publishes [guidelines](#) to Select Committees for pre-appointment hearings. 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.

Following the hearing, the Committee will write to Ministers and make a public report which will include their views on your suitability for the role.

Offer of appointment

Following receiving and considering the Select Committee's report, Ministers will decide if they wish to appoint you to the role. If they do, you will be contacted to inform you of the offer and to confirm if you would be willing to accept. If you would, then you will receive a letter from Ministers appointing you as the Chair of NHS England, which will confirm the terms and conditions on which the appointment is offered.

Announcement

All public appointments are announced on GOV.UK. The announcement is required to include the length of your appointment, the remuneration for the role and whether you have declared any political activity. We will share the draft announcement with you before it is made. A press notice may also be issued.

Queries

For any queries about your application status or the selection process, please contact Daniel Clemence in DHSC's Public Appointments and Honours Unit:

Tel: 0113 2545335

Email: Daniel.Clemence@dhsc.gov.uk

If you choose to apply, we would like to thank you in advance for your time and effort in making an application.

All applications will be acknowledged by email after the closing date. Please quote reference VAC-1709 on all correspondence.

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 Permjeet Butler 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 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 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.

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