



# Chair of the NHS Business Services Authority

## Information pack for applicants

**Closing date: midday on 10 November 2021**

**Reference no: VAC-1787**



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# Section 1 – The Role

## 1.1 Introduction from Silla Maizey, Chair of the NHS Business Services Authority (NHSBSA)



The NHS Business Services Authority is an important, forward thinking and innovative Arms' Length Body with IT and digital development being at the very core of its ambitious strategy.

Its support for the NHS Long Term Plan and key Government priorities is centred around the national agenda on workforce, technology and prevention. It uses data to inform workforce planning across the NHS, to improve assurance about NHS providers, and to reduce fraud and error. The insights it brings through its internationally recognised analytics team and cutting-edge digital developments is helping it to realise the ambition of being a catalyst for better health.

During the COVID pandemic the NHS Business Services Authority has played a leading role on the national stage - rapidly establishing new services to support citizens throughout the UK and providing NHS organisations and front-line staff with the infrastructure they require during a time of great need. The energy with which the organisation has responded, and its highly effective collaboration with key partners, has been recognised nationally, and is setting the tone for the way in which the health and social care system will operate in the future.

With a strong and empowered executive leadership team driven by operational excellence and quality delivery, the Board is an engaged and important part of the organisation's business governance. The contribution from its non-executives is central to providing the challenge, support and assurance required for taking the NHS Business Services Authority forward with its ambitious agenda.

**Silla Maizey, Chair of NHSBSA**

## 1.2 Role and Responsibilities of the NHS Business Services Authority Chair

### Introduction

Ministers are seeking to make to appoint the next Chair to the board of the NHS Business Services Authority (NHSBSA).

### Role and Responsibilities of the Chair

This is an opportunity to operate at national level and support the delivery of a wide range of critical business services to the NHS that have a tangible impact on people's lives. The core responsibilities of the role are as follows:

#### Leadership

- Provide effective, visible and professional leadership to the Board in the pursuit of BSA's strategic vision and underpinning business plans to support delivery of the NHS Long Term Plan and the Department of Health and Social Care's priorities.
- Chair Board and sub-committee meetings in accordance with BSA's corporate governance framework, managing the interface between BSA's Non-Executive Board members and the senior executive team and monitoring and improving the effectiveness of the Board and leading succession planning.
- Build and maintain an effective relationship with Ministers and senior Civil Servants on policy and government strategies to ensure the success of BSA and its business outcomes and set the tone for relationships with key partners, building strategic alliances across the health and social care system to improve efficiency and develop value add services ensuring the needs of service users, NHS staff, patients and the public are met.
- Operate impeccable personal standards and propriety in relation to accountability, governance, risk and financial management, ensuring the organisation has effective governance in place with robust internal controls and strong performance management systems.
- Ensure strategic commercial contracts entered into by BSA are robust, fit for purpose and will deliver the required outputs and benefits.
- Work collaboratively with the Department of Health and Social Care to provide ongoing assurance about BSA's service delivery – in particular with regard to compliance with HM Treasury and Department of Health and Social Care requirements and ensure BSA exercises its functions in a way which is consistent with the duties of the Secretary of State.

## Qualities required for the role of the 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, applicants need to demonstrate they have the qualities, skills and experience to meet all the essential criteria for appointment. We are particularly interested in encouraging applications from candidates with significant, high-level and relevant commercial experience.

- Successful leadership track record within a large organisation, service or system with an ability to chair the board of a significant national body.
- A passion for exceptional customer service and an ability to identify opportunities to improve business outcomes.
- First-class communication, influencing and negotiating skills, with an ability to command respect at the highest levels and develop partnerships that deliver lasting improvement to services.
- Financially astute, with a sophisticated understanding of commercially orientated performance and financial and contract management.

## Remuneration

- The post is remunerated at £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 NHSBSA, in line with travel and subsistence policy and rates for the NHSBSA. A copy of the policy and rates can be obtained from the NHSBSA.

## Time commitment

2 to 3 days per week. Date of next meeting:

02 December 2021

## Location

Meetings will take place in Newcastle, or online

## Tenure of office

Ministers determine that the length of the appointment will be up to 3 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 further information regarding the role of the NHSBSA and the role of the Chair please contact:

Nigel Zaman

Email: [Nigel.Zaman@dhsc.gov.uk](mailto:Nigel.Zaman@dhsc.gov.uk)

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

Rebecca Coates

Email: [Rebecca.Coates@odgersberndtson.com](mailto:Rebecca.Coates@odgersberndtson.com)

Tel: 020 7518 2612

## 1.3 NHS Business Services Authority role and responsibilities

NHS Business Services Authority (NHSBSA) is a Special Health Authority and Arms-Length Body of the Department of Health and Social Care. NHSBSA employs around 2500 people, with sites in Newcastle, Wakefield, Fleetwood, Sheffield, Bolton and Eastbourne. It manages £36 billion of NHS spend annually. Michael Brodie became Chief Executive Officer of NHSBSA in September 2019 and has developed an ambitious strategy for the business, expanding NHSBSAs focus across the wider health sector to ensure its strategy aligns with the NHS Long Term Plan and the future direction of travel.

NHSBSA delivers high volume, predominantly transactional services on behalf of the NHS and, since it was formed, has progressively taken on more operational functions. Since 2018, NHSBSA has supported work relating to EU Exit (National Supply Disruption Response and Overseas Health) and other services, for example digitisation of the Healthy Food Scheme, Child Migrant Scheme and Student Maintenance. In response to the COVID pandemic, NHSBSA has been leading over thirty national projects – working closely with its NHS partners to support UK citizens and front-line staff.

NHSBSA's services are broadly split into 3 areas: Primary Care Services, Citizen Services and Workforce Services.

- Primary Care Services include processing around 1 billion prescription items per year for pharmacists who have dispensed prescriptions in England and managing payments to dentists for NHS work in England and Wales, processing around 44 million forms a year. Since 2015 NHSBSA has provided a scanning service, digitising medical records to release space for frontline patient care. It also provides a Provider Assurance service on behalf of NHS England.
- Citizen services include managing NHS student and social work bursaries in England, help with health costs including administering medical exemption certificates, maternity exemption certificates, prescription pre-payment certificates and the low-income scheme. NHSBSA is responsible for administering European Health Insurance Cards and in 2018 took over the full Overseas Health Service from the Department of Work and Pensions.
- Workforce Services - NHSBSA administers the NHS Pension scheme for 2.6 million members and in April 2018 it also took responsibility of the Electronic Staff Record (ESR) and NHS Jobs - the national portal for advertising NHS job vacancies, meaning that it provides the full hire to retire journey for NHS Employees. NHSBSA also provides HR Shared Services to its client base.
- Workforce planning is a key area of NHSBSAs strategy with a number of system developments currently ongoing including development of NHS Jobs (the main job advertisement and recruitment portal for NHS organisations), a smartphone app for NHS Employees called 'NHSLife' and the 'My NHS Pension' self-service portal which provides users quick and easy access to their pension information and the facility to calculate what their pension will be depending on what age they retire.

Over the last two years NHSBSA has developed its data analytics and digital capability to save money for taxpayers and improve how patients can use its services through apps and other on-line services. NHSBSA has recently hosted visits by Matt Hancock, Secretary of State for Health and Social Care who described it as 'a brilliant forward thinking body, vital to improving the NHS' and Matthew Gould, CEO of NHSX who was 'hugely impressed' with NHSBSA's digital capability.

Between 2013 and March 2019 NHSBSA ran the Pacific Programme, using insight from its data and specialist expertise to release £1bn for reinvestment into the NHS. Identifying health system-wide savings is now embedded in the culture of NHSBSA.

NHSBSA's purpose is to be a catalyst for better health and to use its data and insight to add value to the wider health system. NHSBSA's strategy has been developed to focus more on people and collaboration with key partners. Its strategic ambitions include:

- **Population Health:** using population data and joining this with other sources using data analytics to improve healthcare, prevention and signposting
- **Workforce:** supporting national and local workforce planning through analytics
- **Provider assurance:** expanding existing provider assurance services to NHS England
- **At Scale Payments:** using NHSBSA's infrastructure to deliver other high-volume transactional services on behalf of the NHS
- **Fraud, error and waste:** using predictive analytics to stop fraudulent claims before payment
- **Data and analytics:** partnering with AI specialists to offer predictive analytics services to the NHS

# Section 2: How to Apply

## 2.1 Making an application

Thank you for your interest in the appointment of the Chair to the NHS Business Services Authority (NHSBSA).

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 **ref: VAC-1787** 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 10 November 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 NHSBSA, 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 NHSBSA 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 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.

## 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

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

Rebecca Coates

Email: [Rebecca.Coates@odgersberndtson.com](mailto:Rebecca.Coates@odgersberndtson.com)

Tel: 020 7518 2612

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

contact, Nigel Zaman

Email: [Nigel.Zaman@dhsc.gov.uk](mailto:Nigel.Zaman@dhsc.gov.uk)

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)

Please quote reference VAC-1787 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 10 November 2021
- Shortlisting complete: 26 November 2021
- Interviews held: 17 December 2021

The selection panel will be:

- Steve Oldfield, DHSC Director General and Chief Commercial Officer (Panel chair),
- Melinda Johnson, NHSBSA's Senior Sponsor (Panel member)
- Matthew Gould, CEO of NHSX (Panel member)
- Charles Alexander, Chair of The Royal Marsden Foundation Trust as an Independent Panel Member.

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

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.
- Interviews will be held on 17 December 2021.

- 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 DSC 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. Interviews will be conducted either by video/ teleconference or if face-to-face, in central London. We will confirm arrangements to shortlisted candidates in due course.'
- 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 the Chair of NHSBSA, 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 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 status, 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 information 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 Disqualification from Appointment

There are circumstances in which an individual may not be considered from appointment. For more information on the disqualification criteria, please refer to the full document at: <https://www.legislation.gov.uk/ukxi/2005/2415/made>

The NHSBSA is subject to disqualification criteria that is set out in the 2005 Order and the 2005 Regulations (Regulation 3) which states:

3. (1) Subject to regulation 4 (cessation of disqualification), a person shall be disqualified for appointment as the chairman or as a non-officer member if—

- a) he has, within the preceding five years, been convicted in the United Kingdom of any offence or convicted elsewhere of an offence which, if committed in any part of the United Kingdom would constitute a criminal offence in that part, and in either case has been sentenced to a period of imprisonment (whether suspended or not) for a period of not less than three months without the option of a fine, and the conviction has not been quashed on appeal;
- b) he is the subject of a bankruptcy restrictions order or an interim bankruptcy restrictions order(27);
- c) he has been dismissed within the previous five years, otherwise than by reason of redundancy, from any paid employment with a health service body;
- d) he is a person whose tenure of office as the chairman, a member, a director or a governor of a health service body has been terminated on the grounds that—
  - i. it was not in the interests of, or conducive to the good management of, the health service body or of the health service that he should continue to hold that office,
  - ii. he failed, without reasonable cause, to attend any meeting of that health service body for three successive meetings, or
  - iii. he failed to declare a pecuniary interest or withdraw from consideration of any matter in respect of which he had a pecuniary interest;
- e) he—
  - i. is the subject of a national NHS disqualification,
  - ii. was refused nomination or approval to fill a vacancy for a medical practitioner pursuant to regulations made under section 29B(2A) of the Act and was not subsequently nominated or approved or included in a primary care list(28),

- iii. has been refused admission to a primary care list on grounds corresponding to the conditions referred to in section 49F(2), (3) or (4) of the Act(29) and has not subsequently been included in a primary care list,
  - iv. is conditionally included in a primary care list(30),
  - v. has been removed from a primary care list on any of the grounds set out in section 49F(2),(3) or (4) of the Act or by a direction of the NHS Tribunal and has not subsequently been included in such a list,
  - vi. is contingently removed from a primary care list(31), or
  - vii. is suspended from a primary care list(32) or treated as so suspended by virtue of regulation 6(2) of the Abolition of the National Health Service Tribunal (Consequential Provisions) Regulations 2001 or regulation 6(2) of the Abolition of the National Health Service Tribunal (Consequential Provisions) Regulations 2002, and in this sub-paragraph any reference to a provision in the Act includes a reference to the provision corresponding to that provision in legislation relating to Scotland and Northern Ireland;
- f) he is subject to a disqualification order under the Company Directors Disqualification Act 1986(33), the Companies (Northern Ireland) Order 1986(34) or to an order made under section 429(2)(b) of the Insolvency Act 1986(35) (disabilities on revocation of administration order against an individual);
- g) he has been—
- i. removed from the office of charity trustee or trustee for a charity by an order made by the Charity Commissioners or the High Court on the grounds of any misconduct or mismanagement in the administration of the charity for which he was responsible or to which he was privy, or which he, by his conduct, contributed to or facilitated, or
  - ii. removed under section 7 of the Law Reform (Miscellaneous Provisions) (Scotland) Act 1990(36) (powers of Court of Session to deal with management of charities) from being concerned in the management or control of any body;
- h) he is the chairman or another member of the Independent Regulator of NHS foundation trusts;
- i) he is a member of the NHS Pension Scheme unless he is in receipt of benefits under the Scheme and is no longer eligible to contribute to the Scheme;

(2) For the purposes of paragraph (1)(a), the date of conviction shall be deemed to be the date on which the ordinary period allowed for making an appeal or application with respect to the conviction expires or, if such an appeal or application is made, the date on which the

appeal or application is finally disposed of or abandoned or fails by reason of its not being prosecuted.

(3) For the purposes of paragraph (1)(c), a person shall not be treated as having been in paid employment by reason only of his having been the chairman or a non-officer member of, or in the case of an NHS trust, the chairman or a non-executive director of, or in the case of an NHS foundation trust, the chairman, a governor or a non-executive director of, the health service body in question.

Further advice about Disqualification from Appointment can be provided by contacting Mark Dibble on Tel: 07500 881050

## 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 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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