



Chair of NHS Blood and Transplant (NHSBT)

Information pack for applicants

Closing date: 12 noon on 22 March 2013

Reference no: SP12-28



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Chair of NHS Blood and Transplant

Overview

The role

The Secretary of State for Health is seeking to appoint the next Chair of NHS Blood and Transplant (NHSBT). The Chair of NHSBT is a key appointment and requires an individual of exceptional calibre to provide leadership and direction and to encourage and support board members.

Candidates will have a track record of leading a performance driven board, experience of working as a non-executive at board level or equivalent and experience of substantial transformation in a public or private sector organisation.

It is desirable for candidates to have experience of manufacturing/industrial processes, time critical supply chain management, and/or the pharmaceutical industry.

For further information on the role of the Chair see **Annex A**.

NHS Blood and Transplant

NHS Blood and Transplant is responsible for the provision of a reliable, efficient supply of blood to hospitals in England and North Wales, and associated services to the wider NHS. It is also the organ donation organisation for the UK and is responsible for matching and allocating donated organs.

For further information on the role of NHS Blood and Transplant see **Annex B**.

Indicative timetable

Advert:	1 March 2013
Closing date:	12 noon on 22 March 2013
Shortlisting complete:	early April 2013
Interviews held:	mid-late April 2013
Appointment start date:	To be confirmed

Remuneration

Up to £63,000 per annum.

Time commitment

Three days per week.

Tenure of office

The Secretary of State for Health determines the length of appointments, which will be for up to a maximum of four years.

Accountability

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

Diversity and equality of opportunity

We value and promote diversity and are committed to equality of opportunity for all and appointments made on merit.

Key contacts:

For information regarding the selection process, please contact:

Holly Wainwright
Appointments Team
Department of Health
Quarry House
Quarry Hill
Leeds
LS2 7UE
Tel: 0113 254 6135
Email: holly.wainwright@dh.gsi.gov.uk

For information regarding the role of NHS Blood and Transplant and its Chair please contact:

Kay Ellis
NHSBT Sponsor Team
Department of Health
Tel: 020 7972 4939
Email: kay.ellis@dh.gsi.gov.uk

The Department of Health has appointed Russell Reynolds Associates to assist in the identification of suitable candidates. For an informal discussion about the role, please contact:

Patrick Johnson
T: 020 7830 8052
E: fiona.birkmire@russellreynolds.com

Please quote reference SP12-28 on all correspondence.

For further details on how to make an application, please see **Annex C**.

Appointment of the Chair

Role and responsibilities of the Chair

NHSBT provides the NHS with a range of products and services for the direct benefit of patients. In delivering its responsibilities, NHSBT maintains relationships with its many altruistic donors and a variety of NHS customers, as well as managing complex supply chains.

The Chair will lead the Board which comprises 7 other non-executive directors (NEDs) and 6 executive directors, including the Chief Executive, Finance Director and Medical Director.

With them, the Chair will share corporate responsibility for the decisions of the NHSBT Board and the performance of the organisation. Along with the NED members, the Chair will contribute to the development of strategy; agree the goals, objectives and business plans of the organisation; monitor and review performance and ensure sound governance, including robust and effective systems of financial control and risk management.

The role of the Chair is to:

- Lead the Board in an open and positive way, which supports and encourages all board members to make a full contribution and work effectively as a team.
- Develop an effective partnership with the Chief Executive to lead NHSBT in meeting the needs of the NHS, patients and donors, and to continuously improve the services it provides to them.
- Set the tone for excellent and constructive working relationships between NHSBT, its customers and stakeholders, and also between NHSBT and key stakeholders responsible for the successful operation of the health and social care system.
- Oversee the formulation of the Board's strategy for the organisation, ensuring that it supports the wider strategic aims of the health departments to which NHSBT is accountable.
- Ensure the NEDs provide constructive challenge and direction to the executive directors.
- Ensure the Board operates high standards of regularity and probity.
- Promote the efficient and effective use of all resources.
- Represent the views of the Board to the general public.

The Chair also has an obligation to ensure that:

- The Board works effectively, and non-executive directors have a balance of skills and expertise appropriate for directing NHSBT business, as set out in the Government Code of Good Practice on Corporate Governance;
- There is a code of practice for NED members in place, which is consistent with the Cabinet Office Model Code;
- The work of the Board and its members is reviewed annually;
- NEDs are fully briefed on terms of appointment, duties, rights and responsibilities;
- S/he, together with other NEDs receives appropriate training on financial management and reporting requirements, and on any differences that may exist between private and public sector practice;
- S/he advises the Department of Health on the performance of individual NEDs when they are being considered for re-appointment; and
- The responsible minister is advised of NHSBT needs when non-executive director vacancies arise.

Qualities required for the role of Chair

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

Essential criteria

- Be able to lead a Board which is performance driven, and encourage a culture of continuous improvement and ambitious target-setting.
- Be able to lead a Board which thrives on challenge and differences of opinion but achieves consensus on key objectives.
- Have experience of working effectively as a non-executive at Board level or equivalent, ideally as Chair, in a large and complex organisation in either the public or private sector.
- Have experience of substantial transformation in a public or private sector organisation.
- Demonstrate how their expertise would be of particular value to the work of NHSBT and the services it provides. It will be necessary for candidates not only to demonstrate their experience and skills, but how these could be applied to the specific needs of NHSBT.
- Proven communication skills, awareness of the sensitivity of the services NHSBT provides, and the ability to address high profile complex and sensitive scientific and human issues in a way which represents individual and wider public feeling.

Desirable Criteria:

It will be desirable for candidates to have experience of manufacturing/industrial processes, time critical supply chain management, and/or pharmaceutical industry.

Remuneration

- Up to £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.
- Those appointed will also be eligible to claim allowances, at rates set centrally by NHSBT, for travel and subsistence costs necessarily incurred on NHSBT business.
- Note: Impact of appointment on people in receipt of benefits. Your appointment may have an effect on your entitlement to benefits. If you are in receipt of benefits you should seek advice from the Department for Work and Pensions.

Time commitment

Three days per week.

Tenure of office

The Secretary of State determines the length of appointments, which will be for up to a maximum of four years.

Accountability

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

Disqualification for appointment

Please find a link to the circumstances in which an individual will not be considered for appointment: <http://www.legislation.gov.uk/ukxi/2005/2531/regulation/3/made>

Further advice about disqualification for appointment can be provided by contacting Holly Wainwright on 0113 254 6135.

Conflict of Interests

You should particularly note the requirement for you to declare any actual or potential conflict of interest you may have in carrying out the role of Chair. Conflicts may relate to any relevant business interests, positions of authority or other connections with organisations relevant to the business of NHSBT.

If you are aware of any potential conflicts prior to your appointment you should raise these during the process of your application. If an issue arises following your

appointment you should ensure that you alert the Department's senior officer, to whom you will be accountable for your performance.

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: <http://www.bl.uk/aboutus/governance/blboard/Board%20Code%20of%20Practice%202011.pdf>

Diversity and equality of opportunity

We value and promote diversity and are committed to equality of opportunity for all and appointments made on merit.

Annex B

NHS Blood and Transplant Role and Responsibilities

Context

NHSBT is a Special Health Authority in England and Wales, with responsibilities across the United Kingdom for organ donation and transplantation. Its core purpose is to "**save and improve lives**" through the provision of a safe and reliable supply of blood components, solid organs, stem cells, tissues and related services to the NHS, and to the other UK Health Services where directed.

The supply of these critical products and services depends entirely on the loyalty of donors. In 2011-12 they contributed

- 2 million units of blood
- 3,960 organs
- 4,848 tissue donors
- 1,952 banked cord blood units

In performing this essential activity, NHSBT engages with millions of people throughout the country and connects directly with more people on a daily basis than any other single part of the NHS. In addition to supplying the life saving products that are needed by NHS patients NHSBT is proud that its activities support the incredible altruism and generosity of donors and bring communities together across the country.

In these respects NHSBT is unique. It operates supply chains that are similar in nature to those found in the private sector but with characteristics which cannot be found anywhere else apart from similar services in other countries across the world. As a result, comparing and benchmarking its effectiveness with other national services is a fundamental part of the strategic process. Its ambition is simple - to be demonstrably the best service of its type in the world.

The organisation employs over 6,000 staff across the country, with an income of nearly £450 million.

NHSBT's role includes:

- encouraging people to donate organs, blood and tissues;
- optimising the safe collection, manufacture and supply of blood, organs and tissues;
- raising the quality, effectiveness and clinical outcomes of its services;
- providing expert advice to other NHS organisations, the Department of Health, the Devolved Administrations and Ministers;
- commissioning and conducting research and development programmes;

- implementing relevant EU statutory frameworks and guidance; and
- liaising with other providers of blood and blood products across the world.

Three business areas

1. Blood Supply

NHSBT is the sole supplier of blood, blood components, blood products to the NHS and independent healthcare providers in England and North Wales. It also provides diagnostic services, specialist medical advice and clinical support to hospitals, as well as educating and training transfusion medicine specialists. The blood supply to the NHS is entirely dependent on voluntary donations from the general public and, following collection, is then tested, processed and supplied to hospitals. While the organisation is managed through a national structure, the majority of its products and services are delivered locally through regional blood centres and community based donation clinics. Blood is issued to hospitals from a network of five processing centres including a new operation at Filton, near Bristol, opened in 2009 which is one of the world's largest blood processing and testing facilities.

www.blood.co.uk

2. Organ Donation and Transplantation (ODT)

ODT promotes organ donation nationally and supports organ transplantation across the UK, including the provision of a 24/7 service to match and allocate solid organ and corneal donations to waiting recipients. The Duty Office and support staff are mainly based in Bristol with the Director and some management posts based in Watford. The main staff group of around 250 Specialist Nurses – Organ Donation are located in acute hospitals, their role is to work with families and clinicians to help increase the numbers of organ donors. Until recently these staff were employed by local NHS Trusts but the publication of the Organ Donation Task Force (ODTF) report has given NHSBT a much wider remit and targets to increase the number of organs available for transplantation. There are, currently, more than 7,000 people on the transplant waiting list, with three people a day dying whilst waiting for an organ. The overriding goal, therefore, is to reduce this figure and help to save and transform more lives.

www.organdonation.nhs.uk

3. Diagnostic and Therapeutic Services

Following structural changes announced in August 2012, a new role of Director of Diagnostic and Therapeutic Services was created to focus on understanding customer needs and to develop NHSBT's strategies for specialist services.

Diagnostic and Therapeutic Services leads the customer interface for Blood Components (through hospital liaison staff) and also includes the following specialist business units:

- Red Cell Immunohaematology (RCI) that provides complex reference and matching services in support of the blood supply
- Stem Cell Immunotherapy (SCI) providing a range of services to support haemopoietic stem cell transplantation including collection, processing and cryopreservation of stem cells including cord blood cells
- Histocompatibility & Immunogenetics (H&I) supporting haematopoietic stem cell and solid organ transplant programmes at hospitals throughout England. They also provide immunogenetic services for a number of diseases and investigate transfusion related immunological reactions and provide HLA and HPA compatible products when required. The H&I laboratory at Filton also manages the British Bone Marrow Registry (BBMR).
- Tissue Services is the largest multi-tissue banking organisation in the UK. A significant leader in the development of national and international standards, policies and regulation in the field.
- Specialist Therapeutic Services (STS) delivering a range of life-enhancing and life-saving therapeutic apheresis treatments for patients including therapeutic plasma exchange and red cell exchange.

Supporting Group Service Directorates These services support the operating divisions of NHSBT and provide its corporate functions, namely: clinical and research; finance, planning and performance and estates; human resources; business transformation services (including information technology); communications; and logistics.

Strategic Objectives

In early 2008 NHSBT generated a Strategic Plan which established a series of very challenging objectives and reflected the ambition, and far reaching implications, of both the first Organ Donation Taskforce (ODTF) report and the National Blood Service Strategy Review. The programme of initiatives and projects generated by the 2008 plan is effectively complete. The objectives have been met and benefits fully secured, including £30m pa savings to the NHS, before inflation, through reducing the prices of red cells to hospitals.

The current 2012-17 plan is focused on;

- continuing to modernise the blood donation service so that it continues to attract enough donors to meet the needs of NHS patients;
- improving interfaces with NHS hospitals so that their needs are understood and NHSBT provides services that are as accessible and effective as possible. As part of this NHSBT plans to integrate the management of hospital blood bank stocks and use this to facilitate better planning of the end to end blood supply chain from donor through to patient;
- delivering the 50% growth in deceased organ donation by 2013 that was targeted by the ODTF whilst bringing stakeholders together to identify the strategy and aspirations for organ donation and transplant in the UK beyond 2013;

- building on the unique skills and capabilities in tissues, stem cells, diagnostic services and apheresis based therapies to support the provision of life changing treatments to NHS patients.

The current strategic plan is very different from the previous plan which included a strong focus on consolidation and the removal of excess capacity in the blood supply chain. The new plan takes a longer term view and is focused on increasing supply chain integration, implementing more effective planning processes and providing more modern interfaces with both donors and hospital customers. This represents a significant investment in change, in both systems and processes, and an enormous challenge for NHSBT. At the same time the organisation is well aware of the pressures on public spending and the difficulties faced by its customers, NHS hospitals. The plan is capable of delivering significant financial benefits and maintaining, if not further reducing, the prices of NHSBT products and services.

A strong Board and Executive Team is now in place, providing effective leadership. Each of the operating divisions has made notable progress since the establishment of NHSBT but:

- **Blood Donation** is in need of further change.
- **ODT** faces the challenge of developing a strategy for 2013-2020 that ensures as many people as possible in need of an organ, get one.
- **Diagnostic and Therapeutic Services** faces a number of challenges over the next few years including increased competition in its markets.

For more information, please visit www.nhsbt.nhs.uk.

The Role of the Board

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

- collectively promote the success of NHS Blood and Transplant;
- provide strategic direction and set operational objectives;
- monitor the achievement of objectives through a framework of effective financial and quality management; and
- set and maintain the values for the organisation and ensure that its obligation to all stakeholders, including patients, donors, the Secretary of State and Ministers in the Devolved Administrations are understood and met.

Making an application

Overview

The appointment of the Chair of NHSBT is a Secretary of State appointment. The Department of Health will manage the recruitment process in a way that is open and fair to all applicants and the appointment will be made on merit.

The interview panel will make recommendations to the Secretary of State on candidates they believe are 'appointable'. Taking into account feedback from the panel, the Secretary of State will make the final decision on who he believes best meets the criteria for the role and will make the appointment.

How to apply

All applicants are required to complete an application form. This is available online by visiting the DH website: www.dh.gov.uk/appointments and searching for the vacancy SP12-28.

Alternative formats such as braille, large print and tape versions of this information pack and the application forms are available from

Holly Wainwright

Tel: 0113 254 6135

Email: holly.wainwright@dh.gsi.gov.uk

If you wish to submit a paper copy of your application, or one in an alternative format, please send to:

Holly Wainwright
Appointments Team (Room 2E29)
Department of Health
Quarry House
Quarry Hill
LEEDS
LS2 7UE

All applications will be acknowledged by email and you will be contacted again after the closing date.

The Appointments Team must receive your completed application form **before 12 noon 22 March 2013**.

Your personal information

Your personal information will be held in accordance with the Data Protection Act 1998. You will not receive unsolicited paper or electronic mail as a result of sending DH 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; and
- only use your information for the purposes you have authorised.

We ask that you:

- provide us with accurate information; and
- 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 applying, so that your application form and CV can be assessed.

Panel members are identified in the section below on “How we will handle your application”. The ‘monitoring information’ you provide will not be used in the selection process and will therefore not be shared with the selection panel assessing your application at this stage, however, the Commissioner for Public Appointments requires that selection panels review the political activity response at the interview stage. This in no way acts as a bar to appointment.

The Commissioner for Public Appointments regulates and monitors appointments to public bodies to ensure procedures are fair. The Department of Health is required by the Commissioner for Public Appointments to retain information about the people who apply for public appointments within his remit, and make this information available to him for audit purposes, if requested to do so. Information you provide in your application may therefore be made available to the Commissioner for Public Appointments and the Commissioner’s auditors on a confidential basis in order to help fulfil either the Commissioner’s formal complaints investigation role or for audit purposes.

How we will handle your Application

We will deal with your application as quickly as possible and will advise you of the likely timetable at each stage. After the closing date for applications:

- your application and CV will be assessed to see whether you have the expertise required. We will rely on only the information you provide on your application form and CV to assess whether you have the experience required. Please ensure that you provide evidence to support how you meet all of the essential criteria;

- the selection panel will be chaired by Libby Watkins, Public Appointments Assessor and will also comprise Felicity Harvey, Director General, Public Health, Dr Chris Jones, Deputy Chief Medical Officer, Welsh Government, and Chris Dearsley, an External Panel Member;
- if you are invited to interview but are unable to attend on the set date then an alternative date can only be offered at the discretion of the panel;
- your application may be “long-listed”, subject to the volume of applications received, before it is passed to the shortlisting panel for consideration. You should be aware that in this situation, your application might not be considered in full by all of the panel;
- we anticipate that by early April 2013, the panel will have decided who will be invited for interview;
- the panel will select the people who have demonstrated that they best meet the essential criteria. If there is a strong field of candidates the panel may then look at who in addition meets any desirable criteria for the role in order to differentiate between those who would otherwise be of similar merit;
- we will write to let you know whether or not you have been invited to be interviewed. It is our intention that interviews will take place in a central London location;
- please note that due to the volume of applications we receive we are unable to provide feedback to those not shortlisted for interview;
- if invited to interview, the panel will question you about your experience and expertise and ask specific questions to assess whether you meet the criteria set out for the post;
- candidates who the panel believe are ‘appointable’, will be recommended to the Secretary of State who will make the final decision. The Secretary of State may choose to meet with appointable candidates before making a decision. If he does, he will meet all candidates and in the presence of the panel chair or their nominated representative;
- if you are successful, you will receive a letter from the Secretary of State appointing you as the Chair of NHS Blood and transplant; and
- if you are unsuccessful, you will be notified by the Appointments Team. The letter will provide the details of who you may approach for feedback on your application.

Queries

For queries about your application, please contact Holly Wainwright on **0113 254 6135**.

Regulation by the Commissioner for Public Appointments

We noted above the role of The Commissioner for Public Appointments regarding audit. The Commissioner regulates and monitors appointments to public bodies to ensure procedures are fair. More information about the role of the Commissioner and his Code of Practice is available from www.publicappointmentscommissioner.org

If you are not completely satisfied

DH 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 Jacky Cooper in the Department of Health by emailing jacky.cooper@dh.gsi.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 0849

Email: enquiries@publicappointmentscommissioner.org