



Non-Executive Director of NHS Blood and Transplant

Information pack for applicants

Closing date: 12 noon on 18 December 2012

Reference no: SP12-16



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Non-Executive Director of NHS Blood and Transplant

Overview

The role

The Secretary of State for Health is seeking to appoint a Non-Executive Director to NHS Blood and Transplant. This is a key appointment and requires an individual of a high calibre to work with both the Executive and Non-Executive teams to govern the activities of NHS Blood and Transplant.

Candidates will need to demonstrate: effectiveness of working at board level or equivalent, knowledge and understanding of manufacturing / industrial processes and supply chain management and distribution; and have the ability to address high-profile, complex and sensitive scientific and human issues.

For further information on the role of the Non-Executive Director 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:	30 November 2012
Closing date:	18 December 2012 at midday
Shortlisting complete:	11 January 2013
Interviews held:	21 January 2013
Appointment start date:	To be confirmed

Remuneration

£7,883 per annum.

Time commitment

Approximately 2 days per month.

Tenure of office

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

Accountability

The Non-Executive Director is appointed by the Secretary of State for Health and will be accountable to the Chair 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
Room 2E29
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 NHSBT and its Non-Executive Directors please contact:

David Evans
Tel: 01923 366812
Email: david.evans@nhsbt.nhs.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 SP12-16 on all correspondence.

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

Appointment of the Non-Executive Director

Role and responsibilities of the Non-Executive Director

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.

As a Non-Executive Director you will work alongside 7 other non-executives and 6 executives, including the Chief Executive and Finance Director to govern the activities of NHS Blood and Transplant. With them you will share the corporate responsibility for the decisions of the Board and the performance of the organisation. In particular you will:

- contribute to the development of strategy;
- agree the goals, business plans and objectives of the organisation;
- monitor and review performance;
- ensure that financial controls and systems of risk management are robust and effective;
- ensure compliance with the requirements of internal standards, external agencies, and legislation;
- contribute to the development of research objectives;
- participate, as required, in the appointment of executive board members; and
- represent the Board, as required, at official occasions or in dealing with the media.

Qualities required for the role of Non-Executive Director

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

Essential Criteria:

- Be able to demonstrate effectiveness of working at board level or equivalent in a complex organisation, contributing to both informed and challenging debate and decisions based on consensus.
- Have the ability to address high-profile, complex and sensitive scientific and human issues in a way which represents individual and wider public feeling.
- Have a significant record of achievement in your field of expertise and be able to demonstrate how your skills and experience can be used to the benefit of NHSBT.

- Be able to demonstrate knowledge and understanding of manufacturing/industrial processes and supply chain management and distribution.
- Have experience of effective delivery of substantial transformation in a public or private sector organisation.
- Have an understanding of diversity, equal opportunities and human rights issues and a commitment to applying these principles to the work of NHSBT.

Remuneration

- £7,883 per annum
- Remuneration is taxable, and subject to National Insurance contributions, both of which will be deducted at source under PAYE before you are paid.
- Those appointed will also be eligible to claim allowances, at rates set centrally, for travel and subsistence costs necessarily incurred on NHS Blood and Transplant 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

Approximately 2 days per month.

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 Non-Executive Director will be appointed by the Secretary of State and will be accountable to the Chair 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 Non-Executive Director. Conflicts may relate to any relevant business interests, positions of authority or other connections with organisations relevant to the business of NHS Blood and Transplant.

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 Chair, 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 2010-11 they contributed

- 2 million units of blood
- 3,700 organs
- 4,800 tissue donors
- 1,600 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 £600 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.
- 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 manufacturing 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 directorate was created to focus on understanding customer needs and to develop and lead NHSBT in a way that better anticipates future demand. An interim Director was appointed with permanent recruitment due to commence shortly.

Diagnostic and Therapeutic Services manages the Specialist Business Units (SCI, H&I, RCI, Tissues and STS), the leadership of the customer focused end of the blood supply chain (through hospital liaison staff) and is responsible for developing the Integrated Transfusion offering between RCI and hospital transfusion laboratories.

The Specialist Business Units are:

- 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; human resources; business transformation services (including information technology); communications; and estates and logistics.

Strategic Objectives

In early 2008 NHSBT generated a three-year 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 requires that a longer term view is taken supported by more effective planning processes and providing more modern interfaces with donors and hospital customers.

This represents a significant investment in change in both systems and processes and the development of leadership skills. Change of this scale is never easy but the opportunities are significant.

Taken together the new plan represents 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 broad initiatives described above are capable of delivering significant financial benefits and maintaining, if not further reducing, the prices of NHSBT products and services.

The plan also confirms the commitment to continuous improvement of "back office" functions so that any efficiency savings that can be generated can further contribute to reducing the cost of blood.

NHSBT has achieved its immediate goal of delivering major organisational change – the merger of previously autonomous service providers – while maintaining and improving the quality of services delivered to patients. 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:

- The **blood supply** chain 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 market.

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 Non-Executive Director of NHS Blood and Transplant 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 Appointments website: www.dh.gov.uk/appointments and searching for the vacancy ref SP12-16.

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 on 18 December 2012**.

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 at the appropriate level for the post for which you have applied. 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 relevant criteria;

- the selection panel will be chaired by Mark Bale, Director of Health, Science and Bioethics and will also comprise Bill Fullagar, Chair, NHS Blood and Transplant Authority and Jocelyn Ridley as 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 11 January 2013 the panel will have decided who will be invited for interview on 21 January 2013;
- the panel will select the people who have demonstrated that they best meet the essential criteria;
- 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 for Health who will make the final decision. The Secretary of State for Health 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 a Non-Executive Director 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