



Members of the Care Quality Commission

Information pack for applicants

Closing date: 12 noon on 12 April 2012

Reference no: DH1482



Contents

| | Page |
|------------------------------------------------------------|-------------|
| Overview | 3 |
| Annex A: Appointment of the Members | 6 |
| Annex B: Care Quality Commission role and responsibilities | 9 |
| Annex C: Making an application | 11 |

Non-executive members of the Care Quality Commission

Overview

The role

The Secretary of State for Health is working with the Care Quality Commission to develop the capability of its Board. The Department's recent Performance and Capability of Review of the Care Quality Commission¹ recommended that the Board should be strengthened if it is to be resilient to future challenges. Specific recommendations included widening the skills and experience of Members, and giving consideration to alternative Board structures. The Commission will also be appointing a new Chief Executive later this year.

The Secretary of State, in conjunction with the Chair of the CQC, is therefore seeking to appoint two high-calibre and experienced non-executive Board Members to provide strong and effective support to the CQC to ensure it achieves its high-level objectives

Candidates must be able to demonstrate they have reached a significant level of achievement throughout their career, at the most senior levels and have the ability to use their skills and experience to benefit the work of the Commission. Candidates will have the personal credibility to command the confidence of the Commission's key stakeholders and will bring a new perspective to these major national roles. Relevant experience from the charitable and independent sectors, regulation and/or the private sector would be desirable, but not essential.

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

The Care Quality Commission

The Care Quality Commission is the independent regulator of health and social care in England. The aim of the Commission is to make sure better care is provided for everyone, whether that's in hospital, in care homes, in people's own homes, or elsewhere. It also seeks to protect the interests of people whose rights are restricted under the Mental Health Act.

For further information on the role of the **Care Quality Commission** see **Annex B**.

Indicative timetable

| | |
|-------------------------|--------------------------|
| Advert: | 22/23 March 2012 |
| Closing date: | 12 April 2012 at 12 noon |
| Interviews: | May 2012 |
| Appointment start date: | May 2012 |

Remuneration

£7,883 per annum.

¹ <http://www.dh.gov.uk/health/2012/02/cqc-performance-review/>

Time commitment

2 to 3 days per month.

Tenure of office

The term of appointment will be determined by the Secretary of State and will be for between one and three years.

Accountability

The Members are appointed by the Secretary of State for Health and will be accountable to the Chair of the Care Quality Commission for carrying out their duties and for their performance.

Essential Criteria

- Senior level expertise, with a significant level of achievement in his or her chosen field throughout his or her career.
- Demonstrable experience of successfully improving and managing organisational performance and customer service delivery on the board of a high-profile organisation or similar level position.
- Proven experience of strategic thinking and planning, risk management and high-performance management.
- Strong commercial and political awareness with a keen ability to understand and translate the impact of external factors in the context of the CQC.
- Clear understanding and acceptance of the legal duties, liabilities and responsibilities of non-executive directors.
- Able to address high-profile, complex and sensitive issues in a way that represents both individual and wider public feeling.
- Excellent interpersonal and communication skills, with the ability to lead, build and maintain relationships, influence, challenge and inspire.

Relevant experience from the charitable and independent sectors, regulation and/or the private sector would be desirable, but not essential.

Diversity and equality of opportunity

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

For further information on the appointment of the non-executive members, see **Annex A**.

Key contacts:

For information regarding the selection process, please contact:

Holly Wainwright
Appointments Team (Room 3E44)
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 the **Care Quality Commission** and its **Members** please contact:

Richard Murray
Email: Richard.Murray@dh.gsi.gov.uk

Please quote reference DH1482 on all correspondence.

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

Appointment of CQC Members

Job Purpose

As a Member of the CQC Board, you are responsible for helping to ensure the CQC is a successful organisation - in terms of its effectiveness as a regulator, service provider and employer. Members play a key role in ensuring continuous organisational improvement, high performance management, excellent customer focus and service delivery, scrutiny, challenge, accountability, and effective corporate governance.

Key Responsibilities

Strategy

- Ensure the long-term strategic focus, effectiveness and reputation of the CQC through purposeful and constructive scrutiny and challenge.
- Build and maintain stakeholder relationships to ensure the CQC's strategic decision-making and direction is both informed by and leads its care industry partners.
- Strategically influence stakeholders and challenge accepted practices in order to build a continuously improving organisation.

Performance

- Scrutinise the performance of CQC Executives in meeting the strategic vision, organisational priorities and business plan objectives including monitoring of organisational performance, service delivery, quality and reputation.
- Ensure the board acts in the best interests of the public and other stakeholders and is fully accountable for the services provided and the public funds used.

Customer Focus

- Ensure the CQC fully embraces and embeds an excellent customer service ethos and delivers accordingly in order to enhance and develop its credibility and reputation.
- Scrutinise customer service strategies to ensure the public and providers receive the best possible service at all times and incorporate the demands of users of services.

People

- Uphold the values of the CQC by example, and ensure that the organisation promotes equality and diversity for all providers, service users, staff and other stakeholders.
- Demonstrate an understanding of equal opportunities, human rights issues and a commitment to applying these principles to the work of the CQC.

Qualities required for the role

The members of the CQC are key public appointments and so require outstanding individuals with first-class reputations.

The ideal candidates will have a breadth of senior experience and the ability to use their skills and experience to benefit the work of the Commission. Candidates will also have the personal credibility to command the confidence of the Commission's key stakeholders and will bring a new perspective to these major national roles.

Political, social and commercial acumen, built on a platform of previous board or similar level experience, will help ensure the ability to fulfil this key role and to contribute to the further development of the CQC.

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

On Appointment

Remuneration

- £7,883 per annum.
- Remuneration is taxable under Schedule E and subject to Class I National Insurance contributions. It is not pensionable.
- Those appointed will also be eligible to claim allowances, at rates set centrally, for travel and subsistence costs necessarily incurred on CQC 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

2 to 3 days per month.

Tenure of office

The term of appointment will be determined by the Secretary of State and will be for between one and three years. The appointment can be renewed at the end of the first period of office, subject to consistently good performance. There should be no expectation of automatic reappointment. The maximum total term is 10 years.

Accountability

The Members are appointed by the Secretary of State for Health and will be accountable to the Chair of the Care Quality Commission for carrying out their duties and for their performance.

Disqualification for appointment

There are circumstances in which an individual will not be considered for appointment. They include:

- People who have received a prison sentence or suspended sentence of 3 months or more in the last 5 years;
- people who are the subject of a bankruptcy restrictions order or interim order;
- anyone who has been dismissed by an NHS body or local authority within the past five years, other than by reason of redundancy;
- in certain circumstances, those who have had an earlier term of appointment terminated;
- anyone who is under a disqualification order under the Company Directors Disqualification Act 1986;
- anyone who has been removed from trusteeship of a charity;
- anyone who is, in addition, chair, non-executive director or employee of the Independent Regulator of Foundation Trusts or the NHS Commissioning Board – the individual would be expected to step down from this position.

For further advice on disqualification, contact Holly Wainwright. For full details of all disqualification criteria, please visit:

http://www.legislation.gov.uk/uksi/2008/2252/pdfs/uksi_20082252_en.pdf

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 CQC Member. Conflicts may relate to any relevant business interests, positions of authority or other connections with organisations relevant to the business of the CQC.

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 of CQC, 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 see this document at:

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

Members will also be expected to operate within the Code of Conduct for CQC board members, as set out in the CQC Standing Orders.

Diversity and equality of opportunity

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

Care Quality Commission: role and responsibilities

Health care and social care touch everyone's lives. The quality of care services can have a profound impact on people, and on their families and carers.

The CQC is an important part of England's care system, set up under the Health and Social Care Act 2008. As the independent regulator of health and adult social care, its role is to ensure that people's care meets essential standards of quality and safety.

The CQC promotes the rights of people who use services and recognises the importance of empowering people and communities to shape their own care services. The CQC has a wide range of powers to take action on their behalf.

Providers and commissioners of care are accountable for the quality and safety of care. The role of the regulator is to reinforce accountability to the people who use the services and to the public, and to act if organisations are not meeting their legal responsibilities.

The CQC puts people who use health and social care services at the very centre of what it does, working hard to make sure these views are captured, and those of the many groups who represent them and their carers.

The CQC has a range of legal duties, these include:

- Registering providers of health care and adult social care if they meet the essential standards of quality and safety and providing a licence to operate.
- Checking that they continue to comply with the standards – gathering information and inspecting them when they think it is needed.
- Taking action when services do not meet the standards.
- Protecting the interests of patients whose rights are restricted under the Mental Health Act.

The CQC's overarching concern and priority is to protect and promote the health, safety and welfare of people who use the services they regulate, and to improve the quality of care they receive. It has a range of legal powers to make sure people get better care. If providers do not comply with their legal requirements the CQC can use regulatory action to help them achieve compliance.

The Board of the Care Quality Commission

The Care Quality Commission is led by a board comprising non-executive members. The organisation has a broad range of responsibilities spanning interests in health and adult social care both in the public and private sectors. Therefore, the non-executive team reflects a range of skills and experience.

The Secretary of State for Health is working with the Care Quality Commission to develop the capability of its Board. The Department's recent Performance and Capability of Review of the Care Quality Commission recommended that the Board should be strengthened if it is to be resilient to future challenges. Specific

recommendations included widening the skill and experience of members, and giving consideration to alternative Board structures.

The Role of the Board

The board provides leadership and governance for the organisation. Its key duties are to:

- provide strategic direction and set operational objectives in line with national policy and legislative guidelines;
- set and maintain the values for the organisation and ensure that its obligations to all stakeholders, including people who use services and the Secretary of State, are understood and met;
- monitor the achievement of objectives through a framework of effective financial and quality management to ensure effectiveness and value for money;
- collectively promote the effectiveness and success of the CQC;
- promote and contribute to best practice and knowledge transfer across the sectors it oversees.

All Board members are expected to:

- act as an ambassador for the CQC;
- contribute to the development of strategy;
- agree the objectives, and corporate plans 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;
- serve on Board sub-committees as required.

Please visit the CQC's website to learn more about the CQC and its strategic priorities – <http://www.cqc.org.uk/aboutcqc/whoweare/ourpriorities.cfm>

Making an application

Overview

The appointment of members of the CQC are Secretary of State appointments. The Department of Health will manage the recruitment process in a way that is open and fair to all applicants and appointments 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 **DH1482**.

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 3E44)

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 12 April 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;
- 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.

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:

- You will receive an automatic acknowledgement of receipt of your application when you apply via email;
- your application and CV will be assessed to see whether you have the expertise required at the appropriate level. 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, which are identified in the overview section;

- the selection panel will be David Behan, Director General, Social Care, Local Government and Care Partnerships, Department of Health, Jo Williams, Chair, CQC and Moira Rankin as the Independent Public Appointments Assessor;
- 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 during April 2012 the panel will have decided who will be invited for interview which are due take place in May;
- 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 interview. It is our intention that interviews will take place in a central London location;
- if invited to interview, the panel will question you about your experience and expertise and ask specific questions to assess whether you meet the specific 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 Independent Public Appointments Assessor panel member;
- if you are successful, you will receive a letter from the Secretary of State appointing you as a Member of the Care Quality Commission; 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 telephone Holly Wainwright on 0113 254 6135 or at holly.wainwright@dh.gsi.gov.uk

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 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 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