



Non-Executive Directors of the Care Quality Commission (CQC)

Information pack for applicants

Closing date: 5pm on 27 March 2013

Reference no: E13-03



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Non-Executive Directors of the Care Quality Commission

Overview

The roles

Following the appointment of David Prior as the new Chair of the Care Quality Commission (CQC), The Secretary of State for Health is seeking to appoint up to five Non-Executive Directors, one of whom will chair the Audit and Risk Committee, to the CQC. 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, and included a recommendation to widen the skills and experience of Non-Executive Directors.

Non-Executive Directors will work alongside the Chair 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 track record of significant 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. Candidates that wish to be considered for the Audit Chair post will ideally possess a record of achievement across governance, risk management, assurance and internal control functions.

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

The Care Quality Commission

The CQC is the independent regulator of health and adult social care providers in England. CQC ensures that only providers who have made a legal declaration that they meet the essential standards of quality and safety and satisfy the registration process are allowed to enter the market and provide care.

The Department of Health's Performance and Capability Review of the CQC recommended that the CQC should have a unitary board, with the intention that the executives could be represented and better held to account by the board. The Department and CQC are working towards meeting this recommendation.

For further information on the role of the CQC see **Annex B**.

Indicative timetable

Advert:	22 February 2013
Closing date:	5pm on Wednesday 27 March 2013
Shortlisting complete:	early April 2013
Interviews held:	late April 2013
Appointment start date:	To be confirmed

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

Remuneration

Non-Executive Directors will receive £7,883 per annum.

The Non-Executive Director who will act as Chair of the Audit Committee will receive £13,137 per annum.

Time commitment

Two to three 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 Directors are appointed by the Secretary of State 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
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 CQC and its Non-Executive Directors please contact:

Alex Joiner, Tel: 0113 254 5440, Email: alex.joiner@dh.gsi.gov.uk
Or
William Vineall, Tel: 020 7210 2817, Email: william.vineall@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 E13-03 on all correspondence.

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

Appointment of the Non-Executive Directors

Role and responsibilities of the Non-Executive Directors

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. The CQC is considering its future role in the light of the recent Report of Mid Staffordshire NHS Foundation Trust Public Inquiry by Robert Francis QC. The Government intends to formally respond to the report by the end of March.

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

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

- 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.

In addition, if you wish to express your interest in chairing the Audit and Risk Committee:

Desirable criteria

- A record of achievement across governance, risk management, assurance and internal control functions.

Remuneration

- Non-Executive Directors will receive £7,883 per annum. The Non-Executive Director who will act as Chair of the Audit Committee will receive £13,137 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 the CQC, 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

Two to three days per month.

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 Non-Executive Directors are 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

There are circumstances in which an individual may 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 a public body 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; and
- anyone who has been removed from trusteeship of a charity.

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

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 Non-Executive Director. Conflicts may relate to any relevant business interests, positions of authority or other connections with organisations relevant to the business of the Care Quality Commission.

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

Care Quality Commission role and responsibilities

The Care Quality Commission is the independent regulator of health and adult social care providers in England.

Its purpose is to improve care by regulating and monitoring services. CQC ensures that only providers who have made a legal declaration that they meet the essential standards of quality and safety and satisfy the registration process are allowed to enter the market and provide care. Once services are registered, CQC continues to monitor and inspect them against these essential standards. It acts quickly in response to any concerns and takes swift enforcement action where services are failing people. All acute, community, mental health, ambulance, dental and adult social care providers are already registered with CQC. From 1 April 2013, all primary medical care providers, including GP practices will be registered with the CQC.

Increasingly, CQC will also identify and highlight what works well in the services it inspects. This will facilitate the sharing of useful intelligence about what works well and motivate providers to continuously improve. It will draw on its unique sources of evidence and intelligence to become a more authoritative voice on the state of care.

CQC will fulfil its objectives by:

- working closely with strategic partners to effectively pool and share information and intelligence that all can draw upon and use;
- understanding the patterns of good (what works well) and poor care;
- reporting on the state of the market, identifying problems and challenges in how services are provided and commissioned and recommending action;
- using 'special review' powers, themed inspection programmes and thematic reviews to deal with specific areas of concern that require improvement;
- working with regulators and commissioners to determine how best to regulate and influence the sector and providers;
- influencing the Department of Health on how the sector is regulated and any changes needed in the law to support regulation, including the ongoing review of the legislative framework; and
- publishing information on inspections and reports.

CQC has recently consulted on its proposed new strategy for 2013-2016. The consultation described six priorities:

- Making greater use of information to achieve the greatest impact;
- Strengthening how CQC works with strategic partners;
- Continuing to build better relationships with the public;
- Building relationships with organisations providing care;
- Strengthening the delivery of CQC's unique responsibilities on mental health and mental capacity; and
- Continuing its drive to become a high performing organisation.

The outcome of this consultation will be published after Easter.

The CQC is considering adjusting its role in the light of the recent Report of Mid Staffordshire NHS Foundation Trust Public Inquiry by Robert Francis QC, published on 6 February 2013. The Government intends to formally respond to the report by the end of March.

The Board of the Care Quality Commission

The Care Quality Commission is currently 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 board 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. It has been decided that the Secretary of State will work with the Commission to recruit a number of executives to the board, giving it a strengthened unitary structure.

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/whoware/ourpriorities.cfm>

Making an application

Overview

Non-Executive Directors of the Care Quality Commission are appointed by the Secretary of State for Health. 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 website: www.dh.gov.uk/appointments and searching for the vacancy E13-03.

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 5pm on 27 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 are 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 the shortlisting 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 Moira Rankin who is independent of both the Department of Health and the CQC and will also comprise Una O’Brien, Permanent Secretary, Department of Health, David Prior, Chair, CQC and an External Panel Member, Keith Pearson, Chair, Health Education England;

- 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 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;
- 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 a Non-Executive Director 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 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