Department of Health & Social Care

Member of the working groups to deliver a centre-led, locally enabled commercial strategy: information pack for applicants

Closing date: midday on Monday 12 January 2027
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1. Role description and person specification

1.1 Introductory letter from David Lawson, Director of MedTech and Innovation DHSC

Thank you for your interest in this post and your time in reading this candidate information pack.

A centre-led, locally enabled strategy was agreed earlier this year by NHS England to achieve greater value for the NHS by acting as one cohesive system. We need to ensure that this approach is delivered in practice, including ownership, decision-making, accountability and how national, regional and local organisations alongside industry partners work together.

To achieve this, we are establishing a dedicated set of Working Groups co-led by an NHS Procurement Leader - and we want your expertise at the table. We are seeking colleagues from across the NHS and industry to co-design the commercial operating model for the NHS. This is a unique opportunity to work together as community and in partnership with industry.

I do hope that you are inspired to apply by the challenges and benefits that this opportunity presents and if so look forward to working with you in the future.

David Lawson

MedTech and Innovation Director

1.2 Role description

Four working groups will be set up, with support from sub-groups, to develop a commercial operating model which:

(1) Establishes the right governance with formal decision-making rights over NHS organisations and delivery partners to oversee delivery and impact of centre-led locally enabled programmes;

(2) Defines the role of the centre, regions, and local NHS organisations and how each should work with each other and industry partners to deliver impact;

(3) Confirms ownership of category leadership responsible for category strategy, setting the priorities to align with NHS goals, deciding on the commercial approach, defining the success measures;

(4) Sets out the national policies & priorities to ensure a clear and balanced position is applied consistently into procurement at all levels.

The category leadership working group will be supported by five sub-groups leading on: 1) Workforce; 2) Digital; 3) Clinical Products; 4) Clinical Services; and 5) Non-Clinical.

Applicants may apply to co-chair, join as a member, or both, in working groups, sub-groups, or both.

Targeted consultation with system leaders and industry will assess each working group's outputs.

The government will publish a response confirming the new operating model and implementation plan.

1.3 Person specification

DHSC values and promotes diversity and encourages applications from all sections of the community. The memberships of our committees should reflect the population they are there to serve. Committees benefit from fresh perspectives, and we are always keen to encourage candidates who may be new to serving on committees to consider applying for our roles.

1.4 Essential criteria

To be considered, applicants need to demonstrate they have the qualities, skills and experience to meet all the essential criteria for appointment. These include:

- Relevant NHS or industry experience for the selected working group/ sub-group.
- The ability to contribute effectively to meetings, providing constructive challenge and contributions.
- The ability to work as an individual and as part of a team, with a positive and constructive style and excellent communication skills.

1.5 Remuneration

Remuneration is at a rate of £400 per day. It is optional if for any reason you do not want payment.

Remuneration for this role is treated as employment income and will be subject to tax and National Insurance contributions, both of which will be deducted at source under PAYE before you are paid.

You can claim reimbursement for reasonable travel and subsistence costs which are properly and necessarily incurred on official business, in line with the travel and subsistence policy and rates of DHSC.

This is an office holder appointment and does not attract any benefits under any Civil Service Pension Scheme. You will not be eligible for redundancy pay as you are not an employee. No other arrangements have been made for compensation upon the end of your term of appointment because an office holder who is appointed for a limited duration would have no expectation of serving beyond that period.

As this is an office holder appointment, you will not become a member of the Civil Service. You will not be subject to the provisions of employment law.

1.6 Time commitment

The estimated time commitment for the members is the equivalent of around 5-10 days, however this is flexible based on the time you have available and commitment you would like to make.

You will contribute to working group discussions on key design questions from March to June 2027 and help review targeted consultation feedback and the Government response from September to November 2027. Most of your time will be needed in the first four months, with each working group and sub-group holding at least one full-day, face-to-face meeting a month.

1.7 Location

Meetings will be in person and held in London or Leeds.

1.8 Tenure of office

The appointment will be for up to 9 months.

The possibility of re-appointment for a further term is at the discretion of the senior responsible officer. Any re-appointment is subject to satisfactory annual appraisals of performance during the first term in the post. There is no automatic presumption of re-appointment; each case should be considered on its own merits, taking into account a number of factors including, but not restricted to, the diversity of the working and sub groups and balance of skills and experience. In most cases, the total time served in post will not exceed more than 1 year.

1.9 Accountability

Members are appointed by DHSC and are accountable to the department through the working group chair for carrying out their duties and for their performance.

1.10 Further information about the role

For further information regarding the role contact David Lawson by email at david.lawson@dhsc.gov.uk or telephone +44 20 7104 7088.

1.11 Working Groups to deliver a centre-led, locally enabled commercial strategy role and responsibilities

Four working groups will be established: (1) governance, (2) role, (3) category leadership, and (4) policies & priorities.

Each working group to be co-chaired by an NHS Procurement Director (alongside a NHSE/DHSC lead) and working group members drawn from the NHS, industry and external subject matter experts. Working groups to be supported by legal support to ensure legal review of design proposals.

Category leadership working group supported by five sub-groups leading on: 1) Workforce; 2) Digital; 3) Clinical Products; 4) Clinical Services; and 5) Non-Clinical Sub-groups led by professional leads and to include relevant subject knowledge reflecting the broad range of different areas of spend within each category grouping. Standard Policies working group to include a sub-group focused on: 1) applying VBP into national framework agreements.

The working groups will discuss the following key design questions:

(1) Right Governance

- Baseline: What is the current state re existing governance structures
- What should the right governance look like
- How will clinical leadership be embedded into decision-making
- What key measures of success will be used for each category
- How will outputs from the board be communicated
- What needs to be de-commissioned to align with the delivery board

- How do we future proof the operating model

(2) Role

- Baseline: What is the current state re roles and how each tier work together
- What roles and objectives are exclusive to national, regional, and local
- What is the required resource level for each tier (and where are the gaps)
- What is the governance route when tiers disagree
- What systems infrastructure is needed to support collaboration
- What is the industry interface for each tier
- What needs to be de-commissioned to align with the role design

(3) Category Leadership

For each category:

- Baseline: What is the current state re how market is managed, value for money
- What should the key priorities be to reflect NHS goals
- What should the commercial approach be
- What are the measures of success
- What needs to be de-commissioned/ change to align with the agreed category
- When should the category be next reviewed

(4) Policy & Priorities

- Baseline: What is the current state re implementation of key policy and priorities
- Are there any policy gaps that need to be filled
- What mechanisms are needed to ensure compliance/ address non-compliance
- How are identified policies and priorities kept up to date
- What polices and priorities need to be updated or de-commissioned

The panel will be supported by a secretariat to facilitate and support the running of the design workshops including providing pre-reading and summary write-ups which will be published to support wider engagement. The outputs from the panel will feed into a targeted consultation.

2. The recruitment process

2.1 Making an application

To apply, you will need to provide:

- a CV providing:
    - your contact details
    - details of your education and qualifications
    - employment history
    - directorships
    - membership of professional bodies
    - details of any relevant publications or awards
- a supporting statement setting out how you meet the criteria for appointment as set out in the person specification for the role and preference of working group
- information relating to any outside interests or reputational issues
- diversity information. This allows us to see if there are any unfair barriers to becoming a public appointee and whether there are any changes that we could make to encourage a more diverse field to apply. You can select ‘prefer not to say’ to any question you do not wish to answer. The information you provide will not be used as part of the selection process and will not be seen by the interview panel

You will also need to:

- tell us if you wish your application to be considered under the Disability Confident scheme
- set out any requests you may have for reasonable adjustments that you would like to the application process (if applicable)

Please provide the information on the last 3 points above on the monitoring form and/or as part of your supporting statement.

Completed applications should be submitted to MedTech@dhsc.gov.uk quoting reference COM1 in the subject field.

If you are unable to apply by email, contact Sam Joy on 0207 104 7088.

2.2 Deadline

Applications must be received by midday Monday 12 January 2027.

The advisory assessment panel reserves the right to only consider applications that contain all of the elements listed above, and that arrive before the published deadline for applications.

In completing an application, please note the following sections in relation to:

- disqualification from appointment (if applicable)
- conflicts of interest
- standards in public life and ensuring public confidence

2.3 Disqualification from appointment

There are no legislative or disqualification criteria for this role. The role is open to all applicants.

2.4 Conflicts of interest

Before you apply you should carefully consider if you or a party related to you have any interests which could lead to a real or perceived conflict of interest if you were to be appointed.

When you apply you should declare in your supporting statement the details of any relevant interests, highlighting any that you think may call into question your ability to properly discharge the responsibilities of the role you are applying for, or may be perceived as having scope to do so by a reasonable member of the public.

Conflicts of interest may include, without limitation, any outside personal or business interests (including direct and indirect financial interests, such as shares in a company providing services to government) or any positions of employment, other appointments or

other positions of authority, that you or any party related to you have and which may influence your judgement in performing your public appointment or may be perceived by a reasonable member of the public as having scope to do so. This should include declaring any political roles you hold or political campaigns you have supported.

A ‘party related to you’ could include, for example (but without limitation), a spouse or partner, a business partner, a close family member or a person living in the same household as you or a close family member.

Many conflicts of interest can be satisfactorily resolved and declaring a potential conflict does not prevent you from being interviewed.

If you are shortlisted, the panel will discuss any potential conflicts with you during your interview, including any proposals you may have to mitigate them, and can record that in their advice to the senior responsible officer. If the senior responsible officer wishes to appoint you, an offer of appointment may be subject to you giving up any unmanageable conflicts of interest. Any interests that are deemed manageable will need to be formally declared and may be published in line with committee's organisational policy regarding declarations of Interest.

Failure to declare a potential conflict of interest may become grounds for withdrawing an offer of appointment. If offered the role, you will also be required to make a declaration of interests and to keep the declaration up to date throughout the tenure of your appointment. The requirement to declare interests will also be included in your terms and conditions of appointment. Failure to disclose an interest, subject to the interest and the circumstances, may become grounds during the tenure of your appointment for suspension or termination of your appointment.

2.5 Standards in public life and ensuring public confidence

If there are any issues in your personal or professional history that could, if you were appointed, be misconstrued, cause embarrassment to ministers or the committee, or cause public confidence in the appointment to be jeopardised, it is important that you bring them to the attention of the advisory assessment panel and provide details of any issue in your supporting statement.

This should include declaring in your supporting statement if:

- you are, or have been, bankrupt or you have made an arrangement with a creditor at any point, including the dates

- you are subject to a current police investigation

- there are any previous or pending personal conduct issues where:
    - a complaint or personal conduct issue has either been upheld or partly upheld
    - an investigation that relates at least in part to your personal conduct is to take place but it is yet to start, or a similar such investigation is underway, but it is yet to conclude
    - a complaint or personal conduct issue is current, but at the time of your application it is yet to be confirmed whether or how it will be investigated further
- there are any possible reputational issues arising from your past actions or public statements that you have made (including through social media and blogs)
- there are any other matters which may mean you may not be able to meet the requirements of the code of conduct for board members of public bodies

Alongside your own declaration, we will conduct appropriate checks, as part of which we will consider anything in the public domain related to your conduct or professional capacity. This may include searches of previous public statements and social media, blogs or any other publicly available information. This will be shared with the panel.

The panel may explore any issues you have raised or have been identified in due diligence checks with you as part of assessing your application.

Failure to disclose relevant information requested could result in an appointment offer being withdrawn or the appointment being terminated, as the person appointed to this role will be expected to demonstrate the highest standards of corporate and personal conduct and in line with standards set out in the code of conduct for board members of public bodies, which includes the Seven Principles of Public Life. As part of agreeing to the terms and conditions of appointment you will be expected to agree to meeting the standards set out in this code.

2.6 CV

We recommend you limit your CV to around 2 pages. Please ensure your CV includes:

- your full name, title, home address, preferred contact telephone numbers, personal email address and details of any X (formerly known as Twitter) accounts and LinkedIn accounts, including your Twitter handle or username
- details of your education and qualifications, employment history, directorships, membership of professional bodies and any relevant publications or awards

- contact details for at least 2 referees - one referee should be the person to whom you are or were accountable in your current or most recent appointment or position of employment. Please indicate the relationship of each referee to you. References will be requested for shortlisted candidates prior to interview

- brief details of your current or most recent post and the dates you occupied this role, and any past or present ministerial appointments

2.7 Supporting statement

The supporting statement is your opportunity to demonstrate how you meet each of the criteria set out in the person specification. It will benefit the advisory assessment panel if you can be clear which specific evidence that you provide relates to which criterion. Providing separate paragraphs in relation to each criterion is common practice.

Please also set out details regarding any potential conflicts and/or reputational issues (see above guidance on conflicts of interest and standards in public life).

Please ensure your full name, the role to which you are applying and the corresponding reference number for the post are clearly noted at the top of your statement.

Please write all acronyms in full first, limit your statement to 2 pages and type or write clearly in black ink.

We may commission a pre-assessment of candidate applications which will then be provided to the panel for consideration and to inform the shortlisting process. By applying, you are agreeing to your application being shared with another party for pre-assessment. It is the responsibility of the panel to determine who it believes best meet the criteria for the role, and who should be invited to interview.

You must inform the department if, during the application and assessment process, your circumstances change in respect to any information that has been or should have been provided by you in your application.

Please indicate in your statement if there are specific areas of products that you would like to assess.

2.8 Monitoring form

Please complete in full and return the monitoring form with your CV and supporting statement.

The form is split into sections, covering:

- disqualification, conflicts and standards in public life
- diversity data
- reasonable adjustments
- Disability Confident scheme

Disqualification, conflicts and standards in public life

The form asks to you to confirm and declare any potential issues and directs you to provide further detail in your supporting statement. Further guidance on these topics is set out earlier in this information pack.

Diversity data

We encourage applications from talented individuals from all backgrounds and across the whole of the UK. Boards of public bodies are most effective when they reflect the diversity of views of the public they serve.

We collect data about applicants' characteristics and backgrounds so that we can make sure we are attracting a broad range of people to these roles and that our selection processes are fair for everyone. Without this information, it makes it difficult to see if our outreach is working, if the application process is having an unfair impact on certain groups and whether changes are making a positive difference.

The data you provide is used to produce anonymised management information about the diversity of applicants. You can select 'prefer not to say' to any question you do not wish to answer.

The information you provide will not be seen by the advisory assessment panel.

Reasonable adjustments

We are committed to making reasonable adjustments to make sure applicants with disabilities, physical or mental health conditions, or other needs are not substantially disadvantaged when applying for public appointments. This can include changing the recruitment process to enable people who wish to apply to do so.

Some examples of adjustments are:

- ensuring that application forms are available in different or accessible formats
- making adaptations to interview locations

- allowing candidates to present their skills and experience in a different way
- giving additional detailed information on the assessment process to allow candidates time to prepare themselves
- allowing support workers, for example sign language interpreters
- making provision for support animals to attend

When you apply you will have the opportunity to request reasonable adjustments to the application process in this section of the form.

Disability Confident scheme

DHSC values diversity and is committed to equality of opportunity for all and the appointment of disabled people. We are a member of the Disability Confident scheme, which helps recruit and retain disabled people. All candidates who apply under the Scheme for one of our appointments and who meet all the essential criteria, will be offered an interview. Indicating that you wish your application to be considered under the scheme will in no way prejudice your application.

To be eligible for the Disability Confident scheme you must have a disability or long-term health condition, which could be physical, sensory or mental and must be expected to last for at least 12 months. You do not have to be registered as a disabled person to apply under this scheme.

If you wish to apply under the scheme, please ensure you complete this section of the monitoring form.

3. The assessment process

We will deal with your application as quickly as possible and will advise you of the likely timetable at each stage.

3.1 Planned timetable

The planned timetable is as follows:

- closing date is midday 12 January 2027
- shortlisting is on 15 January 2027
- interviews will be held in the week commencing 25 January 2027

3.2 Advisory assessment panel

The advisory assessment panel will be made up of members of the MedTech Policy team, NHSE Commercial and with input from the senior responsible officer.

3.3 Assessment

At the shortlisting meeting, the panel will select for interview only the strongest applicants who it feels have demonstrated that they best meet all the criteria set out in the person specification. However, if you have applied under the Disability Confident scheme and you meet all the essential criteria, then you will also be invited for interview.

If you apply under the Disability Confident scheme and you are not shortlisted for interview, we can provide a summary of the assessment of your written application, if you choose to request feedback. However, we regret that due to the volume of applications received, we are only able to offer feedback to candidates who have been unsuccessful at the interview stage.

After shortlisting, you will be advised (by email) whether you have been shortlisted. Those shortlisted will be invited to an interview. Interviews will be conducted by video or teleconference. We will confirm arrangements to shortlisted candidates in due course.

If you are invited to interview and are unable to attend on the set date, then an alternative date can only be offered at the discretion of the panel.

The panel will meet again to interview candidates and determine who meets the essential criteria and is therefore appointable to the role. The panel may invite you to make a brief presentation at the start of the interview and will go on to question you about your skills

and experience, including asking specific questions to assess whether you meet the criteria set out for the post. The panel will also explore with you any potential conflicts of interest or any other issues arising from your personal and professional history which may impact on an appointment decision (see section 2.1 'Making an application' for further details).

Details of the panel's assessment of interviewed candidates are provided to the senior responsible officer, including whether they have judged a candidate to be appointable to the role. It is then for the senior responsible officer to decide who should be appointed. In some circumstances, the senior responsible officer may choose not to appoint any candidates and re-run the competition.

The senior responsible officer may choose to meet with candidates before making a decision. Candidates should therefore be prepared for a short time gap between interview and a final appointment decision being made. Candidates who have been interviewed will be kept informed of progress.

Once the decision on the appointment has been made, interviewed candidates will be advised of the outcome of their application, including whom they may approach for feedback, if they wish. We appreciate it takes a lot of time and effort to apply for roles, and prepare for and attend an interview, and that feedback is a valuable part of the process.

3.4 Offer of appointment

If you are successful, you will be contacted by officials to inform you of the offer and to confirm if you would be willing to accept. If you would, then you will receive a letter from the senior responsible officer appointing you as a member, which will confirm the terms and conditions on which the appointment is offered.

3.5 Announcement

The appointment will be announced, and the announcement will include the length of your appointment, time commitment and any remuneration for the role. We would share a draft announcement with you before it is made.

4. Queries

For any queries about your application status or the selection process, email the team at MedTech@dhsc.gov.uk

If you choose to apply, we would like to thank you in advance for your time and effort in making an application.

All applications will be acknowledged by email after the closing date.

4.1 If you are not completely satisfied

DHSC 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 Sam Joy by email on samantha.joy@dhsc.gov.uk.

4.2 How we manage your personal information

Your personal information will be held in accordance with the General Data Protection Regulation. You will not receive unsolicited paper or electronic mail because of sending the DHSC any personal information. No personal information will be passed on to third parties for commercial purposes.

When we ask you for personal information, we promise we will:

- only ask for what we need, and not collect too much or irrelevant information
- ensure you know why we need it
- protect it and insofar as is possible, make sure nobody has access to it who shouldn't
- ensure you know what choice you have about giving us information
- make sure we don't keep it longer than necessary
- only use your information for the purposes you have authorised

We ask that you:

- provide us with accurate information
- inform us as soon as possible of any changes or if you notice mistakes in the information we hold about you

If you apply for a post, we will share some of the information you provide with the members of the selection panel for the post to which you are applying, so that your CV and supporting letter can be assessed.

The diversity information you provide will not be used in the selection process and will therefore not be shared with the advisory assessment panel assessing your application at any stage.