



Department  
of Health &  
Social Care



# Non-Executive Directors of NHS England (referred to in legislation as the NHS Commissioning Board)

Information pack for applicants

**Closing date: midday on 16 July 2020**

**Reference no: VAC-1698**



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# Section 1 – The Role

## 1.1 Role and Responsibilities of a Non-Executive Director (NED) of NHS England (referred to in legislation as the NHS Commissioning Board)

### Introduction

The Secretary of State for Health and Social Care is looking to make two Non-Executive Director (NED) appointments to NHS England. NHS England leads the National Health Service in England and sets its priorities and direction. It is responsible for arranging the provision of health services and for more than £150 billion of funds.

### Role and Responsibilities of a Non-Executive Director

The primary role of Non-Executive Directors is, as a team, to lead in developing the strategy for, and overseeing the work of NHS England by participating fully in the work of the board, both in the context of the board meetings themselves, and more widely.

Non-Executive Directors also play a part in representing NHS England externally, alongside the Chief Executive, the Chair and the wider Executive team.

The responsibilities of the Non-Executive Directors of NHS England are:

- Working with the Chair and the Executive Board members to develop NHS England's strategy to ensure that it carries out its statutory responsibilities and delivers its mandate, meeting its targets and objectives, and ensuring that the Executive Team is held to account for doing so
- Ensuring the board reinforces the values of the organisation by setting a high standard for ethics and responsible business, and by maintaining and enhancing NHS England's reputation as an open and independent body, which puts the interests of the public and patients first
- Contributing to the meetings of the Board, taking an active part in discussions, providing counsel, advice, challenge and support to the Executive Team; contributing to an environment of constructive debate on key issues in order to build consensus
- Ensuring that the Executive Team develops and maintains strong working relationships with the Department of Health and Social Care, the other health arms-length bodies and other stakeholders
- Promoting the work of NHS England, with an understanding of the value of strategic communication and engagement
- Contributing across a range of specific areas, including: setting and maintaining an appropriate clinical agenda for NHS England; ensuring the Board listens to the patient

voice; ensuring appropriate financial controls are in place, and risks are managed accordingly; contributing to the change management agenda; ensuring that best practice is followed in all workforce and leadership policies and behaviour

- Ensuring that the Executive Team is held to account for putting in place appropriate financial controls and ensuring compliance throughout the organisation.

## Qualities required for the role of a NED

The Department of Health and Social Care values and promotes diversity and encourages applications from all sections of the community. The boards of public bodies should reflect the population they are there to serve. Boards also benefit from fresh perspectives, and we are always keen to encourage candidates with private sector experience to consider applying for our roles.

## Essential Criteria

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.

- A career record of achievement, with an ability to operate effectively on the board of a high-profile national organisation
- An ability to guide NHS England's strategic direction, and use sound judgement, based on the ability to consider and challenge complex issues from an impartial and balanced viewpoint
- An understanding of corporate governance and a commitment to the principles of public service, with the highest standards of personal propriety in relation to governance, accountability, risk and financial management
- Good communication skills, with the ability to work as part of a team, with a positive and constructive style, challenging management recommendations where necessary
- Experience of working in complex systems.

In addition, candidates should bring skills and experience in one or more of the following areas:

### Finance

- A track record of success in a significant senior financial role in either the private or public sector, with experience of assurance, risk management and work on audit committees. The successful candidate will have a professional background in accountancy or a related discipline.

### Broad commercial skills

- Experience in driving policy or organisational change - leading large organisations through significant transformation, engaging and inspiring staff, patients or customers and other stakeholders

### **Technology Transformation**

- Experience of successfully rolling out and scaling of new technology with an understanding of the contribution this can make to improving quality and transforming patient outcomes

Please note: of the two NEDs to be appointed, at least one must have broad commercial experience and one must have necessary finance experience as they would chair NHS England's Audit and Risk Assurance Committee.

### **Remuneration**

- These posts are remunerated at the standard rate of £7,883, with an additional allowance for the Audit and Risk Committee chair, bringing their total remuneration to £13,137.
- Remuneration is taxable, and subject to National Insurance contributions, both of which will be deducted at source under PAYE before you are paid. Remuneration is not pensionable
- You may claim travel and subsistence expenses, which are properly and necessarily incurred in carrying out your role and responsibilities as a NED of NHS England, in line with travel and subsistence policy and rates for NHS England. A copy of the policy and rates can be obtained from NHS England.

### **Time commitment**

- Time commitment for both roles is two to three days per month.

### **Location**

London or other

### **Tenure of office**

Ministers determine that the length of the appointment will be up to 3 years.

## Accountability

Non-Executive Directors are appointed by the Secretary of State for Health and Social Care and are accountable to the Secretary of State via the Chair for carrying out their duties and for their performance.

For further information regarding the role of the NHS England and the role of a NED please contact:

Helen Bullers

Director of HR and OD

Tel: 07876 857 276

Email: [helen.bullers@nhs.net](mailto:helen.bullers@nhs.net)

Russell Reynolds is providing executive search support to this recruitment campaign. **For an informal discussion about the role, please contact:**

Elinor Parry

Russell Reynolds Associates

Tel: 0207198 1870

Email: [Elinor.Parry@russellreynolds.com](mailto:Elinor.Parry@russellreynolds.com)

## 1.2 NHS England role and responsibilities

NHS England (the operational name for the NHS Commissioning Board) is an Arm's Length Body of the Department of Health and Social Care that was established by the Health and Social Care Act 2012. It shares responsibility with the Secretary of State for Health and Social Care for promoting a comprehensive health system in England, for securing improvement in physical and mental health, and for prevention, diagnosis and treatment of ill-health.

NHS England works jointly with NHS Improvement, which leads the NHS provider sector. Although both of their Boards remain legally distinct, their central and regional functions have merged to create what is in practice a single organisation that leads the NHS. The Government is proposing to legally merge both of them in future, through an NHS Bill.

The 2012 Act established the relationship between Government and NHS England through an annual statutory mandate, which sets out objectives that NHS England is expected to deliver.

### Responsibilities

NHS England leads commissioning of healthcare services in England. Most commissioning is done by Clinical Commissioning Groups throughout England although some is undertaken directly by NHS England. The commissioning done directly by NHS England covers primary care (general practice, community pharmacy, dentistry, optometry), some specialised services including for the justice system an military, and for other service that require such advanced teams/technology, or relate to rare clinical conditions, that are more effectively commissioned nationally rather than locally.

### Current state of play

NHS England and NHS Improvement moved to a single leadership model in March 2019, under the Chief Executive of NHS England and a Chief Operating Officer who is also the Chief Executive of NHS Improvement. In April 2019, they established a single NHS Executive Group with seven new joint regional teams and have subsequently combined all of their corporate directorates.

NHS England and NHS Improvement worked together to lead the NHS in developing the [NHS Long Term Plan](#), which was published in January 2019 and sets out an ambitious ten year transformation programme for the NHS. In 2019-20, their focus has been on working with regional and local NHS organisations to develop an implementation plan.

### Current priorities

Since 2019-20 the Government has set joint objectives for both for NHS England and NHS Improvement: in 2019-20, these were set out in [the Government's 2019-20 Accountability Framework with NHS England and NHS Improvement](#), which incorporated the statutory mandate to NHS England. It included two objectives – one on implementing the Long Term Plan with a firm focus on effective planning and use of the NHS funding settlement, and management of financial and operational risk, and the other on supporting Government in managing the impact of EU Exit on Health and Care.

A [2020-21 mandate to NHS England and NHS Improvement](#) was published on 25 March 2020. This makes clear that responding to Covid-19 is their top current priority, but also includes wider objectives on continued implementation of the Long Term Plan and maintaining and enhancing public confidence in the NHS; supporting delivery of Government's wider priorities (including its manifesto commitments and continued planning for the end of the EU transition period); delivering public health functions; and information sharing.

NHS England's total annual funding to 2023-24, reflecting the [NHS Funding Act 2020](#), is set out in the mandate. For 2020-21 the total revenue budget is approximately £130bn, and the total capital budget is approximately £305m.

### Mode of operation

The NHS England Board is a unitary board in which both non-executive and executive members work as a team although there are now regular joint Board meetings with the NHS Improvement Board. Formal business meetings are held in public and are broadcast live on the internet. Each meeting is followed by a private meeting for reserved business as required. Much preparatory work for the meetings is done by Board members in informal development sessions.

Further details about NHSE and its role in leading the healthcare system to deliver the NHS Long Term Plan can be found at: <https://www.longtermplan.nhs.uk/>

# Section 2: How to Apply

## 2.1 Making an application

Thank you for your interest in the appointment of NEDs to NHS England.

The Department of Health and Social Care's Appointments Team is managing this recruitment campaign. To make an application please email your CV, a supporting letter and completed monitoring forms to:

[appointments.team@dhsc.gov.uk](mailto:appointments.team@dhsc.gov.uk) – please quote **VAC-1698** in the subject field.

If you are unable to apply by email please contact:

Daniel Clemence

Appointments Team

Tel: 0113 2545335

Email: [Daniel.Clemence@dhsc.gov.uk](mailto:Daniel.Clemence@dhsc.gov.uk)

Applications must be received by midday on **16 July 2020**.

In making an application please note the following:

### Supporting letter

The supporting letter 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 you provide relates to which criteria. Providing separate paragraphs in relation to each criterion is common practice. Please write all acronyms in full first.

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 letter.

Please limit your letter to two pages, and type or write clearly in black ink.

### Conflicts of interest

If you have any business or personal interests that might be relevant to the work of NHS England, and which could lead to a real or perceived conflict of interest if you were to be appointed, please provide details in your Supporting letter.



If appointed, you will also be required to declare these interests on appointment and they will be entered on a register which is available to the public.

## Standards in public life and ensuring public confidence

Given the nature of public appointments, it is important that those appointed as members of public bodies maintain the confidence of the public and Government. If there are any issues in your personal or professional history (including any convictions or bankruptcy) that could, if you were appointed, be misconstrued, cause embarrassment to Ministers or NHS England 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 the issue/s in your Supporting letter. In considering whether you wish to declare any issues, you should also reflect on any public statements you have made, including through social media and blogs. Due Diligence may be carried out on any publicly available information and shared with the Advisory Assessment Panel.

The panel may explore any issues you declare with you before they make a recommendation on the appointment.

Failure to disclose such information could result in an appointment being terminated, as those who hold public appointments are expected to demonstrate the highest standards of corporate and personal conduct and are required to subscribe to the Code of Conduct for Board Members of Public Bodies, as part of agreeing to the terms and conditions of appointment. You can access this document at:

<https://www.gov.uk/government/publications/board-members-of-public-bodies-code-of-conduct>

There are also circumstances in which individuals may not be considered for appointment, due to them not meeting certain eligibility criteria for appointment. For further information, please refer to **Section 2.3: Disqualification from Appointment**

If you wish to discuss any queries on conflicts, please see the contacts section.

## CV

Please ensure your CV includes:

- Your full name, title, home address, personal contact telephone numbers (land line and mobile), personal email address and details of any twitter accounts and LinkedIn accounts including your twitter handle/username.
- Similar contact details for two referees who will support your application. One referee should be the person to whom you are/were accountable in your current/most recent

appointment or position of employment. Please indicate the relationship of each referee to you. References will be requested for short-listed candidates prior to interview

- Brief details of your current or most recent post and the dates you occupied this role. Please identify any past or present Ministerial appointments.

## Monitoring form

Please complete the monitoring form. Diversity monitoring information will not be seen by the Advisory Assessment Panel assessing your application.

Political activity information is primarily for monitoring purposes only, however if you are shortlisted for interview, this information will be shared with the selection panel. The reason for this is that it is appreciated that such activities may have given you relevant skills, including experience gained from committee work, collective decision-making, resolving conflict and public speaking. If you have had such experience and you consider it relevant to your application for this post, you should also take the opportunity to include it separately in your supporting statement. If possible, you should not, however, identify the relevant political party in your statement.

If you are appointed to this role, please note that any political activity you declare will be published in accordance with the Governance Code on Public Appointments.

## Guaranteed Interview Scheme

The Department of Health and Social Care operates a Guaranteed Interview Scheme (GIS) for disabled people. The Equality Act 2010 defines a person as disabled if they have a physical or mental impairment and the impairment has a substantial and long-term adverse effect on their ability to carry out normal day to day activities. Under the GIS a disabled candidate will be selected for interview if they meet the essential criteria for the post.

If you wish to apply under the GIS please complete the GIS form and return it with your application.

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

## Contacts

Russell Reynolds is providing executive search support to this recruitment campaign. For an informal discussion about the role, please contact:

### **Elinor Parry**

Russell Reynolds Associates

Tel: 0207198 1870

Email: [Elinor.Parry@russellreynolds.com](mailto:Elinor.Parry@russellreynolds.com)

For further information regarding the selection process, please contact

Daniel Clemence

Appointments Team

Tel: 0113 2545335

Email: [Daniel.Clemence@dhsc.gov.uk](mailto:Daniel.Clemence@dhsc.gov.uk)

For further information regarding the **role of NHS England** and the **role of a NED** please contact:

Helen Bullers

Director of HR and OD

Tel: 07876 857 276

Email: [helen.bullers@nhs.net](mailto:helen.bullers@nhs.net)

Please quote reference VAC-1698 on all correspondence.

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

## 2.2 The Selection Process

The Department of Health and Social Care Appointments Team will deal with your application as quickly as possible and will advise you of the likely timetable at each stage.

Timetable:

- Closing date: Midday on 16 July 2020
- Shortlisting complete: July 2020
- Interviews held: 31 July 2020

The selection panel will be:

- Lee McDonough - Director General, Acute Care and Workforce, Acute Care and Quality as DHSC Panel Chair
- Lord David Prior, NHS England Chair as a Panel Member
- Sir David Behan, Chair of Health Education England as an Independent Panel Member

The Governance Code on Public Appointments requires all Advisory Assessment Panel members to declare any political activity within the last five years.

Lord Prior has declared that he was a Conservative Minister in the Lords at the DHSC and BEIS and is currently an Independent.

All other panel members have declared that they have not taken part in any political activity in the last five years.

After the closing date for applications:

- The Department of Health and Social Care may commission a pre-assessment of candidate applications which would 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. The pre-assessor and the panel are reliant on the information you provide in your CV and supporting letter to assess whether you have the skills and experience required. Please ensure that you provide evidence to support how you meet all the essential criteria. It is the responsibility of the panel to determine who it believes best meet the criteria for the role, and who will be invited to interview.
- Interviews will be held on **31 July 2020** in London.
- The Advisory Assessment Panel will select for interview only the strongest applicants who it feels have demonstrated that they best meet the criteria set out in the person

specification. However, if you have applied under the GIS and you meet all the essential criteria, then you will also be invited for interview

- If you are invited to interview and if you are unable to attend on the set date, then an alternative date can only be offered at the discretion of the Advisory Assessment Panel
- The Appointments Team will email to let you know whether you have been invited to be interviewed. Interviews will take place in either a central London location or via video conference.
- If invited to interview, the Advisory Assessment 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 Advisory Assessment Panel will also explore with candidates any potential conflicts of interest or any other issues arising from candidate's personal and professional history which may impact on an appointment decision (see section 2.1 for further details).
- Candidates who the panel believe are 'appointable', will be recommended to Ministers who will make the final decision. Ministers may choose to meet with shortlisted candidates, before or after interview, 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.
- If you are successful, you will receive a letter from Ministers appointing you as a NED of NHS England, which will confirm the terms on which the appointment is offered
- **please note that due to the volume of applications that are received it is not possible to routinely provide feedback to those not shortlisted for interview**
- if you apply under the GIS 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
- If you are unsuccessful at interview, you will be notified by the Appointments Team. 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. Following interviews, the letter which confirms the outcome of the appointment process will provide the details of who you may approach for feedback on your interview and application, if you so wish
- For further information on how we will manage the personal information that you have provided to us through your application, see **Section 2.4**

## Queries

For queries about your application, please contact Daniel Clemence on [Daniel.Clemence@dhsc.gov.uk](mailto:Daniel.Clemence@dhsc.gov.uk)

## 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:

<https://www.gov.uk/government/publications/board-members-of-public-bodies-code-of-conduct>

## Diversity and equality of opportunity

NHS England and the Department of Health and Social Care values and promotes diversity and encourage applications from all sections of the community.

## Governance Code on Public Appointments

The Governance Code on Public Appointments, published by the Cabinet Office, sets out the principles that should underpin all public appointments. The Governance Code can be found at: <https://www.gov.uk/government/publications/governance-code-for-public-appointments>

## The Commissioner for Public Appointments

The regulation of public appointments against the requirements of the Governance Code is carried out by the Commissioner for Public Appointments. The Commissioner provides independent assurance that public appointments are made in accordance with the principles set out in the Code. The Commissioner is appointed by the Queen and is independent of the Government and the Civil Service. Further about the role of the Commissioner is available from: <http://publicappointmentscommissioner.independent.gov.uk>

## If you are not completely satisfied

The Department of Health and Social Care 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 Perm Butler in the Department of Health and Social Care by emailing [Permjeet.Butler@dhsc.gov.uk](mailto:Permjeet.Butler@dhsc.gov.uk)

**NED of NHS England - information pack for applicants**

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 8938  
Email: [publicappointments@csc.gov.uk](mailto:publicappointments@csc.gov.uk)

## 2.3 Disqualification from Appointment

### Disqualification from appointment

There are circumstances in which an individual may not be considered from appointment. For more information on the disqualification criteria, please refer to the full document at: <http://www.legislation.gov.uk/uksi/1990/2024/body/made/data.xht?wrap=true>

The House of Commons Disqualification Act 1975 provides that the Chairman and Non-Executive Directors of NHS England (the NHS Commissioning Board) are disqualified for membership of the House of Commons – so individuals may not hold both offices.

National Health Service Trusts (Membership and Procedure) Regulations 1990, provide that a person who is a Chair, member, director or employee of the NHS Commissioning Board cannot be a Chair or NED of an NHS Trust.

Further advice about Disqualification from Appointment can be provided by contacting:

Sofia Bernsand

Head of Governance

NHS England and NHS Improvement

Tel: 07849 304 762

Email: [sofia.bernsand@nhs.net](mailto:sofia.bernsand@nhs.net)



## 2.4 How we will 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 Department of Health and Social Care 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. However, panels may review the political activity response at the interview stage. This in no way acts as a bar to appointment. Further information on this is provided in the attached Monitoring form.

The Commissioner for Public Appointments regulates and monitors appointments to public bodies to ensure procedures are fair. The Department of Health and Social Care 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 to help fulfil either the Commissioner's formal complaints investigation role or for audit purposes.

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