



**Chair of Healthwatch England -  
Non-Executive Member of the Care Quality  
Commission**

**Information pack for applicants**

**Closing date: 12 noon on 10 May 2012**

**Reference no: E12-01**



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## **Chair of Healthwatch England**

### **Overview**

#### **The role**

The Chair of Healthwatch England (HWE) will be responsible for ensuring the success of HWE by developing, with the support of the Healthwatch England Director and team, a vision for the effective representation of the views and experiences of people who use health and social care services, and how these views and experiences can be used to influence national policy, advice and guidance. The Chair of HWE will also sit as a non-executive member on the CQC's board.

#### **Healthwatch England**

HWE will have a high-profile role as the national champion for the views and experiences of the public, people who use, or may use, services and their carers and families. It will work with local systems, including local Healthwatch, to gather views which will enable it to advise on the national picture, in turn influencing national policy advice and guidance.

#### **Care Quality Commission**

HWE will be a statutory committee of the Care Quality Commission (CQC), which is the independent regulator of health and adult social care services in England and also protects the interests of people whose rights are restricted under the Mental Health Act. Healthwatch England will be required to work within CQC's corporate governance framework, but will have operational independence from CQC and will set its own strategic priorities and produce its findings with editorial independence.

For further information on the roles of **HWE** and the **CQC** see **Annex A**.

#### **Indicative timetable**

Advert date:	29 April 2012
Closing date:	10 May 2012 at 12 noon
Shortlisting complete by:	15 May 2012
Interviews held:	25 May 2012
Appointment start date:	May / June 2012

#### **Remuneration**

The Chair of Healthwatch England will receive remuneration in the range of £35,000-£40,000 per annum.

#### **Time commitment**

Between two to three days per week.

#### **Tenure of office**

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

## **Accountability**

The Secretary of State for Health will appoint the Chair of HWE as a non-executive member of the CQC's Board; the HWE Chair will be accountable to the Chair of CQC for carrying out their duties and for their performance. Whilst the Chair of HWE will report to the CQC Chair, s/he will exercise considerable independence in the operation of HWE, governed by a formal arrangement between CQC and HWE.

## **Essential Criteria**

- Experience of representing consumer interests or user involvement in service provision, coupled with an understanding of how this can be reflected in the design, delivery and improvement of services.
- An understanding of the role of the voluntary and community sector; experience of working across boundaries, and building positive relationships with key stakeholders at all levels of the public, private or voluntary sector.
- Successful application of strong and authoritative influencing skills and the ability to lead development and improvement.
- Excellent public speaking and presentational skills and an ability to represent HWE effectively in high-profile situations, including media and other public settings, as well as the ability to reach patients and members of the public.
- The ability to address complex and sensitive issues in a way that represents both individual and wider public feeling.
- The capacity, drive and enthusiasm to lead the creation and establishment of a new organisation and develop it as a cost-effective model drawing on experience and innovation in the public or commercial sector.
- An understanding of diversity issues, equal opportunities, human rights issues and corporate responsibility, and a commitment to applying these principles to the work of the Care Quality Commission and HWE.

## **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 role of the **Chair of HWE / CQC Non-Executive Member** and the appointment, see **Annex B**.

**Key contacts:**

Russell Reynolds Associates have been engaged to help identify potential candidates for this important role. For information regarding this post, they can be contacted at:

Patrick Johnson  
Managing Director  
Russell Reynolds Associates  
Almack House  
28 King Street  
London SW1Y 6QW  
T: 020-7830-8052  
E: [fiona.birkmire@russellreynolds.com](mailto:fiona.birkmire@russellreynolds.com)

For information regarding the appointment 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](mailto:holly.wainwright@dh.gsi.gov.uk)

For information regarding the role of HWE and its Chair please contact either:

Andrew Larter at the Department of Health (email: [Andrew.Larter@dh.gsi.gov.uk](mailto:Andrew.Larter@dh.gsi.gov.uk)); or

Philip King at the Care Quality Commission (Email: [Philip.King@cqc.org.uk](mailto:Philip.King@cqc.org.uk))

**Please quote reference E12-01 on all correspondence.**

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

## Healthwatch England and the Care Quality Commission:

### Roles and responsibilities

#### Healthwatch England

The Health and Social Care Act 2012, provides for the establishment of HWE as the national consumer champion for people who use health and social care services. HWE will play a key part in the Government's NHS reforms, ensuring that people's views and experiences influence the commissioning and delivery of services.

HWE will have a high-profile role as the national champion for the views and experiences of the public, people who use, or may use. services and their carers and families. It will work with local systems, including local Healthwatch, to gather views which will enable it to advise on the national picture, in turn influencing national policy advice and guidance.

HWE will:-

- provide advice to the Secretary of State for Health, the NHS Commissioning Board, Monitor and English Local Authorities;
- have powers to advise the CQC of information about the views of people regarding services, and escalate to CQC concerns raised locally;
- provide leadership, advice and support to local Healthwatch organisations – (local Healthwatch organisations will ensure that people's views and experiences are integral to local commissioning, and provide HWE with intelligence; they will also provide information and advice to people to help them to make choices about services, and will either signpost to or provide NHS complaints advocacy); and
- make an annual report to Parliament on the way it has exercised its functions during the year.

The Secretary of State for Health, the NHS Commissioning Board, Monitor, CQC and English local authorities will be required to respond to advice from HWE, and the Secretary of State for Health will be required to consult HWE on the mandate for the NHS Commissioning Board.

Though HWE will be a statutory committee of the CQC it will have its own distinct identity and act with editorial independence. The HWE Chair will provide strategic leadership and the governance framework for a new team comprising around 25 staff who will deliver HWE's work programme.

#### Care Quality Commission

One of CQC's key delivery priorities for 2011/12 is to create HWE as a new statutory committee within CQC by October 2012. HWE will be a part of the CQC, which is the independent regulator of health and adult social care services in England and also

protects the interests of people whose rights are restricted under the Mental Health Act.

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 inspect services and provide assurance that people's care meets essential standards of quality and safety.

CQC promotes the rights of people who use services and recognises the importance of empowering people and communities to shape their own care services. CQC has a wide range of powers to take action if the standard of care falls below the required levels.

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, providing a licence to operate;
- checking that providers continue to comply with the standards – gathering information and inspecting them when it thinks 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 Board of the Care Quality Commission**

The Care Quality Commission is led by a board of non-executives. 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 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 for Health, are understood and met;
- monitor the achievement of objectives through a framework of financial and quality management to ensure effectiveness and value for money;
- collectively promote the effectiveness and success of the Commission; and
- promote and contribute to best practice and knowledge transfer across the sectors it oversees.

All members are expected to:

- act as an ambassador for the Commission;
- 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; and
- serve on Board sub-committees as required.

Please access the Commission's website to learn more about the organisation and its strategic priorities –

<http://www.cqc.org.uk/aboutcqc/whoweare/ourpriorities.cfm>



## Appointment of the Chair

### Why are we recruiting now?

We are aiming to recruit a non-executive member to the CQC's Board who will chair the Healthwatch England Committee going forward. The appointment is being made in advance of the HWE committee being established in October 2012 so that the Chair has sufficient time to develop an understanding of the challenges that the role presents, and to be involved in shaping the organisation. The Chair will also play a key role in the recruitment of members of the senior team. The successful candidate will be appointed as a non-executive member of the CQC's Board immediately, and will be 'chair designate' of HWE until the committee is formally established and they formally become Chair of HWE.

### Job Purpose

As the first Chair of HWE, you will be responsible for establishing HWE. In legal terms HWE will operate as a new, statutory committee of CQC, formed to act as the national consumer champion for people, families and carers who use, or may use, health and social care services.

You will be responsible for ensuring the success of HWE by developing, with the support of the Director and Healthwatch England team a vision for the effective representation of the views and experiences of people who use, or may use, services and how these views and experiences can be used to influence national policy, advice and guidance. This will include the voices of those who have struggled in the past to get their views heard – for example those with poor mental health, those with disabilities, and children and young people. This will involve ensuring that HWE builds strong relationships with local Healthwatch organisations, local authorities and other local agencies. It will also involve HWE giving leadership and support to local Healthwatch organisations whilst delivering the HWE's work programme within budget.

A key responsibility will be to ensure that HWE retains the confidence of Ministers, service providers, service users, carers and organisations representing them, and the wider public. It will be vital to build strong relationships with Ministers, the NHS Commissioning Board and Monitor, as well as within the CQC, to ensure that the views and experiences of people who use, or may use, services influences the work of national as well as local organisations.

You will be appointed as a non-executive member of CQC and you will also chair HWE once it is legally established as a committee of CQC. HWE will have a distinct identity within CQC and speak with editorial independence – the expertise, experience and unique perspective that you bring to the CQC Board will help to ensure that CQC is a successful organisation in terms of its effectiveness as a regulator, service provider and employer.

### Role and responsibilities

#### A] As Chair of Healthwatch England:

##### Strategy

- Develop links with stakeholders and client organisations in order to influence the development of national policy.
- Set and maintain the values of the committee so it promotes consumer interests in health and social care.
- Be the public face of HWE, in its role as champion of the collective voice of those who use, or may use, health and social care services.

### **Performance**

- Build strong links with local Healthwatch; set a vision, support them to identify good and bad practice and work in partnership with local authorities.
- Lead the HWE committee and work with the Director to ensure that the committee determines business priorities and fulfils its duties.
- Chair HWE committee meetings according to any statutory requirements, corporate governance framework, agreed policies, procedures and the Nolan principles, ensuring meetings are reported appropriately and actions are monitored and completed.
- Ensure that HWE carries out its statutory functions with regard to aspects of Government policy as the Secretary of State for Health directs, including compliance with statutory and administrative requirements for the use of public funds.
- Act on behalf of the committee between meetings on matters delegated such as signing-off documents or in response to approaches from external organisations on issues which do not require approval by the committee.

### **People**

- Maintain effective working relationships at senior levels with all key players in the sector, including Ministers, the NHS Commissioning Board and Monitor, within CQC (including its CEO and Executive Team) and with national organisations representing service users and carers; develop a trusting and effective relationship with the CQC Chair.
- Build relationships with local leaders, local government and the Local Government Association; fostering a strong network of consumer champions at a local level.
- Through regular appraisal, ensure a high performance from the HWE Director and team, ensuring that operational objectives are achieved.
- Take part in the selection of HWE committee members, the HWE Director and other key staff.
- Continually appraise the effectiveness of the HWE committee, working with the Director to provide an annual self-assessment.

## **B] As Non-Executive Member of the CQC Board:**

### **Strategy**

- Ensure the long-term strategic focus, effectiveness and reputation of CQC through purposeful and constructive scrutiny and challenge.
- Build and maintain stakeholder relationships to ensure CQC's strategic decision-making and direction is both informed by and leading its care industry partners.
- Bring the perspective of patients and the interests of service users and consumers, as identified by HWE, to the deliberations and plans of the CQC.

### **Performance**

- Scrutinise the performance of executives in meeting goals, standards and organisational objectives, including monitoring the reporting of organisational performance, service delivery and quality.
- Determine that internal systems and controls are robust and defensible, and financial reporting is accurate and proportionate.
- 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.

### **Risk**

- Ensure that financial controls and systems of risk management are robust and that the board is kept fully informed through timely and relevant information.

### **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 diversity issues, equal opportunities and human rights issues and a commitment to applying these principles to the work of the Commission.

As a non-executive member of CQC, the Chair of HWE will report to the CQC Chair but s/he will exercise considerable independence in the operation of HWE governed by a formal arrangement between CQC and HWE. S/he will also have a significant public role and will be supported by the HWE Director and team.

## Qualities required for the role of HWE Chair

### Essential criteria:

- Experience of representing consumer interests or user involvement in service provision, coupled with an understanding of how this can be reflected in the design, delivery and improvement of services.
- An understanding of the role of the voluntary and community sector; experience of working across boundaries, and building positive relationships with key stakeholders at all levels of the public, private or voluntary sector.
- Successful application of strong and authoritative influencing skills and the ability to lead development and improvement.
- Excellent public speaking and presentational skills and an ability to represent HWE effectively in high-profile situations, including media and other public settings; as well as the ability to reach patients and members of the public.
- The ability to address complex and sensitive issues in a way that represents both individual and wider public feeling.
- The capacity, drive and enthusiasm to lead the creation and establishment of a new organisation and develop it as a cost-effective model drawing on experience and innovation in the public or commercial sector.
- An understanding of diversity issues, equal opportunities, human rights issues and corporate responsibility, and a commitment to applying these principles to the work of the Care Quality Commission and HWE.

### Remuneration

- £35,000-£40,000 per annum.
- Remuneration is taxable 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 business associated with the role.
- 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

Time commitment is expected to be between two and three days per week.

## **Tenure of office**

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

## **Accountability**

The Chair of HWE is appointed as a non-executive member of CQC by the Secretary of State for Health and will be accountable to the Chair of CQC for carrying out their duties and for their performance. Whilst the Chair of HWE will report to the CQC Chair, s/he will exercise considerable independence in the operation of HWE governed by a formal arrangement between CQC and HWE.

## **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 member or employee of Monitor or, the NHS Commissioning Board or is chair, director or non-executive director of any care provider regulated by CQC or of a body commissioning health or social care in England – 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/ukxi/2008/2252/pdfs/ukxi\\_20082252\\_en.pdf](http://www.legislation.gov.uk/ukxi/2008/2252/pdfs/ukxi_20082252_en.pdf)

## **Conflict of Interests**

You should note particularly the requirement to declare any conflict of interest that arises in the course of HWE and CQC business and the need to declare 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 (these would include any identified in the section above under Disqualification for Appointment). 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. The successful candidate 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.

## Making an application

### Overview

The appointment of members of the CQC are Secretary of State for Health 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 for Health on candidates they believe are 'appointable'. Taking into account feedback from the panel, the Secretary of State for Health 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](http://www.dh.gov.uk/appointments) and searching for the vacancy **E12-01**.

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](mailto: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 10 May 2012**.

### Your personal information

Your personal information will be held in accordance with the Data Protection Act 1998. You will not receive unsolicited paper or electronic mail as a result of sending DH any personal information. No personal information will be passed on to third parties for commercial purposes.

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

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

We ask that you:

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

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

Panel members are identified in the section below on “How we will handle your application”. The ‘monitoring information’ you provide will not be used in the selection process and will therefore not be shared with the selection panel assessing your application at this stage, however, the Commissioner for Public Appointments requires that selection panels review the political activity response at the interview stage. This in no way acts as a bar to appointment.

The Commissioner for Public Appointments regulates and monitors appointments to public bodies to ensure procedures are fair. The Department of Health is required by the Commissioner for Public Appointments to retain information about the people who apply for public appointments within his remit, and make this information available to him for audit purposes, if requested to do so. Information you provide in your application may therefore be made available to the Commissioner for Public Appointments and the Commissioner’s auditors on a confidential basis in order to help fulfil either the Commissioner’s formal complaints investigation role or for audit purposes.

### **How we will handle your Application**

We will deal with your application as quickly as possible and will advise you of the likely timetable at each stage. After the closing date for applications:

- your application and CV will be assessed to see whether you have the expertise required at the appropriate level for the post for which you have applied. We will rely on only the information you provide on your application form and CV to assess whether you have the experience required. Please



ensure that you provide evidence to support how you meet all of the relevant criteria, which are identified in the overview section;

- the selection panel will be chaired by Jo Williams, Chair of CQC (Panel Chair), and will also comprise David Behan, Director General of Social Care, Local Government and Care Partnerships at the Department of Health (Panel Member), Bill McCarthy, Managing Director, NHS Commissioning Board (Panel Member), Sally Brearley, Lay Member, National Quality Board, (Panel Member) and Helen Yarrow as a further external panel member;
- if you are invited to interview but are unable to attend on the set date then an alternative date can only be offered at the discretion of the panel;
- your application may be “long-listed”, subject to the volume of applications received, before it is passed to the shortlisting panel for consideration. You should be aware that in this situation, your application might not be considered in full by all of the panel;
- we anticipate that by 15 May 2012, the panel will have decided who will be invited for interview on 25 May 2012;
- 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 central London;
- if invited to interview, the panel will question you about your experience and expertise and ask specific questions to find 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 for Health who will make the final decision. The Secretary of State for Health may choose to meet with appointable candidates before making a decision. If he does, he will meet all candidates and in the presence of the panel chair or their nominated representative;
- if you are successful, you will receive a letter from the Secretary of State for Health appointing you as a non-executive member of the CQC and ultimately as Chair of Healthwatch England; 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](mailto: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](http://www.publicappointmentscommissioner.org)

### **If you are not completely satisfied**

We 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](mailto: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](mailto:enquiries@publicappointmentscommissioner.org)