



Department
of Health &
Social Care



Chair of the Care Quality Commission

Information pack for applicants

Closing date: midday on Monday 6 January 2025

Reference no: VAC-7927

Follow us on X (Twitter.com) [@appointmentsdh](https://twitter.com/appointmentsdh)



Contents

Section 1 – The Role	2
1.1 Role description and person specification	2
1.2 CQC role and responsibilities	6
Section 2: The recruitment.....	8
2.1 Making an application	8
2.2 The Assessment Process	17
Annex A – CQC Legislation Further Information.....	24

Section 1 – The Role

1.1 Role description and person specification

Role description

The primary objective of the Chair is to ensure the strategic direction of the CQC, the body responsible for making sure health and social care services provide people with safe, effective, compassionate and high-quality care. This is achieved through monitoring, inspecting and regulating services to make sure they meet fundamental standards.

In order to deliver this objective, the Chair will be required to:

- Provide leadership, challenge and direction to the organisation, developing the Board and encouraging and enabling the CQC to be a first-class independent regulator of health and adult social care. This will include leading the transformation of CQC within the context of wider reform of health and social care, so that regulation of the sector is aligned to future models of service delivery.
- Ensure that the CQC carries out its statutory responsibilities.
- In close partnership, with the Chief Executive, set the tone for excellent working relationship with stakeholders, service users, the broader public, the Department of Health and Social Care, wider Government and Parliament to ensure effective regulation; work collaboratively with leaders of other Arm Length Bodies to promote coherence across the health and adult social care systems.
- Provide leadership and strategic oversight throughout the Board's decision-making processes, ensuring affairs are conducted with probity, and that policies and actions support the Board to discharge its functions and duties effectively, in the interests of patients, providers and service users.
- Ensure the CQC's executive are held to account for the CQC's performance, and the delivery of objectives as set out in the appropriate CQC Business Plan. Oversee, scrutinise and enhance already high standards of corporate governance and assurance reporting.
- Provide direction to Board members on organisational performance issues and ensure the right balance of skills mix and expertise so that the Board can complete duties and requirements.
- Set an example of integrity and ethical leadership for the organisation. Ensure the Board assesses the values of the organisation and sets a high ethical standard, reinforcing its reputation as an open and independent body, which puts the needs and interests of the public, patients and service users first, but also treats providers registered to the CQC fairly and with respect.

- Be responsible for the annual assessment of individual performance by the Chief Executive and the Board's Non-Executive Directors, highlighting areas for growth and setting clear and achievable objectives.
- Chair board meetings; envisage and then rank the key political and strategic priorities for discussion; determine the quality and quantity of information required to advise the conversation; and foster an environment for constructive challenge and cooperation amongst senior colleagues, ultimately steering them to a level of collective agreement.
- Ensure the effective induction and development of new Non-Executive Directors and the continuous development of the Board's capability, working effectively with the Chief Executive to provide sound governance for the organisation.
- Provide counsel, advice and support to the Chief Executive in particular, and to other Directors; playing the role of mentor/coach, "critical friend" and where necessary acting as a sounding board for potential proposals and ideas.
- Work with the Commission to ensure good governance, and effective management of resources, reflecting the organisation's role and values as a first-class regulator.
- Ensure the CQC adheres to good financial principles, as set out in HMT's Managing Public Money and the Cabinet Office's Partnerships between Departments and Arm's Length Bodies: Code of Good Practice, including taking particular regard to remuneration policy for senior staff.

Person specification

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 new to public appointments to consider applying for our roles.

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

- Strong strategic leadership skills, with a track record of leading change and reform at the highest levels.
- NHS experience, with a wide and deep understanding of the challenges facing the health, adult social care and children's services sectors. A clinical background would be desirable, but it is not essential.
- Ability to lead the Board of a major national organisation, delivering robust governance and accountability, and developing executive and board performance.

- Excellent communicator, with an ability to collaborate effectively with others to drive change in a large, complex system.
- Committed to patient safety and improving health and care outcomes for patients and the public, with an ability to drive and reform CQC's role in rooting out poor performance.

Remuneration and status of appointment

The Chair is remunerated at the standard rate of £63,000 per year.

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 the CQC. However, these payments are taxable as earnings and will be subject to tax and national insurance, both of which will be deducted at source under PAYE before you are paid. A copy of the policy and rates can be obtained from the CQC.

This is an office holder appointment and as such it is not subject to the provisions of employment law. 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. You will not become a member of the Civil Service and will therefore not attract any benefits under any Civil Service Pension Scheme.

Time commitment

2 to 3 days per week.

Location

Board meetings are mainly held in London.

Care Quality Commission
Redman Place,
London,
E20 1JQ

Upcoming meetings are 5 February 2025, 26 March 2025, 14 May 2025 and 16 June 2025.

Tenure of office

Ministers will determine the length of the appointment, which will be up to 4 years.

The possibility of re-appointment for a further term is at the discretion of Ministers. There is no automatic presumption of re-appointment and each case is considered on its own merits. Merit will take into account a number of factors including, but not restricted to, the diversity of the current board, the balance of skills and experience it needs in the future, and the performance of an office holder during their first term. Office holders would only serve more than two terms or a total of ten years in post, by exception.

Accountability

The CQC Chair is appointed by the Secretary of State for Health and Social Care and is accountable to the Secretary of State via a senior departmental official for carrying out their duties and for their performance.

For a discussion about the role

For further information regarding the role of CQC and the role of the CQC Chair please contact:

Name: Meena Paterson / Jamie Samuel

Tel: 0113 2545174 / 0113 2546747

Email: CQCSponsorship@dhsc.gov.uk

1.2 CQC role and responsibilities

The Care Quality Commission (CQC) is the independent regulator of health and adult social care in England. Its purpose is to ensure health and social care services provide safe, effective, compassionate, high-quality care and the regulator encourages improvement, where providers fall short of CQC's fundamental standards. Its role is to register providers of services, monitor, inspect and rate, take enforcement action for poor care, and speak independently on matters of quality in health and adult social care services.

CQC receives the large majority (82% in 2023/24) of its funding through fees charged to registered providers, with a much smaller proportion coming from Grant in Aid from the Department of Health and Social Care.

Total fee income in 2023/24 was £223.3m. Adult social care provided 41% of fee income, with 32% coming from NHS trusts, 17% from GP practices, 5% from independent healthcare providers and 4% from dental practices.

Provider fees have remained static since 2019/20. If they had risen in line with inflation, CQC would have received an additional £25.3m in 2023/24.

The CQC is organised into five areas of work, these are as follows, Operations and Regulatory Leadership covers primary medical services and integrated care, hospitals including mental health, and adult social care. In addition, there are three further directorates supporting CQC's work: regulatory, customer and cooperate operations; data, technology, and insight; and engagement, policy, and strategy. In terms of employee numbers, the number of directly employed whole-time equivalents was 3,034 in March 2023.

CQC's strategy sets out 4 strategic ambitions:

1. **People and communities:** Regulation driven by people's needs and experiences, focusing on what's important to people and communities when they access, use and move between services.
2. **Smarter regulation:** Smarter, more dynamic and flexible regulation that provides up-to-date and high-quality information and ratings, easier ways of working with us and a more proportionate response.
3. **Safety through learning:** Regulating for stronger safety cultures across health and care, prioritising learning and improvement and collaborating to value everyone's perspectives.
4. **Accelerating improvement:** Enabling health and care services and local systems to access support to help improve the quality of care where it's needed most.

In addition to its role described above, the CQC is required to maintain a statutory committee, Healthwatch England, which acts as a national consumer champion in collecting and disseminating the views of people who use health and social care services. Although Healthwatch England is part of the CQC, it sets its own priorities, has its own brand identity, and speaks with an independent voice.

The National Guardian is a non-statutory appointment by the CQC to lead cultural change in the NHS, to establish and support a strong network of Freedom to Speak Up Guardians.

The National Guardian's Office highlight NHS providers that are successful in creating the right environment for staff to speak up safely and share this best practice across the NHS. It Independently reviews cases where healthcare providers may have failed to follow good practice, working with statutory bodies to take action where needed.

It has been well publicised that the CQC has been, and is still subject to ongoing reviews, regarding its regulatory approach and methodology of assessing health and social care providers. It has been a challenging period for the organisation but it has put in place a recovery plan together with new leadership at the helm, including the appointment of Julian Hartley as Chief Executive.

The findings of the reviews can be accessed from here:

<https://www.gov.uk/government/publications/review-into-the-operational-effectiveness-of-the-care-quality-commission>

Section 2: The recruitment

2.1 Making an application

Thank you for your interest in the appointment of the Chair of the Care Quality Commission.

The Department of Health and Social Care's Public Appointments Team (PAT) is managing this recruitment campaign.

In order to apply you will need to [create an account](#) or [sign in](#) on the "Apply for a public appointment" website. This is a central, online recruitment platform managed by the Cabinet Office, which candidates use to apply for public appointments with any government department or a body which they sponsor.

Once you are logged into your account, click on 'apply for this role' and follow the on-screen instructions.

To apply, all candidates are required to provide:

- a Curriculum Vitae (CV), we ask that you limit your CV to around 2 pages
- a supporting statement (2 page limit) setting out how you meet the criteria for appointment as set out in the person specification for the role
- equality information
- information relating to any outside interests or reputational issues

Guidance on what to include in your CV/supporting statement and tips for applying can be found in the corresponding sections below and on the public appointment website: [Public appointments - GOV.UK](#).

You will be asked to check and confirm your personal details to ensure your application is accurate.

You will also have the opportunity to make a reasonable adjustment request or apply under the Disability Confident Scheme before you submit your application.

You will also be required to make any declarations related to standards in public life and ensuring public confidence in your supporting statement. Further information on this can be found in the relevant section below.

If you are unable to create an account and apply online, or if you have any problems submitting your application online, please contact Rachael Gingell on 0207 484 9424 or Millie Simpson on 0207 2105501.

Applications must be received by **midday on Monday 6 January 2025**.

The Advisory Assessment Panel reserves the right to only consider applications that contain all of the elements you have been asked to provide and which are listed above, and that the applications are received before the published deadline.

In completing an application, please firstly note the following information set out below, in relation to:

- Disqualification from appointment
- Conflicts of interest
- Political activity and social media
- Standards in public life and ensuring public confidence.

Disqualification from appointment

The Cabinet Office sets out the following regarding all public appointments:

In general, you should have the right to work in the UK to be eligible to apply for a public appointment.

There are a small number of specialist roles that are not open to non-British citizens. Any nationality requirements will be specified in the vacancy details.

The Government expects all holders of public office to work to the highest personal and professional standards. You cannot be considered for a public appointment, which includes this role, if:

- you are disqualified from acting as a company director (under the Company Directors Disqualification Act 1986)
- have an unspent conviction on your criminal record
- your estate has been sequestrated in Scotland or you enter into a debt arrangement programme under Part 1 of the Debt Arrangement and Attachment (Scotland) Act 2002 (asp 17) as the debtor or have, under Scots law, granted a trust deed for creditors.

The Department of Health and Social Care also requires all those appointed by the Secretary of State for Health and Social Care to public appointments, to be a fit and proper person, comparable with the requirements placed on board members in the NHS. As a result, in addition to the above, you must:

- be of good character
- have the qualifications, competence, skills and experience which are necessary for you to carry out your duties
- have not been erased, removed or struck-off any applicable register of professionals maintained by a regulator of healthcare or social work professionals. If you are required to hold a registration with a relevant professional body to carry out your role, you must hold such registration and must have the entitlement to use any professional titles associated with this registration. Where you no longer meet the requirement to hold the registration, and if you are a healthcare professional, social worker or other professional registered with a healthcare or social care regulator, you must inform the regulator in question

- be capable by reason of health of properly performing tasks which are intrinsic to your role, after reasonable adjustments are made
- not be prohibited from holding office (for example, as a result of a directors disqualification order)
- not be on any 'barred' list
- not have been responsible for, contributed to or facilitated any serious misconduct or mismanagement (whether unlawful or not) in the course of carrying on a regulated activity or providing a service elsewhere which, if provided in England, would be a regulated activity
- within the last five years:
 - not have been convicted of a criminal offence and sentenced to imprisonment of three months or more
 - not have been un-discharged bankrupt nor have been subject to bankruptcy restrictions, or have made arrangement/compositions with creditors and has not discharged

In addition, legislation related to CQC sets out how individuals are disqualified from appointment as a Chair of CQC, if you:

- Have within the last five years been convicted of a criminal offence and have been sentenced to imprisonment
- Have undisclosed bankruptcy or are the subject of a bankruptcy restrictions order or an interim bankruptcy restrictions order, or a moratorium period under a debt relief order.
- Have been dismissed by reason of misconduct from any paid employment.
- Are the subject of a national NHS disqualification, or have been refused inclusion in a pharmaceutical list or performers list (and have not subsequently been included on such a list), or conditionally included in a pharmaceutical list or performers list or removed from a pharmaceutical list or performers list or contingently removed from a pharmaceutical list or suspended from a pharmaceutical or performers list.
- Are the subject of a decision by a body who licenses or regulates a profession in Wales, Scotland or Northern Ireland, and that decision is equivalent to a decision under the above bullet point.
- Have been subject to a disqualification order or undertaking in relation to Company Directors or an order under section 429(2)(b) of the Insolvency Act 1986
- Have been removed from office as a charity trustee on certain grounds or removed from a management or control role of a charity or anybody controlled by a charity.
- Have been removed from office as a chair, member, director or governor of an NHS body on certain grounds.
- Have been removed from office from a local authority due to a failure to attend meetings.
- Are disqualified from being a member of a local authority by virtue of a decision of the First- tier Tribunal or a Welsh case tribunal, or you are subject to a court order disqualifying you from being a member of a relevant local authority under the relevant legislation.
- Have ceased to be a Scottish councillor for failure to attend meetings or have been disqualified from being or becoming a Scottish councillor by virtue of a decision of the Standards Commission for Scotland or you have been removed from office as a member of Social Care and Social Work Improvement Scotland.

- Are on the children's barred list or adults' barred list or any corresponding list in force in Scotland or Northern Ireland.
- Have had your registration as a provider or manager of an establishment or agency under Part 2 of the Care Standards Act 2002 cancelled by the registration authority.
 - Subject to exceptions set out within the Regulations, a person whose registration as a providers of a 'regulated service' in Wales within the meaning of Regulation 2 Regulation and Inspection of Social Care (Wales) Act 2016, has been cancelled or varied (examples of a 'regulated service' include, but are not limited to, a care home service, a domiciliary support service, a residential family centre service, and an adoption or fostering service);
- Have had an application for registration as a provider or manager of an establishment or agency under Part 1 of the Health and Social Care Act 2008 refused, or had such registration cancelled by the CQC or a justice of the peace or you have been subject to an equivalent decision in Scotland or Northern Ireland.
- Have had your registration as a health care professional suspended or it has been withdrawn.
- Have been removed or suspended a) in Wales, from a register of social workers maintained under the relevant legislation b) in England, from a register of health professionals or social workers maintained under the relevant legislation or C) from a corresponding register in Scotland or Northern Ireland.
- You cannot hold office as a member of the House of Commons or as the Chair or a non-officer member of the NHS Counter Fraud Authority whilst acting as a Chair of the CQC. You must inform the Secretary of State for Health and Social care if you are such a member.

The above is only intended to act as a summary of the legislation and you should consider the relevant sections of the legislation in full, which are attached for your ease at **Annex A** to this document.

When sending your application online, you will be asked to confirm that the information you have provided is true and correct and that you are eligible to apply for a public appointment. As part of this, you will also confirm that you have read any disqualification criteria for the role, and that you are willing to stand down from any other role/s in order to take up the appointment. If you are currently disqualified from appointment, please provide further details in your supporting letter.

For further advice, please contact Rachael Gingell on rachael.gingell@dhsc.gov.uk.

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 will be asked to complete, as part of the 'Outside interests and reputational issues' section, information on the following:

- Financial interests
- Employment, appointments and other outside roles

- Personal interests
- Any other relevant interests or activity.

You should declare anything relevant 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.

Interests may include, (without limitation), any outside personal or business interests, any direct and indirect financial interests (such as shareholdings or share options in individual companies), 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. A 'party related to you' could include for example (but without limitation) a spouse/partner, a business partner, a close family member or a person living in the same household as you.

Further help and examples of the types of things which you may need to disclose will be given to you on the relevant pages when you create your account and application on the public appointments application system (gov.uk website).

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 Ministers. If Ministers wish to appoint you, an offer of appointment may be subject to you giving up any unmanageable conflicts of interest.

If offered the role, you will be required to make a Declaration of Interests, which will need to include mitigations approved by the Department, for managing any potential conflicts of interest. Failure to declare a potential conflict of interest may become grounds for withdrawing an offer of appointment.

You will also be required 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.

Subject to the particular interest, you may also be required declare the interest to CQC for inclusion on CQC's published Register of Member Interests.

Political activity and social media

In the same section of your online application, you will also be asked to declare if you have undertaken any political activity for a political party within the last five years and for details of any social media accounts that can be viewed by the public.

Political activity

Political activity information is primarily for monitoring purposes only, however if you are shortlisted for interview, this information will be shared with the Advisory Assessment 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 and which meets the criteria for being politically active, as set out in the guidance when applying online, will be published in accordance with the Governance Code on Public Appointments. Political activity is not a bar to appointment, but it must be declared.

Social media

You can provide up to five public social media accounts and will be asked for the full URL of each. If you apply for a public appointment and are shortlisted for interview, DHSC will conduct appropriate checks, as part of which we reserve the right to consider anything in the public domain which may relate to your need to meet the requirements of the role to which you have applied and to hold public office. This may include searches of previous public statements and social media, blogs or any other publicly available information. We ask for information about your social media accounts to make sure these checks are carried out accurately.

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 CQC 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 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 of this
- you are subject to a current police investigation
- there are any previous or pending personal conduct issues where:
 - a complaint/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/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. You can

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

Alongside your own declaration, we will also conduct due diligence checks, as noted above, on information in the public domain. Your declarations and information from our checks will be shared with the Panel, who may explore any issues 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.

CV

We ask that you aim to limit your CV to around 2 pages. Please ensure your CV includes:

- Your full name, title, home address, personal contact telephone numbers (land line and mobile) and personal email address
- Details of your education and qualifications, employment history, directorships, membership of professional bodies and any relevant publications or awards
- Contact details for at least two referees. 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.
- Brief details of your current or most recent post and the dates you occupied this role, and any past or present Ministerial appointments.

Supporting Statement

The Supporting Statement is your opportunity to demonstrate how you meet each of the criteria set out in the person specification. You may want to add the essential and/or desirable criteria set out in the role description as subheadings in your statement and provide evidence underneath these. This will help the Advisory Assessment Panel to see how your skills and expertise relate to the role.

Please also set out details regarding any potential reputational issues (see above guidance on 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 two pages** and type or write clearly in black ink.

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.

Equality Information

You will be asked to complete questions on equality information when completing your application online. If you have previously created an account, the responses from that previous application will be saved. You will have an opportunity to review and edit your responses before you submit an application.

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

We collect equality information, including information about applicants' characteristics and educational and professional backgrounds, so that we can make sure we are attracting a broad range of people to these roles and that our recruitment 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 to the application process

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 to attend interviews, for example sign language interpreters
- making provision for support animals to attend interviews.

When you complete your application online, you will be given the opportunity to tick a box to request reasonable adjustment(s) to the application process at the "check your answers before sending your application" stage.

Disability Confident Scheme

The Department of Health and Social Care 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.

As part of implementing the Scheme, we guarantee an interview to anyone with a disability whose application meets all the essential criteria in the person specification for the role and who has asked that their application is considered under the Scheme. Indicating that you wish your application to be considered under the Scheme will in no way prejudice your application.

What do we mean by a disability?

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 tick the relevant box at the “check your answers before sending your application” stage of your online application.

2.2 The Assessment Process

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

Planned timetable

- Closing date: MIDDAY ON Monday 6 January 2025
- Shortlisting: 16 January 2025
- Interviews: 30 January 2025
- Select Committee Hearing: March 2025

Advisory Assessment Panel

Advisory Assessment Panels (AAPs) are chosen by Ministers to assist them in their decision-making. Panels include a departmental official and an independent member. For competitions recruiting non-executive members of a board (apart from the Chair), the panel will usually include a representative from the public body concerned, normally the Chair.

AAPs perform a number of functions, including undertaking sifting, carrying out interviews and assessing objectively who meets the published appointment criteria for the role. It is then for the Minister to decide who to appoint to the role.

The panel will include:

- Matthew Style, DHSC Director General, Secondary Care and Integration, as panel chair
- Mike More, Chair of NHS Cambridge University Hospitals Foundation Trust
- Jacob Lant, Chief Executive of National Voices
- Janice Scanlan, former Chief Executive and Director of Operations at the Appointments Commission as the Senior Independent Panel Member (SIPM)

The SIPM is independent of both the Department of Health and Social Care and CQC. As required by the Governance Code for Public Appointments, we have consulted the Commissioner for Public Appointments on the choice of SIPM for the panel and he was content.

Assessment

When the advert has closed, we will 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. If they wish to, Ministers can see the full list of candidates and provide their views to the panel ahead of shortlisting.

At the shortlisting meeting the Panel will assess applications against the essential criteria. 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. If you have applied under the Disability

Confident Scheme and you meet all the essential criteria, then you will be invited for an 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 other candidates who have been unsuccessful at the interview stage.

If they wish to, Ministers can see the short list of candidates and provide their views to the panel ahead of interviews.

You will be advised (by e-mail) whether you have been shortlisted. Those shortlisted will be invited to an interview. Interviews will be conducted either face-to-face, normally in central London or by video/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 share the opening question with you in advance to allow you to prepare your answer. The Panel 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. They 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 for further details).

Details of the Panel's assessment of interviewed candidates are provided to Ministers, including whether they have judged a candidate to be appointable to the role. It is then for Ministers to decide who should be appointed.

Ministers 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.

In some circumstances, Ministers may choose not to appoint and to re-run the competition.

Pre-appointment scrutiny

This role is subject to pre-appointment scrutiny by the Health and Social Care Select Committee.

Pre-appointment scrutiny is an important part of the appointment process for some of the most significant public appointments made by Ministers. It is designed to provide an added

level of scrutiny to verify that the recruitment meets the principles set out in the Governance Code on Public Appointments.

The pre-appointment scrutiny aspect of the appointment has two parts.

First, information concerning the appointment and the Minister's preferred candidate is shared with the Select Committee. As part of this process, you will need to be content for your name and your CV to be shared with the Select Committee as the Government's preferred candidate. You may also be required to complete a pre-appointment hearing questionnaire sent by the Committee to you which could include, among other things:

- declarations of any relevant potential conflicts of interest
- what you see as the priorities and key risks for the organisation
- questions about how you would lead the board and work with stakeholders
- your commitment to standards in public life and how you would handle being in the public eye

Normally, any information provided to the Select Committee by the Government or by the candidate will be published.

Second, it is likely that the Committee will decide to call the Government's preferred candidate to a public pre-appointment hearing before the Committee to answer questions relating to their suitability to the role. You would not be expected to have an in-depth technical knowledge of how the body works or an exact plan of what you would do in the role, however you will be expected to provide a credible representation of your understanding of the work of the body and what your role in its future would be.

The Government is committed to making public appointments as accessible as possible so that no one is deterred from applying. The Department will provide support to you to help you prepare for the hearing and the Clerks to the Committee will also be available to discuss with you how the hearing will run. You will also be supported should you require any adjustment to enable you to participate fully in the hearing process.

For more information about pre-appointment scrutiny, please see the Cabinet Office Guidance: [Pre-appointment scrutiny by House of Commons Select Committees](#).

The Liaison Committee also publishes [guidelines](#) to Select Committees for pre-appointment hearings. You may also find it helpful to review the Code of Conduct for Board Members of Public Bodies here: <https://www.gov.uk/government/publications/board-members-of-public-bodies-code-of-conduct> which sets out the expectations which the Government places on non-executive members of public bodies.

Following the hearing, the Committee will write to Ministers and make a public report which will include their views on your suitability for the role.

Following receiving and considering the Select Committee's report, Ministers will decide if they wish to appoint you to the role.

Offer of appointment

If you are successful, you will be contacted by officials to inform you of the offer and to ask you to confirm if you would be willing to accept. If you would, then the next steps will be to ask you to complete a Declaration of Interests form, which will be required to be signed-off by you and a senior official. DHSC will also conduct pre-appointment checks.

These checks are conducted on candidates to be appointed, prior to appointment. Your role is only initially offered subject to these checks being satisfactorily completed.

Some of the checks will be run by the department's Public Appointments Team and some will be commissioned by them from the Government Recruitment Service (GRS). Taken as a whole, the checks will include covering the requirements of the fit and proper person test, referred to earlier, and security checks.

The pre-appointment checks cover:

- identity check
- employment history
- references for the last 6 years of your employment
- occupational health assessment (where necessary)
- qualifications
- record of any upheld, ongoing or discontinued disciplinary, complaint, grievance, adverse employee behaviour or whistle-blowing findings
- Disclosure and Barring Service check
- professional registration/revalidation status (where required)
- insolvency check
- declaration of any settlement agreements
- a search of the Companies House register to ensure you are not disqualified as a director
- a search of the Charity Commission's register of removed trustees
- a check with the regulatory body for the NHS and relevant professional bodies where necessary
- social media check
- employment tribunal judgement check
- county court judgement check

Identity checks

The identity checks noted above will require you to initially provide three forms of documentation to verify your identity, and then provide further personal data, by completing an online form. The link to complete this form will be sent separately to you.

References

We will request two types of references as part of our due diligence process:

- those focused on assessing your fit against the person specification and your ability to meet the requirements of the role. To support that, we require that you provide contact details for two referees: one from your current or most recent main employer, and one from another suitably qualified person who can make such an assessment. The contact details of both referees should be included in your CV.

- those related to the fit and proper person test. If you are shortlisted, we will ask at that point that you provide the contact details of HR Directors or equivalent for any organisations you have been employed by or have held a Chair or Non-executive Director position with, in the last 6 years. These references will be focused on conduct: we will ask those organisations to confirm if there were or are any misconduct or grievance processes that we should be made aware of. When we request contact details from you, we will share with you the specific questions we will ask of your former employers, and we will seek your permission to approach them.
- Both sets of references described above will only be collected if you have been offered and are willing in principle to accept the role.

Occupational Health assessment

If you are offered an appointment, as part of standard pre-appointment checks, you will be asked a series of questions to ascertain whether you will need to undertake an Occupational Health assessment prior to being appointed. The Occupational Health assessment will determine whether you are fit to deliver the role and if you would need any reasonable adjustments to do so.

Appointment

On completion of your Declaration of Interests and the pre-appointment checks, you will receive a letter from Ministers appointing you as Chair of CQC, which will confirm the terms and conditions on which the appointment is offered.

Announcement

All public appointments are announced on GOV.UK. The announcement is required to include the length of your appointment, the remuneration for the role and whether you have declared any political activity. We will share the draft announcement with you before it is made. A press notice may also be issued.

Queries

For any queries about your application status or the selection process, please contact Rachael Gingell in DHSC's Public Appointments Team:

Email: rachael.gingell@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.

You will receive an automated email to confirm your application has been submitted successfully.

Following the closing date, you will receive a further email from DHSC's Public Appointments Team confirming next steps in the selection process. If you have not received your application id reference number within 3 working days of the advertised closing date, please contact us quoting reference VAC-7927.

Governance Code on Public Appointments and the Commissioner for 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 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 independent of the Government and the Civil Service. Further information 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 Millie Simpson by emailing millie.simpson@dhsc.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 8938

Email: publicappointments@csc.gov.uk

2.3 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

The Department of Health and Social Care will process personal data relating to you in accordance with the Department of Health and Social Care data protection policy at [DHSC privacy notice - GOV.UK \(www.gov.uk\)](#) and the Cabinet Office's data protection policy for public appointments at <https://apply-for-public-appointment.service.gov.uk/privacy>.

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

The equality 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.

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.

Annex A – CQC Legislation Further Information

Disqualification

1. An individual is disqualified from appointment if the person has within the preceding five years:
 - a. been convicted in the United Kingdom of any criminal offence or been convicted elsewhere of any offence which, if committed in any part of the United Kingdom, would constitute a criminal offence; and
 - b. been sentenced to a sentence of imprisonment (whether suspended or not), and the conviction has not been quashed nor the sentence reduced to a sentence other than a sentence of imprisonment (whether suspended or not) on appeal.
2. The person has undisclosed bankruptcy, is the subject of a bankruptcy restrictions order or an interim bankruptcy restrictions order, or moratorium period under a debt relief order under Part 7A of the Insolvency Act 1986.
3. The person has been dismissed (without being re-instated) by reason of misconduct from any paid employment where that dismissal has not been the subject of a finding of unfair dismissal by a tribunal or court.
4. The person has been the subject of a national NHS disqualification.
5. The person:
 - a. has been refused inclusion in a pharmaceutical list or a performers list
 - b. has been conditionally included in a pharmaceutical or performers list;
 - c. has been removed from a pharmaceutical or performers list;
 - d. has been contingently removed from a pharmaceutical list;
 - e. has been suspended from a pharmaceutical or performers list; or
 - f. is one in whose case a body that licences or regulates a profession has made a decision under any enactment in force in Wales, Scotland or Northern Ireland corresponding to those prescribed above scenarios where that decision has like effect.
6. The person is subject to a disqualification order or disqualification undertaking under the Company Directors Disqualification Act 1986; a disqualification order or disqualification undertaking under the Company Directors Disqualification (Northern Ireland Order) 2002; or an order made under section 429(2)(b) of the Insolvency Act 1986 (disabilities on revocation of administration order against an individual).
7. The person has been removed from the office of charity trustee or trustee for a charity by an order made by the Charity Commissioners or the High Court on the grounds of any misconduct or mismanagement in the administration of the charity for which that person was responsible or to which that person was privy, or which that person, by his conduct, contributed to or facilitated; or under section 34 of the Charities and Trustee Investment (Scotland) Act 2005 (powers of Court of Session to deal with management of charities) from being concerned in the management or control of any charity or body controlled by a charity.

8. The person's tenure of office as the chair or as a member, director or governor of an NHS body has been terminated on the ground that:
 - a. it was not in the interests of, or conducive to the good management of, that NHS body or the health service that that person should continue to hold that office
 - b. that person failed, without reasonable cause, to attend any meeting of that NHS body for a period of three months or more; or
 - c. that person failed to declare a pecuniary interest or withdraw from consideration of any matter in respect of which that person had a pecuniary interest.
9. The person ceased to be a member of a local authority by virtue of section 85 of the Local Government Act 1972 (vacation of office by failure to attend meetings).
10. The person:
 - a. is disqualified from being or becoming a member of a local authority by virtue of a decision of the First-tier Tribunal made under section 78A of the Local Government Act 2000 or a decision of a Welsh case tribunal under section 79 of that Act, or
 - b. is subject to an order under section 34(4) of the Localism Act 2011.
11. The person ceased to be a Scottish councillor by virtue of section 35 of the Local Government (Scotland) Act 1973.
12. The person is disqualified from being or becoming a Scottish councillor by virtue of a decision of the Standards Commission for Scotland.
13. The person has been removed from office as a member of Social Care and Social Work Improvement Scotland.
14. The person is included in the children's barred list or adults' barred list, maintained under section 2 of the Safeguarding Vulnerable Groups Act 2006 or in any corresponding list maintained under an equivalent enactment in force in Scotland or Northern Ireland.
15. The person's registration as a provider or manager of an establishment or agency under Part 2 of the Care Standards Act 2002 has been cancelled by the registration authority under section 14 of that Act (exceptions do apply).
 - a. Subject to exceptions set out within the Regulations, a person whose registration as a providers of a 'regulated service' in Wales within the meaning of Regulation 2 Regulation and Inspection of Social Care (Wales) Act 2016, has been cancelled or varied (examples of a 'regulated service' include, but are not limited to, a care home service, a domiciliary support service, a residential family centre service, and an adoption or fostering service);
16. The person's application for registration under Part 1 of the Health and Social Care Act 2008 has been refused under section 12 or 15 of that Act.
17. The person's registration as a provider or manager of an establishment or agency under Part 1 of the Health and Social Care Act 2008 has been cancelled by the Commission under section 17 of that Act (exceptions do apply).

18. The person's registration under Part 1 of the Health and Social Care Act 2008 has been cancelled by an order of a justice of the peace under section 30 of that Act (exceptions do apply).

19. The person is one in whose case a decision which is of like effect to those listed in paragraph 24, 25, or 26 has been made under any enactment in force in Scotland or Northern Ireland corresponding to Part 1 of the Health and Social Care Act 2008.

20. The person's registration as a health care professional has been withdrawn or suspended.

21. The person has been removed or suspended:

- a. in Wales, from a register maintained under section 80 of the Regulation and Inspection of Social Care (Wales) Act 2016.
- b. in England, from a register maintained under article 5 of the [Health Professions Order 2001], pursuant to article 29 of that Order or from a register maintained under section 39(1) of the Children and Social Work Act 2017, pursuant to Part 5 of the Social Workers Regulations 2018 (discipline and fitness to practise); or
- c. from a corresponding register maintained under any enactment in force in Scotland or Northern Ireland.

22. You may not be the Chair or a member of the Care Quality Commission if you are a member of the House of Commons. You also cannot hold office as a chair or non-officer member of the NHS Counter Fraud Authority if you are chairperson, member, officer, governor or director with, or is employed by, or contracted in any capacity to provide services to the Care Quality Commission.

Notice and Termination

23. A non-executive member may resign by giving notice in writing to the Secretary of State for Health.

24. The Secretary of State may, in the prescribed manner, remove the chair or any other non-executive member from office if (but only if) the Secretary of State is satisfied that the person—

- a. is unable or unfit to carry out the duties of that office,
- b. is failing to carry out those duties, or
- c. is disqualified from holding office (or was disqualified at the time of appointment).

Suspension

25. You may be suspended from office if it appears to the Secretary of State that any of the conditions set out at 24 (a) (b) or (c) above is or may be met.

© Crown copyright 2024

Published to GOV.UK in pdf format only.

www.gov.uk/dhsc

This publication is licensed under the terms of the Open Government Licence v3.0 except where otherwise stated. To view this licence, visit:

nationalarchives.gov.uk/doc/open-government-licence/version/3

Where we have identified any third party copyright information you will need to obtain permission from the copyright holders concerned.

