



Department  
of Health &  
Social Care



# NHS England Non-Executive Directors

## Information pack for applicants

**Closing date: Midday on Thursday, 20 February 2025**

**Reference no: VAC-8209**



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# Section 1 – The Role

## 1.1 Introduction from NHS England Chair, Richard Medding and quotes from the Board

Dear Candidate,

Thank you for your interest in the Non-Executive Director roles on the NHS England Board. You would be joining us at a pivotal moment, as we continue to evolve into a single, integrated organisation following our merger with NHS Digital and Health Education England. This transformation marks a significant step towards aligning workforce planning, digital innovation, and service delivery - ensuring that we are better positioned to meet the challenges and opportunities ahead.

The NHS faces a complex and demanding landscape. While we continue to recover from the pandemic's impact, we must also respond to rising demand, workforce shortages, and economic pressures. Our focus remains on tackling waiting times, improving urgent and emergency care, and strengthening access to primary care - key areas highlighted in the recent Darzi Review. The NHS Long Term Plan remains central to our ambitions, driving improvement in key clinical areas such as mental health, maternity care, cancer, and cardiovascular health, while reducing health inequalities and enabling healthier, longer lives for all.

The creation of a single NHS England has brought together digital capability, workforce development, and national leadership under one roof. This integration allows us to harness data and technology to transform patient care, modernise our infrastructure, and plan for the NHS workforce of the future. Simultaneously, the 42 Integrated Care Systems (ICSs) are enabling local collaboration to deliver joined-up care and address the specific needs of their populations.

We must now bring pace and focus to these opportunities. The NHS must meet rising demand from an ageing population, ensure equitable access to care, and address deep-rooted health disparities. Our ability to deliver high-quality care while living within our financial means requires innovation, partnership, and bold leadership. Digital transformation, data-driven insights, and ongoing collaboration with Life Sciences will play a central role in achieving this.

The NHS remains defined by its founding principle: care that is accessible to all, free at the point of need. Delivering on this promise today requires a passionate, multi-skilled workforce and an unrelenting focus on the needs of patients. As a Board, we must support and

empower our teams, while ensuring that NHS England remains accountable, effective, and forward-looking.

We are seeking individuals who share our commitment to improving health and care for all, who bring the skills and experience to contribute actively to the Board's deliberations, and who are equally willing to engage with our staff and stakeholders across the system. Your insight and leadership will help us shape a sustainable and effective NHS for the future.

Thank you for considering this important opportunity. I look forward to meeting you as part of the process.

**Richard Meddings**  
**Chair of NHS England**

**Sir Andrew Morris, Deputy Chair:**

"It's been a real honour to be an active member of the board which has shaped the strategic direction of one of the world's largest publicly funded health services. The NEDs have also brought a variety of skills and experiences to complement those of the Executives to enhance the operational performance of the NHS during a really challenging post pandemic period."

**Wol Kolade, Deputy Chair:**

"It has been an extraordinary privilege being an NED on the Board of NHSE. It is one of the key Arms-Length Bodies within our governmental system and plays a crucial role in our society. Over the past nearly 7 years as a board member, we have faced into some immense health and social economic challenges.

What has been rewarding is that many of my private sector skills and experiences have been highly relevant and enabled me to contribute at both a tactical and strategic level. The other element is of course the board committee work where we get to go deeper and focus more on critical issues such as Risk and Cyber Security; Digital and Data; the Long-Term Workforce; Quality and Patient Safety.

Perhaps the most rewarding aspect of my time as an NED is how much I have learnt from my fellow board colleagues, clinicians, and the wider NHS workforce that I have been privileged to meet and work with."

**Baroness Mary Watkins, Non-Executive Director:**

"It is a privilege to contribute to debate and vision for NHS England as a Non-Executive Director. A key part of the role is to support the Executive Team in delivery on the 3 themes increasing community-based services, preparing for increased digital delivery and prevention of ill health. The time commitment is higher than I expected but worth it!"

**Professor Sir Robert Lechler, Non-Executive Director:**

"It is a privilege to serve on the Board of NHSE, particularly in the context of formulating a future model of healthcare with the new government. The density of talent on the Board makes for highly stimulating discussions of the major issues that confront us.

While the service is under unprecedented pressure, there is enormous potential to position the NHS as one of the world's leading healthcare systems."

## 1.2 Role description and person specification

Ministers are seeking to make up to 4 appointments to the board of NHS England.

### Role description

The primary role of NHS England's Non-Executive Directors is, within a unitary Board, to assist in developing the strategy for NHS England, and then overseeing performance delivery.

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 fulfils 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 Government's health policy, 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 and ensuring appropriate resource is dedicated to preventing disease as well as treating disease; ensuring the board drives strong integration between health and care; 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 focus on productivity; and 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

- ensuring the Executive Team is held to account for performance management across the major interfaces for patients with the service
- reducing waste and driving efficiencies to enable as much taxpayer's money as possible is directed towards patient care
- Ensure that the executive team have in place appropriate arrangements for the commissioning of primary care and complex specialist health services including delegation of these services where appropriate

## Person specification

The Secretary of State is seeking to appoint up to 4 new Non-Executive Directors to the NHS England board, to ensure the board has the skills and capabilities to support the three shifts that he has identified as a priority: from hospital to community; treatment to prevention; and analogue to digital. We are therefore looking for people from a range of backgrounds.

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

- A career track record of delivery, with an ability to operate effectively on the board of a high-profile national organisation, and an understanding of corporate governance.
- Sound judgement, with the ability to consider and provide challenge on complex issues from an impartial and balanced viewpoint and to hold the executive team to account.
- Strong strategic skills, with an ability to guide NHS England's strategic direction and a bias towards effective delivery and implementation.
- Good communication skills, with a positive and constructive style, able to work as part of a team and take collective responsibility.
- In addition, candidates should bring skills and senior experience in one or more of the following areas:
  - delivering transformational change in large and complex organisations
  - NHS leadership
  - technology and digital
  - innovation and research
  - primary care, community care, neighbourhood health or mental health care
  - local government
  - voluntary and charity sector
  - representing patients' experience

## Remuneration and status of appointment

Non-Executive Directors are remunerated at the standard rate of £7,883 per annum.

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 NHS England. 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 NHS England.

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 month on main Board engagement. Non-Executive Directors also sit on at least one of the Board's sub-committees, which can increase the overall time commitment to 3 to 5 days a month.

## Location

Board meetings are mainly held in London.

NHS England  
Wellington House,  
133-155 Waterloo Rd,  
London  
SE1 8UG

Please see **Annex B** for details of Board and Committee meetings for 2025/26.

## Tenure of office

Ministers will determine the length of the appointment, which will be for 3 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

NHS England 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 NHS England Chair for carrying out their duties and for their performance.

## For a discussion about the role

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

Name: Jennifer Benjamin, Deputy Director - Policy Provision & Accountability

Tel: 07935 013850

Email: [Jennifer.Benjamin@dhsc.gov.uk](mailto:Jennifer.Benjamin@dhsc.gov.uk)

OR

Name: Georgina Connah, Head of Sponsorship - Provider Policy and Provision

Tel: 02079 724083

Email: [Georgina.Connah@dhsc.gov.uk](mailto:Georgina.Connah@dhsc.gov.uk)

## 1.3 NHS England role and responsibilities

NHS England (NHSE) shares responsibility with the Secretary of State for Health and Social Care for promoting a comprehensive health system in England, for securing improvements in physical and mental health, and for the prevention, diagnosis and treatment of ill-health.

NHS England is responsible for arranging the provision of health services and for more than £186 billion of funds.

The Government sets out its priorities for NHSE in a statutory mandate. The Secretary of State has a legal duty to keep NHSE's performance against the mandate under review and publish an assessment of its overall performance annually.

The Government has decided that NHS England and the Department will increasingly work as 'one team' and this will be reflected in both the working practices of staff and the leadership expectations of the Chair and others. While the organisations will remain distinct legal entities, collaborative working will be the default approach.

This will support NHS England in its work to address both the near-term challenges of performance recovery and the longer-term challenges which will be the focus of the forthcoming Ten Year Plan.

The Secretary of State also delegates responsibility to NHSE for certain public health services – including for example, national immunisation programmes, cancer and non-cancer screening programmes, Child Health Information Services and public health services for adults and children in secure settings. Since October, additional public health functions were conferred upon NHSE following the abolition of Public Health England.

# Section 2: The recruitment

## 2.1 Making an application

Thank you for your interest in the appointment of a Non-Executive Director to NHS England.

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 4849424 or Permjeet Butler on 0113 2545915.

Applications must be received by **midday on Thursday, 20 February 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 NHS England sets out how individuals are disqualified from appointment as an NHS England Non-Executive Director, if they are:

- A member of the House of Commons
- A member of the Northern Ireland Assembly
- A member of the Scottish Parliament
- A Chair or non-executive Director of an NHS Trust in England or a chair, vice-chair of non-executive Director of an NHS Trust in Wales.
- The Chair or a non-officer member of the NHS Business Services Authority
- The Chair or a non-officer member of NHS Resolution
- The Chair or a non-officer member of NHS Counter Fraud Authority

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](mailto: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 NHS England for inclusion on NHS England'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 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 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 20 February 2025
- Shortlisting: 28 February 2025
- Interviews: March 20 & 24 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 & Integration OR Jason Yiannikou DHSC Director Long Term Planning Legislation, as panel chair
- Chair of NHS England, currently Richard Meddings
- Susan Hopkins, Chief Medical Adviser at UK Health Security Agency
- Jenni Douglas-Todd, Chair of Dorset Integrated Care System, as the Independent Panel Member

### 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' 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.

## **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 a Non-Executive Director of NHS England, 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](mailto: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-8209.**

## **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 Permjeet Butler by emailing [Permjeet.Butler@dhsc.gov.uk](mailto:Permjeet.Butler@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](mailto: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 – NHS England Legislation

## Further Information

### Disqualification

1. You may be disqualified from being the Chair or a Member of NHS England if you are:
  - A member of the House of Commons
  - A member of the Northern Ireland Assembly
  - A member of the Scottish Parliament
  - A Chair or non-executive Director of an NHS Trust in England or a chair, vice-chair or non-executive Director of an NHS Trust in Wales.
  - The Chair or a non-officer member of the NHS Business Services Authority
  - The Chair or a non-officer member of NHS Resolution
  - The Chair or a non-officer member of NHS Counter Fraud Authority

### Notice and Termination

2. A person may at any time resign from office as a non-executive member by giving notice to the Secretary of State.
3. The Secretary of State for Health and Social Care may at any time remove a person from office as a non-executive member on any of the following grounds:
  - (a) Incapacity
  - (b) Misbehaviour; or
  - (c) Failure to carry out his or her duties as a non-executive member.

### Suspension

4. The Secretary of State may suspend a person from office as a non-executive member if it appears that there are or may be grounds to remove that person from office by reason of paragraph 3 above.
5. The initial period of suspension must not exceed six months. The Secretary of State may review the suspension at any time but the Secretary of State must review the suspension if requested in writing by the person to do so, but need not review the suspension less than three months after the beginning of the initial period of suspension.
6. Following a review of a period of suspension, the Secretary of State may revoke the suspension, or suspend the person for another period of not more than six months from the expiry of the current period.

7. The Secretary of State must revoke the suspension if they decide that there are no grounds to remove the person from office as a result of incapacity, misbehaviour, or failure to carry out his or her duties as a non-executive member; or decides that there are grounds to do so but does not remove the person from office under that provision.

# Annex B – Board and Committee Meetings 2025/26

## NHS England Board & Committee Dates – April 2025 to March 2026

Main Board	Dates
Private and Public Board*	<ul style="list-style-type: none"> <li>• 29 May 2025 09:00 – 17:00</li> <li>• 24 July 2025– 25 July 2024 Regional Board and Visits</li> <li>• 2 October 2025 09:00 – 17:00</li> <li>• 4 December 2025 09:00 – 17:00</li> <li>• 5 – 6 February 2026 Regional Board and Visits</li> <li>• 26 March 2026 09:00 – 17:00</li> </ul>
<b>Board Strategy Session</b>	<ul style="list-style-type: none"> <li>• 28 April 2025 13:00 17:00</li> <li>• 8 September 2025 13:00 17:00</li> </ul>
<b>Board Calls: Topic deep dives</b>	<ul style="list-style-type: none"> <li>• 23 April 2025 17:00 – 18:00</li> <li>• 25 June 2025 17:00 – 18:00</li> <li>• 20 August 2025 17:00 – 18:00</li> <li>• 5 November 2025 17:00 – 18:00</li> <li>• 7 January 2026 17:00 – 18:00</li> </ul>
Sub-Committees	Dates
<i>Dates of board sub-committees are set out below, but please note that NEDs would not be expected to be a member of all the sub-committees. They are normally a member of one or two committees in addition to the Board.</i>	
<b>Audit and Risk Committee*</b>	<ul style="list-style-type: none"> <li>• 22 May 2025 13:00 – 16:00</li> <li>• 17 July 2025 13:00 – 16:00</li> <li>• 18 September 2025 13:00 – 16:00</li> <li>• 3 December 2025 13:00 – 16:00</li> <li>• 19 March 2026 13:00 – 16:00</li> </ul>
<b>Cyber Security and Risk Sub-Committee **/**</b>	<ul style="list-style-type: none"> <li>• 9 April 2025 14:00 – 17:00</li> <li>• 9 July 2025 14:00 – 17:00</li> <li>• 8 October 2025 14:00 – 17:00</li> <li>• 7 January 2026 14:00 – 17:00</li> </ul>
<b>Data, Digital and Technology Committee***</b>	<ul style="list-style-type: none"> <li>• 15 May 2025 14:00 – 17:00</li> <li>• 14 August 2025 14:00 – 17:00</li> <li>• 16 October 2025 14:00 – 17:00</li> <li>• 18 December 2025 14:00 – 17:00</li> <li>• 12 March 2026 14:00 – 17:00</li> </ul>
<b>Quality Committee **</b>	<ul style="list-style-type: none"> <li>• 18 June 2025 10:00 – 13:00</li> </ul>

Non-Executive Director of NHS England - Information pack for applicants

	<ul style="list-style-type: none"> <li>• 24 September 2025 10:00 – 13:00</li> <li>• 26 November 2025 10:00 – 13:00</li> <li>• 28 January 2026 10:00 – 13:00</li> <li>• 25 March 2026 10:00 – 13:00</li> </ul>
<b>People and Remuneration Committee*</b>	<ul style="list-style-type: none"> <li>• 23 April 2025 09:00 – 12:00</li> <li>• 2 July 2025 09:00 – 12:00</li> <li>• 17 September 2025 09:00 – 12:00</li> <li>• 19 November 2025 09:00 – 12:00</li> <li>• 21 January 2026 09:00 – 12:00</li> </ul>
<b>Nominations Committee*</b>	<ul style="list-style-type: none"> <li>• 2 April 2025 15:00 – 17:00</li> <li>• 4 August 2025 15:00 – 17:00</li> <li>• 8 December 2026 15:00 – 17:00</li> </ul>
<b>Workforce Training and Education Committee***</b>	<ul style="list-style-type: none"> <li>• 10 April 2025 14:00 – 16:00</li> <li>• 12 June 2025 14:00 – 16:00</li> <li>• 7 August 2025 14:00 – 16:00</li> <li>• 23 October 2025 14:00 – 16:00</li> <li>• 11 December 2025 14:00 – 16:00</li> <li>• 12 February 2026 14:00 – 16:00</li> </ul>

\*Statutory/Regulatory requirement

\*\* Corporate Governance Best Practice

\*\*\* Assuming responsibility of NHSD and HEE boards

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