

**Nominations for the posts of
Chair of the Governing Body, Chief Operating Officer and
Chief Financial Officer for Wandsworth CCG**

1. Introduction

In the near future, the Wandsworth CCG will be invited to nominate individuals to enter the national development & assessment centre process for the key posts on the CCG Governing Body of Chair, Chief Operating Officer and the Chief Financial Officer.

As this paper concerns the establishment of the CCG and appointment to key leadership roles in the new organisation, the recommendations presented are for decision by the clinical members of Management Team as representatives of the membership of the CCG.

National guidance is clear that it is for CCGs to agree how they wish to come to their decisions on nominating and appointing to roles, ensuring:

- Transparency and fairness in the process
- Confidence in individuals having the competencies required of the role
- Member practices support

For clarity, the CCG will appoint all roles with the NHS Commissioning Board having a specific role in confirming the appointment of the Accountable Officer.

Individuals nominated to undertake the three roles will be taken through a national development and assessment centre. The final details and timescales of the process have not yet been published, but it is anticipated that nominations will be sought within the next 2-3 weeks and assessment centres commence in April.

NHS London is also providing a support function for CCGs to manage the process on a collaborative and consistent basis across the capital.

The position and process for each of the three roles is slightly different, as described below:

2. Chair of the Governing Body

The CCG has previously resolved that the Chair of the Governing Body should be a clinical leadership role, filled by a GP.

Dr Nicola Jones was elected as the Clinical Chair in July 2011 and currently chairs the CCG Committee within the terms of the Delegation Agreement with Wandsworth PCT, together with undertaking a significant leadership role in the design and development of the CCG prior to authorisation.

Dr Jones was elected to serve on a fixed-term contract until 31st March 2013. This timescale was based on our understanding of the need to appoint a clinical lead to support the emerging CCG through the period to full authorisation and commencement as a statutory organisation expected from 1st April 2013.

At the time of Dr Jones appointment work had not commenced on the Constitution of the CCG. This is now in progress and, in common with usual practice, is expected to confirm that the period of office of the Chair, other clinical and lay members of the Governing Body should be for a period of 3 or 4 years.

The Department of Health has recently established the requirement to nominate/appoint the Chair of the Governing Body prior to the formal commencement of the CCG authorisation process, indeed the CCG would be unable to achieve authorisation without a Chair appointed to serve beyond the date of formal establishment in April 2013.

As highlighted above, nominations are required in the near future to enable designated Chairs to undertake the national development and assessment centre process.

In this context, it is proposed that **the clinical members of MT** (excluding Dr Jones) recommend and support the following actions for approval by the three Local Commissioning Groups representing the membership of the CCG:

- To extend the appointment of Dr Nicola Jones as the Chair of the CCG Governing Body, to serve for a period of time consistent with that to be defined in the Constitution of the CCG (e.g. three-year term to 30th June 2014 or four-year term to 30th June 2015);
- To formally nominate Dr Nicola Jones as the Chair of Wandsworth CCG for the national assessment and development centre process.

3. Chief Operating Officer (Accountable Officer)

The CCG has previously resolved that the Chief Operating Officer (COO) will be the senior manager of the organisation and also undertake duties as the Accountable Officer.

For this role, it is expected that NHS London will co-ordinate a process by which a 'pool' of appropriately senior and qualified staff across the capital will be nominated by CCGs, PCT Clusters and NHS London. It is envisaged that the pool will be open to staff at Band 9 or on Very Senior Manager terms and conditions.

As the COO posts in CCGs are essentially new roles, there will be no slotting across from existing roles and TUPE is not expected to apply.

Staff in the pool will undertake the national development and assessment centre programme. As stated earlier, appointment of the Accountable Officer will be subject to ratification by the NHS Commissioning Board.

It would appear that the CCG has two potential options for managing the appointment to the COO role:

- i) The CCG may determine a local process to identify, secure and nominate a preferred candidate into the London/national assessment and approval processes;
- ii) The CCG may choose to wait for a list of candidates in the pool who have completed the national assessment and development centre process and then conduct an appointment process.

There are benefits and disadvantages in both options:

- Option 1 offers the benefits of reaching an early resolution, enabling the authorisation process to progress at pace, and building the leadership of the CCG based upon continuity with a known local candidate. The range of local candidates for selection would however be narrow;
- Option 2 may take longer to resolve, potentially impacting on the application timescale for authorisation, but would enable the CCG to appoint from a wider range of candidate. Conversely the CCG may lose a local candidate in competition with other CCGs through the wider appointments process.

Whichever approach the CCG chooses needs to be managed transparently and fairly.

The clinical members of MT are recommended to consider which of the proposed options for appointment to the post of Chief Operating Officer they wish to pursue.

If option 1 is chosen, to identify any existing Senior Officers of the Borough Team they wish to nominate for the national development and assessment centre process.

4. Chief Financial Officer

The process for the appointment of the Chief Financial Officer (CFO) is broadly expected to follow a similar process to that of the Chief Operating Officer, but with two key exceptions:

- There is expected to be a pool of 'suitably qualified individuals' created from which to select given the specific technical and professional qualifications and skills required for this role;
- The CFO post is not subject to formal endorsement by the NHS Commissioning Board.

The final design of the CFO post within the Wandsworth CCG has not been completed. Options to either share the post with a neighbouring CCG, to recruit to the post as a part-time role, or to broaden the remit of the post within the CCG are all currently being considered. This is not unique to Wandsworth, similar options are being explored by all CCGs in SWL and the cluster Director of Finance is due to review the position and options with all CCGs in SWL in the near future.

In this context, it is unlikely to be realistic that the CCG will be in a position to quickly decide on the preferred approach to nomination or selection to the post. The design of the post needs to be finalised to enable the CCG and prospective candidates to be in the best position to make informed decisions.

The only existing potential candidate for the CFO post within the Wandsworth team to be eligible to enter the pool of suitably qualified individuals is Paula Swann, Director of Financial Management.

In order to keep options open for both the CCG and Paula at this stage, **the clinical members of MT** are recommended to request SWL cluster to ensure that Paula Swann is nominated into the national assessment and development centre process, with Wandsworth CCG undertaking a future appointment process for the post of CFO when the job design is complete.

5. Recommendations

In summary, the Clinical Members of the Management Team (with the exception of Dr Jones for points 1 & 2) are recommended to support and resolve to seek the agreement of the three LCGs to:

- i) Extend the appointment of Dr Nicola Jones as the Chair of the CCG Governing Body, to serve for a period of time consistent with that to be defined in the Constitution of the CCG (i.e. three-year term to 30th June 2014 or four-year term to 30th June 2015);
- ii) Formally nominate Dr Nicola Jones as the Chair of Wandsworth CCG for the national assessment and development centre process;
- iii) Consider which of the proposed options for appointment to the post of Chief Operating Officer they wish to pursue & if option 1 is chosen, to identify any existing Senior Officers of the Borough Team they wish to nominate for the national development and assessment centre process;
- iv) Request SWL cluster to ensure that Paula Swann is nominated into the national assessment and development centre process, with Wandsworth CCG undertaking a future appointment process for the post of CFO when the job design is complete.

All recommendations to be formally agreed at the CCG Committee on 18th April 2012.