



Care to join us?

HEAD OF MARKET OVERSIGHT (REQ 2029)
APRIL 2024



Letter from James White, Director of Corporate Provider & Market Oversight

Dear Candidate,

Thank you for showing an interest in this important role of Head of Market Oversight. You will be joining a newly established Regulatory Leadership Team alongside colleagues leading across social care and health and setting the agenda for regulating, assessing and improving services to people in our communities, impacting on 24,000 adult social care and health providers who are registered with us and regulated by us. This role will set the framework for how we apply our specific duties to maintain market oversight of potentially difficult to replace providers and respond to the risk of market failure and its consequences for individuals, vulnerable people, businesses and local government. It is also therefore important for the successful candidates to be able to play a full corporate role as part of the wider senior leadership team within the CQC.

The role of Head of Market Oversight is a member of the Corporate Provider and Market Oversight Team and is responsible for ensuring that CQC fulfils its Market Oversight regulatory duties to monitor the financial sustainability of potentially difficult to replace Adult Social Care providers. The role will report directly to the Director, Corporate Provider and Market Oversight, and will include: leading the CQC's relationship with approximately 20 to 30 corporate providers in the market oversight scheme on financial issues; Directing any additional financial analysis required to understand business failure risk; and providing support in determining the point at which Local Authorities should be notified of the CQC's concerns around likely business failure and likely service cessation.

Our vision as part of the strategy is for CQC to be high performing in the way we deliver for those receiving care, with a senior leadership team focused on providing clear direction and high support to a skilled and highly capable workforce.

Alongside our operational delivery will be our people priorities focused on a proactive approach to diversity and inclusion; a comprehensive wellbeing offer; and a real emphasis on developing the skills of both our managers and the members of their teams.

If this sounds like the type of role you would excel at, then please apply.

Best wishes

James White, Director of Corporate Provider & Market Oversight

About CQC

The Care Quality Commission is the independent regulator of health and adult social care in England. We make sure that health and social care services provide people with safe, effective, compassionate, high-quality care, and encourage services to improve.

Our role

- We register care providers.
- We monitor, inspect and rate services.
- We take action to protect people who use services.
- We speak with our independent voice, publishing our views on major quality issues in health and social care.

Throughout our work we

- Protect the rights of vulnerable people, including those restricted under the Mental Health Act
- Listen to and act on your experience
- Involve the public and people who receive care
- Work with other organisations and public groups

Our values

- Excellence – being a high-performing organisation
- Caring – treating everyone with dignity and respect
- Integrity – doing the right thing
- Teamwork – learning from each other to be the best we can
- Success Profiles support and reinforce our values, bringing those values to life in our day to day conversations.



Our values

Excellence – being a high-performing organisation

Caring – treating everyone with dignity and respect

Integrity – doing the right thing

Teamwork – learning from each other to be the best we can be

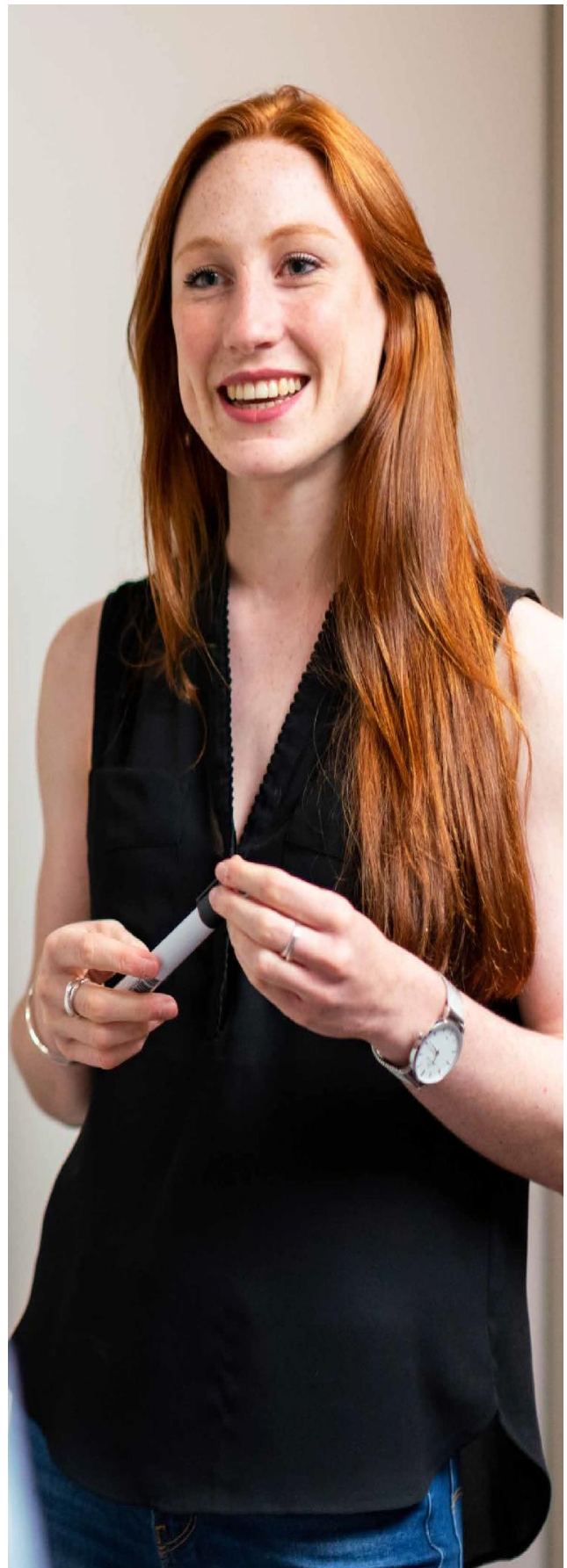
Success Profiles

For CQC, Success Profiles outline key behavioural characteristics at each grade, providing a consistent framework of behaviours to help all colleagues work in a way that has a significant impact on CQC's performance and shaping our future culture.



Success Profiles identify and help bring to life the behaviours which will support our drive to become a world class organisation. They will support the culture of feedback which is central to individual and organisational learning, and act as a guide to how we use our values in our day to day work.

The Success Profiles applicable to this level role are shown in Annex A at the end of this pack.



Our Strategy

A new strategy for the changing world of health and social care – CQC's strategy from 2021

We're changing how we regulate to improve care for everyone. What we've learned from the past five years puts us in a better position for the future. Our new strategy combines this learning and experience and we've developed it with valuable contributions from the public, service providers and all our partners. It means our regulation will be more relevant to the way care is now delivered, more flexible to manage risk and uncertainty, and will enable us to respond in a quicker and more proportionate way as the health and care environment continues to evolve. We set out our ambitions under four themes:

People and communities

We want to be an advocate for change, with our regulation driven by people's needs and their experiences of health and care services, rather than how providers want to deliver them. This means focusing on what matters to the public, and to local communities, when they access, use and move between services. Working in partnership with people who use services, we have an opportunity to help build care around the person: we want to regulate to make that happen.

Smarter regulation

We will be smarter in how we regulate. We'll keep pace with changes in health and care, providing up-to-date, high-quality information and ratings for the public, providers and all our partners. We'll regulate in a more dynamic and flexible way so that we can adapt to the future changes that we can anticipate – as well as those we can't. Smarter use of data means we'll target our resources where we can have the greatest impact, focusing on risk and where care is poor, to ensure we're an effective, proportionate and efficient regulator.

Safety through learning

We want all services to have stronger safety and learning cultures. Health and care staff work hard every day to make sure people's care is safe.

Despite this, safety is still a key concern for us as it's consistently the poorest area of performance in our assessments.

It's time to prioritise safety: creating stronger safety cultures, focusing on learning, improving expertise, listening and acting on people's experiences, and taking clear and proactive action when safety doesn't improve.

Accelerating improvement

We will do more with what we know to drive improvements across individual services and systems of care. We'll use our unique position to spotlight the priority areas that need to improve and enable access to support where it's needed most.

We'll empower services to help themselves, while retaining our strong regulatory role. The key to this is by collaborating and strengthening our relationships with services, the people who use them, and our partners across health and care.

Running through each theme are two core ambitions:

1. Assessing local systems: Providing independent assurance to the public of the quality of care in their area
2. Tackling inequalities in health and care: Pushing for equality of access, experiences and outcomes from health and social care services

You can read our full strategy here:

[A new strategy for the changing world of health and social care \(cqc.org.uk\)](https://www.cqc.org.uk/about-us/our-strategy)

Our Structure

To deliver our strategy effectively we have changed how we work. Conversations started back in March 2020 and in February 2021, the executive team set out a new way of working focused on health and social care systems and person-centred care.

This new way of working will help us be a more effective regulator, able to make a bigger difference to driving improvements in the quality of care for people. To deliver these new ways of working we embarked upon an ambitious transformation programme to configure our organisation so that we have the right organisational structures, technology and regulatory frameworks, as well as the skills, capabilities and culture we need for the future.

Regulatory Leadership

We have a new Regulatory Leadership function; our two Chief Inspectors provide regulatory leadership, shaping policy and practice across sectors.

Within the Regulatory Leadership function there are six directors, each with a different specialist focus. These are:

- Adult Social Care
- Primary and Community Healthcare
- Secondary and Specialist Healthcare
- Learning Disabilities
- Mental Health
- Integrated Care, Inequalities and Improvement

Operations Group

We now have one Operations Group, accountable to our Executive Director of Operations, Tyson Hepple. This will include:

- A central hub to coordinate regulatory activity and drive high performance.
- Four networks in geographic areas: North, Midlands, London & East of England, and South.

- Multidisciplinary teams of specialists helping us work across an area, bringing together sector expertise to form a view of quality and risk.

Within the new Operations Group the structure includes:

- A Director for each of the four networks – North, Midlands, London & East of England, and South
- A Director of Operations leading the Hub.
- A Director of National Operations who will lead our Registration function and other specialist national teams

Children's services

CQC's specialist Children's Services Inspection team deliver a wide range of specialist inspections, some of which are delivered in partnership with other inspectorates, including those listed below.

Health and Justice

Our inspections within the criminal justice system are intended to provide reassurance that the health needs of service users are both identified and met in the same way as they would in the general community.



The role

Accountabilities

The Head of Market Oversight is a member of the Corporate Provider and Market Oversight Team and is responsible for ensuring that CQC fulfils its Market Oversight regulatory duties.

The role will report directly to the Director, Corporate Provider and Market Oversight, and will include:

- Leading the CQC's relationship with approximately 20 to 30 corporate providers in the market oversight scheme on financial issues;
- Reviewing the output of the quarterly financial sustainability and quality reports performed on the providers in the scheme, and escalating the engagement with corporate providers where necessary;
- Directing any additional financial analysis required to understand business failure risk;
- Based on advice from the Director, Corporate Provider and Market Oversight, executing the regulatory actions required to ensure the CQC has enough information to assess the risk of business failure and its likely impact on the services delivered for those providers in the Market Oversight scheme; and
- Providing support to the Director, Corporate Provider and Market Oversight in determining the point at which Local Authorities should be notified of the CQC's concerns.



- Managing the CQC's relationship with approximately 20 to 30 corporate providers in the Market Oversight scheme on financial issues;
- Review registration and market intelligence reports to identify potential new entrants and leavers from the Market Oversight scheme;
- Leading the financial risk assessment of corporate providers, ensuring that the analysis performed, and resultant risk judgement considers any specific business context issues;
- Approving any changes to financial templates and risk indicators due to specific business context issues;
- Liaising with the Corporate Provider Team to understand the potential financial impact of any quality related issues;
- Ensuring the delivery of proportionate, evidence-based judgements on business failure risk, and a consistent point of escalation with the provider;
- Leading the engagement with the corporate providers and senior stakeholders in standard restructuring situations, and providing support to the Director, Corporate Provider and Market Oversight in complex and/or high-profile restructuring situations;
- Executing the regulatory actions required to ensure the CQC has enough information to assess the risk of business failure and its likely impact on the services delivered for those providers in the Market Oversight scheme;
- Procuring additional professional support when considered necessary (e.g. requesting an independent business review);
- Providing support to the Director, Corporate Provider and Market Oversight in determining the point at which Local Authorities should be notified of the CQC's concerns;
- Performance managing a Market Oversight Manager who, amongst other things, will assist with the financial analysis.
- Ensuring effective external engagement and intelligence gathering/information sharing with all relevant stakeholders; and
- Consistently demonstrating the CQC values and behaviours that generate trust from internal and external stakeholders.

Who are we looking for?

The successful post holder will have:

- 7 years' experience of complex restructuring processes;
- 10-15 years' experience in accountancy and/or banking;
- ACA, CIMA or similar accounting qualification.
- An insolvency qualification would be desirable.
- Excellent stakeholder relationship management skills with a credible track record of communicating with Board level executives and senior stakeholders;
- Ability to interpret and challenge analysis, including the ability to draw and interpret correlations between quality and financial indicators and their impact on business failure risk;
- Experience across a range of different restructuring solutions, dealing with contentious situations and an understanding of insolvency procedures;
- Experience of working with professional advisers, such as accountants, lawyers and insolvency practitioners;
- Excellent communication and presentation skills in both internal and external situations; and
- Experience of handling confidential and commercially sensitive information.
- Knowledge and experience of the healthcare industry, in particular the adult social care sector would be desirable.
- Knowledge of how the CQC inspects and regulates the quality of adult social care services would be desirable.



Terms and Conditions

This role is permanent

Salary

Starting salary from £70,000 up to £95,000 for exceptional candidates

Location

Home based with travel as and when required across CQC Offices and providers.



Benefits

Pension

All new starters automatically become a member of the NHS pension scheme. This is a defined benefit scheme. Individuals are enrolled into the 2015 Section: Career Average Revalued Earnings (CARE) scheme. Contributions are banded depending on the appointee's rate of whole-time equivalent pay. For more information, please visit the NHS Pension Scheme's official website: <http://www.nhsbsa.nhs.uk/pensions>

Leave

CQC offers a generous benefits package of 27 days annual leave (increasing to 29 days after 3 years, and 32.5 days after 5 years) plus bank holidays.

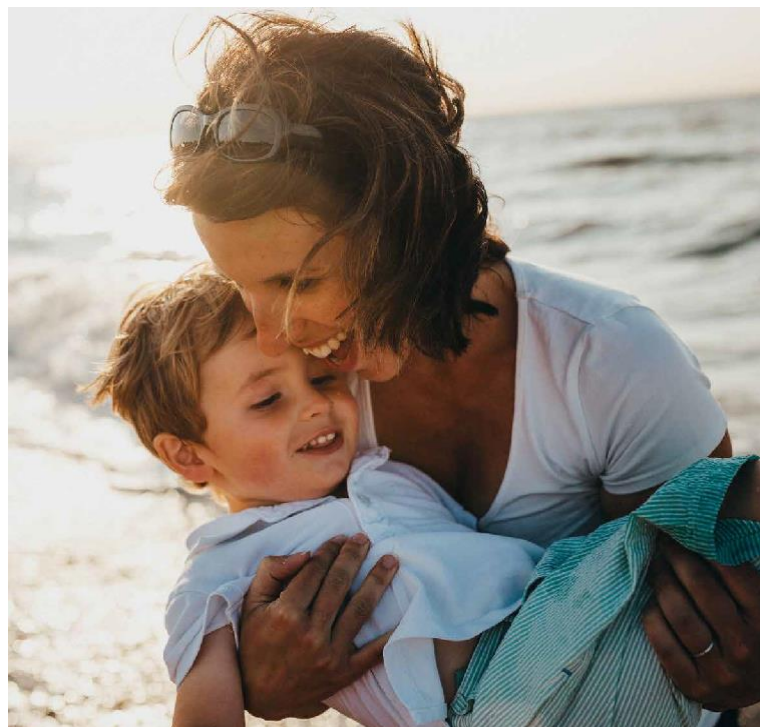
Maternity leave: Staff employed for 12 months or more at the 15th week before their expected due date qualify for 26 weeks leave at full pay. There is an additional 13 weeks statutory pay, and an additional 13 weeks unpaid leave.

Partner support (paternity) leave: Staff employed for 12 months or more qualify for 3 consecutive weeks leave at full pay, to be completed within 56 days of the birth of the child or adoption.

Adoption leave qualifying period: Staff employed for 12 months or more qualify for 26 weeks leave at full pay. There is an additional 13 weeks statutory adoption pay (SAP), and an additional 13 weeks unpaid leave.

Employee assistance programme

Staff and their family members have access to a 24-hour helpline and face-to-face counselling service.



Additional benefits

CQC staff have access to these additional benefits:

Cycle to work scheme

CQC staff can hire up to £5,000 worth of bike and/or bike equipment a year. The hiring costs are deducted from their gross salary over a period of 12 months, allowing them to make substantial tax and national insurance savings, as well as boosting their health.

NHS Fleet Solutions

NHS Fleet Solutions gives permanent CQC staff access to a scheme that provides competitively priced and trouble-free motoring. Under the scheme, employees are provided with a car for a lease period of 3 years.

Equal opportunities

We aim to be a modern and equitable employer.

We recognise and encourage the potential of a diverse workforce, positively welcome all applications, and appoint on merit.

Equality and Diversity

CQC is committed to promoting a fair and inclusive workplace where all our people can flourish and reach their full potential. We know diverse teams allow for a more creative and productive environment and therefore encourage applications from everyone regardless of age, gender, gender identity or expression, religion or belief, disability, ethnicity or sexual orientation.

Charity giving

Staff who wish to donate to a charity on a regular basis can do so in a tax efficient way by deducting it from their gross pay. This allows them to give even more and helps make sure the charity receives regular financial support.

Discount scheme

Staff have access to an website giving discounts for high street retailers, supermarkets, restaurants and more. Discounts come in the form of instant online offers, SMS codes, and discounted gift cars and shopping vouchers.



For this role, we are particularly encouraging disabled people and people from Black and Minority Ethnic communities to apply, who are currently under-represented at this level in the organisation.

Diversity and Inclusion at CQC

Our current strategy focuses on diversity and inclusion for our colleagues and within our teams.

The three-year strategy sets out our ambition to achieve our vision of being a truly inclusive organisation where all our people are valued and make a difference.

Our commitment to equality, diversity and human rights underpins our work. We take part in these schemes:

- Business Disability Forum
- Mindful Employer
- Employers for carers
- Positive about disabled people

Our equality networks and memberships

We currently have five internal equality networks at CQC. We know that for equality networks to be successful they need to be valued and be able to contribute effectively to organisational improvement.

We have ensured that are our networks are fully supported and they are viewed as an essential partner for the promotion of our diversity and inclusion vision of creating a fair and inclusive workplace. The equality networks at CQC are increasingly working together to develop awareness and provide support on a wide range of issues around diversity and inclusion.

What we mean by:

Equality

Ensuring people are treated without bias, prejudice or discrimination. The Equality Act 2010 covers equality in employment, service delivery and how we carry out our functions such as regulatory work.

Diversity

Diversity is about everyone being different and unique in their own way. A diversity led organisation values and celebrates diversity and the individual talent, strength and experience it brings.

Inclusion

Inclusion gives us a sense of belonging and helps us feel respected and valued for who we are. It helps create an environment where we feel valued for our views and experiences.



Diversity and Inclusion at CQC

Case Study: Reverse mentoring

Jag initially approached Tracey for support and advice and Tracey created a safe space for Jag to speak openly. Tracey built up trust with Jag and their meetings quickly turned into informal reverse mentoring sessions. Jag helped Tracey to ground her thinking on her leadership style and the impact it may have on her teams; in turn Tracey shared her knowledge and advice with Jag on issues such as career options and improving confidence.

The overall impact of the mentoring relationship has been very positive. Jag felt better supported and reached a successful conclusion in his career change.

Tracey has been able to reflect on how decisions of leaders and managers leave an impact on colleagues by running too fast or not having open and honest conversations with colleagues up front. Jag has also supported Tracey in her learning about their differences in religion and how they might tackle issues differently.

Tracey said, "Overall the experience of mentoring Jag is a pleasurable learning experience for me. Leading busy areas and diaries means we can forget the impact we have on people when making decisions and Jag helps me explore my unconscious side on a number of fronts. I would like to run more things past Jag to gain his perspective on how I do things in future. He is my grounding to help show my vulnerable side too."



Case study: Executive job share

In July 2018, Helen and Kiran started the first job-share role at executive grade as joint Head of Organisational Development. A job-share partnership involves two or more people working part-time hours to cover a full-time role. While this was new territory for CQC, job-sharing is growing in popularity across the public sector to encourage more flexible and inclusive careers.

Being a job-share has allowed Helen, who worked part-time previously, to regain a better work-life balance in what was becoming an increasingly busy role; and it was an opportunity for Kiran to join CQC in an exciting role following maternity leave on a working pattern that was exactly what she wanted. "Our teams adapted to this new way of working really well and the added benefit for the organisation is having two people with complementary skill-sets delivering a core role."

Working part-time can come with challenges and assumptions about the jobs you can do and the level you can reach. Job-sharing is a way to overcome these by creating opportunities for people to cover full-time, busy and often senior roles through different ways of working. This can open up careers for working parents, carers and partial retirees who often feel the career ladder stops at a certain level.

"Job-sharing has been a revelation for us both – allowing us to deliver a busy, high profile role while still spending time with our young children. As working mums, it often feels like a binary choice between career or children but we want to challenge that. At CQC we have an opportunity to think differently about how we shape our roles and career paths to make them truly inclusive."

The Recruitment and Selection Process

Timetable

Advert closing date	Thursday 2nd May at 11.59pm 2024
Shortlisting	w/c 13th May 2024
Engagement Stakeholder Sessions via MS Teams	Date TBC
Final interview	Date TBC

Application Instructions

How to apply

To apply for this role, please submit a copy of your CV and Supporting Statement (no more than 750-words) via the CQC Recruitment System.

Your Supporting Statement should cover the following:

- **How your previous experience makes you suitable for this role?**
- **What strengths will you bring to the role?**

Panel

- James White, Director of Corporate Provider & Market Oversight
- Executive Level 2 Panel Member
- Independent Panel Member

Independent Panel Members

The role of an independent panel member (IPM) is crucial to supporting our Diversity and Inclusion strategy and a key part of ensuring our recruitment process is fair, open, and transparent; by working alongside hiring managers and panel members throughout our recruitment campaigns.

Independent Panel Members bring independence, objectivity, and challenge whenever they feel it necessary.

It is mandatory for all CQC Executive level recruitment campaigns to have an IPM on the interview panel



Case study: My role as an independent panel member

Omar is part of the Race Equality Network (REN) and was invited to sit as an independent panel member (IPM) as part of the recruitment of a senior leadership role.

Omar was supported by his team to take part and was made to feel included and part of the recruitment panel in the questions asked, the joint conversation and the scoring after each candidate. Omar felt his opinion mattered and was able to challenge fellow panel members in their thinking while considering the overall outcome of the recruitment.

Being part of a senior recruitment panel and gaining insight into the level of competency-based questions, and how a panel processes and scores responses has proved invaluable for Omar.

Omar said, "Since I sat as an IPM I have discussed my experience with my CQC mentor and applied this learning to my own preparation for future interviews. Being part of such an important development in CQC's recruitment practices has been incredibly positive for me and something I believe the organisation needs to support and see as a critical factor of any recruitment panel."

Declarations of Interests

We ask all candidates to declare any interests they may have that might cause questions to be raised about their attitude to the business of the Care Quality Commission. Candidates are required to declare any relevant business interests, shareholdings, positions of authority, retainers, consultancy arrangements or other connections with commercial, public or voluntary bodies, both for themselves and for their spouse/partner. The successful candidate will be required to give up any conflicting interests and other business and financial interests may be published.

Nationality

All non-UK residents must be free from any restrictions to reside and take up employment in the UK.

Guaranteed Interview Scheme for Disabled People

The Care Quality Commission operates a guaranteed interview scheme for disabled people (as defined by the Disability Discrimination Act 1995), who meet the minimum essential criteria for this appointment outlined in this document.



ANNEX A



Success
Profiles



Achieving our purpose

I influence, lead and champion our vision, making the vision real and engaging for colleagues

I champion CQC's commitment to Diversity and Inclusion and visibly demonstrate it

I contribute to and support difficult and unpopular decisions where needed to achieve our purpose

I trust and empower teams to deliver, setting clear expectations and holding them to account

I promote the best use of technology and digital solutions, selling the benefits

- ▶ I take ownership and stabilise challenging situations, showing courage, resilience and tenacity to ensure goals are achieved

I lead and champion high quality standards, holding others to account, setting the pace, monitoring progress and removing barriers to success

I passionately articulate CQC's role as an essential part of the Health and Social care system

Caring for each other

- ▶ I value difference and create a supportive, trusting, inclusive environment where diversity is valued

- ▶ I adapt my communication style to the needs of others, aware of my potential impact and able to "disagree well"

- ▶ I recognise that genuine care can involve sharing hard truths, so will both listen to and share feedback even if it is challenging to hear

I am a positive and visible role model for work-life balance and ensure that well-being support is available to all

I challenge behaviours that are not in line with our values, and promote a trusting, caring culture where everyone can thrive

- ▶ I deal with tough issues compassionately, listening and showing empathy, kindness and respect to all

- ▶ I show humility, authenticity and openness, creating an environment of safety and trust where others can speak up and are listened to

I care about the organisation as one, demonstrating the highest standards in how I interact with others, holding myself and others to account

Collaborating inclusively

- ▶ I encourage and embrace an inclusive culture and diversity in our people and our stakeholders

I recognise that I do not have all the answers, encouraging diversity of thought, opinion, styles and approaches to enhance outcomes

I proactively break down barriers to collaboration, helping others to build more effective relationships and understand the benefits to CQC

- ▶ I set the expectation of strong relationships, collaboration and trust, empowering teams to collaborate and challenging those who don't

I coach others on effective communication, influencing and collaboration

I build relationships and influence effectively across the organisation and teams

I build trust by being open and visible, actively listening, seeking to understand, constructively challenging and inviting challenge

I collaborate and communicate across organisations, making a difference on a larger scale than we can alone

ANNEX A



Success Profiles



Developing myself & others

- ▶ I help others to take charge of their own development, offering coaching and mentoring to support them in this
- ▶ I proactively learn about new technology, and support others to upskill in technology and overcome barriers to understanding
 - I ensure development opportunities are inclusive and open to all, removing barriers to career progression
- ▶ I motivate and engage others to develop, offering feedback, seeking to understand their aspirations and respecting these
- ▶ I create opportunities for growth, setting safe boundaries for delegation and ownership, stepping in when extra support is needed
 - I am open about my development needs, embracing learning opportunities, seeking feedback on my performance and pushing myself
 - I identify team succession opportunities and gaps, recognising people's strengths, development needs and potential
- ▶ I create an environment that supports learning and development, celebrating successes and encouraging learning

Driving decisions & actions

- I recognise my own biases and actively seek information, expertise and diverse viewpoints to make informed decisions
- I embrace decision complexities, evaluate decision outcomes and change approach where needed
- I identify, manage and measure risks effectively, creating a safe environment for disruptive thinking and experimentation with new ideas
- I own the decisions I and others make, understanding my limits and where I need to seek support in decision-making
- I am conscious of my impact on others and use coaching conversations to facilitate others' decision-making
- ▶ I support others in their decision-making, checking the evidence, testing decisions and questioning pace where appropriate
- I understand the strategic context of my decisions and manage the people, finance and resource impact
- I contribute to and drive forward corporate decisions and communicate the priorities and rationale effectively

Striving to improve

- I embrace change and ambiguity, able to flex my approach and take measured risks to deliver improvements
- I have a relentless focus on driving performance and constantly look for better ways of doing things
- I promote a culture of continuous improvement and encourage and coach others to proactively contribute ideas
- I take responsibility for the implementation of improvements by testing and measuring changes and outcomes, overcoming barriers and resistance
- ▶ I encourage experimentation and learning from mistakes by inviting feedback and avoiding blame
- I manage the expectations of others in driving forward change and improvements
- I motivate teams through change by helping them understand it, connect to the purpose and cope with uncertainty
- I own the risks in change and I am prepared to challenge and be challenged to encourage diversity of thought

Structure charts

Executive Team

