Care to join us?

Deputy Director of Product & Service Design

Req 2656

Letter from Mohamed-Imran Noorgat, Interim Director of Technology

Dear candidate,

Thank you for showing an interest in this important role of Deputy Director of Product & Service Design.

These are times of unparalleled change for CQC and the health and social care sectors more broadly. The independent review of the technology supporting our transformation undertaken by Peter Gill has now been published, and we have accepted in full its findings and recommendations.

The Technology, Data and Insight Directorate, along with the wider organisation, now has development, redesign and rebuilding work to do to transform our digital systems, processes and strategies so they align with CQC's goals and support us in achieving them.

As a highly experienced leader with expertise in leading a product and service design function, you'll have proven experience of influencing and delivering ideally in complex organisations such as regulatory or health and care environments.

You'll have a strong focus on values. You'll build trust through authenticity and transparency and achieve success through feedback, always maintaining a focus on equality.

I look forward to receiving your application and welcoming the successful candidate to our team.

Mohamed-Imran Noorgat, Interim Director of Technology

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.
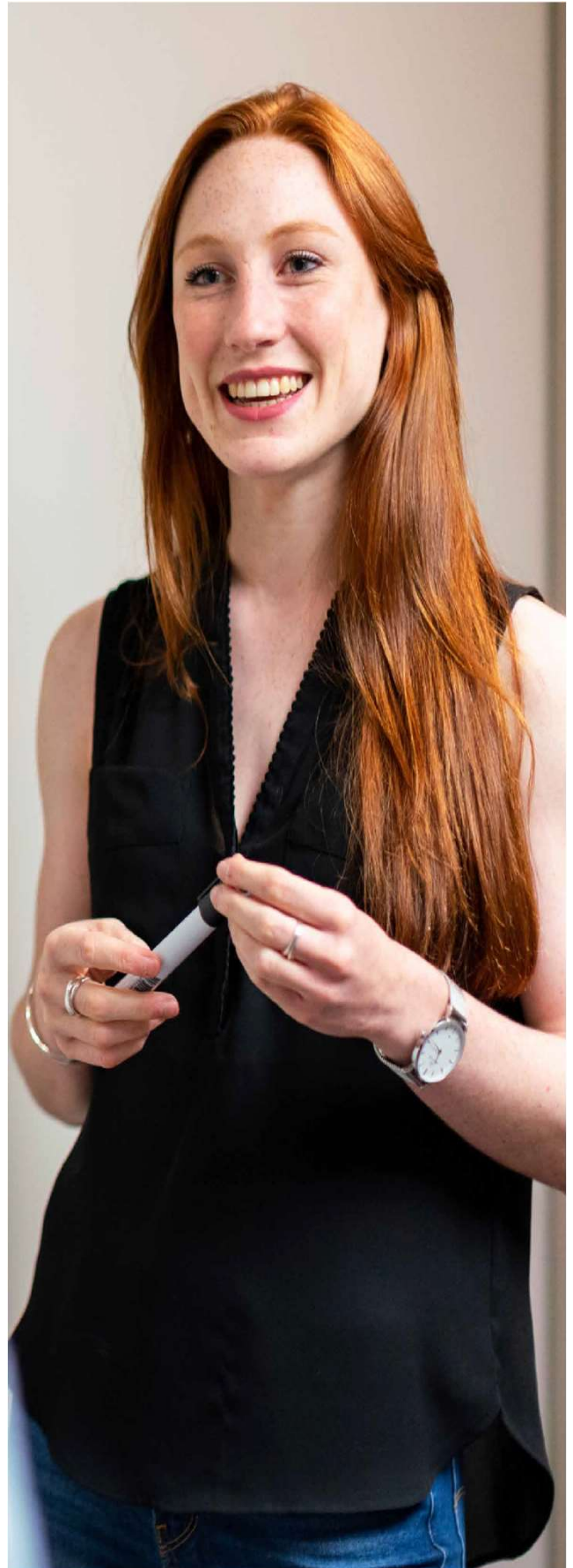
Our Strategy

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)](#)

Directorate Structure

Technology, Data & Insight
The directorate covers the Data & Insight unit and the Technology unit, plus directorate support. Together the units deliver all things 'Digital' for CQC.

We support CQC's vision and strategy through our lead role in building new, digitally-enabled data and regulatory platforms that revolutionise how we collect and use data and insight, helping us to become a flexible and insight-driven regulator.

And we are delivering a range of new and improved digital and data services that include: our finance and HR systems, CQC website and intranet, publication of reports and surveys.

We also provide an array of data and technology systems and services that underpin our daily working lives and give colleagues the right tools and insight to do their jobs well.

Ultimately, we are here to ensure that everyone has access to safe, effective, compassionate, high-quality care by providing high quality digital and data services that reflect how health and care is changing.

Technology
The Technology team is helping us achieve our strategic ambitions to deliver smarter regulation based on actionable insight to accelerate improvement in services. The Technology service offering enables CQC to be:

Equipped for Smarter Regulation: CQC Business Applications and Platforms enable our regulatory work reliably and cost-effectively and are accessible to all. We champion a digital-first approach for Providers and the Public to improve their regulation experience.   Continually seeking opportunities to work more effectively through automation and the use of AI.

Productive & Connected: CQC colleagues have the right IT systems and equipment that enable people to work effectively from home, from the office, on inspection and on the move. We help colleagues get the most out of our digital workspace to remain connected with each other and to have a fantastic experience at work.

Protected & Secure: CQC information and shared data are protected and leveraged while maintaining the quality and Integrity of Information & Cyber Security. Helping colleagues across CQC know how to protect the data and information they work with.

Data & Insight
The Data & Insight Units aspiration is to:

" Empower and equip CQC, and the wider health and social care sector, to use trusted data & insight so that the public receives the best care possible "

We work with colleagues and stakeholders, to enable effective, efficient, and consistent decision-making by providing easy access to trusted, impactful data and insight. Working collaboratively across the organisation is key to continuously improve what we do, and how we do it, to deliver the outcomes required.

Our Unit's four key principles
  • Professional
o Our processes and approaches enable our teams to be successful whilst retaining a culture of flexibility and agility.
• Data-driven
o We recognise data as an asset & manage and maintain data for now and for the future.
• Accountable
o We encourage transparency & honest conversations. We recognise performance – good and bad, taking responsibility and being accountable at all levels.
• Enabling
o We enable colleagues to be the best they can be – we provide high support, high challenge.

The role

The Deputy Director of Product & Service Design's deliverables will encompass service and product design, business analysis and business architecture.

As a service led organisation you will be responsible, in conjunction with Service Directors and other key stakeholders, for defining the design strategy for CQC's services and products and the business analysis, processes and architecture that would support the need ongoing change initiatives, projects and continual improvement. In addition to defining the strategy the postholder is responsible for establishing and maintaining standards and guidelines adhering to best practices for quality and consistency. The postholder will lead an expert team of design, analysis and business architecture professionals fostering development and ensure the function remains at the fore of best practice.

This senior role will be expected to operate at Executive level providing subject matter expertise that can be translated readily and in an inspirational way that engages all CQC colleagues.

The role

Accountabilities
- Develop the post transformation service and product strategy for CQC by reviewing and improving the end to end journey of CQC's services agreeing clear goals with key stakeholders such as Service Directors
- Develop and maintain a product and service blueprint and roadmap that sets out key lifecycle milestones.
- Champion user centered design (UCD). Work with other DDs in the function to ensure that UCD is firmly incorporated into change methodology.
- Develop the function to include space for innovation and ongoing product & service improvements.
- Design and implement common design patterns and components over time to create a simplified and streamlined experience.
- Demonstrate the leadership, gravitas and resilience required to influence and engage a wide range of relationships.
- Work closely with the Technology function to understand how digital technologies could be exploited to meet business objectives.
- Set the standard for all product and service design practices across CQC, act as an Advisor to other functions within the organisation supporting them to embed user focused design in their thinking.

- Provide strategic insight and leadership to a team of user centred design professionals spanning, product and service design, business analysis, user research and interaction design.
- Ensure that Product & Service Design professionals remain at the fore of best practice by creating platforms for learning and the sharing of ideas.
- Contribute to the user centered design profession across government and own the relationship with Government Digital Services (GDS) bringing benefit to CQC's deliveries.
- Stay up to date with the latest design trends, technologies and tools
- To act as the contract owner for externally procured Design services.
- Ensures that the team bonds and meets regularly with monthly one to one face to face meetings and quarterly full team meetings as a minimum.

Who are we looking for?

- Experience in leading the design, redesign and maintenance of products and services at scale in complex organisations.
- Experience managing or leveraging CRM products to deliver operational efficiency
- Experience in a business to business or regulatory environment
- Capable of engaging and embedding user centred design principles at all levels of the organisation. Strong knowledge of Business Analysis, frameworks, tools and methodologies.
- Experience in using Dev Ops, JIRA or other equivalent tool for the tracking of user stories etc.,
- Strong track record of delivering innovation and value for money from investment as a result of change.
- Experience of leading and developing a product and service design function, building capacity and capability in the discipline.
- Ability to coach and lead teams in Agile and LEAN practices
- Exceptional influencer, credible and confident. Able to influence at the most senior levels and challenge constructively in order to achieve the right outcome.
- Robust understanding of government strategy around digital, data and technology, with experience of aligning this to working practices.
- Highly collaborative, with experience of working across organisational boundaries, directing the efforts of multiple professionals to achieve shared goals.
- Able to perform effectively when delivering under pressure.
- Practical and pragmatic, evidence of translating professional experience and theory into change that sticks and adds value in CQC.

- You'll be a highly experienced service and product design professional used to working in a fast paced service led organisation working both on strategic and tactical projects and sprint methodologies.

Terms and Conditions

This role is permanent.

Salary

£73,150 to £104,500 per annum

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.
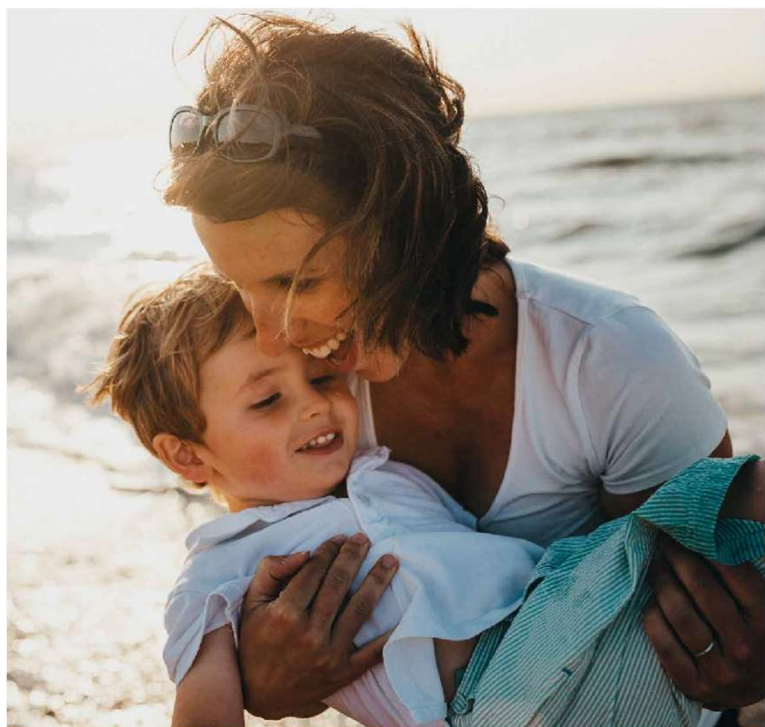
Additional benefits

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	16th July 2025 at 11.59pm
Shortlisting date	tbc
Engagement Panel Sessions / Final interview	tbc

Application Instructions:

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:
- Why you are suitable for this role
- How it supports your own development

Visit: Career site

Panel

- 1st panel member tbc

- 2nd panel member tbc

- (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

Care Quality Commission

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

CareQuality Commission

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