

Care to join us?

CQC Deputy Director of Technology Change Delivery

Req 2653

August 2025



Letter from Chris Cope, Director of Digital

Dear candidate,

Thank you for showing an interest in this important role of Deputy Director of Technology Change Delivery.

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 delivering change in technology, you'll have proven experience of influencing and delivering enterprise level change capabilities, ensuring a technology change capability is well placed, 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.

Chris Cope, CQC Director of Digital

About the Care Quality Commission (CQC)

Our vision

Everyone receives safe, effective and compassionate care.

Our purpose

We regulate health and adult social care, we work together with the public, systems and providers of care to protect people, and to promote and improve quality of care.

Our commitments

- to the public

To listen, act, inform and protect

We listen to, learn from and inform the public. We take appropriate action to keep them safe and improve their care. This is to protect people's rights, and enable safe, effective and compassionate care regardless of their background or circumstances.

- to providers and systems of care

To help them improve and innovate

We work with health and care providers and wider care systems to improve the quality and equity of care. We set clear, evidence-based expectations, and we identify and respond to risk early. We encourage innovation and improvement by building strong, trusted relationships and using data and insight.

- to our people

To feel valued and do great work

We invest in our people, tools and culture to create the conditions for everyone at CQC to be guided by our vision and values. This will build internal trust and external credibility. Our people will do their best work as they are well-led, they feel supported and that they belong.

- to partners who share our purpose

To work together for better care

We work with partners across government, Parliament, wider stakeholders, and communities, sharing insight, best practice and learning. This is to strengthen our regulation, accelerate innovation and build an effective, inclusive and resilient health and care system.

Our values



Excellence: *We pursue high standard to improve our efficiency and effectiveness.*

This requires us to be:

. Insight-led

We combine people's lived experience, high-quality data and our expertise to make informed decisions that have impact.

. Proportionate

We tailor our approaches to the opportunities and risks we face to make our actions consistent, timely, relevant and effective.

. Innovative

We seek feedback, embrace change and use research and reflection to be efficient and to improve.

Integrity: *We are honest and always seek to do what is right.*

This requires us to be:

. Transparent

We share openly and explain decisions to make our expectations and actions clear, predictable and accessible.

. Accountable

We own our actions and challenge poor behaviour and performance with curiosity and humility to take responsibility for our impact.

. Impartial

We address bias and weigh evidence as objectively as possible to uphold our standards, our independence and our public duty.

About the Care Quality Commission (CQC)

Our values (continued...)

Caring: *We recognise the value of every person.*

This requires us to be:

. Just

We uphold rights and challenge inequality to make sure everyone is heard and protected, especially those most at risk.

. Compassionate

We notice and empathise with people's feelings, and we seek to understand what lies behind them to enable us to help through thoughtful action.

. Respectful

We listen with curiosity, treat everyone with dignity to create safe spaces and foster open, thoughtful dialogue.

Teamwork: *We work together across teams, organisations and systems.*

This requires us to be:

. Collaborative

We build strong relationships and break down silos to achieve our goals together.

. Inclusive

We seek out diverse perspectives and value each other's expertise to create spaces where everyone belongs.

. Fair

We reflect on our assumptions and apply consistent decision-making to make choices that are balanced and equitable.



CQC is an executive non-departmental public body of the Department of Health and Social Care but accountable to Parliament.

The Current Context

In the recent time, 4 important reviews were undertaken into how CQC works.

These reviews were:

1. The final report of **Dr Penny Dash's review**
2. The **first report of the review** commissioned by CQC from **Professor Sir Mike Richards**.
3. The **review** from the Care Provider Alliance (CPA) into the **single assessment framework** –

<https://www.careprovideralliance.org.uk/care-provider-alliance-cpa-publishes-report-into-the-care-quality-commission-single-assessment-framework/>

4. An **independent review into our systems** –

<https://www.cqc.org.uk/publications/independent-it-review>

The outcomes of these reviews have played an important role in helping to set the future direction of CQC.

They have reaffirmed the support for a robust health and care regulator and recognised the dedication and experience of CQC staff.

The CQC Board has fully accepted the findings and the high-level recommendations of these reviews and are now well underway with implementing them.

We are:

Modifying the current assessment framework to make it simpler and ensure it is relevant to each sector. We are amending the 34 quality statements in our framework to ensure clarity and remove duplication and stop scoring individual evidence categories. This will enable us to carry out and report on inspections more quickly.

Ensuring we have the right systems and tools in place to support our regulatory activity.

We are working to stabilise and fix our regulatory platform and provider portal in the immediate term.

Improving the experience for providers registering with us.

Making changes to our assessments of local authorities and integrated care systems, in response to the report from Dr Penny Dash.

We will continue to make ongoing improvements to local authority assessments and engage with the health and care sector. In line with changes to our assessment framework, we will make scoring of evidence more transparent, and we will strengthen our focus on nationally agreed priorities.

In agreement with the Department of Health and Social Care, we have paused our assessments of integrated care systems for a period which will allow us to focus on our 4 priorities and 5 foundational improvements.

We are **currently undertaking an external governance review** to help shape our future approach to governance and decision making.

We will continue to engage with DHSC during this period and will review our plans along with the new government reforms including the 10-year health plan.

The Current Context

OUR CHIEF EXECUTIVE

Sir Julian Hartley, Chief Executive



Sir Julian Hartley joined as Chief Executive in December 2024. Sir Julian was the Chief Executive of NHS Providers from February 2023 to November 2024. Prior to leading NHS Providers, he has had a distinguished career as chief executive of several organisations, including 10 years as Chief Executive of Leeds Teaching Hospitals NHS Trust, where he led a major programme of culture change and staff engagement to deliver improved quality, operational and financial performance. He has served as a non-executive director on the board of the Department of Health and Social Care and is an Honorary Professor of Health Leadership at Leeds University. In 2019 Sir Julian was Managing Director at NHS Improving Quality and was asked to be the executive lead for the development of the interim NHS People Plan. In 2022 he was awarded the Knights Bachelor for his services to healthcare in the Queen's Birthday Honours.

OUR CHAIR

Professor Sir Mike Richards



Mike was an academic cancer physician specialising largely in breast cancer before being appointed as England's first National Cancer Director in 1999. After 13 years in that role he was appointed as the first Chief Inspector of Hospitals at the Care Quality Commission, where he led the development and implementation of a new approach to inspecting, rating and regulating hospitals, mental health, community and ambulance services. Since retiring in 2017 he has led reviews of screening and diagnostic services in the NHS on behalf of government and NHS England, and has subsequently advised NHS England on its implementation, including the establishment of around 170 community diagnostic centres. He chairs the UK National Screening Committee, which advises all four countries on screening programmes for cancer and other conditions. He also chairs a commission on palliative and end of life care. In autumn 2024 he conducted a review of the Single Assessment Framework and its implementation for CQC. He was appointed to the role of Chair of CQC in March 2025.

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 Technology Change Delivery will lead on all aspects of project, programme and product-based change delivery management for the Technology unit.

This role plays a key part in the development and implementation of modern, efficient and effective technology change delivery management methodologies and tooling across the Technology unit providing similar support to the Data & Insight unit where required.

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.



Accountabilities

Implementation of an effective Technology demand and triage management capability which tracks resourcing capability and capacity, identifies gaps to enable forward planning and feeds into CQC's wider demand management and triage processes to enable and support delivery of CQC's broader change agenda.

Define and embed technology change delivery methodologies, processes and artefacts aligned to technology and CQC methodologies and governance considering both functional and non-functional requirements e.g. Secure by Design, Accessible by Design, to ensure right first-time delivery of technology change.

Lead on the implementation of effective Technology delivery portfolio management, delivery governance and delivery status reporting such that key decision support is in place and dependencies, risk and issues are identified and addressed to ensure success, and budgets are well managed.

Direct the Technology team to produce a multi-year delivery roadmap and use this for forward planning in terms of resourcing and budgeting.

Ensure the Technology unit has the right competencies and tooling in place to deliver technology change effectively with a focus on delivery excellence and providing support to the wider organisation in terms of agile change delivery skilling.

Establishment and management of a network of external partners to compliment and augment the CQC internal capability and help us deliver effective technology change delivery management, while managing partner contract performance.

Develop and embed effective IT service design & transition behaviours working with other leads to assure implementation and adherence to the required processes and production of the required artefacts.

Take a lead role for the Technology unit on CQC enterprise change committees and boards.

Fosters a customer-centric approach within the team by shaping a common vision, setting clear objectives as well as creating the right (safe) environment for team members to take the initiative, experiment and learn.

Creating an environment to foster value relationships, including the ability to work collaboratively across multiple supplier teams / CQC teams.

Develops and manages the annual Technology change delivery budget (operating and capital expenditure) budget to ensure it is consistent with overall Technology, directorate and CQC objectives, driving down cost and increasing value to CQC and colleagues.

Works effectively with other Technology, Data & Insight and business change teams to ensure efficiencies are sought and delivered through working as 'One Team'.

Promotes a culture of respect and fairness and understands personal responsibilities around delivering against CQC diversity and inclusion strategy.

Demonstrate competence and supports others to achieve behavioural excellence through our Success Profiles ensuring yourself and those you work with are the best that they can be.

As a member of the senior Technology, Data & Insight team support the CDDO leadership team in contributing to the broader management of technology to ensure successful implementation of the strategy and the new operating model.

Role models and supports others to instil our values into everything that we do.

This role will also partner with a CQC directorate, and undertake a strategic role as IT Business Partner.

Who are we looking for?

Educated to Master's degree level or equivalent level of experience of working at a senior level in this specialist area.

Extensive knowledge and experience of technology change delivery methodologies and implementation to government standards using standard delivery practices e.g. Agile, PRINCE2.

Proven experience of influencing and delivering enterprise level change capabilities, ensuring a technology change capability is well placed as part of that, for other private or public sector organisations.

Significant leadership experience at senior level in relevant sector with outstanding organisational skills.

Experience working at the boundary between business and technology with exceptional interpersonal skills.

Demonstrable track record in formulating business proposals to leadership which demonstrate value to the organisation and colleagues.

Proven capability to deliver cross ALB solutions and services.

Comprehensive knowledge of delivery management tooling and implementation to meet organisational needs.

Experience in setting up and chairing of technology change delivery committees to oversee work across the directorate.

Experience of working with multiple stakeholders with sometimes opposing objectives to gain consensus.

Proven level of experience of leading and delivering complex change and strategy development programmes in a politically sensitive and complex environment (sector wide/ Board Level / External Agencies).

Experience in programme management and structuring the delivery of complex work, incorporating multiple inputs and stakeholders, management of fluctuating workflow and associated resource management.

Experience of leading and managing teams to be inclusive, successful, and motivated.

Significant evidence of continued professional development.



Terms and Conditions

This role is permanent.

Salary

£73,150 to £104,500 per annum (Exec 3 Level)

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.

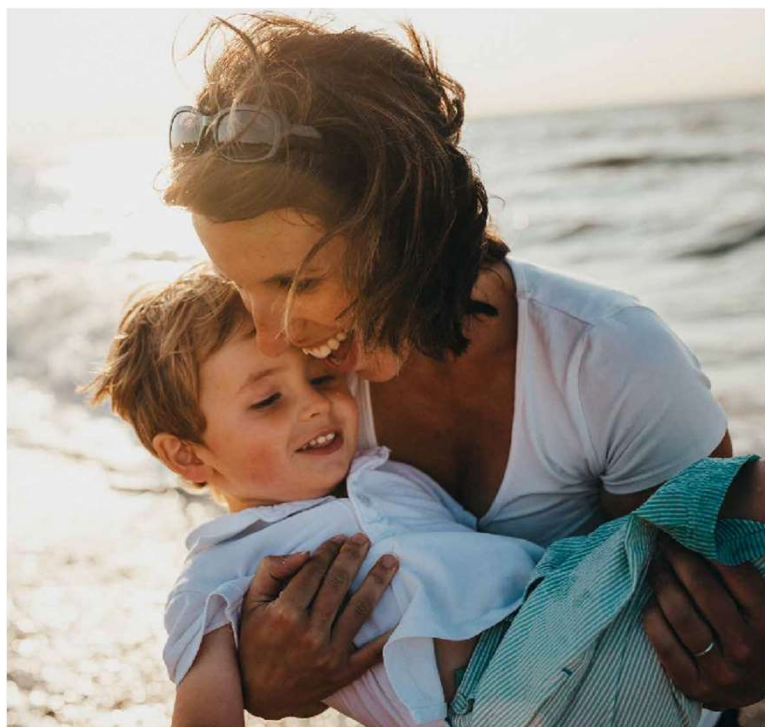
Partner support (paternity) leave: Staff employed for 12 months or more qualify for 3 consecutive weeks leave at full pay, to be completed within 56 days of the birth of the child or adoption.



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 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."

Panel

- Chris Cope, Director of Digital
- 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.

