



Information Pack  
**Commercial Director**

Veredus Ref: 3711

July 2022



**VEREDUS**

# CONTENTS

---

Welcome message	3
About The Orders of St John Care Trust	5
About Us	5
Values	7
Strategy	8
About the role	12
Person specification	15
Structure charts	18
How to apply	20
Recruitment process	21
Indicative timeline	21
Annex A – Equality and diversity monitoring form	23
Annex B – Candidate supporting information form	26

## WELCOME MESSAGE

---

Hello and thank you for your interest in this new Senior Leadership Team role at the Trust.

We are seeking to recruit a Commercial Director reporting to myself as Deputy CEO, and who will take over much of my day-to-day commercial responsibilities along with building a growing commercial team.

This role is a member of my leadership team as well as our Change Management Board (CMB) which is a Board made up of the Executive, CIO, and Head of Projects and Programmes, responsible for the delivery of our transformation programme and other large projects.

This role reflects the strategic aspirations of the Trust as detailed in the strategy section of this pack and the growing responsibilities of myself as Deputy CEO, looking at acquisitions, delivery of our organisational strategy (which includes our estate strategy), and oversight of our significant transformation strategy, which in our view will be sector leading – all of which you will have a level of involvement in.

You will be EBITDA growth focused, working with and respectfully supporting and challenging teams across the Trust to achieve this aim.

In your role you will be responsible for day-to-day commercial activities and will be prepared to undertake commercial work yourself (in the same way that I do now) along with supporting our growing procurement team - both key areas that you will be experienced in.



Much of our estate is leasehold and you will have experience in property leases both in terms of negotiating new leases and also co-ordinating compliance of existing leases.

This role also has a Contracts Manager reporting to it, which is primarily responsible for our large contracts with our Local Authorities and the NHS, housing partners in Extra Care Housing, and contractual arrangements with those who fund their care themselves.

Our procurement function is one which is growing to reflect the demands of the organisation. I have decided not to have a Head of Procurement and instead create a new dedicated commercial function. Currently there are only two permanent employees in the team, plus an interim, and we are in the process of finalising the work plan for the next two year. The team will grow this year to reflect this.

The Head of Sales also reports into this role, and is itself a newly formed role of just over a year, reflecting the growing number of dedicated customer relationship managers we have in our homes supporting self-funder occupancy growth - especially in our new developments. The Head of Sales also has responsibility for our enquiries team.

Whilst sales may not be an area you have specific experience in, as a highly commercial individual, you will have the skills to look at how the Trust delivers income growth and return on investment of initiatives. This is an area that I and others will support you in.

In addition to the much wider sector reforms which include digital transformation and fair cost of care, the Trust is embarking on significant transformation aided by technology, and this, alongside our current strategy, means that the next five years is an extremely exciting time to join the Trust.

This year alone we will have started to pilot electronic care records and replaced our payroll system, and we already have a CRM system for enquiries being piloted. Further plans include electronic medication, a replacement finance system, a new property compliance system etc., and your role within the CMB and as Commercial Director is to ensure we get the return on investments that these projects set out deliver and that the procurement and contracts for these initiatives provide best value for the Trust.

We have large 30–40-year block contracts with our public sector partners, some of which have some key dates in 2025 and 2027 and as such we are bidding for a growing number of Local Authority or NHS contracts including that of extra care housing. Responding to bids is an area that will become a growing part of the team moving forward.

Our vision statement is to be the leading care provider where people love to live and work. We are a people first organisation, and whilst highly commercial, you will be a visible leader who wishes to engage in person with those who live and work with us.

We need a commercially experienced and visible leader who also lives our Trust values. You will enjoy having a large team and regularly visiting them, together developing into a high-performance commercial function. You will enjoy challenge and change to reflect our ambitions for the next five years and have the ability to bring people with us on our journey.

So, if you have substantial commercial experience and a track record in the areas above, and you are excited by the challenge of a changing sector and an organisation that is embracing it and investing heavily for the benefit of our residents and employees, then I would really like to hear from you.

Working for the Trust is an opportunity to have a direct positive impact on the lives of those in our communities and is the reason I love working at the Trust. Each day is different, and every day you have the opportunity to go and have a cup of tea and a chat with those we support - which always gives me a boost to start the next day.

Yours faithfully,

**Kerry Dearden**

**Deputy Chief Executive**

The Orders of St John Care Trust

# **ABOUT THE ORDERS OF ST JOHN CARE TRUST**

---

## **ABOUT US**

We are a not-for-profit charitable Trust where people love to live and work.

### **We are a charity**

OSJCT is one of the UK's leading not-for-profit care providers.

Our sole purpose is to provide the best possible care to those who live with us - some of the most vulnerable people in society.

The Trust's charity status means we are regulated not only by the Care Quality Commission, an independent regulator, but also by the Charities Commission, a government body ensuring that all the Trust does is for public benefit.

It also means that any profit is re-invested in the care we provide, our people who provide it, and in improving our buildings which are our residents' homes.

We have no shareholders and we pay no dividends. Our only debt is with Barclays Bank, which is located in England where we operate; this debt represents less than one percent of the charity's annual income.

We are a highly transparent organisation in terms of finances and governance, providing open book accounting to our Local Authorities as a condition of our contracts with them, and an annual report and accounts to the Charity Commission, which is also available on our website.



***“We believe the sole purpose of care providers should be to provide the best care possible to those that live with us. As a not-for-profit provider, we have the right values, experience, and commitment to be the partner needed by government and by the public, to deliver a social care sector we can all be proud of.***

***Dan Hayes, Chief Executive”***



## Our values

Those who come through our doors are at the heart of everything we do and their well-being is paramount.

Our care is underpinned by the ethos of our sponsoring Orders, The Sovereign and Hospitaller Order of Malta and The Venerable Order of St John of Jerusalem. Drawing on their 1000 year history of care, they nominate volunteer Trustees to help to ensure the quality of our care runs through everything we do.

We pride ourselves on delivering care to the highest standards and truly believe in person-centred care. This equates to learning as much as possible about each individual to deliver tailored care and support to meet particular needs and preferences. An atmosphere of warmth, harmony and understanding along with a consideration for the need for privacy, respect of dignity and freedom of choice are integral to the life and atmosphere we create.

## Who & Where?

We provide reputable trusted care, support and housing to residents and tenants across 66 homes and 14 accommodation schemes across Gloucestershire, Lincolnshire, Oxfordshire, Suffolk, West Sussex and Wiltshire.

Our offering to the elderly includes specialised dementia, intermediate, respite, day care and expert nursing. We were among the first care providers to employ its own specialist Admiral Nurses.

The Trust employs approximately 4,800 staff and assists more than 3,500 residents.

As a not-for-profit charitable Trust financial surplus is reinvested for the benefit of the residents.

## How?

OSJCT is dedicated to people. Everything we do reflects our caring ethos, from our recruitment practices through to the care we deliver each and every day to the people living in our homes and extra care housing schemes or visiting our day care centres.

This excellent care and high-quality service has been accredited by the National Care Forum, through its "Quality First" framework. We partner with local authorities, industry voices, academics, leading clinicians and commissioning groups.

Training, innovative practices and state of the art care delivery enable us to remain at the forefront of the sector as we recognise, review and value the evolving requirements and expectations of those living and working with us.

Meaningful interactive and engaging activities and events, destination areas and stimulating home-life environments contribute to a natural way of living and reduce greatly the use of anti-psychotic drugs wherever possible.

## VALUES

Our values are at the heart of all that we do.



OSJCT provides person centred care for older people in our care homes, extra care housing and in the community.

Our five values are at the heart of everything we do and we recruit people who share these values.

### Dedicated to Caring

- We will deliver the highest quality of care by taking pride in our work and being dedicated and committed to everything we do.
- We will review what we do, share ideas, knowledge and experience within our homes and throughout the Trust to continuously improve the quality of care we provide.

### Empowering Individuals

- We will give all employees and colleagues the opportunity, training and support to develop themselves to achieve their maximum potential and provide the highest quality of care.
- We will, where possible, give each resident the opportunity and encouragement to do and experience

the things that they wish, and continue to live a normal and fulfilling life.

### Respecting Each Other

- We will treat residents, colleagues and employees alike with the respect, dignity and trust with which they wish to receive.
- We will respect others' views, beliefs, knowledge and experience, allowing individuals to have a voice and encouraging positive contribution from all.

### Promoting Communities

- We will actively build and maintain relationships with colleagues, residents, family and friends within the home and wider community.
- We will create an inclusive environment in which relationships can flourish, all things are possible and where everyone can feel at home and part of a family.
- We will ensure our homes are a focal point within the local community.

### Securing Our Future

- We will ensure the Trust continues to deliver care to the highest standard well into the future by investing wisely in our employees, colleagues and homes.
- We will build responsive and flexible services that meet the changing needs and expectations of those who buy and commission them.
- We will consider the financial implications of our decisions to ensure that the Trust maintains a sound financial position.

# New Strategy

Our new strategy is comprised of five strategic pillars - Our Care, Our People, Our Partners, Our Sustainability and Our Voice - that define how we want to develop as a Trust over the next 10 years. Each pillar has four specific, measurable aims that sit underneath it, which outline the criteria that will be met to demonstrate their successful achievement. We do not expect the pillars to change significantly over the next 10 years. However, as the outcomes are realised, the aims will undergo minor updates to drive further improvement.



## Pillar

**We will commit to meeting our residents' choices** on how they wish to live their lives and enhance these at every step.

**We will bring residents, their families and those around us closer** by placing our homes and schemes at the heart of the community.

**We will pursue innovation** and harness the power of data to be a leader in care and establish best practices, and in doing so drive independence, dignity and well-being.

## Aims



**Over 90%** of our residents will agree that their care experience at the Trust is personalised and meeting their wishes.



**100% of our services** will be rated at least good whilst **50% more services** will be rated outstanding by the CQC compared to the national average.



Colleagues will spend **10% more time** with our residents compared to 2022 levels.



Our services will have average occupancy levels of **at least 90%**







## Pillar



**We will be a sector leader** in our reward, recognition, working environment and well-being standards for all colleagues.

**We will continue to support colleagues** to develop their skills, achieve their career ambitions, and promote the value of their roles, offering them the right opportunities to match their aspirations.

**We will increase our engagement**, actively listening and responding to the ideas, views and knowledge of those that live, work and volunteer with us.

## Aims

-  Employee turnover will be **5 percentage points lower** than the national average.
-  Employee recognition, engagement and well-being levels will be **20% better** than our 2022 benchmarks.

-  **95% of our employees** will feel fully supported and have access to suitable development opportunities.
-  **90% of volunteers** will recommend volunteering with us.





## Pillar



**We will increase our innovation and collaboration** with the NHS and Local Authorities to continually improve the quality of care we provide to our residents, tenants and all those who use our services.

**We will continue to work and develop new strategic partnerships** with companies whose values align with ours, that strive for quality, innovation and value for money for the benefit of those who live and work with us, along with the wider sector.

**We will embrace the power of diversity** and focus on achieving equity for all.

## Aims

-  We will **offer new specialist services** that meet the needs of our communities and commissioners.
-  **A minimum of 50%** of our services will continue to be provided to the public sector.

-  We will **develop new strategic partnerships** to aid the delivery of our strategic pillars.
-  Those who live, work and partner with us will feel included and be representative of our communities.



## Pillar

**We will continue to invest** responsibly in our organisation to remain financially sustainable, whilst ensuring those that live and work with us continue to receive a high-quality service, and for it to remain accessible for individuals in society regardless of income.

**We will take increased responsibility** for mitigating our environmental footprint and investing in sustainable developments.

**We will continually review our service** offering to ensure high-levels of compliance and further good governance to drive best practice.

## Aims



**We will generate a surplus to be sustainable** and facilitate future investment.



We aim for our carbon footprint to be **45% lower** than 2022 levels.



Our governance and assurance frameworks will reflect **best practice** and **health and safety** systems will meet nationally accredited standards.



**100% of the physical environments** we deliver care in will be refurbished to the highest standards.

## OUR VOICE



## Pillar

**We will advocate for the highest quality** of care and knowledge to be available to all who need it.

**We will actively promote the high skills** of the social care workforce to ensure they are rewarded and recognised nationally as a professional career, in line with their skills.

**We will be recognised** as an objective and trusted source of information in line with our leading service offering, longstanding expertise and wealth of knowledge.

## Aims



As a strategic partner in each of our regions we will have an active role in the design and delivery of integrated adult social care.



We aim to be the **leading not for profit provider** of care for older adults in England.



We aim to have more **national accreditations** to reflect our aspirations.







The Trust will be seen as an objective not for profit provider in the sector and consulted on major policy decisions.

The pillars and aims establish where we want to be, with the how achieved through a series of detailed objectives every financial year. These will be agreed by the Board annually and will outline key initiatives that will help us deliver against the aims and therefore pillars.

---

## Key priorities for 2022/23 include:

-  Piloting digital care records
-  Developing an employee engagement and communication strategy
-  Modernising our estate
-  Contributing to sector reform and the fair cost of care

We have co-produced our pillars and aims with employees from across the Trust's homes and offices and will gain further feedback from other stakeholders in the coming year.

One key focus for the new vision was a format that was accessible, with an emphasis on high-level ambitions that convey the information clearly, allowing our strategy to be more easily understood by all stakeholders.



## ABOUT THE ROLE

Job Title	<b>Commercial Director</b>
Reports to	Deputy CEO
Salary	Up to £105,000 plus car allowance
General scope of post	<p>This is a new role to the Trust providing senior commercial capacity to the Trust and Deputy CEO. The successful candidate will be a member of the Trust's senior leadership team with significant experience as a commercial or financial lead delivering increased EBITDARM to the Trust. You will be adept in the use of data and will demonstrate outstanding negotiation and communication skills. You will be highly experienced in contract negotiation from Heads of Terms through to final form documents; contract variations; new supplier contracts and lease agreements.</p> <p>The role is accountable for all commercial activity including management of our Local Authority block contracts which accounts for over 50% of our residents; procurement including tenders and bids with third party suppliers and customers including Local Authorities and the NHS; lease agreements for new and existing developments and the Trust's sales team led by a Head of Sales.</p> <p>The Trust does not have a large commercial function and all commercial activity is led and delivered by the Deputy CEO and this new role of Commercial Director supported by members of the team. To be successful the individual will work in collaboration with the Deputy CEO and willing to work at both a strategic and attention to detail level. You will be commercially driven applying a business and customer-focused approach and demonstrating the commitment to deliver results that create value for our organisation including where there requires you to challenge others.</p> <p>The Commercial Director will also be external facing working with customers within the public sector such as Local Government, the NHS or Local Authorities and will have operated within a complex, delivery environment, where financial modelling and operational delivery go hand-in-hand.</p> <p>The main objective of this role is to support the Deputy CEO by being the lead for commercial activity across the Trust driving up EBITDARM performance. The Commercial Director will be accountable for all day-to-day commercial activity. This role will work with other senior leaders in the Trust including the Regional Directors within Operations, the Property and Development Director, Head of Marketing and senior personnel in Finance.</p>

<p>Key Accountabilities</p>	<ul style="list-style-type: none"> <li>• Support the Deputy CEO in strategic matters with Local Authorities, Integrated Care Partnerships and other NHS bodies including the pursuit of opportunities that increase EBITDARM opportunities for the Trust</li> <li>• Support the Deputy CEO in contractual variations of existing Local Authority or NHS contracts</li> <li>• Accountable for the day-to-day commercial matters on existing Local Authority block contracts including tracking the contract obligations and opportunities with key contracts</li> <li>• As lead for Sales in the Trust drive occupancy, average weekly fee and EBITDARM growth alongside the Regional Directors</li> <li>• Monitor public sector and other commissioning portals to bring future opportunities to the awareness of the Executive Team</li> <li>• Support the Deputy CEO on all commercial aspects of its Joint Venture contracts managing risks, issues, and contractual opportunities.</li> <li>• Support the Deputy CEO and Finance Director in relation to mergers and acquisitions</li> <li>• Accountable for achieving value and savings through efficient and effective procurement and purchasing of goods and services through tenders and contract management</li> <li>• Accountable for contract negotiation and terms on new contracts for goods and services including those as part of our digital transformation strategy e.g., replacement of legacy systems.</li> <li>• Lead a cross-functional team that responds on new bids and tenders including grant applications such as tenders by Local Authorities on new services</li> <li>• Be an active member of the Change Management Board providing feedback on procurement activities in relation to new projects as well as commercially reviewing business cases that are presented in support of new projects and alongside the Head of Projects and Programmes and Deputy FD undertake post implementation appraisal</li> <li>• Work with the Deputy CEO and Property &amp; Development Director on the Trust's estate strategy for the next 10 years</li> <li>• Lead on the business cases of new developments alongside other senior leadership members including the Executive Team, Property &amp; Development Director, Finance Business Partners, and Head of Marketing including analysis on leasehold vs freehold scenarios.</li> <li>• Lead on the negotiation of new contracts and leases relating to strategic new property developments.</li> <li>• Support the Deputy CEO and Executive Team as required on commercial matters in relation to mergers, acquisitions, or divestments</li> </ul>
-----------------------------	--



	<ul style="list-style-type: none"> <li>• Be the senior responsible person for the self-funder residents' contract and other supporting documents to ensure that we meet all contract law and regulatory requirements</li> <li>• Identify, assess, manage, and report on commercial risks</li> <li>• Be a critical friend by ensuring all Business Change projects demonstrate return on investment</li> <li>• As a member of the Senior Leadership Team aid in the training and development of commercial awareness of all relevant Managers across the Trust</li> <li>• Produce presentations and reports as required</li> </ul>
<p>Number of Direct Reports</p>	<p>5 (3 x Category Managers, Commercial and Contracts Manager and Head of Sales). It is expected that a new role of Bids Manager will be required in the next 12 months.</p>
<p>Financial Responsibility</p>	<p>No direct budget responsibility although responsible for the management of circa £80M of Local Authority and Joint Venture contracts and achieving financial efficiencies of the Trust cost base of £XXM</p>



## PERSON SPECIFICATION

ESSENTIAL	DESIRABLE BUT NOT VITAL
<p><u>Qualifications</u></p> <ul style="list-style-type: none"> <li>• Member of Institute of Commercial Management (ICM) or equivalent</li> <li>• Educated to degree level in Business, Law, Finance or other relevant subject</li> <li>• Maths and English at Grade B/6 GCSE or equivalent</li> </ul>	<ul style="list-style-type: none"> <li>• Training in contractual law</li> <li>• Training in property leases</li> <li>• Financial qualification</li> <li>• Negotiation skills training</li> <li>• Member of the Institute of Purchasing and Supply</li> </ul>
<p><u>Experience</u></p> <ul style="list-style-type: none"> <li>• Experience working in a legal/commercial and contract management role meeting the requirements of the job description</li> <li>• Experience of leading a procurement function including soft market testing, RFI, RFP and contract negotiation and award</li> <li>• Demonstrable experience of leading and achieving successful bids to tenders</li> <li>• Significant working knowledge of Consumer Contracts Regulations</li> <li>• Minimum of 7 years' practical experience of contract law and its application (in relation to commercial contracts)</li> <li>• Significant experience on financial modelling to support commercial decision making</li> <li>• Excellent drafting and negotiation skills of contracts with attention to detail</li> <li>• The ability to manage and interpret contracts</li> <li>• The ability to interpret legislation and regulations and communicate in a simplified form</li> <li>• The ability to lead the resolution of complex contract disputes</li> <li>• Experience of structuring, negotiating, and managing supplier contracts</li> </ul>	<ul style="list-style-type: none"> <li>• Experience working with Local Authority/NHS contracts</li> <li>• Understanding of the Care Act</li> <li>• Knowledge of EU procurement directives</li> <li>• Knowledge of Public Contracts Regulations</li> <li>• Sales and Marketing experience</li> <li>• Experience of working on commercial aspects of mergers, acquisitions, and divestments</li> </ul>

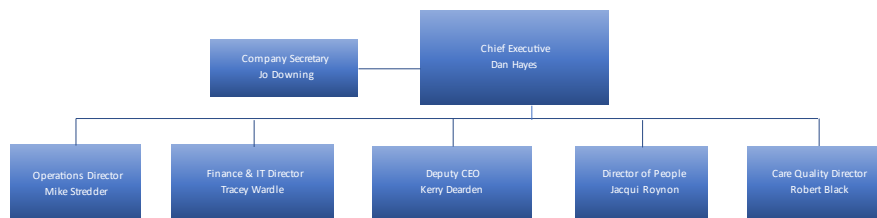
<ul style="list-style-type: none"> <li>• The ability to provide commercial advice at all stages of the contract process</li> <li>• Experience of complex JV arrangements</li> <li>• Experience of financially evaluating proposals and investment appraisal techniques</li> <li>• Experience of negotiating on land and real estate opportunities</li> </ul>	
<p><u>General Aptitude</u></p> <ul style="list-style-type: none"> <li>• High level of commercial acumen</li> <li>• Self-starter, happy to work alone as well as part of a team</li> <li>• High levels of resilience to support lengthy contractual negotiations</li> <li>• Tenacity and drive</li> <li>• Ability to manage multiple projects</li> <li>• Ability to effectively prioritise and plan own workload and remain outcome orientated</li> <li>• Flexibility to respond to external or internal changes, maintaining equilibrium and focus</li> <li>• Ability to budget and monitor spending</li> <li>• Ability to plan against a timeline and meet deadlines</li> <li>• Ability to remain calm and respond positively to challenging situations and difficulties</li> <li>• Ability to influence people and use influencing skills to deliver results</li> <li>• Ability to assert authority in order to meet agreed timescales and deadlines and to overcome problems</li> <li>• Impressive communicator, able to present themselves well both verbally and in writing Excellent inter-personal skills, to liaise and build relationships with stakeholders, potential sponsors, and partners as well as internal delivery team</li> </ul>	<ul style="list-style-type: none"> <li>• Familiarity with databases and contract management tools and techniques</li> </ul>

<ul style="list-style-type: none"> <li>• Ability to produce presentations and reports and present them as required</li> </ul>	
<p><u>Motivation</u></p> <ul style="list-style-type: none"> <li>• Have a proactive/can-do attitude and an ability to plan and prioritise work to meet agreed objectives</li> </ul>	
<p><u>Interpersonal Skills</u></p> <ul style="list-style-type: none"> <li>• The ability to form and maintain positive relationships with colleagues and external stakeholders at all levels.</li> <li>• Develops strategies and workplans in conjunction with key stakeholders</li> </ul>	
<p><u>Job requirements</u></p> <ul style="list-style-type: none"> <li>• Full driving license and access to a vehicle to use for business travel</li> <li>• Overnight stays to fulfil the requirements of the role</li> <li>• Willing to work reasonable additional hours as required to fulfil the requirements of the role including occasional out of hours working to meet contractual deadlines</li> <li>• Willing to attend homes / meetings / training courses as required.</li> <li>• Willing to work under the Trust’s hybrid working policy</li> </ul>	

# STRUCTURE CHARTS

Existing roles

New roles

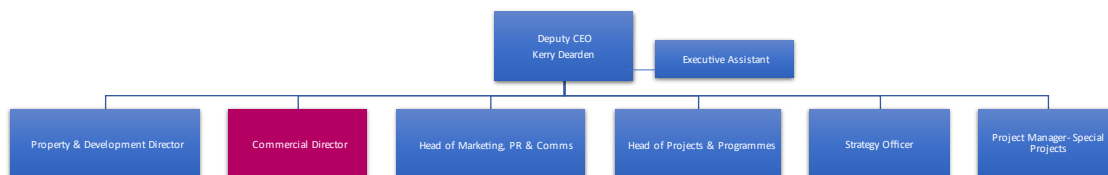


## Executive Team



Existing roles

New roles



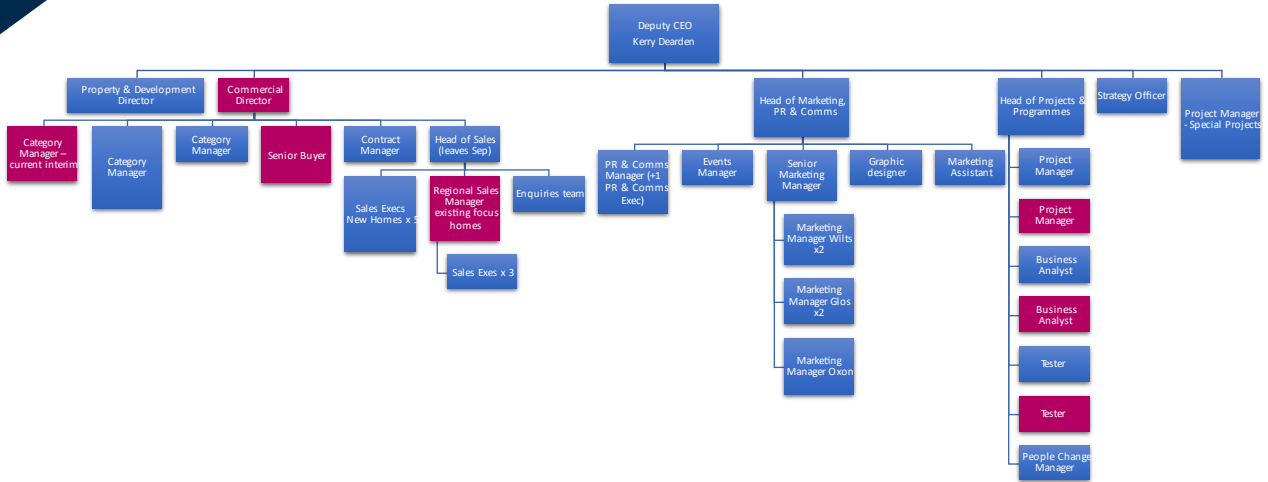
## Potential 2022 Team Structure







Existing roles New roles



**Potential 2022 Team Structure** 



## HOW TO APPLY

---

**The Orders of St John Care Trust has appointed Veredus as an executive search firm for this appointment and they will manage the campaign.**

To apply for this post, you will need to submit the following documentation, via the Veredus website – [www.veredus.co.uk](http://www.veredus.co.uk), quoting the reference number:

### **3711 – Commercial Director**

by no later than **23:59 BST on Sunday 28 August 2022:**

1. A **CV** setting out your career history, with key responsibilities and achievements. Please ensure you have provided reasons for any gaps.
2. A **Supporting Statement** (around two pages) providing evidence of how your personal skills, qualities and experience meet the criteria for the role.
3. A completed **Diversity Monitoring Form** (Annex A). All monitoring data will be treated in the strictest confidence, will not be provided to the selection panel and will not affect your application in any way. If you do not wish to provide a declaration on any of the particular characteristics, you will have the option to select 'prefer not to say'.
4. A completed **Candidate Supporting Information Form** (Annex B).

*Word versions of the forms can be found on the Veredus website under Ref 3711 Supporting Documentation for ease of completion. All submissions will receive an automated response. If you do not receive confirmation of receipt when submitting your application, please contact us on 020 7932 4236.*

At Veredus, we take care to protect the privacy of our candidates and clients. To read more about how we collect, store and share your data please read our privacy notice which can be accessed here:

[www.veredus.co.uk/privacy-and-cookies](http://www.veredus.co.uk/privacy-and-cookies)

Should you encounter any issues with your online application please get in touch with us via one of our advising consultants listed below.

#### **Further Information**

If you have any questions about the role or would like to discuss the post further, please contact our advising consultant at Veredus:

Neal Mankey on 07541 644162 –  
[Neal.Mankey@veredus.co.uk](mailto:Neal.Mankey@veredus.co.uk); or

Hind Bataineh on 07784 201990 -  
[Hind.Bataineh@veredus.co.uk](mailto:Hind.Bataineh@veredus.co.uk)

**We are committed to making reasonable adjustments in order to support candidates with disabilities and ensure that you are not disadvantaged in the recruitment and assessment process.**

If you feel that you may need a reasonable adjustment to be made, or you would like to discuss your requirements in more detail, please contact Veredus in the first instance.

# THE RECRUITMENT PROCESS

## Longlist

You will receive an electronic acknowledgment of your application through Veredus.

The selection panel will then assess your application to select those demonstrating the best fit with the role by considering the evidence you have provided against the Essential Criteria in the Person Specification section. Failure to address any or all of these may affect your application.

The timeline later in this pack indicates the date by which decisions are expected to be made, and all candidates will be advised of the outcome as soon as possible thereafter.

Candidates selected for longlisting will be invited for an interview with Veredus to further explore their skills and experience.



## Shortlist

The selection panel will then select the shortlist to take forward.

## Final Panel

You will be asked to attend a panel interview in order to have a more in-depth discussion of your previous experience and professional competence in relation to the criteria set out in the vacancy description, key responsibilities and accountabilities and person specification.

Full details of the assessment process will be made available to shortlisted candidates.

Various stages of the process may be held remotely dependant on developments with COVID-19 and full details of the assessment process and format will be made available to shortlisted candidates.

## Indicative Timeline

Please note that these dates are only indicative at this stage and could be subject to change. If you are unable to meet these timeframes, please let us know in your application letter.

The anticipated timetable is as follows:

Application Closing Date	23:59 Sunday 28 <sup>th</sup> August 2022
Longlisting Decision	Thursday 1 <sup>st</sup> September 2022
Preliminary Interviews with Veredus	After longlisting
Shortlisting Decision	Friday 16 <sup>th</sup> September 2022
Shortlist Interview via Teams	21 <sup>st</sup> , 22 <sup>nd</sup> and 23 <sup>rd</sup> September 2022



Final Panel  
Interviews

Thursday 6<sup>th</sup> and  
Friday 7<sup>th</sup> October  
(in Oxford)

Candidates are asked to note the above timetable, exercising flexibility through the recruitment and selection process. It may not be possible to offer alternative dates.

We explicitly encourage those with diverse characteristics to apply as we believe that having an inclusive and diverse team leads to better decision making by bringing challenge and perspectives from all of society. To ensure good governance and high-quality

decision making at this level, it is important that the executive team come from the widest possible talent pools, and that boards reflect and represent their customers and stakeholders. It is also vital that different life experiences and perspectives inform board discussions and decisions. A diversity of ideas and perspectives leads to superior decision making and therefore outcomes.

We want to make sure the recruitment process in this search is as accessible for you as possible and can offer adjustments due to difference, condition or disability doing our best to accommodate any adjustments that you may need.



## ANNEX A – EQUALITY AND DIVERSITY MONITORING FORM

The intention of monitoring and analysis is to establish if there are different success rates between genders, people of different sexual orientation, ages, different ethnic backgrounds or faiths, and people with disabilities. If there are differences in success rates it will enable action to be taken to ensure that no group is treated unfairly. Your answers will be treated confidentially and will not affect your application in any way.

Personal Details:

Age:	16-24 <input type="checkbox"/> 25-34 <input type="checkbox"/> 35-44 <input type="checkbox"/> 45-54 <input type="checkbox"/> 55-64 <input type="checkbox"/> 65+ <input type="checkbox"/>
Gender:	Male <input type="checkbox"/> Female <input type="checkbox"/> Prefer not to say <input type="checkbox"/>
Gender Identity (if appropriate)	If you identify as transsexual, transgender (in that you have effected a permanent change of gender identity) or as intersex which group do you identify with?  Transsexual <input type="checkbox"/> Transgender <input type="checkbox"/> Intersex <input type="checkbox"/>
Working Pattern:	Part time <input type="checkbox"/> Full time <input type="checkbox"/> Job Share <input type="checkbox"/> Other.....

Ethnic origin: Please tick against one of the following:

<b>Asian or Asian British</b>		<b>Mixed</b>	
Bangladeshi	<input type="checkbox"/>	White and Black Caribbean	<input type="checkbox"/>
Indian	<input type="checkbox"/>	White and Black African	<input type="checkbox"/>
Pakistani	<input type="checkbox"/>	Asian and White	<input type="checkbox"/>
Any other Asian background	<input type="checkbox"/>	Any other mixed background	<input type="checkbox"/>
Please specify below if you wish.....	<input type="checkbox"/>	Please specify below if you wish.....	<input type="checkbox"/>
.....		.....	
<b>Black or Black British</b>		<b>White</b>	
African	<input type="checkbox"/>	British	<input type="checkbox"/>
Caribbean	<input type="checkbox"/>	English	<input type="checkbox"/>
Any other Black background	<input type="checkbox"/>	Irish	<input type="checkbox"/>
Please specify below if you wish.....		Scottish	<input type="checkbox"/>
.....		Welsh	<input type="checkbox"/>
		Any other White background	<input type="checkbox"/>
		Please specify below if you wish.....	
		.....	
<b>Chinese or Other ethnic group</b>		Prefer not to say	
Chinese	<input type="checkbox"/>		
Any other	<input type="checkbox"/>		<input type="checkbox"/>



Please specify below if you wish.....

**Disability: Please tick against one of the following:**

Do you consider yourself to have a disability under the Equality Act 2010?

In the Act, a person has a disability if:

they have a physical or mental impairment

the impairment has a substantial and long-term adverse effect on their ability to perform normal day-to-day activities

For the purposes of the Act, these words have the following meanings:

'substantial' means more than minor or trivial

'long-term' means that the effect of the impairment has lasted or is likely to last for at least twelve months (there are special rules covering recurring or fluctuating conditions)

'normal day-to-day activities' include everyday things like eating, washing, walking and going shopping

Yes                       No                       Prefer not to say

Please describe the nature of your disability

*This information is provided for monitoring purposes only – if you need any reasonable adjustments you should arrange these separately.*

**Religion or belief: Please tick against one of the following:**

No religion	<input type="checkbox"/>	Jewish	<input type="checkbox"/>
Baha'i	<input type="checkbox"/>	Muslim	<input type="checkbox"/>
Buddhist	<input type="checkbox"/>	Sikh	<input type="checkbox"/>
Christian	<input type="checkbox"/>	Other	<input type="checkbox"/>
Hindu	<input type="checkbox"/>	Please specify below if you wish.....	
Jain	<input type="checkbox"/>		
		Prefer not to say	<input type="checkbox"/>

Sexual Orientation: Please tick against one of the following:

Bisexual	<input type="checkbox"/>	Gay Man/Homosexual	<input type="checkbox"/>
Gay Woman/Lesbian	<input type="checkbox"/>	Heterosexual/straight	<input type="checkbox"/>
Prefer not to say	<input type="checkbox"/>		

Please indicate which media/journal you saw this position advertised in.....

## ANNEX B – CANDIDATE SUPPORTING INFORMATION FORM

PERSONAL INFORMATION:				
<b>SURNAME</b>				
<b>FIRST NAME</b>		<b>INITIAL(S):</b>		<b>TITLE:</b>
<b>PERMANENT HOME ADDRESS FOR CORRESPONDENCE</b> (including post code):				
<b>MOBILE and/or HOME TELEPHONE NUMBER(S):</b>				
<b>WORK TELEPHONE NUMBER:</b>				
<b>Can we contact you at work?</b>	<b>Yes / No</b>			
<b>EMAIL ADDRESS:</b> (personal and/or work)				

EMPLOYMENT DETAILS:	
<b>MOST RECENT EMPLOYER (ORGANISATION):</b>	
<b>MOST RECENT JOB TITLE:</b>	
AVAILABILITY:	
<b>PLEASE GIVE ANY DATES THAT YOU ARE <u>UNAVAILABLE</u> TO ATTEND AN INTERVIEW:</b>	
NATIONALITY:	
<b>Please indicate your nationality at birth:</b>	
<b>Please indicate your current nationality:</b>	
<b>Are there any restrictions on your continued residence and/or employment within the UK?</b>	