

## **Agenda – Health and Social Care Committee**

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Meeting Venue:	For further information contact:
Hybrid – Committee room 3, Senedd and video conference via Zoom	Sarah Beasley Committee Clerk
Meeting date: 25 April 2024	0300 200 6565
Meeting time: 09.45	<a href="mailto:SeneddHealth@senedd.wales">SeneddHealth@senedd.wales</a>

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### **Private pre-meeting (09.45–10.00)**

#### **1 Introductions, apologies, substitutions, and declarations of interest**

(10.00)

#### **2 Pre-appointment hearing for the role of Chair of Swansea Bay University Health Board: evidence session with the Welsh Government's preferred candidate**

(10.00–10.45)

(Pages 1 – 38)

Jan Williams, Welsh Government's preferred candidate for the role of Chair of Swansea Bay University Health Board

Research brief

Paper 1 – Pre-appointment hearing questionnaire

Paper 2 – CV

Paper 3 – Personal Statement

Paper 4 – Welsh Government briefing

Paper 5 – Information for candidates for the role of Chair of Hywel Dda University Health Board and Swansea Bay University Health Board

#### **3 Motion under Standing Orders 17.42 (vi) and (ix) to resolve to exclude the public from items 4, 6 and 7 of today's meeting**

(10.45)



- 4 Pre-appointment hearing: consideration of evidence**  
(10.45-11.00) (Pages 39 – 43)  
Paper 6 – draft report
- 5 Pre-appointment hearing for the role of Chair of Hywel Dda University Health Board: evidence session with the Welsh Government's preferred candidate**  
(11.00-11.45) (Pages 44 – 63)  
Neil Wooding, Welsh Government's preferred candidate for the role of Chair of Hywel Dda University Health Board
- Research brief  
Paper 7 – Pre-appointment hearing questionnaire  
Paper 8 – CV  
Paper 9 – Personal Statement  
Paper 10 – Welsh Government briefing
- 6 Pre appointment hearing: consideration of evidence**  
(11.45-12.00) (Pages 64 – 67)  
Paper 11 – draft report
- 7 Gynaecological cancers: consideration of stakeholders' views to the Welsh Government's response to the Committee's report**  
(12.00-12.15) (Pages 68 – 93)  
Research brief  
Paper 12 – Marie Cure  
Paper 13 – An individual  
Paper 14 – Tenovus Cancer Care  
Paper 15 – The British Gynaecological Cancer Society (BGCS)  
Paper 16 – Target Ovarian Cancer  
Paper 17 – An individual

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# Pre-appointment hearing: Chair of Swansea Bay University Health Board

## Pre-appointment questionnaire

April 2024

### Background

You are being asked to complete this questionnaire because you are the Welsh Government's preferred candidate for the post of Chair of Swansea Bay University Health Board.

Your answers to this questionnaire will be published with the meeting papers for the pre-appointment hearing, and will be used to inform Members' preparation for the hearing. Your response to each question should be no more than around 250 words.

### Providing Written Evidence

The Senedd has two official languages, Welsh and English.

In line with the [Senedd's Official Languages Scheme](#) the Committee requests that documents or written responses to consultations intended for publication or use in Senedd proceedings are submitted bilingually. When documents or written responses are not submitted bilingually, we will publish in the language submitted, stating that it has been received in that language only.

Please see [guidance for those providing evidence for committees](#).

### Disclosure of information

Please ensure that you have considered the Senedd's [policy on disclosure of information](#) before submitting information to the Committee.



1. What motivated you to apply to be the Chair of Swansea Bay University Health Board?

I was born and brought up in Swansea and my family home has always been in the City, irrespective of my place of work. I have decades of experience as a patient, visitor, unpaid carer and NHS worker, across Neath, Port Talbot and Swansea.

I am a dedicated public servant and believe passionately in the power of public service as a force for good. I live and breathe NHS values and am committed to playing my small part in enabling the NHS at 100 to be a quality-led, agile and sustainable service in which the country can take great pride.

Whilst the wider determinants of health lie outside the NHS, the health and care system impacts significantly on the conditions "in which people are born, grow, live, work and age." (WHO) The Swansea Bay Population Health Strategy offers a significant chance, working with partners, to improve the health, well-being and resilience of the population, and reduce health inequalities.

I am an alumna, and past Council member, of Swansea University; I am enthused by the opportunities presented by the strategic partnership with SBay UHB( SBay) to offer educational and employment opportunities, and to optimise the application of the University's world class research, enterprise and innovation expertise in support of high quality health care. The ARCH Regional Collaboration for Health is a particularly inspiring partnership, working across the region, with the University and Hywel Dda UHB; as a systems thinker, this regional collaborative agenda is also a motivating factor.

2. Why do you think you are well suited to the role?

The chair needs to provide strategic Board-level leadership, ensuring that the Board discharges its role across direction setting, building strategic partnerships, identifying and overseeing strategic risks, scrutinising in-year delivery against plans, embedding good governance and setting the right tone and culture. I have significant experience of discharging such a strategic leadership role, including through challenging times, most notably through the COVID-19 pandemic.

For decades, I have acted as the public face of organisations, discharged ambassadorial roles and led on strategic change consultations. I am conversant with the legislative and policy landscape in Wales and in leading on the implementation of Government policy.

I have a track record of building strategic partnerships and of securing meaningful stakeholder engagement, at times in an adversarial environment.

The SBay chair role calls for system-level leadership and I would seek to engage all partners in a debate on the principles underpinning effective system working, delivering the changes agreed and identifying the measures against which partners would evidence collective accountability.

I am comfortable analysing complex information and ensuring that Boards take informed decisions underpinned by the right data sets. Above all, in the SBay role, I would focus on ensuring that service safety and quality, service user and staff experience, were at the heart of the Board's approach to decision making, in support of delivering high-quality services.

3. What are the three main outcomes that you want to achieve during your tenure?

A sustainable health and care system, both across Swansea, Neath and Port Talbot, and the wider West Wales region; in line with A Healthier Wales, this would be underpinned by a strategic shift to prevention, be primary care-led, with the optimum use of digital, technology and innovation, a forensic focus on safety and quality, and a balanced financial plan. Staff would feel safe and supported, providing high quality care in a system that ensured timely access across services.

A shared, system-wide consensus on the population health, well-being and resilience priorities, with a demonstrable shift in trends against key chronic conditions, and specified health inequalities' reductions. A particular focus would be implementation of the Tackling Diabetes Together Programme, and I would hope to secure partners' agreement to this being a key priority.

A workforce that both reflected the population and attracted talent from further afield, with the right capacity and capability to work at the top of their skill sets. A workforce whose members were supported in coming to work and being their best, authentic selves, practising primary, secondary and tertiary prevention and making every contact count. They would engage as a matter of course with patients and service users in co-producing care plans and pathways.

4. How will you work with NHS bodies, Welsh Government, local authorities and social care partners?

Improvements in population health and wellbeing depend on all partners working together to deliver against a common purpose; this can involve extensive partnership development work, exploring differences of perspective, overcoming barriers and, ultimately, agreeing that common purpose.

I have extensive experience of working constructively with other health bodies at national and local level, forged through decades of interdependent working; I would build on this in a new role.

I have worked in Welsh Government three times in my executive career, and have long-established, constructive working relationships with officials. I would look to gain insights into officials' views of the health board's issues and challenges, and to access in full the support available.

The NHS and local government have a symbiotic relationship, in the planning, delivery and evaluation of public services that are interconnected, none more so than social care services. I would work to establish effective working relationships with all key personnel, familiarise myself with the existing partnership architecture, and agreed work programmes. This would include the RPB, PSBs, voluntary sector bodies and the ARCH collaborative machinery. My focus would include ensuring that SBay played its full part in delivering against agreed priorities, including a sustainable care service, with timely access, this being a key societal priority. I would seek to gain early insights into partners' perspective on this key social policy imperative.

I would also welcome the opportunity to account for health board performance at scrutiny and other local government committees, in the spirit of transparent partnership working.

5. How will you work with community groups, patients, the third sector and other stakeholders?

The lived experience of patients, service users, residents, carers and communities must underpin the planning, delivery and evaluation of local health services. I would apply the current SBay Engagement Strategy, establish working relationships and make early contact with Llais Neath Port Talbot and Swansea Region personnel. I would attend community events to gain insights into current health issues, setting out to work closely with Neath Port Talbot Council for Voluntary Services, and its counterpart in Swansea. I have long appreciated the vital role that voluntary organisations play in community cohesion and development and, during my executive career, I secured increased investment in voluntary service provision.

Gaining and building trust across the voluntary sector would be a key priority for me, recognising its unique ability to engage individuals, families and communities in conversations about what matters to them in accessing and using public services.

The experience of SBay staff is also vital when designing and delivering services; I would ensure a clear 'line of sight' from the Board to the front line, and to all the staff representative and engagement architecture. It would be important to listen to, and gain insights from, all staff at the earliest point.

I have constructive working relationships with the Children's, Older People's and Future Generations Commissioners, with the chairs of ALBs in social care, arts and sport and I also work constructively with colleagues in policing . I would endeavour to fully utilise and strengthen these relationships in the interest of SBay.

6. How will you work with Senedd Members and Senedd committees?

I would make early contact with Senedd Members in the SBay area, establish their preferred way of building a working relationship and of being involved in service delivery issues and future plans. I would ensure prompt responses to all matters raised through their constituency offices and encourage Members to visit SBay services, meet key personnel and receive regular briefings on current and emerging issues.

I have an appreciation of the vital role that parliamentary committees play in scrutinising public bodies, having appeared in front of committees in both Westminster and Cardiff. I would welcome the opportunity to brief the HSCC on SBay performance and to contribute to the Committee's work programme, through submitting evidence as requested.

I would also set out to engage with the wider Senedd Membership and Committees, through providing updates on the work of SBay as it impacted on delivery against the Programme for Government, in recognition of the interconnectedness of all the wider determinants of health- the economy, climate change, education, transport, arts, culture and sport etc. In so doing, I would build on those working relationships established with different Ministers and their offices, in my current role.

7. Do you currently hold any other appointments that could give rise to any potential conflicts of interest or perceived conflicts of interest? If so, how do you propose to manage those conflicts or perceptions?

In February 2024, I was appointed as a Welsh Government independent member (public appointment) of the Board of Trustees of Amgueddfa Cymru; this is a four-year term, with a time commitment of 12 days a year. I am of the view that this would be compatible with holding the position of SBay chair and that the two roles would have some synergy. This would stem from the connection between the arts, culture and health.



## BIOGRAPHICAL DETAILS

### Jan Williams, OBE

#### PROFESSIONAL PROFILE

Holds/has held a number of public roles across health, policing and criminal justice, education and third sector.

#### NON-EXECUTIVE PORTFOLIO

An extensive non-executive portfolio throughout career at UK, England and Wales and all-Wales levels. Roles include:

##### **2017 – to date**

Chair, Public Health Wales

##### **2019 – end 2023**

Member, Home Office Domestic Homicide Review (DHR) Quality Assurance Panel for England and Wales

##### **2020- beg 2022**

Independent Member, Human Tissue Authority

##### **2013-2017**

Commissioner for Wales, Cheshire and Merseyside, Independent Police Complaints Commission (IPCC)

#### EARLIER NON-EXECUTIVE ROLES

**UK Bodies:** Nursing and Midwifery Council: Independent Panel Chair, Investigating Committee (2012-13)

ACAS Council Membership (1998- 2003)

Skills for Health Council (2006-2009)

##### **All Wales Bodies**

Public Services Ombudsman Wales Independent Panel (2012-2017)

Supporting People Advisory Board (2012-2013)

A Healthier Wales Transformation Advisory Board (2018-2021)

##### **Third Sector**

Techniquiest Education Science Charity, Trustee, Council and Audit Committee Member (2003-2010)

##### **Education Sector**

Member, Swansea University Council and Finance Committee (1996-1999)

#### EXECUTIVE PORTFOLIO

Held a number of senior leadership positions across Wales, including for 24 years at Chief Executive level, including: Cardiff and Vale University Health Board (2009-2012); National Leadership and Innovation Agency for Healthcare in Wales (2004-2009); Bro Taf Health Authority (1999-2003). Earlier career included a number of

senior and middle management roles, following successful completion of the UK NHS Graduate Management Training Scheme (1980-1982)

#### **EDUCATIONAL QUALIFICATIONS**

MBA, Cardiff Business School (1994); Postgraduate Certificate in Health Economics, Aberdeen University (1985); MA, University of Wales (1978); First Class BA, University of Wales (1976); 2 'A' levels (1973); 1 S level (1973) 8 'O' levels (1971)

#### **PROFESSIONAL QUALIFICATIONS AWARDED**

Fellowship of the Royal Society of Public Health (2017); Companionship of the Chartered Management Institute (2011); Companionship of the Institute of Health and Social Care Management (2003)

#### **CONTINUING PROFESSIONAL DEVELOPMENT (CPD)**

Throughout career has maintained CPD through: formal strategic leadership programmes (Harvard; King's Fund; Nuffield Trust; Cornell, USA; UK National School of Government); study tours (Canada, USA, Sweden and Denmark, Northern Ireland, Scotland, Kenya, Germany); action learning sets; legislation, policy and technical updates for specific roles; two secondment opportunities in the senior civil service.

#### **SELECTED PUBLICATIONS**

Has written to publication standard during career, including on governance, change management and learning and public sector operating environments.

- "Valuing Governance: When Sovereign meets System Governance" Combe, S. and Williams, J., Bevan Commission, 2022
- "Valuing Governance: Building a Mature Governance Model" Bevan Commission, August, 2020
- "Valuing Governance: Resetting the Dial", Combe, S. and Williams, J., Bevan Commission, May 2020.
- "Good Practice in the Management of Transition", Williams, J. NLIAH Briefing Paper, 2009
- "Measuring the Impact of Learning", Williams, J; Wooding, N. Catalyst. Issue 10 Spring 2008.
- "Cut and Thrust: how Wales went its own way", Williams, J and Ham, C. Health Service Journal. 3 August 2006
- "Welsh Courage" - article on the legacy of ill-health inherited by the National Assembly - Healthcare Today July/August 1998

## PERSONAL STATEMENT

### VALUES

I have always engaged extensively with diverse groups across Wales to improve access to, and uptake of, services, including: influencing the gypsy traveller community in Llanelli to vaccinate their children; persuading dentists in West Glamorgan to offer services to homeless people; participating regularly in Women's Health Fairs in Cardiff to convince women from diverse cultures to access screening services; highlighting a 'gender imbalance' in referrals to cardiac services in Neath Port Talbot; developing a High Street footprint for screening services in Mountain Ash and Llantrisant.

My career long commitment to effective staff engagement is evidenced currently by the fact that Public Health Wales (PHW) holds a number of EDI awards. The Board has a rolling programme of meeting with Staff Networks and these provide a clear 'line of sight' between the Board and the front line. Each Network makes 'asks' of the Board and these are followed through at Committee level.

The Police Complaints system is adversarial; yet, in my Independent Police Complaints Commission role, I built and sustained effective working relationships with policing, criminal justice and national stakeholder bodies across Wales. Stakeholder feedback, and the Independent Police Complaints Commission itself, acknowledged that relationships in Wales were more effective and constructive than in England.

### SKILLS

#### ***Strategic Board Leadership***

I led the PHW Board's approval in May 2020 of 'The PHW Public Health Protection Response Plan', on which the Welsh Government based its Test, Trace and Protect Strategy. The early days of the pandemic were challenging. I steered the Board through the Plan development process, involving the interpretation of systemic intelligence gathering, population surveillance data, sampling and testing scenarios, sophisticated risk assessment and management. It also involved engaging effectively with Ministers and officials, partners at national, regional and health board level.

#### ***Instilling Vision***

I led the PHW Board through two Long Term Strategy (LTS) consultation processes; the Board approved a refreshed LTS for 2023/35 that reflected the impact of COVID-19, alongside other population and public health challenges around health inequalities reduction. It set the strategic priorities for the 2023/26 IMTP (Ministerial approval in September 2023) and formed the baseline for the 2023/24 plan; PHW delivered 94% of the plan deliverables.

Earlier in my career, I led work at Board and Welsh Government level to secure a changed vision for mental health services in Cardiff and Vale, through highlighting the unsuitability of developing, on the same Whitchurch site, a 21st century replacement for a 19th century asylum model.

A new modern mental health facility opened on the Llandough hospital site in 2016- the right investment for the next 50 years.

### ***Complex Issues***

Throughout my career, I have addressed high profile, complex issues, using intelligence and evidence to underpin my analysis and decision-making. My Independent Police Complaints Commission role involved independent oversight of the most serious and sensitive investigations, often conducted in public, highly charged environments. As a Nursing and Midwifery Council Investigating Committee chair, I chaired a number of panels assessing complex and serious allegations of misconduct.

My current oversight role includes analyzing complex information across clinical services, public/ population health protection and surveillance data. I present regularly to my colleague chairs on the implications of population health data, most recently on healthcare acquired infection rates.

### ***Interpersonal/ Influencing Skills***

I worked with Welsh police forces to analyse near misses in custody and take corrective action, resulting from my analysis of the variable referral rates of such incidents to the IPCC. I presented the data, suggested possible causes and invited chief constables to collaborate in an Appreciative Inquiry, validate the data and agree solutions. The outcome included more consistent referral rates and improved mental health provision in custody.

In my Welsh Government Representative role on the Home Office DHR panel, I advocated for a more systematic approach to implementing the learning from DHRs and was a key contributor to the setting up of the SUSR process in Wales; the new model will take effect later in 2024 and represents a paradigm shift in policy.

### ***Collaborative Working***

On assuming the PHW Chair role, I introduced a standing Board agenda item, inviting key partners to present to the Board. Current partnerships include: Social Care Wales, Sport Wales, Cwm Taf Morgannwg and Hywel Dda Health Boards on (respectively) winter preparations; health well-being and physical fitness, supporting local plans around diabetes prevention and management, and the joint management of a TB outbreak action plan. I work personally with the Future Generations, Older People and Children's Commissioners on our shared agendas.

### ***Effective Governance***

I write on governance to publication standard; I discharge my roles in line with the Nolan principles, evidence my accountability openly and honestly, acting always in the public interest. As PHW chair, I steered the Board through unprecedented times in 2020, maintaining good governance, whilst ensuring rapid and agile responses to the ever-changing COVID-19 landscape. An extract from Audit Wales Structured Assessment (SA) for 2020 said: "The SA found that PHW continued to operate effectively through COVID-19, having a strong culture of governance.... that grew ever

stronger during the pandemic. The Board worked well under pressure to adapt governance arrangements “.

The 2023 SA found that PHW continued to have "effective arrangements to ensure good governance with sound approaches in place to develop and monitor its plans and manage its finances"

***Risk, Control Systems and Assurance***

I have extensive experience of audit and assurance work at both executive and non-executive level.

I ensure that the PHW Board discharges its role on setting Strategic Risk Appetite, aligning strategic risks with financial planning, good financial controls, good arrangements for monitoring and scrutinising delivery of its IMTP and a robust approach to ensuring compliance against the new Duties of Quality and Candour.

In 2021, I commissioned a ground-breaking Performance Assurance Dashboard to underpin the Board's oversight and scrutiny role; in 2023 the Board approved another leading-edge Board Assurance Framework.

## **Recruitment of Chair – Swansea Bay University Health Board (SBUHB)**

### **Vacancy summary:**

The SBUHB Board plays a key role in shaping the strategy, vision, purpose and culture of the organisation. It holds the Board to account for service delivery, performance, delivery of strategy and value for money, and strategic development and implementation.

It is also responsible for ensuring that risks to the organisation, staff and the public are managed and mitigated effectively. Led by an independent Chair and comprised of a mixture of both Executive and Independent Members (also known in some organisations as Non-Executive Directors). The Board has a collective responsibility for the performance of the organisation. The Chair will be accountable to the Cabinet Secretary for Health & Social Care, for the performance of the Board and its effective governance, upholding the values of the NHS, and promoting the confidence of the public and partners.

### **Background:**

Swansea Bay University Health Board (SBUHB), formerly Abertawe Morgannwg University Health Board (ABMU), was created on April 1 2019, after responsibility for providing healthcare services in the Bridgend County Borough Council area passed from ABMU to the new Cwm Taf Morgannwg University Health Board.

SBUHB covers a population of around 390,000 people, has an annual budget of over £1 billion and employs around 12,500 staff, 70% of whom are involved in direct patient care. SBUHB provides integrated care for patients and delivers acute, intermediate, mental health, community and primary care services to people in Swansea and Neath Port Talbot. In addition, it provides a large range of regional and sub-regional services including cardiac surgery and burns, plastic surgery for patient in the South West of England, forensic mental health for South Wales and learning disability services from Swansea to Cardiff as well as for the Rhondda Cynon Taf and Merthyr Tydfil areas.

Primary Care Services are provided through general practitioner, opticians, community pharmacists and dentists who all operate as independent contractors. SBUHB manages GP Out-of-Hours Services and General Medical Services for Swansea prison.

SBUHB has three acute hospitals providing a range of services:

- Neath Port Talbot Hospital in Port Talbot;
- Singleton Hospital in Swansea; and
- Morriston Hospital in Swansea.

There are also a number of smaller community hospitals and primary care resource centres providing important clinical services to residents outside the four main acute hospital settings.

The Health Board has developed strong partnerships with neighbouring health boards, local authorities, the 3rd sector and others. These include Swansea University, who SBUHB are striving to develop a research and education-driven culture, working in close partnership with Swansea University, its College of Medicine, Human and Health Science, and the Institute of Life Science. SBUHB is currently involved in an exciting project with Swansea University and Hywel Dda health Board called a Regional Collaboration for Health (ARCH). This is health and science working together, to improve the health, wealth and wellbeing of the people of South West Wales.

**Publicity summary:**

The Welsh Government circulated details of the appointment through stakeholder lists held by the Public Bodies Unit (PBU) and posted the vacancy on the Welsh Government public appointments website.

SBUHB promoted through its board website, social media platforms as well as circulation amongst the stakeholder reference group and other key groups focussing on equality and diversity. Also promoted internally through the Health Board's BAME Network to encourage applications from these groups.

The vacancy was promoted by the following Social Media channels and advertised through the media listed below:

Twitter – Welsh Government
Twitter – Swansea Bay Local University Health Board
Twitter - NHS Confederation
Twitter - The Commissioner for Public Appointments

**Paid Advertisements:**

- Jobs Wales Jobswales
- Diversity Jobsite Network
- Golwg 360

**Recruitment process summary:**

Advertised on Welsh Government Website and in paid advertisements, between 24 January 2024 and 14 February 2024.

Sift – 21 February 2024

Stakeholder Session – 7 and 8 March 2024. The stakeholder session members were representatives from the Health Board, their partners and stakeholders and Welsh Government. The candidates were asked to introduce themselves giving a

brief overview of why they applied for this role. (5-minutes). This was followed by a 30 minute open discussion with panel members.

Interviews – 29 February 2024

**Assessment advisory panel membership:**

Judith Paget (panel Chair)

Sue Tranka, Chief Nursing Officer

Steve Probert, Deputy Director of Corporate Services & Government Business

Rosetta Plummer, Senior Independent Panel Member

Peter Homa, Independent Panel Member

A total of 7 applications for the new role were received. 5 Male and 2 Female. 1 disabled.

**3 candidates were recommended for interview although 1 candidate withdrew their application prior to the interviews taking place.** The Assessment Advisory Panel considered there to be **1 Appointable candidate.**

**Cabinet Secretary for Health & Social Care preferred candidate – Jan Williams**

**Conflict of Interest**

None

**Political Activity (as stated on the application form)**

None





# APPOINTMENT OF CHAIR TO NHS WALES BOARD

## Candidate Information Pack



Llywodraeth Cymru  
Welsh Government



The Commissioner for  
Public Appointments

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## 1. Introduction

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### **Message from Eluned Morgan, Minister for Health and Social Services, Senedd Cymru, Welsh Parliament**

Thank you for showing an interest in the position of a Chair to an NHS body in Wales.

NHS Wales currently consists of the following organisations:

- Aneurin Bevan University Health Board
- Betsi Cadwaladr University Health Board
- Cardiff & Vale University Health Board
- Cwm Taf Morgannwg University Health Board
- Hywel Dda University Health Board
- Powys Teaching Health Board
- Swansea Bay University Health Board
- Public Health Wales NHS Trust
- Velindre University NHS Trust
- Welsh Ambulance Services NHS Trust
- Digital Health and Care Wales
- Health Education and Improvement Wales

**PLEASE NOTE:** For this recruitment tranche, we are recruiting a **Chair to Swansea Bay University Health Board**. Where candidates are unsuccessful in this tranche but considered appointable, they will be included (subject to their approval) on a reserve list for 12 months and may be considered for other Chair vacancies within NHS Wales bodies that may arise.

The successful candidate will have a critical role in taking forward the strategy and plans of the organisation. This includes working in collaboration with relevant neighbouring organisations to drive forward and maximise the opportunities created through a more joined up approach. I particularly value the contribution made by Chairs and public appointees to our NHS boards, and I will look to the successful candidate to provide leadership to the Board to ensure the delivery of the organisation's priorities.

If you are interested in this role and would like to know more about the important role of a Chair within NHS Wales please contact Judith Paget, Director General Health and Social Services/NHS Wales Chief Executive who will be very happy to discuss this role with you on my behalf.

## 2. Key responsibilities

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The Board plays a key role in shaping the strategy, vision, purpose and culture of the organisation. It holds the Board to account for service delivery, performance, delivery of strategy and value for money, and strategic development and implementation.

It is also responsible for ensuring that risks to the organisation, staff and the public are managed and mitigated effectively. Led by an independent Chair and comprised of a mixture of both Executive and Independent Members (also known in some organisations as Non-Executive Directors). The Board has a collective responsibility for the performance of the organisation. The Chair will be accountable to the Minister for Health and Social Services for the performance of the Board and its effective governance, upholding the values of the NHS, and promoting the confidence of the public and partners.

The Chair will:

### Strategy

- Lead the Board's development of a strategic vision for the organisation, identifying and realising the inherent potential and skills within the organisation to develop an innovative and world leading service.
- Provide independent judgement and advice on issues of quality, strategy, vision, performance, resources, and standards of conduct.
- Constructively challenge, influence and support the Executive Directors to develop proposals on such strategies.
- Support fellow Board Members in providing leadership within a framework of prudent and effective controls to ensure the long term sustainability of the organisation; and
- Ensure that risks to the delivery of the organisation's strategy are articulated and managed.

### Planning

- Be accountable for the performance of the Board at community, regional and national levels through the agreement and delivery of a three-year integrated medium term plan (or annual delivery plan) and the annual evaluation achievements against the plan; and
- Ensure the Board provides effective scrutiny of the three-year integrated medium term plan, ensuring that it establishes clear objectives to deliver the strategy; encompasses the necessary quality, workforce, operational and financial resources for the organisation to meet its objectives; and regularly reviews performance against the plan.

## Performance

- Receive, review and apply appropriate scrutiny to quality, performance, workforce and financial data and information to compare achievements against targets and, where necessary, support the implementation of remedial action.
- Agree challenging objectives for the Chief Executive and Executives for improving performance; agree objectives for the Vice Chair and Independent Members and undertake annual appraisals; and
- Ensure effective control arrangements are in place to secure the financial viability of the Health Board.

## Governance

- Hold the Chief Executive to account across the breadth of their responsibilities.
- Provide strong, effective and visible leadership and communication across the breadth of the organisation's responsibilities, internally through the organisation and externally through their connections with a wide range of stakeholders and partners within and outside of the NHS at a national, community, and local authority level.
- Ensure the Health Board's commitment to the highest standards of governance, such that it acts in the interests of the population and partners it serves and is seen to be accountable for the services provided and the resources used.
- Ensure the provision of accurate, timely and clear information to the Board to meet statutory requirements.
- Seek assurance that internal controls and systems of risk management are robust and well governed.
- Analyse and interpret information provided to the Board, seeking clarification, further assurances, and triangulation of information wherever possible; and
- Ensure the organisation complies with its Standing Orders, Standing Financial Instructions, policies and procedures, and relevant legislation and regulations.

## Culture and Behaviour

- Demonstrate the Seven Principles of Public Life (also known as the Nolan Principles) of selflessness, integrity, objectivity, accountability, openness, honesty, and leadership, and ensure the principles are upheld by all Board members.
- Embrace and promote the importance of Welsh language bilingualism and culture on all organisational activities.
- Instil a culture that encourages staff, patients, families, and the public to raise concerns that are then appropriately addressed.
- Embrace and promote equality, diversity, and inclusion for the organisation's population, patients, staff and stakeholders, reflecting and learning from own and the lived experiences of others.

- Ensure the highest standards of probity, integrity, and governance, and that the organisation's governance arrangements comply with best practice and statutory requirements.
- Provide visible compassionate leadership in supporting and promoting a healthy culture for the organisation and reflect this, and the values of the organisation, in their own behaviour; and
- Bring current and past professional and lived experience, knowledge and influence to the work of the Board, to promote innovation, curiosity, and to challenge norms.

## **Engagement**

- Build and maintain close relations between the Health Board's partners and stakeholder groups to promote the effective operation of our activities.
- Provide leadership to support and encourage effective working with partners, in particular with Health Boards, NHS Trusts, Special Health Authorities, local authorities, the third sector and social care partners, to ensure the planning and delivery of safe, effective services.
- Attend Welsh Government, health body peer groups and other stakeholder meetings, where required.
- Undertake an external ambassador role, delivering in the public spotlight and instilling public confidence; and
- Be expected, with support, to understand the business of the organisation through active involvement.

## **Board Activities**

- Plan Board meetings with the Chief Executive and Director of Corporate Governance and design a Board development programme to deliver high performance.
- Facilitate the effective contribution of Board Members and ensure constructive relations within the organisation and between Executive Directors and Independent Members.
- Chair the Health Board's Board meetings and lead development sessions and other meetings of members, as appropriate.
- Participate fully in the work of the Board and Committees, including pre and post meeting engagement and annual evaluations to support good governance.
- In conjunction with the other Board Members and where applicable, discharge their duties as Chair of the organisation's Charitable Fund, of which the Board acts as the corporate trustee.
- Undergo an annual personal performance appraisal, participating in any additional training and development highlighted as a result of the evaluation process to ensure personal objectives are delivered.

### 3. Person specification

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To be considered, you must be able to demonstrate that you have the qualities and experience to meet all the essential criteria for this appointment. Some of these are more easily demonstrated at the application stage whilst others are better explored at interview (please see below). An opportunity will also be taken at interview to explore in more detail some of the criteria evidenced in your personal statement.

#### Section A

##### Essential criteria to be evidenced in personal statement.

##### Values

- Ability to demonstrate a commitment to engaging with people who use our services, their carers and families, our staff and stakeholders.

##### Skills

- A track record of strategic, Board level leadership in a public sector, private or third sector organisation.
- Ability to instil vision and lead the development of defined strategies in the pursuit of achieving long, medium and short-term goals.
- Ability to understand and facilitate the understanding of complex issues.
- Strong interpersonal and influencing skills and ability to act as an effective advocate and ambassador.
- Ability to work collaboratively and as part of a team to meet common goals.
- Evidence of an understanding of effective governance.

##### Desirable criteria to be evidenced in personal statement where relevant.

##### Experience

- An understanding of risk management and systems of internal control and assurance.

#### Section B

##### Essential criteria to be evidenced at interview.

##### Values

- Commitment to adhering to the Seven Principles of Public Life (Nolan Principles) and the values of the organisation.

##### Skills

- Ability to provide, and encourage others to provide, independent challenge and scrutiny whilst maintaining constructive relationships.
- Ability to show an appreciation of bilingualism and culture, and a commitment to promoting and mainstreaming of the Welsh language.
- An understanding of and commitment to equality, diversity, and inclusion, including ability to reflect on and learn from your own lived experiences.

- Astute and able to grasp relevant issues and understand the relationships between interested parties demonstrating sound judgement, sensitivity and political awareness.
- Ability to motivate and develop the Board, to define roles and responsibilities, ensuring ownership and accountability.

**Desirable criteria to be evidenced at interview where relevant.**

**Experience**

- Demonstrable leadership and strategic change management experience including culture change.

Welsh language skills are desirable; however, all candidates will be expected to show commitment towards the language and culture and demonstrate leadership to strengthen and promote bilingual service provision within the NHS in Wales (see above essential skills and experience).

Where a candidate can demonstrate they meet the desirable criteria, they should provide an indication of their skills against the following level of skill:

Understanding	Can understand routine work-related conversations
Reading	Can read some basic words and phrases with understanding
Speaking	Can converse in some work-related conversations
Writing	Can write some basic messages on everyday topic



## 4. About Swansea Bay University Health Board

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Swansea Bay University Health Board, formerly Abertawe Morgannwg University Health Board (ABMU), was created on April 1 2019, after responsibility for providing healthcare services in the Bridgend County Borough Council area passed from ABMU to the new Cwm Taf Morgannwg University Health Board.

Swansea Bay University Health Board covers a population of around 390,000 people, has an annual budget of over £1 billion and employs around 12,500 staff, 70% of whom are involved in direct patient care. We provide integrated care for patients and deliver acute, intermediate, mental health, community and primary care services to people in Swansea and Neath Port Talbot.

In addition, we provide a large range of regional and sub-regional services including cardiac surgery and burns, plastic surgery for patient in the South West of England, forensic mental health for South Wales and learning disability services from Swansea to Cardiff as well as for the Rhondda Cynon Taf and Merthyr Tydfil areas.

Primary Care Services are provided through general practitioner, opticians, community pharmacists and dentists who all operate as independent contractors. Swansea Bay University Health Board manages GP Out-of-Hours Services and General Medical Services for Swansea prison.

Swansea Bay University Health Board has three acute hospitals providing a range of services:

- Neath Port Talbot Hospital in Port Talbot;
- Singleton Hospital in Swansea; and
- Morriston Hospital in Swansea.

There are also a number of smaller community hospitals and primary care resource centres providing important clinical services to residents outside the four main acute hospital settings.

We have an ambitious organisational strategy, closely aligned to the progressive policy and legislative landscape in Wales, including a shift to prevention and primary care, close integration with social services and the Wellbeing and Future Generations Act.

The Health Board has developed strong partnerships with neighbouring health boards, local authorities, the 3<sup>rd</sup> sector and others. These include Swansea University with whom we strive to develop a research and education-driven culture, working in close partnership with Swansea University, its College of Medicine, Human and Health Science, and the Institute of Life Science.

Swansea Bay Local University Health Board is currently involved in an exciting project with Swansea University and Hywel Dda health Board called a Regional Collaboration for Health (ARCH). This is health and science working together, to improve the health, wealth and wellbeing of the people of South West Wales.

## 5. Escalation status

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The [Oversight and Escalation Framework](#), sets out how Welsh Government has oversight of and gains assurance about NHS Wales organisations, as well as describing in more detail what intervention approach will be taken.

There are five level within the framework - routine arrangements, areas of concern (which is a new level to prevent further escalation, enhanced monitoring, targeted intervention and the highest rate of escalation - special measures.

Swansea Bay University Health Board is in:

- **Enhanced monitoring** for maternity and neo-natal and planning and finance.
- **Targeted intervention** for performance and outcomes.

## 6. Values and behaviours

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We spoke to more than 6,000 staff, patients, their families and carers and together we developed **our values**.

Our values show that our commitment to equality is at the heart of everything we do.

Equality is about making sure that people are treated fairly. It is not about us treating everyone the same, but seeing people as individuals and recognising that everyone's needs are met in different ways. We must be sensitive, thoughtful and flexible in how we meet the needs of each person.

We do the right thing for every person and treat everyone with dignity and respect. We protect people's dignity and privacy and take action when we see these are being undermined.

We care for each other in every human contact in all of our communities and each of our hospitals.

Our equality objectives were developed by working together with our partners. We engaged with people from different groups, fostering good relations. The objectives are designed to ensure that our services are accessible to everyone and our employment practices are fair.

Our equality objectives sit within our Strategic Equality Plan and form the basis of our work. Progress is reported every year. [You can find out more information about our equality objectives and Strategic Equality Plan by following this link.](#)

We want to be inclusive and always improving. We will promote equality and human rights for everyone. We won't accept anyone being disadvantaged by any of the following (also known as protected characteristics):

*Age, disability, faith or belief, gender, pregnancy or maternity, race, sexual orientation, being married or in a civil partnership, gender reassignment.*

## 7. Working with our partners

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We recognise that we cannot address our current and future health and care challenges alone. To successfully deliver our strategy, we work closely with a broad range of partners that includes:

- Other health boards, trusts and special health authorities;
- Llais (the Citizen Voice Body for Health and Social Care Wales);
- Local and community councils – Swansea and Neath Port Talbot that are within the Swansea Bay region, and on occasion neighbouring local authorities;
- Welsh Ambulance Services NHS Trust and other emergency services such as police and fire;
- Community groups.
- Our local voluntary organisations, third sector and charities

To learn more about our work, and how we work with partners and communities:

- [Please watch our latest board video](#)
- [Read our latest Annual Report](#)

## 8. Key facts about the post

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### Location

Baglan, Port Talbot.

It will also be necessary for the post holder to attend Health Board sites and attend Health Board, regional and national meetings. Whilst we are returning to face-to-face meetings, some continue to be held virtually as appropriate. There will also be the opportunity for some remote working.

### Time Commitment

15 days per month.

### Tenure of Office

Initial appointment of four (4) years.

### Remuneration

£69,840 per annum plus reasonable expenses.

### Making an application

To make an application, please visit the Welsh Government [vacancies](#) page.

<https://cais.tal.net/vx/lang-en-GB/mobile-0/appcentre-4/brand-7/xf-509f77e961d6/candidate/jobboard/vacancy/6/adv/>

To apply for this role, click on the vacancy Swansea Bay and click on 'apply' at the bottom left-hand corner. The first time you apply for a post, you will need to [register](#) on the Welsh Government online application system. You will only need to register once, after which you can track the progress of your current application, and any future applications via your online registered account.

<https://cais.tal.net/vx/lang-en-GB/mobile-0/appcentre-4/brand-7/xf-4ac5797242e0/candidate/register>

When you have completed registration, you will be able to access the application form. To apply, you will need to upload a personal statement and CV with your online application form.

The Public Appointments team operates name-free recruitment. Key personal information, including a candidate's name and address, is concealed from the recruiting panel during the sifting process. Certain personal information will also be concealed from the interview panel if it is not relevant to assessment. This policy is in line with our commitment to eliminate bias, and to promote equality and diversity.

## Curriculum Vitae (CV)

Please ensure your CV includes brief details of your current or most recent posts and the dates you occupied these roles. Please identify any past or present Ministerial appointments. **Your CV should be no more than three pages long.**

## Personal Statement

The personal statement is your opportunity to demonstrate how you meet each of the criteria set out in the person specification (**Section A**). **Note:** as mentioned above, you need not include all of your skills and experience in the personal statement. An opportunity will also be given to demonstrate the skills and experience in **Section B** at interview.

The statement should include examples that show how your knowledge and experience matches each of the criteria. These examples should describe what your role was, the approach you took to achieving a specific result and how you would use this experience in the role you are applying for; you are welcome to use examples of both professional and lived experience.

Please limit your personal statement to **1000 words**.

## References

Please provide two referees who will be contacted for successful candidates only.

In order to preserve the highest standards of integrity and propriety, we are unable to accept Senedd Members or Welsh Government employees as referees for applications for membership of public bodies.

## Selection Process

The Minister for Health and Social Services will be assisted in her decision making by an Advisory Assessment Panel. This panel will be made up of Judith Paget, Director General Health and Social Services/NHS Wales Chief Executive; a Senior Independent Panel Member; and a member from the Workforce and Corporate Business, Health and Social Services Group, Welsh Government. In undertaking their assessment of candidates, the role of the Panel is to decide objectively who meets the published selection criteria for the role, in other words, who is appointable to the role. The Director General Health and Social Services/NHS Wales Chief Executive will chair the panel.

You will receive email communication from Welsh Government's application centre to let you know if you have been invited to interview. If you attend an interview, the panel will question you about your skills and experience, asking specific questions to assess whether you **meet the criteria** set out for the post.

Candidates who the panel believe are ‘appointable’ will be recommended to Ministers, who will make the final decision. The Minister may choose to meet with appointable candidates before making their decision. If they do, they will meet all candidates in the presence of the panel chair, or their nominated representative. There will be a time gap between interview and a final appointment decision being made. Candidates who have been interviewed will be kept informed of progress.

If you are successfully appointed as Chair, you will be asked to attend a Senedd Cymru Committee hearing.

Pre-appointment scrutiny by select committees is an important part of the process for some of the most significant public appointments made by Ministers. It is designed to provide an added level of scrutiny of the overall process and verify that the recruitment meets the principles set out in the Governance Code on Public Appointments. This scrutiny may involve the relevant select committee requesting and reviewing information from the Department and the Minister’s preferred candidate. The select committee may also choose to hold a pre-appointment hearing.

Pre-appointment hearings are held in public and involve the select committee taking evidence from the Minister’s preferred candidate. These public hearings take place before an appointment is confirmed, but after the selection process has been completed.

Where a public appointment is subject to pre-appointment scrutiny, it is a matter for the relevant select committee to undertake such scrutiny, including whether to hold a pre-appointment hearing. Following a review of information provided by the Department about the recruitment process, the select committee may decide that a pre-appointment scrutiny hearing is not required before it publishes its report, if it agrees with the Minister’s choice of candidate.

### Timetable

<b>Advert Closing date</b>	<b>14 February 2024</b>
<b>Sift</b>	<b>21 February 2024</b>
<b>Stakeholder session</b>	<b>27 February 2024</b>
<b>Interviews</b>	<b>29 February 2024</b>
<b>Pre-appointments hearing</b>	<b>25 April 2024</b>
<b>Appointment start</b>	<b>1 June 2024</b>

### Diversity Statement

The Welsh Government believes that public bodies should have board members who reflect Welsh society, people from all walks of life, to help them understand people’s needs and to make better decisions. This is why the Welsh Government encourages applications from a wide and diverse audience.

Applications are particularly welcomed from all under-represented groups, including:

- Women
- People under 30 years of age
- Black, Asian and Minority Ethnic (BAME) people
- Disabled people
- Members of the LGBTQI+ community

## **Disability Confident**

The Welsh Government accepts the social definition of disability, in which it is recognised that barriers in society act to disable people who have impairments or health conditions, or who use British Sign Language (BSL).

We are committed to removing barriers so all staff can perform at their best. The Equality Act 2010 uses the medical definition of disability “a physical or mental impairment which has a substantial and long-term impact on a person’s ability to carry out normal day-to-day activities”.

We guarantee to interview anyone who is disabled, whose application meets the minimum criteria for the post. By ‘minimum criteria’ we mean that you must provide us with evidence in your application which demonstrates that you generally meet the level of competence for the role and any qualifications, skills or experience defined as ‘essential’.

If you would like a guaranteed interview, please contact the Public Appointments Unit at [PublicAppointments@gov.wales](mailto:PublicAppointments@gov.wales) to let them know.

If you have an impairment or health condition or use BSL and need to discuss reasonable adjustments for any part of this recruitment process, please contact the Public Appointments Unit as above as soon as possible to discuss your requirements and any questions you may have.

## **Standards in public life**

You will be expected to demonstrate high standards of corporate and personal conduct. All successful candidates will be asked to subscribe to the Code of Conduct for Board Members of Public Bodies and Codes of Conduct and Accountability for NHS Boards and the Code of Conduct for NHS Managers Directions 2006.

[Code of Conduct for Board Members of Public Bodies \(gov.uk\)](#)

## **Personal Development and Performance Review**

Welsh Government values the contribution made by public appointees and wishes to ensure, in association with the organisation, that post holders are able to access a range of personal development opportunities. On appointment a personal development plan and objectives will be agreed with the Minister. Successful candidates will also be required to attend an induction programme. Academi Wales deliver a range of leadership development programmes across the public service in



Wales and opportunities to access these and other programmes will be explored on appointment.

### **Conflict of Interests**

When applying you will be asked to declare any interests which may, or may be perceived to, conflict with the role and responsibilities as Chair of the organisation including any business interests and positions of authority outside of the role in NHS Wales.

Any conflicts of interest will be explored at interview. If appointed, you will also be required to declare these interests on a register which is available to the public.

### **Due Diligence**

Welsh Government Public Bodies Unit will undertake due diligence checks on all candidates successfully sifted to interview. This will include but may not necessarily be limited to social media and Internet searches. As a result, any due diligence findings may be explored further at interview.

### **Making an appointment**

If you are successful, you will receive a letter from the Minister for Health and Social Services appointing you as Chair to the organisation which will confirm the terms on which the appointment is offered. Your appointment will be subject to a reference check undertaken by the Welsh Government's Public Bodies Unit and to a DBS check undertaken by the NHS Wales Shared Services Partnership.

Attendance at the NHS Wales Board Member Induction Programme is mandatory on appointment and you will be required to attend the next available course.

### **Contacts**

For further information regarding the selection process or applying for the role, please contact: Public Appointments Team, Public Bodies Unit, and Email: [PublicAppointments@gov.wales](mailto:PublicAppointments@gov.wales)

For further information regarding the role of Chair of Swansea Bay University Health Board, please contact:

- Judith Paget, Director General Health and Social Services/NHS Wales Chief Executive, Welsh Government; email: [pstodgforhsscenhswales@gov.wales](mailto:pstodgforhsscenhswales@gov.wales)
- Hazel Lloyd, Director of Corporate Governance and Board Secretary, Swansea Bay University Health Board; email [hazel.lloyd@wales.nhs.uk](mailto:hazel.lloyd@wales.nhs.uk)

Should you need any further assistance with applying for this role, please contact [publicappointments@gov.wales](mailto:publicappointments@gov.wales)

For further information about Public Appointments in Wales, please visit [www.gov.wales/public-appointments](http://www.gov.wales/public-appointments)

## Queries

For queries about your application, please contact [publicappointments@gov.wales](mailto:publicappointments@gov.wales)

### **If you are not completely satisfied**

Welsh Government will aim to process all applications as quickly as possible and to treat all applicants fairly, and with courtesy. If you have any complaints about the way your application has been handled, please contact [publicappointments@gov.wales](mailto:publicappointments@gov.wales) .

Additionally, you can write to the **Office of the Commissioner for Public Appointments**, Ground Floor, 1 Horse Guards Road, London, SW1A 2HQ, or via email at [publicappointments@csc.gov.uk](mailto:publicappointments@csc.gov.uk)

## 9. Eligibility

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A person shall be disqualified from appointment if they:

- a. have within the preceding five (5) years been convicted in the UK, Channel Islands or the Isle of Man of any offence and has had passed on them a sentence of imprisonment (whether suspended or not) for a period of not less than three (3) months.
- b. have been adjudged bankrupt or has made a composition or arrangement with their creditors.
- c. have been dismissed, otherwise than by reason of redundancy, or non-renewal of a fixed term contract, from any paid employment with a health service body, and;
- d. are a person whose tenure of office as the chairman, member or director of a health service body has been terminated because their appointment is not in the interests of the health service, for non-attendance at meetings or for non-disclosure of pecuniary interest.
- e. have within the preceding year been in the paid employment of Velindre University NHS Trust or the Welsh Ambulance Services NHS Trust (and for Powys teaching Health Board where the role relates to that organisation).

Employment with other NHS bodies in Wales does not, at present mean a person is disqualified from appointment in accordance with the relevant Regulations in practice. Welsh Government Policy is that a person is disqualified from appointment if they have within the preceding year been in the paid employment of a Health Board in Wales, Public Health Wales NHS Trust, Health Education and Improvement Wales or Digital Health and Care Wales.

An individual shall also not normally serve concurrently as a Non-Officer Member (Chair, Vice-Chair or Independent Member) on the Board of more than one NHS body in Wales.

Applicants should also note that membership of a Health Board is a disqualifying post for membership of the Welsh Parliament under the Senedd Cymru (Disqualification) Order 2020.

Document is Restricted

# Agenda Item 5

By virtue of paragraph(s) vi of Standing Order 17.42

Document is Restricted

# Pre-appointment hearing: Chair of Hywel Dda University Health Board

## Pre-appointment questionnaire

April 2024

### Background

You are being asked to complete this questionnaire because you are the Welsh Government's preferred candidate for the post of Chair of Hywel Dda University Health Board.

Your answers to this questionnaire will be published with the meeting papers for the pre-appointment hearing, and will be used to inform Members' preparation for the hearing. Your response to each question should be no more than around 250 words.

### Providing Written Evidence

The Senedd has two official languages, Welsh and English.

In line with the [Senedd's Official Languages Scheme](#) the Committee requests that documents or written responses to consultations intended for publication or use in Senedd proceedings are submitted bilingually. When documents or written responses are not submitted bilingually, we will publish in the language submitted, stating that it has been received in that language only.

Please see [guidance for those providing evidence for committees](#).



## Disclosure of information

Please ensure that you have considered the Senedd's [policy on disclosure of information](#) before submitting information to the Committee.

1. What motivated you to apply to be the Chair of Hywel Dda University Health Board?

I am motivated to apply for this role for three primary reasons:

Firstly, I am profoundly passionate about people, community wellbeing and the critical role played by the NHS as a provider/facilitator of healthcare. Health is a universal building block and a prerequisite for creating a successful, prosperous, cohesive and fair society. Throughout my career, I have worked extensively within health services and engaged regularly with providers, I understand the scale of challenges facing the Health Board and very much want to play my part in finding a long-term sustainable solution.

Secondly, I live in west Wales within the community served by the Health Board and hope to bring a local perspective and lived experience to the role. I see and experience the service at its best and worse, engaging with people across west Wales to build a picture of what is needed and the role played by everyone to secure good health and wellbeing. I fundamentally believe the communities we live in and the way we engage with each other are an essential part of the solution.

And finally, I have spent much of my career blending both paid and unpaid work to build a unique portfolio of experience which I am confident would enrich the work of the health board and hopefully strengthen its operation. I am service orientated, solutions focused and resilient. Over many years, I worked with Boards in both a non-executive and executive capacity to appreciate the factors which help to deliver success.

## 2. Why do you think you are well suited to the role?

In response to this question, I have tried to anticipate what the Health Board needs at the current time and how I think the skills and experience I can bring to the role of Chair will add value.

In my view, the Health Board needs clarity of vision, a renewed and reinvigorated focus upon service improvement and cost reduction, a willingness to explore solutions and alternatives that may not be palatable or comfortable, a rigour to the way it delivers its services to ensure safety, resilience, timeliness and clinical effectiveness, an increased appetite for innovation and post-conventional thinking and a culture where constructive challenge and openness to alternative ways of doing things flourishes .

These factors need to be embedded in the seams of a culture where staff feel confident, well skilled, valued and empowered to make decisions based on their knowledge and experience of how things could be improved and done better.

I have spent much of my career working within senior roles, largely within the people profession, across the public service, including central, regional and local governmental, the NHS, Charities, voluntary groups and foundations. This diversity of experience has strengthened my understanding of organisations, relationships, the separation between the strategic and operational function, effective delivery, the importance of good governance and as importantly sharpened my skills as a leader and an architect of transformational change.

I am confident when working in complex and often contested environments, comfortable with challenge, and relationship focused – putting people at the heart of the enterprise and change proposition.

## 3. What are the three main outcomes that you want to achieve during your tenure?

A resilient, sustainable and exemplary west Wales health/care service delivered collaboratively and in partnership with the patient and other providers.



A measurable improvement in the health of the local population, including a reduction in health inequalities.

An engaged and skilled workforce, working at the edge of its competence to deliver outstanding healthcare.

#### 4. How will you work with NHS bodies, Welsh Government, local authorities and social care partners?

My approach to working with others is to build relationships rooted in honesty, openness, and authenticity, that are 'grown up' and sufficiently robust to allow for the expression of different views, thoughts and ideas which on occasion may conflict.

In a collaborative context where often other parties hold different responsibilities and interests, I work to a set of design principles to provide an operating framework and underpin the process of collective enterprise. This can help to ensure at times of divergence or contestation that we remember our core purpose and commitments.

I am firmly of the view that proximity of interest and familiarity contribute significantly to developing long-lasting, trustful and productive relationships. In this regard, developing relationships beyond the pale or conventional transaction to understand the priorities, the ambitions, and the motivation of others is deeply important. As is meeting regularly and often, to strengthen the personal and professional connections.

Within the context of working with other NHS bodies, I would very much want to build on the existing network architecture, to intensify the benefits of innovation, service redesign and cost reduction. I am keen to explore the potential benefits of strengthening collaboration with SWBHB to understand the health needs of the people living in west Wales within a regional health economy and the potential for more integrated delivery.

Working regularly with Welsh Government officials to develop a trustful and open relationship to promote confidence in the work of the Health Board but also to access the resources of the department such as comparative data.

In the case of Local Government, meeting regularly at an officer and member level will be essential to creating a deeper level of service synergy and finding ways to manage the interface between health and social care. Exploring the benefits of a unified care service that bridges health and social care in collaboration with social care partners would provide a framework for developing ongoing relationships and make the best use of resources.

#### 5. How will you work with community groups, patients, the third sector and other stakeholders?

The Broad principles offered above apply within the context of community groups, patients, the voluntary sector and other stakeholder groups.

Meeting regularly, building equal status partnerships, and supporting organisations to play an active part in sustaining good health within communities including the delivery of health care will be central to my role. I firmly believe good health is the consequence of co-productive efforts by a coalition of organisations of which the NHS is one. Building greater interdependence with other providers will be essential.

Similarly, strengthening the voice of patients, not just in the context of advocacy and formal meetings but actively seeking engagement with those who use primary and secondary care services will be a regular feature of my work. As a patient, I understand at first hand the opportunity to become actively involved in one's own healthcare is essential to staying well.

As the Chair of the Wales Council for Voluntary Action, with a long history of working within a voluntary capacity, I appreciate the deeply important role played by community organisations, of which there are more than 30,000 in Wales, in supporting the health and wellbeing of the people of Wales. This is an enormous asset base, with profound value and impact. I passionately believe strengthening social capital within communities is essential to delivering good health and an investment opportunity for the NHS.

Finally, within the context of the Board itself, engaging regularly with staff and representative groups, to share thoughts, listen to alternative perspectives and develop common currency will be essential for building trust and communicating value.

**6. How will you work with Senedd Members and Senedd committees?**

Within the environment of the Health Board, I would seek to meet regularly with local Senedd Members and to maintain formal and informal contact. Building a shared sense of mission based on local priorities and working to deliver a transformed health service will be a collaborative enterprise with Senedd Members at the core.

More broadly, having worked with and within Welsh Government and also within the Scottish Government and Whitehall, I appreciate the important role played by Committees members as scrutineers of public policy and delivery. Engaging positively to ensure transparency and openness will be central to my work as well as providing regular opportunity to receive constructive challenge on the work of the Health Board.

Building relationships with the wider Senedd Community will be equally important to strengthen connections both geographically and within the broader policy context. The connecting themes of education, economy, social justice, local government, transport and sustainability to name but a few are systemically connected to the delivery of good health.

**7. Do you currently hold any other appointments that could give rise to any potential conflicts of interest or perceived conflicts of interest? If so, how do you propose to manage those conflicts or perceptions?**

I am currently a Non-Executive Director with the Scottish Government. I don't anticipate a conflict of interest. However, if one should arise, I will declare an interest and take the appropriate course of action.

# Neil Rhys Wooding

## CURRICULUM VITAE

### CAREER APPOINTMENTS:

#### Past Roles:

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- **The Cabinet Office, Whitehall (August 2021 – March 2023)**  
**Executive Director Reform and Professional Standards (Part-time)**
  - **The Ministry of Justice (February 2017 – August 2021)**  
**Chief People Officer**
  - **The Office for National Statistics (April 2013 – February 2017)**  
**Director of Business Services and Development**
  - **Welsh Government, Cathays Park Cardiff (September 2010 – March 2013)**  
**Director of NHS Workforce and Organisational development**
  - **Welsh Government, Cathays Park Cardiff (September 2005 – September 2010)**  
**Director of Academi Wales – the public service leadership agency for Wales**
  - **Bro Taf Health Authority (September 1999 to 31<sup>st</sup> of August 2005)**  
**Director of Human Resources and Organisational Development**
  - **Iechyd Morgannwg Health West (January 1997 - September 1999)**  
**Director of Human Resources and Organisational Development**
  - **NHS Wales, Cathays Park, Cardiff (1992 – 1997)**  
**NHS Director of Equality and Human Rights**
  - **Cardiff City Council, City Hall, Cardiff. (1989-1992)**  
**Director of Equality**
  - **The National Association for the Care and Resettlement of Offenders (1986-1989)**
  - **Assistant Regional Manager, Wales and the South-west England**
- Public Appointments and Non-Executive Roles:**
-

## Non-Executive Roles and Public Appointments

- **The Civil Service Commission**  
Civil Service Commissioner (March 2024 - )
- **The Scottish Government (March 2023 - )**  
Non-Executive Director
- **Welsh Council for Voluntary Action (WCVA) (February 2022 - )**  
Chair of the Board of Trustees
- **The Lloyds Bank Foundation Trust (2016 - 2022)**  
Non-Executive Director and Trustee
- **Equality and Human Rights Commission**  
Post: **Equality and Human Rights Commissioner (2007 - 2010)**  
**The Equal Opportunities Commission (June 2002- December 2006)**  
Post: **Equal Opportunities Commissioner for Wales**

## Third Sector Roles and Responsibilities

<b>Date</b>	<b>Role/Title</b>	<b>Organisation</b>
1976 - 1978	<b>Environmental Coordinator</b>	National Trust
1980 - 1984	<b>Homecare organiser</b>	Greenwich Taskforce
1984 - 1988	<b>Adult Literacy Tutor</b>	Gwent Education Authority
1986 -1997	<b>Chair</b>	Gwent HIV Support Group
1994 – 1998	<b>Non-Executive Director. Chair (2001)</b>	Chwarae Teg Wales Ltd,
1998-2001	<b>Chair</b>	Chwarae Teg Wales Ltd.
1997-2003	<b>School Governor</b>	Newport Education Authority,
1997-2005	<b>Non – Executive Director</b>	South East Wales Race Equality Council, Newport. Gwent.

1999 – 2003	<b>Chair of the All-Wales HIV Reference Group</b>	The National Aids Trust, London
2001 – 2008	<b>Co-Chair of Stonewall Cymru</b>	Caerwys House, Cardiff
2002 – 2006	<b>Board Member and Trustee</b>	Stonewall UK London
2002 -2012	<b>Trustee and Board Member</b>	National Aids Trust, London
2007-2009	<b>Non-Executive Board Member</b>	Glamorgan Business School
2008-2009	<b>Trustee and Board Member</b>	The Bevan Foundation
2010 – 2014	<b>Adult Mentor</b>	Bristol Allies
2017- 2021	<b>Chair, ‘Measuring the Mountain’, national evaluation strategy</b>	A third sector, all-wales community based initiative sponsored by Welsh Government to evaluate the Social Services and Wellbeing Act. (2014)

## EDUCATIONAL QUALIFICATIONS AND TRAINING

B.A. Hons Degree – Social Sciences (1980 – 1983)

M.Sc. Econ – Criminology (1984 -1986)

Further Education Teaching Certificate (1987 – 1988)

M.A. Policy Studies (1990 – 1992)

Diploma in Mediation (2000 – 2002)

Doctorate: Organisational Development and Human Diversity (1996 -2003)

Executive Graduate Leadership Programme – 21<sup>st</sup> Century leadership skills - JFK School of Government, Harvard University (2008)

ILM Level 7 Coaching programme (2009)

Leading Organisational Change – Department of Executive Education, Harvard University (2011)

**PROFESSIONAL MEMBERSHIP AND HONOURS**

- Companion of the Chartered Institute of Personnel and Development
- Commander of the British Empire

## **Appointment of Chair to NHS Board**

### **Statement of suitability**

Thank you for the opportunity to apply for the above role. I am delighted to submit this application and look forward to discussing my suitability further should I be successful at the next stage of the process. In the spirit of openness, my primary interest is the Hywel Dda Chair appointment. However, I appreciate this application is for the Swansea Bay University Health Board.

Before sharing the skills, and experience I can bring to the role, I would like to offer three reasons why I have decided to apply for this exciting opportunity. Firstly, I am profoundly passionate about people, community wellbeing and the important role played by the NHS as a critical provider of healthcare. Having worked within the service and engaged regularly with providers, I understand the scale of challenges facing Health Boards in Wales and very much want to play my part in finding a long-term sustainable solution. Secondly, I live in west Wales within the community served by the Health Boards and would hope to bring a local perspective and lived experience to the role. And finally, I have spent much of my career blending both paid and unpaid work to build a unique portfolio of experience which I am confident would enrich the work of the health board and hopefully strengthen its operation.

As the chair of the Wales Council for Voluntary Action, my key objective has been to build a shared vision, common purpose and a strategic road map across more than 8000 charities and 40,000 distinct voluntary organisations. As my CV demonstrates, this role is the culmination of many years working with people and communities in the health and social care sector, deepening my understanding and appreciation of what matters to people and how services can be designed and delivered to address needs.

For the past twenty five years, I have worked in a number of board-level leadership roles, in an executive and non-executive capacity across the statutory and third sectors. My role has often combined the provision of expert advice with a strategic focus on people and service delivery. This work often involved translating complex ideas and information into digestible formats that would engage those responsible for delivering the change to understand the process and the outcome.

More broadly, I think the role of the chair of a board, working group or committee is to make sense of the meaning of things for others. Having an acute sense of others, appreciating that different ways we understand things and the different cultural and intellectual reference points we use when we think and speak has helped me considerably to build a shared understanding and narrative that engages and inspired others.

To strengthen my ability to influence and thought lead others I have acquired expert skills in both facilitation and mediation. As a seasoned Senior Civil Servant, long-serving Non-Executive Director and HR leader, I have acquired the skill and emotional maturity to hold challenging and difficult conversations that can be uncomfortable but which in turn help to build trust and strengthen relationships. To aid my success I have developed a positive open-handed leadership style that blends confidence with humility. Working at a Ministerial level in a Whitehall, Welsh and Scottish government context has provided a rich seam of experience for influencing with evidence, data and well-prepared arguments.



As a past Equality and Human Rights Commissioner and a trustee many charities and foundations, acting as an ambassador and advocate for and on behalf of others has been an essential part of the role. The success of which has rested upon building trustful and credible relationships.

As someone who has collaborated extensively across public services to build shared interest and common cause, I would like to offer as an example, my role chairing '*Measuring the Mountain*', a community-based evaluation of the Social Service and Wellbeing (Wales) 2014. Formulated a citizen jury, this brought together third sector, statutory and community-based organisations to build a collaborative approach to evaluating the impact of the legislation using lived experience. I was asked to chair the enterprise having been requested to develop a strategic approach to the challenge of evaluating the legislation.

Working within organisations with very large expenditure profiles, at Board and Executive Committee level has equipped me with a detailed and extensive understanding of effective governance, in its design, purpose and operation.

As evidence of my experience of working within a controlled environment and within an assurance role, as a Scottish Government Non-Executive Director, I am share a responsibility for scrutinising/challenging Health and Social Care risk profiling and mitigation as part of my wider role on the SG Audit and Assurance Committee. Similarly, I chair the Remuneration Board for Scottish Government.

Thank you for taking the time to read this statement. I would be happy to elaborate on any of the information provided.

## **Recruitment of Chair – Hywel Dda University Health Board (HDUHB)**

### **Vacancy summary:**

The HDUHB Board plays a key role in shaping the strategy, vision, purpose and culture of the organisation. It holds the Board to account for service delivery, performance, delivery of strategy and value for money, and strategic development and implementation.

It is also responsible for ensuring that risks to the organisation, staff and the public are managed and mitigated effectively. Led by an independent Chair and comprised of a mixture of both Executive and Independent Members (also known in some organisations as Non-Executive Directors). The Board has a collective responsibility for the performance of the organisation. The Chair will be accountable to the Cabinet Secretary for Health & Social Care, for the performance of the Board and its effective governance, upholding the values of the NHS, and promoting the confidence of the public and partners.

### **Background:**

Hywel Dda University Health Board (the Health Board or Hywel Dda) is the local NHS organisation for Mid and West Wales. As a health board, they plan, organise and provide health services for almost 400,000 people across Carmarthenshire, Ceredigion, and Pembrokeshire. They manage and pay for the care and treatment that people receive in this area for physical, mental health and learning disabilities.

HDUHB provides NHS services across a quarter of the land mass of Wales in Mid and West Wales and communities are quite spread out in rural areas. Almost half the population 48.8% live in Carmarthenshire, 32.5% live in Pembrokeshire, and 18.7% in Ceredigion. They have a large border with other counties, and so communities in south Gwynedd, north Powys and Swansea / Neath Port Talbot also use the health services.

HDUHB is currently involved in an exciting project with Swansea University and Swansea Bay University health Board called a Regional Collaboration for Health (ARCH). This is health and science working together, to improve the health, wealth and wellbeing of the people of South West Wales.

### **Publicity summary:**

The Welsh Government circulated details of the appointment through stakeholder lists held by the Public Bodies Unit (PBU) and posted the vacancy on the Welsh Government public appointments website.

HDUHB promoted through its board website, social media platforms as well as circulation amongst the stakeholder reference group and other key groups focussing on equality and diversity. Also promoted internally through the Health Board's BAME Network to encourage applications from these groups.

The vacancy was promoted by the following Social Media channels and advertised through the media listed below:

Twitter – Welsh Government - Retweet by HDUHB
Facebook – Hywel Dda University Health Board
LinkedIn - NHS Confederation and HDUHB

Paid Advertisements:

- Jobs Wales Jobswales
- Diversity Jobsite Network
- Golwg 360

**Recruitment process summary:**

Advertised on Welsh Government Website and in paid advertisements, between 26 September 2023 and 20 October 2023.

Sift – 21 February 2024

Stakeholder Session – 7 and 8 March 2024. The stakeholder session members were representatives from the Health Board, their partners and stakeholders and Welsh Government. The candidates were asked to introduce themselves giving a brief overview of why they applied for this role. (5-minutes). This was followed by a 30 minute open discussion with panel members.

Interviews – 29 February 2024

**Assessment advisory panel membership:**

Judith Paget (panel Chair)  
Sue Tranka, Chief Nursing Officer  
Steve Probert, Deputy Director of Corporate Services & Government Business  
Rosetta Plummer, Senior Independent Panel Member  
Peter Homa, Independent Panel Member

A total of 7 applications for the new role were received. 5 Male and 2 Female. 1 disabled.

**4 candidates were recommended for interview although 1 candidate withdrew their application prior to the interviews taking place.** The Assessment Advisory Panel considered there to be **1 Appointable candidate.**

**Cabinet Secretary for Health & Social Care preferred candidate – Neil Wooding**

**Conflict of Interest**

None

**Political Activity (as stated on the application form)**

None

# Agenda Item 6

By virtue of paragraph(s) vi of Standing Order 17.42

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# Agenda Item 7

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