

Agenda – Health and Social Care Committee

Meeting Venue:	For further information contact:
Hybrid – Committee Room 3, Senedd and video conference via Zoom	Sarah Beasley Committee Clerk
Meeting date: 3 July 2025	0300 200 6565
Meeting time: 09.30	SeneddHealth@senedd.wales

Private pre-meeting

(09.00–09.30)

Public meeting

(09.30–10.15)

1 Introductions, apologies, substitutions, and declarations of interest

(09.30)

2 Pre-appointment hearing for the role of Chair of Cardiff and Vale University Health Board: evidence session with the Welsh Government's preferred candidate

(09.30–10.15)

(Pages 1 – 44)

Kirsty Williams, Welsh Government's preferred candidate for the role of Chair of Cardiff and Vale's University Health Board

Research brief

Paper 1 – Pre-appointment hearing questionnaire

Paper 2 – Personal statement and CV

Paper 3 – Welsh Government briefing

Paper 4 – Information for candidates

3 Motion under Standing Orders 17.42 (vi) and (ix) to resolve to exclude the public from item 4

(10.15)



Private meeting

(10.15–10.30)

4 Pre-appointment hearing: consideration of evidence

(10.15–10.30)

(Pages 45 – 49)

Paper 5 – Draft report

Break

(10:30–10:45)

Public meeting

(10.45–11.30)

5 Pre-appointment hearing for the role of Chair of Velindre

University NHS Trust: evidence session with the Welsh

Government's preferred candidate

(10.45–11.30)

(Pages 50 – 75)

Sara Moseley, Welsh Government's preferred candidate for the role of Chair of Velindre University NHS Trust.

Research brief

Paper 6– Pre-appointment hearing questionnaire

Paper 7 – Personal statement and CV

Paper 8 – Welsh Government briefing

6 Motion under Standing Orders 17.42 (vi) and (ix) to resolve to

exclude the public from item 7, and items 1 and 2 of the meeting

on 10 July to consider the Supplementary Legislative Consent

Memorandum (Memorandum No 4) for the Mental Health Bill and

the Committee's draft report on the Legislative Consent

Memorandum for the Employment Rights Bill.

(11.30)

Private meeting

(11.30-11.45)

7 Pre-appointment hearing: consideration of evidence

(11.30 - 11.45)

(Pages 76 - 80)

Paper 9 - Draft report

Agenda Item 2

Document is Restricted

Pre-appointment hearing: Chair of Cardiff and Vale University Health Board Pre-appointment questionnaire

June 2025

Background

You are being asked to complete this questionnaire because you are the Welsh Government's preferred candidate for the post of Chair of Cardiff and Vale 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 Cardiff and Vale University Health Board?

I have dedicated my working life to promoting the wellbeing of individuals and the communities of Wales. A healthy population is the cornerstone of a prosperous, resilient society and the NHS is essential to that mission.

Throughout my career, I have been extensively engaged in the health sector. From serving on the Health and Social Care committee at the Senedd, introducing groundbreaking nurse staffing legislation, to now contributing to the governance and oversight of a Health Board. I have gained a deep understanding of the complexities and scale of the challenges the NHS and its partners face. I am determined to contribute meaningfully to the development of sustainable long-term solutions.

I am particularly excited by the challenge to do so at Cardiff and Vale University Health Board due to the diversity of the local population it serves and the strategic role it plays in the region and as a tertiary centre. To lead the Board is an opportunity to make a positive impact, at scale, to drive quality, support innovation and shape services that improve outcomes for patients.

Healthy life expectancy differences between different socio-economic groups in Cardiff and the Vale of Glamorgan are stark, whilst there is an understandable and necessary urgency to address waiting lists in secondary care, driving improvements in population health cannot be forgotten.

My other public policy passion is education. Cardiff and Vale University Health Board is an organisation that sits at the heart of developing the next generation of healthcare professionals. Clinical education is fundamental to delivering safe high-quality care today and is the foundation upon which we will build the future of our health and care system, and I am eager to contribute to that agenda.

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

I am confident that my skills and experience are aligned to those needed to lead a board successfully. These include the ability to support organisations to set and deliver a strategic vision, whilst remaining independent and objective.

My board level experience enables me to offer both support and constructive challenge to executive colleagues. I ensure that governance structures are robust, risks are identified and appropriately managed and that there are systems of reporting in place to monitor delivery and drive improvement. However, I never lose sight that behind every process is a person thus, I champion a culture of public accountability, transparent decision making and a patient's perspective.

Throughout my career I have navigated complex policy landscapes, built coalitions and forged strong working relationships and teams. I am a compassionate leader, and I strive to create cultures of psychological safety where individuals feel supported, valued and empowered. Understanding if we get it right for staff we will deliver for the citizen.

Several of my current roles demand cross sector leadership and I am skilled in working with Welsh Government, regulators, local authorities, staff groups and the voluntary sector to drive improvements in performance, culture and outcomes for the public.

Personally, I am resilient and emotionally intelligent. I lead with calm, particularly under pressure and can navigate conflict or uncertainty without losing sight of purpose. I believe this is crucial in a board setting, where tone and trust are critical and when the challenges faced by the organisation are significant.

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

I wholeheartedly subscribe to the Board's mission of "Living Well, Caring Well, Working Together". To achieve this, I would want to work with entire Board to deliver:

1. Improving timely access to high quality care. Aligning local plans with the national transformation agenda, meeting Ministerial targets and a reduction in health inequalities.
2. Sustainable services with robust plans that lead to clear and sustained progress in areas that are currently under scrutiny so that the Board can move out of Level 4 escalation.

3. An organisational culture that is widely recognised for supporting and investing in our staff, where they feel valued, respected and listened to and which earns the trust and confidence of both our partners and the public.

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

In this role I will be accountable to the Cabinet Secretary for the effective leadership and governance of the Board and the delivery of Ministerial priorities. I will work with Ministers and officials with openness, honesty and candour even when the conversations may be difficult. I have current experience in accounting to Ministers and officials for delivery and have established productive working relationships. I have been assisted in this by having personal insight to how the Welsh Government operates.

I believe it is important for the Chair to adopt a system leadership approach playing a full role in ensuring the Health Board is supporting regional and national working in the Welsh NHS and beyond where appropriate. In my current role I am an active participant in several peer groups supporting the sharing of information and good practice whilst offering support whenever possible.

With regards to local authorities and social care partners, these relationships will be crucial to achieving the goal of an integrated care system and addressing significant health inequalities. Healthcare does not exist in a vacuum, and I would champion an approach at the Board that recognises that collaboration and finding shared solutions in spaces such as the RPB and PSB can make a real difference to our population both in the short and long term. However, as the accountable body I would ensure Board oversight to ensure the effectiveness of our partnership working. As I do in Powys, I would engage in regular dialogue with local authority colleagues.

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

My approach would be characterised by active listening, visible leadership and championing a culture that welcomes the active engagement of citizens and staff in the development of the Board's strategy. I believe that high performing and sustainable health systems are ones that are co-produced with the citizens that use it and the staff that deliver it. I am keen to gain an insight into the effectiveness of the existing stakeholder reference group and engagement work.

Using tools like the newly published People Experience Framework I would work alongside Executive colleagues to ensure that feedback loops in the governance process are driving improvement, providing vital information as part of the assurance processes and working to ensure that we are hearing from the diverse communities we serve.

In my current role I regularly engage with staff and find this invaluable. I am committed to working with executive colleagues to build a psychologically safe culture where staff feel valued and empowered to speak up and know their insight shape decisions. This may mean on occasion addressing challenging situations and subcultures, recognising that poor culture impacts on retention and recruitment of staff, the ability to deliver good care and undermines public confidence.

I recognise that effective partnership with the voluntary sector require trust, mutual respect and clarity of role. I would seek to build strong personal relationship with the leadership County Voluntary Councils as I have in Powys by being by being accessible and ready to listen to diverse perspectives.

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

I would seek to foster transparent and effective working relationships with Senedd members who represent the communities of Cardiff and the Vale of Glamorgan for whom the Health Board delivers primary and secondary services. However, it is important to recognise that a wider group of members would have an interest, given the regional and tertiary services delivered by Cardiff & Vale University Health Board.

I would be guided by how individuals prefer to work, but my approach would be underpinned by recognising the constitutional role members have in representing their constituents. This would include ensuring timely answers to queries and correspondence and proactive communication and briefings. Working on the basis of “no surprises” is one I valued as an elected representative, and I would operate in a similar way.

I am also conscious that in May next year because of Senedd reform and the retirement of many incumbent members there may be the need to provide additional briefings and support as members establish themselves in their new role, especially if they have little experience of health policy, operational issues and structures.

Having served for over a decade on previous Health & Social Care committees, I have a very clear understanding of the important role Senedd committees play. I would seek to assist the scrutiny, policy and legislative work of committees by responding positively to requests either directly on behalf of the Board or working collaboratively through the Welsh NHS Confederation's policy committee which I currently chair.

I believe that scrutiny and engagement done well, are crucial components of a functioning democracy and lead to better policy and decision making.

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?

Commissioner, South Wales Fire & Rescue Service

South Wales Fire & Rescue Service has a legal duty under the Regulatory Reform (Fire Safety) Order 2005 to carry out inspections of premises to ensure compliance with fire safety regulations and issue a variety of safety notices if necessary. The Service may also engage in consultations from time to time on operational matters e.g. AFA response and exception policy.

Cardiff & Vale University Health Board is subject to inspections and may be impacted by operational policy. Whilst operational matters are the responsibility of the Chief Fire Officer, as one of the Commissioner for SWFRS I am apprised of these issues as part of our oversight function.

To manage these conflicts, my interest would be publicly recorded in both organisational Register of Interests, and I would recuse myself from any discussions or decisions that each bodies work may impact upon one another.

My working life has been dedicated to the public sector, recognising the power of those services to enhance the quality of each citizen's life. In recent years this has led me to undertake Board roles in a wide variety of organisations, from the NHS to private business, from place based voluntary groups to the largest fire and rescue service in Wales. What unites them all is my ability to lead and support each organisation's Executive team to meet with long term strategic success whilst balancing immediate and short-term necessities.

Each role is also connected by my commitment to ensure that the voice of patients, staff, partners and communities are heard. This has led me to re-instate patient's stories at PTHB and Powys RPB committee meetings, co constructing with the education sector a new international mobility scheme or advocating for communities worried about the impact of large infrastructure projects.

By nature, a curious person I am mindful to "keep out of the weeds", however I do not take things at face value. I believe Boards operate most effectively when there is a culture of frank and objective conversation. When I first joined Powys THB as Vice Chair, I found a culture where Independent Members were often passive recipient of information from Executive colleagues. By modelling the probing of thought processes, scrutinising approaches and appropriately questioning assumptions, the culture at both Board and Committees is no longer one of passive compliance but one where there is the challenge and support. This change has been positively commented on by auditors in their work.

A key element of this culture shift is the building of strong trusted relationships and creating the conditions of "psychological safety". As Chair of the Patient Experience Quality and Safety Committee and working closely with the Director of Nursing, I have created the conditions where there is the expectation that we broach tough issues. This has led to deep dives into areas of concern such as maternity care and the establishment of a local escalation policy that previously was absent. These honest conversations have led to a move from "their problem" to "our problem" where appropriate support and challenge is put in place to drive quality improvements for patients. At the most recent committee effectiveness review the committee was described as "aiming high".

I believe in compassionate and visible leadership. At Powys THB I mentor and provide advice to those who are new to Board level responsibilities. I regularly take time to visit services and spend time with staff to understand their perspective. This two-way exchange of information leads to a better understanding between floor and board and provides valuable insights to help me triangulate information I am receiving from Executives. I was an enthusiastic volunteer to be Powys' representative in the "Aspiring Board Member" Programme.

At South Wales Fire and Rescue Service this has been particularly important given the high levels of suspicion around Welsh Government intervention. Acknowledging the shock and grief experienced following the very public and devastating criticism of the service has been the first step in creating the conditions that has allowed me to lead the development of a strategy to take the service forward. I have fostered relationships to build a sense of a team, who have personal power and accountability to deliver a positive future of the service that is a source of pride and enjoys public confidence. Feedback from staff has been positive, senior leaders report feeling better supported to improve and front-line staff feeling seen and listened to.

An effective board must have systems in place to ensure the organisation is on track to deliver, holding the Chief Executive and the senior leadership team accountable for performance.

On arriving at South Wales Fire and Rescue I found that systems for reporting on performance were extremely limited. Whilst data was available within the organisation this was not routinely made available to the previous Fire Authority, and findings of independent reviews to improve operational effectiveness and public safety had been dismissed without justification. As Lead Commissioner for Operations, I hold the Senior Leadership team to account for delivery of improvement plans. I now receive regular updates on performance. This has led to a reduction in attendance at false alarms by over 42%, and an increase in the number of fires that a contained within the room of origin and more crews trained in specialist high rise firefighting tactics. The service is now developing an organisation wide performance framework.

At Powys THB I have tenaciously pursued the issue of Neuro Development services. Performance has been consistently low against Welsh Government targets. This was impacting on children, their families and partners such as the Local Education Authority. I worked with the Performance Committee and Executives to undertake a deep dive into this service, which unearthed significant performance issues that had not been reported. The PEQS committee now monitors the implementation of an improvement plan, internal waiting list have been cleared and a parents group established to ensure the patient and carers voice is heard.

Good governance structures support both strategy development, operational performance and the appropriate management of risk. I am able to recognise ineffective governance and support improvement, this includes reviewing terms of reference, report quality and risk registers at South Wales Fire and Rescue.

I have a natural team ethos and an inclusive leadership style that brings a sense of value and purpose. I am a listener, in chairing meetings I encourage people to express their views as I believe that rich discussion leads to more effective decision making, however I am not afraid to be decisive when the situation demands it. I would relish the opportunity to bring my experience and skills to Cardiff and Vale University Health Board recognising the unique challenges of meeting local need in an area of significant population and socioeconomic diversity whilst contending with the spotlight that comes from being situated in the capital and the provider of regional and specialised services.

PERSONAL PROFILE

A pro-active and results driven Non-Executive Director with a track record of Board level stewardship across the public, private and voluntary sector. Utilizing skills and experience acquired in over two decades of delivery in public life with consistent recognition for effective leadership and communication in both Welsh and UK public service and politics.

CORE SKILLS

- A pioneering change agent who effectively uses the levers available to negotiate tangible outcomes for stakeholders
- Skilled in the development of strategies that address short-, medium- and long-term organisational goals.
- Able to assimilate and triangulate complex information from multiple sources to drive operational performance.
- Adept at reaching creative solutions and fearless in bringing disparate groups together working with governments, trade unions, business, interest groups and the third sector to problem solve.
- Exceptional communication and presentation skills honed over 22 years of intense public scrutiny. A tenacious “problem” solver unafraid to challenge and scrutinise whilst maintaining productive professional relationships.

CURRENT PORTFOLIO

Vice Chair – Powys Teaching Health Board, 2022- Present

- Playing a full role in the corporate governance of the organisation. I have provided input and constructive challenge to the executive team in developing plans and strategies with a particular focus on primary care, mental health and community services.
- Modelling effective scrutiny and questioning at Board and Committees, contributing to a culture change, from one of compliant acceptance to critical friend.
- Leading the Patient Experience Quality & Safety Committee. I have successfully created a psychologically safe space for colleagues, enabling frank and open conversations about how we best deliver high quality services for the local population. This includes escalating concerns to the Board where necessary.
- Triangulating and interrogating data to gain assurance that the Health Board is responding to immediate pressures without losing sight of and making progress to deliver long term goals.
- Visible and curious leadership, taking time to meet with staff and patients, listening to their experiences and using this to shape future strategy.
- A supportive and empathetic colleague, providing one to one support to Directors in their first board roles. Working with new Independent Members to assist with ‘landing’ in their new positions and being the Board’s sponsor of the Welsh Government’s Aspiring Board Member Programme.
- Successfully supporting partnership working as Chair of the Powys RPB.

Commissioner – South Wales Fire & Rescue, 2024 – Present

- Appointed by the Cabinet Secretary to restructure and reform service management whilst instilling a positive non-discriminatory culture.
- Creating the expectation and conditions for significant improvement in operational effectiveness.

- Working to implement a fit for purpose governance structure that commands staff and stakeholder confidence.
- Challenging poor culture and supporting the Executive team to prioritise action to address standards of conduct and behaviors.
- Contributing to the development of a new vision and strategy for a service that has been through a period of crisis.

Chair – Global Centre of Rail Excellence Community Committee 2023 – Present

- Facilitating the discussion between the business and community representatives to support the delivery of a multi-million pound rail infrastructure project, ensuring the citizen's voice is heard
- Objectively scrutinising the activities of the business and providing constructive challenge to executives on strategy and performance.

Chair – National Education Coherence Group, 2024 – Present

- Appointed by the Cabinet Secretary to facilitate open and frank discussion across educational stakeholders regarding school improvement reforms.
- To consider and advise the Cabinet Secretary of progress that is being made across Wales towards delivery of school improvement arrangements.
- I offer advice to the Cabinet Secretary on what actions may be necessary to achieve the policy intent.

Chair - Taith Advisory Board, 2021 – Present

- Providing strategic advice and oversight of Wales's new multi-million-pound international education programme to replace Erasmus from inception to delivery.
- Championing equity and inclusion within the organisation's strategy and performance indicators. resulting in over 40% of participants in the scheme coming from underrepresented groups, significantly higher than the previous Erasmus scheme.
- Ensuring the highest standards of governance, including advising on the need for review and restructure when the programme moved from its development phase to awarding public monies to projects.
- Lead NED for safeguarding ensuring that there are robust systems in place to secure the wellbeing of project participants.
- An ambassador for the scheme to UK and international audiences.

POLITICAL CAREER

Commissioner – Commission on the Constitutional Future of Wales. 2021- 2024

- Appointed by the First Minister of Wales to examine and report on the future governance options for Wales. Required the interrogation of significant amounts of specialist information and public facing engagement events.

Minister for Education – Welsh Parliament, 2016 – 2021.

- Leading a national programme of educational reform across compulsory, further and higher education. Including the introduction of significant legislation.
- Accountable for the expenditure of a £3 billion budget.

Leader – Welsh Liberal Democrats, 2008 – 2016.

- The first woman to lead one of main political parties in Wales
- Successfully worked across the political divide to pass a Private members Bill enshrining nurse staffing levels in legislation, a first for the UK and Europe.

Chair

- National Assembly for Wales Environment and Rural Affairs Committee, 2010 – 2011
- National Assembly for Wales Standards of Conduct Committee, 2003 - 2007
- National Assembly for Wales Health and Social Care Committee, 1999 - 2003

Assembly Member for Brecon and Radnorshire, 1999 – 2021.
National Assembly Advisory Group, 1997 – 1999.

COMMUNITY

Brecknock YFC Board of Management, 2022 – Present.

- Providing guidance and support to the staff and volunteers of a charity that provides youth services to over 450 young people in South Powys.

Director Powys Samaritans, 2025 – Present.

- Responsible for both the strategic direction and operational effectiveness of the Charity.

HONOURS & RECOGNITION

- Honorary Fellow - RCN (Royal College of Nurses) for delivering the UK's first ever Nurse Staffing Levels legislation.
- Honorary Doctorates – Cardiff Metropolitan University & Open University 2022. For services to education excellence and access in Wales.
- Commander of the British Empire (CBE) for "*political and public service*" – 2013.



APPOINTMENT OF CHAIRS TO NHS WALES BOARDS

Candidate Information Pack



Llywodraeth Cymru
Welsh Government



The Commissioner for
Public Appointments

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1. INTRODUCTION



Message from Jeremy Miles, Cabinet Secretary for Health and Social Care, 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 University NHS Trust
- Digital Health and Care Wales
- Health Education and Improvement Wales

PLEASE NOTE: For this recruitment tranche, we are recruiting to **Aneurin Bevan University Health Board, Cardiff & Vale University Health Board and Velindre University NHS Trust.**

The successful candidate will have a critical role in taking forward the strategy and plans of the organisation. I particularly value the contribution made by Chairs and public appointees to our NHS boards, and I will look to the successful candidates 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. Additionally, you can contact the Board Secretary in the respective organisations, details contained in the Annex.

2. KEY RESPONSIBILITIES

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, the Board has a collective responsibility for the performance of the organisation. The Chair will be accountable to the Cabinet Secretary for Health and 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.

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.
- 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.
- 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.

- Ensure effective control arrangements are in place to secure the financial viability of the organisation.

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 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.
- 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 NHS Wales 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.
- 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 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, 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

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. KEY FACTS ABOUT THE POST

Location:

The posts are based in South Wales – Caerleon, Cardiff and Nantgarw offices with the ability for agile / remote working. Attendance in person at Board Meetings or Board Development Sessions once a month is expected where possible.

Time Commitment:

The Aneurin Bevan and Cardiff & Vale roles are based on a notional commitment of a 15 days per month. Velindre role is based on a notional time commitment of 14.5 days per month.

Tenure of office:

Initial appointments will be for a period of up to 4 years, however, this will be subject to the Cabinet Secretary's agreement.

Remuneration:

Aneurin Bevan and Cardiff & Vale - £69,840 per annum.

Velindre - £43,326 per annum

You also will be entitled, on production of supporting receipts, to the re-imbusement of travel and subsistence expenses incurred whilst on Board business. Expenses must be claimed within three months of them being incurred unless there are exceptional circumstances. Childcare and other dependent expenses may also be paid, on production of receipts, for additional costs incurred while undertaking Board work.

MAKING AN APPLICATION

To make an application, please visit the Welsh Government [vacancies](https://cais.tal.net/vx/lang-en-GB/mobile-0/appcentre-4/brand-7/xf-509f77e961d6/candidate/jobboard/vacancy/6/adv/) 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 NHS Wales Chair 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.

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**.

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.**

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 Cabinet Secretary for Health and Social Care will be assisted in their decision making by an Advisory Assessment Panel. This panel will be made up of Judith Paget, Director General Health, Social Care and Early Years Group/NHS Wales Chief Executive; a senior independent panel member and two members from the Health, Social Care and Early Years Group, Welsh Government.

The panel will select for interview only the candidates who it feels have demonstrated they best meet the criteria set out in the person specification. They will rely only on the information you provide in your CV and personal statement to assess whether you have the skills and experience required. However, if you have applied under the guaranteed interview scheme (see below) and you meet the minimum essential criteria for the post, you will also be invited for interview.

You will receive email communication from the Welsh Government's application centre to let you know whether or not you have been invited to be interviewed. If invited to 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.

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 the Cabinet Secretary, who will make the final decision. The Cabinet Secretary 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.

Timetable

Advert Closing date	18 April 2025
Sift	14 May 2025
Stakeholder panels	2 June 2025
Interviews	3 and 5 June 2025
Pre appointments hearing	July 2025
Appointments confirmed	July 2025
Appointments start	From July 2025

Pre-appointment hearing

The Cabinet Secretary's preferred candidate will be subject to pre-appointment scrutiny and may be asked to attend a Senedd Cymru Committee hearing.

Pre-appointment scrutiny by Senedd committees is an important part of the process for some of the most significant public appointments made by Cabinet Secretaries/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 committee requesting and reviewing information from the Welsh Government and the Cabinet Secretary's preferred candidate. The committee may also choose to hold a pre-appointment hearing.

Pre-appointment hearings are held in public and involve the Senedd committee taking evidence from the Cabinet Secretary's/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 committee to undertake such scrutiny, including whether to hold a pre-appointment hearing. Following a review of information provided by the Welsh Government about the recruitment process, the committee may decide that a pre-appointment scrutiny hearing is not required before it publishes its report, if it agrees with the Cabinet Secretary's choice of candidate.

Diversity Statement

The Welsh Government recognises the value of having public bodies reflecting a wide range of cultures, identities and backgrounds. We encourage applications from all parts of society and want to appoint from the widest and most diverse pool of talent.

We welcome applications from everyone regardless of age, marriage (including same-sex marriage) and civil partnership, sexual orientation, sex, gender identity, impairment or health condition, race, religion or belief or pregnancy.

We are committed to recruiting women, Black, Asian and Minority Ethnic people, disabled people and members of the LGBTQ+ community, who are currently under-represented in Board positions at public bodies.

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 Team at 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 Team 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 NHS Wales Bodies 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 Chair/Cabinet Secretary. 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, including any business interests and positions of authority outside of the organisation you are applying to.

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 Appointments Team will undertake due diligence checks on all candidates successfully sifted to interview. This will include, but 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 Cabinet Secretary for Health and Social Care appointing you to the position 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 Appointments Team and to a DBS check undertaken by the NHS Wales Shared Services Partnership. Attendance at the NHS Wales Induction Programme is mandatory on appointment and you will be required to attend the next available course.

Contacts

For further information regarding the role please contact:

Judith Paget, Director General Health and Social Care/NHS Wales Chief Executive, email: Judith.Paget001@gov.wales

For further information about Public Appointments in Wales, please visit www.gov.wales/publicappointments

If you need any further assistance in applying for this role please email The Public Appointments Team on PublicAppointments@gov.wales.

Queries

For queries about your application, please contact publicappointments@gov.wales

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

Additionally, you can write to:

Office of the Commissioner for Public Appointments
Ground Floor,
1 Horse Guards Road,
London SW1A 2HQ.

or via email at publicappointments@csc.gov.uk

5. ELIGIBILITY

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, Welsh Ambulance Services NHS Trust or Powys Teaching Health Board.

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.

ANNEX 1 – ABOUT ANEURIN BEVAN UNIVERSITY HEALTH BOARD

Aneurin Bevan University Health Board was established in October 2009 and achieved 'University' status in December 2013. The Health Board's principal role is to ensure the effective planning and delivery of our local NHS system, within a robust governance framework, to achieve the highest standards of patient safety and public service delivery, improve health and reduce inequalities and achieve the best possible outcomes for our citizens, and in a manner that promotes human rights. To fulfil this role, we are required to work with our partners and stakeholders in the best interests of the population we serve. As a Health Board, we serve the population of Gwent which reflects the five local authority areas: Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen. The demographics of Gwent are varied and include rural countryside areas, urban centres and the most easterly of the south Wales valleys.

The Health Board employs 12,276 whole time equivalents (WTE) which translates to 13,306 staff and is the largest employer in Gwent. Our workforce is ageing, as is the demographic profile of our population and the health inequalities of our population are also found within our workforce. 80% of our staff live within our communities. Therefore, it is essential that staff health and wellbeing is a key priority and a feature of our preventative plans.

The Health Board has an annual budget from the Welsh Government of just under £1.6 billion per year from which we plan and deliver services for the population of Gwent. The Health Board, as well as providing services locally, works in partnership to seek to improve health and well-being in the area, particularly through our partnership arrangements to respond to the Social Services and Well-Being (Wales) Act 2014 and the Well Being of Future Generations (Wales) Act 2015.

The Grange University Hospital in Cwmbran opened in November 2020 and provides critical and specialist care to residents in Gwent and South Powys. Three enhanced Local General Hospitals continue to provide a range of inpatient and outpatient services; these are the Royal Gwent Hospital in Newport; Ysbyty Ystrad Fawr in Ystrad Mynach and Nevill Hall Hospital in Abergavenny. There are also a range of other hospitals and facilities across Health Board area.

For further information regarding the role please contact Rani Dash, Director of Corporate Governance: Rani.Dash@wales.nhs.uk

Additional information on Aneurin Bevan University Health Board can also be found on the Health Board's website.

ANNEX 2 – ABOUT CARDIFF & VALE UNIVERSITY HEALTH BOARD

Cardiff and Vale is one of the largest integrated Health Boards in the UK. In serving a population of over 500,000 across Cardiff City and the Vale of Glamorgan it employs more than 18,000 staff and has a budget in excess of £2bn.

The Health Board is responsible for a full range of health and wellbeing services including primary and community-based services; acute services through the 2 main university hospitals and children's hospital; public health; a range of other services across more than a dozen sites; and, as a tertiary centre, specialist treatment and complex services not available in other parts of Wales such as neurosurgery and cardiac services.

The refreshed strategy, Shaping our Future Wellbeing 2023-2033, sets out the ambition to tackle health inequities within and between communities, enable people to keep well and deliver an outstanding service to the right people, in the right place, at the right time for the best outcomes and experience. This strategy is built on the foundation of the organisation's core values: kind and caring, respectful, trust and integrity and personal responsibility.

There is a strong partnership focus and the Health Board is committed to co-producing health and wellbeing services and enjoys excellent working relationships with its stakeholders and partner organisations including the 2 local authorities, universities, charitable and third sector organisations and businesses. The two Public Services Boards and the Regional Partnership Board have gone from strength to strength in recent times and there is growth in collaborative working across South Wales, with neighbouring Health Boards, on regional service provision such as the Major Trauma Network for the communities of South and West Wales.

There is a strong ambition and future focus too. The Joint Academic Health Science Strategy seeks to build upon the world-leading Genomics expertise in the organisation and the strength of the relationship with Cardiff University to develop a considerable stable of research projects, clinical trials and advanced therapies to do the best for patients and the wider population. Further, it is about firmly positioning Cardiff as an active and capable city attracting more investment, trials, and innovation.

For further information regarding the role please contact Matt Phillips, Director of Corporate Governance: matt.phillips2@wales.nhs.uk

For more information on Cardiff & Vale University Health Board please visit the Health Board's website.

ANNEX 3 – ABOUT VELINDRE UNIVERSITY NHS TRUST

Velindre University NHS Trust was established in 1994 and is one of 12 statutory health organisations in Wales. We are responsible for providing a number of services across Wales.

The Trust manages the Velindre Cancer Service and the Welsh Blood Service and hosts Health Technology Wales and the NHS Wales Shared Services Partnership.

The Velindre Cancer Service delivers a wide range of specialist cancer services for the patient population of south east Wales. The Service operates from Velindre Cancer Centre in Cardiff and outreach centres across the region providing specialist treatment, teaching, research and development for non-surgical oncology working in partnership with our partners. We treat patients with chemotherapy, Systemic Anti-Cancer Treatments (SACTs), radiotherapy and related treatments, together with caring for patients with specialist palliative care needs. A new Velindre Cancer Centre is being built in Whitchurch, Cardiff due to open in spring 2027, and we are working with Aneurin Bevan University NHS Board on the Velindre @ Nevill Hall Radiotherapy Satellite Unit in Abergavenny due to open later this year.

The Welsh Blood Service is a national service ensuring that donors' gift of blood is transformed into safe and effective blood components. We work with all partners across NHS Wales to improve the quality of life and save the lives of many thousands of people in Wales every year. We also provide an antenatal screening service to several hospitals and offer all customer hospitals specialist laboratory services. The Welsh Transplantation and Immunogenetics Laboratory within the Welsh Blood Service, provides direct support to local providers of Renal and Stem Cell Transplant Services and we operate a national panel of unrelated potential blood and stem cell donors – the Welsh Bone Marrow Donor Registry.

Health Technology Wales collaborates with partners across health and technology sectors to improve the quality of care. It produces national guidance on the use of non-medicine health technologies.

NHS Wales Shared Services Partnership provides a wide range professional, technical and administrative support services to NHS Wales including procurement, recruitment and legal services.

For further information regarding the role please contact Non Gwilym, Interim Director of Corporate Governance: Non.Gwilym@wales.nhs.uk

For more information on Velindre University NHS Trust please visit the Trust Board's website.

Agenda Item 4

Document is Restricted

Agenda Item 5

Document is Restricted

Pre-appointment hearing: Chair of Velindre University NHS Trust

Pre-appointment questionnaire

June 2025

Background

You are being asked to complete this questionnaire because you are the Welsh Government's preferred candidate for the post of Chair of Velindre University NHS Trust.

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 Velindre University NHS Trust?

I have a career-long commitment to public service and significant experience of leading third sector organizations where the interests and the voice of beneficiaries are front and centre. As I come to the end of my eight-year term as an Independent Member at Cardiff and Vale University Health Board, I see our health and care services do amazing work every day and also face huge challenges which impact on patients and staff. For me, this role is a privileged opportunity to help meet those challenges and build a service fit for the future.

Velindre University NHS Trust holds a unique and precious position in Wales. Blood and cancer services, between them, will touch most of our lives at some point. The hosted services are crucial to facilitating NHS Wales. I was motivated and excited to apply for the position of Chair because I believe Velindre - with its expertise and focus - has potential to play an important national role in developing specialist care that makes cancer outcomes better and fairer, with the new cancer centre a beacon for this. This is an exciting time to be joining Velindre with the building of the centre now underway and an increased emphasis on widespread, patient-focused collaboration.

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

I believe I am well-suited to the role for a number of reasons:

Leadership and governance experience:

I have extensive experience of leadership, both as an executive and a non-executive board director. As an independent member of Cardiff and Vale University Health Board, I have contributed to the development of the organization including as the founding Chair of the People and Culture Committee and Chair of the Mental Health and Capacity Legislation Committee. As Director and Chief Executive, I led Mind Cymru to growth, innovation and connectivity, including through Covid, and I led the Moondance Cancer Initiative, a philanthropic organization dedicated to investing in innovation to improve cancer outcomes in Wales. I currently chair healthcare regulation tribunals and am publicly accountable for delivering fair and well-reasoned decision often in highly complex and sensitive circumstances.

Personal experience and qualities:

I have a deep commitment to service and to Wales. I returned here to work so that my children could be brought up bilingually and consider this their home. My work has always involved connecting with and understanding multiple experiences and perspectives, so that we can find more effective and collaborative ways of doing things with better outcomes for citizens. In doing this, I am able to reflect on my own experiences of caring for disabled family members.

I am committed to bringing people together to learn and improve. I have set up and led many collaborations including Comms Cymru, to improve skills and connectivity across public and third sector engagement professionals; the Wales Alliance for Mental Health; and the Wales Mental Health Crisis Care Concordat group.

Communications and engagement expertise:

As a leading communications professional I have a deep understanding of the crucial role that internal and external communications have on a strategic, tactical and cultural level. In leading the organization, I would ensure that effective engagement and insight into our multiple stakeholders supports us in setting our strategic direction and in developing and improving our services. I will be an effective advocate and ambassador for Velindre, open to listening, learning and improving to build trust, confidence and accountability.

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

The main outcomes I would want to deliver during my tenure, are the following:

Improving cancer care and outcomes.

I want to ensure that Velindre, as a centre of excellence for cancer care, plays a leading role for Wales, working across systems to improve cancer care and treatment. As a result, outcomes would be better and more consistent for people with cancer, whatever their background, and we would be more effective as a nation in preventing many cancers. Key to this is delivering a new cancer centre of which we can all be proud; making the most of the new satellite unit which is closer to many of the population we serve; leading development, knowledge-exchange and training for clinicians and specialist staff; and strengthening research and innovation – including using digital technology and conducting patient trials.

Securing the future of a national blood and transplant service which is amongst the best in the UK and internationally.

I would work to ensure that the blood service, an essential Wales-wide enabler of care and treatment - is sustainable for the long term with a secure, loyal and diverse donor base and excellent relationships with the organizations we serve. This would be a platform for increasing research and innovation as well as providing a safe, reliable and high-quality service.

Leading a compassionate, well-governed, high-performing organization which is known for attracting, training and retaining the best staff and for excellent, safe and valued patient care.

I would develop a cohesive and ambitious Board in which executive and independent members have the skills, knowledge and psychological safety to continue to improve, develop, scrutinize and be accountable. This includes making sure we have robust governance and a clear line of sight to how and what we are doing in all parts of the organization, including our hosted services. I would ensure the Board gets regular and specific performance, people and resource data aligned to our purpose and looks to the future in an environment where treatments and care pathways are evolving rapidly. I would have robust systems for strategic development and operational control enabling us to be transparent and accountable and helping us to spot and deal with risks and opportunities.

We can build stakeholder trust and make sure that the talent, knowledge and insights of our staff are fully used. I would want to be visible to and supportive of staff, and to make sure Board members see for themselves how we work, so we fully understand our own organization, people and environment and use this knowledge to inform our decision making and seek assurance.

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

To be sustainable and to thrive public services must work together focusing on patients and citizens. Patients and carers should not have to face disjointed, inaccessible and fragmented care which is also often wasteful and may cause harm.

I would prioritize working with colleagues across public services – particularly other Chairs and Welsh Government - using data, insight and expertise from clinicians and organizations inside and outside Wales to drive better care and outcomes and look for ways of making service sustainable in terms of people, finance and infrastructure. As Chair, I would take visible, personal accountability for developing and sustaining a collaborative, compassionate and open culture.

I would particularly want to engage with: increased regional and national working alongside other Chairs to improve care and outcomes; ensuring the new cancer centre is successful and leads to enhance patient experience and public trust; our role as a specialist centre in developing the workforce of the future; and opportunities to strengthen governance transparency and accountability.

In relation to cancer, the Wales Audit Office in 2024 found that “stronger and clearer national leadership is urgently needed to improve cancer services along with a greater focus on prevention”. As Wales’ specialist cancer centre, Velindre has the potential to play a central role which I would facilitate as Chair. The blood service covers the whole of Wales. It is well run and well-loved and I would seek to ensure that we continue to understand and meet clinical need with NHS partners and to further develop research and innovation.

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

As Chair I would be visibly accountable for the highest standards of clinical care and governance at Velindre. This accountability is to the public and patients and, on their behalf, to the Cabinet Secretary for Health and Social Care.

Engaging and working with those we serve and who have a stake in what we do and how we do it is vital on many fronts. It is key to making sure our care is safe, fair and accessible. It enables us to know when we may need to learn and adapt. It opens a route to working effectively with others so we can be prudent in the way we use our resources and talent and innovative in the way we work, co-producing solutions. It means putting patients and communities at the centre of our thinking, and working for the future. I would look for partnerships, participation, trust and openness.

As a leading communications professional for 30 years, I have a deep understanding of patient and public engagement as a strategic tool as well as a tactical activity. I would want to ensure I know who our communities and key stakeholders are and what their perspective is before going on to plan regular and purposeful engagement, taking personal responsibility but also working with the Executive and IM's appropriately. I would make sure this is rooted in our purpose and strategy and that our approach is adapted to different groups, paying particular attention to those who we seldom hear from and who may be experiencing worse outcomes and more difficulty in accessing us.

As a former third sector CEO and WCVA trustee, I also understand the potential for working with beneficiary-facing organizations to gain a better understanding of the patient and community perspective and what they can bring to improving patient experience. Velindre has its own vibrant and active charity with committed supporters and donors with whom I would very much want to work.

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

I welcome the opportunity to build constructive, open and positive relationships with Senedd Members so that, together, we get things right for patients, carers and local people and enable Velindre to reach its potential for Wales.

Senedd committees are an important democratic mechanism for holding health services to account for the quality, safety and access to the support and treatment which is crucial to so many. Senedd members and committees have a key role in examining how we can improve care, equity and outcomes and in representing the interests of their constituencies. As an NHS Wales Chair, I would consider that informed and committed engagement with committees (when the opportunity and needs arise) is an important way of increasing public trust and identifying improvements.

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 an appointed Chair at the Health and Care Professionals Tribunal Service. I oversee independent panels that consider fitness to practice allegations in cases relating to 15 registered professions.

My role is to ensure fair and effective hearings, manage proceedings, and make well-reasoned decisions. As Chair, I am responsible for upholding the public interest and maintaining high standards within the professions. I would ensure that I recuse myself from any case relating in any way to Velindre University NHS Trust or any organization connected to it.

Velindre - Chair

June 18, 2025

Values

I can demonstrate a career-long commitment to engaging with people who use services and who work in them to plan, create and deliver better support and experiences. As a leading Communications specialist, I understand the importance of engagement and mutual understanding as a strategic enabler.

I Chaired *Time To Change Wales*, the national mental health anti-stigma campaign, for six years. Behaviour and attitudes had shifted in the first phase, but remained intransigent in some areas, such as amongst employers and in healthcare settings. Through engaging closely with stakeholders, I led the development of an insight-driven programme of training, support and communication. The campaign saw a significant whole-population reduction in mental health stigma and a quarter of the Welsh workforce covered by participating employers. Central to all was the empathy and understanding created by our amazing group of mental health champions.

As Director of Communications for the Welsh Government, I delivered national, insight-driven behaviour change campaigns to support Ministerial priorities. For example, I led the team in developing insight to the barriers and enablers to introducing a ban on smoking in public buildings. Having engaged and researched extensively with stakeholders, I understood that smokers were opposed to an authoritarian approach to change, taking a fatalistic approach to their own health whilst commercial venues were concerned about implementation and impact on revenue. However, all were motivated to make a difference for others who had no choice about consuming second hand smoke. I developed and executed a highly effective campaign to change smoking behaviours and continued engagement with key venues such as pubs and clubs to continually identify and address barriers. This was a key success for Government.

Skills and Experience

I have a track record of Board level leadership, directing two national charities and serving as a Non-Executive at Cardiff and Vale UHB and Wales Council for Voluntary Action.

As Director of Mind Cymru, I re-set an organization that had lost direction and support. Working with the Chair and members of the Governance Board, I developed a strategic change programme to hone our purpose and increase the quantum and value of our support to people with mental health problems, also strengthening our ability to influence wider change. In the short term, I reformed the organization internally, focusing staff and capabilities more clearly on our mission. Engaging closely with beneficiaries and stakeholders, I built reputation and trust, increasing media coverage by 150% and public awareness to 70%. I established a highly collaborative and effective team, saw trust measurably increasing

most amongst lower socio-economic groups and young people – those most likely to experience poor mental health. This led to a long-term significant increase in the uptake of our advice and information. We developed and delivered innovative national services with excellent reported outcomes. Both income and reach trebled over five years and ran impactful campaigns, winning a CIPR Cymru Gold award.

Chairing Tribunals often means facilitating understanding, analysis and decision-making relating to highly complex and contested issues within a legal and regulatory framework. I recently chaired a month-long final hearing where the case had been ongoing for 10 years and the HCPC found to have breached the Registrant's legal right to a fair trial. Relations between parties had broken down with an application to stay proceedings made. The allegations were of a very serious nature, and I felt strongly that the case needed to be resolved well. Through careful, compassionate and thorough leadership I succeeded in steering the Panel and both parties and their representatives through to a clear and proportionate outcome which enhanced public safety and the reputation of the regulator and profession.

My ability to work as an effective ambassador and advocate and to influence change is highly developed and tested. As Chair of the Wales Alliance for Mental Health I strengthened this coalition of charities. During Covid, we worked together to remain connected to our beneficiaries through service-delivery, our community of members and campaigners, and regular research. We gained an acute and early insight into the effects of the pandemic on mental health. This enabled me to advocate powerfully for a new approach during regular meetings with Ministers, officials and Members. As a result, new services and support were rapidly established – for instance enabling people to refer themselves for therapeutic help rather than having to navigate a highly disrupted primary care system.

I am skilled at bringing people together to get things done, even when opposing views are held. Appointed to Chair the Mental Health Crisis Concordat Group, the goal was to see fewer people held in police cells, improve responses to mental health crises' and to collaborate to support patients much earlier, prevent emergencies. The Group included Health Boards, people with lived experience of crisis, WAST, police, local authority and third sector leaders and practitioners from across Wales. I led the group to a collaborative understanding of shared goals and the development of an implementation plan with clear accountabilities and measurable outcomes. Together, we succeeded in reducing s.136 detentions by 90% and reinforcing the focus on prevention and early intervention leading to lasting innovations such as crisis houses.

I am the founding Chair of the People and Culture Committee at Cardiff and Vale UHB, supporting the 'Putting People First' strategy pillar and with delegated authority from and accountability to the Board, including in

relation to three Board Assurance Framework risks. I learned from other Boards and worked with Executives to develop the agenda and reporting. Our 'culture' risk, for example, is highly complex and just as important as more quantifiable workforce issues such as sickness and retention. I have instigated systematic ways of engaging with staff, including inviting Clinical Directorates to present to us openly and honestly and a focus on positive learning as well their concerns and needs. We now have consistent focus on areas of most concern with reporting on action to address weaknesses in management, leadership and culture - all of which can impact the quality of care. This, in turn, strengthens Board assurance.

Curriculum Vitae

Summary:

Experienced Executive and Non-Executive Director and leading Communications expert in the public and third sectors. Adept at strategic development and leadership of people and organisations, my passion and skills are for helping organizations and the people who work in and with them to think differently and improve for public good. Supporting and embedding compassionate, collaborative and outward-looking cultures and engaging service users to effect change, to me, are essential to getting better outcomes.

Current employment:

Chair, Health and Care Professions Tribunal Service panel: from April 2024

- Chairing fitness to practice hearings across the UK and supporting regulation improvement across 15 health and care professions.

Independent Member, Cardiff & Vale University Health Board: from Nov 2017

Public appointment as Non-Executive Director.

- Founding Chair, People and Culture Committee.
- Vice-Chair/ Acting Chair, Mental Health and Capacity Legislation, member of the Charitable Funds.
- Equalities Champion and third sector lead.

Consultant and Executive Coach: from March 2024

- Visiting Fellow, Faculty of Healthcare Science and Veterinary Medicine, University of Namibia: Quality Review and Executive Coaching (to March-May 2024)
- Strategic Review for Cardiff University School of Journalism, Communications and Culture Studies (April – June 2024)
- Royal Welsh College of Music and Drama, strategy, communications & engagement (Nov 2024 onward)

Mind Cymru Board Member, from August 2023

Employment History:

Chief Executive, Moondance Cancer Initiative: Jan – September 2023

Chief Executive of a philanthropic company established to make cancer outcomes better and fairer in Wales.

- Developing and setting future strategic direction and new projects
- Reviewing governance, including establishing Clinical Advisory Group & strengthening the Board
- Overseeing multi-million-pound portfolio of projects & developing strategic relationships for growth

Head of GMC Wales: 2021 – Jan 2023

Leading the General Medical Council in Wales to protect patient safety and improve medical education and practice. Working with senior stakeholders - government, NHS, Universities, HEIW and inspectorates to:

- Lead engagement and partnerships to improve cultures, knowledge and practice in healthcare.
- Provide expert advice and support to Medical Directors on individual, often contentious cases.
- Improve rapid intelligence sharing and use of data across partner organizations to strengthen safety.

Director, Mind Cymru & Executive Director, Mind: 2015 - 2021

Leading the mental health charity, Mind Cymru, and Executive Director of Mind providing strategic and operational leadership across England and Wales.

- Developing and implementing strategy to re-position and strengthen Mind Cymru building reputation, profile, business, capability, governance and influence.
- Leading the organization through Covid to understand and meet the needs of people with mental health problems, and re-position financing and service delivery.
- Developing evidence-based policy
- Leading collaborative cross-sector policy & influencing. Chairing and running the Wales Alliance for Mental Health; chairing the Ministerial Assurance Board for mental health crisis care; running the secretariat of the Senedd cross-party group on mental health; leading joint work with employers and trade unions on workplace mental health; regular Ministerial and senior official engagement.
- Developing, securing funding for, delivering and evaluating a range of national beneficiary facing programs including the mental health social prescribing pilot; talking therapies; peer support; information services; national Covid emergency support.
- Raising the profile of and support for mental health with a wide range of audiences: *Time to Change Wales*' insight-driven anti stigma campaign supported by employers covering a quarter of the Welsh workforce and achieving significant whole population attitude change; regular and varied media contributions in English and Welsh – BBC, ITV, S4C; regular conference speaker and presenter.

Trustee Welsh Council for Voluntary Action: November 2018 to 2021

Elected by my peers. Priorities include response to Covid, re-branding and preparing for funding and regulation changes including Brexit and shifts from grant to contract funding for the sector.

Welsh Government, Director of Communications 2006 -2015

Secondment, Distinguished Visiting Fellow and Development Director, Cardiff University School of Journalism, Media and Cultural Studies: Sept 2012 – 15

- Established the Centre for Community Journalism in response to the decline of pluralistic independent journalism and its effect on democracy and on communities.
- Strategic communications advice, including UK Cabinet Office Communications Capability Review and Cardiff University communications review.
- Established Welsh language journalism education provision at undergraduate and post graduate level.

Director of Communications, Welsh Government; April 2006 - 2012

Leadership of all external and internal communications and engagement. Specific achievements include:

- Communications strategy and service for three Government administrations
- Professional support for the First and Cabinet Ministers and their Departments including planning; media and PR; policy and program communications; campaigns and social marketing and digital communications
- Head of the web and digital service. Leading and program managing the major shift to a digital way of working enabled through skills, culture and technical and human capabilities
- Re-branding of the Welsh Government following constitutional change
- Welsh Government internal and corporate communications
- Resilience and emergency communications. Member of the Wales Resilience Forum and Chair of Wales Warning and Informing and Web groups.
- Head of Civil Service Communications Profession and Chair and founder of **Comms Cymru**, Welsh public service communications network with 700 members
- Lead on inter-Governmental and inter departmental communications including membership of Whitehall Director of Communications Group; LG Comms; Government Communications Network
- Service development and delivery with a focus on effectiveness and efficiency.

- SRO for cross-government projects e.g. Customer Service Improvement; Web and Digital platform.

Director of Board and Corporate Support, Advantage West Midlands, 2003 – 2006

Economic development and regeneration for a very diverse region with a population of over 5 million.

- Board support and development, working with the Chair and Chief Executive
- leading the marketing of the West Midlands region as a place to invest, work, live, visit and learn. Bringing together a powerful cross-sector coalition I developed the brand proposition and marketing strategy through to detailed, multi-platform delivery with a network of support. This work contributed to a range of initiatives including government investment in key target sectors such as nano technology and transport infrastructure.
- leading communications for the Agency on issues of national importance, including the closure of Rover and the establishment of the Rover Task Force

Head of Public Affairs & Internal Comms, Countryside Agency: 2001 - 2003

UK Government Agency responsible for policy and development in support of rural communities and the countryside:

Director of Comms, Barts & The London NHS Trust London; 1996 - 2001

Leading on all aspects of communications and on community relations and engagement, working closely with clinicians, senior managers and patient and community groups. Work included:

- leading and implementing communications and engagement on major service change such as new hospital developments and hospital closures.
- Corporate and NHS branding, including pilot development of new NHS brand
- Community relations & engagement with an ethnically and socio economically diverse population.

Education, qualifications and skills

MA (Oxon) Law

Welsh: fluent, first language

ILM 7 Coaching and Mentoring

Women and Leadership, Kenny School for Government

Qualified MSP Practitioner (Project and Programme Management)

Dip CAM (communications, marketing and advertising)

Dip Health Service Management

Agenda Item 7

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