

# 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.