

Pre-appointment hearing: Chair of Social Care Wales

Pre-appointment questionnaire

February 2026

Background

You are being asked to complete this questionnaire because you are the Welsh Government's preferred candidate for the post of Chair of Social Care Wales.

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. It may be necessary to redact certain personal information, such as contact information, before publication. [We would also request that you refrain from disclosing third-party personal data unless necessary]. Your response to each question should be around 250 words (with the exception of question 1, where you may provide a longer response).

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. Please provide a brief summary of your employment history. You may wish to do this via a separate CV. Please be aware that anything you provide will be published.

Most recent employment history;

Acting Director for Wales, British Red Cross June 2024 -present: Wales policy remit, single point of contact for Senedd Cymru and Welsh Government. Overseeing the charity's Health and Care services pan Wales.

Board Member by public appointment, Social Care Wales April 2025 – present. Providing strategic leadership and ensuring strong governance, financial stewardship, and value for money. Chair of Audit and Risk Committee.

Independent Member Aneurin Bevan University Health Board by public appointment. April 2016 – March 2023 to include intense challenges during the Covid 19 pandemic. During tenure took range of roles to include Chair of Public Health and Primary Care Committee, Power of Discharge Subcommittee, Vice Chair Mental Health Act Monitoring Committee, Chair Charitable Funds Committee and Vice Chair Audit and Risk Committee.

Director of Services and Interim Chief Executive; The Care Collective. April 2022 - February 2024. Leading services delivered by a regional charity. Domiciliary and Continuing Health Care, supporting unpaid carers with respite services in the home setting.

Financial Inclusion Champion for Wales by Welsh Government appointment 2013-2016; Creating a vision and inspiring change working with Ministers and Welsh and UK Governments embedding policy and practice change in the public, private and community sectors.

Programme Director for Financial Inclusion; Wales Co-operative Centre April 2001 - Jan 2016. Developing and supporting co-operative organisations across Wales to support financial inclusion and tackle poverty.

Board Member by Public Appointment ACCAC

- Qualifications, Curriculum and Assessment Authority for Wales . 2001-2005

2. What motivated you to apply to be the Chair of Social Care Wales?

This is the right opportunity, at the right point in my career, to contribute as Chair of an organisation undertaking critical work in a sector that I feel strongly about.

Social Care Wales plays an essential role in supporting standards, strengthening workforce confidence and sustaining public trust. Its remit spans not only social care professionals but also the early years and childcare workforce, reflecting the importance of early support in shaping lifelong outcomes. I feel passionately about getting these things right. At a time of rising demand and increasing public expectation, that contribution is more vital than ever. The organisation is not simply a regulator; it is a source of leadership, stability and credibility for the profession and for the wider public service landscape.

Having served on its Board, I have developed an understanding of its statutory responsibilities, culture and relationships. I know both the opportunities and the challenges it faces.

For me, the Chair has a responsibility to provide stability, sound judgement and perspective during periods of pressure and change, ensuring the organisation remains focused on its purpose while navigating a demanding external environment.

I believe I can provide that leadership at this important moment for the organisation and the wider sector.

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

I understand what it takes to hold responsibility at Board level in a complex public environment, and I bring extensive leadership experience and commitment.

Over time, I have learned that effective Chairing is as much about judgement and tone as it is about process. It means knowing when to challenge and when to support, when to press for clarity and when to allow space for reflection. In my Non-Executive and committee chairing roles, I have worked to create environments where people feel able to speak openly, while ensuring that decisions are clear, owned and followed through.

I am steady under pressure and comfortable with scrutiny. I focus on purpose and long-term direction rather than short-term noise. In sectors facing sustained demand and financial constraint, that steadiness is essential. I also bring a practical understanding of the public service landscape in Wales and the relationships that underpin it.

Independence and constructive partnership are not opposites. They require consistent judgement and balance, and both are vital if we are to meet the challenges facing public services.

Alongside experience, I bring a genuine commitment to social care, early years and childcare in Wales. I care about the workforce, about standards and about the trust that people place in the system. I want to further invest my energy in supporting that work.

I am ready to take that on, leading collaboratively and with compassion, but with clear direction and the determination to deliver sustained outcomes that matter.

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

I will focus on three clear outcomes.

1. Supporting a confident, skilled and sustainable workforce.

Social Care Wales will have further strengthened professional confidence across the workforce. Standards will be upheld consistently and fairly, maintaining public trust while reinforcing professional pride. The organisation's work in workforce development and recruitment will help attract people into the sector, support their progression and strengthen clear career pathways. Regulation and development work alongside one another to sustain a capable and confident workforce.

2. Strong use of evidence and sharing learning with partners.

Social Care Wales will continue to build and use workforce intelligence, research and shared learning to shape its standards, guidance and development programmes in collaboration with its partners. Its work will make a practical difference across the sector by ensuring policy, practice and professional development are well informed. The organisation will remain clear about its statutory remit while working in partnership to maximise collective impact.

3. Consistent delivery supported by effective governance and strong values.

The organisation will maintain a clear strategic focus and deliver steadily over time. Governance will provide appropriate scrutiny, accountability and responsible stewardship of public resources. The Board will provide the clarity and oversight needed to support progress, particularly in a context of financial and system pressure.

Equality and Welsh language duties will be reflected in how the organisation operates day to day not only through its processes but its culture.

Across these outcomes, the aim is a Social Care Wales that delivers practical support to the workforce, upholds standards with fairness and consistency, and contributes to long-term improvement across the sector.

5. How will you work with Welsh Government, local authorities, NHS bodies and other relevant organisations?

I will approach relationships with Welsh Government, local authorities, NHS bodies and other partners based on constructive partnership and clear role boundaries.

Social Care Wales has a distinct statutory role, and maintaining its independence and integrity is fundamental. At the same time, it operates within a wider and highly complex health and social care system and each organisation aims to establish a common gain. Social care does not sit in isolation; it works alongside the NHS and other public services.

As Chair, I will actively support constructive relationships across that landscape, creating space for strategic dialogue, ensuring alignment where objectives are shared, and encouraging collaboration that improves outcomes without blurring roles or responsibilities.

I recognise that the organisation works within a framework set by Welsh Government and the Minister's priorities. As Chair, I would maintain a professional and constructive relationship with the Minister, ensuring there is clarity around expectations while safeguarding the organisation's independence in how it exercises its statutory functions.

I have long experience of working across organisational boundaries, starting with my early leadership roles at the Wales Co-operative Centre (now Cwmpas) and have practiced that way of working since. That has reinforced for me the importance of trust, clarity, consistency and collaboration in partnership working.

In practice, this means open and professional dialogue, no surprises and regular strategic engagement alongside the Chief Executive. I would provide strategic oversight, ensure appropriate governance of those relationships and act as a calm, credible presence on behalf of the organisation and the sector.

6. How will you work with people who use care and support services, unpaid carers, the social care workforce, the third sector and other stakeholders?

For me, engagement with people who use care and support services, unpaid carers, the workforce and the third sector is fundamental to the integrity of the organisation's work.

Although Social Care Wales does not deliver services directly, the standards it sets and the development it supports affect people's lives. That work must be informed by lived experience and frontline insight.

Having worked at that frontline, managed and led third sector services for much of my professional life, I deeply value these perspectives. Listening to these is central to maintaining public trust.

As Chair, I will ensure that engagement is purposeful and connected to decision-making. The Board should receive regular, meaningful insight from these groups and be clear about how that insight informs strategy and priorities. Listening should lead to reflection and, where appropriate, change.

The Executive leads operational engagement. My role will be to ensure those voices are heard at Board level and that the organisation communicates openly and respectfully about the decisions it takes.

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

I see engagement with Senedd Members and Committees as a central part of public accountability.

Social Care Wales operates independently in exercising its statutory functions, but it is accountable to the Senedd for how it uses public resources and fulfils its remit. I will

maintain a constructive relationship with the Minister responsible for the care portfolio, particularly in relation to the annual remit and emerging pressures within the wider system.

As Chair, I will engage openly and professionally with scrutiny committees, providing clear and evidence-based information and responding thoughtfully to challenge.

Engagement with individual Senedd Members will be approached in the same spirit. That is with openness, respect and grounded in clear role boundaries. Throughout, I will ensure that independence of judgement and governance integrity are maintained.

8. 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?

My professional commitments are listed above, and I do not believe any constitute a conflict of interest.

I am a Trustee of Newport Live (leisure trust in Newport) and Event Director of Riverfront parkrun. These activities are unrelated to this sector.

