



Llywodraeth Cymru
Welsh Government

Information Pack for Applicants

Social Care Wales

Appointment of a Chair

Closing date: 4 December 2025

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1. Introduction



Message from Dawn Bowden, Minister for Children and Social Care, Senedd Cymru, Welsh Parliament

Thank you for your interest in the role of Chair of Social Care Wales.

Social Care Wales plays a vital role in supporting and regulating the social care workforce, promoting improvement across the sector, and ensuring the delivery of high-quality care and support for people across Wales. The organisation is central to our shared ambition of creating a compassionate, skilled, and resilient social care system that meets the needs of individuals, families, and communities.

The Chair of Social Care Wales will provide strategic leadership to the Board, helping to shape the future of social care in Wales. This is a unique opportunity to influence policy and practice at a national level, working collaboratively with a wide range of stakeholders to deliver meaningful change.

If you are considering applying, I encourage you to watch the short videos from the current Chair, Mick Giannasi (<https://youtu.be/eB0KsBxr9xE>) and Chief Executive, Sarah McCarty, (<https://youtu.be/6M9UoOIHC0I>) which offer valuable insights into the organisation's priorities and culture. You are also welcome to contact the Social Care Wales Board Secretary, lminos.bradbury@socialcare.wales for further information about the role and the organisation or if you would like an informal conversation with Sarah McCarty, Chief Executive, this can also be arranged through Llinos.

Thank you once again for your interest.

Making an Application

Thank you for your interest in the appointment of Chair of Social Care Wales.

The Chair of Social Care Wales must be a lay person – this means that you can't apply for this opportunity if in the last five years you have:

- worked in social care or early years; or
- represented the social care and early years workforce; or
- been an employer of social care or early years workers.

Key facts about the role

Location:	<i>Social Care Wales supports flexible working. Board members work both online and in person, and meetings are planned a year in advance to support scheduling. The Chair will be expected to attend meetings at the Cardiff office and across Wales.</i>
Time commitment:	<i>8 days a month (on average 2 days a week)</i>
Tenure of office:	<i>Initial appointment of four years</i>
Remuneration:	<i>£337 per day plus travel and other expenses within reasonable limits and in accordance with Welsh Government guidance.</i>

The attached Annexes provide information about the role and responsibilities of Social Care Wales, the role and responsibilities of the Chair, the person specification for the Chair's role, and the selection process.

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

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

To apply for this role, click on the vacancy 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.

Personal Statement

The personal statement is your opportunity to demonstrate how you meet each of the essential criteria set out in the person specification. How you choose to present the information is your choice. You should, however, aim to provide detailed examples demonstrating how your knowledge and experience match each of the criteria, and your role in achieving a specific result.

It will benefit the selection panel if you can be clear about which particular evidence relates to which of the essential criteria. Providing separate paragraphs in relation to each criterion is common practice.

Please limit your personal statement to no more than 2 (two) pages. Your application may be rejected if you exceed this limit.

CV

Please ensure your CV includes brief details of your current or most recent post and the dates you occupied this role. Please identify any past or present Ministerial appointments.

Indicative timetable

Closing date:	4 December 2025
Shortlisting:	15 December 2025
Assessment Centre:	12 January 2026
Interviews:	30 January 2026 and 2 February

Diversity Statement

We are proud to have a diverse Social Care Wales Board that brings a wide range of perspectives, experiences, and strengths to governance. This diversity enhances decision-making and helps us better serve the communities we represent. We want to build on this and continue to have an inclusive environment where everyone feels valued and heard.

The Welsh Government recognise 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.

To learn more about our current Board and its diversity, please see [our Board Members](#) on our website

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 everyone 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 and 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'.

We are committed to the employment and career development of disabled people. If you would like a guaranteed interview, please contact Nicola Leadbeater via email at Nicola.leadbeater@gov.wales, or by phone 03000 256743 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 Nicola as soon as possible to discuss your requirements and any questions you may have.

Contacts

For further information regarding the selection process, please contact

Public Appointments Team

Email: publicappointments@gov.wales

For further information regarding the role of Social Care Wales and the role of the Chair, please contact

Llinos Bradbury, Board Secretary

Tel: 02920 780540

Email: llinos.bradbury@socialcare.wales

Should you need any further assistance with applying for this role, please contact publicappointments@gov.wales

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

Appointment of a Chair of the Board of Social Care Wales – Job Description and Person Specification

Job Description

The Chair of Social Care Wales is accountable for the performance and governance of the Board, upholding Welsh public service values and fostering public and stakeholder confidence across Wales.

The Chair is accountable to the Minister and to the Board and may also be held to account by the Senedd.

The Chair will:

- **Provide strategic leadership and vision** to guide Social Care Wales in fulfilling its purpose: building confidence in the social care and early years workforce, leading and supporting improvement, and ensuring effective regulation.
- **Ensure the Board operates cohesively** to deliver the organisation's strategic aims through robust governance, clear policies, and aligned strategies.
- **Align organisational priorities** with the wider strategic objectives set by Ministers, ensuring Social Care Wales contributes meaningfully to national policy goals.
- **Be accountable to the Minister**, ensuring transparency and responsiveness in all organisational activities.
- **Lead the Board effectively**, fostering open communication and strong relationships between Board members, the Executive Team, and staff.
- **Work in partnership with the Chief Executive and Executive Team**, who are responsible for operational delivery and resource management.
- **Hold the Chief Executive to account**, ensuring the Executive Team is focused on delivering outcomes that benefit the sector.
- **Support and enable Board members** to engage in collective decision-making and contribute to committees and governance structures.
- **Act as an advocate for Social Care Wales**, promoting its profile and strengthening relationships with the public and key stakeholders.
- **Collaborate with regional, national, and UK-level organisations** to advance the objectives of Social Care Wales and its partners.
- **Provide assurance on governance and stewardship**, ensuring the responsible use of public funds and resources.

- **Clarify roles and responsibilities** for all Board members, ensuring alignment and accountability.
- **Make sure the Board has the right balance** of skills, experiences and backgrounds supported by clear policies and procedures to work in line with the Code of Conduct and the Nolan Principles.
- **Oversee Board member development**, ensuring appropriate training and annual performance reviews.
- **Champion a positive organisational culture**, promoting well-being, ethical standards, and the values of Social Care Wales.

Person Specification

To be considered, you must be able to demonstrate that you have the qualities, skills and experience to meet all essential criteria for appointment.

Essential Criteria

Candidates must demonstrate:

1. **Strategic Leadership and Vision**
Ability to set direction, think long-term, and work with the Chief Executive to lead the organisation in delivering its purpose and priorities. You should be able to identify emerging challenges and opportunities and translate these into strategies.
2. **Effective Governance and Stewardship**
Ability to ensure robust governance, accountability, and the responsible use of public resources. You should understand how to scrutinise performance, manage risk, and uphold high standards of conduct, including the Nolan Principles of Public Life.
3. **Commitment to Equality, Diversity and Inclusion and the Welsh Language**
Ability to promote inclusive and anti-discriminatory practices, challenge discrimination, and drive the organisation to reflect and respect the diverse communities it serves, including a commitment to the Welsh language and its equal status.
4. **Collaborative and Influential Leadership**
Ability to demonstrate compassionate leadership principles, build a strong Board, open relationships with stakeholders, facilitate constructive dialogue, and act as an advocate for Social Care Wales.

Welsh Language

Social Care Wales is a bilingual organisation and conducts its business in both Welsh and English. We are committed to promoting and strengthening the use of the Welsh language across the social care and early years sector, in line with the Welsh Government's *More than Just Words* strategic framework.

Welsh language skills for this role are desirable (definitions included below); however, candidates will be expected to demonstrate leadership in supporting and developing a bilingual workforce. This includes recognising the importance of the Welsh language in delivering person-centred care and in supporting the rights of individuals to receive services in their preferred language.

Candidates should also be able to demonstrate an understanding of the significance of the Welsh language to Social Care Wales as an employer in Wales, and its role in shaping inclusive and culturally sensitive services.

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 simple work-related conversations
Writing	Can write basic messages on everyday topics

Definitions (Welsh language skills)

Welsh language skills are essential on commencement

Welsh language skills are needed from day one to fulfil the role satisfactorily, and there is no other reasonable way of providing the service in Welsh satisfactorily.

A person without the necessary language skill levels will not be considered.

Welsh language skills need to be learnt when appointed

The Welsh language skills are needed from day one to fulfil the role satisfactorily, and someone with those skills is sought, but the employer is able to make short term arrangements until the language ability of the appointee improves to the level needed for the appointment.

The appointment is therefore also open to applicants who are prepared to commit to acquire / improve their Welsh language skills to the designated level within a reasonable specified timescale. [but see Note (i) below].

Welsh language skills are desirable

Welsh language skills are one of the skills that will assist in fulfilling the duties of the appointment satisfactorily, but are not essential to it. However, they will bring a valuable skill to the board that will strengthen its ability to provide an effective and efficient bilingual service.

In such circumstances, where all essential criteria are met, an applicant with Welsh language skills could have an advantage over someone without those skills.

Eligibility

Candidates should note that membership of Social Care Wales is a disqualifying office for membership of the Senedd Cymru under the Senedd Cymru (Disqualification) Order 2020.

[The Senedd Cymru \(Disqualification\) Order 2020 \(from legislation.gov.uk\)](#)

Conflict of Interests

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

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

Due Diligence

Welsh Government Public Bodies 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, you may be asked questions at interview in relations to any findings from due diligence searches.

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.

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

Annex B

The role and responsibilities of the Board

Background

Social Care Wales was renamed under section 67 of the Regulation and Inspection of Social Care (Wales) Act 2016, having initially been established as the Care Council for Wales under section 54 of the Care Standards Act 2000. As a public

body, its primary role is to fulfil its statutory responsibilities set within the context of the Welsh Government's strategic aims.

Social Care Wales has the following statutory functions with a view to promoting and maintaining:

- high standards in the provision of care and support services;
- high standards of conduct and practice among social care workers;
- high standards in the training of social care workers, and;
- public confidence in social care workers.

Social Care Wales also:

- maintains and publishes the Register of social care workers
- prepares and publishes codes of professional practice
- regulates social work and social care training
- makes rules to secure appropriate education, training and learning provision
- develops qualifications and national occupational standards
- leads and support service improvement
- collects and analyses data to inform policy and planning at national and regional level
- plays a lead role in research, data and innovation to support evidence informed practice and policy development across the social care sector

Further background information on the work of Social Care Wales can be found here: www.socialcare.wales

Useful links:

[Strategic Plan 2022-27](#),

[Business Plan 2025-7](#)

[Annual report and accounts 2024-5](#)

Role of Board

The Social Care Wales Board is made up of a Chair and no more than 14 Members, all of whom are appointed by Welsh Ministers. The Board is lay led which means that there will always be more people who use services, carers and members of the public, on the Board than professionals from the care sector.

All the members need to be committed to making sure that Social Care Wales is focussed on creating a positive impact for social care and early years workers, employers and individuals who use care and support and their families.

The Social Care Wales Board provides leadership and direction to the organisation. The Board does this by setting plans, agreeing how and where money is spent, and by reviewing the progress and delivery of Social Care Wales' work. The Board works closely with the executive management team in carrying out their role.

The Board must make sure that the aims and objectives set by the Welsh Ministers are met. The Board must make sure that the organisation is run well and is accountable.

Under the leadership of the Chair, Board members:

- make sure Social Care Wales is working in line with procedures and policies
- make sure Social Care Wales is spending money well and in the right way
- make sure Social Care Wales has clear ways to manage risks that may affect the organisation
- listen, ask questions, join in discussions and contribute to ideas on what Social Care Wales will be doing in the future and how this can be done
- make decisions as part of the Board and be responsible for these decisions
- work with passion and enthusiasm with other Board Members and Social Care Wales staff
- represent Social Care Wales with its customers, other organisations and communities

Annex C

The selection process

The interview panel will assess candidates' CVs and personal statements to determine who it believes best meet the criteria for the role, and who will be invited to an assessment centre and interview. The panel will rely only on the information you provide in your CV and statement to assess whether you have the skills and

experience required. Please ensure that you provide evidence to support how you meet all the essential criteria.

The selection panel will be chaired by Albert Heaney, Chief Social Care Officer for Wales and will also comprise Stephen Vickers (Joint Chief Executive, Torfaen and Blaenau Gwent CBC), Lindsay Cordery-Bruce (Chief Executive, WCVA) and Aaqil Ahmed as Senior Independent Panel Member.

Your application may be “long listed”, subject to the volume of applications received, before it is passed to the selection panel for consideration. You should be aware that in this situation, your application may not be considered in full by all the panel.

We anticipate that during December 2025 the panel will have decided who will be invited to an assessment centre in January 2026. It is our intention that the assessment centre will take place in-person at the Social Care Wales office in Cardiff.

Assessment Centre Overview

Candidates will be invited to participate in a group-based assessment involving practical tasks. These activities are designed to evaluate key competencies, including:

- Acting as an advocate for Social Care Wales, promoting its profile and relationships with the public and stakeholders.
- Supporting collaborative decision-making and demonstrating leadership in group settings.

The session will involve interaction with current staff and senior members of the organisation and Board. Further information will be provided to shortlisted candidates to help you prepare for the session.

Interview

Following the assessment centre interviews will be held in January/early February 2026. It is our intention that interviews will take place via Microsoft teams.

The panel will select for interview only the strongest applicants who it feels have demonstrated that they best meet the criteria set out in the person specification. However, if you have applied under the guaranteed interview scheme and you meet the **essential minimum criteria** for the post, you will also be invited to attend the assessment centre and interview.

If you are invited to interview, and the date of the interview is not already provided in this information pack, we will aim to provide you with as much notice as possible of the interview date. If you are unable to make the arranged date, we will endeavour to re-arrange it, but it may not be possible due to time constraints within the appointment timetable or selection panel availability.

You will receive email communication from Welsh Government’s application centre to let you know if you have been invited to interview.

If you attend an interview, the panel will question you about your skills and experience, asking specific questions to assess whether you **meet the criteria** set out for the post.

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

If you are successful, you will receive a letter appointing you as Chair of the Social Care Wales, which will confirm the terms on which the appointment is offered.

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

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

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

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

Queries

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

If you are not completely satisfied

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

Additionally, you can write to the

Office of the Commissioner for Public Appointments, Ground Floor, 1 Horse
Guards Road, London, SW1A 2HQ, or via email at publicappointments@csc.gov.uk