



APPOINTMENT OF CHAIR TO NHS WALES BOARD

Candidate Information Pack



Llywodraeth Cymru
Welsh Government



The Commissioner for
Public Appointments

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1. Introduction



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

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

NHS Wales currently consists of the following organisations:

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

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

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

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

2. Key responsibilities

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

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

The Chair will:

Strategy

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

Planning

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

Performance

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

Governance

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

Culture and Behaviour

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

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

Engagement

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

Board Activities

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

3. Person specification

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

Section A

Essential criteria to be evidenced in personal statement.

Values

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

Skills

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

Desirable criteria to be evidenced in personal statement where relevant.

Experience

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

Section B

Essential criteria to be evidenced at interview.

Values

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

Skills

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

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

Desirable criteria to be evidenced at interview where relevant.

Experience

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

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

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

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

4. About Swansea Bay University Health Board

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

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

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

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

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

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

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

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

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

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

5. Escalation status

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

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

Swansea Bay University Health Board is in:

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

6. Values and behaviours

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

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

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

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

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

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

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

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

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

7. Working with our partners

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

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

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

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

8. Key facts about the post

Location

Baglan, Port Talbot.

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

Time Commitment

15 days per month.

Tenure of Office

Initial appointment of four (4) years.

Remuneration

£69,840 per annum plus reasonable expenses.

Making an application

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

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

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

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

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

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

Curriculum Vitae (CV)

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

Personal Statement

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

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

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

References

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

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

Selection Process

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

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

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

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

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

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

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

Timetable

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

Diversity Statement

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

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

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

Disability Confident

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

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

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

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

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

Standards in public life

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

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

Personal Development and Performance Review

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

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

Conflict of Interests

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

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

Due Diligence

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

Making an appointment

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

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

Contacts

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

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

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

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

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

9. 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 or the Welsh Ambulance Services NHS Trust (and for Powys teaching Health Board where the role relates to that organisation).

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

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

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