



The Commissioner for
Public Appointments



Llywodraeth Cymru
Welsh Government

Candidate Information Pack

Chair for Cwm Taf Morgannwg University Health Board



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University Health Board

About Cwm Taf Morgannwg University Health Board

Thank you for your interest in the role of Chair to the Cwm Taf Morgannwg University Health Board (CTMUHB). This document provides candidates with information on the CTMUHB, as well as details on the roles and responsibilities of the Chair and selection process.

CTMUHB was formed on 1 April 2019, providing and commissioning a full range of hospital and community based services for the residents of Bridgend, Rhondda Cynon Taf and Merthyr Tydfil.

Our resident population is estimated at 449,836 (Stats Wales Welsh Government, June 2021), increasing to 530,000 when accounting for flows from other areas e.g. South Powys, North Cardiff, Neath Port Talbot, Vale of Glamorgan.

We are also responsible for making arrangements for residents to access more specialised health services where these are not provided within CTMUHB boundary. Further information about the services that we provide can be found on the 'services' section of [our website](#).

More than 80% of our 13,000 workforce live within our region, making our staff not only the lifeblood of our organisation but also representative of the diverse communities that we serve.

It is projected that by the year 2036 one in four people in Wales will be aged 65 and over. This will therefore have significant implications for our 65-84 and 85+ age groups and therefore the way we need to design and provide our increasingly integrated health & social services.



CTM 2030: Our Health, Our Future

In September 2021 we began work on our strategy: 'CTM 2030: Our Health, Our Future'. This aims to set out how we will develop services to meet the needs of its population, and, how we can work with our communities to ensure that local people can live happier and healthier lives, for as long as possible.

As part of CTM2030 we will also be developing a clinical strategy, community hub, a green strategy, a workforce strategy and a digital strategy and establishing the Health Board as an anchor institution.

The following goals have been set to enable us to develop our strategy which will detail what we are seeking to achieve over the next few years.

To find out more, [click here](#)

**Datblygu Cymunedau
Lachach Gyda'n Gilydd**

**Building Healthier
Communities Together**

**EWCH I'N CANOLFAN CTM 2030
VISIT OUR CTM 2030 HUB**



Ein Hicshyd
Ein Dyfodol

Our Health
Our Future



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Escalation Status

Welsh Government operates NHS Wales Escalation and Intervention Arrangements whereby one of four levels of monitoring are assigned to health bodies based upon key aspects of their service delivery.

CTMUHB has, since April 2019, been in the category of 'Special Measures' for Maternity Services and 'Targeted Intervention' in relation to a series of issues relating to Trust and Confidence, Leadership and Culture and Quality and Governance.

Despite ongoing operational and COVID-19 pressures since this time, CTMUHB has been acknowledged to be making continued progress and improvement.

CTMUHB's sustained quality and service improvements continue to be monitored by the Board's internal governance structure as well as through external review bodies and Welsh Government.

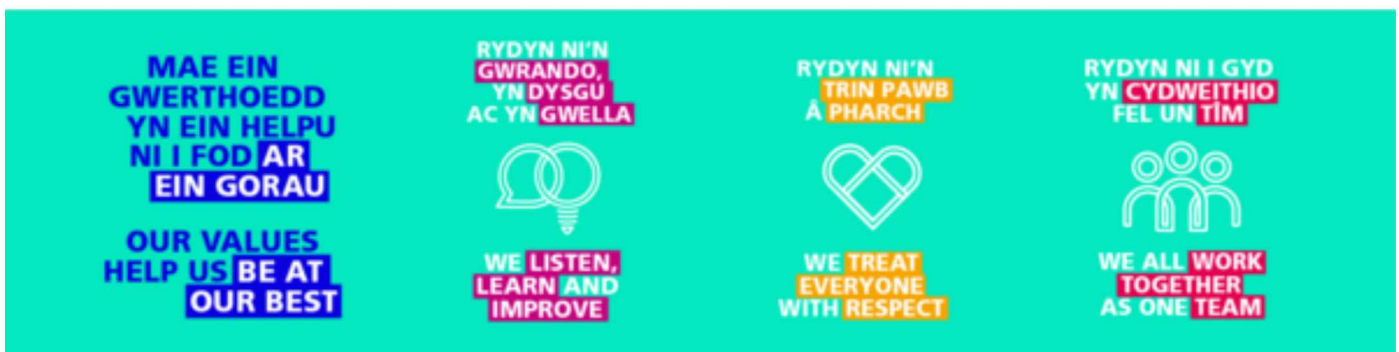
[Link to Our Maternity Improvement Journey](#)



CTM Values and Behaviours

In October 2022, World Values Day, will mark two years since the Health Board began to introduce its Values & Behaviours which exist to make a positive difference to our employees as well as to our patients and service users across the diverse communities we serve.

Our organisational focus is firmly on embedding these values and behaviours into everyday practice. The Board is committed to building a culture it feels proud of, with recognisable values at its core that can be felt and understood by every person who comes into contact with them. By living up to our organisational values and behaviours at every opportunity, we can achieve these three



[Click here to find out more](#)

#CTMAOurBest



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CTM UHB Services and Partners

The Services CTMUHB hosts:

CTMUHB is responsible for hosting the following organisations on behalf of the Welsh Government and NHS Wales:

- Welsh Health Specialised Services Committee (WHSSC)
- Emergency Ambulance Services Committee (EASC)
- National Imaging Academy Wales

The Partners CTMUHB works with:

CTMUHB works with a wide range of partners in a range of capacities including:

- other health bodies
- local authorities
- ambulance service
- police, fire and rescue services
- voluntary/charity sector

[Click here to watch our latest AGM Film](#)

Board's Role

All CTMUHB's Board members share corporate responsibility for formulating strategy, overseeing accountability, monitoring performance and shaping culture, together with ensuring that the Board operates as effectively as possible.

The Board, which comprises of the Chair, Vice Chair, nine Independent Members, (up to) three Associate Members, the Chief Executive and eight Executive Directors provide leadership and direction, ensuring that sound governance arrangements are in place.

We are looking for an individual who understands the needs of the Health Board's population and the importance of ensuring diversity, inclusion and the promotion of the Welsh Language. The Chair will be required to provide strong leadership of the Board and uphold the values of NHS Wales.

This is particularly important due to the organisations status under the NHS Wales Escalation and Intervention Arrangements. Whilst good progress has been made since April 2019 there is still more to do under the leadership of the Chair and Chief Executive.



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Chair's Role

Key responsibilities - The Chair will:

The CTMUHB Board plays a key role in shaping the strategy, vision, purpose and culture of a Health Board. It holds the Health Board to account for service delivery, performance, delivery of strategy and value for money. It is also responsible for ensuring that risks to the Health Board, 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 Health Board. 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.

Strategy

- Lead the development of a strategic vision for CTMUHB, 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;

Planning

- Be accountable for the performance of the Board at community, regional and national levels through the agreement and delivery of a three year medium term plan and an annual delivery plan.
- Ensure the Board provides effective scrutiny of the three year 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.

Chair's Role

Key responsibilities - The Chair will:

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.
- Seek out challenging objectives for the Chief Executive and the Board for improving;
- 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 Health Board's responsibilities, internally through the Health Board 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 and directors to meet statutory requirements;
- Ensure 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;
- Ensure the Health Board complies with its Standing Orders, policies, and relevant legislation and regulations;



Chair's Role

Key responsibilities - The Chair will:

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;
- Ensure the Health Board demonstrates an appreciation of bilingualism and culture, and a commitment to promoting, embracing, and mainstreaming the Welsh language;
- Instil a culture that encourages staff, patients, families, and the public to raise concerns that are then appropriately addressed;
- Ensure the Health Board embraces and promotes equality, diversity, and inclusion for all its population, patients, staff, and stakeholders;
- Ensure the highest standards of probity, integrity, and governance, and that the Health Board's governance arrangements comply with best practice and statutory requirements;
- Provide visible compassionate leadership in supporting and promoting a healthy culture for the Health Board and reflect this, and the values of the Health Board, in their own behaviour;
- Bring past 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 the health body's 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 Health Board through active involvement;

Chair's Role

Key responsibilities - The Chair will:

Board Activities

- Plan Board meetings with the Chief Executive and Board Secretary.
- 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, discharge their duties as Chair of the Health Board'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

Person Specification

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

Essential Criteria

Knowledge and Experience

- A track record of strategic, board level experience in a public, 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 demonstrate a commitment to engaging with people who use public services;
- An understanding of, and commitment to equality, diversity and inclusion;
- Ability to show an appreciation of bilingualism and culture, and a commitment to promoting and mainstreaming of the Welsh language.
- Ability to understand and facilitate the understanding of complex issues
- Evident ability to work collaboratively and as part of a team to meet common goals;
- Ability to provide, and encourage others to provide, independent challenge and scrutiny whilst maintaining constructive relationships;
- Ability to motivate and develop the board to define roles and responsibilities, ensuring ownership and accountability;
- Evidence of an understanding of effective governance

Personal Attributes

- Commitment to the Seven Principles of Public Life (Nolan Principles) and the values of the health body;
- Strong interpersonal and influencing skills and ability to act as an effective advocate and ambassador;
- Astute and able to grasp relevant issues and understand the relationships between interested parties demonstrating sound judgement, sensitivity and political awareness;
- Capacity to be independent and resilient;

Person Specification

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

Desirable Criteria

- Demonstrable leadership and strategic change management experience including culture change;
- An understanding of risk management and systems of internal control and assurance; and
- Welsh language skills

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 Knowledge and Experience). Where a candidate wishes to demonstrate they meet the desirable criteria they should provide an indication of their skills against the following level of skill:

Understanding	Can understand some 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 topics

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](#).

Key facts about the post

Location: Ynysmeurig House, Navigation Park, Abercynon, CF45 4SN.

It will also be necessary for the post holder to attend CTMUHB sites and attend Health Board, regional and national meetings. Whilst we are returning to face to face meetings, some still 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 4 years

Remuneration: £69,840 pa plus travel and other reasonable expenses



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Key facts about the post

Making an application

To make an application please visit the Welsh Government public appointment website here <https://cymru-wales.tal.net/vx/lang-en-GB/mobile-0/appcentre-3/brand-2/candidate/jobboard/vacancy/7/adv/>.

To apply for this role, click on the Cwm Taf Morgannwg University Health Board vacancy and click on 'Apply' at the bottom left hand corner. If this is the first time you have applied for a post, you will need to complete a registration form for the Welsh Government's online application system. You will only need to register once, and you will be able to keep yourself updated on the progress of your application, and any other applications you make, via your registered account.

Once you've registered, you'll be able to access the application form.

To apply you will need to submit two supporting documents:

- A full Curriculum Vitae, and
- A personal statement detailing your experience, how you meet the role description and person specification and how you could contribute to the role of Chair of Cwm Taf Morgannwg University Health Board.

The two documents should be uploaded to the "Attach Supplementary Document(s)" section of the online application form. Failure to do so or follow the guidance below may lead to your application being rejected.

If you need adjustments to be put in place to enable you to make an application or any assistance or guidance, please contact the Public Appointments Team at PublicAppointments@gov.wales.

Curriculum Vitae

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 3 pages long.

Key facts about the post

Personal Statement

The personal statement is your opportunity to demonstrate how you meet each of the criteria set out in the person specification in this pack.

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, and the approach you took to achieving a specific result; you are welcome to use examples of both professional and lived experience.

How you choose to present the information is up to you, however the appointment advisory panel will need to be able to assess how the examples provided relate to the criteria and so we encourage you to avoid using statements which simply reference the criteria without giving examples.

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

Your application may be rejected if you exceed requirements relating to the length of your CV or personal statement.

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 appoint the Chair of Cwm Taf Morgannwg University Health Board.

The appointment will be a significant appointment by Welsh Ministers and is regulated under the [Governance Code on Public Appointments](#).

The Minister for Health and Social Services will be assisted in their decision making by an Advisory Assessment Panel. This panel will be made up of Judith Paget, Director General and NHS Wales Chief Executive, Moawia Bin-Sufyan, Senior Independent Panel Member, Mick Giannasi, Chair, Social Care Wales and Helen Arthur, Director of 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 panel will be chaired by Judith Paget.

The panel will select for interview only the 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 (see below) **and you meet the minimum essential criteria** for the post, then you will also be invited for interview.

There will also be a stakeholder session stage for shortlisted candidates which will be made up of individuals from within the Health Board and partner organisations. Shortlisted candidates will be required to engage with stakeholders during the session on a relevant and critical topic which will be agreed nearer the time. If you are unable to make the arranged stakeholder engagement session or interview date, we will endeavour to re-arrange it but it might not be possible due to time constraints within the appointment timetable or availability of participants.

You will receive email communication from 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.

Advert Closing date	24 October 2022
Sift	w/c 24 th October 2022
Stakeholder session	29 th November 2022
Interviews commence	30 th November 2022
Appointment confirmed	January/February 2023
Appointment start	1 st April 2023

Selection Process

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 a decision. If they do, they will meet all candidates and 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.

In addition to the stakeholder session and interview the Ministers preferred candidate will be required to attend a pre-appointment hearing conducted by the Health and Social Care Committee. The Committee will take evidence from the preferred candidate before the appointment is confirmed, but after the selection process has taken place.

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 make better decisions. This is why the Welsh Government is encouraging a wide and diverse range of individuals to apply for appointments to public bodies.

Applications are particularly welcome from all under-represented groups including women, people under 30 years of age, black, Asian and minority ethnic people, disabled people, and lesbian, gay, bisexual and transgender people.

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. We are committed to removing barriers so that 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 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.

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 British Sign Language 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 and a member of the team will contact you to discuss your requirements and any questions you may have.



Diversity Statement

Eligibility

A person shall be disqualified from appointment if they:

- a. have within the preceding 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 3 months without the option of a fine;
- b. are the subject of a bankruptcy restrictions order or an interim order or has made a composition or arrangement with 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;
- d. are a current board member of another health service body in Wales;
- e. are a person whose tenure of office as the chair, 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;
- f. they are or have been within the preceding year in the paid employment of a Trust or Health Board in Wales.

Applicants should also note that being the Chair of Cwm Taf Morgannwg University Health Board is a disqualifying post for membership of the Welsh Parliament under the [Senedd Cymru \(Disqualification\) Order 2020](#).

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 as Chair of Cwm Taf Morgannwg University Health Board including any business interests and positions of authority outside of the role in Cwm Taf Morgannwg University Health Board.

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 not necessarily be limited to social media and Internet searches. As a result, you may be asked questions at interview in relation to any due diligence findings.

Diversity Statement

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 Cwm Taf Morgannwg University Health Board, 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 pre-appointment checks, including a DBS check undertaken by the NHS Wales Shared Services Partnership.

Contacts:

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

For further information regarding the role of Chair of Cwm Taf Morgannwg University Health Board, please contact:

Judith Paget, Director General, Health and Social Services/NHS Wales Chief Executive, Welsh Government Email: pstodgforhsscenhswales@gov.wales/

Georgina Galletly, Director of Governance and Board Secretary, Cwm Taf Morgannwg University Health Board, Email: georgina.galletly2@wales.nhs.uk

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

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 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
G/08, 1 Horse Guards Road, London SW1A 2HQ.