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Welsh Government

Information pack for applicants

Cwm Taf University Health Board

Appointment of Vice Chair

Closing date: 11 September 2017



Cwm Taf University Health Board

Contents	Page
Making an Application	3
Annex A : The role of the Vice Chair	6
Annex B : The role and responsibilities of Cwm Taf University Health Board	10
Annex C : The selection process	13

Cwm Taf University Health Board

Making an application

Thank you for your interest in the appointment to the post of Vice Chair to the Cwm Taf University Health Board. The Vice Chair will be required to play a full and active role in the governance of the Health Board. The attached Annexes provide details on the role of the Vice Chair, the person specification, the role and responsibilities of Cwm Taf University Health Board and the selection process.

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 University Health Board vacancy and click on 'Apply' at the bottom left hand corner. The first time you apply 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 the application form and **two** supporting documents. The first supporting document is a **personal statement** providing answers, in terms of evidencing competences, to the questions detailed below. This document should be no more than two sides of A4. Your application may be rejected if you exceed this limit. The second supporting document is a full, up to date **CV**. The two supporting documents should be uploaded to the "Reasons for applying" section of the online application form.

Personal Statement

Your personal statement is your opportunity to demonstrate how you meet each of the criteria as set out in the questions below. How you choose to present this information is up to you. However, you should aim to provide detailed examples that demonstrate how your knowledge and experience matches each of the criteria, and which describe what your role was in achieving a specific result. It will also benefit the selection panel if you can be clear which particular evidence you provide relates to which criteria. Providing separate paragraphs in relation to each criteria is common practice.

Questions to answer as part of your application in your personal statement in no more than 2 sides of A4.

Please give details of your experience of leading and developing an organisation at senior board level or equivalent and your ability to look ahead and provide strategic leadership.

Through a specific example, please demonstrate your experience of developing effective relationships with stakeholders and how this could apply to working with NHS Trusts, Local Government, the Third Sector and Social Partners, patients, local communities and primary care contractors.

We are looking for people with an understanding of the relationship between resource allocation and management and delivery of service priorities within a

Cwm Taf University Health Board

framework of robust corporate governance. In this context, please describe the ways in which you have contributed to the planning, development and delivery of a service for which you have had responsibility?

Please demonstrate your knowledge and understanding of health issues in the context of Cwm Taf University Health Board at a community, local authority and national levels.

Please provide evidence of your interpersonal skills to demonstrate personal impact and credibility to be an effective advocate and ambassador with strong influencing and negotiating skills.

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:	11 September 2017
Shortlisting complete:	w/c 11 September 2017
Interviews held:	w/c 18 September 2017
Start date:	2 January 2018

Key facts about the post

Location:	Board meetings held bi- monthly normally at various locations across the geographical area covered by Cwm Taf UHB. The UHB also has various committees, the meetings which meet either bi-monthly or quarterly.
Remuneration:	£47,736 per annum.
Time Commitment:	The post of Vice Chair is based on a notional commitment of a minimum of 13 days per month but this will be subject to organisational demands and is often higher than the minimum requirement.

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, lesbian, gay, bisexual and transgender people.

Guaranteed Interview Scheme

The Welsh Government operates a Guaranteed Interview Scheme (GIS) for disabled people. The Equality Act 2010 defines a person as disabled if they have a physical or mental impairment and the impairment has a substantial and long term adverse effect on their ability to carry out normal day to day activities. Under the GIS, a

Cwm Taf University Health Board

disabled candidate will be selected for interview if they meet the minimum essential criteria for the post.

Contacts:

For further information regarding the selection process, please contact:

The Corporate Shared Service Centre at Welsh Government

Tel: 029 2082 5454

Email: sharedservicehelpdesk@wales.gsi.gov.uk

For further information regarding the role of the Vice Chair, please contact either Professor Marcus Longley, Chair Designate of Cwm Taf University Health Board or Dr Chris Jones, Chair of Cwm Taf University Health Board. Tel: 01443 744800.

Email: christopher.d.v.jones@wales.nhs.uk

For further information about Cwm Taf University Health Board, you may wish to visit the Health Board's internet web site: <http://cwmtaf.wales>

If you need any further assistance in applying for this role, please contact the Welsh Government's Corporate Shared Service Centre Helpdesk on 029 2082 5454 or SharedServiceHelpdesk@wales.gsi.gov.uk

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

The Role of the Vice Chair

Role Description

This is a great opportunity to use your skills and experience to make a difference to the lives of people and communities served by Cwm Taf University Health Board. The Vice-Chair will be a member of the Board and will deputise for the Chair in the latter's absence.

The Vice-Chair will:

- Be required to play a full and active role in the governance of the Health Board, both clinical and corporate, and are expected to bring to the Board an independent judgement on issues of performance, key appointments, looking ahead and accountability
- Contribute to the work of the Board based upon their independence, their past experience and knowledge, and their ability to stand back from the day to day operational management
- Contribute and accept corporate decisions to ensure a joined up, robust and transparent decision making process by the Board
- Be expected, in time, to fully understand the business through active involvement to enable the effective performance of the Health Board.
- Work closely with other public, private and voluntary organisations and will make sure that the views of patients, carers and families are fully involved in helping to shape, develop and improve services.

In addition to his / her corporate role across the breadth of Cwm Taf University Health Board's responsibilities, the Vice-Chair will have a specific brief to oversee the UHB's primary, community, mental health and learning disability services ensuring a balanced care model to meet the needs of the UHB's population.

In addition to his / her corporate role across the breadth of the Health Board, the Vice-Chair will:-

- Provide strong, effective and visible leadership, across primary, community, mental health and learning disability services; internally through the board and its committees, and externally through his/her connections with a wide range of stakeholders and partners within the wider community levels and nationally
- Chair the Mental Health Act Monitoring Committee of the Board which oversees compliance with mental health legislation, codes of practice and undertakes scrutiny on behalf of the Board and in line with the Integrated Medium Term Plan.
- Chair the Primary and Community Care Committee in line with the Terms of Reference to undertake scrutiny of primary and community services on behalf of the Board and in line with the Integrated Medium Term Plan.
- Chair the Together for Health Partnership Board, a partnership board with statutory partners and third sector members.
- Work effectively with community partners, particularly in their sphere of responsibility and more widely supporting the Chair to ensure that the

Cwm Taf University Health Board

organisational culture and working practices are based upon a spirit of open, meaningful and sustainable partnerships.

- The Vice-Chair will have excellent communication skills and will, through effective scrutiny, assure the Board that the organisational structures give equal weight to primary, community and mental health services as to other services and provide opportunities for contractor services to fully engage in the design of services.
- Support the implementation and monitoring of the Health Board's performance management framework and ensure integrated performance management and quality improvement.
- Help build and sustain a direct relationship with primary care contractor professionals, ensuring their full engagement in the work of the Health Board.
- Undertake an external ambassador role, delivering in the public spotlight and instilling public confidence.

Person specification

Vice-Chairs will demonstrate the following qualities:-

Knowledge & Experience

- Experience of leading and developing a successful private, public or third sector organisation, with the ability to look ahead and provide strategic leadership
- Experience of understanding the relationship between resource allocation and management and delivery of service priorities within a framework of robust governance
- Ability to analyse complex information and contribute to sound decision making
- Ability to work with the executives to ensure the Board leads the organisation effectively. Where necessarily you will demonstrate skills that will enable you to hold the executives to account for performance whilst maintaining a constructive relationship
- Ability to contribute to the 'Governance' of the Health Board, ensuring it is open and honest in its work by contributing fully in the decision making process;
- Experience of working within communities and multi-disciplinary teams.

Personal Attributes & Skills

You will need to be able to demonstrate the following:-

- Ability to lead and inspire staff, to look ahead and identify key issues for the organisation
- Strong interpersonal skills with personal impact and credibility to be an effective advocate and ambassador with strong influencing and negotiating skills
- Drive and determination, with the ability to instil vision and develop defined strategies to pursue long and short-term goals particularly through the implementation of Integrated Medium Term Plan 2017-2020
- Excellent communication skills, with the ability to be clear and succinct, and to be able to engage with people at all levels
- Ability to facilitate understanding of complex issues while demonstrating

Cwm Taf University Health Board

- respect for the views of others
- Sound judgement, sensitivity and political awareness
- Capacity to be independent and resilient and
- Ability to discharge the Vice-Chair role in the context of the broader statutory and corporate responsibilities of the Board and the roles of the Chair and Chief Executive

Candidates must also demonstrate:-

- A clear understanding and commitment to equality issues and challenging discriminatory practices
- A clear understanding and commitment to Nolan's 'Seven Principles of Public Life'.

Welsh Language

The Welsh Language skill level for this appointment is Desirable.

Time commitment

The post of Vice Chair to Cwm Taf University Health Board is based on a notional commitment of a minimum 13 days per month but this will be subject to organisational demands and is often higher than the minimum requirement.

Remuneration

The post of Vice Chair will be paid at £47,736 per annum .paid monthly or quarterly in arrears as agreed with the Health Board.

Expenses

You will be entitled to be reimbursed, if appropriate, against receipts for travel and subsistence expenses incurred while on Cwm Taf University Health Board business. Expenses must be claimed within three months of them being incurred unless there are exceptional circumstances.

Childcare and other dependent expenses may also be paid, on production of receipts, for additional costs incurred while undertaking Health Board work.

Tenure of office

The Cabinet Secretary for Health, Well-being and Sport .determines the length of the appointment, which will initially be up to four (4) years. However, this is subject to the Vice Chair remaining eligible for the role for the duration of the term. Board members may stand for a maximum of eight (8) years.

Accountability

Vice-chairs are appointed by the Cabinet Secretary for Health, Well-being and Sport and are accountable to the Cabinet Secretary for Health, Well-being and Sport via the Chair for carrying out their duties and for their performance.

Assistance for Disabled Members

Where appropriate all reasonable adjustments will be made to enable members to effectively carry out their duties.

Eligibility

A person shall be disqualified from appointment if he/she:

Cwm Taf University Health Board

- a. has 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 him/her a sentence of imprisonment (whether suspended or not) for a period of not less than 3 months;
- b. has been adjudged bankrupt or has made a composition or arrangement with his creditors;
- c. has 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. is a person whose tenure of office as the chairman, member or director of a health service body has been terminated because his/her appointment is not in the interests of the health service, for non-attendance at meetings or for non-disclosure of pecuniary interest;
- e. is a health service employee;

Subject to the exception noted in (e), it is the policy of the Welsh Government that all recent employees of LHBS and NHS Trusts should serve a non-involvement break before being considered for an NHS Public Appointment.

Any other information that may materially affect your application for appointment should be declared in the application form under the Conflict of Interests section.

Applicants should be persons who conduct themselves at all times in a manner which will maintain public confidence.

In particular, applicants are required to declare whether they are aware of anything in their private or professional life that would be an embarrassment to themselves or to the Welsh Government if it became known in the event of appointment.

Candidates should also note that membership of a LHB is a disqualifying office for membership of the National Assembly for Wales under the National Assembly for Wales (Disqualification) Order 2015.

Conflicts of Interest

You should particularly note the requirement for you to declare any private interests which may, or may be perceived to, conflict with the role and responsibilities as the Vice Chair of Cwm Taf University Health Board including any business interests and positions of authority outside of the role in Cwm Taf University Health Board.

If appointed, Vice Chairs must declare these interests and seek confirmation from the Chair of Cwm Taf University Health Board that no conflict has arisen and if it is appropriate for them to remain a board member.

Standards in public life

Vice Chairs will be expected to adhere to the standards of good governance set for the NHS in Wales, which are based on the Welsh Government's Citizen Centred Governance Principles and incorporate Nolan's "Seven Principles of Public Life.

The role and responsibilities of Cwm Taf University Health Board

Background

Cwm Taf University Health Board (UHB) was established in October 2009 and achieved 'University' status in 2013. We live our philosophy – *Cwm Taf Cares*, which is how we support staff to look after themselves as well as help us in how we care for patients. At Cwm Taf University Health Board we care for some of the UK's most deprived populations - the legacies of poverty, decline in industry and poor health can still be seen throughout the South Wales Valleys - but we are committed to tackling health inequalities in partnership with our local communities.

Challenging what we do every day is vital to achieving high standards and we believe that the good relationships we have built both inside and outside of our organisation are the key to motivating our people to strive for excellence. Connecting with our staff, building trust and working in partnership with our local communities is the way that we do business.

As a UHB, we have a responsibility for providing and commissioning health care services for nearly 300,000 people living in Rhondda Cynon Taf and Merthyr Tydfil. We also provide some NHS Services to people living in the neighbouring areas of the Upper Rhymney Valley, South Powys, North Cardiff and the Western Vale of Glamorgan. This includes the provision of local primary care services (GP practices, dentists, optometrists and community pharmacists) and the running of hospitals, health centres, community health teams and mental health services as well as health promotion and public health services.

We provide a full range of health services for our local residents and commission specialist services from other providers. In particular we are responsible for the provision of child and adolescent mental health services for South Wales. Cwm Taf is also the host body for the Welsh Health Specialised Services Committee (WHSSC) and the Emergency Ambulance Services Committee (EASC)

Our priorities going forward are shaped by our approved (by Welsh Government) Integrated Medium Term Plan 2017-2020 which sets our objectives and plans. We are very proud to have achieved 4 successive years of approved plan. Quality and safety continue to underpin our system of integrated planning. Within the context of a community that experiences significant challenges in terms of deprivation and the burden of ill health, the focus is clearly on quality of delivery, improved patient experiences, ensuring optimal access to services, prudent healthcare and equity of resources. To deliver our plan which is highly diverse and developing complex services, we spend over £600m every year and employ around 8,000 staff; we are the second largest employer in the area.

When many people think of the NHS they think of doctors and nurses, but it is important to remember that many varied roles that make the care we provide possible. Allied healthcare professionals and health scientists comprise more than 40 different professions including dietitians, physiotherapists, radiographers, audiologists and laboratory scientists.

Cwm Taf University Health Board

Healthcare support workers play a key role in supporting the delivery of direct clinical care and those providing non-clinical support include our portering staff, cleaning, catering staff, electricians, engineers and many others. All are equally important in achieving the best possible care for our communities.

Cwm Taf has a well established Academic Partnership Board and we have close links to the University of South Wales, Cardiff University and with Cardiff Metropolitan University. Together, we are developing the next generation of clinical professionals in order that we develop our expertise and improve our clinical outcomes. The £2.8m Academic Centre which opened at the Keir Hardie University Health Park site in January 2015 was set up in partnership with Cardiff University to train the doctors of tomorrow in community medicine. The Academic Centre is the jewel in Merthyr Tydfil's crown and symbolises our aspiration for the future generations of the south Wales valleys.

Our Values 'Cwm Taf Cares'



Our Vision

To be recognised as a population well-being organisation that continually makes a positive contribution to improving the lives of all Cwm Taf residents”

Strategic Objectives

The Board's overarching role is to ensure its Strategy outlined within 'Cwm Taf Cares' 3 Year Integrated Medium Term Plan 2015-2018 and the related organisational objectives aligned with the Institute of Healthcare Improvement's (IHI) 'Triple Aim' are being progressed, these in summary are:

- To **improve** quality, safety and patient experience
- To **protect** and **improve** population health
- To **ensure** that the services provided are accessible and sustainable into the future
- To **provide** strong governance and assurance
- To **ensure** good value based care and treatment for our patients in line with the resources made available to the Health Board.

Cwm Taf University Health Board

The role of the Board

The three key roles through which the board of the Cwm Taf University Health Board demonstrates leadership within its organisation are:

1. Formulating strategy
2. Ensuring accountability by holding the organisation to account for the delivery of the strategy and through seeking assurance that systems of control are robust and reliable
3. Shaping a positive culture for the Board and the organisation.

The role of the Board member focuses on four key areas:

1. **Strategy** – to contribute to strategic development and decision-making
2. **Performance** – to ensure that effective management arrangements and an effective team are in place at the top level of the organisation. To help clarify which decisions are reserved for the Board and then ensure that the rest are clearly delegated and to hold management to account for its performance in meeting agreed goals and objectives through purposeful challenge and scrutiny, and to monitor the reporting of performance
3. **Risk** – to ensure that financial information is accurate and that financial controls and systems of risk management and assurance are robust and defensible
4. **Behaviour** – to live up to the highest ethical standards of integrity and probity and comply fully with the Code of Conduct. Board members should demonstrate through their behaviour that they are focusing on their responsibilities to citizens, the organisations and its stakeholders.

The selection process

The interview panel will assess your application form, CV and the questions you answered as part of your personal statement to determine whether you meet the criteria for the role, and whether or not you will be invited to interview. The panel will rely only on the information you provide in your CV and the questions you answered as part of your personal statement to assess whether you have the skills and experience required. Please ensure that you provide evidence to support how you meet all of the essential criteria.

The selection panel will consist of Dr Chris Jones, Chair of Cwm Taf University Health Board, Professor Marcus Longley, Chair Designate of Cwm Taf University Health Board, Helen Arthur, Welsh Government and an Independent Panel Member to be confirmed.

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

We anticipate that during the week commencing 11 September 2017 the panel will have decided who will be invited for interview which will take place during the week commencing 18 September 2017.

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 minimum essential criteria for the post, then you will also be invited for interview.

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

You will receive email communication from the Appoint system 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.

The appointment process as well as an interview may include further assessment of suitability for the role. Further information will be provided in advance to those called for interview.

Candidates who the panel believe are ‘appointable’, will be recommended to the Cabinet Secretary for Health, Well-being and Sport who will make the final decision. The Cabinet Secretary for Health Well-being and Sport may choose to meet with appointable candidates before making a decision. Any meetings will be held 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.

Cwm Taf University Health Board

If you are successful, you will receive a letter from the Cabinet Secretary for Health, Well-being and Sport appointing you as Vice Chair of Cwm Taf University Health Board, which will confirm the terms on which the appointment is offered.

If you are unsuccessful at interview, you will be notified by Welsh Government. We appreciate it takes a lot of time and effort to apply for roles and that feedback is a valuable part of the process. As a result, the letter will provide the details of who you may approach for feedback on your interview and application, if you so wish.

Queries

For queries about your application, please contact the Corporate Shared Service Helpdesk on 029 2082 5454 or sharedservicehelpdesk@wales.gsi.gov.uk

Regulation by the Commissioner for Public Appointments

The Commissioner regulates and monitors appointments to public bodies to ensure procedures are fair, open and transparent and based on merit. More information about the role of the Commissioner and the Code of Governance is available from <http://publicappointmentscommissioner.independent.gov.uk>

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 the Corporate Shared Service Helpdesk on 029 2082 5454 or sharedservicehelpdesk@wales.gsi.gov.uk

If after receiving a comprehensive response from the Welsh Government you are still concerned, you can write to the Commissioner for Public Appointments. Please contact:

The Commissioner for Public Appointments
1 Horse Guards Road
London
SW1A 2HQ
Tel: 0207 271 0849
Email: publicappointments@csc.gsi.gov.uk