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Wales



Llywodraeth Cymru  
Welsh Government

## **Information pack for applicants**

### **Public Health Wales**

### **Appointment of a Non-Executive Director (Digital & Data)**

**Closing date: 9 May 2022**  
**Interview date: 29 June 2022**



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## Making an application

Thank you for your interest in the appointment of a Non-Executive Director (Digital and Data) to the Unitary Board of Public Health Wales; the organisation is constituted as an NHS Trust and is also the National Public Health Institute in Wales. A Non-Executive Director is required to fulfil the role of Board member, across the breadth of the Board's role and responsibilities as the Governing Body of the organisation. The Board: sets strategic direction; builds and sustains strategic partnerships; sets risk appetite, approves strategic risks and scrutinises these; oversees delivery against in-year plans; sets the tone and culture of the organisation, ensuring that staff can come to work and thrive as their authentic selves; maintains good governance. The attached Annex provides details on the role of the Non-executive Director (Digital and Data) and the person specification, the role and responsibilities of Public Health Wales 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/>

Once you have registered, you will be able to access the application form. To apply, you will need to submit the application form and **two** supporting documents. The first is a document answering the questions below, set out as a 'personal statement'. This document should be no more than two sides of A4. Your application may be rejected if you exceed this limit. The second document is a full, up to date curriculum vitae. The two documents should be uploaded to the "Reasons for Applying" section of the online application form. There should be a 12pt minimum size of font on the supporting documents.

### 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 a matter for you. However, you should aim to provide detailed examples that demonstrate how your knowledge and experience matches each of the criteria and that describe your actual role in achieving a specific result.

Please also note that your evidence will also be assessed against whether you have the necessary level of experience to effectively operate at Board level.

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

Finally, please provide a brief paragraph that outlines why you have applied for the role and the benefits you could bring to the Public Health Wales Board.

## **Questions to answer as part of your application in your personal statement**

- Please describe your understanding of the public health challenges, opportunities and priorities in Wales and how these would apply within Public Health Wales.
- Please give a specific example or examples of when you have had to analyse complex information to contribute to sound decision-making.
- Please describe an occasion when you have worked with someone on an important matter where your perspectives may have differed, but you have still maintained a constructive relationship.
- Please describe what you consider the key role of a Non-Executive Director in a Unitary Board environment; and give an example of how you have, or how you would, fulfil this role.
- Please outline how you meet the relevant role specific criteria as set out on page 9.

## **Curriculum Vitae (CV)**

Please ensure that 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.

## **Welsh Language Skills**

As a national NHS organisation, Public Health Wales is working to strengthen its bilingual service provision across Wales and to engage with the population effectively in both Welsh and English. It is committed to ensuring that the diversity of its Board is representative of Wales, its communities and its bilingual profile. Consequently, the ability to communicate in both Welsh and English is a **desirable requirement** for appointment to this post.

## **Guaranteed Interview Scheme**

The Welsh Government operates a Guaranteed Interview Scheme for people with a disability. The Equality Act 2010, defines a person as having a disability 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 Guaranteed Interview Scheme a candidate with a disability will be selected for interview if they meet the minimum essential criteria for the post.

## Indicative timetable

<b>Closing date:</b>	9 May 2022
<b>Interviews held:</b>	29 June 2022
<b>Start date:</b>	August / September 2022 (no later than 1 September)

## Key facts about the post

Public Health Wales is the National Public Health Institute in Wales. Its purpose is [Working to achieve a healthier future for Wales](#) and, in delivering this, it plays a pivotal role in driving improvements in population health and well-being, reducing health inequalities, improving healthcare outcomes, protecting the public and supporting the development of health in all policies across Wales

The Long Term Strategy sets out how we will focus our collective efforts, expertise and resources to achieve a healthier future for Wales through our seven inherently linked key strategic priorities. This is now even more important than ever as we continue to respond to, measure and learn from, the impact that the Coronavirus (COVID-19) pandemic is having, and will continue to have, on the people of Wales, the wider United Kingdom and internationally.

Public Health Wales is an ambitious and innovative organisation; the team of 2097 talented people plays a pivotal role in driving improvements in population health and wellbeing, reducing health inequalities, improving healthcare outcomes, protecting the public and supporting the development of health in all policies across Wales through its World Health Organization Collaborating Centre.

Since February 2020, the entire organisation has been focused on providing system leadership for, responding to and advising on, the COVID-19 pandemic. This has required substantial scaling up of the health protection, microbiology, communicable disease surveillance and policy advice activities at an unprecedented pace and scale. The organisation has grown significantly with additional resources (226 additional staff) going into our microbiology laboratories, together with a new laboratory opening in December 2020, and additional staff across our health protection activities with the potential for this to grow further. The substantial mobilisation of the organisation has impacted on our ability to maintain other key activities and we have worked innovatively to endeavour to commission additional activity in relation to our broader population health activities to advise on public health interventions that mitigate the socio-economic and health and wellbeing indirect harms of COVID-19.

Notwithstanding this, it is an opportunistic time for public health in Wales, with an innovative and progressive policy and legislative context that firmly places health, well-being and sustainability at the forefront of public services in Wales. Three significant drivers for this are: the Well-being of Future Generations (Wales) Act, the Programme for Government: Prosperity for All, the national strategy, and A Healthier Wales: our plan for health and social care.

Our focus is very clear. To achieve improvements in health and well-being at scale and pace and national and local teams in thinking, engaging and working with

partners differently and managing change well. We also need to support our partners including communities, workplaces, the NHS, local authorities, the third sector, police, fire and rescue and housing agencies, in becoming public health advocates and champions within and across communities.

Additionally, there is a need to modernise how we, and the wider public health system, engages, interacts and communicates with the general public and communities. Never has this been more important than during the COVID-19 pandemic and the advice, in the form of the Health Protection Response Plan, that we developed for the Welsh Government to underpin the implementation of the current Test Trace Protect Strategy. This has become the operational model in Wales which is based on multi-agency, collaborative working within a consistent all Wales framework.

We have also established a number of key strategic partnerships and collaborations to drive improvements in health, well-being and sustainability across Wales – with a particular focus on building resilience and the wider determinants. Building a Healthier Wales is a cross sector approach to shifting billions of Welsh Government budget to prevention and early intervention, through the implementation of five key cross sector priorities agreed with partners. CymruWellWales, a cross sector strategic partnership, is leading for Wales on the first 1000 Days and the Wales Adverse Childhood Experience (ACEs) Support Hub, the Early Action Together national programme with Public Health Wales and the police and criminal justice system. This aims to embed a public health approach to policing in Wales and a strategic Health and Housing Partnership for Wales.

*Wales is a global leader in public health policy, testament to the fact Public Health Wales is a World Health Organization (WHO) Collaborating Centre. In working with world leading experts in the WHO, and throughout their international networks, we can better understand which public health policies and interventions work best for the people of Wales and for those in other nations around the world.*

Through the Well-being of Future Generations Act in Wales, we have a unique policy and legislative context to underpin our transformation programme to exploit the opportunities for a healthy and sustainable Wales. You will be joining an innovative, open and ambitious organisation with the most amazing and talented people across all of our functions, who have played and continue to play an unprecedented part in the COVID-19 response. Through our people, we strive to drive improvements in population health outcomes across the broad range of our functions through focused, data-informed, evidence-based interventions and approaches that yield the greatest impact and biggest return on investment.

Public Health Wales is constituted as an NHS Trust and is seeking to appoint a Non-Executive Director to its Board. This is a significant opportunity to use your skills and experience to make a contribution to its vision: *Working to achieve a healthier future for Wales.*

**Remuneration** £9,360 per annum.

**Time Commitment** The post of Non-Executive Director (Data and Digital) is based on a notional commitment of a minimum of (four) 4 days per month but this will be subject to organisational demands and is often higher than the minimum requirement.

## **Contacts**

For further information regarding the selection process, please contact:  
Public Appointments Team [Publicappointments@gov.wales](mailto:Publicappointments@gov.wales)

For further information regarding the role of Non-Executive Directors, please contact:

Helen Bushell, Board Secretary and Head of Board Business Unit,  
Public Health Wales  
Tel: 07711 819665  
Email: [helen.bushell@wales.nhs.uk](mailto:helen.bushell@wales.nhs.uk)

For further information about Public Health Wales, you may wish to visit the organisation's website: <https://phw.nhs.wales/>

If you need any further assistance in applying for this role, please contact the Public Appointments Team on [Publicappointments@gov.wales](mailto:Publicappointments@gov.wales)

For further information about Public Appointments in Wales, please visit [www.gov.wales/publicappointments](http://www.gov.wales/publicappointments)

## The role of the Board

### The key roles that the Board discharges within the organisation are:

- formulating strategy and setting the direction of the organisation
- ensuring accountability by holding the Executive to account for the delivery of the strategy and through seeking assurance that the systems of control are robust and reliable
- setting the risk appetite for the organisation, determining the key strategic risks and overseeing the management and mitigation of those risks
- setting a healthy tone and culture for the Board and the organisation
- building and sustaining strategic partnerships
- delivering good governance

### The role of a Board member focuses on four key areas:

- **Strategy:** to contribute to strategic development and decision-making
- **Performance:** to ensure that effective leadership and management arrangements are in place discharged through an effective Executive Team. To hold the Executive to account for its performance in meeting agreed goals and objectives through purposeful challenge and scrutiny, and to monitor the reporting of performance
- **Financial and risk management:** to ensure that financial information is accurate and that financial controls and systems of risk management and assurance are robust and defensible. To ensure that all strategic risks are identified, managed and mitigated appropriately.
- **Behaviours:** to live the values of the organisation, comply with 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, our staff and our stakeholders.



## The Role of Non-Executive Directors

### Role description and person specification

This is an exciting time for Public health Wales as we embark on a new Long Term Strategy and is a great opportunity to use your skills and experience to contribute to our vision '*Working to achieve a healthier future for Wales*'.

### Role and responsibilities

Non-Executive Directors will, among other things:

- Discharge effective governance of the organisation, in all its integrated forms. The Board is a Unitary Board, and Executive and Non-Executive Directors are collectively responsible for Board-level decision-making. Non –Executive Directors have a scrutiny and oversight role and to bring their experience and expertise to bear in support of the Board discussions and decisions.
- Set the tone and culture for the organisation, ensuring that all staff can come to work and thrive as their authentic selves, without fear of discrimination or disadvantage of any kind.
- To maintain a 'line of sight' from the Board to the front line and back again.
- Contribute to the work of the Board based upon your independence, past experience and knowledge, and your ability to stand back from day to day operational management.
- Contribute to a joined up, robust and transparent decision-making process at Board level, to ensure openness and accountability for decisions made.
- Be expected to have sufficient working knowledge of Public Health Wales' services and functions to ensure good governance, effective risk assessment and management and delivery against approved plans.
- Work closely with other public, private and voluntary bodies, to ensure that all relevant views are taken into account during the decision-making process. The interests of service users should be paramount in this respect.
- Analyse, and critically review, complex information to ensure that decision-making is as informed as possible.
- Oversee the effective stewardship of resources, ensuring openness and accountability in the allocation and utilisation of resources
- Where NEDs have a specific portfolio, to reflect the views of portfolio stakeholders at Board level.

- Discharge the role in accordance with the Nolan Principles and the Public Health Wales' Board Etiquette.

## **Person Specification**

You will most likely have, or will have had, substantial experience in working/ having worked at a senior level in a Digital and Data environment. Your understanding and appreciation of population health related issues in Wales and the how we can better exploit digital solutions and the use of data in this context, as part of the wider health and care system, is essential.

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.

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## **Role Specific Criteria**

Public Health Wales is developing an ambitious agenda to maximise both our own use of digital and data opportunities but also those we publish and share with our partners and the Welsh public. We aim for this to help improve our own services and the wider public health services in Wales. We are therefore seeking applications from people with past or present knowledge and experience of working at a strategic level with the digital and data agenda to bring this vital perspective to the Board table.

In your application, you will need to demonstrate:

- A knowledge and understanding of the role of data and digital transformation in Wales;
- Ability to apply your knowledge and understanding of digital and data matters in a strategic Board environment – this will ideally be from your direct experience of leading or managing a large scale organisation in the fields of digital and data;
- An understanding of the data and digital issues affecting the NHS nationally (in Wales) and the ability to work strategically to help achieve improved health outcomes for the people of Wales;
- Experience of working at a senior executive or Board level.

Public Health and well-being are important for everyone in Wales and we welcome applications from people who reflect the rich diversity of the population.

## **Desirable criteria**

- You will have ideally served in a non-executive or trustee role, at a national level.

## **Time commitment**

The post of Non-Executive Director (Digital & Data) to Public Health Wales NHS Trust is based on a notional commitment of a minimum of four (4) days per month but this will be subject to organisational demands and is often higher than the minimum requirement.

### **Welsh Language**

Welsh language skills are desirable for this appointment. All candidates will be expected to display empathy towards the language and demonstrate leadership to strengthen bilingual service provision within the NHS in Wales.

### **Remuneration**

The post of Non-executive Director (Digital & Data) will be paid at £9,360 per annum paid monthly or quarterly in arrears as agreed with the Trust.

Where a Non-executive Director is allowed time off from their current employment with pay to perform their duties, they will receive no additional remuneration for undertaking the Non-executive Director role. They will be treated in the same way as other employees who are given paid time off to undertake public duties.

### **Expenses**

You will be entitled to be re-imbursed, if appropriate, against receipts for travel and subsistence expenses incurred while on Trust 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 Trust work.

### **Tenure of office**

The Minister for Health and Social Services determines the length of the appointment, which will initially be up to four (4) years. However, this is subject to the Non-Executive Director remaining eligible for the role for the duration of the term. Board members may stand for a maximum of eight (8) years.

### **Accountability**

Non-Executive Directors are appointed by the Minister for Health and Social Services and are accountable to the Minister through the Chairperson for carrying out their duties and for their performance.

### **Assistance for Disabled Members**

Where appropriate all reasonable adjustments will be made to enable Non-Executive Directors to effectively carry out their duties.

## Eligibility

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

- 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 chair, 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 an employee of a health service body.
- g. In addition to the above eligibility criteria, an individual shall not normally serve concurrently as a non-executive officer member on the Board/Trust of more than one NHS body in Wales.

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 that may, or may be perceived to, conflict with the role and responsibilities as Independent Members of Public Health Wales including any business interests and positions of authority outside of the role in Public Health Wales.

If appointed, Non-executive Directors must declare these interests and seek confirmation from the Chairperson of Public Health Wales that no conflict has arisen and that it is appropriate for them to remain a board member.

### **Standards in public life**

Non-Executive Directors 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 Seven Principles of Public Life - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

## About Public Health Wales

### Background

Public Health Wales is the National Public Health Institute in Wales. Its vision is ***Working to achieve a healthier future for Wales*** and, in delivering this vision, it plays a pivotal role in driving improvements in population health and wellbeing, reducing health inequalities, improving healthcare outcomes, protecting the public and supporting the development of health in all policies across Wales.

The organisation works closely with communities, NHS organisations, local authorities, ministers and officials and a wide range of partners including the voluntary sector, housing, education and the police and criminal justice system. It also has an increasing role in supporting public health internationally as a World Health Organization Collaborating Centre and through its many relationships with international partners including the International Association of National Public Health Institutes.

It is an exciting time for public health in Wales with an innovative and progressive policy and legislative context that firmly places health, well-being and sustainability at the forefront of public services in Wales. Three significant drivers for this are the *Well-being of Future Generations (Wales) Act*, the *Programme for Government: Prosperity for All the national strategy* and *A Healthier Wales: our plan for health and social care*.

Our focus is very clear. In order to achieve improvements in health and well-being at scale and pace and reduce health inequalities in Wales, we will need to focus on what works, support our own national and local Public Health Wales people in thinking, engaging and working with partners differently and manage and deliver change well. We also need to support our partners including communities, workplaces, the NHS, local authorities, the third sector, police, fire and rescue and housing agencies in becoming public health advocates and champions within and across communities. Additionally, there is a need to modernise how we, and the wider public health system, engages, interacts and communicates with the general public and communities.

We have established a number of key strategic partnerships and collaborations to drive improvements in health, well-being and sustainability across Wales – with a particular focus on building resilience and the wider determinants. These include *CymruWellWales* a cross sector strategic partnership leading for Wales on the first 1000 Days and the Wales Adverse Childhood Experience (ACEs) Support Hub, the *Early Action Together* national programme with Public Health Wales and the police and criminal justice system to embed a public health approach to policing in Wales and a strategic *Health and Housing Partnership* for Wales.

## What we do

The main functions of the organisation are as follows:

### *Providing Public Health Services:*

- ❖ **Delivering national screening programmes:** to assist the early detection, prevention and treatment of disease.
- ❖ **Protecting the public from harm:** providing information, advice and taking action to protect people from communicable disease and environmental hazards.
- ❖ **Providing a network of microbiology services:** to support the diagnosis and management of infectious diseases.
- ❖ **Safeguarding people:** providing expertise and strategic advice to help safeguard children and vulnerable adults.

### *Improving Health and Well-being:*

- ❖ **Health improvement:** providing information, advice and taking action across sectors to promote health, prevent disease and reduce health inequalities.
- ❖ **Health Intelligence:** providing public health data analysis, evidence and knowledge to support approaches to improve health and wellbeing (this function is currently being moved into a new Knowledge Directorate in the organisation).
- ❖ **Primary, community and integrated care:** strengthening public health impact at a local level by supporting communities to help people to stay healthier for longer.
- ❖ **Development of a new Behaviour Change Unit for Wales** – this is being established during 2019/2020.

### *Improving Healthcare Outcomes:*

- ❖ **NHS quality improvement and patient safety:** providing the NHS with information, advice and support to improve population outcomes for patients.
- ❖ **Delivering 1000 Lives Improvement Service:** national and local focused support to build capacity and capability across the NHS and improve the quality and safety of care provided locally.
- ❖ **Customised support for national healthcare programmes:** providing improvement expertise for national NHS healthcare programmes of work.

### *Influencing Policy, Undertaking Research and International Development:*

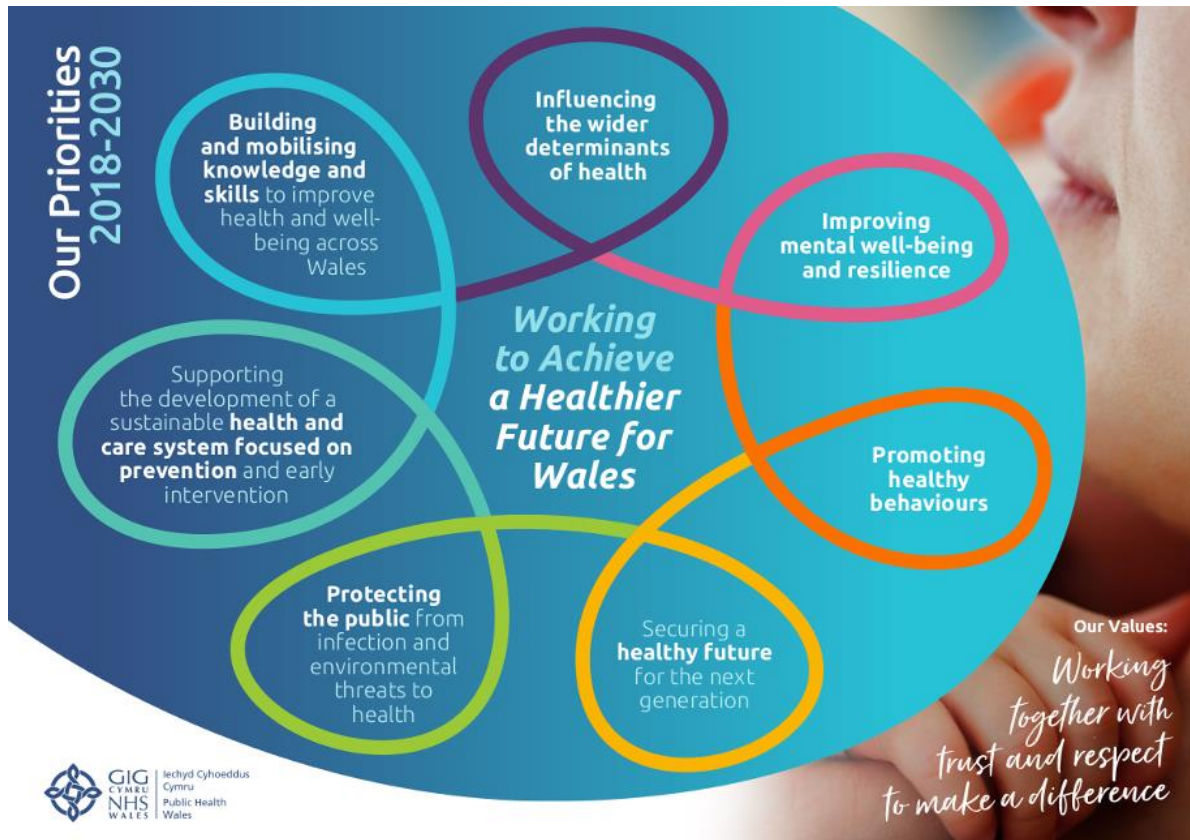
- ❖ **Influencing policy:** to address the wider determinants of health in order to improve population health and wellbeing and reduce health inequalities.
- ❖ **Undertake and commission research and evaluation:** into effective public health action to inform current and future approaches, understand population need and mobilise knowledge (this function is being transferred into the new Knowledge Directorate).
- ❖ **International development:** working with partners in the wider UK, Europe and more broadly to support health in other countries, learn from effective public health approaches, evidence elsewhere, and share good practice from Wales.

- ❖ **The World Health Organization Collaborating Centre** on investment for health and well-being.

We also have a range of corporative service support functions.

## Our Strategy

With support from our staff, partners and the public of Wales, we have developed a Long Term Strategy covering 2018-2030. Please press Ctrl and click on the graphic below for further information.



This Strategy will enable us to focus on how we can best work with our partners to have maximum impact in improving health and wellbeing and reducing health inequalities in Wales.

The Executive Summary of our Strategic plan can be found on page 20.

## Our Values

Working together, with trust and respect, to make a difference.

## Organisational Structure

Public Health Wales has a new organisational structure to ensure that the organisation is suitably designed to deliver its strategic priorities and to add maximum value to improving health in Wales. The organisation is in the process of



implementing the new structure and therefore there is considerable exciting change taking place. Please refer to the organisational structure on page 19.

As a national organisation, there are extremely talented staff spread throughout Wales with the headquarters based in the heart of the capital city of Cardiff. Many of our staff are also based in offices and laboratories across Wales with some based in the premises of the seven health boards.

## **Establishment Order**

Public Health Wales was established as an NHS Trust on 1 October 2009. Its functions as set out in its Establishment Order are to:

- (a) manage and provide to or in relation to the health service in Wales a range of public health, health protection, healthcare improvement and health advisory services, child protection services, microbiological laboratory services and services relating to the surveillance, prevention and control of communicable diseases
- (b) develop and maintain arrangements for making information about matters related to the protection and improvement of health in Wales available to the public in Wales; to undertake and commission research into such matters and to contribute to the provision and development of training in such matters
- (c) undertake the systematic collection, analysis and dissemination of information about the health of the people of Wales in particular including cancer incidence, mortality and survival; and incidence of congenital anomalies
- (d) manage, provide, co-ordinate, monitor, evaluate and conduct research into screening for a range of health conditions and health related matters.

## Membership of the Board

The [Board](#) is a unitary Board comprising both Executive and Non-Executive Directors. The following table lists the members of our Board and additional members of the Executive Team.

Non-Executive Directors	
Chairperson	Jan Williams OBE
Vice-Chairperson	Kate Eden
Non-Executive Director	Diane Crone
Non-Executive Director	Judi Rhys OBE
Non-Executive Director	Sian M Griffiths OBE
Non-Executive Director	Mohammed Mehmet
Non-Executive Director	Dyfed Edwards
Non-Executive Director	Kate Young
Executive Directors	
Chief Executive	Dr Tracey Cooper
Deputy Chief Executive/ Executive Director of Operations & Finance	Huw George
National Director Health Protection and Screening Services, Executive Medical Director	Dr Fu-Meng Khaw
Executive Director of Policy and International Health / director of the WHO Collaborating Centre	Professor Mark Bellis
Executive Director of Quality, Nursing and Allied Health Professionals	Rhiannon Beaumont-Wood
Other members of the Executive Team	
Transitional Director of Health and Wellbeing	Sally Attwood
Director of People and Organisational Development	Neil Lewis
Director for NHS Quality Improvement and Patient Safety/ Director Improvement Cymru	Dr John Boulton
National Director for Public Health Knowledge	Iain Bell

and Research	
<b>Board Secretary</b>	
Board Secretary and Head of Board Business Unit	Helen Bushell

### Further Information

Web: <https://phw.nhs.wales/>

Email: <mailto:general.enquiries@wales.nhs.uk>

Twitter: @PublicHealthW

Facebook: [www.facebook.com/#!/PublicHealthWales](http://www.facebook.com/#!/PublicHealthWales)

# Public Health Wales Organisational Structure



Organisational structure 2021/22



## Strategic Plan Executive Summary

This strategic plan is the first three-year plan to deliver our new Long Term Strategy, which spans from 2018 to 2030. It details the actions we will take over the next three years to work towards the delivery of our new Long Term Strategy and how we intend to achieve our purpose of '**Working to achieve a healthier future for Wales**'.

It demonstrates how we will focus our efforts, through the delivery of our seven strategic priorities, on making the maximum difference to the health and well-being of our present and future generations. Since the early phase of the COVID-19 pandemic, our Strategic Plan was paused while the organisation aligned itself to deliver the health protection response. Gradually, further work has commenced on a number of other strategic priorities and we recently approved an in-year variation to the former [Operational Plan](#). During 2021/22, we are in the process of reviewing and refreshing our Long Term Plan.

The focus of our work will be on the delivery of our strategic priorities, which we consider to be our well-being objectives as outlined in the Well-being of Future Generations (Wales) Act. These are set out below:

### Our Strategic Priorities/ well-being objectives

- 1. Influencing the wider determinants of health**  
We will collaborate with others to understand and improve factors that impact on everyone's health. This will include a focus on key determinants including family, friends and communities, housing, education and skills, good work, money and resources and also our surroundings.
- 2. Improving mental-well-being and building resilience**  
We will help everybody realise their full potential and be better able to cope with the challenges that life can bring. Population approaches to improving mental well-being help individuals to realise their full potential; cope with the challenges that life throws at them; work productively; and contribute to their family life and communities. Good mental well-being impacts physical as well as mental health and has the potential to influence related inequalities in health.
- 3. Promoting healthy behaviours**  
We will understand the drivers of unhealthy behaviour and make healthy choices easier for people. By rapidly reducing smoking prevalence, increasing physical activity, promoting healthy weight, and preventing harm from a range of behaviours including substance use we will reduce the burden of disease and help reduce health inequalities arising from long term conditions such as obesity, cancers, heart conditions, stroke, respiratory disease and dementia.
- 4. Securing a healthy future for the next generation through a focus on early years**  
We will work with parents and services to ensure the best start in life for all children in Wales. Early years are defined in policy in Wales as the period from pregnancy to seven years of age. A child's early years are a key time to ensure good outcomes later in life including better learning, access to good

## Public Health Wales

work and a fulfilling life.

- 5. Protecting the public from infection and environmental threats to health**  
We will apply our expertise to protect the population from infection and threats from environmental factors, working in collaboration with others to mitigate these risks to human health. This will involve early detection, good planning and application of resource in collaboration with others to provide an effective response for our population.
- 6. Supporting the development of a sustainable health and care system focused on prevention and early intervention**  
We will work alongside our partners to support the development of sustainable and accessible health and care systems focused on prevention and early intervention. This will include a focus on national population-based screening, reducing variation and inequality in care and harm in its delivery and supporting care moving closer to the home.
- 7. Building and mobilising knowledge and skills to improve health and well-being across Wales**  
We will develop the skills, policy, evidence-based knowledge to help us and our partners improve health and well-being. Through our work, we will enable the timely generation, review and communication of local, national and international knowledge to effectively improve, protect and sustain the health of current and future generations in Wales. We will inform policy and practice through expert, impartial, trusted intelligence leading a whole-system, cross-sector approach for population health.

### The challenges we face

Prior to the COVID-19 pandemic, we had made great strides in improving the health of the population in recent years. Our population is living longer than ever before. Like many other countries, we face increasing challenges about how to stay healthy as we get older. We also continue to have intractable health inequalities across different parts of Wales. This means that we are not as healthy as we could be as we age. Some of us also need significant support and this contributes to serious challenges in the sustainability of health and care services in Wales. Obviously, the pandemic has had a substantial impact on health in Wales and we are focused now in understanding and advising on how best to mitigate the socio-economic and health harms that have accrued as a result of the pandemic. 30 | Page Despite this, we have a significant opportunity to meet these challenges head on by working together across all parts of society and sectors. This must be done in a way that builds enablement and trust and focuses on what we know will bring about the best health and well-being for our people. In this context, we have taken time to understand what works best in the long term. This will help us to focus and prioritise our collective efforts to improve the health and well-being of the people of Wales. This picture of health in Wales will only become more complex in coming years if what we do in the future is the same as we have done in the past.

### Our opportunities to make a difference

We do not underestimate these challenges, but we believe that we have significant opportunities to deliver tangible improvements for the people of Wales at a pace and scale not previously seen. We must look to utilise and maximise our collective assets, develop and nurture close collaborations between Public Health Wales, academia and partners across the wider research infrastructure in Wales and embrace the principles of sustainability and prudent healthcare and the unique opportunities presented by the Well-being of Future Generations Act (Wales) Act 2015.

The Well-being of Future Generations Act gives us exciting opportunities to work across boundaries and with people and partners that we have not previously worked closely with and continue to enable us to introduce a fundamental shift in the way we work.

We will do this by continuing to embrace the five ways of working set out in the Act. These are:



***Long term***



***Prevention***



***Integration***



***Collaboration***



***Involvement***

Examples of how we are embedding the five ways of working are detailed within our plan and further case studies and examples can be found in our refreshed Well-being Statement. We have also set out in the detail of the plan how each strategic priority/ well-being objective aligns to the goals and five ways of working in the Act and what we will be doing to deliver them over the next few years.

### The NHS in Wales

The health of the people of Wales continues to improve. Significant progress has been made against the big killers of cancer and heart disease in the past 20 years. Male premature deaths from heart disease have reduced by 60 per cent since 1991. There has been considerable success in concerted efforts against smoking, alcohol and substance misuse and risk behaviours. This has resulted in year on year improvement in health outcomes as a nation.

Despite this progress, there is more to do and there remains a commitment and aspiration to work together to further reduce the impact of ill health.

There remain considerable challenges in levelling the health status for the whole population. Traditional, stubborn, pockets of deprivation exist in different parts of the country. The aim of Welsh Government is to tackle the inequalities that exist in Wales by pursuing a health in all policy approach, supported by coordinated and determined research and intelligence. The recently passed Well-being of Future Generations (Wales) Act is ground breaking legislation that places health and sustainability firmly in the fabric of public services in Wales in order to build a healthier, happier and fairer Wales.

The NHS in Wales was reconfigured with the formation of seven health boards taking responsibility for the planning and delivery of all services in their areas – from primary to tertiary care. There is an ideal opportunity to build this on the platform of a prevention-based integrated model that focuses on keeping people healthier for longer.

Wales faces similar pressures to the NHS in the rest of the UK. Moreover, in a time of serious economic stringency the financial challenge faced by the NHS and public services in Wales is a formidable one which necessitates a radical re-appraisal in the way in which health and care services are provided and delivered to the people of Wales. We need to ensure that, over the next few years, significant work is done to continue to modernise services and secure a sustainable health service which meets the ever growing demand. This must be achieved in the context of helping people to stay healthier for longer

### Government

The [Welsh Government](#) was established in 1999 following a referendum the previous year. The Welsh Government has gathered further powers since and is now able to pass laws on all subjects in the 20 devolved areas without first needing the agreement of the UK Parliament. Economic development, health, education, local government, transport, planning and culture are among the devolved issues so, working nationally and locally, Public Health Wales has access to both policy levers and local delivery systems. There are 22 unitary local authorities in Wales and a range of all Wales institutions covering public life in the country.



### The selection process

The selection panel will assess your application form in terms of your CV and personal statement to determine whether you meet the criteria for the role, and whether or not you will be invited to interview. The panel can rely only on the information you provide in your CV and 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 criteria and questions asked to complete as part of your personal statement.

The selection panel will consist of Jan Williams, Chair of the Public Health Wales NHS Trust, Ian Owen from Welsh Government and Francesca Kay, Central Statistics Office as Independent Panel Member.

Candidates invited for interview will also be asked to attend a Stakeholder Panel, which will take place on the same day as the interview. The Panel membership is 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 selection panel.

We anticipate that during the week commencing 23 May 2022 the panel will have decided who will be invited for interview on 29 June 2022

The panel will select for interview only the strongest applicants who it feels have demonstrated that they best meet the criteria as asked to demonstrate in the personal statement. 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 Minister for Health and Social Services who will make the final decision. The Minister

## Public Health Wales

for Health and Social Services may choose to meet with appointable candidates before making a decision. If he does, he will meet all candidates in the presence of the selection 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 from the Minister for Health and Social Services appointing you as an Independent Member of Public Health Wales, 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 [Publicappointments@gov.wales](mailto:Publicappointments@gov.wales)

### Regulation by the Commissioner for Public Appointments

The Commissioner regulates and monitors appointments to public bodies listed on the latest Order in Council to ensure procedures are fair, open and transparent and based on merit. More information about the role of the Commissioner and his Code of Practice is available from

<http://publicappointmentscommissioner.independent.gov.uk>

### If you are not completely satisfied

The 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](mailto:Publicappointments@gov.wales).

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](mailto:publicappointments@csc.gsi.gov.uk)

**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.