Llywodraeth Cymru
Welsh Government

The Commissioner for Public Appointments

# Candidate Information Pack

# Independent Member to Health Education and Improvement Wales

## Closing date: 2 January 2026

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# 1. INTRODUCTION

**Message from Jeremy Miles MS, Cabinet Secretary for Health and Social Care, Welsh Government**

Thank you for your interest in the position of Independent Member to Health Education and Improvement Wales

Now more than ever, the contribution made by our public appointees is critical in ensuring a continually improving Board that is passionate about planning, commissioning and providing quality local health services to address local needs.

If you would like to know more about the important role of the Independent Member, please contact Dr Chris Jones, Chair of Health Education and Improvement Wales who will be very happy to discuss this role with you on my behalf.

## 2. JOB DESCRIPTION

NHS Boards play a key role in shaping the strategy, vision, purpose and culture of the organisation. They hold the organisation to account for service delivery, quality and safety, performance, value for money and strategic development and implementation.

They are also responsible for ensuring that risks to the organisation, staff and the public are effectively managed. Led by an independent Chair and comprised of a mixture of both Executive and Independent Members (also known in some organisations as Non-Executive Directors), the Board has a collective responsibility for the performance of the organisation.

Independent Members work alongside Executive Directors as equal members of the unitary Board. They share responsibility for the decisions made by the Board and for the success of the organisation in leading the improvement of healthcare for people who use their services.

### KEY RESPONSIBILITIES

To support the Chair and Chief Executive whilst exercising personal responsibility and accountability in relation to:

#### Strategy

- Contributing to constructive debate regarding strategic development and other material and significant issues facing the organisation.
- Providing independent judgement and advice on issues of quality, strategy, vision, performance, resources and standards of conduct.
- Constructively challenge, influence and work with the Executive Directors develop proposals on such strategies.
- Together with other Board members, provide leadership within a framework of prudent and effective controls, to ensure the long-term sustainability of the organisation.

#### Planning

- Scrutinising the organisation's three-year integrated medium term (or annual) plan (IMPT), 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 review performance against the plan.

**Performance**

- Receiving, reviewing and applying appropriate scrutiny to safety, quality, performance, workforce and financial data and information to compare achievements against targets and, where necessary, support the implementation of remedial action.
- Seeking out challenging objectives for improving performance.
- Ensuring effective control and, where relevant, commissioning arrangements are in place to secure the financial viability of the organisation.

**Governance**

- Scrutinising the organisation'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.
- Seeking assurance that internal controls and systems of risk management are robust and well governed.
- Analysing and interpret information provided to the Board, seeking clarification, further assurances and triangulation of information, wherever possible.
- Ensuring the organisation complies with its Standing Orders, policies and relevant legislation and regulations.

**Culture and Behaviour**

- Demonstrating the Seven Principles of Public Life (also known as the Nolan Principles) of selflessness, integrity, objectivity, accountability, openness, honesty and leadership.
- Supporting a culture that encourages staff, patients, families and the public to raise concerns that are then appropriately addressed.
- Embracing and promote equality, diversity and inclusion for the organisation's population, patients, staff and stakeholders, reflecting and learning from own and the lived experiences of others.
- Demonstrating and encourage the highest standards of probity, integrity and governance, ensuring that the organisation's governance arrangements comply with best practice and statutory requirements.
- Providing visible compassionate leadership in supporting and promoting a healthy culture for the organisation and reflect this, and the values of the organisation, in their own behaviour.
- Embracing and promoting the importance of the Welsh language bilingualism and culture on all organisational activities.
- Bringing current and past professional and lived experience, knowledge and influence to the work of the Board to promote innovation, curiosity, and to challenge norms.

## Engagement

- Understanding, with appropriate support, the business of the organisation through active involvement.
- Building and maintaining strong partnership relations between the organisation's partners and stakeholder groups to promote the effective operation of the organisation's activities.

## Board Activities

- Participating fully in the work of the Board and Committees, including pre- and post- meeting engagement and annual evaluations to support good governance.
- Participating as a Member of the Audit Committee (finance post only).
- Attending, and where relevant, chairing Board Committees and other ad hoc meetings of the Board.
- Attending Board development sessions and other internal and external training and development opportunities.
- Discharging their duties, in conjunction with the other Board Members, and where applicable, in relation to the Charitable Fund, of which the Board acts as the corporate trustee.
- Assuming and promoting the role of a champion in areas of focus which are either set by the Welsh Government or assigned by the organisation.
- Undergoing an annual personal performance appraisal, participating in any additional training and development highlighted as a result of the evaluation process to ensure personal objectives are delivered.

## 3. PERSON SPECIFICATION

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

**Section A**

**Essential criteria to be evidenced in personal statement**

**Values**

- Commitment to engaging with people who use our services, their carers and families, our staff and stakeholders.

**Skills**

- Ability to work collaboratively and as part of a team to meet common goals.
- Ability to provide independent challenge and scrutiny whilst maintaining constructive relationships.
- Ability to apply strategic insight and/or lived experience for the benefit of the people who use our services, our staff and stakeholders.

**Desirable criteria to be evidenced in personal statement**

**Experience**

- Experience and understanding of the education sector and NHS.
- A track record of strategic, board level experience in a public sector, private or third sector organisation.

**Section B**

**Essential criteria to be evidenced at interview**

**Values**

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

**Skills**

- An understanding of and commitment to equality, diversity, and inclusion, including ability to reflect on and learn from your own lived experiences.

**Desirable criteria to be evidenced at interview**

**Skills**

- Excellent communication skills.

**Experience**

- Demonstrable leadership and strategic change management experience including culture change.
- Evidence of and understanding of effective governance
- An understanding of risk management and systems of internal control and assurance.

## Welsh Language

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

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

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

## 4. KEY FACTS ABOUT THE POST

**Location:**
HEIW's main office is located at Ty Dysgu, Nantgarw, CF15 7QQ. Board meetings will be located mainly in Ty Dysgu. Some meetings will be held virtually and also in various locations across Wales to reflect the organisation's national functions. HEIW recognises that there may be instances where remote working is necessary and will proactively work with Members to consider requests and put in place arrangements on a case-by-case basis.

**Time Commitment:**
The role is based on a notional commitment of a minimum of 4 days per month. However, this will be subject to organisational demands and is often higher than the minimum requirement.

**Tenure of office:**
Initial appointment will be for a period of up to 4 years, however, this will be subject to the Cabinet Secretary's agreement.

**Remuneration:**
£9,360 per annum.

You also will be entitled, on production of supporting receipts, to the re-imbursement of travel and subsistence expenses incurred whilst on Board business
Expenses must be claimed within three months of them being incurred unless there are exceptional circumstances. Childcare and other dependant expenses may also be paid, on production of receipts, for additional costs incurred while undertaking Board work.

## MAKING AN APPLICATION

To make an application, please visit the Welsh Government vacancies page. https://cais.tal.net/vx/lang-en-GB/mobile-0/appcentre-4/brand-7/xf-509f77e961d6/candidate/jobboard/vacancy/6/adv/

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

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

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

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

### Personal Statement

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

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

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

### Curriculum Vitae (CV)

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

## 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 and referees for applications for membership of public bodies.

## Selection process

The Cabinet Secretary for Health and Social Care will be assisted in their decision making by an Advisory Assessment Panel. This panel will be made up of the Chair of the organisation, an Independent Panel Member, and a Welsh Government representative. The panel will select for interview only the candidates who it feels have demonstrated they best meet the criteria set out in the person specification. They will rely only on the information you provide in your CV and personal statement to assess whether you have the skills and experience required. However, if you have applied under the guaranteed interview scheme (see below) and you meet the minimum essential criteria for the post, you will also be invited for interview.

You will receive email communication from the 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.

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

## Timetable

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|---|---|
| **Advert Closing date** | **2 January 2026** |
| **Sift** | **26 January 2026** |
| **Interviews** | **27 February 2026** |
| **Appointment confirmed** | **March 2026** |
| **Appointment start** | **Immediately** |

## Diversity Statement

The Welsh Government recognises the value of having public bodies reflecting a wide range of cultures, identities and backgrounds. We encourage applications from all parts of society and want to appoint from the widest and most diverse pool of talent.

We welcome applications from everyone regardless of age, marriage (including same-sex marriage) and civil partnership, sexual orientation, sex, gender identity, impairment or health condition, race, religion or belief or pregnancy.

We are committed to recruiting women, Black, Asian and Minority Ethnic people, disabled people and members of the LGBTQ+ community, who are currently under-represented in Board positions at public bodies.

## Disability Confident

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

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

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

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

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

## Standards in public life

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

## Personal Development and Performance Review

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

## Conflict of Interests

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

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 Appointments Team will undertake due diligence checks on all candidates successfully sifted to interview. This will include, but not necessarily be limited to, social media and internet searches. As a result, any due diligence findings may be explored further at interview.

## Making an appointment

If you are successful, you will receive a letter from the Cabinet Secretary for Health and Social Care appointing you to the position 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 Appointments Team and to a DBS check undertaken by the NHS Wales Shared Services Partnership. Attendance at the NHS Wales Induction Programme is mandatory on appointment and you will be required to attend the next available course.

## Contacts

For further information regarding the role please contact Dafydd Babb, Board Secretary: email: dafydd.bebb@wales.nhs.uk

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

**Queries**

For queries about your application or for further assistance, please contact the Public Appointments Team on 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**
Ground Floor,
1 Horse Guards Road,
London SW1A 2HQ.

or via email at publicappointments@csc.gov.uk

## 5. 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;
b. have been adjudged bankrupt or has made a composition or arrangement with their creditors;
c. have been dismissed, otherwise than by reason of redundancy, or non-renewal of a fixed term contract, from any paid employment with a health service body;
d. 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;
e. are an employee of a health service body.

Welsh Government Policy is that a person is disqualified from appointment if they have within the preceding year been in the paid employment of a Health Board in Wales, NHS Trust in Wales, Health Education and Improvement Wales or Digital Health and Care Wales.

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

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

## 6. ABOUT HEALTH EDUCATION AND IMPROVEMENT WALES

### Background

Health Education and Improvement Wales (HEIW) is a Special Health Authority established in October 2018 and is the strategic workforce body for NHS Wales. Its functions include:

- Workforce intelligence – HEIW is the central, recognised source for information and intelligence about the Welsh health workforce;
- Workforce planning – HEIW provides strategic leadership for workforce planning, working with health boards/trusts and the Welsh Government to produce a forward strategy to transform the workforce to deliver new health and social models of service delivery;
- Education commissioning, planning and delivery – HEIW utilises its funding to ensure value for money and the provision of a workforce which reflects future healthcare needs;
- Quality management – HEIW quality manages education and training provision ensuring it meets required standards, and improvements are made where required;
- Supporting regulation – HEIW plays a key role representing Wales in liaison with regulators, working within the policy framework established by the Welsh Government. HEIW also undertakes, independently of the Welsh Government, specific regulatory support roles;
- Leadership development – HEIW establishes the strategic direction and delivery of leadership development for staff within NHS Wales at all levels;
- Careers and widening access – HEIW provides the strategic direction for health careers and the widening access agenda, delivering an ongoing agenda to promote health careers;
- Workforce improvement – HEIW provides a strategic leadership role for workforce transformation and improvement, and delivers within its functions an ongoing programme to meet that role;
- Professional support for workforce and organisational development (OD) in NHS Wales – HEIW supports the professional workforce and OD profession within Wales.