

Pre-appointment hearing – Chair of Cwm Taf Morgannwg University Health Board

March 2023

1. Introduction

Cwm Taf Morgannwg University Health Board

- 1.** Cwm Taf Morgannwg University Health Board (CTMUHB) was formed on 1 April 2019, providing and commissioning a full range of hospital and community based services for the residents of Bridgend, Rhondda Cynon Taf and Merthyr Tydfil. The area served by the Health Board has an increasingly ageing population, high levels of deprivation and marked variation in health outcomes for its local population.
- 2.** CTMUHB is also responsible for hosting the following organisations on behalf of the Welsh Government and NHS Wales:
 - Welsh Health Specialised Services Committee (WHSSC);
 - Emergency Ambulance Services Committee (EASC);
 - National Imaging Academy Wales.



2. The pre-appointment hearing process

The process

3. Welsh Ministers and the Welsh Parliament agreed to introduce pre-appointment scrutiny by Senedd committees of certain public appointments which are of significant public interest or which will have a significant impact on the public. The aim is to further improve the scrutiny and transparency of the public appointment making process. Pre-appointment scrutiny generally takes the form of a public pre-appointment hearing with the preferred candidate. For appointments to these agreed roles, it is for the relevant committee to decide whether or not it wishes to carry out a pre-appointment hearing.

Pre-appointment hearing

4. On 2 March 2023, the Committee held a pre-appointment hearing with Jonathan Morgan, the Welsh Government's preferred candidate for the position of Chair of CTMUHB. The meeting transcript is available on the Committee's website.

5. To inform the hearing, the Welsh Government provided us with a briefing on the process ("the Welsh Government briefing"), Jonathan Morgan's application form, CV and supporting statement and a copy of the information pack for applicants. The Committee also asked the preferred candidate to complete a questionnaire in advance of the hearing.

3. The recruitment process

6. In the summer of 2021, the Welsh Government advertised the post of Chair of Cwm Taf Morgannwg UHB. Ultimately, the recruitment did not attract a suitable field of candidates, so the Minister for Health and Social Services (the Minister) appointed Emrys Elias as interim Chair for a period of 18 months from 1 October 2021.

7. The Committee held a post-appointment hearing with the interim Chair in November 2021.¹ Following the hearing, we wrote to the Minister² expressing disappointment that an interim appointment had been necessary and raising a number of points relating to the public appointments process, including how the

¹ RoP, 4 November 2021

² Letter from the Chair to the Minister for Health and Social Services regarding the public appointments process, 22 November 2021

Welsh Government would ensure that similar roles attract a diverse range of high quality candidates in the future.

8. On 29 September 2022, the Welsh Government Public Bodies Unit (PBU) re-advertised for a Chair for CTMUHB.

9. The Welsh Government circulated details of the appointment through stakeholder lists held by the PBU and posted the vacancy on the Welsh Government public appointments website and the UK Cabinet Office website. The vacancy was also promoted by the following social media channels and advertised through the media listed below:

- Safle Swyddi
- Golwg 360
- Fish 4
- The Guardian
- Diversity Jobsite
- Evenbreak
- Health Jobs UK

10. The advert closed on 24 October 2022 and seven applications were received. Diversity data relating to the applicants can be found in the Welsh Government briefing.

11. Three candidates were recommended for interview although one candidate withdrew their application prior to the interviews taking place.

12. Candidates were invited to attend a stakeholder session on 29 November 2022 made up of representatives from the health board, their partners and stakeholders and Welsh Government. The candidates were asked to deliver a 15 minute presentation on how the COVID-19 pandemic had highlighted the impact of health inequalities in some communities in Cwm Taf Morgannwg and how as Chair they would address the health inequalities in strategy development and service delivery.

13. The candidates were also invited to attend a formal interview with the Advisory Assessment Panel on 30 November 2022. The Panel considered there to

be one appointable candidate. The Minister agreed to the Panel's recommendation and selected Jonathan Morgan as the preferred candidate.

Role and person specification

14. The Welsh Government set out the role of the Chair in the information pack for applicants. This included notification that, at the Committee's discretion, appointment to the role of Chair could be subject to a pre-appointment hearing.

15. The Chair will be accountable to the Minister for Health and Social Services for the performance of the Board and its effective governance, upholding the values of the NHS, and promoting the confidence of the public and partners. Detailed responsibilities of the Chair can be found in the [information pack for candidates](#).

4. The Welsh Government's preferred candidate

Background

16. Jonathan Morgan, the Welsh Government's preferred candidate, is currently Non-Executive Chair of Hendre and Chair of Hafod Housing Association. He is an independent member of the Board at Health Education and Improvement Wales; an Associate of Practice Solutions Ltd which specialises in health and social services transformation and strategic planning, and a member of the Future Generations Commissioner's Audit and Risk Assurance Committee, advising on the risk, financial controls, and matters of governance.

17. In the pre-appointment questionnaire, he states:

"I am passionate about our public services, the innovation, creativity in delivery, and for our staff who across our health and care system demonstrate the highest standards of professionalism, compassion, and care. The region of Cwm Taf Morgannwg (CTM) is diverse and with that comes a challenge to providing services designed to meet local needs, where we see the continued impact of the Covid-19 pandemic, an ageing population and health inequalities. I have spent a lot of time working with health, social care, housing and third sector partners in CTM and wanted to make a difference in leading the health board as it addresses the significant challenges and works through the opportunities to make a positive impact on peoples' lives."

I appreciate how big the role is and I would welcome the opportunity to work with the people of CTM in securing the delivery of care that meets their needs."

Our view

- 18.** In line with the guidance on pre-appointment hearings agreed between the Welsh Government and the Senedd, our role is to set out our views on the suitability of the Welsh Government's preferred candidate.
- 19.** During the pre-appointment hearing, we had a wide-ranging discussion with the preferred candidate, Jonathan Morgan. This covered his experience of working in other organisations, including roles in the health, social care and housing sectors. Mr Morgan confirmed that, if he were to be appointed, he would be standing down from those appointments he currently holds that could result in a conflict, or perceived conflict of interest.
- 20.** We discussed the importance of robust, open and transparent relationships between the independent members and the executive team, and also with neighbouring health boards and local authorities. We talked about the improvements that had already happened in CTMUHB in terms of governance and the need not only to build on these but to communicate them to the wider public to instil confidence in the services being provided.
- 21.** We talked about staffing issues, including difficulties around recruitment and retention and supporting staff morale. Mr Morgan said his intention was to be a "visible and vocal" advocate for staff, who would not only listen to what they had to say but ensure that it helped inform the considerations of the board.
- 22.** Recognising the diverse communities represented within the CTMUHB area and the high levels of deprivation and health inequalities that exist there, we asked the candidate about equality and diversity. Mr Morgan said it was important that organisations reflected the diversity of their communities and he believed that more could be done in this area. He said that health boards must demonstrate they are open, equal and that equality of opportunities is ingrained across the organisation. They should also do more to reflect the diversity of the organisation so people feel they are included in the work of the health board and delivery of its services. We look forward to seeing Mr Morgan work with the health board to put this into practice.

Conclusion 1. Based on his performance and responses to questioning at the pre-appointment hearing, we see no reason why the Welsh Government’s preferred candidate, Jonathan Morgan, should not be appointed to the post of Chair of Cwm Taf Morgannwg University Health Board.

23. Should Jonathan Morgan be appointed, we wish him well for the future and look forward to constructively scrutinising him in his role as Chair of CTMUHB during the course of this Senedd.