

**Application ID: 81923,
: Chair - Powys Teaching Health Board**

About Yourself

Title	Mr
First name	Carl
Surname	Cooper
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Role Specific questions

Reasons for Applying

Reasons for applying

Please attach your personal statement document here.	Chair, PTHB - Personal Statement Carl Cooper.pdf
Please attach a copy of your CV here.	Carl Cooper C V PTHB Chair June 2022.pdf

Relevant experience

AF - PA - Address of organisation	30 Ddole Road Industrial Estate, Llandrindod Wells, Powys
AF - PA - Name of organisation	Powys Association of Voluntary Organisations
AF - Public Appts - Responsibilities	I have served as CEO of Powys' County Voluntary Council since 2008. As such, I lead the umbrella body for Powys' 4000+ third sector organisations. We offer a range of capacity building services and represent the voice of the sector in strategic partnerships and boards at local, regional and national level.

Languages

Please tell us about your level of ability in Welsh.

AF - Languages - Reading	Full understanding of all work related material
AF - Languages - Speaking	Fluent
AF - Languages - Understanding	Can understand all work-related conversations
AF - Languages - Writing	Can prepare written material for all work-related matters
AF - Languages - Preferred language for assessment	English

Other Relevant Information

I confirm that I can commit to the following days per month	15
Have you attended one of the public appointments training courses?	No
Please indicate if you are content for us to pass on your contact and biographical details.	Yes
Do you have any conflicts of interest to declare?	No
Is this your first regulated Ministerial public appointment?	No
How would you describe your background?	Mostly Third Sector
AF - Do you hold any other public appointments?	1

References

Reference 1

Reference type	Work
Title	Mr
First name	Jamie
Surname	Burt

Address Details

Contact Details

E-mail address (please check that you have entered the address correctly, and that there are no spaces before or after the address, if you've copied and pasted into the form)

[REDACTED]

Job title Chair - Powys Association of Voluntary Organisations

Are you content for us to approach this referee if you are invited for interview? Yes

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Reference 2

Reference type	Work
Title	Mrs
First name	Sue
Surname	Evans

Address Details

Contact Details

E-mail address (please check that you have entered the address correctly, and that there are no spaces before or after the address, if you've copied and pasted into the form)

[REDACTED]

Job Title CEO - Social Care Wales

Are you content for us to approach this referee if you are invited for interview? Yes

Political Activity

Have you ever:

Obtained office as an Assembly Member, a Local Councillor, MP, MEP, etc?	No
Stood as a candidate for one of the above offices?	No
Spoken on behalf of a party or candidate?	No
Acted as a political agent?	No
Held office such as Chair, Treasurer or Secretary of a local branch of a Party?	No
Canvassed on behalf of a party or helped at elections	No
Undertaken any other political activity which you consider relevant?	No
Made a recordable donation to a political party?	No

Carl Norman Cooper

Education

- 2018 - present University of Wales Trinity St David
- **Doctor in Professional Practice**
Phenomenological research into RPBs in Wales. Thesis to be submitted Sept 2022
- 2009 – 2010 University of Wales
- **Post Graduate Certificate in Leadership for Collaboration**
- 1998 University of Wales
- **Master of Philosophy**
Research into the sociology of language in bilingual Wales
- 1982 – 1985 University of Oxford
- **HE Certificate in Theology**
- 1978 – 1982 University of Wales
- **Bachelor of Arts (Hons) French**

Experience

2008 - present Powys Association of Voluntary Organisations
Chief Executive Officer (Employed Role)

- Provide leadership to PAVO, a County Voluntary Council. PAVO's purpose is to support, inform, lead and represent the third sector in Powys.
- Responsible for PAVO's management and administration within the strategic and accountability frameworks agreed by the Board of Trustees.
- Support the Board in fulfilling its duties and responsibilities in the proper governance of the organisation.
- Line manage members of Senior Management Team.
- Elected in 2009 as chair of the Local Service Board, the predecessor of PSBs. Pioneered development of Wales' first single integrated plan for public services.
- Represent the third sector on the Powys Public Service Board.
- Supported the organisation to gain several quality marks, including PQASSO Level 2 – the first organisation in Wales to be awarded Level 2, Investors in Volunteers and Quality in Befriending

2018 - present Powys Regional Partnership Board
Chair & Member of Board – Powys Regional Partnership Board

- Statutory partnership setting strategy and overseeing operational delivery of services to support population health & wellbeing.
- Vice-chair of RPB since 2018; Elected Chair 2022

2017 - present Social Care Wales
Board Member – Social Care Wales (Public Appointment)

- Welsh Government sponsored body responsible for regulating the care workforce in Wales and for leading improvement in the Care Sector.
- Chair of SCW Audit & Risk Committee

2014 - present Welsh Government
Member of Third Sector Partnership Council (Elected Role)

- Responsible for representing the views of local 3rd sector in the senior, engagement council with Welsh Government and individual ministers. Contributed to development of key strategic

documents e.g. Third Sector Scheme, WG Volunteering Policy, National 3rd sector COVID Recovery Plan

2015 - 2018 **Children in Wales**

Member of Children in Wales Policy Council (Voluntary Role)

- Responsible for advising principle umbrella body for Wales' third sector children's organisations.

2014 - 2017 **Welsh Language Commissioner**

Member of Welsh Language Commissioner Advisory Panel (Public appointment)

- Responsible for advising Welsh Language Commissioner in relation to fulfilling their duties.

2012 - 2014 **BBC**

Member Charities Advisory Committee & Children in Need Committee (Voluntary Role)

- Responsible for advising BBC Wales on its charitable content and output.
- Responsible for allocating Children in Need grants in Wales.

2005 - 2010 **BBC**

Member of Audience Council for Wales (Voluntary Role)

- Responsible for advising National BBC Trustee & BBC Trust to ensure BBC serves the needs and aspirations of licence payers. Made particular contribution to matters of impartiality, portrayal and Welsh Language output.

2002 - 2008 **Church in Wales**

Bishop of St Davids (Employed Role)

- Chief Officer and leader in a bilingual, West Wales organisation with 362 branches, 130 paid employees and a volunteer membership of around 11,000 people. Chair of a 5-member senior management team. Regular appraisal of specified employees. Constant involvement with issues of employment legislation, human resources, governance, management, recruitment, training, selection, conflict resolution, management of change, problem solving etc.
- Initiated strategic vision for future growth. Enabled ownership of the vision by local branches. Facilitated monitoring and encouraging of its implementation. Qualitative and quantitative growth occurred.
- Encouraged and realised partnerships with significant individuals and organisations e.g. AMs, MPs, CEOs, MDs, Local Authorities, Voluntary Bodies, Financial Institutions, Educational Institutions [Statutory, FE & HE].
- President of Board of Finance. Succeeded in turning around an inherited annual deficit into an annual surplus. Built up capital reserves.
- Oversight of portfolio of around 600 public buildings, many of which were listed. Oversight of a Housing Board with a portfolio of 140 residential properties.
- President of Housing Association providing affordable, rented accommodation to retired employees and spouses / widows.
- President of Endowed Schools Fund resourcing Church Schools in West Wales. In partnership with WG and Local authorities, built 5 new schools and improved many more.
- President of Diocesan Community Development Team (Plant Dewi), working with partner agencies on a number of social inclusion and community development projects, particularly with children and young families.
- Developed international links with Lesotho, Uganda and New York.

2002 - 2008 **Church in Wales**

Member of Bench of Bishops (Ex-officio Role)

- Responsible for senior leadership within the Church in Wales within its governance structures. Held portfolio responsibility for communication & Social Responsibility.
- The Church in Wales had a staff of circa 650 employed people and circa 25000 volunteers. It had a property portfolio of 2500 public buildings and 650 residential buildings. It had £370m of investments and total funds of nearly £600m. It had an annual turnover of approx. £26m.

2002 - 2008 **Trinity University College, Carmarthen**

President and Chair of Council

- Steered the Governing Body of the institution through its many responsibilities and duties. Ensured that governance is exercised effectively, efficiently and with due diligence. Nurtured a positive and productive relationship with college executives, particularly the Vice Chancellor. Safeguarded the values of the institution. Secured the sustainability and health of the institution.
- Chair of Finance and Strategic Planning Committee; Human Resources Committee; Nominations and Corporate Governance Committee; Senior Remuneration Committee.
- Member of HEFCW's committee for HEI chairs.

2002 - 2008 **University of Wales, Lampeter**

Visitor: External arbiter dealing with cases of complaint against university personnel.

2002 - 2008 **Llandoverly College**

Visitor: Critical Friend to the Principal and institution.

2004 - 2007 **Dolen Cymru**

Member of Dolen Cymru Wales Lesotho Link Council (Elected Role)

- Helped to guide and grow the partnership between Wales and Lesotho in the areas of medicine, culture, education and faith.

2000 - 2002 **Church in Wales**

Archdeacon of Meirionnydd (Employed Role)

- Member of Bishop of Bangor's Senior Management Team with responsibility for the archdeaconry of Meirionnydd. Particular responsibility for estates matters.

1999 - 2001 **Church in Wales**

Diocesan Director of Ordinands (Employed Role)

- Responsible for overseeing the recruitment, selection and training of new clergy.

1993 - 2002 **Church in Wales**

Rector of Dolgellau

- Caring for 5 bilingual churches and communities. Training & supervision of assistant clergy.

1987 - 1993 **Church in Wales**

Rector of Ciliau Aeron, Llannerch Aeron, Dihewyd & Mydroilyn

- Caring for 4 rural, bilingual communities in Ceredigion. Led the building of new church building in the village of Mydroilyn.

1985 - 1987 **Church in Wales**

Curate of Llanelli: Assistant priest serving under supervision of training incumbent in the largest, urban conurbation in the diocese.

Carl Cooper

Chair, Powys Teaching Health Board

PERSONAL STATEMENT

I am pleased to submit an application to serve as Chair of Powys Teaching Health Board. Please see below my personal statement set out against the requirements of the person specification.

Ability to instil vision and lead the development of defined strategies in the pursuit of achieving long and short-term goals;

As vice-chair & Chair of the Powys Regional Partnership Board, I have made a key contribution to the development and implementation of the RPB's Area Plan, our shared Health & Care Strategy. This is, inevitably, closely aligned with PTHB's IMTP and seeks to ensure that the partnership responsibilities enhance and complement the duties of individual agencies, including the LA's corporate plan. The development of strategy is importantly predicated on the meaningful involvement & participation of all stakeholders and, most importantly, citizens. This includes the analysis of data but also takes into consideration the views & experiences of stakeholders in order that we deliver what matters to people. I have sought to exercise leadership within the RPB in order to ensure that all of those with an interest in the strategy are as fully involved as possible, and that board members are assured that the strategy is owned by all and accessibly communicated. An example would be the development of vision and strategy in connection with the North Powys Programme and the Workforce Futures programme. From a third sector perspective the latter is especially ground breaking in that it includes an innovative school of volunteers & unpaid carers with the Powys Health & Care Academy.

The monitoring of outcomes-focused delivery has been something I've helped to ensure, and contributed to the establishment of the Research Innovation and Improvement Hub that is responsible for leading the evaluation of RPB initiatives that will inform decisions regarding future investment and, importantly, the mainstreaming of innovations that have proved their worth.

Ability to facilitate the understanding of complex issues while demonstrating respect for the views of others;

I have led the third sector involvement in the Population Needs Assessment and the Market Stability Report as part of the development of Powys' Area Plan and Well Being Plan. The inclusion of third sector information & data is difficult & complex because of the nature of a diverse, multifaceted sector. The reconciliation of statutory sector data & third sector data proved challenging. However, we were able to arrive at pragmatic solutions that sometimes required compromise e.g. extrapolated or proxy data.

I am in the final year of doctoral research, a phenomenological study of RPBs in Wales. This qualitative study involves the critical analysis of the existing body of learning in relation to strategic partnerships generally, and Wales specifically.

As Chair of Social Care Wales' Audit & Risk Committee, I lead the oversight of the organisation's risk framework and scrutinise identified and agreed areas of risk. This involves the comprehension and analysis of different types of information and data from diverse sources.

Much of my work involves operating in partnership with colleagues from other organisations and sectors. This involves managing occasional disagreement with decisions taken or policy adopted by partner agencies. In all cases I successfully maintain constructive, positive working relationships with all involved. In large part this is based on mutual respect, trust and an acceptance of each other's roles and responsibilities within decision making processes and procedures.

Ability to ensure a board works together effectively through their active involvement in a robust and transparent decision making process;

I have emphasised during my career the importance, not only of board effectiveness, but of board efficacy. As Chair of Trinity College, Carmarthen, in order to build productive & complementary collaboration within the board, I helped lead a programme of board development that focussed as much on building mutual & reciprocal relationships as it did on growing essential skills and knowledge.

Transparency is one of the key enablers of meaningful and productive operation. It is essential that everyone knows that no information is being unnecessarily withheld or that they are 'in the dark'. In Social Care Wales I have helped to establish participative governance arrangements within the board, between the board and its committees, between the board and the executive and with the wider operational workforce. The reason these arrangements work well is that they are co-produced, there is clarity about how the various accountabilities operate and there are safeguards that prevent exclusion or marginalisation.

I have supported my board in the implementation of proportionate and effective reporting mechanisms that ensure board members receive accessible, timely and intelligent information, thereby enabling them to participate in decision making effectively. Regular assessment of these arrangements through internal audit, board effectiveness evaluation and board member supervision ensure that the mechanisms develop and improve as needed.

Ability to motivate and develop the board to define roles and responsibilities to ensure ownership and accountability;

When supporting third sector boards, I focus on the organisation's objectives and purpose i.e. the 'Why' of the agency & not primarily the 'What' of the agency. I find the presenting difficulties experienced by organisations invariably trace back to governance issues, and that the 'Why' helps to re-ignite people's passion & commitment which, in turn, helps to address the symptoms that are causing difficulties.

As chair of St David's Diocesan Board, I led the adoption of arrangements that allocated lead responsibilities to certain board members e.g. finance, safeguarding, data protection etc. This was supported by a board committee structure with associated reporting mechanisms that enabled the board to be clear about where responsibility lay and how accountabilities operated.

A clear commitment to understanding and promoting equality, diversity and inclusion

I have supported my board to develop, adopt and implement EDI policies and procedures. These are regularly audited in order that the board and the executive receive assurances that the organisation is operating compliantly and appropriately. Importantly, EDI is not just about complying with legislation and regulation, it derives from the values base of the organisations and its personnel.

Ability to show an appreciation of bilingualism and culture, and a commitment to promoting and mainstreaming of the Welsh language

I am fluent in spoken & written Welsh & English. I have operated bilingually during the whole of my working life & lived in bilingual communities in West Wales, North & South. I have an academic interest in language & languages. My M Phil was awarded for research into the sociology of bilingualism in Wales. I was pleased to be appointed to the Welsh Language Commissioner's Advisory Group that advised the Commissioner regarding the fulfilling of their duties and responsibilities.

Personal Attributes

- As a third sector leader I have little authority & rely heavily on influencing skills. These are predicated on the ability to develop strong & respectful relationships with partners and all stakeholders.
- The third sector is characterised by its independence and resilience. Things often don't go as we would choose & fine judgement, resilience & pragmatism are required, whilst not compromising important principles & values.
- I have extensive experience of working in a political environment at local & national level. As chair of the RPB, I help to negotiate & manage a complex governance environment that needs to accommodate statutory requirements of sovereign bodies alongside those placed on a partnership.

Reasons for Applying

Having worked in Powys for over 14 years, I care deeply about its people and communities. I would enthusiastically welcome the opportunity to continue to serve the people of Powys in this important role.