

## Statement to support application for Chair, Welsh Ambulance Service

I am submitting my application for this important Chair role as I believe my extensive executive and non-executive experience would equip me for this appointment.

I can offer very considerable culture change experience over 3 decades in complex highly regulated environments and specific experience as a non-executive in the NHS combined with Chair experience in the social care, housing and commercial sectors.

In addition to culture change and organisational development experience I have a strong track record of leading commercial entities to overcome historical legacy issues to regain regulatory compliance, quality service provision and long-term financial stability.

I am highly financially literate, with extensive experience of leading boards through complex IT modernisation and digitalisation process to deliver operational efficiencies and effectiveness.

My CV provides evidence of this highly successful career over a 30-year period, leading large scale nationwide culture change programmes in highly regulated sectors together with the financial acumen and commercialism to lead, create and develop large scale commercial organisations.

Since early retirement in 2015, my CV demonstrates a successful non-executive career in the NHS, Social Care and Social Housing sectors as well as other commercial NED and Chair roles in service delivery arms-length organisations owned by local authorities. This successful experience demonstrates my ability to work within complex multi-stakeholder environments and to balance the need to deliver service quality and financial discipline.

In the recruitment information the following specific “person specification” items were listed and I provide brief evidence for each below:

- An excellent communicator with strong strategic leadership skills, with a significant record of achievement at the highest levels in the public or private sectors;
  - Executive Director experience in well-known UK financial services including Norwich Union & Britannia Building Society
  - Executive Chairman in a large and complex aviation group
  - Non-Executive Chair of one of the UK’s largest social housing groups
  - Non-Executive director in a UK Government NDPB, the NHS and Local Authority delivery vehicles
- Ability to provide systems leadership and to work with Health Boards, Trusts, Special Health Authorities, Welsh Government, community groups, patients, and other stakeholders to develop and drive forward the strategic vision.
  - As above
  - While an NED at an acute NHS Trust I provided NED link between the acute trust and other health partners in the development of transformation & sustainability plans leading to integrated care
- Ability to lead, inspire and motivate the Board of a major national organisation, delivering robust Board level governance and accountability, and developing executive and Board performance
  - As above
  - As Chair of a Dorset LATCo, I led the creation of the unitary board at launch, established the governance processes and systems, recruited the executive team and thereafter led the organisation for 7 years.

- An excellent understanding of governance and an ability to ensure that the Board works cohesively and actively engages in transparent decision-making.
  - As the long-standing Group Chair of Citizen Housing, I have led the major governance changes to bring the group into full compliance with the regulator's requirements and the UK Governance code, leading the organisation through 2 routine 4 yearly regulator in-depth assessments (2018 & 2022) gaining the highest regulator governance rating (G1) each time.
- An understanding of, and commitment to, equality, diversity and inclusion.
  - In my role as Group Chair of one of the UK largest social housing providers I have led the diversification of the Board and executive team to deliver a multi-skilled and multi-cultural team in line with the National Housing Federation recommendations and in line with the Governments legislative requirements.
- Espouse and promote the highest standards of conduct at Board level in line with the Seven Principles of Public Life (Nolan Principles) and adopted values of the Trust.
  - My CV in both executive and non-executive roles highlights my many years of experience, only deliverable by maintaining the highest standards throughout that time.
- Ability to provide a knowledgeable, impartial, and balanced perspective on a range of sensitive and complex issues.
  - Experience as a NED in an NHS Trust under extreme stress and difficulty, combined with my extensive experience of Chairing boards in complex government and local authority control, the ability to provide balance and perspective to stakeholders, service users and colleagues has been a repeated requirement.
- Ability to show an appreciation of bilingualism and culture, and a commitment to promoting and mainstreaming of the Welsh language.
  - Not a Welsh speaker I am a strong supporter of localism and of maintaining national identities and this includes supporting national languages. While working in Cornwall as Chair of the Cornwall Council's arms-length delivery services, I was a strong supported of maintaining the Cornish identity through the use of the Cornish language

I hope that you will find my application of interest.

Colin Dennis

April 2022