

Pre-appointment hearing – Chair of Velindre University NHS Trust

July 2025

1. Introduction

Velindre University NHS Trust

1. Velindre University NHS Trust was established in 1994 and is one of 12 statutory health organisations in Wales.
2. The Trust manages the Velindre Cancer Service and the Welsh Blood Service and hosts Health Technology Wales and the NHS Wales Shared Services Partnership.
3. The Velindre Cancer Service delivers a wide range of specialist cancer services for the patient population of south east Wales. The Service operates from Velindre Cancer Centre in Cardiff and outreach centres across the region providing specialist treatment, teaching, research and development for non-surgical oncology. It treats patients with chemotherapy, Systemic Anti-Cancer Treatments (SACTs), radiotherapy and related treatments, together with caring for patients with specialist palliative care needs. A new Velindre Cancer Centre is being built in Whitchurch, Cardiff due to open in spring 2027, and the Trust is working with Aneurin Bevan University NHS Board on the Velindre @ Nevill Hall Radiotherapy Satellite Unit in Abergavenny due to open later this year.
4. The Welsh Blood Service is a national service ensuring that donors' gift of blood is transformed into safe and effective blood components. The Trust works



with all partners across NHS Wales to improve the quality of life and save the lives of many thousands of people in Wales every year. It also provides an antenatal screening service to several hospitals and offers all customer hospitals specialist laboratory services. The Welsh Transplantation and Immunogenetics Laboratory within the Welsh Blood Service, provides direct support to local providers of Renal and Stem Cell Transplant Services and it operates a national panel of unrelated potential blood and stem cell donors – the Welsh Bone Marrow Donor Registry.

- 5.** Health Technology Wales collaborates with partners across health and technology sectors to improve the quality of care. It produces national guidance on the use of non-medicine health technologies.
- 6.** NHS Wales Shared Services Partnership provides a wide range of professional, technical and administrative support services to NHS Wales including procurement, recruitment and legal services.

2. The pre-appointment hearing process

The process

- 7.** Welsh Government and the Senedd 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.
- 8.** 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 it wishes to carry out a pre-appointment hearing.

Pre-appointment hearing

- 9.** On 18 June 2025, the Cabinet Secretary for Health and Social Care announced that he had selected Sara Moseley as his preferred candidate for the Chair of Velindre University NHS Trust, subject to a pre-appointment hearing with the Committee.
- 10.** The pre-appointment hearing took place on 3 July 2025. The meeting transcript is available on the [Committee's website](#).

11. To inform the hearing, the Welsh Government provided us with a briefing on the process (“[the Welsh Government briefing](#)”), Sara Moseley’s [CV](#) 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

12. On 24 March 2025 the Welsh Government Public Appointments Team advertised for a Chair for Velindre University NHS Trust.

13. The role was promoted via the Welsh Government and Cardiff & Vale University Health Board websites; Twitter; LinkedIn and various other social media platforms.

14. There were no paid advertisements, however a recruitment company, Goodson Thomas, was commissioned to support the process, with the aim of ensuring that a large and diverse pool of candidates with necessary skills were attracted through outreach actions to encourage applications.

15. As part of the Welsh Government’s commitment to increasing diversity in public appointments, the advert was sent to 145 equality and other organisations who have expressed an interest.

16. Seven applications were received. Three candidates were recommended for interview, although one candidate withdrew their application prior to the interviews taking place. Interviews took place on 3 June 2025. The Assessment Advisory Panel considered there to be one appointable candidate.

Role and person specification

17. 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.

18. The Chair will be accountable to the Cabinet Secretary for Health and Social Care 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

19. Sara Moseley, the Welsh Government’s preferred candidate, is currently the Chair of the Health and Care Professions Tribunal Service panel. She has held a number of high profile public roles in the health and third sectors, including:

- Chair, Health and Care Professions Tribunal Service panel (since April 2024);
- Independent Member, Cardiff & Vale University Health Board (since Nov 2017);
- Board Member, Mind Cymru (since August 2023);
- Chief Executive, Moondance Cancer Initiative: (Jan – Sept 2023);
- Head, General Medical Council Wales: (2021 – Jan 2023);
- Director/Executive Director, Mind Cymru (2015 – 2021).

20. In the pre-appointment questionnaire, she states:

I have a career-long commitment to public service and significant experience of leading third sector organizations where the interests and the voice of beneficiaries are front and centre. As I come to the end of my eight-year term as an Independent Member at Cardiff and Vale University Health Board, I see our health and care services do amazing work every day and also face huge challenges which impact on patients and staff. For me, this role is a privileged opportunity to help meet those challenges and build a service fit for the future.

Velindre University NHS Trust holds a unique and precious position in Wales. Blood and cancer services, between them, will touch most of our lives at some point. The hosted services are crucial to facilitating NHS Wales. I was motivated and excited to apply for the position of Chair because I believe Velindre – with its expertise and focus – has potential to play an important national role in developing specialist care that makes cancer outcomes better and fairer, with the new cancer centre a beacon for this. This is an exciting time to be joining

Velindre with the building of the centre now underway and an increased emphasis on widespread, patient-focused collaboration.

Our view

- 21.** 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.
- 22.** During the pre-appointment hearing, we had a wide-ranging discussion with the preferred candidate, Sara Moseley. This covered her experience of executive and non-executive roles in health and communication within both the public sector and the third sector, and the need for strong governance.
- 23.** We discussed how Ms. Moseley would apply this knowledge and experience for the benefit of the Velindre Trust. Ms. Moseley stressed that her various roles with the health sector had covered communications, policy, delivery and the patient experience, as well as the field of cancer healthcare. Ms. Moseley also explained how she would seek to manage any potential or perceived conflicts of interest with her other roles.
- 24.** We discussed the importance of the Chair setting a strong direction for Velindre in bringing together its diverse responsibilities across cancer services, Health Technology Wales and the Welsh Blood Service. Ms. Moseley explained that she would want, as the incoming Chair, to review the governance arrangements. She stressed the importance of having a clear strategy and goals, and of ensuring that members of the board have the skills, knowledge and expertise to carry out its governance role effectively.
- 25.** We asked Ms. Moseley how she would approach the controversy and dissatisfaction there has been in some quarters around the development of the new Velindre cancer centre. Ms Moseley told us of her experience involving the controversial relocation of a children’s hospital in London. Stressing the importance of enabling a sense of local ownership of the centre, she highlighted what she saw as an opportunity “to create a beacon for cancer care, treatment, research, staff development, and teaching in Wales.”
- 26.** We asked Ms. Moseley how she would develop good working relationships at board level and, in particular, with the Chief Executive. She told us that she wanted to develop clear objectives for delivery in a collaborative way in order to

hold the Chief Executive to account. She also stressed the importance of the Chair acting as a sounding board for the Chief Executive.

27. We asked Ms Moseley about her commitment to promoting and mainstreaming the Welsh language and how she would promote equality, diversity and inclusion in the role. In relation to inclusivity and equality more broadly, she referenced her experience leading Mind Cymru during the pandemic, stressing the importance of understanding that it is not always easy for everyone to have their say, as well as the importance of analysing different needs and monitoring the approach taken.

28. Ms. Moseley highlighted that, whilst Velindre has a regional role, it also has a role providing national services and that it is also a centre of expertise in cancer care. She wished to “look for those opportunities to contribute at the national level.”

29. Ms. Moseley is a Welsh speaker and she stressed that Wales’ status as a bilingual nation is something that is very special and to be celebrated. She referred to her experience in developing Welsh language policies in several bodies.

30. Finally, we considered Ms. Moseley’s immediate priorities for the role. Ms. Moseley said that, as an incoming Chair of a board with a number of new members, her immediate priority would be to develop and build a “cohesive, compassionate, effective board that is delivering the priorities of the Government and the people that it serves”.

31. Ms. Moseley has a broad range of experience from a number of challenging roles to bring to bear as Chair of the Velindre University NHS Trust. She showed that she understood the role of a non-executive Chair and would bring a calm and competent demeanour to the challenges facing Velindre as it embarks on the next crucial phase of its development. The challenge, however should not be underestimated. The Committee urges the incoming Chair to focus on developing a strong vision for the future of Velindre with the support of a dynamic and effective Board.

Conclusion 1. Based on her performance and responses to questioning at the pre- appointment hearing, we see no reason why the Welsh Government’s preferred candidate, Sara Moseley, should not be appointed to the post of Chair of Velindre University NHS Trust.

32. We wish her well for the future and look forward to scrutinising her constructively in her role as Chair of Velindre University NHS Trust during the course of this Senedd.