

## **Agenda – Health and Social Care Committee**

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Meeting Venue:

For further information contact:

**Remote via Zoom**

**Helen Finlayson**

Meeting date: 28 March 2022

Committee Clerk

Meeting time: 09.00

0300 200 6565

[SeneddHealth@senedd.wales](mailto:SeneddHealth@senedd.wales)

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In accordance with Standing Order 34.19, the Chair has determined that the public are excluded from the Committee's meeting in order to protect public health. This meeting will be broadcast live on [www.senedd.tv](http://www.senedd.tv).

### **Private pre-meeting (09.00–09.30)**

#### **1 Introductions, apologies, substitutions and declarations of interest**

(09.30)

#### **2 Pre-appointment hearing with the Chair of the Citizens' Voice Body: evidence session with the Welsh Government's preferred candidate**

(09.30–10.30)

(Pages 1 – 32)

Professor Medwin Hughes, Welsh Government's preferred candidate for the role of Chair of the Citizens' Voice Body

Research brief

Paper 1 – Welsh Government briefing

Paper 2 – Application form

Paper 3 – Information pack for candidates

#### **3 Motion under Standing Order 17.42 (ix) to resolve to exclude the public from the remainder of this meeting**

(10.30)



**4 Pre-appointment hearing for the Chair of the Citizens' Voice Body:  
consideration of evidence**

(10.30 – 10.45)

(Pages 33 – 38)

Paper 4 – Draft Committee report

Document is Restricted



I served on numerous expert groups over the years. Experience gained: Establishing consensus. When chairing or facilitating significant structural change or constructing a new strategic policy narrative always create space for dissent and build from small blocks of common purpose. This in time establishes a powerful coalition of change agents.

Cefais gyfle i wasanaethu ar sawl gweithgor / grwp arbennigol dros y blynyddoedd. Gwersi: Pwysigrwydd sefydlu consensws. Wrth gadeirio neu hwyluso newid strwythurol sylweddol neu adeiladu naratif polisi strategol newydd mae angen creu lle ar gyfer anghytuno ac adeiladu ar yr elfennau lleiaf lle ceir pwrpas cyffredin. Ymhen amser bydd hyn yn sefydlu clymblaid bwerus o asiantwyr newid.

**4**

Depending on the answer chosen for this question, there may be follow up questions.

**Responsibilities**

I was asked to Chair a subject review. Learning and reflecting from past experience. When asked to engage and deliver on policy it is important to realise that political views and positions can change for good reasons half way through a process and that an original intention or direction is no longer required. It may however be too late to stop a process and therefore one's role is to complete the task and be prepared for a different outcome. Even when that could be personally difficult and sensitive for the individual the response is always to note, accept and move on.

Gofynwyd i mi gadeirio adolygiad. Gwersi: Dysgu ac adfyfrio yn sgil profiad blaenorol. Pan ofynnir am ymgysylltu a chyflawni ar bolisi, sylweddoli bod barn a safbwyntiau gwleidyddol yn gallu newid am resymau da hanner ffordd drwy broses a bod bwriad neu gyfeiriad gwreiddiol bellach yn ddiangen. Fodd bynnag gallai fod yn rhy hwyr i atal proses ac felly'r rôl yw cwblhau'r dasg a bod yn barod am ganlyniad gwahanol. Hyd yn oed pan fyddai hynny'n gallu bod yn anodd yn bersonol ac yn sensitif i unigolyn yr ymateb bob amser yw nodi, derbyn a symud ymlaen.

**5**

Depending on the answer chosen for this question, there may be follow up questions.

**Responsibilities**

I had to manage a difficult political issue and reconfigure a national institution. Experience gained: Importance of regular consistent dialogue with a Sponsor Body in Government. No surprises. When dealing with systemic change and rectifying governance issues it was key to engage and share direction of travel.

Yr oedd rhaid i mi ddelio gyda sefyllfa wleidyddol sensitif ac anodd ac ail gydlunio sefydliad cenedlaethol. Gwersi: Pwysigrwydd dialog cyson rheolaidd gyda Chorff Nawdd yn y Llywodraeth. Ni ddylid cael dim sydd yn annisgwyl. Wrth ddelio gyda newid systemig a chywiro materion llywodraethu roedd yn allweddol ymgysylltu a rhannu cyfeiriad y daith.

**6**

Depending on the answer chosen for this question, there may be follow up questions.

**Responsibilities**

Experience of establishing a Charity and dealing with historic legacy issues. Experience gained: Importance of establishing common values and principles of engagement in public service. Delivering what is right. I wanted to safeguard for the nation all of the cultural assets associated with the Gregynog narrative. I established a trust, set up a new governance structure and supported the venture with a £1m to start the initiative. I also created a separate trust and transferred over £5m associated with scholarship endowments to service all the Universities in Wales.

Profiad o sefydlu elusen a delio gyda gwaddod hanesyddol Gwersi: Pwysigrwydd sefydlu gwerthoedd cyffredin ac egwyddorion ymgysylltu mewn gwasanaeth cyhoeddus. Cyflawni'r hyn sy'n iawn. Roeddwn am ddiogelu yr holl asedau diwylliannol sy'n gysylltiedig â naratif Gregynog er budd Cymru. Sefydlais ymddiriedolaeth, gosod strwythur llywodraethu newydd a chefnogi'r fenter gyda miliwn o bunnoedd i roi cychwyn arni. Hefyd creais ymddiriedolaeth ar wahân a throsglwyddo dros £5m yn gysylltiedig â gwaddolion ysgoloriaethau i wasanaethu holl Brifysgolion Cymru.

**7**

Depending on the answer chosen for this question, there may be follow up questions.

**Responsibilities**

Appointed as CEO and Accounting Officer. Experience gained: Importance of clear, decisive action. Faced with a University that would have gone bankrupt in 18 months which would have created significant political issues in Wales. Learning to articulate a direction of travel swiftly.

Cael fy apwyntio fel Prif Swyddog Gweithredol a Chyllid. Gwersi: Pwysigrwydd gweithredu clir, pendant. Pan yn delio gyda Phrifysgol a fyddai wedi mynd yn fethdalwr ymhen 18 mis ag oblygiadau gwleidyddol cenedlaethol. Dysgu mynegi cyfeiriad y daith yn gyflym.

**8**

Depending on the answer chosen for this question, there may be follow up questions.

#### **Responsibilities**

Numerous experience of working with National Unions. Experience gained: Never underestimate the importance of 'relationship/emotional capital' when faced with hostility and mistrust. Embrace 'otherness' even when the messages are difficult.

Profiadau niferus gyda Undebau Cenedlaethol. Gwersi: Ni ddylid byth tanbriso pwysigrwydd 'perthynas/cyfalaf emosïynol' wrth wynebu negyddiaeth a diffyg ymddiriedaeth. Cofleiddio 'arallrwydd' hyd yn oed pan fydd y negeseuon yn anodd.

**9**

Depending on the answer chosen for this question, there may be follow up questions.

#### **Responsibilities**

Promoting and developing intercultural programmes where voices of the marginalised were represented. Leading international networks and influencing policy. Experience gained: Importance of setting clear objectives and open communication. Building trust amongst cultural groups which had not been represented before.

Hyrwyddo a datblygu cynlluniau aml-ddiwylliannol lle nad yw lleisiau yr ymylon wedi eu cynrychioli. Arwain rhwydweithiau rhyngwladol a dylanwadu ar bolisi. Gwersi: Pwysigrwydd gosod nodau clir a chyfathrebu agored. Adeiladu ymddiriedaeth ymysg grwpiau diwylliannol sydd heb gael llais o'r blaen.

## **Public Appointments**

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### **Other Relevant Information**

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<b>I confirm that I can commit to the following days per month</b>	5
<b>Have you attended one of the public appointments training courses?</b>	No
<b>Please indicate if you are content for us to pass on your contact and biographical details.</b>	Yes
<b>Do you have any conflicts of interest to declare?</b>	No
<b>Is this your first regulated Ministerial public appointment?</b>	No
<b>How would you describe your background?</b>	Mostly Wider Public Sector

### **Evidence of Suitability for Appointment**

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## Curriculum Vitae

Name: Professor Medwin Hughes, DL, DPhil., DPA., FRSA., FLSW.

[REDACTED] [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

[REDACTED]

[REDACTED] [REDACTED]  
[REDACTED]

[REDACTED] [REDACTED]  
[REDACTED]

Current position: Vice-Chancellor  
University of Wales Trinity Saint David  
University of Wales

### Brief Synopsis of Contribution

Experienced institutional leader with a strong record of organisational and commercial transformation in the education and culture sectors. Proven record of leading public sector organisations with a turnover of over £160m. Extensive experience of driving/managing strategic/cultural change. Clear, decisive and deliberate decision maker. Extensive public service record working with Governmental and Inter-Governmental bodies. A track record of policy engagement with Government Ministers and officials. A clear understanding of the value of integrated systems and advocacy. Recent and relevant experience of institutional change management. Fluent Welsh speaker.

### Introduction

He is the longest serving Vice Chancellor in Wales and has been responsible for significant system transformation. He is a graduate of the Universities of Wales and Oxford, a Supernumerary Fellow of Jesus College, Oxford University and an Honorary Fellow of Harris Manchester College, Oxford University

He plays a significant public role both within a national and international context in the areas of education, inclusion and cultural policy. He has served upon numerous Governmental and Inter-Governmental bodies and has been responsible for facilitating several international initiatives with institutions including The Council of Europe and UNESCO. He has also held several public and crown appointments.

## **Academic Qualifications**

1983 BA University of Wales, Aberystwyth – Welsh – First Class Honours  
1987 DPhil – Jesus College, Oxford University

## **Academic Honours/Fellowships**

1986-87 Sir John Rhys Scholar, Oxford University  
2000 FRSA  
2004 DPS (Hon) University Ohio Rio Grande  
2012 FLSW – Fellow of the Learned Society, Wales  
2012-13 Fellow – Welsh Supernumerary, Jesus College, Oxford University  
2017-18 Fellow – Welsh Supernumerary, Jesus College, Oxford University  
2018 Honorary Fellow, Harris Manchester College, Oxford University

## **Crown Public Appointments / Honours**

2010- DL HM Deputy Lieutenant for Dyfed  
2016-17 Her Majesty's High Sheriff of Dyfed

## **Academic Employment**

1987-89 North East Wales Institute of Higher Education – Lecturer  
1989-91 Trinity College, Carmarthen - Senior Lecturer  
1991-94 Cardiff University, Welsh Department – Lecturer  
1994-97 Trinity College, Carmarthen – Dean  
1997-00 Trinity College, Carmarthen - Assistant / Deputy Principal  
2000 Trinity College, Carmarthen - Principal / Head of College  
2009 Trinity University College, Carmarthen - Vice-Chancellor  
2010 University of Wales: Trinity Saint David – Vice-Chancellor  
2011 As part of systems transformation VC University of Wales

## **Governmental/ Inter-Governmental Appointments**

1989 Council of Europe - UK Inter-Governmental Delegation – Education Policy  
1990 Council of Europe – Minorities and Education Policy Group  
1992-95 Commission European Union, Chair, Citizenship 2000 – Expert Group  
1996 Council of Europe, Rapporteur, Language learning for European Citizenship  
1997 Council of Europe – Member of Inter-Governmental Expert Group to work with the Estonian Government on the establishment of citizenship laws and language threshold levels.  
1997 Council of Europe – Member of Inter-Governmental Expert group to work with the Latvian Government on educational reform and the issue of human and linguistic rights relating to citizenship law.  
1993-03 Welsh Government - Member of Statutory Welsh Language Board.  
1993-1999

1999-00	Government Statutory Language Board - Vice-Chairman, 1999-2003. National Assembly of Wales – Chair Joint Advisory Committee. Set up in partnership between WLB and NAW to develop “Procedural Terms” for subject areas covered by secondary legislative powers for the newly established National Assembly of Wales.
2000-03 2003	The Wales Digital College – Member National Assembly of Wales – Chair Joint Advisory Committee set up by WLB and NAW to establish an initial regulatory framework for translation services for the newly established National Assembly of Wales.
2005-07	National Assembly of Wales The Graham Commission – Member, Adult and Part-time learning – Policy and Funding Review
2012-13 2015	Higher Education Wales - Vice-Chair Government of Wales, Governmental appointment to the Swansea City Regeneration Innovation, Investment Board - Board Member
2016-18	Welsh Government – Member and Chair of Ministerial review group into Publishing and Literature Funding
2016- 2017-	UNESCO - Rapporteur Interfaith Convention UNESCO - Rapporteur - Peace and Reconciliation Forum

### **Public Engagements / Leadership Roles**

2002-03	Church in Wales – Member of Governing Body
2000-05	National Society for Education, Church of England - Education Member
2000-04	Duke of Edinburgh Award, Wales Committee - Member.
2007-08	Church in Wales, Education Commission
2001-	The Welsh American Academy - Founding Member and Trustee
2006-11	Kaleidoscope UK Charity – Chair
2012 -	The International University Malaya - Wales - Founding Member and Trustee
2012-13	Heritage Regeneration Trust – Trustee & Member
2015-17	Llandovery College - Chair of Trustees
2017-	The UK Academy of Sinology - Founding Member and Trustee.
2017-	The International Foundation for Interfaith and Intercultural Dialogue - Founding Member and Trustee
2021-	Representative Body of The Church in Wales – Chair & Trustee

### **Key Strategic Attributes**

An ambassador for advocating lifelong learning and promoting advocacy opportunities. He has experience of engaging with Government and of formulating policy initiatives to support non-traditional routes of learning within Higher Education.

He is experienced in facilitating and leading change on issues relating to education. He successfully developed a distinctive confederal dual sector university system which is now considered to be an example of best practice in England.

He has been a strong advocate for developing closer integrated pathways between education and health promotion. As Chair of the Charity Kaleidoscope he supported greater integrated pathways between education, advocacy and support for drug, alcohol abuse and drug addiction. As Vice Chancellor he is also involved with developing the Pentre Awel initiative – an integrated health care village as part of the Swansea City Deal initiative. He has also been a keen supporter of developing innovative models of service development and training in the area of social prescribing and integrated health developing a far more holistic approach towards health, social care and wellbeing. As a strong cultural facilitator, he has led on a number of strategic initiatives in promoting access to education for BAME communities in Wales and in England. He was responsible for establishing the Inner-city Learning initiative which saw the University develop a range of new initiatives in Birmingham, London, Swansea and Cardiff where adult learners from the BAME community are given opportunities to engage in formal adult education. In 2018 he was recognised by the Muslim Council of Wales for his leadership and contribution to further dialogue among Islamic communities in Wales. His current work with UNESCO and the Guerrand-Hermès Foundation is related to advancing cultural and educational programmes which promote cultural pluralism. He has a diverse range of cultural networks in Wales to support the work and impact of a new Citizen Voice Body.

As an experienced facilitator he effectively bridges between the business requirements of running a University and a commitment to developing a new national network where the diverse voices of Citizens would be heard in the promotion of health and social care.

The Citizen Voice Body has the potential to be a key institution for a confident, dynamic Wales which places the health and wellbeing of its citizens at the core of its mission. A forward-looking, inclusive, digitally connected body engaging with a partnership network across Wales could deliver valuable insights into a seamless health system delivering integrated health and social care. In a period of financial constraints and structural reform it could facilitate 'strategic conversations' which support Prudent Healthcare placing the citizen at the heart of a whole system approach. In co-curating a narrative that places individuals at the centre of designing effective health systems it encourages civic discourse and improves resilience and equality of engagement across our diverse communities. The challenge will be to build a guiding coalition of change makers and informers actively involved in reimagining the health/social care provision and delivering transformational change. It is this belief in the potential of the CVB which brings me to present my name for consideration as Chair.

In 2022/23, I will be retiring as Vice-Chancellor. I wish to use the extensive experience which I have gained for the benefit of other public and voluntary bodies in Wales. My University Chair fully supports my application and commits to releasing me to undertake such duties until my retirement. I also note my interest in the other roles also advertised.

I am well versed in the numerous policy contexts which relate to delivering a Healthier Wales and aware of the need to deliver integrated links between health, wellbeing, economy and digital inclusion. The reframing of health and social care services will further resilience and achieve better outcomes for citizens.

In serving on a wide-ranging number of Governmental and Inter-Governmental Bodies I have gained senior leadership experience, stakeholder engagement and ambassadorial skills which are relevant to the role. My CV attests to the key areas of service including leadership, advocacy, change management, governance and systems development. I have contributed widely to national policy developments for example Vice-Chair, Welsh Language Board; Chair of NAW Advisory Group; Wales Digital College; Vice-Chair Higher Education Wales; Welsh Government City Region Economic Taskforce and the Graham Commission. I demonstrate strong communication and leadership skills and I have the ability to drive systemic cultural change and develop rigorous business plans relating to Government objectives. The last twenty years have been focused upon constructing new institutional entities which deliver outcomes related to Government policy. As a fluent Welsh speaker, I have led numerous national initiatives which have promoted and mainstreamed the Welsh language across several policy areas.

As Vice-Chancellor I have driven structural and systemic transformation. I work at the highest level of leadership and interpret Government policies as they relate to business objectives. One example would be the successful merger of four Universities and two Colleges into a single Royal Chartered University. I have led the creation of a new 'dual sector' University system focussing upon delivering greater progression and establishing partnerships and outreach opportunities. This entailed listening and understanding the priorities of diverse adult groups and instilling a vision for change. This experience would be of value to CVB; in particular building consensus, structuring

an inclusive transparent system where Citizen voices are heard and respected. Increasing the diversity of voices in engagement will be key for CVB and embedding local and virtual peer networks to support health and social care reform will help to create an evidence-based approach to enhance Prudent Healthcare reform. The CVB has significant potential to curate new digital advocacy models based upon a national network of information/advocacy hubs. This needs to be connected to the WG digital infrastructure plan thus delivering a unified approach to citizen empowerment as outlined in the Future Generations Act

A second relevant example would be my role in driving through systemic and governance change in the University of Wales. I was given the task of sorting a national 'issue' which had significant political implications as a result of governance failures which had a negative effect both on the HE sector and the Welsh Government. This entailed a decade of detailed change management. All of these issues have been successfully dealt with without any reputational risk to the 'Wales' brand. It called for diplomacy, strong focussed leadership and effective stakeholder engagement. I believe that my skills would allow me to engage in a process to shape a new strategic body such as the CVB and give confidence to the Government that it would be established to the highest standards. I demonstrate a solid understanding of effective governance and fully appreciate the difference between the role of an Executive Team and that of a Governing Body.

My commercial and business experience would support a greater understanding of the business and financial modelling requirements of establishing a new organisation. I have successfully led on multimillion pound development projects, both capital and revenue; for example, the establishment of a £45m enterprise campus in Swansea. I am accustomed to running group structures with annual income over £140 million per annum; such experience covers areas as wide as regulatory, legal and financial control.

I am committed to furthering equality and inclusion within our communities and public services. In my voluntary service over the years, I have engaged in a number of initiatives where citizen empowerment was key. For several years I chaired the charity Kaleidoscope and was involved in the development of the Charity in Wales. As one of Wales's largest substance misuse service providers offering support to over 10,000 clients, I was involved in shaping the institution as it became a national advocacy support network to so many individuals. I gained significant experience of what is required to advocate for and represent a diverse community group and deliver quality health care and support. The CVB will need to represent so many different voices and ensure that the processes are in place to ensure consistency in the arrangements provided. I am well versed in operating in a complex, multi-disciplinary context and in supporting and promoting equality and cultural diversity. I work closely with a diverse network of BAME societies in Wales and have played a role in advancing inclusive adult educational opportunities for such communities.

I believe that my skills and experience meet the essential criteria and personal specifications for the post of Chair, and I trust that the statement of intent and CV articulate in further detail some of the attributes that I could bring to the role.



NHS  
WALES  
GIG  
CYMRU



Llywodraeth Cymru  
Welsh Government

**Information pack for applicants**

## **Citizen Voice Body for Health and Social Care**

**Appointment of Chair, Deputy Chair  
and Six Non-Executive Members**

**Closing date : 16:00 - 1 February 2022**

## Citizen Voice Body for Health and Social Care

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## Citizen Voice Body for Health and Social Care

### Making an application

Thank you for your interest in the appointment of the Chair, Deputy Chair and six Non-Executive members to the Board of the soon to be established Citizen Voice Body for Health and Social Care. This will be a new and ambitious organisation which will come into operation on 1 April 2023. The Citizen Voice Body (CVB) for Health and Social Care will:

- a) be an independent body representing the interests of the public in health and social services which reflects the inter-dependency of these services.
- b) have the ability to provide complaints advice and assistance in relation to NHS complaints and complaints relating to social services where services are not already in place<sup>1</sup>;
- c) be a single corporate body, to ensure consistency in the arrangements and services provided across Wales<sup>2</sup>; and
- d) have statutory powers so public bodies responsible for providing and securing the provision of health and social services must have regard to representations made by the CVB and must make arrangements to support it in the exercise of its functions.

This is a unique and exciting opportunity to be part of an organisation which will make a difference to the people of Wales. The establishment of the CVB will strengthen governance and accountability, represent the interests of the public and operate across health and social care.

The Chair, Deputy Chair and Non-Executive Members will be required to play a full and active role in the governance of the CVB. As a full board member you will be required to contribute in setting the strategy and plans of this new organisation. In addition you will be expected to challenge constructively, participate actively in the decision-making process of the Board, and provide scrutiny of the performance of the organisation in meeting agreed goals and objectives.

The attached Annexes provide details on the role of the Chair, Deputy Chair and Non-Executive Members, the person specification, the roles and responsibilities of the CVB and the selection process. We are recruiting two members who have the ability to communicate in the Welsh language as essential, and six with the ability to communicate in the Welsh language as desirable. Please ensure you have read the Eligibility section on page 13 before making your application.

To make an application please visit the Welsh Government public appointment website here: <https://gov.wales/public-appointments>

To apply for this role, click on the Citizen Voice Body for Wales' vacancy and click on 'Apply' at the bottom left hand corner. If this is the first time you have applied for a public appointment via this site you will need to complete a registration form for the Welsh Government's online application system. You will only need to register once, and you will be able to keep yourself updated on the progress of your application, and any other applications you make, via your registered account.

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<sup>1</sup> The CVB will not provide advice and assistance to children and young people in relation to social services complaints, as they have existing rights to advocacy under the Social Services and Well-being (Wales) Act 2014.

<sup>2</sup> On establishment the Community Health Councils and the Board of Community Health Councils, currently hosted by Powys teaching Health Board will be abolished.

## Citizen Voice Body for Health and Social Care

Once you've registered, you'll be able to access the application form. To apply you will need to submit the application form and upload **two** supporting documents. These documents are your **personal statement** and **CV** to the 'Reasons for applying' section of the online application form.

### Personal Statement

The personal statement is your opportunity to demonstrate how you meet each of the criteria set out in the person specification. How you choose to present the information is a matter for you. However, you should aim to provide detailed examples which demonstrate how your knowledge and experience matches each of the criteria, and which describe what your role was in achieving a specific result. Examples provided could be examples of things you have done in your personal life and do not necessarily need to be related to a job or role you have performed. It will also benefit the selection panel if you can be clear which criteria the evidence you provide relates to. Providing separate paragraphs in relation to each criterion is common practice.

An information session specifically focused on preparing a personal statement is being explored during the advert window, but unfortunately cannot be guaranteed on this occasion. Please continue to monitor the recruitment page for further information as it becomes available. The session is likely to be held in the middle to later stages of the advertising period in order to give candidates an opportunity to start an application before attending a session.

Please limit your personal statement to a **maximum of a 1000 words**. Your application may be rejected if you exceed this limit.

You should also provide a brief paragraph which outlines:

- why you applied for the role(s);
- what benefits you will bring to the CVB Board;
- whether you meet the criteria for Welsh essential;
- whether you would be open to a two, three or four year appointment term;
- if you would also like to be considered for the role of Chair, Deputy Chair or Non-Executive Board Member. If you are interested in applying for more than one role please indicate this in your application and include information in your personal statement which reflects your skills and experience to perform the most senior of the roles (further information about this is on pages 7 - 12).

The intention is to recruit the Chair in March, prior to the appointment of the remainder of the Board in April.

### Curriculum Vitae (CV)

Your CV should be no more than **3 pages**. It should include brief details of your current or most recent posts and the dates you occupied these roles. Please identify any past or present Ministerial appointments.

### Diversity Statement

The Welsh Government believes public bodies should have Board Members who reflect Welsh society - people from all walks of life - to help them understand people's needs, and make better decisions. This is why the Welsh Government is encouraging

## Citizen Voice Body for Health and Social Care

a wide and diverse range of individuals to apply for appointments to public bodies. Applications are particularly welcome from all under-represented groups, including women, people under 30 years of age, black, Asian and minority ethnic people, disabled people, and lesbian, gay, bisexual and transgender people.

### Disability Confident

The Welsh Government accepts the social definition of disability, in which it is recognised barriers in society act to disable people who have impairments or health conditions, or who use British Sign Language. We are committed to removing barriers so all individuals 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 applied for. By ‘minimum criteria’ we mean you must provide us with evidence in your application which demonstrates you generally meet the level of competence for the role and any qualifications, skills or experience defined as essential.

We are committed to the employment and career development of disabled people. If you meet the criteria for the position(s) you are applying for and would like a guaranteed interview, please contact the Public Appointments team by email at [publicappointments@gov.wales](mailto:publicappointments@gov.wales).

If you have an impairment or health condition, or use British Sign Language 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 and a member of the team will contact you to discuss your requirements and any questions you may have.

### Indicative Timetable – Chair Appointment

Closing date:	16:00, Tuesday 1 February 2022
Shortlisting :	w/c 14 February 2022
Interviews:	w/c 28 February 2022
Appointment commences:	April 2022

**Note:** The candidate who the Minister wishes to appoint as Chair will be required to attend a Pre-Appointment Scrutiny Hearing of the Health and Social Care Committee prior to taking up their role.

Unsuccessful candidates may be considered for the position of Deputy Chair and Non-Executive Members if they have expressed an interest in these positions. Under these circumstances they will be invited to attend a further interview.

### Indicative Timetable – Deputy Chair and Non-Executive Members

Closing date:	16:00, Tuesday 1 February 2022
Shortlisting :	w/c 14 February 2022
Interviews:	w/c 4 April 2022
Appointment commences:	April 2022

## Citizen Voice Body for Health and Social Care

### **Contacts:**

For further information regarding the selection process, please contact:

Public Appointments Team

Public Bodies Unit

Email: [publicappointments@gov.wales](mailto:publicappointments@gov.wales)

For further information regarding the role of the Chair, Deputy Chair or Non-Executive Members, please contact [CVBInfo@gov.wales](mailto:CVBInfo@gov.wales) to arrange a time to discuss via telephone/teams meeting.

If you need any further assistance in applying for this role, please contact [publicappointments@gov.wales](mailto:publicappointments@gov.wales).

For further information about Public Appointments in Wales, please visit [www.gov.wales/publicappointments](http://www.gov.wales/publicappointments)

## **Annex A**

### **The Role of the Chair, Deputy Chair and Six Non-Executive Members**

#### **Role description and person specification**

This is a unique and exciting opportunity to be part an organisation which will make a difference to the people of Wales. The establishment of the CVB will strengthen governance and accountability, represent the interests of the public and operate across health and social care.

#### **Role and responsibilities**

The role of the Chair, Deputy Chair and Non-Executive Members as a member of the Board is to:

- provide effective leadership; defining and developing strategic direction and setting challenging objectives;
- promote high standards of public finance, upholding the principles of regularity, propriety and value for money;
- lead and promote a culture for the organisations which is based on positive values and behaviours;
- ensure the CVB's activities are conducted efficiently and effectively within a strong governance and accountability framework and in a manner consistent with the "five ways of working" (as set out in The Well-being of Future Generations (Wales) Act 2015); and
- monitor performance to ensure the CVB fully meets its aims, objectives and performance targets.

To do this the Board and its members must:

- ensure effective arrangements are in place to provide assurance on risk management, governance and internal control;
- establish an Audit Committee chaired by a Non-Executive Member (but not the Chair) to provide it with independent advice; and
- assure itself of the effectiveness of the internal control and risk management systems.

The personal responsibility of the Chief Executive, as Accounting Officer, to ensure regularity, propriety and value for money in no way detracts from that of members of the Board, who each have a duty to act in a way which promotes high standards of public finance and for ensuring that the CVB's activities are conducted in an efficient and effective manner. They must not give the Chief Executive instructions which conflict with the responsibilities of the Chief Executive as the CVB's Accounting Officer.

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In particular the Board is responsible for:

- establishing and taking forward the strategic aims and objectives of the CVB consistent with its overall purpose, the Well-being goals and within the policy and resources framework determined by the Welsh Ministers;
- ensuring the Welsh Ministers are kept fully informed of any changes likely to impact on the strategic direction of the CVB, or on the attainability of its targets, and of steps needed to deal with such changes;
- ensuring compliance with any statutory or administrative requirements in respect of the use of public funds; the CVB operates within the limits of its statutory authority and any delegated authority agreed with the sponsor department, and in accordance with any other conditions relating to the use of public funds; and, in reaching decisions, it takes into account guidance issued by the Welsh Government;
- ensuring it receives, and reviews regularly, financial information concerning the management of the CVB; it is informed in a timely manner about any concerns as to the activities of the CVB; and, where applicable, it provides positive assurance to the Minister via the sponsor team appropriate remedial action has been taken to address any such concerns;
- demonstrating high standards of corporate governance at all times, including by using the audit committee to help the Board to address key financial and other risks; and
- appointing, with the prior approval of the Welsh Ministers, a Chief Executive.

The Board may, to the extent permitted by the Health and Care (Quality and Engagement) (Wales) Act 2020, delegate to staff responsibility for the administration of day-to-day management issues but it remains ultimately responsible and accountable for all those matters. The CVB must maintain a list of matters which are reserved for decision by its Board as well as a scheme of delegation approved by the Board.

The **\*Chair** is accountable to the Welsh Ministers. Communications between the CVB Board and the Ministers shall, in the normal course of business, be conducted through the Chair. The Chair is responsible for ensuring the Board's policies and actions support the Minister's wider strategic policies, whilst also ensuring the CVB remains independent, and has an unfettered ability to comment and raise concerns based on evidence drawn from activities. The Chair will also:

- ensure Board Members are kept informed of all such communications;
- demonstrate a strong, visible passion and commitment to role of the CVB and its strategy;
- ensure the CVB's affairs are conducted with probity; and
- where appropriate, policies and actions are communicated and disseminated throughout the CVB.

The **\*Chair** has a particular leadership responsibility for:

- formulating the Board's strategies;

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- ensuring the Board, in reaching decisions, takes proper account of statutory and financial management requirements and all relevant guidance including guidance provided by the Welsh Ministers;
- promoting the economic, efficient and effective use of staff and other resources;
- promoting a culture within the organisation based on positive values and behaviours;
- ensuring high standards of regularity and propriety; and
- representing the views of the Board to the public.

The **\*Chair** must also:

- ensure all Board Members are briefed fully on the terms of their appointment and on their duties, rights and responsibilities;
- ensure they, together with other Board Members, receive appropriate training, including on the financial management and reporting requirements of public sector bodies, and on the differences which might exist between private and public sector practice;
- ensure the Board has a balance of skills appropriate to directing the CVB's business, and advise the Minister, in instances where appointments are to be made by them, on the needs of the CVB when Board vacancies arise;
- assess the performance of individual Board members in accordance with the arrangements agreed with the sponsor team; and
- ensure a Code of Conduct for Board Members is in place consistent with the Welsh Government Model Code.

The **\*\*Deputy Chair** will, in addition to the responsibilities of Non-Executive Members of the Board:

- provide strong, effective and visible leadership as agreed with the Chair, internally through the Board and its committees and externally through connections with a wide range of stakeholders and partners within the wider community;
- deputise for the Chair and lead the Board in the Chair's absence, performing additional functions as agreed with the Chair.

In undertaking their duties and responsibilities all Board Members shall:

- comply at all times with the CVB's Code of Conduct for Board Members, and with the rules relating to the use of public funds and conflicts of interest;
- demonstrate their commitment to understanding and promoting, equality, diversity and inclusion;
- demonstrate their appreciation of bilingualism and culture, and a commitment to mainstreaming the Welsh language;
- not misuse information gained in the course of their public service for personal gain or political profit, nor seek to use the opportunity of public service to promote their private interests or those of persons or organisations with whom they have a relationship;

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- comply with the CVB's rules on the acceptance of gifts and hospitality, and of business appointments; and
- act always in good faith and in the best interests of the CVB.

### Person Specification

To be considered for the role of Chair, Deputy Chair or Non-Executive Member you must be able to demonstrate the following qualities and experience:

#### **Essential Criteria**

It is necessary to ensure the Board has the right experience and skills to ensure the success of the CVB. The Board **collectively** should possess the following range of experience. You may demonstrate experience in more than one area:

- working in an environment where the views of the public/service users are demonstrably obtained and acted upon;
- the provision of advocacy services;
- strategic leadership;
- change management/ service improvement;
- workforce/ organisational development;
- partnership working;
- regulatory/ legal;
- business/ governance/ internal control;
- finance/ accounting;
- health;
- social care;
- communications/a marketing.

The \*Chair will have the following *knowledge and experience*:

- experience of operating at a senior strategic leadership level with knowledge and understanding of what is needed to advocate for and represent people and communities locally, regionally and nationally;
- a passion for, and commitment to, listening to and understanding the priorities of the Citizen with regard to health and social care;
- ability to instil vision, and lead the development of the CVB in pursuit of achieving long and short-term goals;
- ability to understand complex issues while demonstrating respect for the views of others;
- an excellent understanding of governance with an ability to ensure a Board works together effectively through its active involvement in a robust and transparent decision-making process;
- ability to motivate and develop the Board to define roles and responsibilities to ensure ownership and accountability;
- a clear commitment to understanding and promoting equality, diversity and inclusion; and
- ability to show an appreciation of bilingualism and culture, and a commitment to promoting and mainstreaming of the Welsh language.

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*Personal Attributes will include:*

- strong interpersonal and influencing skills, and ability to act as an effective advocate and ambassador;
- sound judgement, sensitivity and political awareness; and
- capacity to be independent and resilient.

*Desirable Criteria:*

- The ability to speak Welsh.

The Non-Executive Members will have the following *knowledge and experience:*

- an understanding of the issues and priorities likely to be important to the CVB, and the ability to understand the role and work of the Board;
- an ability to hold the Chief Executive to account for performance whilst maintaining a constructive relationship;
- ability to think strategically and to exercise sound judgement on a range of sensitive and complex issues;
- ability to analyse and interpret detailed information;
- an understanding of how diverse groups bring their lived experiences to the work of the organisation as transferable skills and experience

\*\* In addition the Deputy Chair will have experience of a leadership role within the private, public or third sectors, with the ability to look ahead and provide strategic leadership

*Personal Attributes will include:*

- good communication skills and the ability to engage with the public, employees, employee representatives and stakeholders to help shape, develop and improve services;
- a clear commitment to understanding and promoting equality, diversity and inclusion; and
- ability to show an appreciation of bilingualism and culture, and a commitment to promoting and mainstreaming of the Welsh language.

\*\*In addition the Deputy Chair will have:

- the ability to be an effective advocate and ambassador, instilling vision, together with the ability to influence others;
- ability to facilitate understanding of complex issues while demonstrating respect for the views of others;
- sound judgement, sensitivity and political awareness; and
- a strong understanding of engagement and advocacy services.

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### Welsh Language

Welsh Language Skills will be essential for **two** successful candidates and desirable, but not a pre-requisite, for the remaining appointments. 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 and social care in Wales. The level of skill required is as follows:

#### *Essential*

Understanding = 3 – can understand routine work-related conversations.

Reading = 3 – can read some routine work-related material with support e.g. dictionary.

Speaking = 4 – can converse in most work-related conversations.

Writing = 3 – can prepare routine work-related material with checking

#### *Desirable*

Understanding = 2 – can understand basic conversations about everyday topics.

Reading = 2 – can read simple material on everyday topics with understanding.

Speaking = 3 – can converse in some work-related conversations.

Writing = 1 – can write basic messages on everyday topics.

### Time commitment

The time commitment for these roles is based on a notional time commitment of:

- Chair – Five (5) days per month.
- Deputy Chair - Five (5) days per month.
- Non-Executive Member – Four (4) days per month.

However, this will be subject to organisational demands and may be higher than the minimum requirement.

### Remuneration

- Chair - £256 per day/£15,400 per annum, paid monthly or quarterly in arrears as agreed.
- Deputy Chair - £226 per day/£13,600 per annum, paid monthly or quarterly in arrears as agreed.
- Non-Executive Member - £198 per day/£9,504 per annum, paid monthly or quarterly in arrears as agreed.

Where the Chair, Deputy Chair or a Non-Executive Member are allowed time off from their current employment with pay to perform their duties, they will receive no additional remuneration for undertaking the role. They will be treated in the same way as other employees who are given paid time off to undertake public duties.

### Expenses

You will be entitled to be reimbursed, if appropriate, against receipts for travel and subsistence expenses incurred while on business for the CVB. Expenses must be claimed within three months of them being incurred unless there are exceptional circumstances.

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Childcare and other dependent expenses may also be paid, on production of receipts, for additional costs incurred while undertaking activities on behalf of the CVB.

### **Location**

The location of the CVB is still to be agreed. The post holders may be required to travel to locations across Wales to attend meetings and perform other duties associated with the roles. Where effective some meetings will be held via digital platforms.

### **Tenure of office**

The Minister for Health and Social Services determines the length of the appointment, which will initially be either set at two (2) years, three (3) or four (4) years. However, this is subject to the Chair, Deputy Chair and Non-Executive Members remaining eligible for the role for the duration of the term. They may be invited to serve for a further term of up to four years.

### **Accountability**

The Chair, Deputy Chair and Non-Executive Members are appointed by the Minister for Health and Social Services. The Chair is directly accountable to the Minister for carrying out his/her duties, and his/her performance. The Deputy Chair and Non-Executive Members are accountable to the Minister via the Chair.

### **Eligibility**

A person shall be disqualified from appointment if they:

- a. have within the preceding five (5) years been convicted in the UK, or outside of the UK of any offence which, if committed in any part of the UK, would constitute a criminal offence, and in either case, the final outcome of the proceedings was a sentence (whether suspended or not) for a period of not less than three (3) months without the option of paying a fine;
- b. has been adjudged bankrupt or has made a composition or arrangement with their creditors from which they have not yet been discharged; or
- c. are on establishment of the CVB member of staff. This will mean if appointed as the Chair, Deputy Chair or a Non-Executive Member of the body they will cease to hold this position if they are subsequently appointed as a member of staff of the body (for example any current Community Health Council or Board of Community Health Council staff who become staff of the body).

Candidates should also note that membership of the CVB will be a disqualifying office for membership of the National Assembly for Wales under the National Assembly for Wales (Disqualification) Order 2015.

<http://www.legislation.gov.uk/uksi/2015/1536/contents/made>

Any other information that may materially affect your application for appointment should be declared in the application form under the Conflict of Interests section.

Applicants should be persons who conduct themselves at all times in a manner which will maintain public confidence.

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### **Conflict of Interests**

When applying you will be asked to declare any private interests which may, or may be perceived to, conflict with the role and responsibilities as the Chair, Deputy Chair or a Non-Executive Member of the CVB, including any business interests and positions of authority outside the role in the CVB.

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**

The Public Bodies Unit 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, you may be asked questions at interview in relation to any due diligence findings.

Checks in accordance with the Data Barring Service (DBS) will also be undertaken as appropriate for the role.

### **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, you can access this document at:

<https://www.gov.uk/government/publications/code-of-conduct-for-board-members-of-public-bodies>

## **Annex B**

### **The role and responsibilities of CVB**

The CVB which will exercise the following functions in accordance with the Health and Social Care (Quality and Engagement) (Wales) Act 2020:

- a. to represent the interests of the public in respect of health services and social services by seeking the views of the public about these services. Health services is broadly defined as services provided under or by virtue of the National Health Services (Wales) 2006 Act for or in connection with (i) the prevention, diagnosis or treatment of illness or (ii) the promotion and protection of public health. Social services are similarly broadly defined by reference to local authorities' social services functions as set out in section 143 of the Social Services and Well-being (Wales) Act 2014. In doing so, the CVB must in particular have regard, where appropriate, to the importance of face-to-face engagement with its staff, or others acting on its behalf, and individuals from whom views are being sought. (section 13)
- b. to promote public awareness of its functions, publish a statement of policy setting out how it proposes to do this and how it intends to seek the views of members of the public. The statement must also, in particular, specify how the CVB proposes to represent the interests of, be accessible to, and ensure its staff and volunteers can engage effectively with people throughout Wales. This will facilitate greater engagement of the public with the CVB. In order to represent the interests of the public it will be essential the CVB has a strategy to maximise its engagement with members of the public across Wales, using all resources that are available to it. It is our hope that this will enable the CVB to reach large numbers of the public with online polls, discussion groups and consultations. This is seen as key to enabling it to reach greater numbers and more diverse groups of people, whilst also having regard to the importance of face-to-face engagement, where appropriate. The CVB will need to engage not only with current service users, but past users, prospective service users, family members of service users etc. in order to ensure that when they seek views they are as representative as possible. (section 14)
- c. to make representations to Local Health Boards (LHBs), NHS Trusts, Special Health Authorities and Local Authorities about any matter it considers is relevant to the provision of health services or social services having sought the views of the public. This allows the CVB to, for example, make representations to LHBs and Trusts about matters relating to changes in NHS services and could also make representations to local authorities in relation to proposed change in social services. It could also make representations relating to the public's experience of health or social services. (section 15). It would not involve making representations about individual cases as that is the purpose of the complaints advice and assistance function (see below).
- d. the power to provide advice and assistance with complaints relating to health and social services. The CVB will be able to provide assistance to such extent as it considers necessary to meet reasonable requirements to individuals making or intending to make the following kinds of complaint:

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- i. NHS complaints – the CVB will provide advice and assistance in respect of complaints made under an NHS complaints procedure.
- ii. social services complaints – the CVB will provide assistance with a complaint to a local authority about social services provided or arranged by the local authority (apart from a group of complaints made by children and young persons where local authorities are already under a duty to arrange assistance;
- iii. complaints to a regulated social care provider<sup>3</sup>; this enables the CVB to assist persons who wish to make a complaint directly to a provider of a regulated service as defined in section 2 of the Regulation and Inspection of Social Care (Wales) Act 2016. Currently, this means the CVB could assist with a complaint made directly to a care home, a provider of secure accommodation, a residential family service centre, an adoption service, a fostering service, an adult placement service, an advocacy service or a domiciliary support service (as defined in Schedule 1 and in regulations made under section 2 of the Regulation and Inspection of Social Care (Wales) Act 2016).
- iv. complaints to the Public Services Ombudsman for Wales about health services, social services, care home providers or domiciliary care providers.

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<sup>3</sup>Within the meaning of section 2 of the Regulation and Inspection of Social Care (Wales) Act 2016

## **Annex C**

### **The selection process**

The interview panel will assess your application form in terms of your CV and personal statement to determine who it believes best meets the criteria for the roles, and whether you will be invited to interview. The panel can rely only on the information you provide in your CV and personal statement to assess whether you have the skills and experience required. Please ensure you provide evidence to support how you meet all of the essential criteria and the bullet points listed as part of your personal statement

The selection panel for the Chair will be chaired by Judith Paget, Director General Health and Social Care and NHS Wales Chief Executive and will include, a Senior Independent Panel Member (to be confirmed), Dr Chris Jones, Deputy Chief Medical Officer and Albert Heaney, Director – Social Services, Welsh Government.

The selection panel for the Deputy Chair and Non-Executive Members will be chaired by Dr Chris Jones, Deputy Chief Medical Officer, Welsh Government, an Independent Panel Member (to be confirmed), and Anthony Jordan, Welsh Government.

Your application may be “long-listed”, subject to the volume of applications received, before it is passed to the shortlisting panel for consideration. You should be aware, in this situation, your application might not be considered in full by the entire selection panel.

We anticipate during the week commencing 14 February 2022, the panel will have decided who will be invited for interview for the position of Chair which will be held during the week commencing 28 February 2022. Interviews will be held remotely using Microsoft Teams, and will include an opportunity to lead a discussion and/or give a presentation to a Stakeholder Panel.

The preferred candidate will be required to attend a pre-appointment hearing meeting of the Health and Social Care Committee prior to confirmation of their appointment by the Minister.

It is anticipated the decision regarding those to be invited for interview for the positions of Deputy Chair and Non-Executive Members will be during week commencing 14 February 2022. Candidates who have been unsuccessful in the Chair appointments process may be invited for interview for these positions where they have expressed their interest at application stage.

Interviews for the Deputy Chair and Non-Executive Members will be during week commencing 4 April 2022.

Interviews will be held remotely using Microsoft Teams.

The panel will select for interview only the strongest applicants who it feels have demonstrated they best meet the criteria as asked to demonstrate in the personal statement. However, if you have applied under the guaranteed interview scheme and

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you meet the minimum essential criteria for the post, then you will also be invited for interview.

If you are invited to interview and are unable to make the arranged interview date, we will endeavour to re-arrange. However, this might not be possible due to time constraints within the appointment timetable or selection panel availability.

You will receive email communication from the Appoint system to let you know whether 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. You may be asked to prepare a presentation for your interview. Please note presentations are to be delivered without the use of hand-outs or a presentation, however, you are welcome to use prompt cards.

If you would like to be interviewed through the medium of Welsh you should advise the contact provided within the interview invite.

Candidates who the panel believe are 'appointable', will be recommended to the Minister for Health and Social Services, who will make the final decision. The Minister for Health and Social Services may choose to meet with appointable candidates before making a decision. If so the Minister will meet all candidates, and 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.

If you are successful, you will receive a letter from the Minister for Health and Social Services appointing you to the relevant 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 Bodies Unit and to a DBS check.

If you are unsuccessful at interview, you will be notified by Welsh Government. We appreciate it takes a lot of time and effort to apply for roles and that feedback is a valuable part of the process. As a result, the letter will provide the details of who you may approach for feedback on your interview and application, if you so wish.

### **Queries**

For queries about your application, please contact [publicappointments@gov.wales](mailto: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](mailto:publicappointments@gov.wales).

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