

**Application ID: 75872,  
: Chair, Deputy Chair and Six Non-Executive Members - Citizen Voice Body  
for Health and Social Care**

**Personal Details**

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<b>Title</b>	Professor
<b>First name</b>	Medwin
<b>Surname</b>	Hughes
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**Career History / Personal Experience**

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**1**

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

**Responsibilities**

UK Charity offering support re substance use. Member then Chair. Involved in developing Wales activity - it is now one of the largest support bodies in Wales. Experience gained: Respecting stakeholder voices. Learning to stand back, listen and embrace the numerous opinions which are presented. Understanding the importance of empowerment within an organisation - at Executive and Board level.

Elusen ar draws y DU yn cynnig cymorth gyda chyffuriau. Aelod ac yna Cadeirydd. Gweithio i adeiladu presenoldeb yng Nghymru gan greu un o'r asiantaethau cymorth mwyaf yng Nghymru. Gwersi: Parchu lleisiau rhanddeiliaid. Dysgu sefyll yn ôl a gwranddo a chofleidio'r safbwyntiau niferus a gaiff eu cyflwyno. Deall pwysigrwydd grymuso mewn sefydliad - ar lefel Weithredol a Bwrdd.

**2**

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

**Responsibilities**

Invited to serve as Chair to support change management. Experience gained: Importance of building trust and confidence with a Board when faced with re-positioning a financial crisis and delivering a surplus after a decade of financial loss. Lesson - honesty of conversation and messages. Integrity as a Chair in holding a mirror up to a Board which needed to change.

Gwahoddiad i wasanaethu i hyrwyddo newid. Gwersi a ddysgais: Pwysigrwydd meithrin ymddiriedaeth a hyder gyda Bwrdd wrth ymateb i ail-leoli argyfwng ariannol a chyflawni gwaged ar ôl degawd o golledion ariannol. Gwers - gonestrwydd trafodaethau a negeseuon cyson. Gonestrwydd fel Cadeirydd yn dal drych i Fwrdd sydd angen newid.

**3**

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

**Responsibilities**

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. Sefydlaeth 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.

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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.