

Betsi Cadwaladr University Health Board

Personal Statement

We are in the midst of a period full of challenges: a percentage of the population is still suffering the consequences of the pandemic; the cost of living is driving more people into poverty; we are trying to meet the climate change challenge and more people than before are seeking access to health and wellbeing services. And this all while public funding is being significantly reduced. This context underlines the need for us to try to do things differently and this is an opportunity for us to engage with the workforce, service users and people in our communities. That is why, in my current role as a leader in health, I have consistently met with staff at the workplace and with service users as well. I recently met with families who had suffered from the serious shortcomings of one service; I have discussed the use of agency workers with union representatives and have changed the AGM from a short, formal meeting to a public event in a community centre, as a sign of the intention to turn the organisation from being a health board that looks inward to a board that looks outward.

I have had the opportunity to lead and influence strategies during my time as Chair, Non-Executive Director and Council Leader. Always common to these times is the emphasis on two things – the outcomes for the public and the need to adopt alternative approaches to reach people, to be bold and creative. In my former position as Council Leader, I worked with relevant officers and members to create a cautious approach to financial strategy. As a result, we took a mid/long term approach to budgets and a detailed regime of public consultation giving the public the opportunity to play a key role in prioritising. This was done by detailing all aspects of the Council's budget, detailing the work of services and departments and explaining the impact of any budget cut. This work has been carried out in bespoke workshops with the public, council members and key partners. This comprehensive regime recognised the public as a resource when making decisions by canvassing opinions. It also enabled the public and others to better understand the Council's activities and the difficult financial decisions we faced. My role involved reminding everyone of the need for us to set a budget and ensure there was a clear understanding of the impact of decisions taken. Having gone through this comprehensive process with the public and Council members, I was in a strong position to get the necessary support to set the council budget and level of taxation, and then put the services in place to prepare the savings over a period of time.

I have learnt a lot from my time as Chair, Council Leader and Non-Executive Director. One is undoubtedly the ability to step back from the heat of key decision making and weighing things up before coming to a conclusion about the way forward. Making a major decision and setting the direction is a better process having held comprehensive and purposeful discussions that include citizens and service users. None of us have a monopoly on the truth and creating the right conditions to ensure contribution from others outside the normal circle is key. I have had the opportunity over time to sharpen my skills working as part of a team, challenging and

supporting each other and engaging in discussions with bespoke research and statistics that ensure decisions are made in accordance with evidence.

My work as a Council Leader and as Spokesperson for the Welsh Local Government Association involved working in partnership with others and seeking to influence the strategic and policy direction – locally, regionally and nationally. I worked closely with some ministers and officials as part of the work and had an opportunity to hold discussions and try to put forward some policy possibilities: an example of which is the ability for local authorities to charge a premium on second homes and empty houses.

I believe that I have developed the skills necessary to negotiate with and persuade others, whether they are groups representing the voluntary sector locally or Welsh Government ministers and officials. I was used to working in a challenging political context in my job as Council Leader, without a clear majority, but at the same time managed to develop an agenda of changing and modernising services from education to care. I hope I have managed to strike that balance between making arguments with passion and conviction and having solid evidence and key facts at hand at the same time. There was a case of trying to change provision for adults with needs in one part of the county, creating a new provision that would better meet the needs of consumers and families. But there was strong local opposition. I persuaded some to arrange a visit to similar provision in England and as a result got support for the change and won advocates for the cause. And that's a fundamental principle for me in formulating any strategy, such as the need to show the new world – what's going to change and how things will be better. And that must be done positively and offer hope to people.

Good governance is the foundation of every institution. I am currently working within a context where governance has been historically weak. As a result I am trying, with others, to reset the expectations and culture: reminding everyone of the need to comply with the procedure for reporting to committees and not to promote a last-minute process. My experience as Chair of the Audit and Governance Committee of another organisation has been helpful to me in this regard. Also my years as Council Leader, and the strong emphasis on public accountability.

I hope I have the wide range of experiences and skills needed to contribute constructively to being Chair of Betsi Cadwaladr University Health Board during this challenging but exciting time. I am always enthusiastic and constructive in my approach and what drives me is the opportunity to make a difference working with others to create a fairer Wales and a healthier Wales.

CURRICULUM VITAE

Name: Dyfed Edwards

Personal Profile

- Experienced strategic leader and developer at local, regional and national levels
- Familiar with setting targets and implementing measures to ensure progress in line with objectives
- Experience managing significant budgets
- Able to make joint decisions working in a team
- Influential and able to convince others, with a history of perseverance
- Business background as founder of a music publishing company

Skills

- Experience of working across the public sector, locally, regionally and nationally
- Experienced Chair and Non-Executive Director of public bodies in Wales
- Experienced Vice Chairman and Committee Chair
- Skilled communicator – broad experience as a spokesperson and media liaison on local, regional and national issues as well as presenting evidence to Welsh Parliament committees
- Experienced and respected as a negotiator, working closely with Welsh Government Ministers and officials
- Fully bilingual in English and Welsh

Education and Qualifications

Recognised as Local Politician of the Year in 2009;

Graduate of the Improvement and Development Agency (IDeA) Leadership Academy 2008;

Certificate from the Institute of Financial Education and Training, Bangor University 1999;

B. Mus (Hons), University of Wales, Cardiff 1980;

Postgraduate Certificate in Education 1981;

2 'A' Levels Ysgol Rhiwabon, Wrexham 1977; 7 'O' Levels Ysgol Rhiwabon, Wrexham

Employment and Work Experience

2023 – Acting Chair of Betsi Cadwaladr University Health Board

2022 - Commissioner, North Wales Transport Commission

2021 – Member of the Welsh Language Partnership Council, Welsh Government

2017 - Non-Executive Director of the Welsh Finance Authority - Vice Chairman and Chair of the People Committee

2018 - Non-Executive Director of Public Health Wales - Chair of Audit and Corporate Governance Committee

2008 – 2017: Leader, Gwynedd Council

2011 – 2017: Spokesperson for Housing, Heritage and the Welsh Language of the Welsh Local Government Association

2011 – 2012: Environment, Sustainability and Waste Spokesperson for the Welsh Local Government Association

2008 – 2017: Member of the Welsh Government/Welsh Local Authorities Finance Sub-Group

2008 – 2017: Member of the North Wales Leadership Board

2008 – 2017: Gwynedd-Môn Local/Public Services Board Member (Former Chair)

2008 – 2017: Deputy President, Welsh Local Government Association

2016 – 2017: Member of Expert Group on Housing an Ageing Population, Welsh Government

2015 – 2017 Member of the Syria Refugee Task Force, sponsored by the Welsh Government

2012 – 2013: Member of Welsh Communities Task and Finish Group, Welsh Government

2008-2012: Spokesperson for Heritage, Welsh Language, Sport and the Arts for the Welsh Local Government Association

2007-2008: Gwynedd Council Education Portfolio Member

1992: CURIAD founded – a leading music publisher; resigned as director in 2012

1988 – 1992: Freelance work in music industry composing and working with a music publishing company

1986 – 1988: Head of Music at Ysgol y Gader, Dolgellau

1981 – 1986: Head of Music at Connah's Quay High School

Other interests

Community

- Former governor of Ysgol Dyffryn Nantlle and Ysgol Bro Lleu, Pen-y-groes (former Chair)
- Director of Antur Nantlle Ltd. (Economic Regeneration Agency)
- Volunteering with the Llond Bol scheme in Dyffryn Nantlle
- Founder and volunteer with IwthPen, a scheme for young people in Dyffryn Nantlle
- Former director of Ymddiriedolaeth Tir Cymunedol Dyffryn Nantlle
- Former member of the steering group for Codi'r To – 'El Sistema' project in Caernarfon and Bangor

Leisure

- sports
- arts
- reading