



Llywodraeth Cymru  
Welsh Government

## Candidate Brief and Job Description

### NON-EXECUTIVE DIRECTOR FOR WELSH GOVERNMENT BOARD

*(Welsh language skills are essential for this role)*



Hyrwyddwr Busnes  
Cyfrifol Cymru  
2020



Responsible Business  
Champion Cymru  
2020



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## **Welcome**

### **1. Message from Dr Andrew Goodall, Permanent Secretary**



This is a fantastic opportunity to play an important leadership role in steering the Welsh Government civil service at a time of unprecedented challenge. Our Non-Executive Directors are members of the senior team, giving balanced advice and support to me as head of the organisation. I recently took up the role of Permanent Secretary and our NEDs have helped me hit the ground running. I'm thrilled to be advertising a chance to join the team so early in to my new role.

As members of the Board, our NEDs contribute to strategic decision making about how our organisation is developed to support the cabinet and ministers, ensuring that we deliver what ministers expect. Strong governance is a vital part of running any organisation and our Board and sub-committees provide assurance to me in discharging my role as Principle Accounting Officer.

This candidate pack provides an overview of the responsibilities our Non-Executive Directors have. However, there's no typical candidate for the role and our NEDS have a broad range of skills, experience and perspectives. What we're looking for is someone with fresh ideas, who can challenge but is solution focused and who has a passion for Wales.

We're specifically advertising for a Welsh speaker to join the team, supporting our commitment to our Cymraeg 2050 strategy and achieving our vision of becoming an exemplar bilingual organisation. We want our Non-Executive Directors to reflect Welsh society - from all walks of life - to help understand people's needs and help us make better decisions.

We work hard to create a supportive and inclusive environment for all our colleagues to grow and perform to the best of their ability. We particularly welcome applications from women, Black, Asian and Minority Ethnic people and disabled people and we are committed to supporting all our colleagues to thrive in an inclusive working environment.

If you're an effective and resilient leader who can take people with you to deliver positive and sustainable change then I look forward to your application.

**Andrew Goodall**

## **2. Welsh Government Background**

The Welsh Government is the devolved government for Wales and has an annual budget of around £18 billion. It is responsible for a range of areas including health, education and skills, the economy and transport, and agriculture and the environment.

The First Minister of Wales and his Cabinet form the Welsh Government and make decisions in devolved areas of responsibility. Welsh Ministers are accountable to the Senedd Cymru/Welsh Parliament, Wales' legislative body comprising 60 elected Members. Welsh Ministers are supported by around 5,000 civil servants, approximately half of whom are located in Cardiff, with the remainder based in Welsh Government offices across Wales. The Welsh Government also has small offices in London, Brussels and an overseas network for trade and investment work. The Permanent Secretary leads the Welsh Government Civil Service and is accountable to the First Minister and Welsh Ministers.

Equality, diversity and inclusion are core values of the Welsh Government. We aim to be an exemplar employer and our work is underpinned by a Board Equality and Diversity Champion, vibrant diversity networks supported by senior champions, setting diversity targets to improve the numbers of under-represented groups (for example, Black, Asian and Minority Ethnic and disabled staff at all levels and women at senior levels). We are committed to organisational use of the social model of disability and to making both recruitment adjustments and workplace adjustments to ensure equality for disabled staff. Earlier this year we published both our strategy on Inclusion and Diversity in Public Appointments as we are intent on increasing the diversity of the regulated and other Boards in Wales and our Workforce Equality, Diversity and Inclusion Strategy 2021 - 2026 setting our intent for our own organisation in line with our Future Workforce Strategy. Following the recent consultation on the Race Equality Action Plan we are working on the steps we will need to take to help make Welsh Government anti-racist.

A new Welsh Government was formed in May 2021. The post-holder will therefore be joining at an exciting time.

The UK's exit from the EU at the end of January 2020 and the subsequent international negotiations – both on the future UK/EU relationship and on UK trade deals with other countries – have significant implications for Wales and for the work of the Welsh Government. Our constitutional relationship with the UK Government and the other Devolved Governments continues to develop. In addition, along with other public bodies in Wales, the Welsh Government is subject to the Wellbeing of Future Generations Act and to the Welsh Language Standards, both of which require the Civil Service to work in new and different ways to improve policy development and the services delivered to the people of Wales. The Welsh Government is a bilingual organisation; legislation is produced in both Welsh and English, and both languages have equal legal status.

## Management Structure

### Permanent Secretary and the Board

The Welsh Government Civil Service is a large and complex organisation working on many aspects of Welsh life. The Permanent Secretary leads the organisation as a whole, with individual departments located within the five Groups: Economy, Skills and Natural Resources; Education and Public Services; Health and Social Services; The Office of the First Minister and the Permanent Secretary's Group.

Our Board is chaired by the Permanent Secretary and currently includes 4 Non-Executive Directors as well as Executive members from across the organisation: [Welsh Government Board membership | GOV.WALES](#)

The First Minister and his Cabinet determine the policy direction for the Welsh Government. The Board supports, challenges and advises the Permanent Secretary in discharging his role in leading the Welsh Government to support Ministers and to deliver their programme effectively. It is the senior forum at official level for overseeing the performance of the organisation. The Non-Executive Directors on the Board play a key role in ensuring that the Board functions effectively.

The Board is supported by two Sub-Committees:

- the **Audit & Risk Assurance Committee**, which is chaired by a Non-Executive Director. The function of the committee is to assist the Board to monitor and review both the risk, control and governance processes that have been established, and the associated assurance processes in place within the organisation.
- the **Remuneration Committee**, which is responsible for the Senior Civil Service (SCS) Pay Strategy, overseeing the process of assessment and moderation for SCS members and agreeing the recruitment processes for all SCS posts. This is also chaired by a Non-Executive Director.

More information on the Terms of Reference, can be found on the internet site: [Welsh Government Board terms of reference | GOV.WALES](#)

Board agendas and papers are published on the internet six weeks after the meeting.

### **3. The role of the Non-Executive Director**

Our Non-Executive Directors are members of the Welsh Government Board which is the strategic decision making forum that supports the Permanent Secretary. They also have a role on the sub-committees of the Board.

We will be looking to make one Non-Executive Director appointment as soon as possible. The appointment is for an initial period of two years with the possibility of extension.

Non-Executive Directors receive a small remuneration on an honorarium basis of £347 per day as well as any travel expenses and are expected to give a time commitment of three working days per month, on average. The pattern of meetings may be spread over a number of days to suit business requirements. Involvement in additional meetings will be subject to agreement between the individual and the Permanent Secretary.

Non-Executive Directors will be expected to join the monthly meetings of the Board. Their attendance at one or more of the specialist sub-committees of the Board is likely to be suggested aligned to their particular skills and experience. They may also be invited to attend bi-annual Board Development events and occasional ad hoc sessions. Broadly, the Non-Executive Director's contribution includes:

- Contributing an external perspective to Board discussions based on their experience and drawing on their specific expertise and knowledge;
- Offering constructive challenge to the Board on the best way to deliver the Welsh Government's strategic priorities;
- Providing ad hoc advice to the Board and Permanent Secretary both in and out of committee;
- Acting as a sponsor to particular programmes and projects and/or as a mentor to individuals;
- Acting as a panel member for senior recruitment exercises;
- Input in advance of the First Minister's annual performance discussion with the Permanent Secretary.

The Non-Executive Director(s) will be expected to devote the necessary time to prepare for and attend Board meetings and the training and development opportunities provided.

Due to the COVID 19 pandemic meetings are currently held virtually and in line with our approach to Smart Working. For any in person meetings in the future our Non-Executive Director(s) would usually be expected to attend meetings in any of the four Welsh Government offices based in Wales, which are located in Cardiff, Merthyr Tydfil, Llandudno Junction and Aberystwyth. We are supportive of tailoring patterns to suit board members' individual circumstances.

#### **4. Person Specification**

We want people who will provide a different perspective, be a source of fresh ideas and complement the skills of the other Non-Executives. We will also be interested to hear how candidates consider the experience of being a Non-Executive could be beneficial to them. We welcome applications from all backgrounds and experience, including those with a private or third sector background. We particularly welcome applications from people with lived experience of being disabled or who are Black, Asian and Minority Ethnic.

**Candidates are invited to provide evidence against as many as possible of the following criteria:**

##### *Knowledge and Experience*

- an understanding of the role, future direction and challenges of the Welsh Government, along with the wider Government environment in which the Welsh Government operates including key customers and stakeholders;
- a sound understanding and passion for Wales, its culture, economy and Welsh affairs;
- a strong track record of delivering outcomes with an ability to reflect on and learn from your own lived experiences;
- knowledge/skills/experience in financial management, accounting, risk management, audit and accountability structures;
- insights from the public, private or voluntary sectors;
- an understanding of, and commitment to, equality, diversity and inclusion.

##### *Skills and qualities*

- well developed interpersonal and communication skills;
- ability to offer constructive challenge;
- good influencing and persuading skills;
- ability to work effectively as part of a team;
- ability to think strategically;
- sound analytical ability;
- ability to offer creative solutions to resolve complex issues;
- ability to work on the basis of strict political impartiality.

##### *Welsh language skills*

The Welsh Government acknowledges the importance of developing and growing bilingual capabilities in public appointments in Wales, and welcomes applications from candidates who demonstrate their capability to work in both English and Welsh. The following list of language requirements represents an objective assessment by the recruiting body of the Welsh language skills required to undertake the duties of this particular post.

##### **Welsh language skills - Essential**

Reading – Can read most work-related material

Written - Can prepare routine work-related material with checking

Understanding – Can understand all work-related conversations

Spoken – Fluent

## 5. How to Apply

We welcome applications in Welsh and English. Applications in either language will be treated equally.

Candidates wishing to apply should submit an application form, along with a detailed CV, via the Welsh Government on-line system no later than **2nd of February**. To apply, you will be asked to register for an account on the on line system using an email address. It is recommended that you select an email address to which only you have access, as this will be our main method of communication with you regarding the selection process.

If you have an impairment that would prevent you from applying on line, please email [SCSRecruitment@gov.wales](mailto:SCSRecruitment@gov.wales) to request an alternative format, or to request a reasonable adjustment related to your impairment in order to submit your application.

As part of the recruitment process, you will be asked to provide the following:

- **A completed application form;**
- **An up to date CV** setting out your career history with key responsibilities and achievements;
- **A personal statement of no longer than two sides of A4** explaining how your professional qualifications, skills, qualities and experience are suitable for these roles and, in particular, how you meet the person specification.

### **Name Free Recruitment**

**Your name should be removed from your CV and personal statement when you submit your application.**

### **Diversity information**

The Welsh Government is committed to achieving a workforce that reflects the society it serves, at all levels including the most senior. Collecting this information enables us to identify whether we are recruiting from the widest possible pool of talent and check that all groups are being treated fairly throughout the process. This form will not be disclosed to anyone involved in assessing your application. If you do not wish to provide a response to a particular question, you should complete the 'Prefer not to say' option. You will not be able to submit your application if you leave any of the questions unanswered.



## **6. Selection Process**

The selection panel will be chaired by Catrin Dowling (HR), supported by Dr Andrew Goodall (Permanent Secretary), Aled Roberts (Welsh Language Commissioner) and Stephen Layne (Deputy Director Fair Work)

### **Biographies**

#### **Dr Andrew Goodall - Permanent Secretary**



Dr Andrew Goodall was appointed to the role of Welsh Government Permanent Secretary in November 2021 and leads the Welsh Government Civil Service in delivering the priorities of the First Minister and acts as the Principal Accounting Officer for the Welsh Government. Prior to this he was Director General of Health and Social Services/Chief Executive NHS Wales, a position he had held since June 2014.

Dr Goodall has been an NHS Chief Executive in Wales for 16 years. Previous posts include Chief Executive of Aneurin Bevan University Health Board, a position held from the Health Board's inception in October 2009 until 2014 after NHS re-organisation to the integrated Health Board model.

During his 30 year NHS career, Dr Goodall has held planning and operational positions across a number of NHS organisations across South Wales as well as national roles. He has particular areas of interest in improving patient safety, quality and patient experience; partnership working and collaboration across Public Services; and delivering frontline services through service improvement and modernisation.

Dr Goodall has a law degree from Essex University and a PhD in Health Service Management from Cardiff Business School. Dr Goodall was awarded a CBE in the 2018 New Year Honours for his services to the NHS and public services.

#### **Catrin Dowling, Head of Vaccine Equity and Take-up & HR Chair**



Catrin is currently Head of Vaccine Equity and Take-up within the Covid-19 Vaccination Directorate at Welsh Government. Her background however is in Human Resources having become CIPD qualified in 2006. She has held a number of different HR related roles within the Welsh Government from recruitment service to Senior HR Business Partner. She has also been on secondment to the Older People's Commissioner's office to lead the HR function when it was first established. Catrin worked on a number of major change programmes whilst working for the Welsh Government including the Location Strategy and the establishment of a new NHS body, Health Education and Improvement Wales (HEIW).

Just before the pandemic she took a decision to enhance her career by moving into the policy profession. As Head of Crime and Justice she was responsible for the delivery of the Youth Justice Blueprint co-developed by the Welsh Government and the Ministry of Justice. She worked closely with a number of stakeholders including MoJ, Her Majesty's Prison and Probation Service, Youth Custody Service, Youth Justice Board and the Police and Local Authorities to develop a new delivery model for youth custody services in Wales. She has recently moved to the Covid-19 Vaccination Programme and work closely with other policy teams and external stakeholders to ensure all eligible adults and children in Wales have fair and equal access to vaccination

Catrin grew up in rural mid Wales in Newtown, Powys. She was educated up to A-level in Welsh and continues to use her Welsh language on a daily basis. She studied History and Politics at Cardiff University before taking a year out to travel and work abroad. During that time she worked with a diverse range of people and experienced many different cultures. She worked in both private and public organisations both here in Wales and further afield before commencing a Masters degree in HR Management and starting her career in the HR department at the Welsh Government. The flexible working arrangements have afforded her the opportunity to pursue a career she loves whilst also bringing up two lovely but very active little children and supporting their local sports clubs at weekends. Catrin's other passion is sport and she's often setting herself various challenges with the aim of raising money for cancer and children's charities.

### **Stephen Layne, Deputy Director for Fair Work, Welsh Government**



Stephen's currently Deputy Director for Fair Work at the Welsh Government. He leads a team responsible for working in social partnership to deliver safe, secure and

rewarding work, improving access to trade unions and ensuring the public purse encourages fair work.

Stephen has extensive experience in policy development, government business and working with Ministers, Special Advisors and external partners across a wide range of matters. He joined the Welsh Government in 2000 and since then has worked in a variety of roles and at different grades in the organisation, before being promoted to the senior civil service earlier this year. Prior to joining the Welsh Government, he worked in the financial services sector and graduated with a degree in politics from Cardiff University.

Stephen is passionate about his work and the role of the civil service in translating the priorities of Ministers into policies, interventions and programmes that deliver beneficial outcomes for people, places, public services and businesses in Wales. Outside of work, he values time spent with his family, enjoys reading and is an avid follower of rugby and cricket – although he says he sadly no longer plays either!

### **Aled Roberts, Welsh Language Commissioner**



Aled was born and raised in Rhosllannerchrugog near Wrexham. He studied Law at University of Wales Aberystwyth.

He worked as a solicitor in the Wrexham, Ruthin and Mold areas for a number of years. He represented Rhos and Ponciau on Wrexham Council, and was elected leader of Wrexham County Borough Council in 2005. He led the Council until he was elected as an Assembly Member for the North Wales Region in 2011.

In the Senedd, Aled was the Liberal Democrats' spokesperson for Education, Children and Young People and for the Welsh language. After serving a term in the Senedd, he conducted an independent review of Local Authorities' Welsh in Education Strategic Plans for the Welsh Government and chaired the board that was responsible for implementing the recommendations outlined in his review. He started in his post at Welsh language Commissioner on 1 April 2019.

### **Criteria for Selection**

The criteria for selection will be drawn from the person specification.

The selection panel will apply the same criteria at the shortlisting stage as at the interviews, narrowing down those applicants who are able to demonstrate from their application the strongest fit for our needs, and look forward to hearing from as diverse a range of candidates as possible.

### **Disability Confident**

As part of our commitment to encouraging disabled people to apply to the Welsh Government we will offer an interview to disabled people who meet the minimum requirements for the post. Welsh Government has adopted the social definition of disability, which recognises that 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 that all (or potential new staff) 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 any disabled whose application meets the minimum criteria for the post. By ‘minimum criteria’ we mean that you must provide us with evidence in your application which demonstrates that 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.

Please contact us for a conversation if you have an impairment or health condition, or use British Sign Language so that we can discuss with you reasonable adjustments for any part of this recruitment process. We can also discuss what adjustments you would like to be put in place if you were to be successful to enable you to fully participate. Please email the [Diversity Team](#) as soon as possible and we will contact you to discuss requirements and any questions you may have.

### **A Great Place to Work for Veterans**

This vacancy is part of the [Great Place to Work for Veterans](#) initiative.

### **Indicative Timetable**

The closing date for applications: **2nd of February**

Shortlisted Meeting: **11<sup>th</sup> of February**

Interviews & Presentations: **4th of March.**

Interviews will last around 45 minutes. Your interview will consider how your skills and experience as outlined in your CV and personal statement meet the requirements of the role.

If candidates are required to prepare a presentation for the interview they will normally be given at least one week’s notice of the topic. Please note that presentations are to

be delivered without the use of hand-outs or electronic devices unless as part of a reasonable adjustment, however, you are welcome to use prompt cards.

**The interviews will be held remotely via Zoom. As some of the panel members are unable to understand Welsh, Welsh to English translation will be provided.**

**The above dates may be subject to change.**

### **Equality and Diversity**

We are committed to supporting the principle that everybody should have the same opportunities for employment, development and progression. This should be based on their ability, competence and suitability for the role. This means that no applicant should receive less favourable treatment on grounds of their ethnicity, gender, sexual orientation, age, marital status, disability, religion, transgender status, family or domestic responsibilities, or working patterns. Also nobody should be disadvantaged by any specific conditions or requirements, unless it can be justified that these could affect their ability to undertake the role.

We are committed to recruiting women, Black, Asian and Minority Ethnic people and disabled people who are currently under-represented in the Welsh Government.

The principles of fair and equal competition will apply and appointments will be made on merit, with independent assessment, openness and transparency of process.

### **Conflicts of interest**

Candidates must note the requirement to declare any interests they may have that might cause questions to be raised about their approach to the business of the Welsh Government.

They are required to declare any relevant business interests, share holdings, positions of authority, retainers, consultancy arrangements or other connections with commercial, public or voluntary bodies, both for themselves and for their spouses/partners.

The successful candidate will be required to give up any conflicting interests and his/her other business and financial interests may be published.

### **Security and Confidentiality**

Before a letter is issued to the Non-Executive Director(s) to confirm their appointment, the Welsh Government will need to ensure its entire satisfaction with their good character and reputation. To do this, two references will be taken up. In addition, as they are privy to sensitive and confidential information, Non-Executive Directors are subject to security clearance by the Welsh Government before they take up their appointments.

The Non-Executive Director(s) will be required to exercise care in the use of information that they acquire in the course of their duties and to protect information that is held in confidence. They will also be subject to the Official Secrets Act 1989.

**Any further information needed**

If you have an enquiry about the role of Non-Executive Directors, the Board's business, or a question about the selection process, please contact [SCSRecruitment@gov.Wales](mailto:SCSRecruitment@gov.Wales).

**Online technical problems**

Please email [SCSRecruitment@gov.wales](mailto:SCSRecruitment@gov.wales)