



Llywodraeth Cymru  
Welsh Government

## Director of Finance

## Health and Social Services Group



Hyrwyddwr Busnes  
Cyfrifol Cymru  
2020



Responsible Business  
Champion Cymru  
2020



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## Welcome

### 1 Message from Dr Andrew Goodall, Director General for Health and Social Services/ NHS Wales Chief Executive



Thank you for your interest in the post of Director of Finance and I am delighted that you would like to know more about the position. This is a unique and exciting post which forms a pivotal role in my Executive Director Team, which is at the heart of delivering the Welsh Government's programme for government. I am looking for a resilient and inspirational professional leader who can provide excellent advice to Ministers and have the enthusiasm and innovation to deliver expert services through the delivery of the 'A Healthier Wales', ten year health and social care strategy for Wales.

This role is responsible at national level for all financial matters that relate to the Financing of the NHS Wales. It supports achievement of financing the best health and care outcomes for people by providing leadership and support for Finance Leads in Wales and ensuring that our health service has effective professional financial leadership.

We are looking for an enthusiastic Finance Director with a track record of providing professional leadership to the NHS in Wales, which will include developing the finance profession, building teams and being able to maximise efficiencies.

We are looking for applications from diverse candidates who can demonstrate leadership qualities and bring fresh skills and lived experiences to our work. We would particularly welcome applications from women, Black, Asian and Minority Ethnic and disabled people for this role and we are committed to support all staff to thrive in an inclusive working environment.

The role requires a leader who combines strategic policy judgement and political awareness with the experience and ability to lead, motivate and develop teams, work across boundaries and add value in my senior management team. The successful candidate will have a track record of leadership, achievement, resilience and delivery at senior level with experience of driving change, ensuring value for money and translating strategic challenges into clear objectives and delivery.

If you think you have the skills, expertise and experience to deliver in this exciting but challenging role for Welsh Ministers, I would be very pleased to receive an application from you.

## **2. Welsh Government Background**

The Welsh Government has an annual budget of around £18 billion and 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. We have recently 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.

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. Applicants must show an appreciation of bilingualism and share our commitment to promoting the Welsh language to achieve a million Welsh speakers by 2050. We encourage and support staff to learn, develop and use their Welsh language skills in the workplace.

### **3 Purpose of Post**

Annual budgets are in excess of £9bn. These cover both revenue and capital expenditure. The majority of the spend is within the Welsh NHS although there are significant funded national programmes supporting social services policy. The way in which the Welsh Government (WG) is funded will continue to change significantly over the coming years. The Welsh Government has moved from being almost wholly reliant on a block grant to a much more complex system in which its budget is derived from a combination of a block grant, borrowing powers and taxes levied on Welsh businesses or citizens. This has meant significant opportunities for Welsh Ministers to use the additional financial flexibilities, but there are also risks to the way the process of change is handled. The postholder will play a key role in optimising and advising on opportunities within the context of the Health and Social Services Group.

The Director of Finance will report to the Director General of HSSG/Chief Executive of NHS Wales and will be a key member of the Executive Director Team. They will provide strong leadership for financial management and planning across the Group with a relentless focus on maximising the efficiency of the Group's financial delivery.

The Director of Finance will be responsible for delivering a high quality service, combining robust information and analysis to provide insight and constructive challenge, to effectively support strategic innovation and sound business decisions across the Group.

They will maintain and develop a respected and collaborative professional team which commands credibility at all levels and promotes a culture of value for money across the Group and in their dealings with the NHS in Wales. The Director of Finance will also ensure that the Group adheres to the principles of Managing Public Money and that the Accounting Officer's position is considered in all relevant decisions.

The post holder will serve as Head of the Finance profession within NHS Wales and, as such, will be expected to provide professional leadership to the NHS in Wales, which will include the ongoing development and modernisation of the finance function within Wales whilst also promoting the highest standards of probity and corporate governance at every level of the service to ensure best use of resources.

## **4 Key Responsibilities**

The Director of Finance's responsibilities include:

- Budget management, control, reporting, and accounting in respect of the Group's annual budget, which currently stands at over £9 billion, in line with government financial standards.
- Providing direct support and advice to the Minister for Health and Social Services and Deputy Minister for Social Services on all relevant financial matters including Cabinet business, Ministerial Advisory Groups and Policy Boards, ensuring that appropriate cross portfolio connections are identified and factored into the service and advice provided.
- Supporting the Director General HSS Group as Additional Accounting Officer and the Corporate Governance Committee through effective risk management, lean business processes and an effective control framework.
- Leading the promotion and delivery of good financial management throughout the NHS to ensure that resources are safeguarded, used appropriately, economically, efficiently and effectively.
- Build and lead a diverse and inclusive team with a focus on positive staff engagement.
- Playing a key role as part of the Group's Executive Director Team.
- Provide overall leadership to the Health and Social Services Finance Directorate, ensuring a high quality of financial management, financial governance and expertise to operate to the very highest standard.
- Lead, motivate and empower staff in the Health and Social Services Finance Directorate, supporting their development and health and wellbeing.

## **5 Person Specification**

The role requires a qualified accountant (CCAB, CIMA or equivalent) with a strong track record of senior leadership and management in a complex organisation. The position also requires:

- Experience in a role which has required an understanding of Government and/or NHS financial planning and control systems.

- Sensitivity to the political context and an ability quickly to gain the confidence of Ministers, Special Advisers, peers and senior NHS colleagues.
- A proven track record in management accounting, financial advice to policy makers, corporate governance and financial aspects of performance management.
- Well-developed capacity for strategic thinking, together with a track record of making a significant contribution to strategic decision making and to policy formulation and delivery.
- Substantial experience of leading and developing a diverse team of finance professionals and of developing a spirit of teamwork across functional and organisational boundaries in a comparable organisation to deliver an efficient and effective service, with specific experience of driving and improving performance.
- The ability to represent and to influence at the most senior level, to motivate people and broker collaborative working relationships with a range of stakeholders, building partnerships across traditional organisational and sector boundaries.
- Demonstrate commitment to equality and diversity, towards the goals of creating a fairer workplace environment and a fairer Wales.
- An understanding of Wales, its heritage (including the Welsh Language) would be an advantage. Board level experience in a comparable organisation will equally be advantageous.

**The following exemplar leadership behaviours are also essential requirements for this role:**

- Provide staff with opportunity to flourish by holding self and others to account for delivery rather than over managing from a fixed mind set.
- Builds and leads a collaborative working culture and role models inclusivity.
- Is politically astute and understands the relevant aims and agendas of the governmental, political and public sector organisations and key individuals that interact with their organisation.

## **6. Development Opportunities Offered by the Post**

This post offers the opportunity to lead the NHS Finance Profession across Wales, manage a critical, highly visible area of work for Welsh Government, working closely with Ministers, Special Advisers and senior officials. You will gain experience of working in a high-profile area, building confidence and knowledge with internal and external stakeholders and be able to shape the future direction of NHS spend for the next Programme of Government.

## **SCS Knowledge, Skills and Experience - Competencies**

In addition to the role specific essential criteria above, the following are a set of characteristics expected in all members of Senior Civil Service. They won't be assessed

directly, however, you may wish to consider these when writing your supporting statement and preparing for interview:

- relationship-management - forming effective relationships in order to generate confidence, respect and collaborative working;
- strategic development and co-ordination – advising, supporting and setting direction in a complex environment, taking account of the organisation's priorities;
- delivering results - translating broad strategic ambitions into clear performance objectives and working with others to improve operational effectiveness and achieve transformational change across boundaries;
- leadership – providing direction, delivering results, building on relationships and capability, motivating and inspiring staff at a time of change and challenge; championing equality and diversity in the workplace.
- teamwork - contributing positively in collegiate settings and creating a culture of high performance and effective people management, developing skills, capacity and capability within your team, across the wider organisation and beyond;
- communications - highly developed communication and interpersonal skills in order to command the confidence of staff, peers and senior organisational leaders;
- financial management - driving quality, efficiency and value for money in the management of budgets;
- personal resilience - the determination and stamina to sustain effectiveness at a senior level in a corporate environment with integrity, honesty, objectivity and impartiality.

All Civil Servants are expected to conduct themselves in accordance with the Civil Service Code, a copy of which can be found at Annex B.

## **7. How to apply**

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

Applications should be submitted via the Welsh Government on-line system and submitted no later than **12 noon on 5 July 2021**.

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 impairment in order to submit your application.

### **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.

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 the role and, in particular how you meet the essential criteria.

### **Welsh Language**

Welsh language skills are desirable for this post or a commitment to learn on appointment.

### **Questions and informal discussion**

If you would like to discuss this role further in advance of your application, please contact Andrew Goodall by – email: [Andrew.Goodall@gov.wales](mailto:Andrew.Goodall@gov.wales)

### **Online technical problems:**

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

## **8. Selection Process**

### **Overview**

The Recruitment Team via the Welsh Government system will acknowledge your application and when appropriate you will be advised about the outcome of the shortlist meeting which will be held on **9 July 2021**.

### **Assessments for Shortlisted Candidates Only**

**On Line Psychometric Tests** - these will include numerical and verbal reasoning and a discussion with a psychologist. You will receive a link to these on-line tests within 10 working days from the shortlisting meeting.

If you have completed the online psychometric tests in the last 2 years, for a post at the same grade, it will not be necessary for you to take these tests again for this particular recruitment exercise.

**Stakeholder Engagement Exercise** – these will take place **w/c 19 July 2021**. Further details will follow.

The above activities will form part of the overall assessment required for this recruitment exercise in addition to the selection panel interview.

**Panel Interviews** – these are scheduled for **11 August 2021**.

**All of the above will be held remotely via Microsoft Teams**

The Selection panel will include:

- Margaret Edwards – Civil Service Commissioner (Chair)
- Dr Andrew Goodall – Director General Health and Social Services Welsh Government and NHS Wales Chief Executive
- Judith Paget – Chief Executive of Aneurin Bevan Health Board
- Gawain Evans – Director of Finance Welsh Government

## **Margaret Edwards Civil Service Commissioner**



Margaret has held senior roles in the public sector, including Chief Executive roles in the NHS and as Director General in the Department of Health. She had a successful career with Mckesson International. Currently Margaret is Chair of the Civil Service Pension Board. She has a track record of designing and delivering public sector reform and delivering national targets. She is particularly interested in aligning individual and corporate objectives and the design of total reward packages.

Margaret was appointed as a Civil Service Commissioner on 1 October 2017.

## **Dr Andrew Goodall, Director General of Health and Social Services/ Chief Executive, NHS Wales**



I was appointed to the role of Director General of Health and Social Services/Chief Executive NHS Wales in June 2014. My role includes both supporting Ministerial priorities for health and social care within the Civil Service structures, and the leadership and oversight of NHS Wales.

Including this current role, I have been an NHS Chief Executive in Wales for 14 years, my previous post being that of Chief Executive of Aneurin Bevan University Health Board, a position held from the Health Board's inception in October 2009 until 2014.

During my 28 year NHS career, I have held planning and operational positions across a number of NHS organisations across South Wales as well as national roles. I have particular areas of interest in improving patient safety, quality and patient experience;

partnership working across Public Services; and delivering frontline services through service improvement and modernisation.

I have a law degree from Essex University and a PhD in Health Service Management from Cardiff Business School. I was awarded a CBE in the 2018 New Year Honours for services to Health, to Social Care and to public service in Wales.

### **Judith Paget, Chief Executive of Aneurin Bevan University Health Board**



I was appointed Chief Executive of Aneurin Bevan University Health Board in October 2014. I joined the Health Board as Director of Planning & Operations on 1st October 2009 and subsequently became Chief Operating Officer/Deputy CEO before her appointment as Chief Executive.

I have worked in the NHS since 1980. During the 1980s I undertook various operational roles in hospitals within the Gwent area, leaving Gwent in 1990 to take up a post with East Dyfed Health Authority.

I was subsequently appointed Director of Planning for Llanelli Dinefwr NHS Trust where she remained until 1996 when she joined Iechyd Morgannwg Health Authority to establish the Locality Team in Bridgend.

In 2000 I returned to Gwent as General Manager of Caerphilly Local Health Group and was subsequently appointed the Chief Executive of Caerphilly Local Health Board. In August 2007 she was seconded as Interim CEO of Powys Teaching Local Health Board where she remained until October 2009.

I was awarded a Companionship of the Institute of Health Service Managers in 2012. In June 2014, I won the Institute of Directors – Director in Public Service Award for Wales.

## **Gawain Evans, Finance Director Welsh Government**



I am a career civil servant having spent 33 years with the MoD and more latterly Welsh Government. During my time with the MoD I worked on a number of the largest defence procurement projects of recent times, ERP implementation, annual accounts, hedging, banking services, finance training and development, corporate change and spent a short time in MoD head office looking after in year finances for the department.

I have been Finance Director for the Welsh Government for a little over 5 years. During that time I have been fortunate in that my responsibilities have expanded beyond the usual range of accounting and budgeting activities to include corporate shared services, ERP systems support, grants policy, governance and state aid. I am also the head of the finance profession and represent the Welsh Government on the UK Financial Reporting Advisory Board which advises the UK government on the implementation of accounting standards.

I am married to a teacher, have one daughter and a fox red Labrador. Although born in Wales I have spent more than 30 years based in the West Country. As a result I am a long suffering Bath rugby season ticket holder.

## **Disability Confident Interview Scheme**

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 model 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 model 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 person, 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.

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; or if you wish to discuss how we will support you if you were to be successful, please email [SCSRecruitment@gov.wales](mailto:SCSRecruitment@gov.wales) as soon as possible and a member of the team will contact you to discuss your concerns and requirements.

We are committed to the employment and career development of disabled people.

## Competencies

Applicants are required to demonstrate their competency against the full range of leadership and SCS core skills identified for Senior Civil Servants as part of the Civil Service competency framework. For further information about core competencies please access the full document via the hyper link below:

<https://gov.wales/sites/default/files/inline-documents/2019-10/civil-service-competency-framework-2012-2017-update-en.pdf>

All Civil Servants are expected to conduct themselves in accordance with the Civil Service Code, please see APPENDIX B

## Indicative timetable

The closing date for applications is **12 noon on 5 July 2021**

Psychometric testing: within 10 days of the shortlisted meeting

Shortlisted Meeting: **9 July 2021**

Stakeholder Engagement Exercise: **w/c 19 July 2021**

Interview panel: **11 August 2021**

**All of the above assessments will be held remotely via Microsoft Teams. The above dates may be subject to change.**

## 9. Terms of appointment

This is a permanent post, it is available to:

Permanent UK Civil Service employees (recruited through fair and open competition) on a lateral, promotion or loan basis.

Non-civil service employees on a permanent basis

Those who wish to apply on a secondment basis for up to four years

## Remuneration

This role is at Director level and the salary is **circa £125,000**

For existing Civil Servants - If you are a substantive Director applying on a lateral transfer basis to Welsh Government you will retain your existing salary.

If you are an existing civil servant applying on promotion, the starting pay on promotion will usually attract a 10% increase in base pay or be at the pay band minimum, whichever is greater.

## **Secondment**

If you are applying for this role on a secondment basis, you will retain your existing terms and conditions including salary.

## **Location**

You may work from 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 home working and tailoring patterns to suit individuals' circumstances. The majority of Welsh Government staff are currently working from home/working remotely.

## **Relocation Expenses**

Relocation expenses of up to £8,000 may be payable.

## **Working hours**

This is a full-time post and is available on a full-time or job share basis. It is expected that if you apply as a job share partnership, this arrangement is in place when submitting your application and please make it clear on your application form that you are applying as part of a job share partnership.

## **Smart Working**

The Welsh Government actively encourages Smart Working. This means focusing on how you use your time, and where and how you work, to meet business needs in the most productive way. This provides staff with considerable flexibility and the expectation is that teams will work from home for a high percentage of the time for the foreseeable future. Smart, flexible working is becoming a permanent feature of working life in Wales and the Welsh Government will lead the way in this.

## **Annual leave**

If an existing civil servant is promoted into or within the Senior Civil Service, their annual leave allowance is based on their period of continuous employment in the Civil Service, as shown below:



#### Length of service

- Up to 1 year - 25 days annual leave entitlement;
- 1 year - up to 2 years - 26 days annual leave entitlement;
- 2 years - up to 3 years - 27 days annual leave entitlement;
- 3 years - up to 4 years - 28 days annual leave entitlement;
- 4 years - up to 5 years - 29 days annual leave entitlement;
- 5 years or more - 30 days annual leave entitlement.

The successful candidate will be appointed on the modernised Senior Civil Service terms and conditions.

#### **Retirement**

There is no mandatory retirement age for Senior Civil Servants.

#### Terms and Benefits

Pension Scheme: <https://www.civilservicepensionscheme.org.uk>

- Occupational Health Services, including counselling and eye care provision.
- Leave provisions including:
  - Carers' leave
  - Paid and unpaid maternity leave
  - Flexible paid paternity leave
  - Flexible paid adoption leave
  - Shared parental leave

#### **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.

#### **Official Secrets Act**

The post is covered by the Official Secrets Act.

## **Diversity and Equality**

The Welsh Government is committed to providing services which embrace diversity and which promote equality of opportunity. Our goal is to ensure that these commitments are embedded in our day-to-day working practices with all our customers, colleagues and partners. The Board has an Equality Champion and receives regular updates on equality and diversity. We are committed to recruiting women, people from Black, Asian and ethnic minority communities and disabled people who are currently under-represented in the Senior Civil Service. We are committed to increasing diversity, removing barriers and supporting all our staff to reach their potential. We are currently ranked 8th in the UK in the Stonewall Top 100 list of employers, we are a Stonewall Diversity Champion and a Disability Confident Level 3 (Leader) organisation and received gold status from a:gender in 2018. Key to supporting this work and providing peer support are four Board sponsored Staff Networks (Disability Awareness and Support (DAAS); Minority Ethnic Staff Network (MESN); PRISM (Lesbian, Gay, Bisexual, Transgender, Intersex +) and Women Together.

## **The Civil Service Commissioners**

The Welsh Government's recruitment processes are underpinned by the principle of selection for appointment on merit on the basis of fair and open competition as outlined in the Civil Service Commissioners' Recruitment Principles which can be found at: <http://civilservicecommission.independent.gov.uk>

If you feel your application has not been treated in accordance with the Recruitment Principles and you wish to make a complaint, you should contact Peter Kennedy, HR Director via email at [peter.kennedy@gov.wales](mailto:peter.kennedy@gov.wales) in the first instance.

If you are not satisfied with the response you receive from the Welsh Government you can contact the Office of the Civil Service Commissioners.

## **Security level**

The successful candidate must be cleared to Security Check (SC) level before starting or posting to the job. The timescales for security clearance may vary, however, after receiving the complete paperwork it can take between 10 and 12 weeks.

## **Appendices**

### Appendix A: Civil Service Leadership Statement

The leadership statement can be found here:

<https://www.gov.uk/government/publications/civil-service-leadership-statement/civil-service-leadership-statement>

### Appendix B: Civil Service Code

The Civil Service Code can be found at:

<https://beta.gov.wales/civil-service-code>