



**Awdurdod Cyllid Cymru
Welsh Revenue Authority**



**Llywodraeth Cymru
Welsh Government**

Welsh Revenue Authority

Appointment of Non-Executive Members

Candidate Information Pack

Closing date: 16:00 on 1st August 2021



**The Commissioner for
Public Appointments**



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About the Welsh Revenue Authority

Message from the Chair



Thank you for your interest in applying for one of our Non-Executive Board Member positions at the Welsh Revenue Authority (WRA). This is an exciting time in the development of the WRA and these roles will play a crucial part in taking our organisation forward as part of our Board.

This is not a standard Board role. The WRA is still in its early years, having been created in 2018, with much we still wish to do. We're a small organisation which prides itself on working in partnership with our customers, and together we have formed an organisation that is collaborative, innovative and kind. We're looking for individuals who want to be a part of such an organisation, and who can support and guide the WRA during this time. It's an exciting place to be and a great opportunity to give back to the people of Wales.

As a young, ambitious organisation, I'm especially proud of the way we've established the WRA in partnership with Welsh taxpayers, the Welsh Government, and other stakeholders. Working with our customers, we've achieved already some real success together, for instance with around a 99% take-up of our digital filing service. As we continue to mature as an organisation, we need to build and sustain that record of success to realise the full potential of our Welsh way of doing tax.

We're proud of our record on equality and diversity. We've consistently placed in the top 10 organisations across the Civil Service for 'Equality and Fair Treatment' in the annual Civil Service People Survey, which surveys our people on how it feels to work at the WRA. We particularly welcome and encourage applications from groups under-represented at Board level, including women, people from minority ethnic groups and people with disabilities – we also encourage applications from individuals who have not been on a Board before.

[This video](#) explains a little more about the WRA.

I look forward to hearing from you,

Kathryn Bishop, Chair



An introduction to the WRA

The WRA helps deliver a fair tax system for Wales. Since 2018 we've been responsible for the collection of Landfill Disposals Tax (LDT) and Land Transaction Tax (LTT) - the first taxes raised in Wales for Wales in 800 years. We're helping to raise over £1 billion in our first four years to directly fund Welsh public services such as in health, schools, and social care.

We're a Civil Service organisation, the first non-ministerial department created by Welsh Government. We're small and specialist with around 80 members of staff and 15 professions. We trust our people with a high level of autonomy and empower them to make decisions and to improve our organisation. Our people are highly engaged, rating very highly in the annual Civil Service People Survey, with particularly high ratings from our staff for organisational objectives and purpose, and leadership and managing change.

You can find out more about us by looking at our latest:

- [People Survey results](#)
- [Corporate Plan](#)
- [Annual Report](#)

You can also visit gov.wales/wra or our [Twitter](#), [LinkedIn](#) and [YouTube](#) accounts.



‘Our Approach’

We’re committed to helping to deliver a fair tax system for Wales.

We’ve introduced a new Welsh way of doing tax, which we call ‘Our Approach’.



Cydweithio (keed-way-thee-o)

This literally means
‘to work together’
and carries a sense
of working towards
a common goal.



Cadarnhau (kad-arn-high)

This suggests a **solid,**
robust quality that
can be relied on
This is about providing
certainty, being accurate
and reinforcing trust.



Cywiro (kuh-wir-o)

This literally means
‘returning to the truth’
and is about the way
we work with you
to resolve errors
or concerns.

By working collaboratively with professional membership bodies, taxpayers and their representatives, as well as partners, we want to use this partnership-led approach to make sure that taxes are collected efficiently and effectively.



Corporate Plan

In June 2019 we launched our first full Corporate Plan. This was an important milestone in our development as an organisation, as it set out our purpose and our strategic objectives for the next three years (2019 to 2022).

Our purpose is to:

→ Design and deliver Welsh national revenue services

→ Lead the better use of Welsh taxpayer data for Wales

We'll do this effectively by:

Making it easier

We will make it easier to pay the right amount of tax

Being more efficient

We will deliver in a way that is sustainable and delivers value for money

Ensuring we are fair

We will be fair and consistent in the way we collect and manage tax, taking proportionate action when people do not meet their obligations

Enhancing our capability

We will develop individual and collective capability

We'll develop two other areas to make the most out of our role:



Data

We will make the most of our data assets, and work with others holding Welsh taxpayer data to enhance the way we share, use and analyse those data, for the benefit of Wales



Design

We will use our experience and expertise to support the design of Welsh revenue services



About the role

The role of the Board

Our Board is accountable for appropriate discharge of the tax functions delegated to the WRA. It provides assurance that the WRA has appropriate governance arrangements in place and is suitably managed and resourced to exercise the duties that flow from the tax functions.

Our Board provides strategic direction to the organisation and supports the Chief Executive/Accounting Officer in executing their role.

Members are accountable to the Senedd and Welsh Ministers and whilst the Board delegates functions to staff of WRA, as specified in the schedule of internal delegations, it remains accountable for the exercise of those functions.

Our ways of working

Our Board is composed of both Executive Members, Non-Executive Members and a Staff Elected Member. Collectively they oversee the organisation's work, providing a healthy balance of challenge and support to the organisation. As a leadership group, they're also influential in guiding the culture and ways of working we want in our organisation, such as innovation, collaboration, and kindness.

The role of a Board Member

As a member of the WRA Board, your role will be to:

- provide strategic leadership, vision and direction
- support the Chair and the Chief Executive/Accounting Officer to scrutinise robustly and seek assurance that organisational objectives are met
- support and challenge the senior team
- provide support during difficult times of organisational change
- be open and honest about risks and issues
- promote a positive culture in and outside of the Boardroom
- work collectively and in partnership with Welsh Government and other stakeholders
- appreciate the status of the organisation as a non-Ministerial government department

Person specification

We're looking to appoint up to three new Board Members, who can come from a broad range of working and/or voluntary backgrounds in terms of experience.

While there is currently a requirement for at least one of the new Board Members to have a background in finance or accountancy, we would like to welcome applications from individuals with any of the following backgrounds/experience:



- finance and audit
- data
- working with or in a digital organisation
- strategy and strategic thinking
- diversity and inclusion
- designing and/or delivering public services
- corporate or business management

We also welcome applications from individuals with other relevant backgrounds and experiences that will help us to learn and grow.

Essential criteria

You do not need to have been on a Board before to successfully apply for our roles. The criteria below are the values, skills and behaviours, and experience that we need to best operate as a Board:

Personal values

- the highest standards of personal integrity
- a demonstrable commitment to equality, diversity and inclusion

Skills & behaviours

- an ability to apply your own experience and views to help support the development of the WRA
- an ability to analyse and interpret financial and management information to identify and focus on key issues
- an ability to challenge constructively, with strong interpersonal and communication skills
- an ability to develop and nurture positive working relationships
- a desire to help develop public services which Wales can be proud of, and a knowledge of issues that affect Wales

Experience

One of the following:

- experience of good governance in government or similar organisations, including risk management or audit and assurance processes, **or**
- ability to quickly gain this understanding, with our support.



Welsh language assessment

We are a bilingual organisation committed to providing Welsh language services to our customers, but also to promoting and facilitating the use of Welsh language in the workplace.

We're passionate about building our internal capability and capacity in terms of the Welsh language; and have recently developed our first Welsh Language Strategy to facilitate and support this. We would expect all Board members to appreciate and understand the importance of the Welsh language in our service delivery and for our colleagues.

Welsh language skills are not a requirement for this post, however, as with all our roles Welsh language skills are desirable and would be welcomed. This will not be used as assessment criteria for this role and will not impact your application either way.

Our commitment to diversity

The Welsh Government believes that 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 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, lesbian, gay, bisexual and transgender people.



Terms of appointment

All appointments will be made by the Minister for Finance and Local Government, Rebecca Evans MS.

Duration

Up to 3 years (initial appointment), renewable subject to satisfactory performance and business need, up to a maximum total duration of 8 years.

Time commitment

2 to 3 days per month.

We're happy to be flexible on the time commitment to ensure the right candidate and would be happy to discuss this further.

Location

Board meetings and briefings will generally be held at the WRA's main office in South East Wales, with some travel to other nearby locations required on occasion.

We can provide support to attend meetings virtually, and work around existing commitments where possible, however you should be comfortable with travelling to the WRA's headquarters for most meetings.

Remuneration

A daily rate of £300, pro rata.

Costs of travel from your home location (within the UK) can be reclaimed, as well as other reasonable expenses incurred in carrying out work for the WRA, set out in the WRA's *Fee Paid Policy*.

You may also be eligible to claim reimbursement for costs while carrying out work on behalf of the WRA, for example costs relating to care of dependents.

All Non-Executive Members are regarded as a 'holder of an office' for tax and national insurance purposes. Fees payable will, as a result, be chargeable to tax under Schedule E of the Taxes Act and subject to Class 1 National Insurance contributions. These liabilities will be deducted via the Welsh Government payroll and the net fee then paid. Fees are not subject to VAT.



Induction and training

We offer full induction and training, with a focus on development throughout the year.

If it's your first role as a Non-Executive Member, we'll offer you the support you need to be a thriving member of the Board.

Eligibility

Some individuals are disqualified from being appointed as a Non-Executive Member to the WRA. This is specified in the legislation which established the WRA, the Tax Collection and Management Act (Wales) 2016.

Individuals are not eligible to take up this role if they are a member of:

- Welsh Parliament
- House of Commons
- House of Lords
- Scottish Parliament or Northern Ireland Assembly
- the European Parliament
- a local authority
- a National Park Authority
- the Welsh Government

Or if they are:

- a minister of the Crown
- a member of the Scottish Government or a Northern Ireland Minister
- a police and crime commissioner
- a person holding office under the Crown
- a person employed in the civil service of the State

Additionally, individuals cannot be appointed as Non-Executive Members at the WRA if they are:

- insolvent
- subject to company director disqualification

Candidates should also note that membership of the WRA is a disqualifying office for membership of The Senedd Cymru under The Senedd Cymru Disqualification) Order 2020.

[The Senedd Cymru \(Disqualification\) Order 2020 \(legislation.gov.uk\)](https://legislation.gov.uk).

If you're successful, you'll receive a letter from the Minister for Finance and Local Government appointing you and confirming the terms on which the appointment is offered. Your appointment will be subject to the necessary security checks.

Conflicts of interest

If you or a close family member have any personal or business interest, or potential conflict of interest, with the WRA's activities, then we'd expect you to declare this in your application. Any conflict does not prevent your application being considered, but it may need to be explored further during the interview.



If you have any questions, such as whether an existing public appointment disqualifies you from appointment, then please check with us. We'd be happy to provide further advice on any question around eligibility.

Due Diligence

Welsh Government's 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.

Standards in public life

You'll 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>



How to apply

Appointment timetable

Applications open: from 1 July to 1 August 2021

Results issued: w/c 13 September 2021

Interviews: w/c 20 September to 27 September 2021

Assessment : w/c 4 October 2021

Should any of the above dates change, you will be informed via the application center.

Making an application

Thank you for your interest in the role of a Non-Executive Member of the WRA. Details of the role and responsibilities of a non-executive member, the responsibilities of the WRA and the selection process are below.

To make an application please visit the Welsh Government public appointment website: <https://cymru-wales.tal.net/vx/lang-en-GB/mobile-0/appcentre-3/brand-2/candidate/jobboard/vacancy/7/adv/>.

How to apply

- Click on the vacancy entitled – Non-Executive Directors – Welsh Revenue Authority
- Click 'Apply' at the bottom left-hand corner
- [Register for an account](#), if you have not used the Welsh Government's e-recruitment system before (this will allow you to keep updated on the progress of your application)
- Once registered, you'll be able to access the application form, where you can upload a CV and personal statement to the 'Reasons for applying' section of the form

You may submit your application for this role in Welsh or English, but please note that Welsh language applications will need to be translated for the appointment panel. We will therefore contact you in advance to request your permission to share your CV and personal statement with our translators.



Your CV and personal statement

In your application, please provide details of any activities which have helped you to develop the experience, behaviours and skills required in the Person Specification. We ask you to do this in the below format:

CV

- brief details of current and previous roles or voluntary positions, and dates undertaken

Please also include any past or present Ministerial appointments, and we also need to know about any political activity that you've undertaken in the last 5 years.

Personal statement

- no more than two A4 pages
- detailed examples that demonstrate how your knowledge and experience matches each essential criteria on the Person Specification
- clearly state which evidence relates to which essential criteria
- be clear about your role in each example, and what result was achieved

For fairness, we may be unable to accept any applications that are longer than two pages.

Guaranteed interview scheme

We are a Disability Confident – Committed employer. The WRA and the Welsh Government both use the social definition of disability, which means that we recognise that people are disabled by barriers in society, not by their impairment or difference. These barriers can be physical, like a building that prevents access to a wheelchair user, or they can be caused by people's attitudes to difference. The social model helps us recognise the difficulty caused by these barriers, and that removing them creates greater equality for all.

We guarantee to interview anyone who is disabled and 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're committed to the employment and career development of disabled people. 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 email publicappointments@gov.wales as soon as possible to discuss your requirements and any questions you may have.

The selection process

The selection panel will assess your CV and personal statement to determine who it believes best meets the essential criteria for the role. The panel can only rely on the information provided in the CV and personal statement.

Those found to have best met the criteria, or who have met the minimum essential criteria and applies under the guaranteed interview scheme, will receive an invite to interview, which will be issued through the Welsh Government e-recruitment system which you'll use to apply. We'll provide interview candidates with as much notice as possible of the proposed interview date and time as possible. We will do our best to re-arrange it if it is not suitable, but this may not be possible due to time constraints or panel availability.

We sometimes have a high number of applications. In that case, applications may be 'long-listed', sifting out some applications before sharing remaining applications with the full panel for short listing for interview. In that situation, your application may not be considered in full by all members of the panel.

Interview and assessment

Candidates successful at sift will be invited for an interview and assessment.

The assessment will focus on the skills and behaviours required for the role and will replicate a discussion with WRA Board members or staff. Full information will be provided in advance to those invited to interview.

Each interview will involve the panel asking questions about your skills and experience, which can be in previous or current employment, or voluntary work, as well as your strengths and preferred ways of working. The questions will assess whether you meet the published essential criteria for this role.

We currently plan to hold interviews virtually but will seek to best accommodate anyone who cannot do so.



Appointment

Candidates who the panel assess as fit for appointment will be recommended to the Minister for Finance and Local Government, who will make the final decision. The Minister may choose to meet with appointable candidates before making a decision. If they do, they'll meet all candidates and in the presence of the panel chair or a nominated representative.

If you're successful, you'll receive a letter appointing you as Non-Executive Member of the Welsh Revenue Authority, which will confirm the terms on which the appointment is offered.

The Assessment Panel

The appointment panel will be responsible for making a recommendation of appointment to the Minister for Finance and Local Government, Rebecca Evans MS, and act on her behalf.

Anna Adams (Panel Chair)

Deputy Director of Tax Strategy, Policy and Engagement for Welsh Treasury, Welsh Government

Kathryn Bishop

Chair, WRA

David Richards

Director for Governance and Ethics, Welsh Government

Independent Panel Member

To be confirmed



Find out more

Questions

We welcome informal discussions about the WRA role and the Board to help you decide if this is for you. If you would like more information about the role please email ceoffice@wra.gov.wales and someone will arrange for you to speak to an executive member of the Board.

For further information regarding the selection process, or for further assistance in applying for this role, please contact:

Public Appointments, Public Bodies Unit

Email: publicappointments@gov.wales

For further information about Public Appointments in Wales, please visit:
gov.wales/publicappointments

For further information about the WRA, please visit:
gov.wales/wra.

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 the Public Appointments Team on publicappointments@gov.wales.