



Awdurdod Cyllid Cymru
Welsh Revenue Authority



Llywodraeth Cymru
Welsh Government

Board Chair Candidate Information Pack

Closing date: Sunday 5 June 2022



**The Commissioner for
Public Appointments**



Cydweithio | Cadarnhau | Cywiro

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About us

Croeso – welcome to the WRA



We're the tax authority for Wales, responsible for managing two devolved taxes – but we're probably not what you expect. We are of course passionate about the role that tax plays in society. But we're also just as passionate about digital and data, customer insight and strategy, employee engagement and organisation development. We're a young, dynamic organisation, with a highly engaged and multi-professional workforce, with a significant amount of change on the horizon.

We're looking for a new Chair to help us navigate our journey, as we mature into a more established organisation, and undertake a varied portfolio of new opportunities and challenges. If that sounds like something you'd like to be part of, then please read on. You can contact us for an informal conversation to find out more, if that would be helpful.

The WRA was formed in 2017. Since then, we've helped to raise over £1 billion to directly fund Welsh public services such as health, schools, and social care. We collect and manage the first two devolved Welsh taxes, designed and made for Wales:

- Land Transaction Tax (LTT), which is paid when you buy or lease a building or land over a certain price, and
- Landfill Disposals Tax (LDT), which is paid when waste is disposed of to a landfill site or elsewhere

Some key facts about us:

- we're small and multi-skilled, with around 85 people across 15 different professions
- we're highly engaged – you'll find us in the top 5 in the Civil Service People Survey each year ([Civil Service People Survey results](#))
- we're fully cloud-based, and we're learning how hybrid working will work for us
- we're an approved source of [National Statistics](#)
- we're a fun, relatively informal place to work, and we value colleagues who are expert, innovative, collaborative and kind
- we've had a successful first five years, delivering our objectives from our previous [Corporate Plan](#) (2019 to 2022)

We're a non-ministerial department of the Welsh Government. We were set up this way to ensure that individual taxpayer decisions are taken independently from ministerial input.

We've come a long way from our launch to where we are now, and while we're still a young organisation, learning in many areas, we are now more established. We know what has worked, and what has not worked so well, in how we deliver a Welsh way of doing tax, and we have made changes where needed. We support Welsh Government on the design of new revenue services, and changes to current services, and expect to experience significant change over the next few years.

We're looking for the second ever Chair of our Board, to join the nine other members of the Board: 5 other Non-Executives, our Chief Executive, Chief Operating Officer, Chief People & Communications Officer and our Staff Elected Member (our staff nominate a colleague to join our Board every 3 years).

We're not looking for someone with experience in tax – we have plenty of tax expertise. What we're looking for is someone who understands an organisation that wants to become fully digital, where data can be used for the benefit of citizens in Wales, and that's going to go through significant change, and can be a thoughtful leader to make sure we are the best we can be.

This is a unique opportunity to be a part of public life in Wales, and a unique candidate is needed. We hope that's you.



Dyfed Alsop, WRA Chief Executive and Accounting Officer



Kathryn Bishop, WRA Chair

You can find out more about us here:

- [A welcome video message from Dyfed Alsop and Kathryn Bishop](#)
- [Latest People Survey Results](#)
- [Corporate Plan 2019-22](#)
- [Annual Report and Accounts 2020-21](#)

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

Our strategy

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:



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

A Welsh way of doing tax

We're committed to helping deliver a fair tax system for Wales through what we call Our Approach, a Welsh way of doing tax. By working together with solicitors and conveyancers, partners, taxpayers, and the public, we make sure taxes are collected in a way that is easy, fair and efficient.

Our Approach is inspired by three Welsh terms:



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.

About the role

Our Board's role

Our Board are accountable for the WRA's functions, given to them by statute. Their role is to provide oversight of the arrangements to exercise the duties that flow from the functions. Working with the Chief Executive (a Board member who is also the Accounting Officer) the Board provides assurance that the WRA is carrying out, and can continue to carry out its duties effectively.

Our Board is composed of Executive Members (the Chief Executive and two others), Non-Executive Members and a Staff Elected Member. Collectively they provide 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.

As the Board of a non-ministerial department, the WRA's Board does not set the organisation's strategy. This is the role of the Minister. As custodians of the WRA's functions, the Board provide assurance and advice on strategy with respect to the WRA's functions.

Although the Non-Executive Members of the Board are not civil servants, the WRA is part of the Civil Service and therefore the Chief Executive, as the most senior civil servant in the department, reports to the Permanent Secretary of the Welsh Government - the Board does not select or manage the Chief Executive.

[Read more about the WRA and our Board here \(includes biographies of current Board members\)](#)

The Chair's role

As the WRA Board Chair, your role will be to:

- lead the Board in a way that sets the tone for the organisation, serves as an example in behaviour and approach, and inspires the culture of the WRA
- lead in a way that values diversity, fostering and facilitating open discussion
- apply knowledge of cross-sectoral best practice to WRA challenges
- work closely with the Chief Executive and other Board members, to scrutinise robustly and seek assurance that the WRA's functions are being exercised effectively
- demonstrate the highest standards of personal integrity
- exemplify commitment to the [The Seven Principles of Public Life](#) (the Nolan Principles), as an ambassador for the WRA
- manage your own development, in line with the evolving requirements of the post

Person specification

We're looking for someone with:

- leadership experience in changing or complex organisations
- experience of leading major projects from initiation, through development and to delivery
- an inclusive, collaborative leadership approach
- experience of risk, performance and financial management
- sound judgement and a high level of integrity, with a commitment to the seven principles of conduct in public life

We are particularly looking for candidates who have leadership experience and expertise in one or more of the following:

- the use of digital technology to drive transformation, innovation or process automation, leading to improved outcomes
- the use of data to inform decision making and/or improve services
- organisational development, or changing or complex operational environments

Welsh language

Welsh language skills are desirable for this role but are not necessary.

The WRA is a bilingual organisation. Welsh language skills are an asset to us, and we provide services to customers in English and in Welsh. We promote and facilitate the use of the Welsh language internally, we encourage and support our staff to learn, develop and use their Welsh language skills in the workplace, and we have recently developed our first Welsh Language Strategy. Around a third of our Board members are fluent Welsh speakers.

You do not need to speak Welsh for this role, but you do need to share in our passion for its use. You can do this as a Welsh speaker, or as someone willing to learn. If you don't yet speak Welsh, we'll provide you with the support you need to be able to reach what we call a 'cwrteisi' (courtesy) level of Welsh in your first year with us, so that you can welcome colleagues to a meeting, pronounce your colleagues' names, and close a meeting in Welsh.

Our commitment to equality, diversity and inclusion

As a public body, it's only right that we as an employer are representative of the people that we serve. We fully support the Welsh Government's commitment to encouraging as wide and diverse a range of people as possible to apply for appointments to public bodies. We're pleased to have a Board that is evenly represented by men and women, and has a more diverse age range than many.

We know that we make better decisions by having a Board which best reflects Welsh society – people from all different backgrounds – to help us understand the range of people's needs from us.

We'd particularly welcome applications from those under-represented on Boards, including women, people under 30, Black, Asian and minority ethnic people, disabled people, and lesbian, gay and bisexual people.

We offer an inclusive, supportive environment, so please do not hesitate to find out more about this role.

Terms of appointment

The appointment will be made by [Rebecca Evans MS, Minister for Finance and Local Government](#).

Duration

Your initial appointment will be for 3 years.

There may be potential for reappointment, subject to a Ministerial decision.

Time commitment

Typically an average of 2 to 4 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.

The Board meets monthly. Meetings are a mix of formal quarterly meetings, strategy days and shorter board conversations in between. The Chair will also have ad-hoc calls with colleagues on specific matters outside of these meetings.

The calendar for the second half of 2022-23 is as follows:

- Full-day Quarterly Review Meetings: 28 September and 30 November 2022, 22 February 2023
- Board Conversations: 19 October and 14 December 2022, 22 March 2023

With dates in January for strategy meetings to be confirmed.

Location

We're a hybrid working organisation, working between our homes and our main offices in South East Wales. We're currently looking for a new permanent office base in that area.

We expect to hold Board meetings in person, generally in or near Cardiff.

Other meetings and calls will be a mixture of in person and online, with most of our work currently being online. We can provide IT equipment.

We're currently testing how we can best offer hybrid meetings.

Remuneration

£400 per day (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.

We can also help with costs if you are a parent or carer, and you incur costs for care when working for us.

Non-executive members of our Board are considered 'holders of an office' for tax and national insurance purposes. This means that your fees are subject to income tax and employees National Insurance contributions, and are not subject to VAT. We will deduct your tax and NI due through our payroll.

Induction and training

We offer full induction and training to help you understand the WRA and Welsh Government, and we'll also support you on what you need to know if you haven't been a Chair before.

Eligibility

Some individuals are disqualified from being appointed as a Chair or other Non-Executive Member of the WRA. The criteria are specified in 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 / Y Senedd
- 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](#).

Security Clearance

Your appointment will be subject to security vetting. The level required will normally require you to have been resident in the UK for at least 5 years.

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

Given the nature of public appointments, it is important that the person appointed as Chair, as a member of a public body, maintains the confidence of the Senedd and the public.

As part of our due diligence checks we will consider anything in the public domain related to your conduct or professional capacity. This will include us undertaking searches of previous public statements and social media, blogs or any other publicly available information. This information may be made available to the Advisory Assessment Panel (the panel which interviews candidates and makes a recommendation to the Minister on the appointment of the Chair), and they may wish to explore issues with you should you be invited to interview. Information may also be shared with Ministers.

If there are any issues in your personal or professional history that could, if you were appointed, be misconstrued, cause embarrassment, or cause public confidence in the appointment to be jeopardised, it is important that you bring them to the attention of the Advisory Assessment Panel and provide details of the issue(s) in your application. In considering whether you wish to declare any issues, you should also reflect on any public statements you have made, including through social media.

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 - GOV.UK \(www.gov.uk\)](#)

How to apply

Timetable

- Applications open: Wednesday 4 May 2022
- Applications close: 16:00 on Sunday 5 June 2022
- Interviews and assessments: 13 to 15 July – please reserve these dates to ensure your availability, as it will not be possible to offer alternatives
- Anticipated start in post: October 2022, pending post-interview procedures

Applying

Please submit your application, including your CV and statement of suitability, to the Welsh Government recruitment portal here:

<https://gov.wales/public-appointments>

You are welcome to submit your application in English or Welsh. Please note that we may need to translate Welsh language applications for any non-Welsh speakers on the appointment panel. We'll contact you in advance for your permission to share your application with our translators, if that is the case.

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.

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'll 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 match the criteria on the Person Specification.
- Clearly state which evidence relates to which criteria.
- Be clear about your role in each example, and what result was achieved.

For fairness, we may not be able to accept applications longer than two pages.

Reasonable adjustments

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 let us know. We'll ask you what you might need – and answer any other questions you might have – as part of the process.

Please feel free to ask any questions you have, or discuss your requirements, at the point of making your application.

The selection process

The Advisory Assessment Panel will assess your CV and personal statement to determine who they believe best meet the requirements of the role. The panel can only rely on the information provided in your CV and personal statement.

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. Details will be provided in advance to those shortlisted for 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 criteria for this role.

Guaranteed interview scheme



We are a Disability Confident – Committed employer. We 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 'meets the minimum criteria' we mean evidence you provide which demonstrates you generally meet the level of competence, skills and experience for the role.

The Advisory Assessment Panel

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

Andrew Goodall (Panel Chair)
Permanent Secretary and Principal Accounting Officer, Welsh Government

Anna Adams
Deputy Director, Tax Strategy and International Relations, Welsh Government

Independent Panel Member
To be confirmed

Appointment

Rebecca Evans, MS, Minister for Finance and Local Government, will make the appointment. Candidates assessed by the Advisory Assessment Panel as fit for appointment will be recommended to the Minister, who may then choose to meet the candidate(s), in the presence of the panel chair or a nominated representative, before making a final decision.

Pre-Appointment Hearing

If you are successful at interview, you may be asked to attend a Senedd Cymru – Welsh Parliament Committee hearing.

Pre-appointment scrutiny by select committees is an important part of the process for some of the most significant public appointments made by Ministers. It is designed to provide an added level of scrutiny of the overall process and verify that the recruitment meets the principles set out in the [Governance Code for Public Appointments](#). This scrutiny may involve the relevant select committee requesting and reviewing information from the Department and the Minister's preferred candidate. The select committee may also choose to hold a pre-appointment hearing.

Pre-appointment hearings are held in public and involve the select committee taking evidence from the Minister's preferred candidate. These public hearings take place before an appointment is confirmed, but after the selection process has taken place.

Where a public appointment is subject to pre-appointment scrutiny, it is a matter for the relevant select committee to decide whether to undertake such scrutiny, including whether to hold a pre-appointment hearing. Following a review of information provided by the Department about the recruitment process, the select committee may decide that a pre-appointment scrutiny hearing is not required before it publishes its report, if it agrees with the Minister's choice of candidate.

Your data

Your application information will be collected using the Welsh Government's secure recruitment portal, and shared securely with the Welsh Revenue Authority and the recruitment agency Audeliss. Your personal data will be handled in accordance with the UK General Data Protection Regulation and the Data Protection Act 2018.

Find out more

Questions

We welcome informal discussions about the role and the WRA to help you decide if this is for you.

Audeliss Executive Search has been appointed to support the WRA in this appointment, and are available to discuss the role informally and for advice on formal applications.

To discuss any aspect of this role, please contact Louise Gore at Audeliss:
louise@audeliss.com

[Follow this link for further information about public appointments in Wales](#)

If you are not completely satisfied

If you have any complaints about the way your application has been handled, please contact the [Public Appointments Team](#).