

Candidate Brief and Job Description

Director of Community, Primary Care, Mental Health and
Vulnerable Groups

Health and Social Services Group

Welsh Government



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Welcome

1. Message from Judith Paget, Director General for Health and Social Services / NHS Wales Chief Executive



Thank-you for your interest in the post of Director of Community, Primary Care, Mental Health and Vulnerable Groups and I am delighted that you would like to know more about the position.

This post forms a pivotal role in my Executive Director Team and one, which is at the heart of delivering the Welsh Government's programme for government. I am looking for an inspirational professional leader who can provide excellent policy advice to Ministers and with the vision to realise and drive transformational service delivery change as set out in 'A Healthier Wales', ten year health and social care strategy for Wales.

The role requires the post holder to be both an 'enabler' and a 'director' for service delivery and integration of multidisciplinary services. An area requires careful judgement because the advice, recommendations and development and delivery of policy effectively affects the way that all citizens in Wales access healthcare services. This role brings together the aspiration to deliver primary care and mental health services closer to communities in Wales.

I am looking for someone who has a breadth and knowledge of policy delivery, with the ability to sensitively and skilfully negotiate across multiple sectors.

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 Welsh Government's programme for government sets out a range of commitments over the next five years in order to tackle the challenges that we face and improve the lives of people across Wales. It is founded on the distinctively Welsh values of community, equality and social justice. One of those commitments is to deliver the Digital Strategy for Wales and upgrade our digital and communications infrastructure to re-build and re-energise our communities, and deliver improvements in public service delivery.

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 the post

This post is an integral part of the senior leadership team for HSS and manages the Mental Health, Primary Care and Vulnerable Groups. This post plays a key role in taking forward the commitments to improving mental health as set out in [‘Programme for government’](#) and [‘A Healthier Wales: Our Plan for Health and Social Care in Wales’](#).

The post holder has a key role to play in achieving the objectives as set out in ‘A Healthier Wales’ to bring healthcare services more closely to the communities within Wales. The post holder plays a pivotal role in the negotiation of contracts across the NHS professional sector, needs to demonstrate commercial acumen and has a large financial budget within their management.

As the Director of Community, Primary Care, Mental Health and Vulnerable Groups, the post holder reports to the Director General of HSSG/Chief Executive of NHS Wales and is a key member of their Executive Director Team. The post holder is required to lead the Mental Health commitments for Welsh Government (which has its own dedicated Minister) and be responsible for implementing important primary care reform and respond to the ongoing impact of COVID.

The post holder is responsible for ensuring there is priority investment in mental health and for delivering the mental health strategy and refreshed delivery plan, which encompasses 13 work streams and is in place to prioritise investment and drive improvements within MH.

The post holder is required to prioritise service redesign within mental health to improve prevention, tackle stigma and promote a no-wrong door approach to mental health support.

Within primary care, the post holder is responsible for investing in a new generation of integrated health and social care centres across Wales. The post holder is responsible for ensuring people have better access to doctors, nurses, dentists and other health professionals.

The post holder will lead the reform of primary care, bringing together GP services with pharmacy, therapy, housing, social care, mental health, community and third sector.

4. Key responsibilities

The role requires the post holder to be both an 'enabler' and a 'director' for service delivery and integration of multidisciplinary services. An area requires careful judgement because the advice, recommendations and development and delivery of policy effectively affects the way that all citizens in Wales access healthcare services.

As the Director of Community, Primary Care, Mental Health and Vulnerable Groups, the post holder will report directly to the Director General of HSSG / Chief Executive of NHS Wales and be a key member of their Executive Director Team.

The post holder will be responsible for ensuring there is priority investment in Mental Health (MH) and for delivering the MH Strategy and refreshed delivery plan, which encompasses 13 work streams and is in place to prioritise investment and drive improvements within MH.

The role requires the post holder to prioritise service redesign within MH to improve prevention, tackle stigma and promote a no-wrong door approach to MH support.

Within Primary Care (PC), the post holder will be responsible for investing in a new generation of integrated health and social care centres across Wales. The post holder will be responsible for ensuring people have better access to doctors, nurses, dentists and other health professionals.

The role leads on the reformation of PC, bringing together GP services with pharmacy, therapy, housing, social care, mental health, community and third sector.

Key Priorities;

Programme for Government Commitments this post leads on – To provide effective, high quality and sustainable healthcare

The coronavirus pandemic has shown our health service at its best, but it has also created extraordinary pressures on staff and services. We want to create a 21st century NHS by investing in the post-Covid recovery, tackling health inequalities, improving mental health provision and focussing on prevention. We will continue to support our health workers, protect the NHS, deepen the integration of services, improve accessibility, reduce carbon in the design of new facilities, extend the use of new technologies and support people to live healthy lives.

These priorities include specifically for this post holder to;

- Provide treatments which have been delayed by the pandemic
- Deliver better access to doctors, nurses, dentists and other health professionals.

- Reform primary care, bringing together GP services with pharmacy, therapy, housing, social care, mental health, community and third sector.
- Prioritise investment in mental health.
- Prioritise service redesign to improve prevention, tackle stigma and promote a no-wrong door approach to mental health support.
- Roll out child and adolescent mental health services 'in-reach' in schools across Wales.
- Introduce an all-Wales framework to roll out social prescribing to tackle isolation.

Activities;

- An active, engaged and collaborative member of Health & Social Services Executive Director Leadership Team, playing a key role in creating a high performance and inclusive culture in the group, working on a range of cross-departmental issues and in the oversight of the NHS in Wales.
- Leading and managing the Directorate, which includes managements of financial budgets and direct management for both Deputy Directors (senior civil servant capacity) and several clinical staff (professional leads).
- Leading the work of the mental health and vulnerable groups (e.g. veterans, offenders, gypsy travellers and sexual assault services) division, NHS organisations and other partners on related policy, legislation and finance related issues.
- Overseeing and driving the quality, safety, and performance of mental health services across Wales; scrutinising/assessing NHS bodies Integrated Medium Term Plans; challenging and holding NHS organisations to account where appropriate; promoting best practice; and chairing key national cross-sector leadership groups.
- Lead Primary Care Services, including policy development and delivery, contract reform and gp indemnity contracts, together with provision of expert advice on underpinning primary care services and a reform agenda
- Leading the substance misuse division, NHS organisations and other partners on a range of policy, legislation, finance, quality and performance issues across Wales, including chairing the key national cross-sector leadership groups.

5. Person Specification

In your application, you should provide examples of your experience in meeting the criteria listed below. These will be the key criteria for selection.

You will have:

- Sensitivity to the political context in which the Welsh Government works and the ability to work closely with and provide advice and options to Ministers often on sensitive issues
- Ability to build and maintain a strong network of collaborative relationships, within the Welsh Government, across the public sector in Wales and with other Administrations
- See the big picture and create joined up strategies and plans that have positive impact and add value for stakeholders, citizens and communities
- Visible leadership, providing energy, drive and direction to deliver at pace
- Highly developed communication, organisational and handling skills with the ability to influence external partners, stakeholders and customers in order to secure mutually beneficial outcomes
- Ability to interpret a wide range of financial data, performance and management information, research and evaluation to inform and assist decision making
- Able to reflect on and learn from your own lived experiences and use this experience of working effectively and of leading a team successfully during periods of sustained pressure, scrutiny and ambiguity.

Welsh Language

Welsh language skills are desirable for this post. If you do not have such skills, you should be willing to make a commitment to learn on appointment. Training, including individual support and coaching will be available.

6. Development Opportunities offered by the Post

This post offers the opportunity to lead the discussions on bringing primary care and mental health services closer to communities within Wales. It affords the opportunity to 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 across the Welsh Government and NHS.

7. How to Apply

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

Applications should be submitted to the Welsh Government on-line system and submitted no later than **23:55 on 10 January 2022**. 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 online, please email SCSRecruitment@gov.wales to request an alternative format, or to request a reasonable adjustment related to impairment in order to 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 person specification.

Questions and Informal Discussion

If you have any questions about this role in advance of your application, please email SCSRecruitment@gov.wales who will respond to any points of information of clarification.

Online technical problems

Please email SCSRecruitment@gov.wales

8. Selection Process

Candidates interested in the post will be required to submit an application detailing how they are able to demonstrate competency against the SCS Director requirements.

The Recruitment Team will acknowledge your application via the Welsh Government online system and when appropriate you will be advised about the outcome of the short list meeting.

Candidates who are successful at sift, will then undergo the following;

- Stakeholder / staff panel engagement exercise
- Psychometric testing
- Interview
- Presentation

Assessments

The shortlisting meeting will take place week commencing **17 January 2022**

Shortlisted candidates will undergo the following assessments:

Online psychometric tests that will include numerical and verbal reasoning and a discussion with a psychologist. You will receive a link to these online 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 / Staff Engagement Exercise – these will take place week commencing on **31 January 2022**. Further details will follow.

Interviews & Presentations - these are scheduled to take place **18 February 2022**. These will also take place virtually via Microsoft Teams. Interviews will last around 45 minutes. The Panel will receive feedback on your psychometric tests and staff/stakeholder engagement exercise before you are interviewed. 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 Selection panel will include:

- Judith Paget – Director General Health and Social Services Welsh Government and NHS Wales Chief Executive
- Gillian Baranski – Chief Executive of Children Inspectorate Wales
- Peter Kennedy – Director, Corporate Services, Welsh Government

Biographies



Judith Paget CBE – Director General Health and Social Services Welsh Government and NHS Wales Chief Executive

Judith was appointed to the role of Interim Director General of Health and Social Services/Chief Executive NHS Wales in November 2021. Her role includes both supporting Ministerial priorities for health and social care within the Civil Service structures, and the leadership and oversight of NHS Wales.

Judith's previous post was as Chief Executive of Aneurin Bevan University Health Board. Judith 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 in October 2014.

Judith has worked in the NHS since 1980 and has undertaken a variety of operational, planning and commissioning roles in a number of NHS organisations across south, mid and west Wales. Judith was appointed to her first CEO role in April 2003. Judith has a keen interest in partnership working across public services; primary care and community development; value based healthcare and staff development and engagement.

Judith was awarded a Companionship of the Institute of Health Service Managers in 2012 and in June 2014 won the Institute of Directors – Director in Public Service Award for Wales. In June 2019 Judith was awarded a CBE in the Queen's Birthday Honours for her services to delivery and management in NHS Wales.



Gillian Baranski – Chief Executive of Children Inspectorate Wales

Gillian was appointed as Chief Inspector of Care Inspectorate Wales in October 2016.

Gillian joined the Welsh Government in 2010 as the Chief Executive of CAFCASS Cymru, but first became a civil servant in 2005 as the Home Office Crime Director for Wales. Gillian previously worked as a barrister for the Magistrates' Courts Service including serving as the Justices' Chief Executive of South Wales Magistrates' Courts Committee.

For services to vulnerable children in Wales, Gillian received an OBE in the Queen's Birthday Honours in 2015.



Peter Kennedy – Director, Corporate Services, Welsh Government

My current role is Director, Corporate Services at the Welsh Government.

I joined Welsh Government in 2004 having worked for several years within the Ministry of Defence. I spent 9 years in the RAF within aircraft maintenance and technical training roles.

I am a HR professional with many years' experience of both operational and strategic Human Resources together with experience of ICT, Health and Safety, Facilities Management and Emergency Planning.

I also have additional responsibilities as Lead Sponsor for Welsh Government Sponsored Bodies and, as the Senior Information Risk Owner.

I am married to Jenny and have two grown up children and a Granddaughter. Jenny was diagnosed 5 years ago with Multiple Sclerosis, the organisation has been incredibly supportive and flexible in helping me to achieve an effective balance between being a Senior Civil Servant and a career.

Disability Confident Interview Scheme

The Welsh Government works on the basis of the social model of disability. We recognise that disabled people are disabled not by their impairments, health conditions or because they use British Sign Language but by barriers that exist in society or the workplace. If you experience any barriers in recruitment, we are committed to removing those barriers and will make reasonable adjustments to ensure that the recruitment process is fair and accessible for you.

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 wish to discuss how we will make adjustments if you were to be successful, please email 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 Service as part of the Civil Service competency framework.

For further information about core competencies please access the full documents 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 **10 January 2022**

Psychometric testing – within 10 working days of the shortlisted meeting

Shortlisted Meeting – week commencing **17 January 2022**

Staff/Stakeholder Engagement Exercise - week commencing **31 January 2022**

Interview panel – **18 February 2022**

Staff/Stakeholder Engagement Exercise and Interviews will all be held remotely. The above dates are 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 and promotion basis.

Remuneration

This role is at Director level and the salary is £93,000 per annum.

Relocation

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

Location

The post is pan Wales and the post holder may work from any of the Welsh Government Offices in Wales, although the nature of the post means that you will need to spend some time in Cardiff. There is an expectation that regular travel across Wales and UK is part of the role. We are supportive of home working and tailoring patterns to suit individual circumstances.

In the short term the majority of post holders will be based at home/working remotely.

Working hours

This role is available on a full-time, part-time or job-share basis. It is expected that if you apply as a job-share partnership that this arrangement is in place when submitting your application and you should make it clear on your application forms 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

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.

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 above.

Successful candidates 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, Black, Asian and Minority Ethnic people 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, 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 Support 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, Welsh Government at SCSRecruitment@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

Successful candidates must be cleared to SC (Security Check) level before taking up post. The timescales for security clearance may vary, however, after receiving completed paperwork it can take between 10 and 12 weeks.

Appendices

A – 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>

B – Appendix B – Civil Service Code

The Civil Service Code can be found at:

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