



Llywodraeth Cymru
Welsh Government

DEPUTY DIRECTOR, CAPITAL, ESTATES AND FACILITIES

Finance Directorate

Health and Social Services Group

Welsh Government



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 Deputy Director of Capital, Estates & Facilities and I am delighted that you would like to know more about the position. This is a unique and exciting post in the Health & Social Services Group, which is at the heart of delivering the Welsh Government's programme for government. I am looking for a Finance professional with strategic skills who can provide excellent advice to Ministers and have the enthusiasm and innovation to support the delivery of the 'A Healthier Wales', ten year health and social care strategy for Wales.

We are looking for applications from diverse candidates who can combine political awareness with the experience and ability to lead, motivate and develop teams and are capable of developing collaborative relationships with a mix of people at all levels. The successful candidate will demonstrate these qualities and bring fresh skills and lived experience to our work as well as having a track record of inclusive 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 can demonstrate these attributes, are an effective and resilient leader and a resourceful thinker who can communicate and influence effectively then I look forward to your application.

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. The role of the Finance Directorate

With the challenges to public finances caused by the pandemic, the role of the finance team is now more important than ever with the current constraints on resources and in the certain knowledge that the financial pressures will become tighter. The work and structure of the directorate is focused on ensuring that the resources allocated to Health and Social Care are used effectively and governed to the highest standards.

The four core components of our work are:

- Financial Control and Governance;
- Financial Management and Financial Planning;
- Financial Management of the NHS; and
- Capital, Estates and Facilities

Purpose of Post

The post holder will report to the Director of Finance on all Capital, Estates and Facilities issues relating to the NHS.

The post holder will be responsible for monitoring the Capital Programme (currently valued at circa £383m) in line with the priorities and business cases scrutinised by the NHS Infrastructure Investment Board and approved by the Minister for Health and Social Services.

This will require the person to lead the capital team and to work closely with NHS senior officials on the prioritisation and monitoring of service plans and capital schemes; to manage all scrutiny and approval processes for any resources required and to provide appropriate advice to the Director of Finance, Director General and the Minister on the most effective use of resources to deliver NHS service and Ministerial objectives within allocated capital resource limits.

4. Key Responsibilities

Accountable to the Director of Finance for Health and Social Services the post holder will be responsible for:

- Working with NHS officials and Welsh Government policy and Treasury officials to establish a Capital Programme that is prioritised to best meet the needs of NHS organisations and Ministerial priorities. This will require working to develop medium term capital plans that deliver high level agreed ministerial objectives linked to the future availability of capital resources and service needs.

- Ensuring that there are robust business case controls and scrutiny processes in place in line with best practice and Government Capital Investment requirements. This will include the establishment and communication of any policies and guidance covering these requirements.
- Providing advice and recommendations to the Minister on all capital developments and the necessary approval of any capital resources. This advice will be given to ensure that any approvals are controlled within the budgets approved by the Welsh Assembly to the Minister for Health.
- Once approved the post holder will be responsible for ensuring that there are effective monitoring and reporting processes for any capital spend in place. This will require close liaison with senior NHS officials and departmental colleagues to take any timely and effective action needed to ensure that there is effective use of the allocated capital resources within the capital programme. This will also ensure that spend is kept within the approved capital resources allocated to the Minister.
- Providing advice on all financial and managerial issues affecting the delivery of the capital programme including working with other officials on new initiatives surrounding innovative finance; Health Technologies and other capital developments.
- Managing the priorities and the work of the NHS Shared Services Partnership – Specialist Estates Services Division through the established service level agreements.
- Policy leadership on NHS Facilities and Estates, Cleaning, Clinical Waste, Catering, Car Parking, Decarbonisation agenda and other Facilities and Estate developments.
- Providing leadership and management for the capital, estates and facilities team developing relevant and operational performance management plans to deliver departmental objectives.
- For taking forward any Capital, Estates and Facility issues recommended by Committee, Audit Wales, Public Accounts Committee and Internal audit.

5. Person Specification

The Person will be required to:

- Exercise professional financial and governance judgement across a wide range of professional matters and business areas so that they can effectively advise the Minister, DG, Director of Finance and NHS Chief Executives on the investment plans and resources.

- The post holder will need to demonstrate a track record of effective professional leadership and demonstrate they have the skills and experience to promote the highest standards of probity and corporate governance. This will also require the post holder to be a CCAB or CIMA qualified accountant.
- The post holder will need to have a detailed and comprehensive understanding of NHS strategic and operational issues and have a clear understanding as to how these influence infrastructure requirements.
- Have excellent communication and personal skills to influence and build effective relationships across Welsh Government and with senior directors and chief executives across the NHS. The post holder will have the ability to understand and communicate complex issues; managing conflicting/competing service demands and pressures to provide clear advice to senior stakeholders and Ministers.
- Skilled in identifying and implementing changes through a continuous improvement approach, ensuring that staff within the team and others are motivated and equipped to deliver. Able to identify opportunities for improvement and development and lead/influence others to do likewise, developing solutions that are realistic, pragmatic and delivered through creative and innovative thinking.
- Experience, skills and knowledge of delivering complex major programmes and budgets. This includes experience and skills covering investment and governance processes and controls covering e.g. Gateway scrutiny, the 5 case business case model and capital accounting requirements.
- Demonstrable achievement in leading and inspiring teams and stakeholders to deliver clear measurable results with tight timescales and resources.

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 for the Post

The postholder will be expected to build and maintain a broad network of contacts within Welsh Government, at senior levels within NHS Wales, and also with wider public sector academic and research interests. The postholder will be supported to undertake personal research and development in issues affecting health and social care in Wales, subject to the core business needs of the post. The postholder will be expected to meet the CPD requirements of their professional body, and will be encouraged to participate

in Welsh Government finance staff development programmes, and the NHS Wales Finance Academy staff development programmes.

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 no later than **25 October 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 to request an alternative format, or to request a reasonable adjustment related to your 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 these roles and, in particular, how you meet the person specification.

Questions and informal discussion

If you would like to discuss this role further, please email SCSRecruitment@gov.wales

Online technical problems

Please email SCSRecruitment@gov.wales

8. The 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 **5 November 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 on **18 November 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 **26 November 2021**.

The selection panel will include:

- Sally-Ann Efstathiou, Deputy Director, HR Operations and Performance
- Steve Elliot, Interim Director of Finance, Health & Social Services Group
- Samia Saeed-Edmonds, Planning Programme Director, Health and Social Services Group
- Abigail Harris, Exec Director of Strategic Planning, Cardiff and Vale University Health Board

Biographies



Sally-Ann Efstathiou, Deputy Director, HR Operations and Performance, Welsh Government

I'm currently Deputy Director, HR Operations and Performance and have a background in both the Communications and HR professions. Having undertaken a degree in journalism and a postgraduate qualification in marketing, I started my career in our Press Office before moving to lead multimedia, behaviour change campaigns, including anti-smoking and organ donation.

After having my children, I changed career direction with a move to HR, building experience in organisational development and design. In my current role I lead recruitment and we are committed to ensuring we remove barriers for under-represented groups joining the organisation. Recent developments include strengthening our recruitment adjustment process for disabled colleagues and a pilot of a guaranteed interview scheme for veterans.

I am from a lower socio-economic background and was the first in my family to go to university - I was inspired to join the civil service by the opportunity to make a difference for communities like mine. The Welsh Government is a place where people from all walks of life are welcomed and their experiences are valued.

I have worked almost every combination of part time hours and days at some point, including being part of a job share, which helped maintain a work life balance. I have also benefited from support from our occupational health service and from workplace adjustments. As the main carer for my disabled mum, flexible working practices mean I can look after her while still progressing to a senior level. My continual development has been supported throughout my career. I have recently studied for a professional HR qualification and I also make good use of our volunteering programme as a very active school governor.



Steve Elliot, Interim Director of Finance for Health and Social Services, Welsh Government

After completing my CIPFA training with the National Audit Office in London, I joined NHS Wales in 1991 as a Deputy Unit Finance Director of the Business Services Unit of South Glamorgan Health Authority. In 1994 I moved to Bridgend and District NHS Trust to take up the post of Assistant Finance Director with responsibility for management accounting. Following Trust reconfiguration in 1999, I became Head of Corporate Accounting of Bro Morgannwg NHS Trust, with responsibility for statutory and management financial reporting. In June 2001, I took up a NHS financial performance secondment in Welsh Government, and in 2004 became a permanent civil servant. After undertaking a two year secondment with Aneurin Bevan University Health Board, I returned to Welsh Government in February 2015. I am currently Interim Director of Finance for Health and Social Services, with oversight of the £9.5 billion annual budget for health and social services in Wales.

I am committed to supporting personal and professional development, and played an active role in Healthcare Financial Management Association (HFMA) Wales branch for many years, acting as the Branch Chair and National Trustee for Wales. I was made an Honorary Fellow of HFMA in December 2013.



**Samia Saeed-Edmonds,
NHS Wales Planning Programme Director, Health & Social Services Group,
Welsh Government**

I have worked in NHS Wales for over 20 years, starting as a General Management Trainee and have since gone on to hold a number of planning roles. I was the Assistant Director of Planning at Cwm Taf University Health Board, before taking up the post of NHS Planning Programme Director at Welsh Government in 2017.

Most recently I have led the Covid-19 Planning & Response, working with colleagues across Welsh Government, NHS organisations and social care to ensure a co-ordinated response to the public health emergency.

I enjoy taking an active part in the All Wales integrated planning community, through the professional peer groups, learning events and the new post-graduate diploma in healthcare planning. I am committed to strengthening the planning function in Wales as there's always more for all of us to learn.

I am extremely proud to be the first member of the Welsh Government Health & Social Services Group Executive Directors Team to come from a Black, Asian or Minority Ethnic Background. I am an active member of the Minority Ethnic Staff Network and am keen to support representation at all levels of Welsh Government and the NHS.



Abigail Harris, Executive Director of Strategic Planning at Cardiff and Vale University Health Board.

I joined the UHB in September 2013 from Welsh Government, where I was Director of Strategy, Innovation and Primary Care for the Department of Health and Social Services.

Prior to this, I spent four years in local government as a director, where my portfolio spanned social services, leisure, library, arts and adult learning services.

Before my venture into local government, I spent 17 years in senior positions in the NHS across South Wales, latterly as the Chief Executive of the Vale of Glamorgan Local Health Board.

I hold a Masters Degree in Integrated Care and I am passionate about delivering better care through collaboration with our partners.

I am also a non-executive board member with Social Care Wales.

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 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 **25 October 2021**

Psychometric testing: within 10 days of the shortlisted meeting

Shortlisted Meeting: **5 November 2021**

Stakeholder Engagement Exercise: **18 November 2021**

Interview panel: **26 November 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 and promotion basis. This post is also available to those who wish to join the Civil Service and to those who wish to apply on a loan basis, or a secondment basis for up to two years initially.

Eligibility

As part of your application you will be asked a number of questions. The purpose of these questions is to determine if you are eligible to apply for this opportunity. You will be asked, as part of your eligibility, to confirm your nationality details and that you are legally allowed to work in the United Kingdom. This is a requirement for working within the Civil Service. If you do not meet the eligibility criteria as set out in the application form, your application will not be taken further. If it becomes apparent at a later stage in the process that you aren't eligible to apply, your application may be withdrawn, or offer retracted.

Nationality requirements

This job is broadly open to the following groups:

- *UK nationals*
- *nationals of Commonwealth countries who have the right to work in the UK*
- *nationals of the Republic of Ireland*
- *nationals from the EU, EEA or Switzerland with settled or pre-settled status or who apply for either status by the deadline of the European Union Settlement Scheme (EUSS)*
- *relevant EU, EEA, Swiss or Turkish nationals working in the Civil Service*
- *relevant EU, EEA, Swiss or Turkish nationals who have built up the right to work in the Civil Service*
- *certain family members of the relevant EU, EEA, Swiss or Turkish nationals*

Further information on nationality requirements

Remuneration

The role is at Deputy Director level and the starting salary is **circa £71,000**.

For existing Civil Servants

If you are a substantive Deputy 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 10% increase in base pay or be at the pay band minimum, whichever is greater. However, for staff promoted from the Grade 6 pay band maximum, the

increase will be capped at 5% or be at the Senior Civil Service pay band minimum, whichever is the greater.

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

Working hours

Applications are welcome from people who work full-time, part-time, or as part of a job share. 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 forms that you are applying as part of a job share partnership. We welcome applications from people who work part-time and if someone who wants to work part-time is successful, we will make proportionate adjustments to the responsibilities of the post.

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 and this will continue to some degree so that we can reduce our environmental impact and support people to work closer to the communities they live in.

Relocation Expenses

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

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.

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, 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 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 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

The successful candidate 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

Appendix A: CIVIL SERVICE LEADERSHIP STATEMENT

The leadership statement can be found at: <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>