

Pre-appointment hearing – The Welsh Government's Preferred Candidate for the Chair of the Welsh Revenue Authority

September 2022

1. Introduction

Pre-appointment hearings

- 1.** Welsh Ministers make a range of public appointments across all aspects of public life. These appointments are high profile and offer the opportunity to shape and inform many of the public services accessed by the people of Wales. Welsh Ministers must make regulated public appointments in accordance with the principles set out in the Governance Code on Public Appointments.¹ The Commissioner for Public Appointments is responsible for providing independent assurance that appointments comply with the Code.
- 2.** Welsh Ministers and the Senedd have agreed that Senedd Committees should conduct pre-appointment scrutiny of some appointments in order to further improve the scrutiny and transparency of the public appointment making process. Pre-appointment scrutiny will take the form of a pre-appointment hearing of the preferred candidate conducted by the relevant Committee.
- 3.** The Chair of the Welsh Revenue Authority is a statutory non-executive (non-civil service) ministerial public appointment made by the Welsh Ministers under Section 3 of the Tax Collection and Management (Wales) Act 2016 (the 2016 Act).²

¹ Cabinet Office, [Governance Code for Public Appointments](#)

² The Tax Collection and Management (Wales) Act 2016. Section 3



The Welsh Revenue Authority

4. The 2016 Act established the Welsh Revenue Authority (WRA). The WRA is a non-ministerial department of the Welsh Government, responsible for the administration and collection of devolved taxes in Wales. The 2016 Act states that the WRA has the following functions:³

- providing to the Welsh Ministers information, advice and assistance relating to devolved taxes;
- providing information and assistance relating to devolved taxes to devolved taxpayers, their agents and other persons;
- resolving complaints and disputes relating to devolved taxes; and
- promoting compliance with the law relating to devolved taxes and protecting against tax evasion and tax avoidance in relation to devolved taxes.

5. Since the WRA became fully operational in April 2018, it has collected and managed two devolved taxes on behalf of the Welsh Government, namely the Land Transaction Tax and Landfill Disposals Tax, with scope to expand to take responsibility for further devolved taxes in the future.⁴ The Welsh Rates of Income Tax (WRIT) is administered and collected separately, by HMRC.

6. The WRA’s stated purpose is to:⁵

- design and deliver Welsh national revenue services; and
- lead the better use of Welsh taxpayer data for Wales.

The Recruitment Process

7. On 4 May 2022, the WRA advertised for a Chair of the Board with a closing date of 5 June 2022.

8. The WRA publicised the role through the following websites and social media platforms:

³ [The Tax Collection and Management \(Wales\) Act 2016, Section 12](#)

⁴ [Welsh Revenue Authority](#)

⁵ [Welsh Revenue Authority](#)

- Welsh Government website;
- Cabinet Office Public Appointments website;
- Twitter;
- LinkedIn.

9. Paid advertisements were also placed with the following media outlets:

- The Guardian;
- The Western Mail (Wales Online);
- Golwg 360.

10. Additionally, the WRA appointed Audeliss Executive Search⁶ to support the recruitment process, in sourcing potential candidates and raising awareness within their own networks.

11. The window for applications was open for approximately four weeks, and candidates were required to provide a CV and personal statement outlining how they met the criteria set out in the person specification. Six applications were received, from two women and four men.

12. Following the closing date for applications, a sift was conducted by the Advisory Assessment Panel (the Panel) and four of the six applicants were selected for further assessment by formal panel interviews. Of the four selected, there was one woman and three men.

13. The Panel members who conducted the sift and interviews were:

- Dr Andrew Goodall, Permanent Secretary, Welsh Government (panel chair);
- Anna Adams, Deputy Director, Tax Strategy and International Relations, Welsh Government;
- Moawia Bin-Sufyan, Independent Panel Member.

14. Interviews took place on 14 July 2022, at which candidates were required to give a presentation and were questioned on the criteria set out in the person specification. Performance at the interview stage against the aforementioned criteria was the only evidence taken into consideration in scoring the candidates and placing them in order of merit.

⁶ [Audeliss Executive Search](#)

15. Of the four candidates interviewed, the Panel reported to Rebecca Evans MS, the Minister for Finance and Local Government (the Minister) that two were appointable and recommended the candidate with the highest score, Ruth Glazzard, as the preferred candidate.

16. The Finance Committee undertook a pre-appointment hearing with the preferred candidate on 22 September 2022.

2. Requirements of the Post

Role and person specification

17. The Chair of the WRA is an appointment made by the Welsh Ministers, regulated by the Office for the Commissioner of Public Appointments.

18. The candidate information pack states that the successful candidate will be appointed for an initial period of three years, with the potential for reappointment, subject to a Ministerial decision.⁷

19. The anticipated time commitment is 2-4 days per month and the rate of remuneration is £400 per day (pro rata).⁸

20. As Chair of the WRA, the role of the successful candidate is to:⁹

- 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;

⁷ Welsh Government, [Vacancy: Chair – Welsh Revenue Authority](#), 4 May 2022

⁸ Welsh Government, [Vacancy: Chair – Welsh Revenue Authority](#), 4 May 2022

⁹ Welsh Government, [Vacancy: Chair – Welsh Revenue Authority](#), 4 May 2022

- exemplify commitment to the Seven Principles of Public Life (the Nolan Principles)¹⁰, as an ambassador for the WRA; and
- manage your own development, in line with the evolving requirements of the post.

21. The successful candidate needs to satisfy the criteria as set out in the following person specification:¹¹

- 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; and
- sound judgement and a high level of integrity, with a commitment to the seven principles of conduct in public life.

22. The successful candidate also needs to demonstrate leadership experience and expertise in one of the following:¹²

- 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.

23. Welsh language skills are stated as desirable for the role and sharing in the WRA’s passion for using the Welsh language is highlighted as important.¹³

¹⁰ UK Government, [The Seven Principles of Public Life \(the Nolan Principles\)](#)

¹¹ Welsh Government, [Vacancy: Chair – Welsh Revenue Authority](#), 4 May 2022

¹² Welsh Government, [Vacancy: Chair – Welsh Revenue Authority](#), 4 May 2022

¹³ Welsh Government, [Vacancy: Chair – Welsh Revenue Authority](#), 4 May 2022

3. The Welsh Government’s Preferred Candidate: Ruth Glazzard

The Candidate

24. The Committee was provided with details of the preferred candidate, Ruth Glazzard, on Tuesday 23 August 2022. Ruth’s CV demonstrates over 20 years’ experience in the public and private sector, with a background in financial oversight, governance and organisational development, specialising in digital, public and third sector organisations.

25. Ruth currently serves as an Independent Member to the Independent Remuneration Panel for Wales, being appointed to the role in April 2021. Additionally, Ruth holds or has held non-executive directorships and chairperson roles on the Boards of a number of organisations, including Centre for Digital Public Services Wales, and Digital Health and Care Wales. Ruth’s full CV is available on the Committee’s website.¹⁴

26. The Committee undertook the pre-appointment hearing on 22 September 2022¹⁵ with a view to understanding the professional competence of the preferred candidate, the approach she would adopt in undertaking the role and the experience and expertise she would bring to it.

Committee View

27. On the basis of the evidence received, the Committee believes Ruth Glazzard to be a suitable candidate for the post and wishes her well in this position.

Conclusion 1. On 22 September 2022, the Finance Committee held a pre-appointment hearing with Ruth Glazzard, the Welsh Government’s preferred candidate for the post of Chair of the Welsh Revenue Authority. On the basis of the evidence provided at this hearing, the Committee concluded that Ruth is a suitable candidate for the post.

¹⁴ Finance Committee, [FIN\(6\)-17-22.P2 - Preferred candidate’s application/CV](#), 22 September 2022

¹⁵ Finance Committee, [ROP](#), 22 September 2022
