

Candidate brief for the position of
**Executive Director of Audit
Modernisation & Impact**

March 2025



Foreword



Adrian Crompton

Auditor General
for Wales

Thank you for taking an interest in Audit Wales. As you learn more about who we are and what we're aiming to achieve, I hope you'll want to come and join us.

I've been the Auditor General for Wales and Chief Executive of Audit Wales since 2018. It's an amazing job: appointed by the Crown; entirely independent of government; and with a unique perspective across the whole of the public service. I'm privileged to lead 300 superb professionals who are passionate about driving change and improvement in public services and democratic accountability. We have fabulous levels of staff engagement, great terms and conditions, super flexible working, and rewarding work that makes a difference.

At Audit Wales we audit the spending and performance of most of the Welsh public sector: organisations spending around £28 billion of the public's money each year including the Welsh Government, the NHS, local government, police, fire and park authorities, and many more.

That combination of independence, expertise and breadth of view gives us a unique ability to drive value for money, good governance and accountability for the people of Wales. In a rapidly changing world, with extreme pressure on public finances and ever-growing demands on public services, there's never been a more important time for the work we do.

Of course, no matter how strongly we are performing today, our professional environment and the world around us are changing fast. I'm looking for an exceptional public audit leader to work alongside me, our Board and the rest of the leadership team to take Audit Wales into that future.

So, if you are passionate about driving accountability and improvement in public services, if you want to work with great people who are dedicated to making a difference, if you have the leadership style and skills to inspire and empower others, and if you want to have fun along the way, please read on because I'd love you to apply.



Audit Wales

Audit Wales is the umbrella term describing two separate legal entities: the Auditor General for Wales and the Wales Audit Office.

The Auditor General is the statutory external auditor of most of the Welsh public sector, which spends around £28 billion annually, or over 25% of Welsh GDP. The remit includes the Welsh Government; its sponsored and related public bodies; the Senedd Commission; the National Health Service; local government, police, fire and rescue authorities, national parks and community councils. The Auditor General's role includes examining how public bodies manage and spend public money, and how they achieve value for money in the delivery of public services. The Auditor General publishes reports on that work, some of which are considered by the Senedd's Public Accounts and Public Administration Committee.

The Auditor General undertakes work using staff and other resources provided by the Wales Audit Office, which is a statutory board established for that purpose and to monitor and advise the Auditor General.

Audit Wales' core activity:

- auditing the accounts of over 800 Welsh public bodies each year
- a programme of value for money examinations and studies
- examination of the implementation of the Wellbeing of Future Generations Act 2015
- supporting effective scrutiny including through the work of Senedd Committees
- sharing good practice and learning across the public sector
- facilitating the detection of fraud and error through the National Fraud Initiative
- certifying grant schemes worth c£1.5 billion
- approving c£2 billion of payments from the Welsh Consolidated Fund (WCF) every month

Audit Wales employs around **300 staff across 3 sites**, Cardiff, Penllergaer and Llandudno Junction. It has an **annual budget of c£28m** which is generated mostly from audit fee income (65%) and from grant directly from the WCF (35%).

Background to this appointment

The next few years will see considerable change and opportunity for Audit Wales. 2025-26 is the fourth year of our existing 5-year strategy. Delivery of that strategy remains paramount and we are well on track to do so by further sharpening our audit programme delivery and increasing our impact and visibility. In 2026, the 8-year term of the current Auditor General will end and a new Auditor General will be appointed. Also in 2026, there will be elections to an expanded Senedd of 96 Members.

As well as the wider economic, social and political environment, we know our auditing, financial reporting and public sector landscapes are constantly evolving: increasingly we see them affected by new technologies, ever-growing regulatory requirements and public expectations of government accountability. Our Annual Plan for 2025-26 sees us readying ourselves for that evolving world.

We are seeking a leader of proven quality, with a strong background in public audit, to join an established, high-performing team to lead Audit Wales into that future.

Strategy

Audit Wales' aims are to:



Assure people that public money is being managed well



Explain how that money is being spent



Inspire the public sector to improve

Audit Wales has an Annual Plan for the coming year which sets out what we plan to do to achieve our organisational ambitions, which are to:

Fully exploit our unique perspective, expertise and depth of insight

Strengthen our position as an authoritative, trusted and independent voice

Increase our visibility, influence, and relevance

Be a model organisation for the public sector in Wales and beyond

Our behaviours

Hyblyg
Genuine

Respectful
Yn parchu'n gilydd

Trustworthy
Rhinweddol a didwyll

Dibynadwy
Energetic

Egñiol
Adaptable

Our values

Edrych i'r dyfodol
Future Focus

Independence
Annibyniaeth

Collaboration
Cydweithio

Blaengaredd
Innovation

Tegwch
Fairness

Diffuantrwydd
Integrity

In October/November 2024, our annual staff survey saw positive results across the board and an **overall staff engagement score of 71%** that puts us amongst the very best public organisations anywhere in the UK. We have also been assessed as being in the top ten organisations anywhere in the UK for our support for working families.

To find out more about the organisation and its Board, please visit the following links:

www.audit.wales/publication/annual-report-and-accounts-2023-24

www.audit.wales/annual-plan

The role

The Executive Director of Audit Modernisation & Impact, alongside two established Executive Directors (one carrying responsibility for Audit Delivery and the other for Corporate Services) and the Auditor General & Chief Executive, will form the Executive Leadership Team (ELT) of Audit Wales. Each Executive Director is accountable to the Auditor General (and Board) and deputises for him as required in his capacity as Chief Executive, providing strategic leadership and direction across the organisation.

The appointee will have the deep understanding and experience of public audit needed to carry weight and authority in a professional audit organisation. In their personal style they will model the values and behaviours that underpin Audit Wales, motivate colleagues through a culture of coaching and development, and bring the dynamism and strategic leadership needed for Audit Wales to enhance its status as an exceptional public body. The successful candidate will demonstrate the open, collaborative, selfless style needed to fit with the established leadership team. They will have direct line management responsibility for around 35 staff across a variety of teams.

Role-specific responsibilities will include:

- holding the ring across the whole of Audit Wales to ensure that we deliver on our 5-year strategy and leading our development in the light of the evolving landscape of public audit. As well as the wider economic, political and public service environment, we have identified the digital transformation of our audit work and internal operation; changing professional standards in audit; the scope of our work; and the associated future skills and capacity we require, as important drivers for this development.
- IT, data analytics and organisational change. Though digital transformation is far from the only element of change and challenge we face, it is an important one. The successful candidate will therefore establish and lead an engine for digital development in the shape of our existing change team working alongside two teams (IT and Data Analytics) with an overt IT focus. These three teams have, until now, been positioned in separate parts of the organisation.

- internal and external communications, publishing, design and our Good Practice Exchange programme. Building on a strong foundation, the successful candidate will lead our work to further enhance the external reputation of Audit Wales and the profile and impact of our work.
- leading our ongoing Financial Sustainability Review to drive future efficiencies and necessary changes to our internal operating model.
- our responsibilities as an exemplar public body in respect of the Welsh language.
- organisational strategic planning and reporting, to our Board and externally, on a wide range of statutory duties.

General responsibilities

- all three Executive Directors carry a shared responsibility for the strategic leadership of Audit Wales. Starting from an expectation of high performance across the functional areas within their individual remits and delivery of Five-Year Strategy, Annual Plan and strategic responsibilities assigned to each, they are expected to work together to deliver three shared objectives:
 - to maintain the visibility and effectiveness of ELT as the principal leadership forum in Audit Wales and achieve coherence of leadership through directors, heads of service and other senior managers, so that staff have clarity and confidence in our leadership message and ability to deliver.
 - to work in partnership with other Executive Directors and senior leaders/managers to break down silos and engender a 'One Audit Wales' culture.
 - to provide stability and confidence in organisational leadership as we navigate anticipated change and the transition of Auditor General in 2026
- bringing dynamism to the strategic leadership of Audit Wales – driving the delivery of its vision, ambitions and business plans with pace
- raising the profile and influence of Audit Wales – building strategic relationships, credibility and influence across government and the wider public sector, professional groups, UK and international audit agencies, academia, media and other relevant sectors
- leading cultural change and transformation across Audit Wales – promoting collaborative working, encouraging innovation and embracing the changes needed to realise our organisational ambitions

- building a high-performance environment – ensuring delivery of high quality, value for money outcomes in audit work and the way the organisation is run, supporting Audit Wales staff to be the best they can be
- leading by example – role modelling the values and behaviours of Audit Wales, demonstrating independence and integrity, being a visible, authentic leader
- teamwork – making the Executive Leadership Team a model of collaborative, trusting and dynamic leadership
- focusing on the future – a relentless focus on the long-term development of Audit Wales so that we thrive now and in the future. Demonstrating sound judgement and decision making on significant and complex topics, providing advice and guidance to the Auditor General & Chief Executive and the Board
- deputising for the Auditor General & Chief Executive as required across the full range of his Chief Executive responsibilities

Role-specific responsibilities

- holding the ring across Audit Wales to ensure that we deliver on our 5-year strategy and respond effectively to the evolving landscape of public audit.
- proactively leading on the evolving landscape of public audit. As well as the wider economic, social and public service environment, we have identified the digital transformation of our audit work and internal operation; changing professional standards in audit; the scope of our work; and the associated future skills and capacity we require, as important drivers for this development.
- leading our ongoing Financial Sustainability Review to drive future efficiencies and necessary changes to our internal operating model.
- strategic direction and leadership for Audit Wales's internal and external communications, brand, reputation and external outreach. leading our strategic approach to digital service provision and transformation, balancing the need for the highest standards of cyber and information security in a high-profile public body. with our desire to exploit technology increasingly in our audit work and internal operation.
- leading the planning, governance and delivery of Audit Wales's change programme, ensuring that agreed outcomes are delivered on time and within budget and change is well managed.

- strategic planning and reporting across all our statutory duties including our Annual Plan and Report; equalities, diversity & inclusion and Welsh Language.
- the development and implementation of business plans for the directorate working across service areas and ensuring delivery to time, cost and quality.
- developing networks and working relationships with government bodies, leaders and key stakeholders across private, public and third sector organisations to facilitate and promote the work of Audit Wales.
- effective financial and resource management within the directorate.
- working with the other Executive Directors to ensure that the activities of the directorate are co-ordinated and support organisational priorities
- building a cohesive and inclusive culture across the directorate that demonstrates strong customer focus and can evidence outcomes and impact.

About you

Personal attributes

You will:

- be a team player – open, collaborative and approachable.
- be visible, proactive, dynamic and a long-term thinker.
- demonstrate a passion for public audit as a force for good, and enthusiasm to lead and motivate the varied professional teams within your portfolio.
- have personal impact, with the ability to influence positively across Audit Wales and externally on a range of issues.
- act with integrity, gaining respect, trust and commitment from others, prepared to take difficult decisions and to put the needs of Audit Wales ahead of personal preferences.
- be a strong communicator, able to articulate our vision and engage colleagues and stakeholders in its delivery.
- be diplomatic and politically astute with the ability to engage effectively with colleagues and external stakeholders at the highest levels.
- innovate personally and be able to foster an environment where innovation and creativity can thrive.

Knowledge, skills and experience

- a strong track record in public audit. Whether this be in financial or performance audit, you will have a weight of experience and expertise that enables you to drive change authoritatively in a public audit body.
- substantial and demonstrable experience of working at a senior level to lead significant programmes of change.
- proven people leadership skills, including the capacity to build effective, high performing teams with a high degree of staff engagement.
- substantial and demonstrable experience of successfully leading multi-disciplinary teams.
- experience of working successfully at a senior level in one or more of the functional areas you will lead ie communications, change, IT & digital, and strategic planning.
- experience of operating effectively at senior executive and Board level.
- track record of effective strategic stakeholder management at a senior level.
- track record of working with people from a range of backgrounds and disciplines, valuing diversity and promoting equality in all aspects of the role.
- the ability to communicate professionally through the medium of Welsh would be desirable whilst a clear understanding of, and commitment to, the delivery of Audit Wales services in a bilingual environment is essential.

Terms and conditions and location

This appointment is offered on a **permanent basis**.

Location – The role will be based in **Cardiff**. Audit Wales has a flexible working policy and all staff are able to mix home and office working according to business need. Given the level of this role, the successful candidate will be expected to judge that balance (and hence the amount of time spent physically in the Cardiff office) according to the needs of their teams, the AGW, Board, ELT and the wider responsibilities of the role. Audit Wales staff are active across Wales and there would be a need for occasional travel to all our offices.

Competitive base salary of **£115,970–£121,434** on appointment with progress subject to performance (top of salary band is **c£143,285**).

33 days leave plus 8 days public holidays.

Pension – the **Civil Service Pension Scheme** (employer 28.97%: employee 7.35% contributions).



Process and how to apply

Applications by way of **CV and covering letter** explaining why you would like to be considered and how you meet the requirements, can be submitted via our HR system here. Adrian Crompton, Auditor General and Chief Executive will chair the final appointment process.

The closing date for applications is midnight on the **13th April 2025**.

Shortlisting will take place the week commencing the **14th April 2025**.

The final selection process will take place w/c **28th April 2025**.



Audit Wales
1 Capital Quarter (ground & first)
Tyndall Street
Cardiff CF10 4BZ

Tel: 029 2032 0500

Textphone: 029 2032 0660

E-mail: info@audit.wales

Website: www.audit.wales

We welcome correspondence and
telephone calls in Welsh and English.

Rydym yn croesawu gohebiaeth a
galwadau ffôn yn Gymraeg a Saesneg.