

# Appointment of Non-Executive Directors / Audit and Risk Assurance Committee Members

## Information Pack

Closing date: 10am on Monday 7 April 2025



Dros ddysgwyr, dros Gymru  
For learners, for Wales

# Welcome

## A message from Owen Evans, His Majesty's Chief Inspector of Education and Training in Wales (HMCI)



It's an exciting time to join Estyn's Board. In this time of change in the Welsh education and training system, our goal is simple: to make sure every learner in Wales gets the best possible education and training. [We are here 'For learners, for Wales'](#). Much has changed in recent years as we've moved away from subjective judgements to a professional dialogue and introduced more regular contact across many of our sectors. Over the coming years we will:

- embed our new inspection arrangements across sectors play a critical role in the continuous improvement of education and training in Wales including through our new interim visits for schools and PRUs and our link inspector visits in local authorities and post-16 providers
- work with our stakeholders to communicate our findings and evidence in more engaging ways to ensure they are useful and accessible for educational professionals to help them improve experiences for learners
- Continue to focus on key educational challenges, such as overcoming the effects of poverty.

I am proud to lead an organisation that has been recognised as playing a vital role in enhancing the learning of young people and adults in Wales. Learners are at the heart of everything we do. Our people are committed to working collaboratively to deliver a high quality service to our stakeholders that provides public accountability and supports improvement.

I'm looking for individuals to fill positions on the Board from September 2025. Our Non-Executive Directors have an advisory role, informing our Strategy Board and its sub-committees' reasoning and operation. You will be expected to provide an external perspective to discussions, as well as independent constructive challenge – broadening our thinking with your diverse experiences. In practice, you will assess the assurances provided by me and my team, as well as by internal and external auditors, and advise me on matters relating to financial management, corporate governance, risk management and internal controls. This input will help to ensure that we continue to develop as a modern public sector organisation.

This recruitment pack provides information about the role and the person specification, details on how to apply and the selection process.

I particularly welcome applications from Black, Asian and Minority Ethnic candidates to increase our diversity of thought and lived experiences.

I look forward to receiving your application.

## Our work and values

We are the education and training inspectorate for Wales. Our aim is to improve the quality of education and training for learners in Wales. One of our key roles is to inspect education and training in Wales to give assurance to the public and government regarding educational standards. We help education providers, such as schools and colleges, to improve quality and outcomes. We also advise the Welsh Government about educational policy and prepare reports on a wide range of educational issues and themes.

Further information about our work can be found on our website:

[www.estyn.gov.wales/about-us](http://www.estyn.gov.wales/about-us).



## Vision and Mission

Our vision is to improve the quality of education and training, and outcomes for all learners in Wales

Our mission is to support education and training providers to develop a self-improving and learning culture through our advice, inspection and capacity building

## Strategic objectives

Providing public accountability to service users on the quality and standards of education and training provision in Wales

Informing the development of national policy by the Welsh Government

Building capacity for improvement of the education and training system in Wales

## Values

- Place learners at the heart of our work
- Listen, learn and work with others
- Act openly, fairly and with integrity
- Show effective leadership and teamwork
- Promote health, wellbeing and equality in all we do
- Value and respect people and their work
- Encourage responsibility, initiative and innovation

## Governance arrangements

We are a non-ministerial civil service department. We are independent of but funded by the Welsh Government under section 104 of the Government of Wales Act 1998.

Our duties and powers of Estyn are drawn from those of His Majesty's Chief Inspector of Education and Training in Wales (HMCI) whose statutory position is set out in the Government of Wales Act 2006. The appointment, functions and powers of HMCI are determined by legislation:

- the Education Act 2005
- the Learning and Skills Act 2000
- the Children Act 2004

HMCI, as Accounting Officer, is responsible for putting in place appropriate arrangements for the management and control of resources, including sound governance arrangements and the identification of management of risk and opportunities.

HMCI is also the Accounting Officer responsible to the Welsh Parliament's Public Accounts Committee for financial management, and for ensuring regularity, propriety and value for money in the use of resources. HMCI holds personal responsibility for directing and controlling the organisation but may delegate the exercise of the functions to any member of staff or another public authority.

For more detail on our governance framework see our [Corporate Governance Framework](#).



## Our Strategy Board

The purpose of the Strategy Board is to advise on our strategic direction and promote effective corporate governance. In doing this the Board contributes to our overall development so as to ensure our continued improvement as an organisation, promote the wellbeing of our staff and ensure work in partnership to deliver our objectives as a high-profile public service.

Our Strategy Board has two sub-committees.

The Strategy Board's objectives are to:

- ensure that our mission, vision and values conform to ethical principles and lead to sound corporate governance
- facilitate strategic directions and ensure that our organisational structure and capability are appropriate for the chosen strategies
- Support our progress against our Annual plan, including the achievement of our performance indicators and other performance data, advising as necessary on areas of underperformance
- satisfy itself, having particular regard to the advice of its Audit and Risk Assurance Committee, that we are operating appropriately in matters relating to corporate governance, risk and internal control and the adequacy of the internal and external audit arrangements
- to advise HMCI on matters relating to organisational development
- review, prior to publication, our Annual plan and Annual report and accounts

Our Strategy Board membership includes:

- His Majesty's Chief Inspector
- 2 x Strategic Directors
- 4 x independent Non-Executive members

## Our Audit and Risk Assurance Committee

Our Audit and Risk Assurance Committee is chaired by a Non-Executive Director. In addition to Strategy Board members, attendees include:

- Head of Internal Audit
- A representative from our external auditors
- Executive members including HMCI and SDs
- Assistant Director for Corporate Services and Inspection
- Representatives from the Finance Team responsible for producing our Resource Accounts (as appropriate)
- Any other officials (as required)

Our Audit and Risk Assurance Committee provides scrutiny, oversight and assurance of risk management control and governance procedures to HMCI as Accounting Officer, and to the Strategy Board. This includes:

- the effectiveness of strategic processes for risk management control and governance, information assurance and 'The Annual Governance Statement'
- the accounting policies, the Annual Report and Accounts, including the process for review of the accounts prior to submission for audit, levels of error identified, and management's letter of representation to the external auditors
- the planned activities and results of internal and external audit



## About the roles

### Non-Executive Director

As a member of our Strategy Board, you will have an advisory role. Non-Executive Directors do not have a decision-making role.

You will:

- widen the horizons of the Strategy Board in determining strategy by bringing your different relevant experiences and backgrounds
- ensure our decisions and approaches continue to place learners at their heart
- constructively challenge the policy formulation process
- contribute to policy development
- support and monitor the performance and progress of management in meeting objectives and goals
- satisfy yourselves that financial information is reliable and that financial controls and systems of risk management are robust

Non-Executive Directors / Audit and Risk Assurance Committee Members are not employees and don't take part in the day-to-day business of the organisation.

You will be accountable to HMCI as Accounting Officer but are able to raise governance issues of concern directly with the appropriate Accounting Officer within the Welsh Government.

### Members of our Audit and Risk Assurance Committee

The Audit and Risk Assurance Committee advise our Accounting Officer on:

- the strategic processes for risk, control and governance and the Annual Governance Statement
- the accounting policies, and the accounts, including the process for review of the accounts prior to submission for audit, levels of error identified and management's letter of representation to external auditors
- the planned activity and results of both internal and external audit
- the adequacy of management response to issues identified by audit activity, including external audit's Management Letter
- assurances relating to our corporate governance requirements
- proposals for tendering for Internal Audit services or for purchase of non-audit services from contractors who provide such services
- anti-fraud policies, whistle-blowing processes, and arrangements (if any) for special investigation

## Person Specification

### Essential criteria

Applicants must be able to evidence in your application, and if shortlisted demonstrate at interview, proven competence in the following areas:

- Ability to think strategically with due sensitivity to wider political and organisational priorities
- Good interpersonal skills with the ability to communicate clearly, concisely and persuasively within a team environment and a willingness to challenge
- Using sound judgement – able to evaluate complex issues, weigh up conflicting opinions, and think and plan ahead
- Significant experience or skills in one or more of the following areas:
  - Leadership
  - Strategic thinking
  - Financial management (for at least one of the roles)
  - Measuring and managing performance
  - Understanding of public sector organisations (for at least one of the roles)
  - Background in education and training
  - Governance
  - Audit and risk management
- Understanding of the context within which Estyn works, including the relationship with the Welsh Government
- A commitment to and understanding of promoting equality, diversity and inclusion
- A commitment to promote the [Seven Principles of Public Life](#)

### Welsh language

We encourage the importance of developing and growing bilingual capabilities in public appointments in Wales. While Welsh language skills are not necessarily essential for this role, applicants are expected to show an appreciation of bilingualism and a commitment to promoting and mainstreaming the Welsh language. We welcome your application whatever your skill level.



## Terms of appointment

### Location

Meetings are currently held virtually. When appropriate, a hybrid approach will be taken with face-to-face meetings in Wales.

### Time commitment

The current expected time commitment is 15 days a year. The Strategy Board will meet up to 4 times a year (once a quarter) and the Audit and Risk Assurance Committee will meet up to 4 times a year (once a quarter). If you're appointed as a board or committee Chair there may be a slightly higher time commitment required.

Meetings normally last no longer than half a day with an additional half day allowed for preparation and/or follow up work.

You may also be invited to attend relevant briefings and ad hoc meetings, where appropriate. These time commitments may be subject to review and revision.

### Period of appointment

Appointments will normally be for a period 3 years. This term may be extended by HMCI to provide continuity through changeovers but the maximum total term of appointment will be no more than six years.

Former Non-Executive Directors of our Strategy Board are not excluded from applying but their applications will be considered on the same basis

as applications from any other candidates applying for the role. The maximum total term of appointment with Estyn will be no more than six years.

### Remuneration

This is a fee paid role. You will be paid a monthly fee of £352.50 plus reasonable expenses. The remuneration fee may be subject to review and revision. If appointed to the role of Chair, the role will attract a premium.

You will be paid the standard fee of £282 a day for additional duties e.g. interview panels.

### Expenses and subsistence

Travel and subsistence costs will be paid at our standard rates in line with our [Travel and Subsistence Policy](#).

### Conflict of interests

Non-Executive Board members may not engage in any activities that would unduly influence, conflict or otherwise interfere with proper discharge of their duties. When applying, you will be asked to declare any personal or business interests which may, or may be perceived to, conflict with the roles and responsibilities of a Non-Executive Board member for us. This includes any business interests and positions of authority outside of the role in Estyn. If appointed, you will be required to declare these interests on a register that is available to the public.

## Standards in public life

You will 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](#).

## Training and performance

### Training events / other activities

On appointment you will receive an induction to the role.

Where you're required to attend training relevant to your role, we will meet the cost. Training for external members aimed at developing skills will not be funded by us.

At times, you may be involved in other activities e.g. dispute resolution, disciplinary cases and recruitment activities.

### Conduct and performance

The effectiveness of Board Members is reviewed regularly by HMCI.

An annual performance and effectiveness review, which will include identification of learning needs, will be undertaken by HMCI.

## Equality and diversity

We're committed to supporting diversity and inclusion – involving all, valuing, respecting and positively welcoming the challenges of diverse ideas, views and lived experiences. We want to reflect the communities we serve and improve decision making.

We recognise that everyone brings different skills and experience to our organisation, and that this diversity is what makes a strong organisation.

We encourage applications from the widest possible diversity of backgrounds, cultures and experiences. We particularly welcome applications from women, people with a minority ethnic background, as well as people living with a disability.



## Applying for the role

Our Chief Inspector, Owen Evans, is happy to meet with anyone interested in the role.

Please contact [recruitment@estyn.gov.wales](mailto:recruitment@estyn.gov.wales) to arrange a convenient time.

**Apply online:** To apply for the role please visit - [JobBoard \(estynpeoplehr.cymru\)](http://JobBoard.estynpeoplehr.cymru).

**Closing date:** 10:00am on 7<sup>th</sup> April

**Alternative arrangements or accessible documents:** If you'd like to apply or access this document in an alternative format, please contact us to discuss your requirements.

You are able to apply in Welsh or English. An application submitted in Welsh will not be treated less favourably than an application submitted in English. Your application may be translated into Welsh or English (depending on the majority language of the panel).

Our recruitment processes are based on the principle of selection for appointment on merit on the basis of fair and open competition. We follow the [Civil Service Commission's Recruitment Principles](#).

## Selection process and key dates

The selection process includes:

**A sift of applications:** The panel will consider all complete applications. The information you give us in your application is important in deciding whether we will invite you to the next selection stage.

**Interview:** Candidates invited to interview will again be assessed on their skills, experience and behaviours in relation to the person specification. This will take place **at our office in Anchor Court, Keen Road, Cardiff CF24 5JW**.

## Indicative timetable

Stage	Date
Closing date	7 April
Shortlisting	10 April
Interviews	23 – 24 April
Appointments start	1 September