

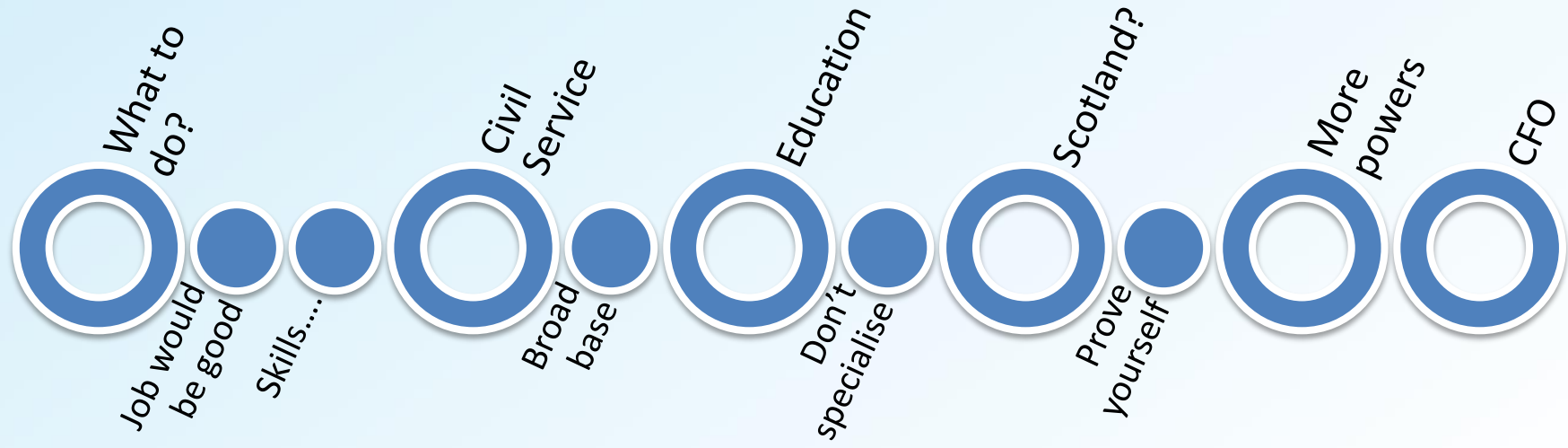


Gordon Wales  
Chief Financial Officer  
Scottish Government

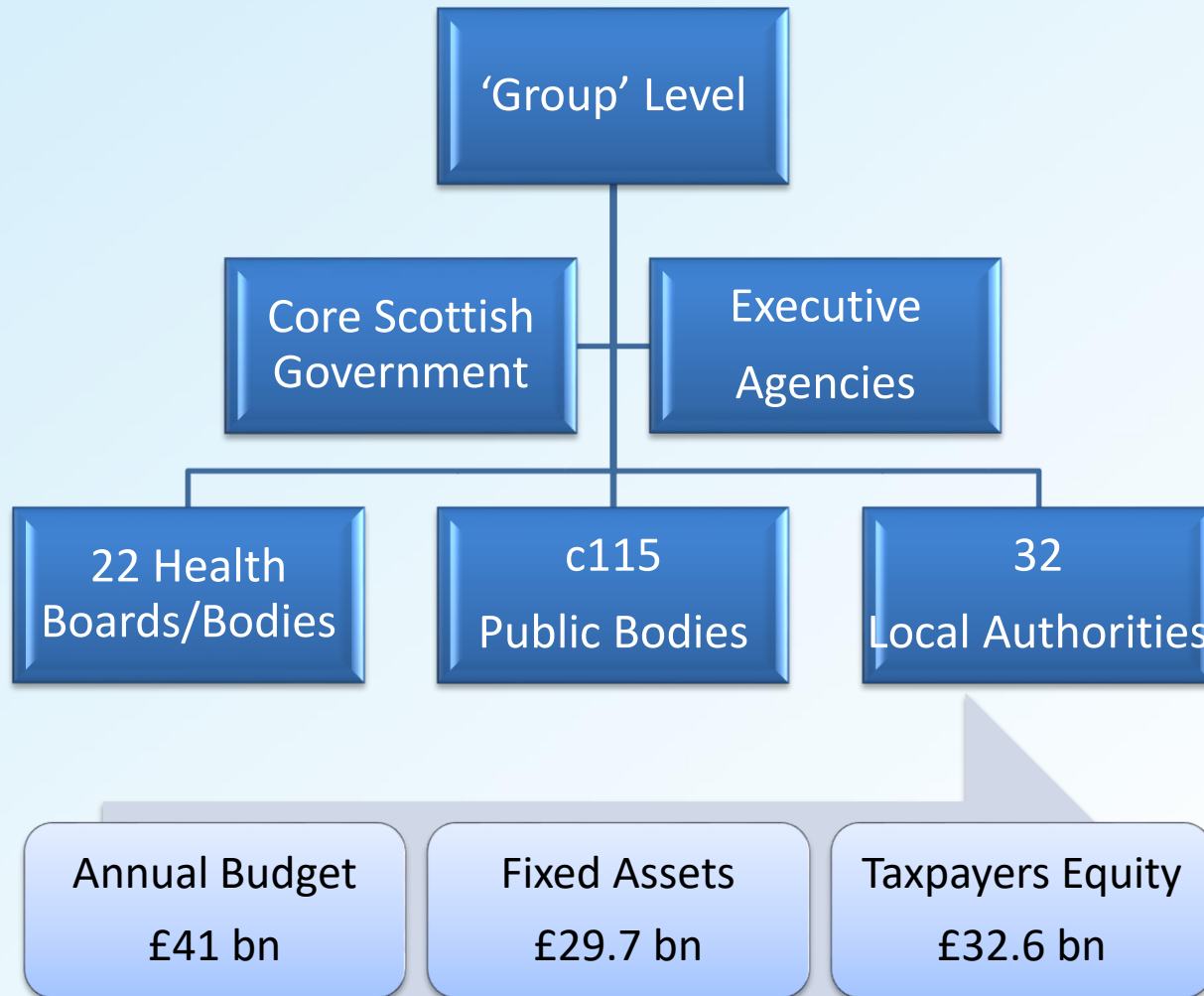
# Today's agenda

- How I arrived where I am
- Government, and my role
- How I spend my time
- Main challenges in the role
- What I've learned (and why I will never stop learning)
- Some thoughts about change, leadership and managing your own careers
- Q&A

# About me.....



# Fiscal Boundary



# Scope of the CFO role



# Covering the bases

## Strategy

- Scenario and direction planning
- Financial/investment/intervention decisions
- Matching funding with delivery

## Provoking Change

- Organisational culture and attitude to value
- Business partnering
- Continuous improvement

## Operational Delivery

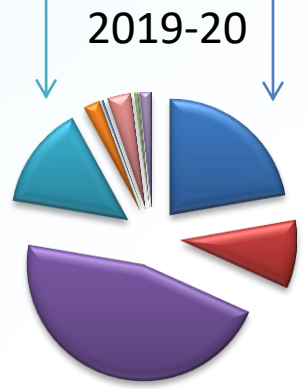
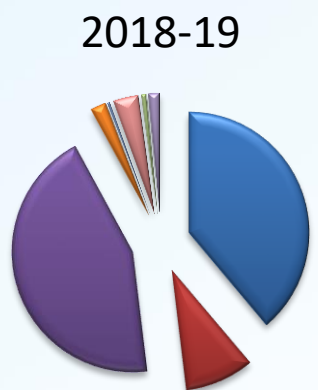
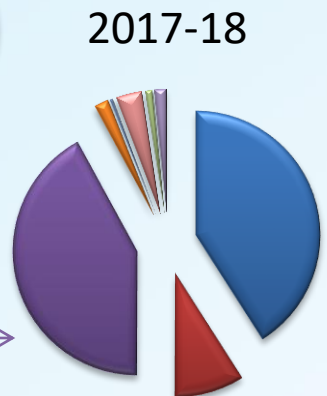
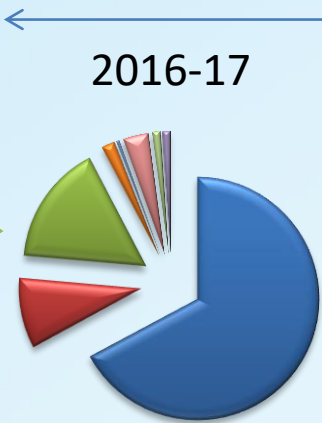
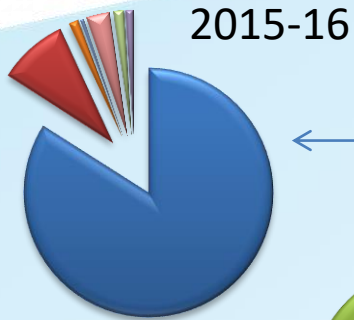
- Efficiency/effectiveness of process and systems
- Commercial and procurement
- Financial performance management and scrutiny

## Stewardship

- Accounting, reporting , control and compliance
- Financial risk management and mitigation
- Asset and liabilities management

# Budget Composition

vast majority of funding through block grant historically...  
 ...significantly reduced by end of decade.



Scottish Rate of  
Income Tax  
through 2012  
Act

full income tax  
through 2016 Act

VAT assignment  
through 2016 Act

- Block Grant RDEL
- Block Grant CDEL
- Income tax (SA12)
- Income tax (SA16)
- VAT (SA16)
- LBTT (SA12)
- SLFT (SA12)
- Non-cash DEL
- FTs
- Borrowing

# The shifting landscape

Powers

Risks

Taxes

Scotland Reserve

Borrowing

Policy

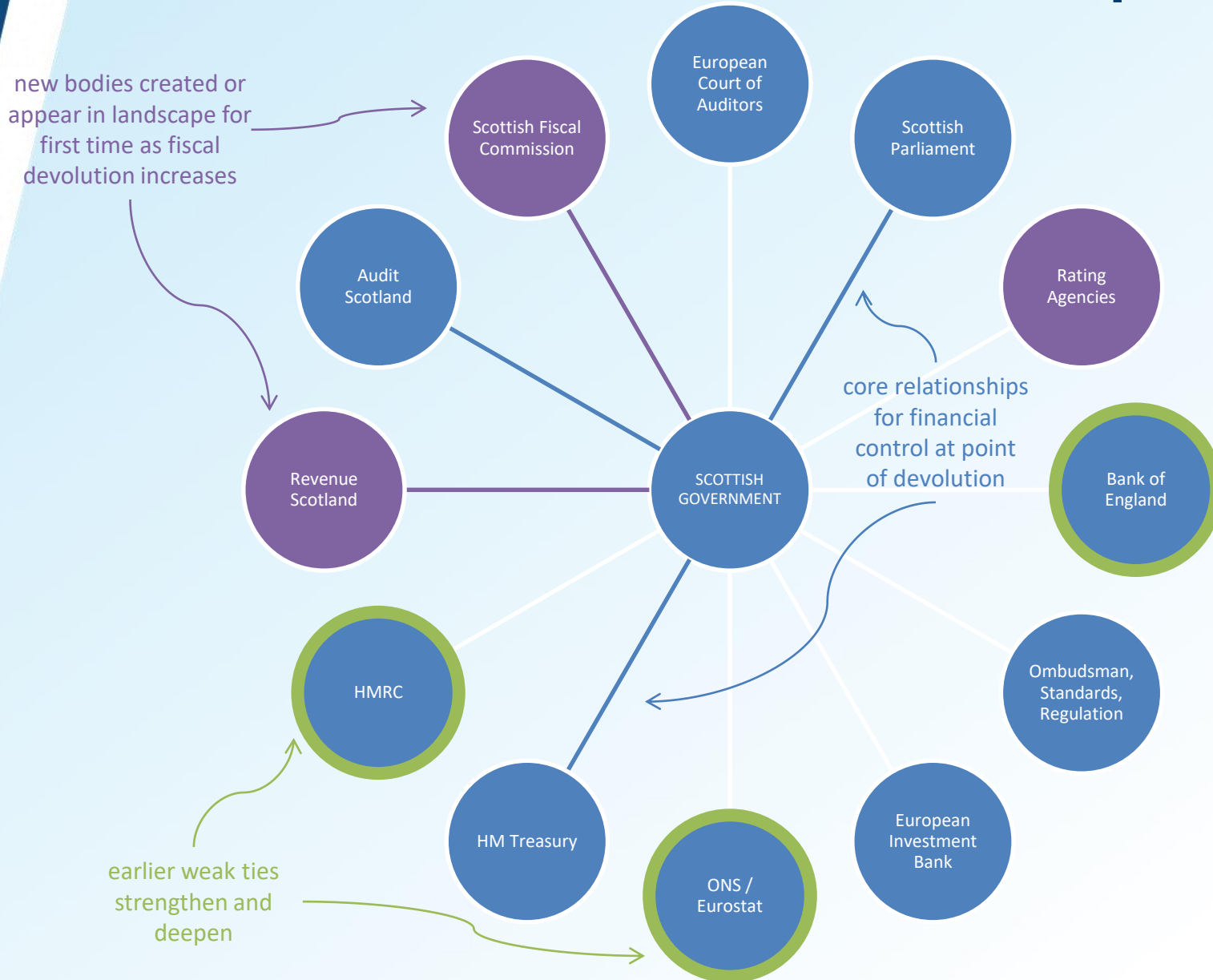
Retrospective Reconciliation

Social Security

Tax Interaction



# Institutional Landscape



# Managing Change and Uncertainty



Business of today



Known change of tomorrow



Culture and capability for the unknown

# Growing that culture and capability

- Accessible, with appropriate feedback
- Clarity of roles in organisation
- Valuing diversity in the workforce

Open



- Effective, efficient & accountable
- Professional, inclusive & knowledgeable
- Values-based leadership

Capable



- Passion for delivering outcomes
- Flexible and adaptable
- Systems and process that simplify

Responsive



# Around the Board table

- Have a view. On everything
- Judgement, not opinions
- Visibility
- Focus on being respected, not liked
- Extend your brief
- Use your NXDs
- When your integrity goes.....

# Managing Yourself

Feedback



Networks



Skills



Resilience



Q & A