



Llywodraeth Cymru  
Welsh Government

## Candidate Brief and Job Description

### Deputy Director Digital Learning

### Education and Public Services Group



The Prince's  
Responsible  
Business Network

Cyflogwr Gorau ar gyfer Hil 2018

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## 1. Message from Carla Lyne, Director of Operations



Thank you for your interest in the post of Deputy Director Digital Learning in the Education and Public Services Group.

This is an exciting time for Digital Learning in Wales and more widely on the Global stage. Education is changing in Wales as set out in the **Education in Wales: Our national mission – Action Plan 2017-21**. Our national mission in Wales is to raise standards, raise the attainment of all children and ensure we have an education system that is a source of national pride and public confidence.

**What is changing?** The biggest change is a new curriculum for schools (other than independent schools) and funded non-maintained settings in Wales from September 2022. The curriculum has been made in Wales, developed with the profession, and shaped by the best ideas from around the world.

There will also be changes to improve how we assess children and young people in education support children with additional learning needs and in teacher and practitioner training and accountability. These improvements will complement the new curriculum.

Developing transformational curriculum and assessment arrangements is crucial to realising our vision for children and young people in Wales. This is our overarching objective. Its successful realisation is dependent on well-coordinated, enabling reforms. Our enabling objectives:

- Developing a high quality education profession
- Inspirational leaders working collaboratively to raise standards
- Strong and inclusive schools committed to excellence, equity and well-being

- Robust assessment, evaluation and accountability arrangements, supporting a self-improving system.

Schools (front line), school and education support services (middle tier) and Welsh Government are all responsible for ensuring every young person has an equal opportunity to reach the highest standards. The action plan details some of our key actions.

The Digital Learning Division has a key role to play in underpinning this transformation process.

Through the Learning in Digital Wales (LiDW) programme, the team have already completed the roll out of high speed broadband to all maintained schools in Wales and also, through a co-construction approach, led the development and implementation of our leading edge digital educational platform (Hwb) for schools in Wales. We also recently provided licenced Microsoft software to all schools through our Hwb platform, including improving access to the latest technology by enabling pupils to download software onto their personal devices.

A key current focus is working collaboratively with Local Authorities and schools to strengthen IT infrastructure in schools through a structured capital investment programme. The Welsh Government has also recently published its online safety action plan for children and young people and online safety will continue to be a key priority for the future.

We are now looking for an individual who can help sustain and build on this progress by providing high-quality professional advice to education stakeholders and to Ministers; and who can maintain and build on the highly regarded services already established.

I am looking forward to recruiting and working with a colleague who has the qualities needed to help take this challenging and fulfilling agenda forward, and who will help to shape the future of our schools and of learning in Wales.

## **2. Welsh Government background**

The Welsh Government is the devolved government for Wales. With an annual budget of around £15 billion, the Government is responsible for key aspects of public life in Wales including health, education and skills, the economy and transport, and agriculture and the environment. The Welsh devolution settlement has evolved dynamically since the establishment of the National Assembly in 1999, and now embraces full control of most areas of public life in Wales.

The First Minister of Wales is the Rt Hon Prof Mark Drakeford AM. He has appointed a team of Welsh Ministers and a Counsel General to serve in his Cabinet, which is the main decision-making body of the Welsh Government. Welsh Ministers are accountable to the National Assembly for Wales, the legislative body that comprises 60 elected Members and is based in Cardiff.

Welsh Ministers are supported by a workforce of 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 offices in London, Brussels and an overseas estate geared towards trade and investment work. The Permanent Secretary leads the Welsh Government Civil Service and is accountable to the First Minister and Welsh Ministers. The Permanent Secretary is directly supported by four Director Generals who each lead a distinct but wide-ranging portfolio of government business.

The Wellbeing of Future Generations Act provides the context for our work and sets out the five ways of working to be embedded in our organisation:

<http://futuregenerations.wales/about-us/future-generations-act/>

The Welsh Government has an equality objective to aim to be an exemplar employer in the equality, diversity and inclusion agendas and this approach is embedded in the organisation – from having a Board Equality and Diversity Champion, and vibrant diversity networks supported by senior champions, to setting diversity targets to improve the numbers of under-represented groups for example BAME and disabled staff and women

at a senior level. We have an established team which supports disabled staff to have the reasonable adjustments they need in place to do their job. A number of senior leaders act as sponsors of our diversity groups and across departments.

The Welsh Government elected in May 2016 has outlined its priorities in its Programme for Government, *Taking Wales Forward* which will be delivered via a national Strategy – *Prosperity for All*. This aims to address significant challenges during its five year mandate and offers a progressive agenda for improving the quality of life in Wales. The overall strategic ambition is to build a Wales which is a self-confident, prosperous, healthy nation and a society which is fair to all. In light of the Wales Act 2014 and the Wales Act 2017, significant changes have been made to the fiscal powers of Welsh Ministers, including the devolution of tax and borrowing powers. More than 25% of the £15bn spent by the Welsh Government will now come from Welsh taxes. This is a very important further step in the devolution journey with major implications for the National Assembly, the Welsh Government and a range of other public sector bodies. A Welsh Revenue Authority has been established to collect and manage devolved taxes.

The Welsh Government set out our priorities for Wales should the UK leave the EU in *Securing Wales' Future* and associated policy documents. Following recent changes in the UK Government and the outcome of the European Parliamentary elections the Welsh Government policy position is that the UK should remain in the EU and a second referendum should be held to achieve that aim. Should the UK leave the EU this will present significant challenges to the Welsh Government, including the economic impact of reductions in market access and changes to migration. Alongside those impacts EU exit presents significant challenges to the devolution settlement and the relationships between the nations of the UK. It is vital that Wales' interests are fully recognised in future UK governance arrangements. Wales is an outward-facing, globally-trading nation with a strong track record of attracting inward investment. 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.

### **3. Purpose of Post**

The Digital Learning Division is part of the Operations Directorate, within the Education and Public Services (EPS) Group.

The Digital Learning agenda for Wales forms a critical element of Education in Wales: Our national mission agenda and will form a key element of future policy development. The post holder will have strategic responsibility for developing, and delivering on digital learning policy and will direct a number of high-level projects relating to Ministerial priorities which they will be expected to drive these forward to specification, within budget and on time. The post holder will also provide policy and professional advice to Ministers on best practice, future trends and value for money within the rapidly changing digital learning agenda, aligning work to any other relevant digital initiatives across the Welsh Government. This will include responsibility for submissions, reports, detailed costed plans, business cases and risk assessments.

The Division comprises 41 staff currently grouped in two branches with responsibility for a revenue budget of £5.3 million and a capital budget of £50 million in 2019-20 reflecting current delivery priorities. Budgets will vary year on year in line with current delivery priorities and the post holder will need to lead on optimising the Welsh Government's investments in digital learning through collaboration and co-creation with stakeholders including suppliers. As such a high degree of commercial acumen, excellent engagement skills and a high degree of credibility with the sector are required.

As an integral part of the Welsh Government's strategy, the Digital Learning team has responsibility for supporting and further developing the Welsh Government's own Hwb digital learning platform as a direct, leading edge, service to teachers and learners in the schools sector.

### **4. Key Responsibilities**

Accountable to the Director of Operations, the post holder will:

- Lead on all digital and ICT-related activity aligned with the delivery of the Education in Wales: Our national mission agenda, ensuring that systems and processes are in place to deliver current commitments.
- Development of future policy and delivery for ICT in digital learning in the context of wider strategic developments; adapting rapidly and advising on future trends, risks and leading edge practice.
- Ensure that arrangements for the development and delivery of digital learning policy are on a sound governance basis whilst maintaining and enhancing a co-creation, partnership approach with stakeholders.
- Bridge the gap between the technical aspects of delivering the digital learning agenda and the need to provide coherent advice to Ministers and others that may be several steps removed from that technical delivery.
- Establish and maintain effective relationships with key external and internal partners and stakeholders to optimise investments in the digital learning agenda and to drive forward good practice.
- Lead, manage and motivate staff located in dispersed offices across Wales, ensuring robust systems are in place for delivery.
- Ensure team targets are met and reports to the Group Director are delivered to quality, budget and time.

## **5. The Person**

The person will be a proven leader being able to demonstrate substantial achievement in senior management together with:

- Sensitivity to the political context in which the Welsh Government works and the ability to work effectively with Ministers on developing policy and to command their confidence.



- The ability to work and influence at senior level, both externally and internally requiring commercial acumen, excellent engagement skills and a high degree credibility with stakeholders and suppliers.
- Commitment to championing and mainstreaming equality and diversity.
- Commitment to championing the organisation's Digital Leadership initiatives.
- Strong programme management and commercial skills and the ability to lead a complex set of priorities and deliver effective financial and performance management.
- Experience of team leadership, appropriate goal-setting, staff development and implementing change within a customer service environment for a diverse team of practitioners.
- The ability to provide direction for and build on the capability of the organisation and stakeholders in order to address current and future challenges and deliver results.
- The ability to represent EPS and the Welsh Government at public conferences and in other civic ways.

## **6. Development Opportunities Offered by the Post**

This post offers the opportunity to work closely with Government, and to influence the development and implementation of a challenging and radical agenda. You will gain experience of applying your professional expertise to national-level policy and programme development.

## **7. How to apply**

We welcome applications in Welsh and English. Applications in Welsh will not be treated less favourably than those made in English.

Applications should be submitted via the Welsh Government on-line system and submitted no later than **23:55 on 15 December 2019**. 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.

The vacancy will automatically close at **23.55 on 15 December 2019**. If you are in the process of submitting your application and, have not completed by the closing time, the system will not allow you to complete the application process.

If you have an impairment which would prevent you from applying on line, please email [SCSRecruitment@gov.wales](mailto:SCSRecruitment@gov.wales) to request an alternative format, or to request a reasonable adjustment related to impairment in order to submit your application.

### **Diversity information**

The Civil Service 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.

### **Documents Required**

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 the role and, in particular how you meet the person specification.

### **Welsh language**

The Welsh Government is a bilingual organisation; legislation is produced in both Welsh and English, and both languages have equal status. Although Welsh language skills are not essential for this post they would be an asset. The Deputy Director must show an

appreciation of bilingualism and share our commitment to promoting and mainstreaming the Welsh language. We encourage and support staff to learn, develop and use their Welsh language skills in the workplace.

### **Questions and informal discussion**

For an informal discussion about the post, please contact Carla Lyne, Director of Operations on **0300 025 0096** or email [carla.lyne@gov.wales](mailto:carla.lyne@gov.wales)

### **Online technical problems**

Please email [SCSRecruitment@gov.wales](mailto:SCSRecruitment@gov.wales)

## **8. Selection process**

### **Overview**

The Recruitment Team will acknowledge your application via the Welsh Government system and when appropriate you will be advised about the outcome of the shortlisting meeting. Candidates who proceed to the next stage of selection will be required to complete online psychometric tests and attend a Staff Engagement Exercise. These methods of assessment will form part of the overall assessment required for this recruitment exercise and, will be in addition to the selection panel interview.

### **Anonymised Recruitment**

All applications for this vacancy will be anonymised at the sift stage.

### **Assessments**

Shortlisted candidates will be undergo online psychometric tests that 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. The shortlisting meeting will take place on **18 December 2019**.

**Please note that if you are a Civil Servant and applying for this vacancy on a lateral basis you will not be required to undergo on line psychometric tests.**

If you have completed the online psychometric tests in the last 2 years it will not be necessary for you to take these tests again for this particular recruitment.

**Staff Engagement Exercise:** Shortlisted candidates will be asked to take part in an engagement exercise with a small panel of staff on **22 January 2020**. Further details will follow.

## **Interviews**

Interviews are scheduled for **31 January 2020**. They will be held in Welsh Government offices, Cathays Park, Cardiff CF10 3NQ. Interviews will last around 45 minutes. The panel will receive feedback following your psychometric tests and Staff Engagement Exercise before you are interviewed. Your interview will be a competency based interview that will consider how your skills and experience as outlined in your CV and personal statement meet the requirements for this post.

If candidates are asked to prepare a presentation for their interview, they will normally be given at least one week's notice of the topic.

Please note that if you are requested to give a presentation, they are to be delivered without the use of hand-outs or electronic devices, however, you are welcome to use prompt cards.

The Selection panel is as follows:

- Julie Carne, Deputy Director, HR Operations and Performance (Chair)
- Carla Lyne, Director of Operations, Education and Public Services Group
- Richard Sewell, Deputy Director ICT Infrastructure, Economy, Skills and Natural Resources Group
- Sandie Green, Head of Legislation, Education and Public Services Group

## **Biographies for the selection panel**



**Julie Carne**

My current role is Deputy Director for HR Operations and Performance at Welsh Government.

I've worked in the Civil Service, firstly in the Department for Employment and then the Welsh Office/Welsh Government in a career spanning over 30 years. During that time I have worked as a Training Adviser, International Links Manager and then, for the past 22 years, in various roles in HR. I've been an HR Business Partner, worked in Equality and Diversity and Recruitment but for the past few years have headed up the HR Policy Team, specialising in employee relations, policy and employment law until recently taking up my current role.

I joined the Welsh Office/Welsh Government in 1990. I was attracted to the organisation as I wanted to be able to work directly on something affecting the lives and prospects of people in Wales. Over the years I have been able to develop the skills I already have and acquire a number of new ones, working my way up through the grades on the way, and gaining a very broad range of experience.

Working for the Welsh Government means I have benefited from excellent terms and conditions of employment which mean I have been able to balance having a rewarding and fulfilling career with bringing up a family. The flexibility of our working conditions mean I have been able to arrange my work over the number of hours and at locations which have worked both for me and the business in a very supportive environment.



## **Carla Lyne**

My current role is Director of Operations for the Education and Public Services Group. This role includes leading on all aspects of Group corporate services including finance, human resources, communications, legislation, government business and governance as well as leadership of the Digital Learning Division.

Working for the Welsh Government has provided me with a fantastic breadth of opportunities and I worked in a variety of roles before starting in my current role in 2015. My previous roles included finance and corporate services roles, leading programmes and value for money work, working on supporting Welsh businesses and also a period of time in an education policy role.

I joined the Welsh Government in 2006 via the Welsh Funding Councils and the Assembly Sponsored Public Body ELWa where my focus was governance and audit of the skills sector and the further and higher education sectors. This followed my early career and training with Grant Thornton Chartered Accountants where I qualified as a chartered accountant and then worked as Head of Internal Audit at Lancaster University.

Outside of work I enjoy hill walking and anything connected with wildlife, I am also an active Welsh Language learner.



## **Richard Sewell**

As Deputy Director for Digital Infrastructure, I oversee the delivery of projects that connect homes, businesses and the public sector. The role operates in a non-devolved policy area and involves engaging closely with other Devolved Administrations, UK Government, Ofcom and industry.

I joined Welsh Government in 2004, enjoying roles in project delivery, policy development and private office before taking on my current role in 2016.

Outside work I am a busy father of four children and a keen runner.



## **Sandie Green**

I currently have oversight of the delivery of Education and Public Service (EPS) legislation for the Welsh Government. My focus is to oversee the delivery of a high volume of primary and subordinate legislation working closely with Ministers, Special Advisers and the Director General.

I started my career in Whitehall, working at the Department of Energy and the Department of Culture, Media and Sport, where I worked in Private Offices for eight different UK Government Ministers with varying roles from Diary Manager to Private Secretary to the Sports Minister.

Following the “Yes” vote, my husband and I moved to Wales in 1999. I had a year off on maternity leave before joining the Wales Office in 2000, where I lead on managing the oversight of the Welsh and UK Legislative Programmes and the development and successful delivery of the Government of Wales Act 2006. I moved across to work for the Welsh Government in August 2011. As a BAME representative I have not felt any barriers and I continue to have amazing opportunities to get involved in projects and work closely with senior officials.

Outside work I am a busy mother of two children. I enjoy cooking and listening to all types of music.



## **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 anyone who is disabled, 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 wish to discuss how we will support you if you were to be successful, please email [scsrecruitment@gov.wales](mailto: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 **15 December 2019**

Psychometric testing – within 10 days of the shortlisting meeting

Staff Engagement Exercise – **22 January 2020**

Interviews – **31 January 2020**

## **9. Terms of appointment**

The post 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 on a permanent basis to those who wish to join the Civil Service.

### **Remuneration**

This role is at Deputy Director level and, the salary is circa £70,000 per annum rising to £76,550 after 2 years satisfactory performance. If you are applying for this role on a part-time basis your annual salary will be pro-rata of the full time salary of circa £70,000 per annum.

### **Existing Civil Servants**

If you are applying for this post on a lateral basis you will retain your existing annual salary on transfer to the Welsh Government. As the terms of appointment above refer, if you apply for this post from another government department you will transfer on a loan for 2 years and at the end of the posting period you will return to your employing government department, substantive post and salary.

Starting pay on promotion into the Senior Civil Service will usually attract a 10% increase in base pay or be at the Senior Civil Service pay band minimum, whichever is greater. However, for staff temporarily promoted from the Grade 6 maximum, the increase will be capped at 5% or be at the Senior Civil Service pay band minimum, whichever is the greater. The Welsh Government starting pay on promotion policy refers.

### **Location**

The post holder may work from any of the Welsh Government Offices. However, there is an expectation that due to the nature of the work and, the need to meet with Ministers the successful applicant will work from Cardiff 2-3 days a week.

## **Relocation**

Relocation expenses may be payable.

## **Hours and flexible working**

This role is available on a part-time or full-time basis. If you apply as an existing job share partnership, this arrangement is in place when submitting your application, so 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.

## **Smart Working**

The Welsh Government encourages Smart Working. Smart Working focusses on how you use your time, and where and how you work, to meet business needs in the most flexible and productive way. Subject to business needs, this provides staff with considerable flexibility on hours and location of working.

## **Annual leave**

### **Promotion (for existing civil servants only)**

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 below.

Annual leave entitlement as set out below is based on a full time working pattern. If you work part-time, your annual leave will be calculated in line with your part time work pattern.

The successful candidate will be appointed on the modernised Senior Civil Service terms and conditions.

### **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

## **Retirement**

There is no mandatory retirement age for Senior Civil Servants.

## **Terms and Benefits**

- Pension Scheme
- Occupational Health Services, including counselling and eye care provision.
- The Welsh Government has a range of family friendly policies in place and is supportive of people with caring responsibilities. We offer a range of leave provisions including:
  - Carers' Leave
  - Paid and unpaid maternity leave
  - Flexible paid paternity leave
  - Flexible paid adoption leave
  - Shared parental leave

## **Pension scheme**

The Welsh Government offers an attractive occupational pension scheme. Details of the current scheme can be found on the Civil Service Pensions website at:

<http://www.civilservicepensionscheme.org.uk/>

## **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. It has a target of women making up 50% of the Senior Civil Service by 2020 and to increase the numbers of BAME and disabled people in the SCS by 2025.

To do this we are committed to valuing diversity and celebrating difference within our workforce, with the aim of being an exemplar of diversity and inclusion. 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 Support Network (MESN); PRISM (Lesbian, Gay, Bisexual, Transgender, Intersex +) and Women Together. Disabled people, those from a BAME background, women and people identifying as LGBTI+ are under-represented in the Welsh Government Senior Civil Service and we actively encourage you to apply if you are from one of these groups.

## **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 Peter Kennedy, HR Director via email at [peter.kennedy@gov.wales](mailto:peter.kennedy@gov.wales) or in writing to Peter Kennedy HR Director, Permanent Secretary's Group Welsh Government, Cathays Park, Cardiff CF10 3NQ 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.

## **Pre-appointment checks**

Before the appointment of the successful candidate can be confirmed, the Welsh Government will undertake background and security checks. As part of this, we will need to confirm your identity, nationality and immigration status, and criminal record (unspent convictions only). The successful candidate must hold or be willing to obtain security clearance to Security Check (SC) level before taking up post. The time scales for security clearance can vary however from receipt of completed paper work it can take between 8 -10 weeks.

## **Appendices**

### **Appendix A: Civil Service Leadership Statement**

The leadership statement can be found here:

<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>

