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**Information pack for applicants**

**Velindre University  
NHS Trust**

**Appointment of Non-Executive  
Director/Independent Member  
(Estates and Planning)**

**Closing date: 23 August 2019**

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## Making an application

Thank you for your interest in the appointment of Non-Executive Director (Estates and Planning) of Velindre University NHS Trust.

The new Non-Executive Director will be required to participate as a full member of the Trust, setting the strategy for the organisation. In addition, you will be expected to constructively challenge, to participate actively in the decision-making process of the Trust, and to scrutinise the performance of the Executive in meeting agreed goals and objectives.

The attached Annexes provide details on the role of the Non-Executive Director, the person specification and the role and responsibilities of the Velindre University NHS Trust. An outline of the selection process is also provided.

To make an application, please visit the Welsh Government Public Appointments website here <https://cymru-wales.tal.net/vx/lang-en-GB/mobile-0/appcentre-3/brand-2/candidate/jobboard/vacancy/7/adv/>.

To apply for this role, click on the Velindre University NHS Trust vacancy and click on 'Apply' at the bottom left hand corner. The first time you apply for a post, you will need to complete a registration form for the Welsh Government's online application system. You will only need to register once, and you will be able to keep yourself updated on the progress of your application, and any other applications you make, via your registered account.

Once you've registered, you'll be able to access the application form. To apply you will need to submit the application form and **two** supporting documents.

The two documents should be uploaded to the "Reasons for applying" section of the online application form.

The first document is a **personal statement** answering the questions below. This document should be no more than two sides of A4. Your application may be rejected if you exceed this limit.

**Question 1** – *What attracts you to Velindre University NHS Trust?*

**Question 2** - *What experience can you bring to the Velindre University NHS Trust Board in relation to large estates/construction projects?*

**Question 3** – *What skills do you have that you would use when scrutinising and seeking assurances on the operational and strategic issues of the Trust?*

**Question 4** - *As a Board member, you will be expected to contribute and participate in discussions on all areas of corporate activity, what experience do you have in decision making outside the estates/planning sphere?*

**Question 5** – *How would you describe your style of approach when scrutinising and challenging?*

### **Personal Statement**

Your personal statement is your opportunity to demonstrate how you meet each of the criteria as set out in the questions above. How you choose to present this information is up to you. However, you should aim to provide detailed examples that demonstrate how your knowledge and experience matches each of the criteria, and which describe what your role was in achieving a specific result.

Please note that your evidence will also be assessed against whether you have the necessary level of experience to effectively operate at Board level.

It will also benefit the selection panel if you can be clear which particular evidence you provide relates to which criteria. Providing separate paragraphs in relation to each criterion is common practice.

Your personal statement should, in addition to several points you would like to make, cover your reasons for applying for the post together with detailed examples of how your knowledge and experience matches the criteria set out in the person specification. Please limit your personal statement to two pages.

The **second** supporting document is a full, up to date **CV**.

### **Curriculum Vitae**

Please ensure that your **CV** includes brief details of your current or most recent post and the dates you occupied this role. Please identify any past or present Ministerial appointments.

### **Welsh Language Skills**

Welsh Language skills are desirable. However, all candidates will need to be aware of the current legislation relating to the Welsh language and demonstrate an understanding towards the need to promote and strengthen bilingual services within the NHS in Wales. Empathy towards the language and the culture of Wales is important for this role in order to ensure the ethos behind the Welsh language Standards is supported and that the Welsh language is not treated less favourably than the English language.

### **Diversity Statement**

The Welsh Government believes that public bodies should have Trust members who reflect Welsh society - people from all walks of life - to help them understand people's needs and make better decisions. This is why the Welsh Government is encouraging a wide and diverse range of individuals to apply for appointments to public bodies.

Applications are particularly welcome from all under-represented groups including women, people under 30 years of age, black, Asian and minority ethnic people, disabled people, lesbian, gay, bisexual and transgender people.

### **Guaranteed Interview Scheme**

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The Welsh Government operates a Guaranteed Interview Scheme (GIS) for disabled people. The Equality Act 2010 defines a person as disabled if they have a physical or mental impairment and the impairment has a substantial and long term adverse effect on their ability to carry out normal day to day activities. Under the GIS, a disabled candidate will be selected for interview if they meet the minimum essential criteria for the post.

The application form also enables you to detail any specific needs or equipment that you may need if invited to attend an interview.

### **Indicative Timetable**

Closing date: **23/08/2019**

Shortlisting complete: **w/c 02/09/2019**

Interviews held: **07/10/2019**

Start date: **01/03/2020** \*

*\* the Trust may require a hand over/shadowing period. Therefore, the successful candidate may be required to start prior if applicable. Confirmation of this will be provided to the successful candidate once their appointment is confirmed.*

### **Key facts about the post**

#### **Location:**

Velindre University NHS Trust has a Headquarters at Parc Nantgarw in Cardiff. The Trust provides specialist cancer and blood services for people across Wales through [Velindre Cancer Centre \(external link\)](#) and the [Welsh Blood Service \(external link\)](#). The successful candidate will therefore be required to travel, although a significant number of other meetings and Board related events will be held at their main sites in Nantgarw, Cardiff and Talbot Green. It may be necessary to stay overnight on some occasions.

#### **Remuneration and Expenses:**

The remuneration for the role of Independent Member of the Trust is a fixed sum of £9,360 per annum.

Where an Independent Member is allowed time off from their current employment with pay to attend meetings of the Trust, they will receive no additional remuneration for undertaking the Independent Member role. They will be treated in the same way as other employees who are given paid time off to undertake public duties.

You also will be entitled, on production of supporting receipts, to the re-imbusement of travel and subsistence expenses incurred whilst on Trust business. Expenses must be claimed within three months of them being incurred unless there are exceptional circumstances. Childcare and other dependent expenses may also be paid, on production of receipts, for additional costs incurred while undertaking Trust work.

#### **Time Commitment:**

The role is based on a notional commitment of a minimum of four (4) days per month. However, this will be subject to organisational demands and is often higher than the minimum requirement.

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### Contacts

For further information regarding the selection process, please contact:

Public Appointments Team Email: [Publicappointments@gov.wales](mailto:Publicappointments@gov.wales)

For further information or to arrange an informal discussion about the role of the Independent Member please contact Professor Donna Mead OBE, Chair of Velindre University NHS Trust on Tel: 029 20196161 or Email [Donna.Mead2@wales.nhs.uk](mailto:Donna.Mead2@wales.nhs.uk) OR Georgina Galletly, Director of Corporate Governance Georgina Galletly (Velindre - Trust Governance) on Tel: 029 2031 6972 / Email [Georgina.Galletly@wales.nhs.uk](mailto:Georgina.Galletly@wales.nhs.uk)

For further information about the Velindre NHS Trust, you may wish to visit the Trust's web site: <http://www.velindre-tr.wales.nhs.uk/home>

If you need any further assistance in applying for this role, please contact the Welsh Government's Corporate Shared Service Centre Helpdesk on 029 2082 5454 or [SharedServiceHelpdesk@wales.gsi.gov.uk](mailto:SharedServiceHelpdesk@wales.gsi.gov.uk)

For further information about Public Appointments in Wales, please visit [www.gov.wales/publicappointments](http://www.gov.wales/publicappointments)

## Annex A

### The Role of the Non Executive Director/Independent Member

#### Role and responsibilities

Independent Members will among other things:-

- Play a full and active role in the governance of Velindre University NHS Trust, both clinical and corporate. You will take an active part in discussions, providing your opinion and challenge and support to the Board on key issues.
- Act as a Corporate Trustee of Velindre University NHS Trust Charity
- Contribute to the work of the Board based upon your independence, your past experience and knowledge, and your ability to stand back from the day to day operational management;
- Contribute and accept corporate decisions to ensure a joined up, robust and transparent decision making process by the Board;
- Be expected, in time, to fully understand the business through active involvement to enable the effective performance of the organisation;
- Work closely with other public, private and voluntary organisations and will make sure that the views of patients, carers and families are fully involved in helping to shape, develop and improve services;
- Analyse and critically review complex information and contribute to sound decision making.
- Ability to contribute to the 'governance and finance' of the Trust, ensuring it is open and honest in its work by contributing fully in the decision making process.

#### Person Specification

It is **Essential** that Independent Member will demonstrate the following qualities:-

#### Knowledge and Experience

- An understanding of health issues and priorities in the Trust's area and the ability to understand the role and work of the Board;
- Ability to hold the executives to account for performance whilst maintaining a constructive relationship;
- Ability to provide a knowledgeable, impartial and balanced perspective on a range of sensitive and complex issues;
- A broad understanding of the information governance requirements required to comply with legislation e.g. Data Protection Act (DPA);

#### Personal Attributes and Skills

The Trust has defined a set of shared core values. To help demonstrate your commitment to these values, you will need to champion our Trust Values;

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To be considered, you must be able to demonstrate that you have the qualities, skills and experience to meet all the essential criteria for appointment.

### Role Specific Criteria

You will need to demonstrate:-

- Skills and experience in the planning and/or management of capital investment projects;
- Ability to critically appraise capital investment business cases;
- Understanding of the principles of effective project management;
- Understanding of the principles of sound estate management and its effect on the efficient delivery of health care;
- Understanding and promoting Public and Patient Engagement;
- Understanding of Civil Contingency and Business Continuity Planning;
- Understanding of performance management as it relates to planning and the estate;
- Understanding of NHS estate risk management processes and the statutory issues arising from the estate, including regulatory requirements governing laboratories;
- An awareness of the Well-being of Future Generations (Wales) Act 2015 and Welsh Government's: 'A Healthier Wales: our Plan for Health and Social Care' and
- Ability to apply specialist skills in a strategic board environment.

### Time commitment

The post of Independent Member to Velindre University NHS Trust is based on a notional commitment of a minimum four days (4) per month but this will be subject to organisational demands and is expected to be higher than the minimum requirement.

### Remuneration

£9,360 per annum. Where a Trust Member is allowed time off from their current employment with pay to attend meetings of the Trust, they will receive no additional remuneration for undertaking the Independent Member role. They will be treated in the same way as other employees who are given paid time off to undertake public duties

### Tenure of office

The Minister for Health and Social Services determines the length of the appointment, which will initially be up to 4 years. However, this is subject to the Independent Member remaining eligible for the role for the duration of the term. Board members may stand for a maximum of eight (8) years.



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### **Accountability**

Members are appointed by the Minister for Health and Social Services and are accountable to the Minister for Health and Social Services via the Chair for carrying out their duties and for their performance.

### **Expenses**

You will be entitled to be re-imbursed, if appropriate, against receipts for travel and subsistence expenses incurred while on the Trust business. Expenses must be claimed within three months of them being incurred unless there are exceptional circumstances.

Childcare and other dependent expenses may also be paid, on production of receipts, for additional costs incurred while undertaking the Trust work.

### **Assistance for Disabled Members**

Where appropriate all reasonable adjustments will be made to enable members to effectively carry out their duties.

### **Eligibility**

A person shall be disqualified from appointment if he/she:

- a. has within the preceding 5 years been convicted in the UK, Channel Islands or the Isle of Man of any offence and has had passed on him/her a sentence of imprisonment (whether suspended or not) for a period of not less than 3 months;
- b. has been adjudged bankrupt or has made a composition or arrangement with his/ her creditors;
- c. has been dismissed, otherwise than by reason of redundancy, or non-renewal of a fixed term contract, from any paid employment with a health service body;
- d. is a person whose tenure of office as the chair, member or director of a health service body has been terminated because his/her appointment is not in the interests of the health service, for non-attendance at meetings or for non-disclosure of pecuniary interest;

Any other information that may materially affect your application for appointment should be declared in the application form under the Conflict of Interests section.

Applicants should be persons who conduct themselves at all times in a manner which will maintain public confidence.

In particular, applicants are required to declare whether they are aware of anything in their private or professional life that would be an embarrassment to themselves or to the Welsh Government if it became known in the event of appointment.

Candidates should also note that membership of a LHB is a disqualifying office for membership of the National Assembly for Wales under the National Assembly for Wales (Disqualification) Order 2015.

## **Velindre University NHS Trust**

### **Conflicts of Interest**

You should particularly note the requirement for you to declare any private interests which may, or may be perceived to, conflict with the role and responsibilities as Independent Member of Velindre University NHS Trust including any business interests and positions of authority outside of the role in Velindre University NHS Trust.

If appointed, the Independent Member must declare these interests and seek confirmation from the Chair of Velindre University NHS Trust that no conflict has arisen and if it is appropriate for them to remain a board member.

### **Standards in public life**

As an Independent Member you will be expected to adhere to the standards of good governance set for the NHS in Wales, which are based on the Welsh Government's Citizen Centred Governance Principles and incorporate Nolan's "Seven Principles of Public Life".

**Annex B**

**Role and Responsibilities – Velindre University NHS Trust**

**Background**

Velindre University NHS Trust was established as a NHS Trust in 1994 and is the longest established NHS organisation in Wales. The Trust was awarded University status on 30<sup>th</sup> November 2017 in recognition of its efforts to strengthen its reputation as a centre for excellence for research, development, education and innovation across the fields of cancer care, blood, transplantation and biomedical sciences.

The University Trust provides a wide range of specialist services at local, regional and national levels.

Velindre University NHS Trust is one of the leading providers of specialist cancer and blood and transplantation services within the UK, bringing together expert staff, high quality care and donor and transplantation services, together with excellence in research, development and innovation.

The Trust has evolved significantly since its establishment in 1994 and is operationally responsible a number of services.

Velindre Cancer Centre is a specialist treatment, teaching, research and development centre for nonsurgical tertiary oncology services for patients across south-east Wales. Our ambition, in terms of service delivery, is described in our recently published cancer strategy, Velindre Cancer Centre – Shaping our Future Together.

Specialist teams provide care using a well-established network multi-disciplinary team (MDT) model of service for oncology and palliative care. We work closely with local partners in ensuring services are offered at appropriate locations, in line with best practice standards of care. All services are provided at Velindre Cancer Centre with an increasing number of services delivered on an outreach basis within local health board locations around south-east Wales.

We have developed a strong reputation within Wales and beyond. Over the years the ‘Velindre brand’ has become synonymous with ‘excellence’.

The Welsh Blood Service is immensely proud of the vital role it plays in modern, prudent healthcare, striving to save and transform lives through the generosity of donors. We provide a range of essential multifaceted, highly specialised services for NHS Wales, ensuring that it has access to blood and blood components to treat patients and support the transplant programmes through the Welsh Transplantation and Immunogenetics Laboratory.

The University Trust hosts the following services on behalf NHS Wales;

1. NHS Wales Informatics Service (NWIS) which is responsible for the strategic development of Information and Communications Technology (ICT) with a remit to support NHS Wales implementing common systems.

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2. NHS Wales Shared Services Partnership (NWSSP) which supports NHS Wales through the provision of customer focussed support functions and services including e-business, employment, facilities and estates, legal and risk, primary care, procurement and workforce, education and development.
3. Health Technology Wales/Technoleg Iechyd Cymru (HTW) was established to facilitate the timely adoption of clinically and cost effective health technologies. HTW has a remit that covers all health technologies that are not medicines, which could include medical devices, surgical procedures, telemonitoring, psychological therapies, rehabilitation or any other non-medicine health intervention.

Each hosted organisation has its own management structure and arrangements.

The objectives and work programme of Velindre University NHS Trust is incorporated in its annual Integrated Medium Term Plan (IMTP).

### **The Role of the Board**

The three key roles through which the Velindre University NHS Trust demonstrates leadership within the organisation are:-

- formulating strategy;
- ensuring accountability by holding the organisation to account for the delivery of the strategy and through seeking assurance that systems of control are robust and reliable;
- shaping a positive culture for the Board and the organisation.

The Chair leads a team of six non-executive directors (Independent Members) who come together in a differentiated partnership with the Chief Executive and four other Executive Directors to form the Board.

### **Role of Board Members**

The role of Board members focuses on four key areas:-

- **Strategy** – to contribute to strategic development and decision-making;
- **Performance** – to ensure that effective management arrangement and an effective team are in place at the top level of the organisation. To help clarify which decisions are reserved for the Board and then ensure that the rest are clearly delegated. To hold management to account for its performance in meeting agreed goals and objectives through purposeful challenge and scrutiny, and to monitor the reporting of performance;
- **Risk** – to ensure that financial information is accurate and that financial controls and systems of risk management and assurance are robust and defensible;
- **Behaviour** – to live up to the highest ethical standards of integrity and probity and comply fully with the Code of Conduct. Board members should demonstrate through their behaviour that they are focusing on their responsibilities to citizens, the organisations and its stakeholders

### **Strategy and Planning**

Velindre University NHS Trust is a very ambitious organisation striving to provide services which are recognised as excellent by the people who use them, the people who work in them and peer organisations.

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Velindre University NHS Trust vision is:

*'To be recognised locally, nationally, and internationally as a renowned organisation of excellence for patient and donor care, education and research'*

This vision is supported by a clear set of goals, values and a small number of strategic themes which provide the framework to operate within.

The Trust's Delivering Excellence – Integrated Medium Term Plan – 2019/2022 outlines how over the past year the Trust has developed its strategic intent across the Trust through the *Transforming Cancer Services* (TCS) programme and our Blood and Transplantation Services which is providing a renewed focus for the future.

The NHS in Wales is a planned system and each of the ten Health Boards and Trusts is required to have a fully costed three-year rolling Integrated Medium Term Plan (IMTP) which is approved by the Cabinet Secretary. Velindre University NHS Trust has an approved IMTP and are provided with a degree of earned operational autonomy. The IMTP is refreshed on an annual basis and supported by an annual delivery plan.

In accordance with the set statutory duty, Velindre University NHS Trust had its Integrated Medium Term Plan (IMTP) covering the period 2019/2022 approved by the Welsh Government. Having an approved IMTP in place is a key way of demonstrating to all of our stakeholders that the organisation possesses the requisite level of maturity to plan and deliver our services with confidence over a three year period. The IMTP is refreshed on an annual basis and approved by our Board in March each Year.

The IMTP for 2019-2022 reflects on progress against the key priorities, performance and ambitions from the year 2019 - 2020, confirming that delivery/progress against objectives was broadly in accordance with forecasts.

Velindre University NHS Trust is keen to promote its role as a key player in innovation, collaboration and research on an international stage. The Trust is already attracting the attention of a number of overseas industry leaders interested in collaborative projects, as well as developing ideas through its own *'Invigorate'* Innovation Programme.

The Trust is leading on programmes implement our new model of care for cancer services (Transforming Cancer Services) and maintaining high quality blood and transplantation services. This will have a fundamental impact on everything we do and enable us to move closer to our ambition of delivering excellence in a sustainable way across both services.

This will see services and care provided closer to home for cancer patients and donors who kindly provide us with blood and bone marrow products. In addition, it will see the development of major infrastructure to support our new models of care. These will include a new radiotherapy satellite centre in 2022, a new Velindre Cancer Centre in 2023/2024 and the development of precision medicine facilities across south Wales. These facilities will provide the foundations for excellence and create a vibrancy which can benefit the whole of the region.

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We will also transform the way in which people are able to access information and the services they require through the use of digital technology; making it simple, effective and value adding for people. Furthermore, we will use our skills and capabilities to develop our research, development and innovation activities to benefit the population of Wales in staying healthy and receiving cutting edge services and treatments when they are ill.

### **Longer Term Strategic Ambitions**

The Trust has an ambition to further develop our system leadership role across the health and social care system in areas where we have the required expertise. Initially, we will seek to develop our leadership role in cancer and blood and transplant services, building on our current capabilities. We will look to expand our system leadership role in new and exciting areas including artificial intelligence, proton beam technology and cell and gene therapies. This will be supported by the further development of the education and learning culture within the organisation and the acceleration of development afforded to us through the achievement of 'university status' in 2018. The second area, and related priorities, signal the continued strategic development of the Trust and its transformation into new and potentially exciting areas of work in accordance with the challenge laid down by 'A Healthier Wales'. This will see us explore opportunities across the health and social care system to identify areas where we can further support our partners in achieving outcomes and benefits for the populations we serve. We will move outside of our current scope of work e.g. cancer treatment, blood and transplantation into areas of regional, national and international importance respectively.

We will enter into strategic partnerships which focus on the 'big issues' within Wales such as improving population health and well-being, reducing health inequalities and increasing primary and secondary intervention work to reduce illness. It is important that we ensure we continue to deliver high quality in our core services, and this will remain our primary focus. However, it is clear that some of the knowledge, skills and capabilities we have would assist our partners and the people we serve in improving the health and well-being of the population over the long-term and make a big difference to the lives of people now and into the future.

Achieving the transformation set out in this plan will not be easy. The plan we have demonstrates the exciting times ahead for the Trust. The delivery of the Plan will enable us to achieve excellence and will offer the people we serve services and facilities that are comparable with those considered the best across Europe.

## Annex C

### The Selection Process

The selection panel will assess your application form in terms of your CV and personal statement to determine whether you meet the criteria for the role, and whether or not you will be invited to interview.

The panel can rely only on the information you provide in your CV and personal statement to assess whether you have the skills and experience required. Please ensure that you provide evidence to support how you meet all of the criteria and questions asked to complete as part of your personal statement as set out on pages 3 and 4.

The selection panel will consist of Professor Donna Mead OBE, Chair of Velindre University NHS Trust; Claire Rowlands, Welsh Government and Chris Turner as the Senior Independent Panel Member.

Your application may be “long-listed”, subject to the volume of applications received, before it is passed to the shortlisting panel for consideration. You should be aware that in this situation, your application might not be considered in full by the entire selection panel.

We anticipate that on **W/C 02/09/2019** the panel will have decided who will be invited to the interviews which will take place during the week commencing **07/10/2019**.

The panel will select for interview only the strongest applicants who it feels have demonstrated that they best meet the criteria as asked to demonstrate in the personal statement. However, if you have applied under the guaranteed interview scheme and you meet the minimum essential criteria for the post, then you will also be invited for interview.

If you are invited to interview and if the interview date is not already provided in this information pack, we will aim to provide you with as much notice as we can of the interview date. If you are unable to make the arranged interview date, we will endeavour to re-arrange it but it might not be possible due to time constraints within the appointment timetable or selection panel availability.

You will receive email communication from the Appoint system to let you know whether or not you have been invited to be interviewed.

If invited to interview, the panel will question you about your skills and experience, asking specific questions to assess whether you meet the criteria set out for the post.

The appointment process may include further assessment of suitability for the role in addition to an interview. Further information will be provided in advance to those called for interview.

Candidates who the panel believe are ‘appointable’ will be recommended to the Minister for Health and Social Services who will make the final decision.

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The Minister for Health and Social Services may choose to meet with appointable candidates before making a decision. If he does, he will meet all candidates and in the presence of the selection panel chair or their nominated representative.

There will be a time gap between interview and a final appointment decision being made. Candidates who have been interviewed will be kept informed of progress.

If you are successful, you will receive a letter from the Minister for Health and Social Services appointing you as Independent Member of Velindre University NHS Trust, which will confirm the terms on which the appointment is offered.

If you are unsuccessful at interview, you will be notified by Welsh Government. We appreciate it takes a lot of time and effort to apply for roles and that feedback is a valuable part of the process. As a result, the letter will provide the details of who you may approach for feedback on your interview and application, if you so wish.

### Queries

For queries about your application, please contact [Publicappointments@gov.wales](mailto:Publicappointments@gov.wales)

### Regulation by the Commissioner for Public Appointments

The Commissioner regulates and monitors appointments to public bodies to ensure procedures are fair, open and transparent and based on merit. More information about the role of the Commissioner and his Code of Practice is available from <http://publicappointmentscommissioner.independent.gov.uk>

### If you are not completely satisfied

Welsh Government will aim to process all applications as quickly as possible and to treat all applicants with courtesy. If you have any complaints about the way your application has been handled, please contact [Publicappointments@gov.wales](mailto:Publicappointments@gov.wales)

If after receiving a comprehensive response from the Welsh Government you are still concerned, you can write to the Commissioner for Public Appointments. Please contact:

The Commissioner for Public Appointments  
1 Horse Guards Road  
London  
SW1A 2HQ  
Tel: 0207 271 0849  
Email: [publicappointments@csc.gsi.gov.uk](mailto:publicappointments@csc.gsi.gov.uk)