



Llywodraeth Cymru  
Welsh Government

# Candidate Brief and Job Description

1. Director, Economic Strategy and Decarbonisation
2. Director, Business and Regions
3. Director, Environment and Marine

Closing date: 30 May 2018





Mae'r ddogfen yma hefyd ar gael yn Gymraeg.  
This document is also available in Welsh.

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# 1 Welcome from Shan Morgan, Permanent Secretary, Welsh Government

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I am delighted that you want to know more about the three Director roles in our Economy, Skills & Natural Resources Group. These are pivotal roles in the senior leadership cadre of the Welsh Government Civil Service, and will be instrumental in delivering the Welsh Government's programme '*Taking Wales Forward*' and our national strategy '*Prosperity for All*', and ensuring that our workforce is strong, skilled and sustainable for the future.

With continued economic austerity, the UK's exit from the European Union, increasing demand for high quality and innovative public services, and new powers flowing from the Wales Act 2017, there are certainly exciting and tough challenges ahead. The Welsh Government is looking for first class strategic leaders who will design and deliver successful policies for Wales, provide an excellent service to Ministers, focus resources and the energy and expertise of their teams on delivering Ministerial priorities, and represent the interests of the Welsh Government and of Wales effectively in the UK and beyond. The Wellbeing of Future Generations Act in Wales provides the underpinning context for all our work and sets out the five ways of working to be embedded in our organisation. Collaborative engagement and partnership across the public service and with our external stakeholders is a top priority.

There is an abundance of talent, commitment, expertise and professionalism amongst staff in the Welsh Government. But we need to reshape our organisation to work as one government and focus firmly on Ministerial priorities and build the capability we need for the future. Our First Minister has challenged us to work more collaboratively across policy and operational boundaries, to share ideas, and to develop more innovative and effective ways of delivering Ministerial priorities and improving the lives of people in Wales. I am personally committed to having a diverse workforce in the Welsh Government – reflecting the rich diversity of communities and because of what we gain as an organisation by bringing together a wealth of ideas, cultures and experience. As Permanent Secretary, I'm looking for people from diverse backgrounds with a strong track record of leadership and corporate engagement, who will help me drive organisational change and with others around them and further afield to deliver excellent results for the people of Wales.

With my best wishes.

Shan

## 2 Welsh Government: Background

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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 will continue to expand through new powers in the Wales Act 2017 which will come on stream in the coming year.

The current First Minister of Wales is the Rt. Hon. Carwyn Jones 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 Directors General who each lead a distinct but wide-ranging portfolio of government business. 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.

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 are being made to the fiscal powers of Welsh Ministers, including the devolution of tax and borrowing powers. Going forward, more than 25% of the £15bn spent by the Welsh Government will 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 has set out clear priorities for Wales following the UK's exit from the European Union. Alongside the impact of the terms of the UK's departure, including market access and changes to migration, EU exit presents significant challenges to the devolution settlements and the relationships between the nations of the UK and 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. The Welsh Government needs to represent Wales' interests in emerging UK trade negotiations and position Welsh business to exploit new markets and opportunities as they arise. 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 Welcome from Andrew Slade, Director General – Economy, Skills and Natural Resources

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Hello!

Thank you for taking an interest in these important Director roles in my senior team.

Economy, Skills and Natural Resources is a diverse Group dealing with a wide range of policy and operational work (dealing with everything from preserving Welsh castles to developing new post-Brexit legislation). We are a large and dispersed team, with sizeable business units based in locations across Wales. Policy to delivery chains are short, and we work closely with a range of partners and stakeholders, alongside our own direct service delivery work, to get things done.

As a Group, we are all about improving Wales' economic and natural resource infrastructure (in the widest sense) for the benefit of the Welsh economy and our communities. Put simply, our mission is to put Wales in the strongest possible position to thrive in a post-Brexit UK and a post-Brexit world.

Our Ministers have ambitious plans to deliver on this mission, framed through our National Strategy: Prosperity for All, and not least the new

Economic Action Plan that sits within it – which involves our Group in particular. None of this will be achieved without a whole-Government approach to the challenges and opportunities we face, and we will need to work more closely in future with colleagues inside and outside Government if we are to secure the outcomes we seek. All of our work is underpinned by our new (and unique to Wales) Wellbeing of Future Generations Act.

In the context of Brexit, this all represents a fast moving and changing operating environment, with substantial amounts of organisational change ahead for the Group. In the months and years ahead we are going to have to be even more strategic in the way we go about things, and more joined up – collaborating successfully with others. We will need to be more outward-looking. We will need to be more nimble and agile. We will have to gear up to design and develop new policies, and find new and more innovative ways of delivering those policies, harnessing the digital agenda. We will have to get better at inter-governmental working with other parts of the UK, and potentially further afield. And we will need to do all this in a climate of reducing funding and the public expecting ever higher standards of accountability in terms of how Government spends public money and what we achieve with it.

There is also a great deal that the Group can do in our contribution to the wider objectives and corporate development of Welsh Government. This includes a range of vital work to improve equality and diversity and

inclusion across the organisation, and with the communities we serve. As senior sponsor for our Welsh Government PRISM Group I am personally committed to this work.

In short, there has not been a period of change like this for decades – with sustained levels of professional challenge and opportunity for the Civil Service, and a great many unknowns ahead. All of our roles will evolve as the implications of European transition become clearer, and, in essence, as the UK gets to grips with a new way of working with itself. For me and my colleagues this is a fantastic time to be involved in the senior leadership of the Welsh Government Civil Service, and in shaping the future. I warmly encourage you to consider an application to join the team.

With best wishes.

Andrew



## 4 The roles

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Reporting directly to the Director General, the Director posts will take a whole-government approach to the delivery of *Taking Wales Forward* ([gov.wales/docs/strategies/160920-taking-wales-forward-en.pdf](http://gov.wales/docs/strategies/160920-taking-wales-forward-en.pdf)) and the *Prosperity for All cross-cutting strategy* ([beta.gov.wales/sites/default/files/publications/2017-10/prosperity-for-all-the-national-strategy-strategic-integrated-appraisal.pdf](http://beta.gov.wales/sites/default/files/publications/2017-10/prosperity-for-all-the-national-strategy-strategic-integrated-appraisal.pdf)). They will work as part of the ESNR Senior Team to ensure that the Group's resources, its corporate systems and processes, engagement with delivery partners and the work of the Welsh Government are aligned to, and focused on, delivering Ministerial priorities. The Welsh Government has a strong commitment to promoting and supporting diversity across the organisation and actively encourages applications from women, BAME and disabled people to ensure that we are representative of the people of Wales at all levels of the organisation.

In the context of continued resource constraints, the Directors will support Cabinet and individual ministers to make tough choices, prioritising the Government's work with a view to achieving the greatest positive impact on the lives of people in Wales. They will encourage the development and implementation of innovative, effective, value-for-money policies by driving collaborative working across boundaries, both inside and outside of the Welsh Government. The Directors will be key representatives of Welsh Government externally, using their relationships and influence to communicate and support the Government's programme and the interests of devolution of Wales. They will help design (and where relevant directly deliver) 21<sup>st</sup> century services, in an increasingly digital world, to meet

the needs of the Welsh economy and our communities.

The Directors will play an essential part in implementing the changes needed to build a strong, successful and sustainable Welsh Government Civil Service for the future. They will provide the excellent leadership needed to take forward the Permanent Secretary's Future-proofing initiative to improve the skills, capability, confidence and resilience of the organisation, including developing the leaders of the future and encouraging effective leadership at all levels. They will promote and support diversity and inclusion to ensure all staff are able to be themselves in the workplace, free from discrimination. The Directors will challenge out-dated ways of working and acceptance of the status quo, understanding that new approaches and flexible working can empower staff to reach their full potential. The Directors will manage closely the performance of staff in their areas, including nurturing talent and dealing effectively with poor performance, setting and encouraging excellent quality standards. They will place emphasis on leadership at all levels within the organisation, underpinned with excellent staff engagement and productive relationships with trade unions.

Significant budgetary responsibilities feature in all three roles and the Directors will be accountable to the Director General, as Additional Accounting Officer, and ultimately the Permanent Secretary as Principal Accounting Officer, for the proper and effective use of public money. They will operate within the overall corporate and financial governance framework laid down by the Permanent Secretary and Director General

and will, in particular, consult the respective Accounting Officers about issues which might be novel, contentious or repercussive, or which would have a negative reputational impact. Within these parameters, they will ensure that when policy proposals or expenditure decisions made within the department, or when proposals are put to Ministers, that all relevant financial considerations including regularity, propriety and value for money are properly assessed and taken into account.

The Directors will be expected to consult colleagues across Welsh Government where expenditure is inter-related and also ensure compliance with corporate values and standards and the required standards of ethical conduct. They will account directly to the Public Accounts Committee of the National Assembly, in person or through the Director General, and will provide formal evidence to assist the Committee (and other Assembly Committees as appropriate) in their examinations. As senior leaders in the organisation Directors will encourage and enable compliance with common and streamlined corporate services, standards and processes across the Welsh Government, with a view to improving the quality, efficiency and transparency of the work produced by the Welsh Government Civil Service. The Directors will be members of the Welsh Government's senior leadership cadre and will be expected to take on corporate roles in support of Welsh Government's wider objectives. All of the Directors will be expected to provide leadership across Welsh Government on the implementation of the Well-being of Future Generations (Wales) Act 2015.

The Economy, Skills & Natural Resources (ES&NR) Group encompasses a wide range of policy and operational areas, covering, in its broadest sense, sustainable economic development. The Group has around 2,400 staff based across Wales and beyond, and spends just under £3bn annually. The Group's Director General is Andrew Slade.

All the Directors will make a full contribution to the ESNR senior leadership team, and help drive a collective approach to addressing the opportunities and challenges facing the Group, which comprises the following key directorates:

- **Business and Regions**
- **Economic Strategy & Decarbonisation**
- Economic Infrastructure
- Culture, Sport and Tourism
- Skills, Higher Education and Lifelong Learning
- Chief Scientific Adviser's Division
- **Environment and Marine**
- Agriculture and Food
- Office of the Chief Veterinary Officer
- Finance and Operations
- National Procurement Service

The three highlighted directorates above are the ones subject to this recruitment exercise. A single recruitment campaign will operate to fill all three posts, but further job and role-specific details are set out below. Given Brexit, and the fast-changing operating context, some evolution of the roles can be expected as Welsh Government's policy and operational needs develop.

# 5 Additional information for the respective roles

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## Director – Economic Strategy and Decarbonisation

### Purpose of role

To lead the Economic Strategy and Decarbonisation Directorate of Welsh Government. To develop and lead Wales' economic strategy, energy and decarbonisation work, including the economy policy components of Brexit, the development of the Fair Work agenda in Wales, and delivery of the new Economic Action Plan (within the National Strategy: Prosperity for All). The postholder will help drive cultural change in our economic development work, and shape our strategic thinking across the Economy, Skills and Natural Resources Group as a whole.

### Key responsibilities include:

- Oversee the design and implementation of the Economic Action Plan – securing concerted action across Government and between Government's key stakeholders and delivery partners in the public, private, and third sectors, with the associated link to Welsh Government's Fair Work agenda.
- Oversee the development of a modern economic development and regulatory framework, including through smarter regulation to ensure competitiveness and the right economic environment for business to grow, within the Framework of the Wellbeing of Future Generations Act.
- Oversee the Economy and Transport portfolio's preparedness for Brexit – ensuring joined-up ESNR Group activity and wider Welsh Government activity.
- Work successfully with colleagues to ensure the successor arrangements to EU structural funds are fully integrated with the Welsh Government's overall economic strategy.
- Work successfully with UK Government and other UK partners on cross-cutting economic matters, including UK-level strategies and the City and Growth Deals.
- Lead on energy policy and related developments in Wales.
- Set out low carbon pathways for Wales, providing clarity and certainty for action and investment around the low carbon economy – across the Welsh Government and for stakeholders.
- Oversee the acceleration of the decarbonisation of our public services, creating new opportunities for businesses in Wales in the transition to a low carbon economy and society.
- Lead and co-ordinate the work for the Council for Economic Development and Social Partners Strategy Group, chaired by the First Minister.
- Provide early identification of emerging trends and needs and any required modification of policy in the knowledge of what works best under different circumstances.
- Strengthen the alignment between evidence, policy and delivery functions to achieve more effective policy making and delivery capabilities, and strengthen our evidence, policy formulation and appraisal processes and evaluation, to ensure sound rationales for Government intervention.
- Lead and manage 80-100 staff, based across, with five Deputy Director line reports.

## Director – Business and Regions

### Purpose of role

To lead the Business and Regions Directorate of Welsh Government. To develop and deliver key components of the 'Prosperity for All' National Strategy: Economic Action Plan (EAP), ensuring successful implementation of the Plan that drives inclusive and sustainable growth across all regions for greater social and long-term economic benefit, and puts Wales in the strongest possible economic position for the future. The postholder will help drive cultural change in our economic development work, and help shape our approach to work with the private sector across Welsh Government as a whole.

### Key responsibilities include:

- Work closely with other ESNR and Welsh Government Directors to shape and develop Welsh Government's approach to strategic economic development, within the context of Prosperity for All and the Wellbeing of Future Generations Act.
- Develop and lead Welsh Government's approach to business engagement.
- Ensure the new EAP Economic Contract successfully reframes the future reciprocal relationship between Government and the private sector, and drives our direct financial support to business, with associated changes to our grants and loans systems and processes.
- Lead the development and delivery of a new, more regionally-focused model of economic development, inspiring innovative approaches to regional collaboration.
- Develop and embed the new EAP thematic and foundation sector approach within ESNR Group, facilitating the development of strategic plans that leverage cross-cutting work streams and funding.
- Oversee the implementation of the new Economy Futures Fund – through simplification and rationalisation of the direct financial support the Welsh Government offers businesses.
- Ensure that Business and Regions Directorate operates to high standards of corporate governance and financial accountability, and within the framework of the Wellbeing of Future Generations Act.
- Ensure the Directorate contributes successfully to wider Welsh Government work on Brexit, including through relevant engagement with Whitehall Departments and other Devolved Administrations.
- Oversee the Welsh Government's relationship with a number of economic development partner and arm's length bodies, including the Development Bank for Wales.
- Lead and manage c 300 staff, based across Wales and beyond, with around eight Deputy Director and other line reports.

## Director – Environment and Marine

### Purpose of role

To lead Environment and Marine Directorate.  
To provide strategic policy leadership on environment quality, natural resource management, marine and fisheries, and circular economy matters, including oversight of the implementation of the Environment (Wales) Act and the Welsh Government's Natural Resources Policy. To lead work across Welsh Government in respect of management of Wales natural resources.

### Key responsibilities include:

- Design, develop and deliver post-EU environment and marine policies for Wales, designed with stakeholders.
- Support the design of the emerging policy for future land management in Wales.
- Ensure the successor to EU structural funds is fully integrated with future rural payments and natural resource policy programmes approach – to deliver maximum added value for individuals, regions and Wales as a whole.
- Lead Welsh Government's sponsorship of a number of arm's length bodies, including the National Parks, and act as main client for Welsh Government's relationship with our statutory environment body Natural Resources Wales.
- Set policy for how the seas are sustainably used (through the Welsh Government's Marine Plan) and legislation to regulate marine activity.
- Oversee stewardship of the marine environment and fisheries, and enforcement of associated regulations (in partnership with Natural Resources Wales and other relevant authorities).
- Oversee sustainable resource and waste management in Wales including delivering a route map for a more resource efficient (circular) economy, building on Wales' success in recycling and reducing the environmental impacts of production and consumption.
- Develop cross-cutting measures of mitigation and adaptation for the Energy, Planning and Rural Affairs portfolio in relation to climate change, including land management; water; land drainage; flood and coastal risk; and control of marine and air pollution.
- Provide strategic leadership across Welsh Government on air and local environment quality, and on green infrastructure, including administration of associated investment programmes.
- Ensure the Wellbeing of Future Generations (Wales) Act 2015 underpins all decisions taken, and provide an associated champion and oversight role within the Energy, Planning and Rural Affairs portfolio.
- Ensure environmental sustainability is effectively embedded through the estates, procurement and operations of the Welsh Government and by the wider public sector in Wales.
- Lead and manage c 200 staff, based across Wales, with five Deputy Director line reports.

# 6 Person Specification

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## Competencies

Applicants are also required to demonstrate competency against the full range of leadership and SCS core skills identified for Senior Civil Servants as part of the Civil Service competency framework. Details of these skill areas, together with more information on the professional knowledge and related experience expected of the potential post holder can be found at Civil Service Competencies ([wales.gov.uk/docs/hrd/publications/150901civilservicecompframeworken.pdf?lang=en](https://www.wales.gov.uk/docs/hrd/publications/150901civilservicecompframeworken.pdf?lang=en))

## Relevant to all three roles

As future senior leaders both in the Welsh Government, and in public service in Wales, successful candidates will need to be able to demonstrate a strong track record in the particular areas outlined below:

**Leadership skills.** Highly visible, and provides energy, drive and direction. Looks to the longer term. Sees the bigger picture, communicates and engages effectively with their teams and their organisation. Motivates their colleagues to focus their skills, expertise and energy on delivering the Government's programme to the very best of their ability. Sets and promotes high standards at all levels.

**Policy design and delivery.** Thinks strategically. Designs, develops and (where relevant) directly delivers successful and integrated policies, and excellent and innovative public services for the people of Wales. Gains the confidence of Ministers, providing first rate advice. Applies strong political awareness, and understanding of devolution and of the

Welsh economic and social context, to all their work. Closely aligns resources to Ministerial priorities, and provides honest, objective, evidence-based proposals and advice.

**Change leadership.** Communicates with clarity and conviction the Government's priorities to their staff, stakeholders and partners. Involves and empowers those involved in making the changes and improvements needed to meet the challenges and opportunities of the future. Drives change with energy, enthusiasm, and resilience. Adapts and responds to changing circumstances, while staying focussed on strategic outcomes. Develops a culture of performance and innovation within a resource-constrained operating context.

### **Collaboration with stakeholders.**

Works collaboratively across boundaries and with others to make the connections between policy and operational areas. A problem solver who encourages and supports their staff, stakeholders and partners to work together constructively to improve outcomes for the people of Wales. Operating successfully within complex stakeholder environments, quickly building trust and confidence at all levels.

**The successful candidates will need to evidence these essential criteria:**

- Relevant career background and experience.
- A good understanding of the Welsh context and current challenges facing the Welsh Government.
- Senior level project and programme management skills.
- Experience of delivering wider corporate change as part of a collaborative senior management team.
- A high degree of commitment to (underpinned by practical examples of) improving diversity and inclusion within the workforce, and in policies and programmes affecting the public at large.

**Through the recruitment process, you will also need to demonstrate the following attributes (or skills and experience) in respect of the specific roles:**

**Director – Business and Regions**

- Financial and commercial acumen, with direct experience of working closely with or in the business community.
- A strong track record of successful major project and programme management.

**Director – Economic Strategy and Decarbonisation, and  
Director – Environment and Marine**

- Significant experience of driving a whole Government/organisation approach to the successful delivery of high level strategies.
- Wide ranging evidence-based policy analysis, design and development skills and experience.
- A strong understanding of the process of government and inter-governmental working.

An interest in Wales and its culture, including the ability to speak Welsh or a willingness to learn Welsh on appointment is also desirable.



# 7 Selection Process

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June Milligan, a Civil Service Commissioner, will chair the process. The Civil Service Commission has two primary functions:

Providing assurance that selection for appointment to the Civil Service is on merit on the basis of fair and open competition. For the most senior posts in the Civil Service, the Commission discharges its responsibilities directly by overseeing the recruitment process and by a Commissioner chairing the selection panel.

Hearing and determining appeals made by civil servants under the Civil Service Code (Appendix B) which sets out the Civil Service values – Impartiality, Objectivity, Integrity and Honesty – and forms part of the relationship between civil servants and their employer.

More detailed information can be found at on the Civil Service Commission website:  
<http://civilservicecommission.independent.gov.uk>

In addition to June, the panel will consist of:

- Shan Morgan, Permanent Secretary of the Welsh Government
- Andrew Slade, Director General, Economy, Skills and Natural Resources Group
- Ellen Donovan, Non Executive Director Welsh Government

## Timetable

The closing date for applications is 15:00 hours on **30 May 2018**. All applications will be acknowledged and considered by the selection panel.

The timetable is as follows:

## Shortlist meeting: 7/8 June 2018

Short listed candidates will be required to undertake the following;

## Assessments

A leadership assessment, which will involve a series of on-line psychometric tests that will include numerical and verbal reasoning and a discussion with a psychologist to explore leadership capability and personal resilience.

**You will receive a link to these on-line tests within 10 working days from the shortlisting meeting.**

A staff engagement exercise, which will involve a group discussion on a specific topic. This is an opportunity for candidates to demonstrate their ability to relate to a group of staff and facilitate a two way discussion. Confidentiality will be a requirement for the staff involved in the exercise.

**Mid to end June 2018 – date to be confirmed.**



## Briefings

**One to one meeting with Cabinet Secretary and/or relevant Ministers** – candidates can expect to attend a **one-to-one meeting with the Cabinet Secretary and/or relevant Ministers** leading the respective portfolios – **28 June 2018 and an alternative date to be confirmed.**

You will also be offered the opportunity for an informal discussion with the Director General about the roles in question – **further details to be confirmed.**

## Final interviews:

**Interviews will be held on 2 and 12 July 2018 only, in Welsh Government Offices, Cathays Park, Cardiff. It will not be possible to offer alternative dates.**

An interview usually lasts around 45 minutes. Candidates applying for more than one role within this campaign can expect to undertake a longer interview lasting around 60 minutes to reflect the additional criteria that will be tested.

The panel may ask candidates to give a short presentation on a relevant topic. If so, the topic will be notified to candidates one week in advance of the interview date.

Candidates are asked to note the above indicative timetable, and exercise diary flexibility throughout the recruitment and selection process.

## 8 How to apply

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

Applications should be made via the Welsh Government's online application system, and submitted by the above closing date. Please note that whilst the three Director roles are being advertised within a single campaign, for practical purposes there are three separate advertisements. Candidates can apply for one or more of the roles and are asked to indicate in the additional information box on the application form if they are applying for more than one role.

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

The vacancy advert and online application can be accessed via the Welsh Government Senior Civil Service vacancies page: [www.gov.wales/senior](http://www.gov.wales/senior)

To apply, you will be asked to register for an account on the online application 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. Applications are welcome in Welsh or English.

In the online application form, you will be asked to provide the following information:

- A CV with educational and professional qualifications, full employment history and current salary. It is also helpful to have day-time, evening and mobile telephone contact numbers, which will be used with discretion. Please also note the names and contact details of two possible referees. The appointment will be subject to references, taken before the appointment is made and it is likely prior to interview. In all cases referees will only be approached with the prior consent of candidates.
- A supporting statement of not more than two pages giving evidence and examples of your ability to meet the criteria in the candidate profile. If you have a problem with any of the potential dates set out in the recruitment and selection process, please give details in your supporting statement.
- A declaration of any potential conflicts of interest (if applicable): if you, your spouse/partner, dependants, business partner or associate have any business interest or other activities which are or could be perceived as a conflict of interest with the role, you should declare that in the 'Additional Information' section of the application form. This may involve suspending or relinquishing stock market activity.
- 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.

- Guaranteed Interview Scheme Declaration for people with disabilities as appropriate. All monitoring data will be treated in the strictest confidence and will not affect your application in any way. See Appendix C for further information regarding the scheme.

## Eligibility

In general, only nationals from the following countries are eligible for employment in the Civil Service: the United Kingdom, the Republic of Ireland, the Commonwealth, the EEA, Switzerland and Turkey. You will be asked to confirm your eligibility in the application form. There are certain very limited exceptions and further guidance is available at: [www.gov.uk/government/publications/nationality-rules](http://www.gov.uk/government/publications/nationality-rules)

The successful candidate in each role will be required to undergo security vetting. The level of clearance required for the respective roles is detailed below:

- Director – Economic Strategy and Decarbonisation – Security Check (SC) Level
- Director – Business and Regions – Security Check (SC) level
- Director – Environment and Marine – Developed Vetting (DV) level

## Questions and Informal Discussion

Any initial questions regarding the campaign or the roles should be directed to Peter Kennedy, Director of Human Resources at [peter.kennedy@gov.wales](mailto:peter.kennedy@gov.wales)

Online technical problems should be directed to [SCSrecruitment@gov.wales](mailto:SCSrecruitment@gov.wales)

# 9 Terms of Appointment

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## Remuneration

The SCS pay system is a simple band structure based on job evaluation groups. The structure has three core bands, Deputy Director, Director and Director General. This role is at Director (SCS2) level and the salary we are offering is circa £88,000 per annum.

For existing Civil Servants the starting pay on promotion into the Senior Civil Service will attract 10% increase in base pay or be at the Senior Civil Service pay band minimum, whichever is greater.

## Tenure

Permanent.

## 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

## 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: [www.civilservicepensionscheme.org.uk/](http://www.civilservicepensionscheme.org.uk/)

## Official Secrets Act

The posts are covered 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 12th 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 2016. 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.

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, check your employment history over the past five years, nationality and immigration status, Health, and criminal record (unspent convictions only).

## Flexible Working

These are full-time roles but flexible working arrangements (including job share arrangements) will be considered. It is expected that if you apply as a job share partnership, this arrangement is in place when submitting your applications.

## Annual Leave

There will be up to 30 days paid annual leave on appointment (depending on length of service), plus 9 days public and privilege holidays.

## Location

The post holders may work from any of the Welsh Government Offices in Wales. The main locations are Cardiff, Merthyr, Llandudno Junction and Aberystwyth. However, weekly travel to Cardiff will be essential for 2-3 days per week, usually including a Tuesday and Wednesday when the Assembly is in session.

## Relocation

Relocation expenses may be available.

## Restrictions

During the period of appointment there will be certain restrictions on political activities.

## Business Appointments

Candidates should also note that on completion of the appointment, the post holder will be subject to the Government's Business Appointments Rules, with the possibility of restrictions on future employment required by the First Minister, on the recommendation of the independent Advisory Committee on Business Appointments. Further information about the Rules and restrictions likely to be required of former Directors can be found here:

[assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/579758/Business\\_Appointment\\_Rules\\_for\\_civil\\_servants.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/579758/Business_Appointment_Rules_for_civil_servants.pdf)

## Conflicts of Interest

You will be required to disclose any personal or business interests, including share holdings, which may or may not be perceived to be relevant to or in conflict with working within the Welsh Government. This may involve suspending or relinquishing specific stock market activity.

## Complaints

The law requires that selection for appointment to the Civil Service is on merit on the basis of fair and open competition as outlined in the Civil Service Commission's Recruitment Principles which can be found at:

[civilservicecommission.independent.gov.uk/wp-content/uploads/2015/04/RPApril2015.pdf](http://civilservicecommission.independent.gov.uk/wp-content/uploads/2015/04/RPApril2015.pdf)

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, Director of Human Resources, Welsh Government at [peter.kennedy@gov.wales](mailto:peter.kennedy@gov.wales) in the first instance.

If you are not satisfied with the response you receive, you can contact the Civil Service Commission at:  
[civilservicecommission.independent.gov.uk/civil-service-recruitment/complaints/](http://civilservicecommission.independent.gov.uk/civil-service-recruitment/complaints/)

# Appendices

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A

## **Civil Service Leadership Statement**

The leadership statement can be found here:

[www.gov.uk/government/publications/civil-service-leadership-statement](http://www.gov.uk/government/publications/civil-service-leadership-statement)

B

## **Civil Service Code**

The Civil Service Code can be found at:

[www.gov.wales/about/recruitment/vacancies/senior/?lang=en](http://www.gov.wales/about/recruitment/vacancies/senior/?lang=en)

C

## **Guaranteed Interview Scheme**

We guarantee to interview anyone with a disability 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 required for each competence, as well as meeting any of the qualifications, skills or experience defined as essential. We are committed to the employment and career development of disabled people (the minimum criteria means the essential competences as set out in the advertisement for the post). To show this we use the Disability Symbol awarded by Jobcentre plus.

### **What do we mean by disability?**

The Equality Act 2010 defines a disabled person as someone who has a physical or mental impairment which has a substantial and adverse long-term effect on his or her ability to carry out normal day-to-day activities.

### **How do I apply?**

If you want to apply under the Guaranteed Interview Scheme simply record this in your online application form, where you will be asked if you consider yourself to be disabled and want to apply under the scheme. You will also be asked at this point if you will need any assistance at interview.

We will try to provide access, equipment or other practical support to ensure that if you have a disability you can compete on equal terms with non disabled people.

