

## Candidate Brief and Job Description

Director of Commercial and Procurement

Office of the First Minister



Hyrwyddwr Busnes  
Cyfrifol Cymru  
**2020**



Responsible Business  
Champion Cymru  
**2020**



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## **1. Message from Des Clifford, Director General, Office of the First Minister**



Thank you for your very welcome interest in this post.

In a few weeks, a freshly mandated Welsh Government will begin to take shape and we are looking to locate procurement in a central role as we prepare for our future. The Director will lead a significant professional team spread across many areas of the Welsh Government's business, so this is an exciting cross-government opportunity.

The Welsh Government places significant emphasis on social benefits alongside value-for-money. As well as influencing how spending is managed we see procurement as a means of driving policy outcomes in different areas, emphasising fair work, quality local jobs, decarbonisation and other environmental benefits.

In recent years we have developed an enhanced and structured approach to social partnership within government and in our dealings with our social partners: trade unions and both public and private sector employers. In this context we are proposing legislation creating new responsibilities for public bodies to put procurement onto a different footing.

We see procurement playing an important role in our future. We hope you share our enthusiasm and we look forward to your application.

## **2. Welsh Government background**

The Welsh Government has an annual budget of around £18 billion and is responsible for most public services in Wales.

The First Minister of Wales, Mark Drakeford, and his Cabinet lead the Welsh Government and are accountable to the Senedd Cymru, the Welsh Parliament. The Cabinet has set a culture of working as one Welsh public service, in partnership with local government and other public services, and through social partnership with the trade unions, business and the third sector.

The Welsh Government was elected in May 2016, and our priorities are to achieve a greener, more prosperous and more equal Wales. The next Senedd elections will be in May 2021.

The UK's exit from the EU at the end of January 2020 has significant implications for Wales and the Welsh Government. Our relationship with the UK Government and the other devolved governments continues to develop. Along with other public bodies in Wales, our work is founded on the Wellbeing of Future Generations Act which sets an internationally recognised framework for policy and delivery focused on wellbeing and the long term.

Welsh Ministers are supported by a workforce of around 5,000 civil servants, approximately half of whom were previously located in Cardiff, with the remainder based in Welsh Government offices across Wales. Nearly all our staff are now home working and will be doing this for the foreseeable future. The Welsh Government has small offices in London, Brussels and an overseas network for trade and investment work.

Equality, diversity and inclusion are core values of the Welsh Government. We aim to be an exemplar employer and our work is underpinned by: a Board Equality and Diversity Champion, vibrant diversity networks supported by senior champions, setting diversity targets to improve the numbers of under-represented groups (for example, Black, Asian and Minority Ethnic, disabled staff at all levels and women at senior levels). We are committed to the social model of disability and to making recruitment and workplace adjustments to ensure equality for disabled staff. We have recently published both our strategy on Inclusion and Diversity in Public Appointments, as we are intent on increasing the diversity of the regulated and other Boards in Wales and our Workforce Equality, Diversity and Inclusion Strategy 2021-2026 setting our intent for our own organisation.

The Welsh Government is a bilingual organisation; legislation is produced in both Welsh and English, which have equal legal status. We follow statutory standards for the Welsh language in public administration. Applicants must show an appreciation of bilingualism and share our commitment to promoting the Welsh language to achieve a million Welsh speakers by 2050. We encourage and support staff to learn, develop and use their Welsh language skills in the workplace.

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

The Welsh Government wants to adopt a contemporary model of procurement that deploys public contracts to secure the greatest possible public value. We are seeking to appoint a Director of Commercial and Procurement who understands the potential of procurement to improve outcomes across the Welsh Government and the public sector in Wales.

Procurement is a crucial lever to deliver the Welsh Government's ambitions for a more prosperous, more equal and greener nation. The Director of Commercial and Procurement will lead this work, driving the future of the profession in Wales, shaping procurement policy and delivery, and working across the Welsh Government to support wider policy priorities. This will require strategic leadership and direction in innovative / collaborative procurement in order to maximise public sector spend to drive wider benefits.

The role requires an individual who understands the wider policy agenda, including social value and wider community benefits, and the need to ensure value for money/effectiveness and efficiency. Understanding the pressures and sometimes conflicting objectives; and demonstrating strong collaborative/partnership leadership (internally and externally) will be vital.

The successful candidate needs to be attuned to the policy imperatives in Wales and can operate within the UK and international context.

The Welsh Government and the wider public sector regularly procure high value items where commercial negotiations could result in significant financial and non-financial benefits to the Welsh public purse and improve delivery of public services. The Director would not engage in all negotiations for all such procurements, but will be pivotal in working across the Welsh Government and the public sector, providing leadership and building capacity. They would provide assurance that appropriate negotiations are taking place and the negotiators are suitably skilled.

The Commercial Procurement Directorate is a cross Welsh Government Directorate and is accountable to the Minister for Finance and Trefnydd. The Directorate oversees development of the Welsh Government's policy for procurement in Wales, providing advice and support to Ministers. It provides leadership to the procurement profession in

Wales, as well as having oversight of the Welsh Government's own procurement policy and practices.

## **Background**

Public procurement in Wales is worth over £6.4 billion per year. Using procurement spend to support local wealth is key to creating a more resilient Welsh economy. The Welsh Government's objective is to maximise the contribution that this spend makes, and has undertaken initiatives to support local economies, strengthen local supply chains and the foundation economy.

The public procurement community in Wales has long experience of working collaboratively, both on procurement activity and policy development. Wales has often been at the forefront of new policy developments across the UK, for example in delivering Community Benefits through procurement, and more recently on ethical employment in supply chains as well as developing the social value agenda.

The Welsh Government has consulted on proposals to legislate for a new approach to procurement as part of its Social Partnership legislation. The Social Partnership Bill reflects the Welsh Government's commitment to working with employers and trade unions and to progressing its commitment to delivering fair work. This will be the first primary legislation on procurement passed by the Senedd. It will provide a framework for all public sector procuring bodies to work towards shared objectives through their procurement spend, to increase the impact that we all have. Each body will be required to have a procurement strategy, framed by statutory guidance issued by the Welsh Government, setting out how they will contribute to objectives such as fair work, decarbonisation and social value.

The legislative framework for procurement in Wales has historically been shaped by the European Union. Leaving the EU and the introduction of Free Trade Agreements with procurement chapters provides a new framework within which procurement will operate. We are therefore likely to see significant changes in the approach to procurement across the United Kingdom over the long-term. Whilst there will be stability in the short term, we are already working closely with the other nations of the UK to develop procurement policies and a legislative framework that suit the needs of Wales.

The procurement profession faces a period of great change, and a key element of the Director's work will be around shaping the future of the profession and developing the skills and capacity to respond to a rapidly developing policy landscape.

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## **4. Key Responsibilities**

Responsibilities of the role are to:

- Provide strategic leadership and direction to the commercial and procurement communities both within Welsh Government and at an all-Wales level;

- Establish effective and robust senior and operational engagement with public sector organisations across Wales to understand needs and translate these into commercial and procurement strategies and practices that will enable these needs to be satisfied in the most commercially advantageous way, including building a stronger link between procurement and contract management functions;
- Establish and ensure there is a significant focus on 'outcome based' procurement, demonstrating awareness that it's not always about the most commercial outcome, but wider social value, that is a key policy direction of the Welsh Government. With the wider objective of using public spend to drive wider benefits for Wales
- Establish and manage senior client relationship management, including influencing stakeholders across Wales to encourage innovation and to support collaboration and ensuring early engagement on the planning of spend;
- Commitment to champion and mainstream equality, diversity and inclusion, ensuring these commitments are embedded in day-to-day working practices with all our customers, colleagues and partners
- Lead the delivery of an implementation programme to drive improvements in commercial and procurement capability and outcomes in Wales;
- Work closely with and develop the market, ensuring the adoption of more efficient and effective practices. Continue to seek better ways of delivering improved relationships, alignment and commercial outcomes for the benefit of Wales;
- Actively participate in, and sometimes lead, the commercial negotiations for major projects and programmes undertaken within Welsh Government and across the Welsh Public Sector;
- Build relationships with other parts of the United Kingdom to collaborate on the procurement regime following the end of the transition period.
- Provide leadership to the Welsh Government's procurement activity and have responsibility for developing procurement policy for the Welsh public sector.
- Take lead responsibility for developing procurement policy that captures the opportunities of the Social Partnership Bill and reflects the Government's priority to embed fair work, local supply chains and decarbonisation and proactively identify a coherent set of deliverable policy priorities for procurement.
- Contribute to the effective implementation of procurement-related legislation, including the procurement duty in the Social Partnership Bill, working with the wider procurement profession, developing the necessary guidance for public sector procuring authorities and leading the Welsh Government's own response.
- Develop the Welsh Government's commercial strategy to create greatest impact for the organisation and further our ambitions whilst embedding commercial acumen,

ensuring that commercial activity is central to maximising the benefit of contracts to the people of Wales;

- Provide leadership for the Welsh Government's commercial and procurement activities:
  - ♦ ensuring that high quality, timely and commercially aware procurement, reflecting best practice, is undertaken;
  - ♦ ensuring the necessary skills and resources are developed and applied as appropriate;
  - ♦ ensuring that the Welsh Government's strategy delivers Ministerial procurement policy, maximizing opportunity to support the economy and citizens of Wales;

## **5. The Person**

This post is in an area of Government facing significant changes and with high expectations of the impact that procurement can have. You will be required to operate at a senior level, working across Ministerial portfolios, with senior civil servants and stakeholders to develop an agreed way forward.

You will be required to provide visible, supportive and strategic leadership by empowering, enabling, motivating and developing others and fostering a positive organisational culture. You will need to have experience of working in or with the public sector, along with strong interpersonal skills and the ability to develop and manage effective working relationships with a wide range of stakeholders inside and outside of government.

You will need to influence at the most senior levels, including Ministers, about potential courses of action – particularly with regard to changes in policy or business delivery. The ability to express complex issues simply and articulately is essential, as is the ability to present evidence and recommendations in a clear and compelling way. In addition, you will need to have:

### **Essential Criteria:**

- **Qualification**  
Membership of the Chartered Institute of Purchasing and Supply or any other equivalent organisations, with experience of operating at senior executive level in the public and/or private sectors;
- **Best Practice Methods**  
Proven track record in driving best practice procurement initiatives, influencing senior leadership and raising the profile of procurement across organisations. Broad knowledge of procurement methods and regulation in the UK.



- **Commercial**  
Proven commercial skills, with significant experience of negotiating and managing large and complex contracts.
- **People Skills and Influencing Stakeholders** (Inclusivity and Performance):  
Strong leadership and people management skills, and a demonstrable record of resilience and delivery of results.  
Ability to work corporately through establishing effective and longstanding relationships, with senior colleagues, across the Welsh public service to secure meaningful collaboration and sign-up to the delivery of shared deliverables and outcomes.
- **Collaborative Working** – working across Welsh Public Service  
Ability to operate with confidence and credibility at Board and executive level in the private and/or public sectors.
- **Social Values** – ability to transfer skillset  
Experience in procurement transformation and change management.  
Ability to manage a complex set of priorities under tight deadlines and pressure with the highest integrity.

#### **Desirable Criteria:**

- An understanding of Welsh devolution and the legislative framework
- An appreciation of the Welsh Language, culture and heritage

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

This post offers the opportunity to lead a crucial cross-cutting policy area for the Welsh Government and to work closely with Ministers, Special Advisers and senior Officials across all Welsh Government departments. You will gain experience of working in a high-profile area, building confidence and knowledge with internal and external stakeholders.

## **7. How to apply**

We welcome applications in Welsh and English. Applications in either language will be treated equally.

Applications should be submitted via the Welsh Government on-line system and submitted no later than **12:00 noon on 11 May 2021**. To apply, you will be asked to

register for an account on the online 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.

If you have an impairment that would prevent you from applying online, 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.

### **Name Free Recruitment**

Your name should be removed from your CV and personal statement when you submit your application.

### **Diversity information**

The Welsh Government 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.

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 essential criteria.

## Welsh Language

Welsh language skills are desirable for this post or a commitment to learn on appointment.

### Questions

If you have any questions about this role in advance of your application, please email [SCSRecruitment@gov.wales](mailto:SCSRecruitment@gov.wales) who will respond to any points of information or clarification.

### Online technical problems

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

## 8. Selection process

### Overview

The Recruitment Team via the Welsh Government system will acknowledge your application and when appropriate you will be advised about the outcome of the short list meeting which will be held **17 May 2021**

### Assessments for shortlisted candidates only

**Online Psychometric Tests** – details of these will be provided to shortlisted candidates. You will receive a link to these online tests the **w/c 24 May 2021**

If you have completed the online psychometric tests in the last 2 years, for a post at the same grade, it will not be necessary for you to take these tests again for this particular recruitment exercise.

**Staff/stakeholder engagement sessions** - these will take place **w/c 24 May 2021**.

**A brief meeting with the relevant Minister** will take place **w/c 24 May 2021**.

**Panel Interviews** – these are scheduled for **9 June 2021**. Interviews will last around 45 minutes.

## **All of the above assessments will be held remotely via Microsoft Teams**

The Selection panel will include:

- Rosie Glazebrook, Civil Service Commissioner (Chair)
- Andrew Jeffreys, Director Welsh Treasury, Welsh Government
- Peter Kennedy, HR Director Welsh Government
- Nick Ford, Director Procurement & Property Scottish Government

### **Biographies**

#### **Rosie Glazebrook**



Rosie chairs the Copyright Licensing Agency and its associated company Publishers' Licensing Services. She is also a Council Member, General Optical Council and chairs a NHS Research Ethics Committee and is a Member, BSI's Standards Policy and Strategy Committee. Her previous Board/Non-Executive Director positions include the Food Standards Agency and in NHS, regulatory and commissioning bodies.

Rosie has held commercial positions in the private sector in media, publishing and health data organisations.

Rosie was appointed as a Civil Service Commissioner on 1 June 2017.

## Andrew Jeffreys



Andrew Jeffreys studied at Newcastle University, London School of Economics and Cardiff University, where he completed his PhD in 1999.

After working in the voluntary sector, as a researcher for two South Wales MPs and as a part-time lecturer in philosophy, Andrew joined the civil service as a Fast Streamer in 2000.

He spent a number of years working in Whitehall, initially for HM Customs and Excise where he ran the Permanent Secretary's Private Office, and then for HM Treasury where he worked on tax policy and strategy, leading the team responsible for consumption taxes.

He returned to Wales in 2006 to work in the Welsh Government. He is currently Director, Welsh Treasury with responsibility for allocating the Welsh Government's £16bn budget, policy in relation to devolved taxes (including the Welsh Rate of Income Tax from 2019), and the Welsh PPP programme. Andrew is also a member of the Welsh Government Board and is the Equality and Diversity Champion for the organisation.

He is married with two children and is a long-suffering Cardiff City supporter.

**Peter Kennedy**



My current role is Director, Corporate Services at the Welsh Government.

I joined Welsh Government in 2004 having worked for several years within the Ministry of Defence. I spent 9 years in the RAF within aircraft maintenance and technical training roles.

I am a HR professional with many years' experience of both operational and strategic Human Resources together with experience of ICT, Health and Safety, Facilities Management and Emergency Planning.

I also have additional responsibilities as Lead Sponsor for Welsh Government Sponsored Bodies and, as the Senior Information Risk Owner.

I am married to Jenny and have two grown up children and a Granddaughter. Jenny was diagnosed 5 years ago with Multiple Sclerosis, the organisation has been incredibly supportive and flexible in helping me to achieve an effective balance between being a Senior Civil Servant and a carer.

## **Nick Ford**



### **Director, Scottish Procurement and Property Directorate**

Prior to joining the Scottish Government in July 2020, Nick spent eight years as Head of Commercial and Procurement at the Department for International Development.

Following over 25 years within the private sector specialising in procurement, commercial and project management in roles across the UK, USA, Australia and Spain, Nick joined the public sector as part of HMG's Commercial Functional Leadership Group.

Nick is a Fellow of the Chartered Institute of Procurement and Supply (CIPS) and a Chartered Global Management Accountant. Previously a CIPS Regional Chair and regular keynote speaker at conferences, Nick is also an active mentor for Procurement and Commercial professionals.

## **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 if you 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:

[Core Competencies](#)

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: 12:00 noon on 11 May 2021**

**Psychometric testing – w/c 24 May 2021**

**Shortlisting Meetings: 17 May 2021**

**Staff Engagement/Stakeholder Exercise: w/c 24 May 2021**

**Meeting with the Minister: w/c 24 May 2021**

**Interview panel: 9 June 2021.**

**The above dates may be subject to change.**



## 9. Terms of appointment

This 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.
- non-Civil Service employees on a permanent basis.
- those who wish to apply on a secondment basis (for up to four years)

### Remuneration

This role is at Director level and the salary is **circa £100,000 per annum**.

### For existing Civil Servants

If you are a substantive Director applying on a lateral transfer basis to Welsh Government you will retain your existing salary.

If you are an existing civil servant applying on promotion, the starting pay on promotion into the Senior Civil Service will usually attract 10% increase in base pay or be at the Senior Civil Service pay band minimum, whichever is greater. Refer to the Welsh Government's starting pay on promotion policy.

### Secondment

If you are applying for this role on a secondment basis, you will retain your existing terms and conditions, including salary.

### Relocation Expenses

Relocation expenses of up to £8,000 may be payable.

**Location** You may work from any of the four Welsh Government Offices based in Wales, which are located in Cardiff, Merthyr Tydfil, Llandudno Junction and Aberystwyth with regular travel across Wales to meet with stakeholders and staff (subject to lockdown restrictions).

We are supportive of home working and tailoring patterns to suit individuals' circumstances.

**In the short term the majority of post holders will be based at home/working remotely.**

### **Working hours**

This is a full time post, available on a full-time or job-share basis. It is expected that if you apply as a job share partnership, this arrangement is in place when submitting your application and please make it clear on your application forms that you are applying as part of a job share partnership.

### **Smart Working**

The Welsh Government actively encourages Smart Working. This means focusing on how you use your time, and where and how you work, to meet business needs in the most productive way. This provides staff with considerable flexibility and the expectation is that teams will work from home for a high percentage of the time for the foreseeable future. Smart, flexible working is becoming a permanent feature of working life in Wales and the Welsh Government will lead the way in this.

### **Annual Leave**

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:

#### **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.

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

### **Retirement**

There is no mandatory retirement age for Senior Civil Servants.

## **Terms and Benefits**

Pension Scheme: [www.civilservice-pensions.gov.uk](http://www.civilservice-pensions.gov.uk).

- Occupational Health Services, including counselling and eye care provision.
- Leave provisions including:
  - Carers' leave;
  - Paid and unpaid maternity leave;
  - Flexible paid paternity leave;
  - Flexible paid adoption leave;
  - Shared parental leave.

## **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. We are committed to recruiting women, Black, Asian and Minority Ethnic and disabled people who are currently under-represented in the Senior Civil Service.

We are committed to increasing diversity, removing barriers and supporting all our staff to reach their potential. 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.

### **The Civil Service Commission**

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 Commission's 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 Commission.

### **Security level**

The successful candidate must be cleared to Security Check (SC) level before starting or posting to the job. The timescales for security clearance may vary, however, after receiving the complete paperwork it can take between 10 and 12 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>