



**CIVIL SERVICE COMMISSION
PANEL REPORT**

**Dr Liz Walmsley
Civil Service Commissioner
12 Feb 2026**

*1 Horse Guards Road, London SW1A 2HQ
Telephone [REDACTED]
E-Mail elizabeth.walmsley@csc.gov.uk*

**Director General Corporate
Scottish Government
Competition Reference No 2710
Vacancy Holder: Joe Griffin, Perm Sec, Scottish Government**

Dear Joe,

This report is the confirmation of the outcome of the [internal/external] recruitment competition for the above role at SCS3.

1. Summary of Assessment for each candidate

The following is the panel assessment for each candidate that attended the panel interview in merit order. A full assessment is provided later in this report.

1 [REDACTED]	D	Near Miss not appointable	
1 [REDACTED]	D	Near Miss not appointable	
1 [REDACTED]	D	Near Miss not appointable	
1 [REDACTED]	E	Not appointable	
1 [REDACTED]	E	Not appointable	

2. The Recruiting Organisation

The Scottish Government is the devolved government for Scotland. We have responsibility for a wide range of key policy areas including education, health, the economy, justice, housing and transport.

3. The Role

Director General for Corporate leads a critical portfolio at the heart of government

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with an operational span across corporate functions and services which underpin the Scottish Government's ability to deliver for the people of Scotland. Critical areas include digital transformation, people and capability, legal services, finance, governance, communications, workplace, property, procurement, and ministerial support.

The essential criteria for the role are set out below:

Experience: Leadership at Executive Team and Board level:

- Significant experience of leading the development and delivery of organisational strategies in a large and complex organisation, within government, the public sector or private sector
- Senior experience of delivering value from digital and technology in service optimisation and transformation.
- Demonstrable experience of financial management of significant resource and capital budgets, together with overarching corporate governance experience.
- Proven ability to deliver strategic objectives at pace and sustain them through periods of ambiguity and organisational change
- Achievement of measurable improvements across a range of specialist subject areas, through effective cross-boundary working and partnership with a wide range of stakeholders

Behaviours:

Candidates are required to demonstrate the following behaviours at Level 6 for this role:

- Seeing the big picture
- Delivering at pace
- Leadership
- Communicating and Influencing
- Making effective decisions

The role and its key responsibilities are described more fully in the Candidate Pack (please see Annex A).

4. Selection Process

We held a planning meeting virtually on 6 November 2025.

We agreed the following:

- support would be provided by HR
- that we would have a shortlist meeting
- that we would have Keil leadership assessment, a staff engagement and a stakeholder panel exercise
- The role would be advertised on LinkedIn, Civil Service Jobs and Scottish Government SG Jobs.

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- Shortlisted candidates would be invited to an informal meeting with Minister Ivan McKee, Minister for Public Finance Scotland.
- HR would carry out appropriate pre-employment checks on the appointable candidates on receipt of this report

I received confirmation that the role and the guideline salary had been approved prior to advertising, and cleared the candidate pack prior to issue, reflecting the points agreed above.

The interview panel consisted of:

Liz Walmsley – Chair and Civil Service Commissioner
Joe Griffin – Perm Sec Scottish Gov and vacancy holder
Angela Scott - Chief Executive, Aberdeen City Council
Mark Adderley - NED Scottish Gov
Cat Little - COO for Civil Service and Perm Sec Cabinet Office

Unfortunately, Cat Little was not able to attend the interview due to last minute urgent commitments. Ms Little was present at the sift meeting. Rob Malpas joined the interview panel on the day to offer HR support.

I chaired the process throughout, and I was satisfied that the panel was properly constituted to assess candidates impartially against the full breadth and depth of the requirements of the role.

The shortlist meeting was held virtually on Friday 19 December 2025. Support and a provisional ranking of candidates was provided by HR.

Panel members were asked to declare any conflict of interest and this was appropriately recorded by HR.

A total of 121 applicants for this role 13 candidates applied under Disability Confident Scheme I am satisfied that these candidates were assessed fairly and appropriately. We shortlisted the five candidates listed on Page 1. No female candidates reached the short list but I am satisfied that their applications were given full consideration. The relevant diversity pro forma will be provided to the Civil Service Commission Secretariat by separate email.

We agreed that candidates should be asked to give a 5-minute presentation at the start of the interview. The question would be “ If appointed I would.....?”

5. Panel Interviews

Panel interviews were held in person on Thursday 12 February 2026 at St Andrews House Edinburgh.

Panel members were asked to declare any potential conflict of interest and this was appropriately recorded by HR. I am satisfied that conflicts of interest were appropriately declared and had no impact on the fairness of the competition.

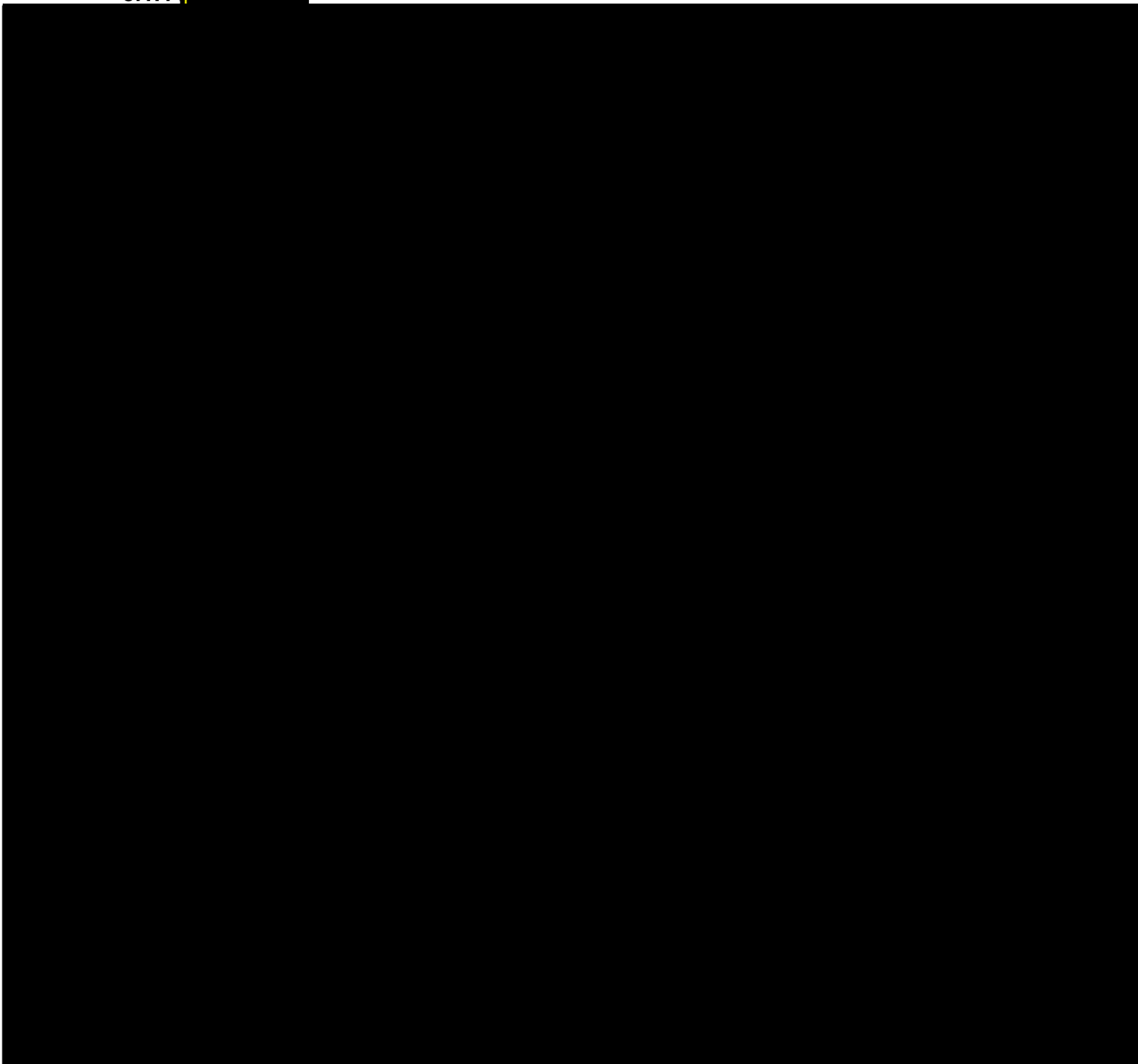
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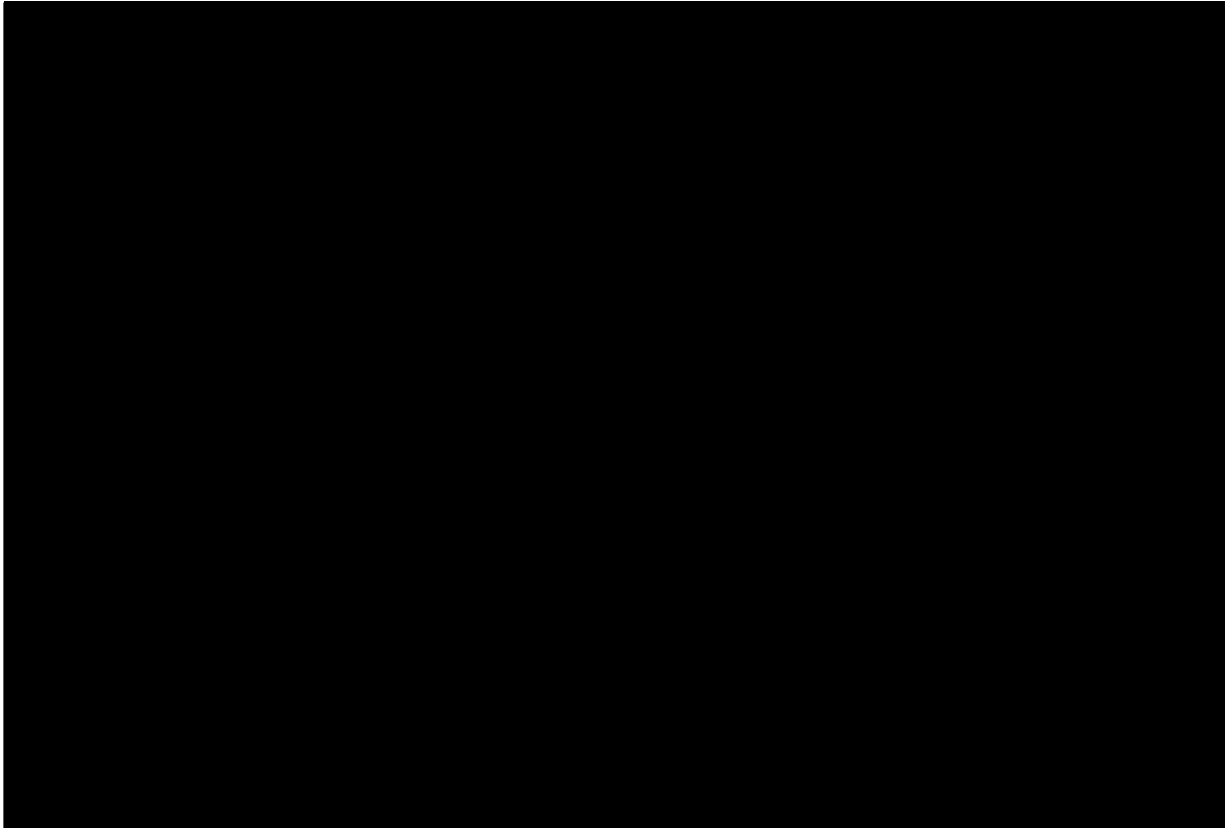
Prior to the interviews, the Panel received reports on Keil leadership assessments, staff engagement exercises and stakeholder panel and heard feedback from the occupational psychologists on the reports. The Commissioner had provided a short note and gave feedback from the meetings between the Minister for Public Finance and the shortlisted candidates (these took place on 12 Jan 2026).

The Panel agreed final lines of questioning based on the essential criteria for the role, taking into account the further feedback received.

5.1 There were no appointable candidates for this role. The assessment of shortlisted candidates is set out below:

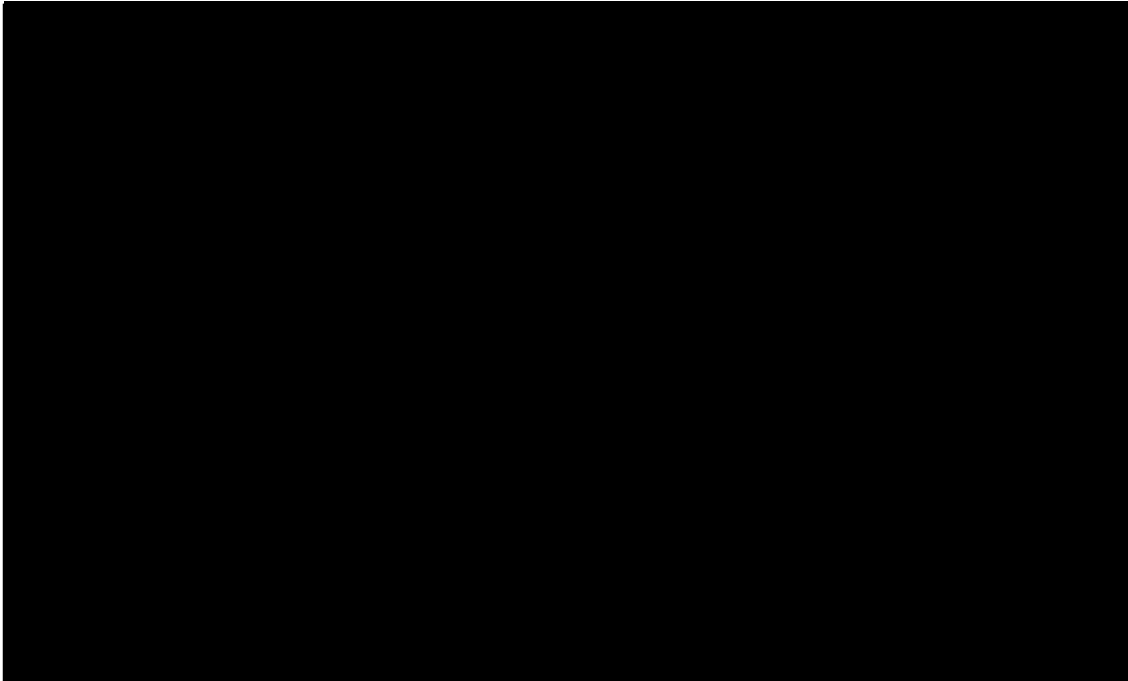
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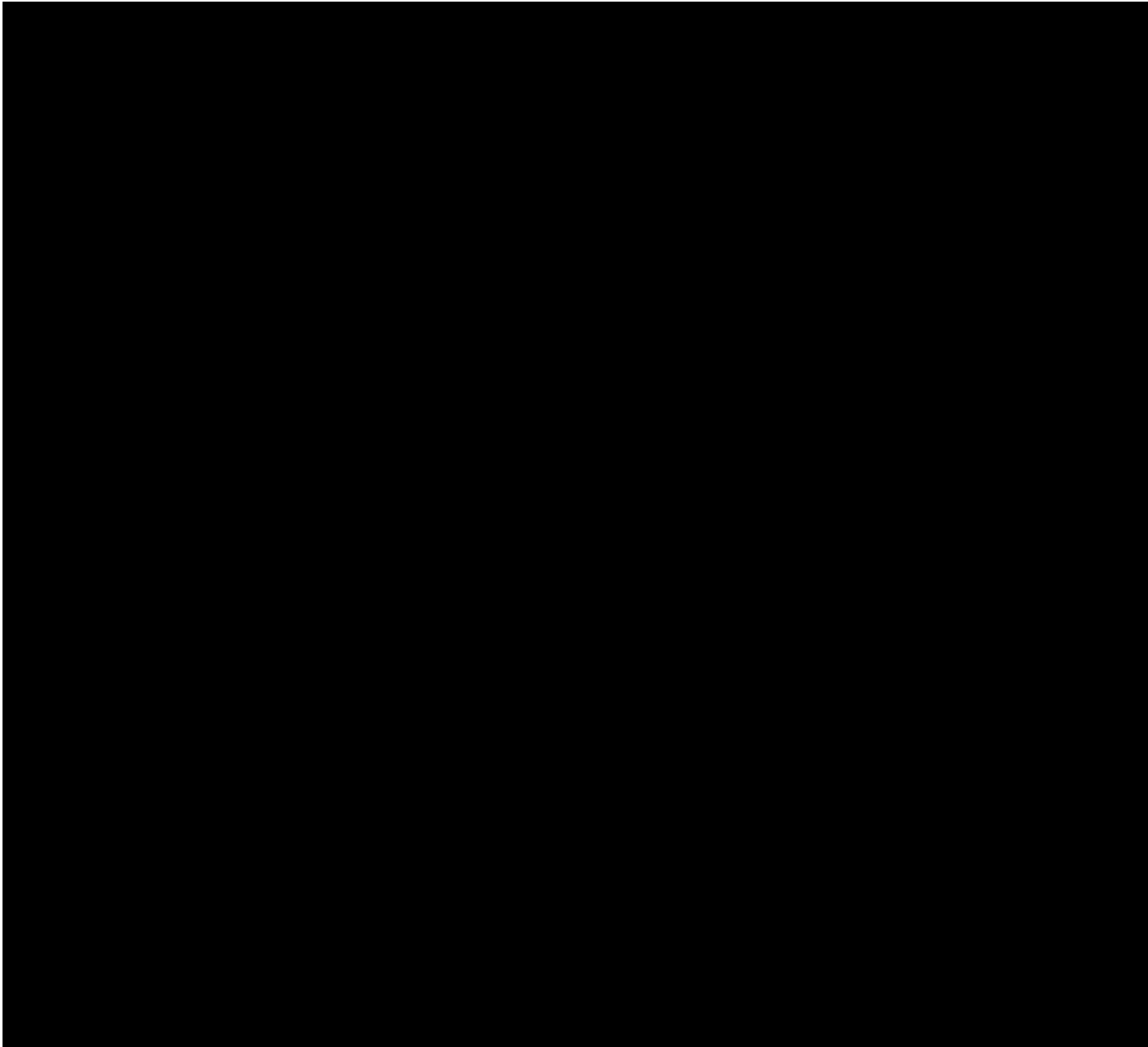




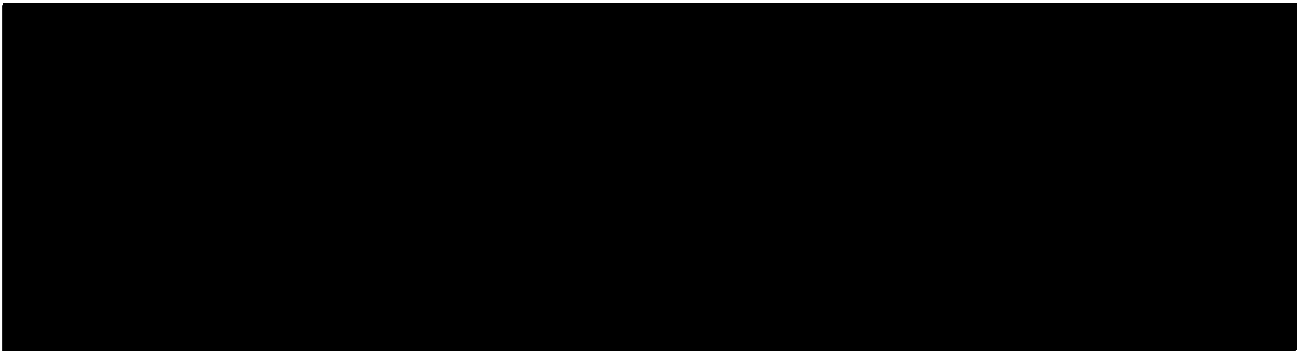
The Panel agreed a score D

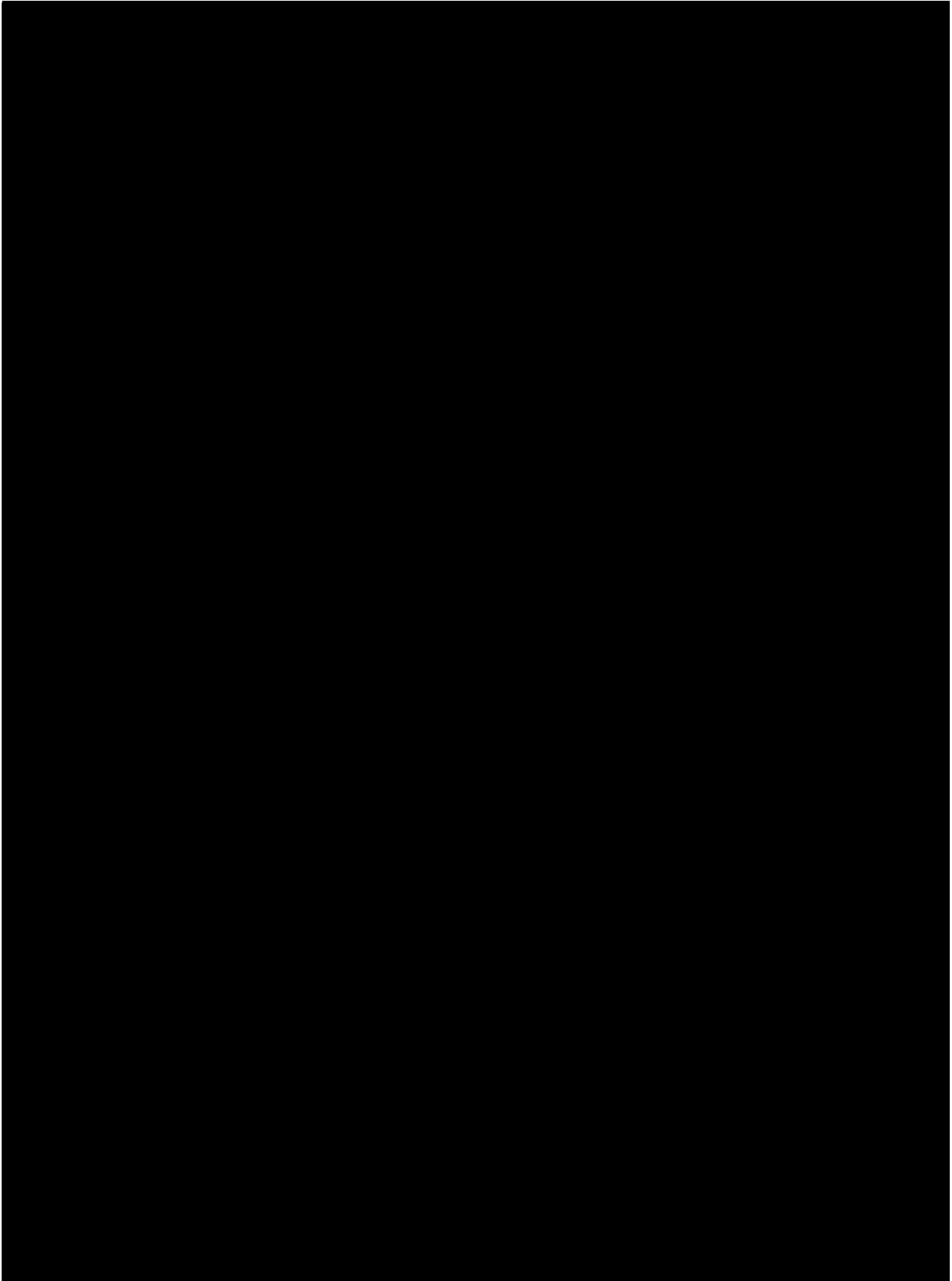
5.1.2 



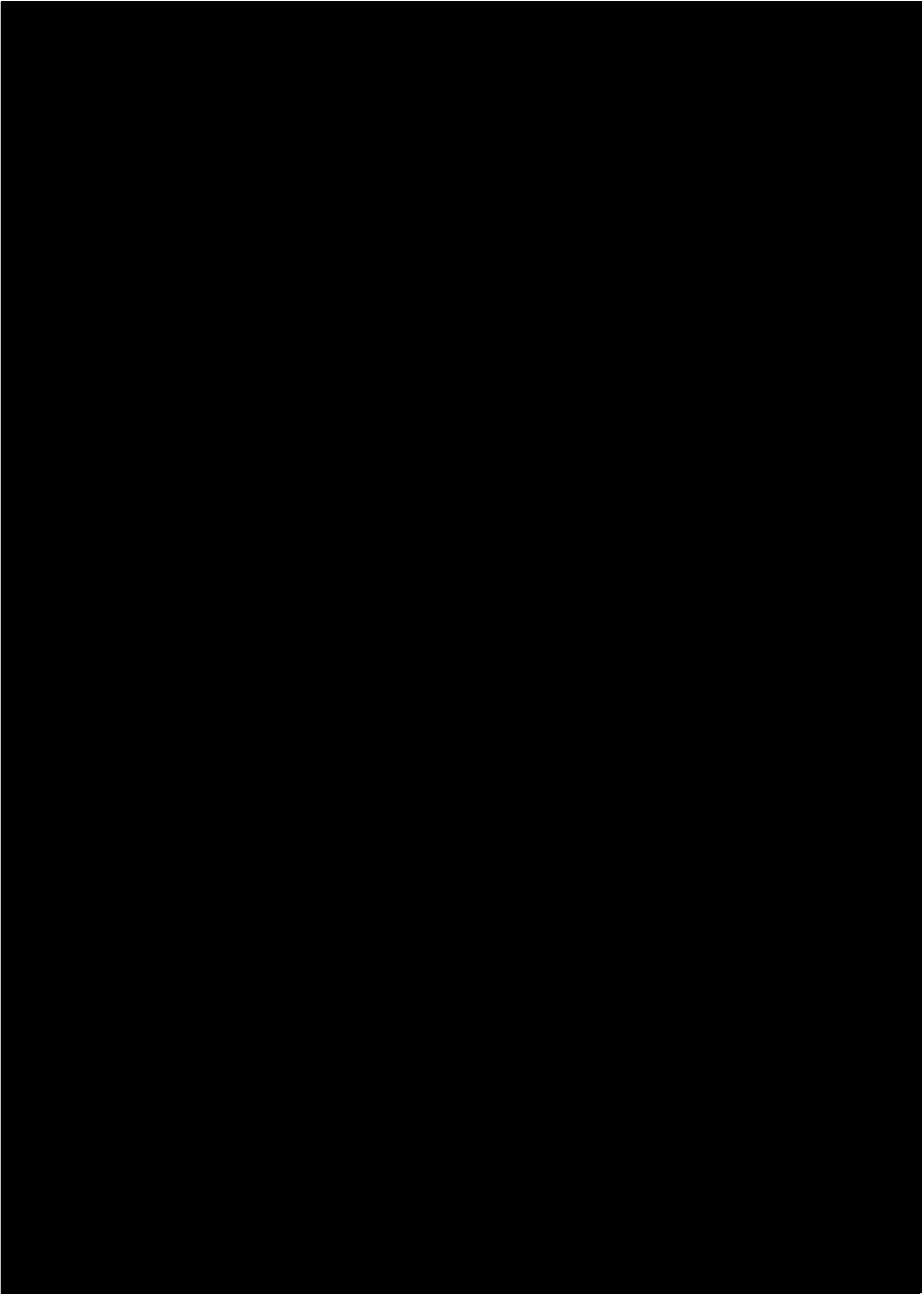


5.1.3 [REDACTED]

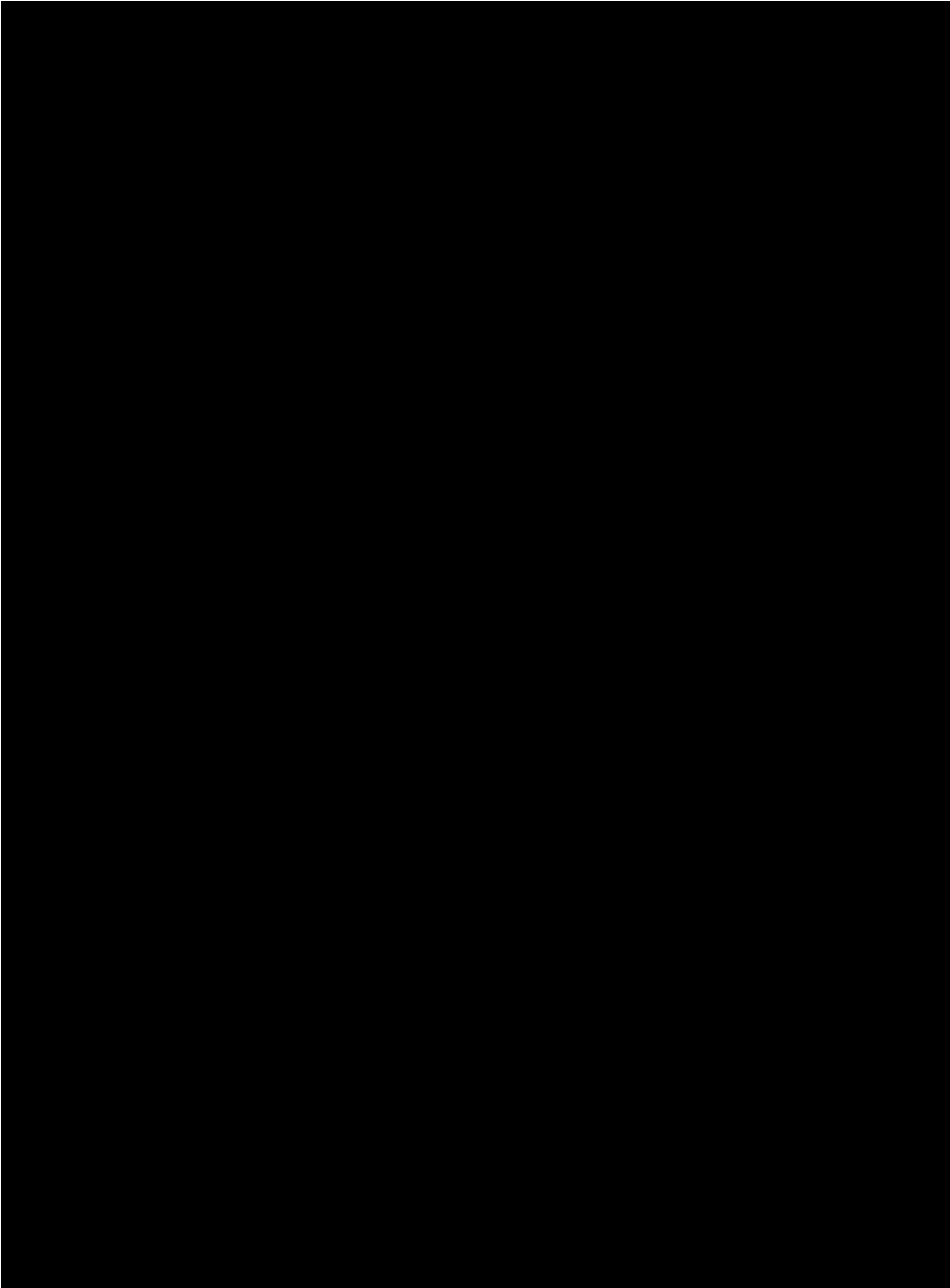


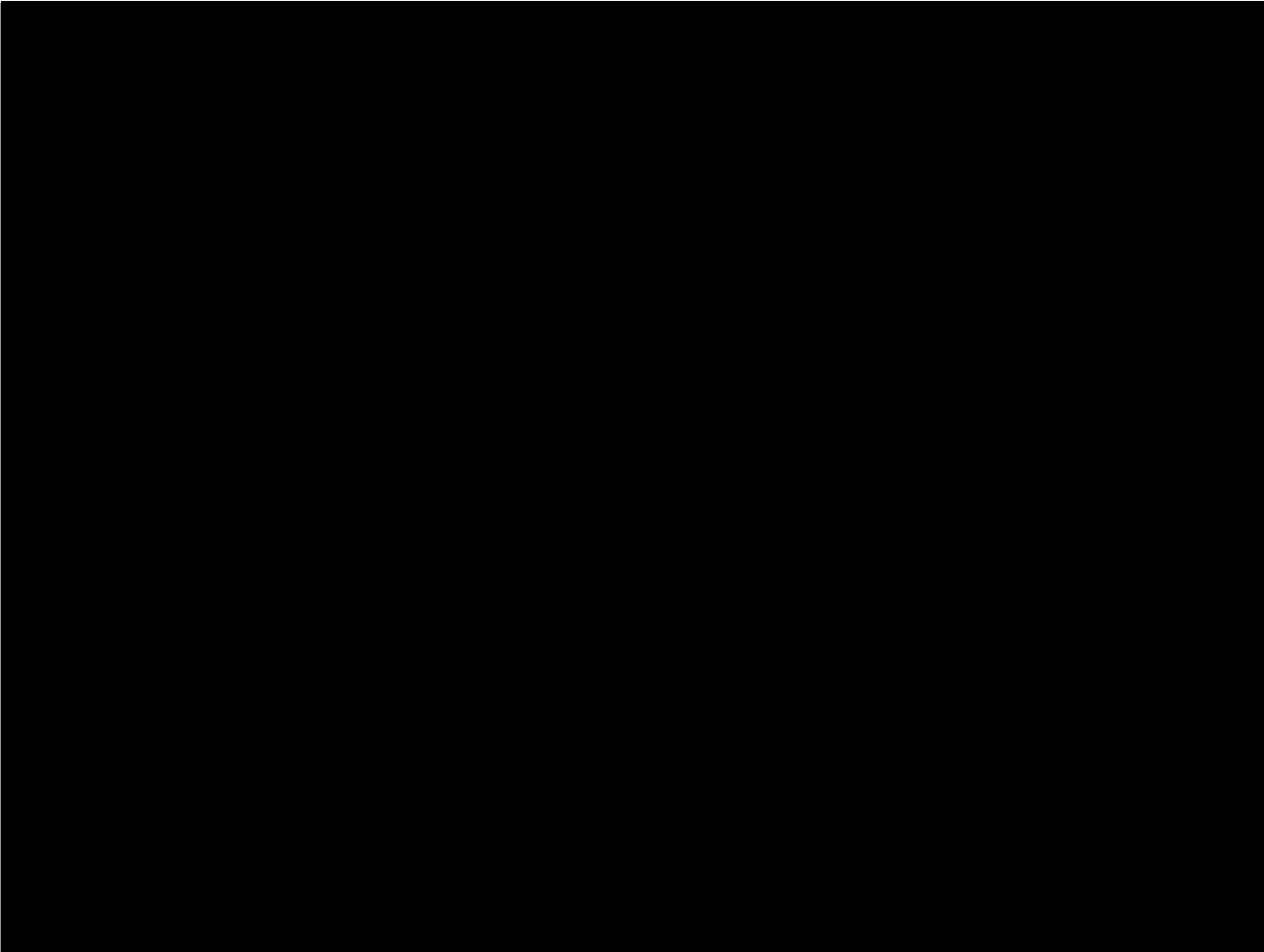


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Redaction Key:
1 = Redacted - S.38(1)(b)
2 = Redacted - out of scope





6. Conclusion

The panel agreed that there were no suitable candidates for this role.

Copies of this report go to all Panel members, the Civil Service Commission, the Link Commissioner and [REDACTED] Chief Executive of the Civil Service Commission. This report is also copied to Janette Durbin, Director of Civil Service Senior Talent and Resourcing.

It was a pleasure working with you and panel members and I am grateful for the support provided throughout this competition by [REDACTED] and Rob Malpass.

With kind regards

Yours sincerely

Liz Walmsley
Civil Service Commissioner
18 February 2026

From: Elizabeth Walmsley <elizabeth.walmsley@csc.gov.uk>
Sent: 05 March 2026 12:25
To: [REDACTED]
Subject: Re: 2614 Panel Report Director General, Scottish Government

Tell me what's happening and I will drop a note to the Commission. Liz

Elizabeth Walmsley
Civil Service Commissioner
Civil Service Commission
G/08, 1 Horse Guards Road, London SW1A 2HQ
Mobile [REDACTED]
Email elizabeth.walmsley@csc.gov.uk

On Thu, 5 Mar 2026 at 12:04, [REDACTED] wrote:

Sorry, replied too soon. No, we've not written to the Commission but happy to do so or is it better coming from you?

Happy to be advised.

[REDACTED]

[REDACTED]

Resourcing Partner
SCS Resourcing
People Directorate
Scottish Government

Tel: [REDACTED]

From: Elizabeth Walmsley <elizabeth.walmsley@csc.gov.uk>
Sent: 05 March 2026 12:01
To: [REDACTED]; Elizabeth Walmsley <elizabeth.walmsley@csc.gov.uk>
Subject: Fwd: 2614 Panel Report Director General, Scottish Government

Dear [REDACTED]

Please see the attached Communities panel report. I can't see any track changes on my view. Let me know that this is ok for you.

Has a request been sent to the Commission ? This may not be needed as Kenneth is being recommended for the Community role. I would like to inform the Commission.

Reserve list

Kenneth Hogg, as the other appointable candidate, is the reserve candidate for this post. Reserve candidates may also be proposed for appointment to other similar posts which may arise. Please contact the Civil Service Commission before offering any appointment from a reserve list, as the appointment must be within current policy, and Commission approval is required before you proceed.

rgds Liz

Elizabeth Walmsley
Civil Service Commissioner
Civil Service Commission
G/08, 1 Horse Guards Road, London SW1A 2HQ
Mobile [REDACTED]
Email elizabeth.walmsley@csc.gov.uk

----- Forwarded message -----

From: Elizabeth Walmsley <elizabeth.walmsley@csc.gov.uk>
Date: Thu, 4 Sept 2025 at 20:08
Subject: 2614 Panel Report Director General, Scottish Government
To: <Joe.Griffin@gov.scot>, Nicola Richards <Nicola.Richards@gov.scot>
<Nicola.Richards@gov.scot>, <Manish.Joshi@gov.scot>, <PermanentSecretary@gov.scot>, <psperm.sec@communities.gov.uk> <psperm.sec@communities.gov.uk>, Elizabeth Walmsley <elizabeth.walmsley@csc.gov.uk>, [REDACTED]

Dear Joe and Panel members

I am pleased to enclose my panel report for the role of DG Communities in the Scottish Government.

It has been a pleasure working with you on this competition and I hope that all will go well with the new appointment.

with kind regards

Liz

Elizabeth Walmsley

Civil Service Commissioner

Civil Service Commission

G/08, 1 Horse Guards Road, London SW1A 2HQ

Mobile [REDACTED]

Email elizabeth.walmsley@csc.gov.uk

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From: Elizabeth Walmsley <elizabeth.walmsley@csc.gov.uk>

Sent: 05 March 2026 18:11

To: Civil Service Commission Info Mailbox <info@csc.gov.uk>

Cc: [REDACTED]; [REDACTED]; [REDACTED]

Subject: Re: Update Appointment of Reserve Candidate DG Communities, SG (2614)

Dear [REDACTED]

Many thanks for your prompt reply - very clear and helpful

kind regards

Liz

Elizabeth Walmsley

Civil Service Commissioner

Civil Service Commission

G/08, 1 Horse Guards Road, London SW1A 2HQ

Mobile [REDACTED]

Email elizabeth.walmsley@csc.gov.uk

On Thu, 5 Mar 2026 at 17:26, Civil Service Commission Info Mailbox <info@csc.gov.uk> wrote:

Dear Liz,

Thank you for your email.

Regarding the managed move, there is no requirement to obtain the Commission's prior approval at the DG level. While other approvals, such as from the Senior Leadership Committee, are necessary, we understand that you are in the process of securing these.

As for the appointment of the reserve candidate, our approval is only required if a reserve list is being used to fill a different role. Provided the list is being used for the same role, as you have outlined, the Commission's approval is not required.

I hope this helps to answer your query. Please let me know if you have any further questions.

Best wishes,

[REDACTED]

Civil Service Commission

G/08, 1 Horse Guards Road, London SW1A 2HQ

Email: info@csc.gov.uk

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<https://publicappointmentscommissioner.independent.gov.uk/privacy-and-cookies-policy/>



On Thu, 5 Mar 2026 at 13:05, Elizabeth Walmsley <elizabeth.walmsley@csc.gov.uk> wrote:

Dear [REDACTED] and team

I wasn't sure if these moves required Commission approval but wanted to inform you in any case.

I don't think our approval is needed for the managed move.

Do we need to formally approve the appointment of the reserve candidate?

I am supportive of the changes proposed.

Grateful for your advice or confirmation.

Rgds Liz

Background

The panel failed to appoint In the recent competition for DG Corporate, Scottish Gov (2710). The Perm Sec Scot Gov has therefore proposed to move the current DG Communities (Miriam Craven) into this role and backfill the DG Communities role by appointing Kenneth Hogg who was first reserve candidate in this competition (2614).

The Perm Sec has written to SLC and the Cabinet Secretary requesting approval for a managed move for Miriam Craven into the DG Corporate role as no appointable candidates were identified in the competition.

He has also asked for the reserve list in the DG Communities campaign to be used to allow Kenneth Hogg to take up the DG Communities role.

I understand that SLC didn't have any objections and final approval from the Cabinet Secretary is awaited.

Elizabeth Walmsley

Civil Service Commissioner

Civil Service Commission

G/08, 1 Horse Guards Road, London SW1A 2HQ

Mobile [REDACTED]

Email elizabeth.walmsley@csc.gov.uk

From: Anna Kynaston <Anna.Kynaston@gov.scot> **On Behalf Of** Permanent Secretary
Sent: 10 March 2026 19:28
To: Cabinet Secretary Mailbox <cabinet.secretary@cabinetoffice.gov.uk>; Permanent Secretary <PermanentSecretary@gov.scot>
Cc: Rob Malpass <Robert.Malpass@gov.scot>; slcsecretariat@cabinetoffice.gov.uk; Anna Kynaston <Anna.Kynaston@gov.scot>
Subject: RE: Letter from the Permanent Secretary to the Scottish Government - Cabinet Secretary - Managed Move to Director General Corporate - 4 March 2026

Evening [REDACTED]

Many thanks for this email and all the support at your end to expediate review.

Have a lovely evening.

Anna

Anna Kynaston
PPS Permanent Secretary
[REDACTED]

Responsibility for filing key documents and communications on the record, including those sent to and received from the Permanent Secretary, rests with relevant policy and operational areas within Directorates. The Permanent Secretary Team does not keep official records of such e-mails or attachments.

From: [REDACTED] **On Behalf Of** Cabinet Secretary Mailbox
Sent: 10 March 2026 18:45
To: Permanent Secretary <PermanentSecretary@gov.scot>
Cc: Rob Malpass <Robert.Malpass@gov.scot>; slcsecretariat@cabinetoffice.gov.uk; Anna Kynaston <Anna.Kynaston@gov.scot>
Subject: Re: Letter from the Permanent Secretary to the Scottish Government - Cabinet Secretary - Managed Move to Director General Corporate - 4 March 2026

Hi all,

The Cabinet Secretary has reviewed this request and has approved the following:

1. The managed move of Miriam Craven into the DG Corporate Role
2. the appointment from the reserve list of Kenneth Hogg to DG Communities

Kind regards,
[REDACTED]

Office of the Cabinet Secretary

Cabinet Office | 70 Whitehall | London SW1A 2AS

On Thu, 5 Mar 2026 at 12:31, <PermanentSecretary@gov.scot> wrote:

Good afternoon, [REDACTED]

My apologies that you had to come back to us for this, we have obtained the clean version and now attached.

Kindest regards

[REDACTED]

[REDACTED]

Senior Private Secretary | Office of the Permanent Secretary

1N.07 | St Andrews House | Regent Road | Edinburgh | EH1 3DG | [REDACTED] [Teams Email](#)

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From: [REDACTED] **Behalf Of** Cabinet Secretary Mailbox

Sent: 05 March 2026 09:51

To: Permanent Secretary <PermanentSecretary@gov.scot>

Cc: Rob Malpass <Robert.Malpass@gov.scot>; slcsecretariat@cabinetoffice.gov.uk; Anna Kynaston <Anna.Kynaston@gov.scot>

Subject: Re: Letter from the Permanent Secretary to the Scottish Government - Cabinet Secretary - Managed Move to Director General Corporate - 4 March 2026

Is it possible to get a copy of the commissioners report without the tracked changes, please?
Just one tracked change is in there

Thanks,
[REDACTED]

Office of the Cabinet Secretary

Cabinet Office | 70 Whitehall | London SW1A 2AS

On Thu, 5 Mar 2026 at 09:42, <PermanentSecretary@gov.scot> wrote:

Hi [REDACTED]

Thank you very much, this is really helpful. We would also like to confirm that we have received the SLC approval.

Kind regards

[REDACTED]

[REDACTED]

Senior Private Secretary | Office of the Permanent Secretary

1N.07 | St Andrews House | Regent Road | Edinburgh | EH1 3DG | [REDACTED] [Teams Email](#)

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From: [REDACTED] **On Behalf Of** Cabinet Secretary Mailbox
Sent: 05 March 2026 09:33
To: Permanent Secretary <PermanentSecretary@gov.scot>
Cc: [REDACTED]; Rob Malpass <Robert.Malpass@gov.scot>; slcsecretariat@cabinetoffice.gov.uk; [REDACTED]; Anna Kynaston <Anna.Kynaston@gov.scot>
Subject: Re: Letter from the Permanent Secretary to the Scottish Government - Cabinet Secretary - Managed Move to Director General Corporate - 4 March 2026

Hi Anna,

Sorry we weren't aware that you were asking for a response that quickly. Cab Sec is in PM meeting all morning so I can't confirm that a readout is possible by this afternoon in time for you to announce.

Will do what we can.

[REDACTED]

Office of the Cabinet Secretary

Cabinet Office | 70 Whitehall | London SW1A 2AS

On Wed, 4 Mar 2026 at 17:35, <PermanentSecretary@gov.scot> wrote:

Afternoon all,

I realise we only sent this email earlier today, so I apologise in advance for following up so soon.

We were quite keen to make an announcement tomorrow afternoon, so if there was any way in which the Cabinet Secretary was able to consider, we would be really appreciative.

Best wishes

[REDACTED]

[REDACTED]

Head of Permanent Secretary office

1N.07 | St Andrews House | Regent Road | Edinburgh | EH1 3DG | [REDACTED]



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From: [REDACTED] **On Behalf Of** Permanent Secretary

Sent: 04 March 2026 11:34

To: Cabinet Secretary Mailbox <cabinet.secretary@cabinetoffice.gov.uk>

Cc: [REDACTED]; Rob Malpass <Robert.Malpass@gov.scot>; slcsecretariat@cabinetoffice.gov.uk; [REDACTED]; Anna Kynaston <Anna.Kynaston@gov.scot>

Subject: Letter from the Permanent Secretary to the Scottish Government - Cabinet Secretary - Managed Move to Director General Corporate - 4 March 2026

To Cabinet Secretary,

Please find a letter from the Permanent Secretary to the Scottish Government, Joe Griffin on the appointment of DGs. This is specifically requesting the approval for the proposed appointments of Miriam Craven, Director General Communities to the role of Director General Corporate and the use of reserve list for Director General Communities in Autumn 2025 to appoint Kenneth Hogg into the role of DG Communities.

Liz Wormsley from the Commission is content with this suggested approach, however, we are yet to hear formally back from the SLC to the note we sent on 27 February. Given we are fast approaching the pre-election period here, we are keen to reach a conclusion and make any announcements.

Very happy to discuss

Anna

Email: PermanentSecretary@gov.scot

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