

Chief Marketing Officer

Global Marketing and
Student Recruitment



Welcome from the Vice-Chancellor

Thank you for your interest in the post of Chief Marketing Officer.

Since its foundation over 150 years ago, Aberystwyth University has recognised the importance of education, and crucially education for all and the impact that a university can have on people and the wider society. We are a research-led university and aim to make a difference in the research that we do for the benefit of society. We are consistently recognised for our outstanding student experience and teaching and strive to ensure we provide our students with the best possible education to prepare them for the next stages of their lives. The Times and Sunday Times' Good University Guide 2025 placed us as the top university in England and Wales for student experience, and in 2024 we ranked among the top 3 in the UK for teaching quality. We are a vibrant academic community, and we are very fortunate to live and work in a stunning part of the world, providing not only inspiration, but an opportunity to relax and enjoy life.

We are about to embark on the next stage of our journey, one that is full of challenge, but also of great opportunity so it is an exciting time to be joining us. If you have the skills and expertise we need, plus the leadership qualities to drive forwards our ambitious agenda, then I will look forwards to hearing from you.

Thank you again for your interest.



Professor Jon Timmis
Vice-Chancellor



Aberystwyth University

Aberystwyth University has a proud tradition of academic excellence and a focus on delivering an exceptional student experience. Located between the mountains and the sea, Aberystwyth is a uniquely stunning setting of regional, national, cultural and commercial importance.

Over 150 years, Aberystwyth University has developed into a strong, research focused academic community of over 1,800 staff and 6,500 students from across the globe, generating c £125m turnover annually.

Our mission is to deliver inspirational education and research in a supportive, creative and exceptional environment in Wales. Student life here revolves around our coastal campus and the safe, close-knit yet cosmopolitan town of Aberystwyth.

The 2024 National Student Survey showed that Aberystwyth students are some of the most satisfied with their university, coming top in Wales for the ninth consecutive year. These high student satisfaction rates reflect the calibre of the education we offer as well as recent investments of over £100m in enhancing and extending our already excellent residential and teaching facilities and a new AberInnovation campus. Lecture theatres and teaching spaces across the University have been refurbished and upgraded, with facilities to record all lectures for revision and learning consolidation. Through targeted investment, we are committed to ensuring our students benefit from world-class teaching and learning facilities and acquire the skills they need to succeed in life.

Some of our particular fields of research excellence include Computer Science, Geography and Environmental Science, International Relations, Agriculture and Life Sciences. Recently, the University was presented with the prestigious Queen's Anniversary Award for its pioneering parasitology work.

We are proud to have recently opened Wales' first School of Veterinary Science and new Veterinary Education Centre, alongside our existing crucial veterinary hub and category 3 bacteriological labs to support research into animal and human health. We are also home to the National Phenomics Centre, featuring the most advanced research greenhouse in the UK, based at our Institute of Biological, Environmental and Rural Sciences. Other new developments include new Nursing provision in support of local and regional health needs.

Student life is further enriched by our active Students' Union, which runs more than 150 different clubs and societies. We have our own Sports Centre on campus with a swimming pool, gym, climbing wall, wellbeing and fitness classes. Our on-site Arts Centre is one of the largest in Wales with theatre, exhibition and performance spaces as well as a boutique cinema, bar and café.

We are currently working towards a new strategic plan 'For the 2030s'.



Awards and Accolades

Aberystwyth University has been successful in a range of prestigious awards, accolades and rankings in recent years, including:



Top in England and Wales for Student Experience

(Good University Guide 2025, The Times and Sunday Times)

Welsh University of the year

(Good University Guide 2024, The Times and Sunday Times)

Top in Wales and 2nd in the UK for Student Experience

(Good University Guide 2024, The Times and Sunday Times)

Top in Wales and 3rd in the UK for Teaching Quality

(Good University Guide 2024, The Times and Sunday Times)



98% of research is of an internationally recognised standard or higher

(Research Excellence Framework 2021)



Top in Wales for Student Satisfaction

(National Student Survey 2024)

Top in Wales and Top 10 in the UK for Academic Support, Organisation and Management, and Learning Resources

(National Student Survey 2024)



Top in the UK for Lecturers and Teaching Quality

(WhatUni? Student Choice Awards 2023)

Top in the UK for Student Life

(WhatUni? Student Choice Awards 2023)

Top 3 for University of the Year

(WhatUni? Student Choice Awards 2023)

Top 5 for Facilities

(WhatUni? Student Choice Awards 2023)

Top 5 for Halls and Student Accommodation

(WhatUni? Student Choice Awards 2023)



Top University in Wales and 3rd in the UK for Course Satisfaction

(The Guardian 2023)



Awarded The Queen's Anniversary Prize in recognition of its pioneering parasitology work

(2023)



Green Flag Award for Aberystwyth's Penglais Campus

(2015, 2016, 2017, 2018, 2022)



Our History and Heritage

As the first University College in Wales, Aberystwyth has a long and distinguished tradition of teaching and research, and our establishment in the 19th century is one of the great stories of pioneering achievement in modern Welsh history.

Led by London Welshman Hugh Owen, a small group of patriots sought from the 1850s onwards to raise enough money by public and private subscription to establish a college of university status in Wales. A project of enormous ambition, the University opened its doors in 1872 initially with a handful of teachers and just 26 students in what was then a half-finished hotel building ('the Old College') on the seafront.

The first decade presented many challenges for the University's survival. The generosity of a few individual benefactors and organised appeals for support from the ordinary people of Wales kept the University in being, and, perhaps more importantly, deeply rooted it in the minds and the affection of the Welsh people. A matter of considerable pride is that the University has made a significant contribution to the education of women, being one of the first institutions to admit female students.

Since those early days, Aberystwyth University has gone from strength to strength and now has more than 6,500 students and 1,800 staff. As the institution grew, its main campus moved from Old College on the seafront to Penglais hill.

This finely landscaped site enjoys spectacular views over the historic market town of Aberystwyth and the Cardigan Bay coastline. New buildings, including major arts and science developments, halls of residence, a magnificent Arts Centre and first-rate sports facilities are located here.

Old College remains an integral part of the University and there is work afoot to refurbish this iconic building, which is treasured as one of the UK's most significant pieces of Gothic revival architecture. The ambition is to bring the Old College back to life as a vibrant heritage and cultural centre that will attract local people as well as visitors from far and wide with exhibition rooms, spaces for learning and knowledge sharing, and a hub for creative business start-ups.



Our Research

Research is a critical and integral part of the University’s mission and work. It is supported by our Research Strategy, which sets out the principles that underpin how we pursue research at Aberystwyth. It identifies a series of actions which will help to develop our research over the next five years, and it articulates how we will further develop a research environment that is ambitious, outward-looking, engaged and inclusive.

Aberystwyth University has a long and distinguished record of undertaking cutting edge research across a range of disciplines. The work of our academics has been recognised as world-leading or internationally excellent in terms of its originality, significance and rigour (REF 2021). These results show that the overall quality of research at Aberystwyth has risen since the last assessment in 2014, with 98% of all our research activity being of an internationally recognised standard or higher, within all 14 Units of Assessment submitted. The findings also show that more than three quarters of our research was categorised as either world-leading (4*) or internationally excellent (3*), an increase of 9 percentage points on REF 2014.

The University has an excellent range of facilities and resources to assist with research activities, with three libraries including the National Library of Wales.

Aberystwyth enjoys research excellence across the University. Particular strengths are Computer Science, Geography and Environmental Science, International Relations, Agriculture and Life Sciences.



Fractal Clock

The Fractal Clock is the work of Richard Downing, a lecturer in the Department of Theatre, Film and Television Studies. Over the course of 60 minutes, a total of 81 rotating triangles of glass make a delicate journey of shifting patterns towards a moment of resolution, offering a mesmerising re-encounter with time, space, place and perspective.

Our Role in the Community

The University enjoys a close relationship with the community - locally, regionally and nationally - and is committed to developing its civic mission activities. The University plays a key role in the economy, is a major employer and vital economic and cultural hub in the region. Much of its unique character comes from the combination of a friendly, welcoming and inclusive staff and student body, with the safe environment and sense of community shared by the University, the town and surrounding areas.

Aberystwyth University Sports Centre

Based on Penglais campus, Aberystwyth University Sports Centre (SportAber) is open to students, staff and the wider community. Every year, it welcomes more than 250,000 people to use its wide range of indoor and outdoor facilities. These include a fully equipped gym, a swimming pool and sauna, a climbing wall, an all-weather 3G pitch, squash and badminton courts, as well as a host of fitness and wellbeing classes. The University also has playing fields at Blaendolau and Vicarage Fields in Llanbadarn Fawr.

University Music Centre

The University Music Centre promotes a wide-ranging programme for performers and listeners. The Centre provides facilities for students and the local community. It has numerous pianos, a two-manual electronic organ, harp, harpsichord and chamber organ, as well as percussion and other instruments. The Music Library houses a large sheet-music collection with particularly strong holdings of chamber and orchestral music. Music books can be found in the Hugh Owen Library and, of course, the enormous resources of the National Library of Wales are close at hand.

The Mid-Wales Growth Deal

The Mid-Wales Growth Deal is a joint £110m initiative by the governments in Cardiff and Westminster to grow the economy in mid-Wales and create new, high-value jobs in the region. The University has been invited to submit Outline Business Cases for two projects: the National Spectrum Centre and the Green Futures Innovation Park (the latter building on the success of AberInnovation). If successful, the two projects combined will see a capital investment of c.£50m into the University which will include a degree of match funding from other investors.

Aberystwyth Arts Centre

Located in the heart of our Penglais campus, Aberystwyth Arts Centre is one of the largest arts centres in Wales and attracts more than 700,000 visits every year from the town and surrounding counties. The award-winning centre is supported by the Arts Council of Wales and recognised as a 'national flagship for the arts'. It has a wide-ranging artistic programme, both producing and presenting, across all art forms including drama, dance, music, visual arts, applied arts, film, new media, and community arts. The centre's facilities include a concert hall (the Great Hall), a theatre (Theatr y Werin), a performance studio, exhibition spaces, a boutique cinema, bookshop and café bars.



Knowledge, Exchange and Innovation

AberInnovation

This newly opened campus allows vital research to be undertaken at the cutting edge of new technologies with some of the country's most innovative companies. AberInnovation offers world-leading facilities and expertise within the biotechnology, agri-tech and food and drink sectors, and is supported by our University, the European Regional Development Fund through Welsh Government, and the Biotechnology and Biological Sciences Research Council (BBSRC).

AberInnovation has the following facilities:

- **Biorefining Centre:** A pilot scale facility for extracting, analysing and optimising chemicals from biomass and process sidestreams, with integral industrial biotechnology and a food grade environment;
- **Future Food Centre:** A food grade environment for the testing, validation and improvement of existing and novel materials as foods, including nutritional content, advanced compositional analysis, shelf life and consumer preferences;
- **Advanced Analysis Centre:** Modern laboratories with state-of-the-art analytical chemical instrumentation provide a research environment which addresses and aims to fulfil collaborators' analytical needs;
- **Seed Biobank:** A controlled environment facility for the secure storage and cataloguing of plant genetic resources.

National Plant Phenomics Centre

The University also hosts the National Plant Phenomics Centre, with the most advanced research greenhouse in the UK, based at our Institute of Biological, Environmental and Rural Sciences. The Centre is a Biotechnology and Biological Sciences Research Council (BBSRC) supported national facility and was developed at a cost of £6.8m. The research conducted here helps to develop new plant and crop varieties to help tackle the global challenges of climate change, food security and replacing oil-based products.

Department of Research, Business & Innovation

The Department of Research, Business & Innovation (RB&I) offers a range of support services to research active staff – from professional development to preparing grant applications. The Department is also the gateway for industry and other external organisations to discover more about the wealth of knowledge exchange opportunities offered by Aberystwyth University, and how business and academia can work together. To find out more on some of Aberystwyth University's high impact collaborative research projects, please visit [here](#).

Spin-Out Ventures

Aberystwyth University supports staff who wish to develop their research outputs into commercial ventures. The University encourages future entrepreneurs and the establishment of new businesses as a means of generating a route to market for University intellectual property because of the significant benefits to the University, its staff, to Wales and further afield. Research, Business & Innovation work with academic staff to:

- Identify valuable and impactful intellectual property;
- Assess commercial potential of a future product /service;
- Support the development of robust business plans;
- Assist in fund-raising and networking.

Our Technology Transfer team works with a Commercial Advisory Panel of industry and government experts, to review business ideas and mentor staff around business planning and fundraising. Examples of our spin-out companies can be found [here](#).



The Student Body

Aberystwyth University prides itself on being research intensive but also student orientated. Our aim is to create an environment where students can develop and learn; where they are challenged to think critically and independently; and where they can be innovative and creative as part of a supportive academic community.

We remain the top university in Wales for student satisfaction for the ninth consecutive year according to the latest NSS. The Times and Sunday Times' Good University Guide 2024 ranked us 39 out of 131 universities across the UK, based on satisfaction with our teaching quality, student experience, and degree completion rates. Every one of our academics takes course design, interaction and collaboration, assessment, and learner support seriously.

The breadth of departments whose academics came away with plaudits at the University's Exemplary Course Awards for innovation in teaching – Theatre, Film and Television Studies, Psychology, Physics, The Graduate School, Lifelong Learning, School of Education, Aberystwyth Business School, Learning and Teaching Unit, and Welsh and Celtic Studies – illustrates our strength in depth.

Our accolades as the top university in Wales and top three in the UK for teaching quality and student experience (Good University Guide 2024, The Times and Sunday Times) are testament to our standards, and the dedication of our staff who go that extra mile to make sure students receive the best possible education. Student satisfaction is reflected not only in our consistently high NSS outcomes, but also in our students voting us top in the UK for lecturers and teaching quality in the 2023 WhatUni? Student Choice Awards.

Student recruitment

The University's student body has grown over the last three years and there are ambitious targets for further growth. Currently 29% of our students come from Wales, 60% from the rest of the UK, and 11% from overseas.

Growth is projected across domestic and international students, and there will be a greater focus on the international market. As well as historic ties with Malaysia and China, the University has seen recent growth in student numbers from South Asia and Africa.

Unusually for a UK university North Americans make up the largest proportion of our international student body and, as well as sustained growth there, we also have permanent recruitment presences in China, India and Malaysia.

In a difficult year for the sector, we saw growth in our UCAS applications for 2024 entry by almost 15% over 2023, and in every region of Wales, England and Northern Ireland. Internationally we saw a decline in applications from some regions but have continued strong growth in North America.



Investing in the Future

We invest continuously in facilities to enhance the student experience at Aberystwyth University. These developments will be in line with our Towards Net Zero Carbon Strategy 2030.

Innovation and Enterprise Campus

The University, with the support of the Welsh Government and the Biotechnology and Biological Sciences Research Council, has invested £40.5m in the development of a new UK Innovation and Research Campus at Gogerddan.

The Aberystwyth Innovation and Enterprise Campus (AIEC) includes an internationally recognised facility to attract further research funding so that companies and researchers can undertake collaborative research projects to boost the bio-economy. The research is expected to generate innovative new products, services and spin-out companies in sustainable food, health, biotechnology and renewable energy sectors.

Pantycelyn

With the support of a £5m grant from Welsh Government, this £12m project has seen Pantycelyn reopen as the beating heart of Aberystwyth's vibrant Welsh speaking community. It is the home of UMCA, Aberystwyth's Welsh Students' Union, Y Geltaidd's sports teams and social activities, and the Pantycelyn choir.

New life for Old College

Aberystwyth University is working on exciting plans to transform Old College into a vibrant heritage and cultural centre which will attract local people as well as visitors from far and wide.

The proposals would see this iconic building on Aberystwyth's popular promenade take on a new lease of life as an exhibition centre, a place of learning and a hub for creative business start-ups.

Centre of Veterinary Excellence at Aberystwyth

A key part of Wales' first and only School of Veterinary Science, the new Veterinary Education Centre, a £2.4m investment, was opened by King Charles III. The Centre offers new teaching facilities on the University's Penglais campus with anatomy and study facilities.

Category 3 Research Labs

The University's status as the leading research institute for animal health in Wales was reinforced by the development of the state-of-the-art veterinary hub to drive forward research to protect animal and human health. The project provides category 3 bacteriological labs, as a leading secure environment for work on Bovine TB, in addition to a range of other animal health initiatives. This exciting development will work with industry to produce new tests and vaccines to reduce loss in the livestock industry by supporting businesses whose trade is in livestock, in addition to the further development of veterinary practices, other animal health care business, biotechnology, animal food manufacture and other allied industries.

Equality, Diversity and Inclusivity

Aberystwyth are also hugely committed to building an inclusive and diverse institution. We know the development and promotion of equality and diversity across our University's practices and activities are key to our success. Our Strategic Equality Plan demonstrates our ambition to foster an inclusive learning and working community, free from discrimination, harassment and victimisation, where staff and learners are supported, feel respected, and can realise their potential.



About the Role

Aberystwyth University is seeking to appoint a Chief Marketing Officer, a new role within the University. As a member of the University's Executive Board, this important leadership role will be strategically and operationally responsible for activities designed to enhance the University's reputation, encompassing all aspects of home and international student recruitment & admissions; marketing and brand development.

Reporting to the Vice Chancellor and working closely with other members of the Executive Board, the role is critical to the delivery of the University's strategic plan 'Strategy 2030s' and in particular leadership of the University Student Recruitment Plan, a key supporting plan of the University strategy.

Successful applicants will be subject to a satisfactory Disclosure and Barring Service Check (DBS) check.



Key responsibilities

Leading a large professional services area, the Chief Marketing Officer will be responsible for creating innovative marketing and student recruitment strategies. They will bring leadership, strategic and analytical skills, as well as a passion and energy for execution and delivery. They will be required to work effectively and collaboratively with colleagues from across the professional services, with Pro-Vice-Chancellors, Faculty Executive, academic colleagues and professional service colleagues to ensure delivery. The work will entail close collaborative working with the PVC for Education and Student Experience on the academic portfolio and its market position.

Line management includes Director of Communications and External Relations - who is a member of the University Executive and line manages Alumni and Development - Head of Conversion and Admissions, Head of Global Engagement, Head of Marketing and Student Recruitment and Head of Events.


The position will have a high profile internally and externally as they enhance our reputation, and brand ensuring an integrated approach in alignment with the University's vision and strategy.

The role holder will be a highly experienced successful leader in marketing, student recruitment, have an appreciation of the need for high quality communications, and will be comfortable leading in a complex, multifaceted environment. They will be visible and play a broad leadership role across the University and will be actively involved in wider University life.

This job description is subject to review and amendment in the light of the changing needs of the University, to provide appropriate development opportunities and/or the addition of any other reasonable duties.



Key responsibilities (continued)

- As a member of the University's Executive Board, contribute to the strategic direction of the University and be responsible and accountable for institutional-level decision making in support of the University's strategic aims and objectives.
 - Work with the Vice-Chancellor and University Executive to articulate the strategic vision of the University and to ensure this is marketed and communicated consistently.
 - Provide innovative and strategic leadership for the University's marketing and recruitment strategies and activities to support delivery of ambitious university targets and key performance indicators.
 - Be directly responsible for providing timely, accurate, pragmatic and robust advice and analysis to Executive Board within the context of marketing, student recruitment and admissions.
 - Provide professional expertise and advice on issues relating to marketing that may impact on the University's reputation and adhere to regulatory standards and ethical guidelines.
 - Develop a strong brand identity for the University to support student and staff recruitment within Wales, the UK and internationally.
 - Work with the Faculty Pro Vice-Chancellors and Directors of Professional Services to design, implement and facilitate strategies and annual marketing plans that are well integrated to support sustainable institutional success.
 - Work closely with the Planning team to enhance market intelligence and management information, ensuring it underpins all decision-making and is communicated appropriately to University stakeholders
 - Ensure effective communication with external and internal stakeholders
 - Engage internally with academic and professional services staff across the University involved in marketing and recruitment, working collaboratively to understand their needs and maintaining a strong business partnership culture.
 - Develop strong internal and external networks and partnerships and represent the University with key strategic partners and at a national and regional level in these areas of work.
 - Provide visible leadership presence in Aberystwyth and at key events such as Open Days, and during key recruitment periods (e.g. Clearing).
 - Drive cultural and behavioural change to deliver a high quality, efficient, agile and responsive service, developing and embedding an inclusive, engaging and high performing culture in which staff are empowered to succeed.
 - Line manage direct reports, holding staff accountable for delivery, and equipping and coaching them to deliver a high quality, effective and responsive professional service to ensure that their contribution to their professional areas and the University is maximised.
 - Develop, implement and resource the delivery of the directorate priorities, working with service managers to ensure all sections integrate and collaborate with other University functions.
 - Work closely with the Chief Digital Officer, to manage the operation and development of IT systems in support of marketing, student recruitment and admissions.
 - Contribute to the promotion of an effective organisational culture, promoting the University and its distinctive values.
 - Have overall financial responsibility for producing and delivering optimum business plans against agreed targets to support the University strategy and ensure that spend is contained within the boundaries set through the business planning process.
 - Safeguard the institution by ensuring that practices and policies within the area of responsibility are in compliance with key regulatory and statutory.
 - This is a senior management post that may change over time and needs to be responsive in the context of strategic priorities. The role holder therefore may be required to take a university-level lead on other initiatives and developments as determined by the Vice-Chancellor.
 - To undertake health and safety duties and responsibilities appropriate to the post.
 - To be committed to the University's Equal Opportunities and Diversity Policy, together with an understanding of how it operates within the responsibilities of the post.
 - To be committed to your own development and that of your staff through the effective use of the University's Effective Contribution Scheme.
 - Any other reasonable duties requested commensurate with the grade of this role.
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Person Specification

Essential

Qualifications:

- Educated to degree level in a relevant discipline, or, exceptionally, have achieved the same level of education through extensive professional experience.
- Proven commitment to continuous professional development.

Experience and Knowledge:

- A track record of successful leadership at a senior level in a higher education institution in marketing, domestic and international student recruitment, admissions and in increasing student applicant and enrolment numbers in a highly competitive market.
- A track record of success in developing integrated marketing and communications strategies for diverse stakeholders across domestic and international markets, including the challenges and opportunities presented by adopting and optimising new channels, including digital platforms and transnational education (TNE).
- Evidence of successful resource management, staff management, development and leadership to achieve high performance.
- Excellent understanding of the current challenges in higher education, in particular the areas relevant to marketing and student recruitment.
- Demonstrable experience of leading and managing positive organisational change at a strategic level and influencing positively the development of and direction of University strategy.
- Demonstrable understanding of the importance of benchmarking, data analytics and market insight and the ability to use such to proactively drive improvements in processes, product and marketing.
- An evidenced commitment to implementing best practice in relation to Equality, Diversity & Inclusion in the management of staff.
- Expertise in building effective partnerships and/or relationships with key stakeholders.

Skills and Abilities:

- Excellent interpersonal skills, including influencing skills, with the ability to build and maintain good working relationships, both internally and externally.
- Evidence of seeking innovative solutions, with the imagination and creativity to envisage and inspire change.
- Integrity, openness and honesty and a strong commitment to the values of the University.
- Outstanding written and oral communication skills to engage people effectively with complex issues and ideas.
- Excellent budget management skills with the ability to analyse, monitor and adjust multiple internal and external budgets.
- An ability to understand the bilingual nature of the University and an awareness of the procedures in place to support working bilingually.

Desirable

- A broad understanding of development, alumni engagement, and communications.
- A professional qualification in one of the areas of service.
- Oral (spoken) and Written Welsh Level C1*.

* More information on Welsh Language Levels can be found at:
aber.ac.uk/en/hr/policy-and-procedure/welsh-standards/

How to apply

Aberystwyth University has appointed Dixon Walter, an executive search agency, to assist with this appointment.

Information and details about how to apply can be found at www.dixonwalter.co.uk/opportunities/aber-chief-marketing-officer

Applications should be made via email to alan@dixonwalter.co.uk by **midnight on Sunday 1 June 2025** and should consist of:

- a letter of application setting out your interest in the role and details of how you match the requirements in the person specification
- a comprehensive curriculum vitae
- details of three referees and your notice period (referees will not be contacted without your permission)
- a completed personal details form (available from the website above).

For further information and details about how to apply, please contact Alan Walter at alan@dixonwalter.co.uk or call 07876 766972.

Aberystwyth University is committed to promoting equality and diversity, and endeavours to be inclusive, valuing the diversity of its staff, students and community. Applications from all backgrounds and communities and, those that are currently underrepresented in our workforce are welcome. This includes but is not limited to Black, Asian and Minority Ethnic candidates, candidates with disabilities, and female candidates. Where appropriate, all reasonable adjustments are made to enable staff members to effectively carry out their duties.

Aberystwyth University is a bilingual institution which complies with the Welsh Language Standards and is committed to Equal Opportunities. We welcome applications in Welsh or English and these will be treated equally. Please indicate your preferred language for correspondence.

