



Llywodraeth Cymru  
Welsh Government

**Deputy Director, Marketing  
Culture, Sport & Tourism  
Economy, Skills & Natural Resources**

**Candidate Brief and Job Description**



Hyrwyddwr Busnes  
Cyfrifol Cymru  
2020



Responsible Business  
Champion Cymru  
2020



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## **1. Welcome from Jason Thomas, Director, Culture, Sport & Tourism, Welsh Government**

Thank you for taking an interest in this exciting role as Deputy Director, Marketing which sits within the Culture, Sport & Tourism Directorate of the Welsh Government.

This is an important role, with responsibility for overseeing all aspects of marketing under the Cymru Wales masterbrand: building Wales's profile as a place to visit, invest, work and study.

This vacancy arises at a critical time for Wales. The tourism sector in particular has undoubtedly been one of the hardest hit by the pandemic and the post-holder will play a pivotal role in working with stakeholders to explore new and innovative solutions to help renew this vital sector.

We are a large Directorate of circa 400 people with a rich mixture of dedicated skilled specialists and generalists who support Welsh Ministers to maximise well-being for the people of Wales. In our Directorate we have a vision: to provide the things that make life worth living.

The Directorate is made up of six distinct areas. Each plays a pivotal role in shaping Welsh life and culture:

- Cadw
- Creative Industries

- Culture & Sport
- Tourism Development
- Events & Hospitality
- Marketing

I'm looking forward to recruiting a new colleague who has the qualities, and marketing background needed to lead and develop the amazing sectors covered by the role, and the great people that work within them.

Across the Welsh Government we have created a working environment which is stimulating, challenging and adaptable. We have embraced new ways of working and you should be capable of leading by example in adopting remote and flexible ways of working both for yourself and for your teams. That flexibility also applies if you only want to contribute to our work for a limited period of time – I am open to secondments and loans from the public, private and the third sectors.

We work hard to create a supportive and inclusive environment for all staff to grow and perform to the best of their ability. We are looking for applications from diverse candidates who can demonstrate leadership qualities and bring fresh skills, lived experiences and perspectives to our work. I would particularly welcome applications from women, Black, Asian and Minority Ethnic and disabled people for this role and am committed to supporting all staff to thrive in an inclusive working environment.

## **2. Welsh Government Background**

The Welsh Government has an annual budget of around £18 billion and is responsible for a range of areas including health, education and skills, the economy and transport, and agriculture and the environment.

The First Minister of Wales and his Cabinet form the Welsh Government and make decisions in devolved areas of responsibility. Welsh Ministers are accountable to the Senedd Cymru/Welsh Parliament, Wales' legislative body comprising 60 elected Members.

Welsh Ministers are supported by 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 small offices in London, Brussels and an overseas network for trade and investment work. The Permanent Secretary leads the Welsh Government Civil Service and is accountable to the First Minister and Welsh Ministers.

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 and disabled staff at all levels and women at senior levels). We are committed to organisational use of the social model of disability and to making both recruitment adjustments 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.

We are approaching an election and a new Welsh Government will be formed in May 2021, setting out its new priorities and programme for government. The post-holder will therefore be joining at an exciting time, at the beginning of a new Senedd term.

The UK's exit from the EU at the end of January 2020 and the subsequent international negotiations – both on the future UK/EU relationship and on UK trade deals with other countries – have significant implications for Wales and for the work of the Welsh Government. Our constitutional relationship with the UK Government and the other Devolved Governments continues to develop. In addition, 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.

The Welsh Government is a bilingual organisation; legislation is produced in both Welsh and English, and both languages have equal legal status. 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. The Role and Key Responsibilities**

#### **Purpose of Post**

The post is responsible for overseeing all aspects of marketing under the Cymru Wales masterbrand building Wales' profile as a place to visit, invest, work and study.

With direct responsibility for all cross-cutting Wales level communications, as well as business and tourism marketing in the UK and internationally – this is a high profile, influential role within Welsh Government.

As well as collaborating with Ministers and across Government, you will provide brand leadership across Wales to stakeholders in the private and public sectors: inspiring confidence and backing for your innovative ideas and to take Wales forward.

You will also be required to collaborate with colleagues at UK Government level to deliver a 'four nations' approach and ensuring that Wales adds value and is a core and meaningful part of UK-level marcomms programmes delivered by Number 10, DIT, VisitBritain and British Council.

As well as delivering reactive crisis-response communications; as long-term multi-sector, multi-lingual and multi-million-pound marketing programmes, your core role will be to ensure that Marketing fulfils its strategic role at the centre of Welsh Government and wider Welsh life – influencing policy, investment and programme decisions at the highest levels.

As the Head of the Marketing Profession within Welsh Government you will also be responsible for continually championing the profession, increasing its diversity and for developing marketing capabilities, skills and contributions across the organisation.

The post holder will be a member of the Culture, Sport & Tourism Senior Management Team and will be expected to bring their expertise, insight and credibility to the benefit of the wider organisation, conveying priorities, gaining commitment to their delivery, and planning for change during a critical period for Wales.

The post holder will be expected to operate effectively at SCS level within Welsh Government. In addition to leading and managing the marketing and campaign teams within Visit Wales, the post holder will contribute to the leadership of the department and the wider organisation. The post holder will be required to advise and support Ministers on related matters.

### **Key Tasks**

- To lead and manage the delivery of all brand marketing and campaigns for Wales as a place to visit, invest, work and study – continually reinvigorating the brand strategy and approach to reflect the wider Welsh context and market challenges.
- To direct the delivery of all business marketing activity – aimed at indigenous Welsh businesses as well as potential trade and invest partners outside Wales.
- To produce an annual marketing plan and supervise its implementation, taking full advantage of innovative new routes to market.
- To provide brand leadership to internal and external stakeholders – securing a joined-up and confident ‘team Wales’ approach to building Wales’s profile on the world stage.
- As Head of Profession for Marketing, to build effective relationships with other marketing specialists within ES&T and Government in such a way that marketing

activity is synergistic and complementary across Government and best value achieved.

- To advise and provide Ministers with support and bespoke advice on matters relating to brand marketing within Welsh Government.
- To prepare and deliver an annual business plan so that strategic objectives and key outputs of the Department are met.
- Build and lead a diverse and inclusive team with a focus on good governance and positive staff engagement.
- The post holder will have four direct Executive Band reports and responsibility for approximately 60 staff.
- They will have a strong understanding of the Welsh language and culture.

The post holder will have overall responsibility for an annual budget in the region of £10m.

The post holder will be responsible for identifying innovative ways to improve efficiency and effectiveness in the use of resources and assets whilst delivering outstanding and continually improving marketing results.

#### **4. Person Specification**

The post holder will have a proven expertise and **professional qualifications in marketing** together with a good understanding of the Wales brand. They will also need experience in commanding professional respect and be able to manage resources effectively and adopt innovative and creative solutions to marketing challenges. They will be able to provide evidence of successful experience in brand building and public-facing campaigns and should be a member of relevant professional bodies.

The post holder will be able to demonstrate substantial achievement in implementing complex change whilst in a senior management position, together with:

- Experience of strategic brand building and marketing – that informs long-term change as well as outstanding delivery results.
- Experience of leading effective marketing teams in high profile and challenging environments, using coaching to ensure high individual and team performance.
- A thorough understanding of, and sensitivity to, the political context in which the Welsh Government works and the different forms of interventions that can be effected.
- Deep knowledge and professional experience of marketing ideally within a relevant sector, either from working within it or having worked closely with key stakeholders/ partners.
- An ability to work, negotiate and influence effectively at all levels with other governments and other key stakeholder organisations.
- Experience of managing change effectively: identifying resistance and building engagement and involvement.
- Ability to ensure programmes and activities are based on sound evidence and are subject to evaluation and scrutiny.
- Excellent professional and interpersonal skills that enable strong working relationships to be established and maintained with Ministers, advisers, stakeholders, practitioners and colleagues.
- Experience of shaping and delivering against major government policies.

- Experience of leading teams through periods of change following a period of deep change or in response to emerging strategies and policies.
- Knowledge of governance and procurement issues, and experience of ensuring teams follow the highest standards.
- Experience of delivering bilingual brand communications that reflect the diversity of the audiences we serve in Wales.
- Skills of influencing and negotiating will be vital to ensure best value and prominent placing for Welsh tourism products. Discretion and diplomacy will also be vital as the post holder will often be in a position of making decisions that have a major effect on the government's reputation.

## **5. Development Opportunities**

The post holder will have and further develop a broad network of professional contacts outside government who are able to influence the perception of Wales and the specific promotion of tourism and business opportunities. This will include key marcomms figures as well as leading professional practitioners and specialists.

Within government, the post holder would be a leading member of the cross-governmental network of officials with responsibility for marketing and have excellent functional relationships with local authority and industry leaders within Wales.

## **6. 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 20 May 2021**. To apply, you will be asked to register for an account on the on line 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 on line, 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 and informal discussion**

If you would like to discuss this role further in advance of your application, please contact **Jason Thomas** by –mail: [jason.thomas@gov.wales](mailto:jason.thomas@gov.wales).

## **Online technical problems**

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

## **7. 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 shortlist meeting which will be held on **27 May 2021**.

### **Assessments for Shortlisted Candidates Only**

**On Line Psychometric Tests** - these will include numerical and verbal reasoning and a discussion with a psychologist. You will receive a link to these on-line tests within 10 working days from the shortlisting meeting.

**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 Exercise** – these will take place **week commencing 7 June 2021**. Further details will follow.

The above activities will form part of the overall assessment required for this recruitment exercise in addition to the selection panel interview.

**Panel Interviews** – these are scheduled for **22 June 2021**.

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

The Selection panel is as follows:

- Sally-Ann Efstathiou, Deputy Director, HR Operations and Performance (Panel Chair)
- Jason Thomas, Director, Culture, Sport & Tourism
- Vicky Poole, Deputy Chief Inspector, Care Inspectorate Wales

## **Biographies**



### **Sally-Ann Efstathiou, Deputy Director, HR Operations and Performance, Welsh Government**

I'm currently Deputy Director, HR Operations and Performance and have a background in both the Communications and HR professions. Having undertaken a degree in journalism and a postgraduate qualification in marketing, I started my career in our Press Office before moving to lead multimedia, behaviour change campaigns, including anti-smoking and organ donation.

After having my children, I changed career direction with a move to HR, building experience in organisational development and design. In my current role I lead recruitment and we are committed to ensuring we remove barriers for under-represented groups joining the organisation. Recent developments include strengthening our recruitment adjustment process for disabled colleagues and a pilot of a guaranteed interview scheme for veterans.

I am from a lower socio-economic background and was the first in my family to go to university - I was inspired to join the civil service by the opportunity to make a difference for communities like mine. The Welsh Government is a place where people from all walks of life are welcomed and their experiences are valued.

I have worked almost every combination of part time hours and days at some point, including being part of a job share, which helped maintain a work life balance. I have also benefited from support from our occupational health service and from workplace adjustments. As the main carer for my disabled mum, flexible working practices mean I can look after her while still progressing to a senior level. My continual development has been supported throughout my career. I have recently studied for a professional HR qualification and I also make good use of our volunteering programme as a very active school governor.



**Jason Thomas, Director, Culture, Sport & Tourism, Welsh Government**

I am currently Director for Culture, Sport and Tourism within the Welsh Government. The role encompasses leadership of three customer-facing internal agencies of Welsh Government: Creative Wales, Visit Wales and Cadw, as well as overall responsibility for culture and sport, leading a team of around 400 people.

I am a graduate of the University of Plymouth, and have spent the majority of my career within the Civil Service and, between 2012-15, out on secondment as Chief of Staff and Commercial Director at Cardiff Airport, where I played a key role in bringing the airport back into public ownership.



**Vicky Poole, Deputy Chief Inspector, Care Inspectorate Wales, Welsh Government**

My current role is Deputy Chief Inspector (SCS) with Care Inspectorate Wales (part of Education and Public Services) at Welsh Government. I have been in this role for two years which includes leading teams who inspect childcare and play services, adult services and local authority social services.

I've worked primarily in the public sector across health and social care services in a career spanning over 30 years, beginning my career as a mental health nurse.

I joined Welsh Government seven years ago from local government. My first role with CIW was as regional director in north Wales and I was attracted to the role because of the diversity of social care services covered by CIW. I also welcomed the opportunity to gain experience as a civil servant and contribute to the implementation of Welsh Government priorities.

Living in Denbigh I am a passionate about ensuring equality of access and opportunity for Welsh Government staff working outside of Cardiff; including the use of technology to facilitate this.

I am a lesbian and have felt fully supported by Welsh Government in being able to be open and honest about my sexuality without fear of discrimination. Being a member of the Women's Network and PRISM has enabled me to widen my networks on personal and professional level.

## **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:

<https://gov.wales/sites/default/files/inline-documents/2019-10/civil-service-competency-framework-2012-2017-update-en.pdf>

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 is **20 May 2021**

Psychometric testing: **within 10 days of the shortlisted meeting**

Shortlisted Meeting: **27 May 2021**

Staff Engagement Exercise: **w/c 7 June**

Interview panel: **22 June 2021**

**All of the above assessments will be held remotely via Microsoft Teams. The above dates may be subject to change.**

## **8. 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, promotion or loan 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 Deputy Director level and the salary is **£71,000**.

### **For existing Civil Servants**

If you are a substantive Deputy 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 a 10% increase in base pay or be at the Senior Civil Service pay band minimum, whichever is greater. However, for staff promoted from the Grade 6 maximum, the increase will be capped at 5% or be at the Senior Civil Service pay band minimum, whichever is the greater. The Welsh Government starting pay on promotion policy refers.

### **Secondment**

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

### **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. We are supportive of home working and tailoring patterns to suit individuals' circumstances. The majority of Welsh Government staff are currently working from home/working remotely.

### **Relocation Expenses**

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

### **Working hours**

This is a full-time post and is 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 form 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: <https://www.civilservicepensionscheme.org.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, people from Black, Asian and ethnic minority communities 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 8<sup>th</sup> in the UK in the Stonewall Top 100 list of employers, we are a Stonewall Diversity Champion and 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 Commissioners**

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 Commissioners' 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) 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 Commissioners.

### **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>