



Llywodraeth Cymru
Welsh Government

Deputy Director Digital Learning

Education and Public Services

Candidate Brief and Job Description



Hyrwyddwr Busnes
Cyfrifol Cymru
2020



Responsible Business
Champion Cymru
2020



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1. Welcome from Owain Lloyd, Director, Education Directorate, Welsh Government

Thank you for your interest in the post of Deputy Director, Digital Learning. I am delighted that you want to know more about the role.

This is an exciting role in the Welsh Government's senior leadership team. Education in Wales is changing, we have a national mission for improvement, based on international good practice and the engagement of leading experts and practitioners at all levels.

Your role will be to provide strategic and operational leadership to ensure we develop and deliver on digital learning policy, in a fast-paced and ever changing environment. This includes a number of high-level projects relating to Ministerial priorities over the coming Senedd term.

The Welsh education system has a unique bilingual ethos, and includes a thriving Welsh-medium sector. With a new curriculum for Wales, and a strong culture of partnership between government, local authorities, teachers and schools, we are innovating across the system to improve outcomes for all learners.

We are looking for applications from diverse candidates who can demonstrate leadership qualities and bring fresh skills, lived experiences and perspectives to our work. The person appointed will need to have a proven aptitude for influencing and motivating across public services and government. The Deputy Director must be skilled in working collaboratively with a wide range of partners, in an environment of intense political scrutiny. Excellent communication skills are essential.

Proven experience of delivering large, complex projects will be vital and this will have to be done with the added challenge of responding to the medium and long-term impact of COVID-19. This has been an enormous national effort, and the Welsh Government and all partners have met this challenge together – stepping up to ensure that our children and young people are supported with their wellbeing and with the ability to learn and grow.

We have embraced new ways of working and you should be capable of leading by example in adopting remote and flexible working practices fit for the post COVID-19 world. We work hard to create a supportive and inclusive environment for all staff to grow and perform to the best of their ability. We particularly welcome applications from women, Black, Asian and Minority Ethnic people and disabled people and are committed to supporting all staff to thrive in an inclusive working environment.

We are looking for someone who will be a good team player as part of the senior leadership of the Welsh Government, bringing a collaborative approach and an optimism for what we can achieve together.

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 Welsh Government's programme for government sets out a range of commitments over the next five years in order to tackle the challenges that we face and improve the lives of people across Wales. It is founded on the distinctively Welsh values of community, equality and social justice. One of those commitments is to deliver the Digital Strategy for Wales and upgrade our digital and communications infrastructure to re-build and re-energise our communities, and deliver improvements in public service delivery.

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.

A new Welsh Government was formed in May 2021. The post-holder will therefore be joining at an exciting time.

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.

Purpose of Post

This post provides the opportunity to lead our approach to Digital Learning across Wales – to ensure our learners have the best possible learning experience through use of new technology and innovation, and for schools to have the digital platforms and capability they need to help learners.

The past year has seen the critical importance of digital platforms to support learning. Building on the work of the Digital Learning Division over the last few years, schools in Wales were able to swiftly deliver a smooth transition to distance and blended learning in response to the Covid-19 pandemic. The Digital Learning team also worked with others to deliver an ambitious programme to ensure digitally excluded learners had the equipment they needed to be able to participate in learning throughout the pandemic.

The successful candidate for this post will have a key leadership role in taking forward this agenda in the future. They will be expected to build on the work of the Hwb programme, and the learning from the pandemic, to ensure we are continuously improving and further developing Hwb as a leading edge, innovative, service for teachers and learning to support our national mission Education in Wales.

They will also be a part of an ambitious and exciting digital agenda in Wales, working with the Chief Digital Officers in Welsh Government, Local Government and the NHS, and the Centre for Digital Public Services, to deliver Ministerial ambitions set out in the Digital Strategy for Wales.

The post holder will therefore work with other colleagues within the Education and Public Service Group to ensure digital is at the forefront of our education mission, across professional learning, qualifications and the curriculum.

The post holder will have strategic responsibility for developing, and delivering on digital learning policy and will direct a number of high-level projects relating to Ministerial priorities which they will be expected to drive these forward to specification, within budget and on time. The post holder will also provide policy and professional advice to Ministers on best practice, future trends, investments and value for money within the rapidly changing digital learning agenda, aligning work to the wider digital landscape.

The Digital Learning Division is part of the Operations Directorate, within the Education and Public Services (EPS) Group.

The Division comprises 41 staff currently grouped in two branches with responsibility for a revenue budget of £4.4 million and a capital budget of £15 million in 2020-21 reflecting current delivery priorities. Budgets will vary year on year in line with current delivery priorities and the post holder will need to lead on optimising the Welsh Government's investments in digital learning through collaboration and co-creation with stakeholders including suppliers. As such a high degree of commercial acumen, excellent engagement skills and a high degree of credibility with the sector are required.

4. Key Responsibilities

Accountable to the Director of Operations, the post holder will:

- Lead on all digital and technology-related activity aligned with the delivery of the Education in Wales: Our national mission agenda and the 2021-16 Programme for Government, ensuring that Ministerial commitments are met.
- Develop future policy and delivery for technology in digital learning in the context of wider strategic developments; adapting rapidly and advising on future trends, risks and leading edge practice. Raising digital awareness with colleagues and ensuring digital thinking is embedded across our Education mission.
- Embed user-centred design and modern service design approach throughout the programme of work, involving educational practitioners, children and young people and parents wherever possible as users of the services.
- Working with a wide range of stakeholders, such as local authorities, Estyn and regional consortia, to develop and deliver digital learning policy with a sound governance basis in place
- Bridge the gap between the technical aspects of delivering the digital learning agenda and the need to provide coherent advice to Ministers and others that may be several steps removed from that technical delivery.
- Establish and maintain effective relationships with key external and internal partners and stakeholders, including the Chief Digital Officers network and the Centre for Digital Public service, to optimise investments in the digital learning agenda and to drive forward good practice across schools, education and where relevant the wider public sector.
- Lead, manage and motivate staff located in dispersed offices across Wales, ensuring robust systems are in place for delivery.
- Ensure team targets are met and reports to the Group Director are delivered to quality, budget and time.

5. The Person

The person will be a proven leader being able to demonstrate substantial achievement in senior management together with:

- Experience of working in a digital and/or technology environment
- Able to draw on experience and skills from across the digital ecosystem – operational, service, user-centred design, agile, cyber and policy.

- Sensitivity to the political context in which the Welsh Government works and the ability to work effectively with Ministers on developing policy and to command their confidence.
- The ability to work and influence at senior level, both externally and internally requiring commercial acumen, excellent engagement skills and a high degree credibility with stakeholders and suppliers.
- Commitment to championing and mainstreaming equality and diversity and actively building teams that represent modern Wales.
- Strong programme management and commercial skills and the ability to lead a complex set of priorities and deliver effective financial and performance management.
- Experience of team leadership, appropriate goal-setting, staff development and implementing change within a customer service environment for a diverse team of practitioners.
- The ability to represent the Welsh Government at public conferences

6. Development Opportunities Offered by the Post

This post offers the opportunity to work closely with Ministers, senior officials and the wider digital leadership in Wales, plus the chance to influence the development and implementation of a challenging and radical agenda. You will gain experience of applying your professional expertise to national-level policy and programme development.

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 **23:55 on 19 October 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 SCSRrecruitment@gov.wales to request an alternative format, or to request a reasonable adjustment related to impairment in order to submit your application.

Eligibility

As part of your application you will be asked a number of questions. The purpose of these questions is to determine if you are eligible to apply for this opportunity. You will be asked, as part of your eligibility, to confirm your nationality details and that you are legally allowed to work in the United Kingdom. This is a requirement for working within the Civil Service. If you do not meet the eligibility criteria as set out in the application form, your application will not be taken further. If it becomes apparent at a later stage in the process that you aren't eligible to apply, your application may be withdrawn, or offer retracted.

Nationality requirements

This job is broadly open to the following groups:

- UK nationals
- nationals of Commonwealth countries who have the right to work in the UK
- nationals of the Republic of Ireland
- nationals from the EU, EEA or Switzerland with settled or pre-settled status or who apply for either status by the deadline of the European Union Settlement Scheme (EUSS)
- relevant EU, EEA, Swiss or Turkish nationals working in the Civil Service
- relevant EU, EEA, Swiss or Turkish nationals who have built up the right to work in the Civil Service
- certain family members of the relevant EU, EEA, Swiss or Turkish nationals

Further information on nationality requirements

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 email: SCSRecruitment@gov.wales

Online technical problems:

Please email 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 shortlist meeting which will be held on **25 October 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.

Stakeholder Engagement Exercise – these will take place **on 5 November 2021**.

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 **15 November 2021**.

All of the above will be held remotely via Microsoft Teams

The Selection panel will include:

- Sally-Ann Efstathiou, Deputy Director, HR Operations and Performance,
- Owain Lloyd, Director, Education Directorate
- Glyn Jones, Chief Digital Officer, Permanent Secretary's Group
- Nicola Guy, Deputy Director Culture & Sport

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.



Owain Lloyd, Director, Education Directorate, Welsh Government

I was appointed Director for the Education and Welsh Language Directorate in June 2021. As Director I am responsible for leading a Directorate which consists of approximately 260 staff across seven Divisions and seven Welsh Government offices, with a budget of £587m in 2020/21.

I re-joined the Welsh Government after two years as company secretary for S4C, which is the world's only Welsh language broadcaster. Prior to that, I worked for the Welsh Government for more than 20 years in a variety of different roles, including as Deputy Director for Childcare, Play and Early Years where I led on a range of commitments including the Government's childcare offer childcare for three and four-year-olds throughout Wales.

Originally from Aberdare, I was the first in my family to go to university and studied politics and history at Aberystwyth University followed by an MSc Econ in Library and

Information Studies. I am a Welsh speaker and believe strongly that the Welsh language belongs to us, whether we're starting on our journey just by saying Shwmae, whether Welsh hasn't been part of our routine for a while, or whether we've been chatting to friends in Welsh for years and years.

Outside of work I am a keen road cyclist and also a member of Bechgyn Bro Taf which is a male voice choir based in Cardiff. I have three children and we enjoy spending time in our campervan whether that's in west Wales or further afield.



Glyn Jones, Chief Digital Officer, Welsh Government

I was appointed Chief Digital Officer for the Welsh Government in July 2020. As Chief Digital Officer I am responsible for the Welsh Government's internal digital services and working with the wider public sector to promote a culture of digital change and user-facing public services. I lead on advising Ministers on the Digital Strategy for Wales and sponsor the Centre for Digital Public Services, and working closely with the Chief Executive and CDO for local government in delivering on the digital strategy.

I also lead the digital and data (DDaT) profession within Welsh Government.

I was previously Chief Statistician in Welsh Government for the best part of a decade and a member of the Government Statistical Service for twenty years.

I hold a BSc (Hons) degree in Mathematics and Its Applications from Cardiff University and an MSc in Public Service Management and Leadership through the University of Hertfordshire.

I am a fluent Welsh speaker and a passionate champion for the language and ensuring we are developing a truly bilingual experience in our services. Outside of work I enjoy spending time going out for walks with my young family, and following a range of sports.



Nicola Guy, Deputy Director Culture & Sport, Welsh Government

I was appointed Deputy Director for Museums, Arts, Archives and Libraries in August 2019, with Sport joining the portfolio in January 2020. As renamed Deputy Director - Culture and Sport, I am responsible for leading on policy, strategy and engagement across the cultural and sport sectors and for the sector development of museums, archives and libraries. I am also the sponsor for six public sector bodies.

This is my first role in Welsh Government. I have previously had roles in five UK Government departments, having first joined as a Fast streamer. I was most recently Head of Museums in DCMS, which I combined with secondments to National Museums Liverpool and setting up a new cultural public body.

I hold a PhD in history from Durham University and an MBA from the Open University. I have published a book and articles on great power relations and ethnic nationalism in the era of the First World War, with a particular focus on Albania and Kosovo, and have taught modern European history at Durham, York and the Open Universities.

I am a new mum and currently work part time. I am a passionate advocate of flexible working and have reasonable adjustments to support my disability. Outside of work, I love playing golf, travel and am trying to learn Welsh, but my new daughter keeps me pretty busy!

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 any disabled person, 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 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 and Deputy Directors are against Level 5:

<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 **19 October 2021**

Psychometric testing: within 10 days of the shortlisted meeting

Shortlisted Meeting: **25 October 2021**

Stakeholder Engagement Exercise: **5 November 2021**

Interview panel: **15 November 2021**

All of the above assessments will be held remotely via Microsoft Teams. 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, promotion or loan basis.

Non-civil service employees on a permanent basis.

Those who wish to apply on a secondment basis for up to two years initially.

Remuneration

This role is at Deputy Director level and the starting salary is **circa £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 will usually attract a 10% increase in base pay or be at the pay band minimum, whichever is greater.

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, part 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 8th 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 Staff 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 SCSRecruitment@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>