



Llywodraeth Cymru
Welsh Government

Information pack for applicants

**Appointment of Board Members of
for the Commission for Tertiary
Education & Research (CTER)**

Closing date: 27TH March at 16:00



**The Commissioner for
Public Appointments**

Board Members for the Commission for Tertiary Education and Research

MESSAGE FROM JEREMY MILES MS, MINISTER FOR EDUCATION AND WELSH LANGUAGE

This is a unique opportunity to play a key role in the establishment of a new Welsh Government arm's length body – the Commission for Tertiary Education and Research.

Working collaboratively with the sector and the Welsh Government, the Commission will play a key role in delivering a more engaged, excellent and equitable tertiary education and research sector in Wales that prioritises the interests of learners, tackles inequality and contributes to national prosperity. Our approach will enable learners to move seamlessly from compulsory to tertiary education, building on our national mission for education reform.

The establishment of the Commission is essential to realising this vision. It will have extensive funding, planning and regulatory powers, enabling it to improve quality, efficiency and efficacy across the sector. It will have the interests of learners at its heart, and work collaboratively across the sector to improve individual and national outcomes

The role of Board Members will be critical to ensuring appropriate governance arrangements are in place to deliver the full range of legal and financial responsibilities placed on the Commission. Board Members will need to promote the highest standards of public finance management, upholding the principles of regularity, propriety and value for money.

Board Members will need to be both ambitious and innovative. They will need to promote inclusivity and embrace diversity, supporting the Chair in providing effective leadership to the Commission and working in collaboration with partners at home and internationally to further the Commission's work across the full range of its strategic duties.

I am immensely proud of our schools, colleges, universities, independent training providers and adult learning organisations and the services they provide to citizens, our communities and the country at large. I want to build on our clear strengths to meet the challenges and opportunities ahead. I look forward to hearing from you if you would like to help us achieve this vision.

Message from Professor Dame Julie Lydon DBE Chair of CTER Board

This is an exciting opportunity to be part of the team establishing the Commission, supporting the Chief Executive and staff to realise the ambitions of this innovative development.

Effective team working, recognising our differing skills, showing mutual respect whilst being fully committed to the vision of the Commission will be our way of working as a Board. We will conduct ourselves to the highest standards of governance and work effectively as a team to support and challenge the CEO and wider staff team.

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Working in partnership with the Welsh Government, key stakeholders, partners at home and overseas, we will discharge our full range of duties and enable the post compulsory sector to maximise its contribution to Welsh life and society.

Thank you for your interest in applying for this appointment. I look forward to hearing from you.

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Board Members for the Commission for Tertiary Education and Research

The Commission for Tertiary Education and Research

Our ambitious plans began in March 2016, with the publication of Professor Ellen Hazelkorn's report [Towards 2030: A framework for building a world-class post-compulsory education system for Wales](#). The report contained two primary recommendations, that the Welsh Government should develop an overarching vision for the post-compulsory education and training sector and that it should establish a new arm's length body responsible for the oversight, strategic direction and leadership of the sector.

A [Strategic Vision](#) for post-compulsory education and training was published in November 2020 and the [Tertiary Education Research \(Wales\) Act](#) received Royal Assent on 8 September 2022. The Act sets out eleven strategic duties which will frame the Commission's strategic direction and focus.



As the national steward for tertiary education and research, the Commission will be responsible for funding, oversight and regulation. It will have the interests of learners at its heart and work collaboratively across the sector to improve individual and national outcomes. The Commission will take a uniquely coherent and system-wide view, supporting learners throughout their lives with the knowledge and skills to succeed and securing strong independent and diverse providers making significant contributions to national wellbeing and prosperity. For the first time in Wales and globally, we are bringing together in one place higher and further education; local authority-maintained school sixth forms; apprenticeships; adult community learning and work-based education; and research and innovation.

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The Commission will promote continuous improvement in the quality and standards of education and training in the tertiary education and research sector, creating a consistent quality-based approach through shared principles and collaboration, and in relation to Welsh and English-medium tertiary education. Through its funding powers, it will broaden the choice for learners to study through the medium of Welsh.

The Commission will monitor, register and regulate providers, and set out the standards expected within the sector – including for Welsh medium provision. It will operate a new registration model that provides a flexible mechanism for accountable oversight of tertiary education providers. There will be categories of registration, with each being linked to conditions such as quality of education, governance and management of institutions, financial sustainability, advancing equality of opportunity and access. The Commission will fund registered providers for higher education and research and innovation activities, and those collaborating with registered providers.

The Commission will put learners at the centre of reforms, including provisions to protect them when required, and will prepare, consult on and publish a new code for learner engagement across all tertiary education. It will also secure proper facilities for 16-19 education and for the first time in Wales, create a duty to secure proper facilities for specified education or training for eligible adults, demonstrating a commitment to expanding lifelong learning.

It will collect, analyse and report on tertiary education sector data, oversee the sector's work and performance, set and monitor strategic and operational priorities and distribute funds in accordance with statutory responsibilities.

It will enable stronger and more secure national and regional planning, continue to strengthen the research ecosystem and the links between research and educational experience, and deliver a system that is better placed to respond to macro-changes; to plot paths for learners; and to bring the sector together in a way that provides for genuine life-long learning and skills development.

The Commission will have an annual budget of circa £800m, one of the highest budgets for an arm's length body in Wales. It will be operational by April 2024, employing circa 160 staff. Once established, the Chief Executive Officer will lead the organisation in delivering its strategic objectives and legal functions, to create a more engaged, excellent and equitable tertiary education sector in Wales that prioritises the interests of learners and contributes to national prosperity.

Board Members for the Commission for Tertiary Education and Research

Appointment of Members of the CTER Board

The Board will consist of a maximum of 17 members comprising a Chair, Deputy Chair (the Chair of the Research and Innovation Committee), the Chief Executive Officer (CEO) and up to 14 Board Members.

The Board will also include non-voting associate members. There will be at least four associate members, representing learners and the education workforce.

Board Members will contribute to the transition arrangements required to establish the new organisation by April 2024. This will include working with the Chief Executive Officer to ensure appropriate systems and processes are in place to provide a smooth transition of staff.

Members will be accountable to the Chair of the Board and will be expected to contribute to help inform decision making and delivery during the Commission's establishment and beyond. Members will support the Chair to ensure that authoritative and timely advice is provided to the Welsh Ministers via officials and will provide feedback to the sectors.

As a minimum, 20% of Board Members will have Welsh language skills, and all members are required to show an appreciation for bilingualism and share the Commission's commitment to promoting the Welsh language.

In line with Welsh Government's Anti-Racist Wales Action Plan, actions will be taken to ensure that Boards of public bodies are representative and inclusive, and committed to diversity and inclusion.

The Role of the Board

The Board will:

- Ensure the highest standards of governance are established and implemented to deliver the Commission's legal responsibilities, functions and duties;
- Ensure effective arrangements are in place to provide assurance on risk management, governance and internal control.
- Provide effective leadership, defining and developing strategic direction and setting challenging objectives;
- Promote high standards of public finance management, upholding the principles of regularity, propriety and value for money;
- Ensure compliance with any statutory or administrative requirements in respect of the use of public funds;
- Regularly review financial information concerning the management of the organisation;
- Ensure the Commission operates within the limits of its authority and any delegated authority agreed with the Welsh Government and in accordance with any other conditions relating to the use of public funds;
- Ensure the Minister is kept fully informed of any changes likely to impact on the strategic direction of the organisation or on the attainability of its targets and of steps needed to deal with such changes;

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- Ensure the Minister is informed in a timely manner about any concerns about the Commission's activities, including activities which might affect the future level of resources required, and any policy or practice changes which may have wide financial implications;
- Taking appropriate remedial action to address any such concerns or changes with wide financial implications and providing positive assurances to the Minister via Welsh Government officials about the same;
- Ensure that, in reaching decisions, the Commission takes into account guidance issued by the Welsh Government;
- Ensure the Commission's activities are conducted efficiently and effectively; monitoring performance to ensure it fully meets its aims, objectives and performance targets;
- Promote and act in accordance with the Nolan principles of public life (selflessness, integrity, objectivity, accountability, openness, honest and leadership).

Board Members will:

- Play a key role in supporting the Chair in setting the strategic direction for the Commission and in assessing and evaluating the development and delivery of the organisation's business strategy, plans and performance objectives;
- Support the development of the Board's terms of reference alongside the Chair to ensure the role and remit of the Board is agreed from the outset;
- Contribute to Board meetings to enable informed and engaging discussions and effective decision making;
- Provide expertise on post compulsory education and training, promoting the needs of learners in tertiary education;
- Participate in or chair statutory committee meetings as well as other advisory (non-statutory) committees the Board might establish;
- Work collaboratively with stakeholders in developing post compulsory education and training priorities, ensuring delivery of best practice, value for money and alignment with other government priorities;
- Build effective relationships with sector leaders such as university Vice-Chancellors and Pro-Vice-Chancellors, College Principals, local authority Directors of Education, Head Teachers of schools with sixth forms, Chief Executives of private training providers etc;
- Promote high standards of public finance; upholding the principles of regularity, propriety and value for money.

Skills Required by the Board

In appointing the Board, the Welsh Ministers are required by Schedule 1 of the Act to have regard for the composition of the Commission's Board Members (**between them**) to have experience of and capability in a number of areas.

To be considered, candidates **must** therefore be able to demonstrate ability to operate at board level in one or more of the following areas:

- the provision of education or training;
- carrying out, administering, or commissioning research;
- promoting the needs of learners in tertiary education;

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- financial management or accounting;
- general management in the private sector;
- board governance, assurance and/or risk management;
- legal;
- the promotion and development of tertiary education through the medium of Welsh.

In addition, you **must** demonstrate you have the qualities and skills to meet **all** of the following essential criteria for appointment:

- A clear understanding and commitment to equality and diversity and a willingness to challenge discriminatory practices;
- An ability to demonstrate understanding of the commitments of a public role, as defined in Nolan's Seven Principles of Public Life;
- Excellent track record of engaging, inspiring and enthusing staff and stakeholders that demonstrates an inclusive and collaborative approach including working in partnership with staff representatives;
- An ability to challenge current thinking and test opinion, with an openness to be challenged and encourage open debate to reach better decisions;
- Ability to communicate through the medium of Welsh

Welsh Language

All candidates will be expected to engender a positive culture of Welsh-English bilingualism, as well as recognising the important contribution the Commission will need to make towards the achievement of [Cymraeg 2050: Welsh Language Strategy](#) by facilitating transformational change across the sector.

Key Facts About The Post

Location:	No decision has been taken on the exact location of the new Commission. Southeast Wales has been identified for cost baselining purposes and due to the locality of staff currently employed in this area of work. Hybrid work arrangements are envisaged with an expectation that successful candidates will spend some time at the Commission as appropriate. Board meetings will largely be in person to enable the development of the board team, to enable constructive and challenge debate and to support each other including the CEO.
Time commitment:	A time commitment of up to 2 days per month from July 2023 is anticipated.
Tenure of office:	Your appointment is for a period of 3 to 5 years unless otherwise terminated before that date. You may terminate the appointment at any time before the expiry of this period by giving three months' notice in writing. Similarly, the Minister may

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terminate the appointment at any time upon giving three months' notice in writing.

Remuneration:

The post of Board member is remunerated at £337 per day. There will be a scheme to reimburse subsistence expenses and other expenses necessarily incurred on business. This scheme will be approved by Ministers. You will be entitled to claim travel and other reasonable expenses incurred in carrying out governance responsibilities and related activities in accordance with this scheme. You may also be eligible to claim reimbursement for costs in relation to childcare / care of the elderly/assistant carer, whilst carrying out governance responsibilities and related activities on behalf of the Body.

This post is not pensionable.

Eligibility

A person may apply for the role of Board Member if they belong to the following governing bodies. However if they are successful, they must relinquish that role immediately or they will be disqualified.

The TER Wales Act includes a non-exhaustive list of persons disqualified from being the chair or a Board Member, which may include the following:

- (a) a member of the Senedd;
- (b) a member of the House of Commons;
- (c) a member of the governing body of an institution within the further education sector in Wales;
- (d) a member of the governing body of an institution within the higher education sector in Wales.

A person who becomes disqualified, ceases to hold office as the Chair or as a Board Member.

Candidates should also note that membership of the Board will become a disqualifying office for membership of the Senedd Cymru under the Senedd Cymru.

Conflict of Interests

When applying you will be asked to declare any private interests which may, or may not be perceived to, conflict with the role and responsibilities as Board Member, including any business interests and positions of authority outside of the role.

Any conflicts of interest will be explored at interview. If appointed, you will also be required to declare these interests on a register which is available to the public.

Due Diligence

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The Welsh Government's Public Bodies Unit will undertake due diligence checks on all candidates successfully sifted to interview. This will include, but not necessarily be limited to social media and Internet searches. As a result, you may be asked questions at interview in relation to any due diligence findings.

Standards in Public Life

You will be expected to demonstrate high standards of corporate and personal conduct. All successful candidates will be asked to subscribe to the Code of Conduct for Board Members of Public Bodies. You can access this document at:

<https://www.gov.uk/government/publications/code-of-conduct-for-board-members-of-public-bodies>

Making an Application

To make an application please visit the Welsh Government public appointment website: [Public Appointments Wales](#).

To apply for this role, click on the vacancy and click on 'Apply' at the bottom left hand corner. The first time you apply for a post, you will need to complete a registration form for the Welsh Government's online application system. You will only need to register once, and you will be able to keep yourself updated on the progress of your application, and any other applications you make, via your registered account.

Once you've registered, you'll be able to access the application form. To apply you will need to upload a personal statement and CV to the 'Reasons for applying' section of the online application form.

The Welsh Government has retained a third-party Executive Search Agency, Odgers Berndtson, to support the recruitment process. Welsh Government will share the data submitted through its Online Recruitment Platform Appoint - this will include your application, CV and Personal Statement, along with any other supporting documentation submitted for the role. Odgers will use this information to undertake a pre-sift and to prepare a report which will be shared with the Assessment Advisory Panel and Welsh Ministers to inform decision making. No applications will be discounted at the pre-sift stage. Please see the [Welsh Government's Privacy Policy](#) and [Odgers Berndtson's Privacy Policy](#) for further information.

Personal Statement

The personal statement is your opportunity to demonstrate how you meet each of the criteria set out in the person specification (pages 8 & 9). How you choose to present the information is up to you. However, you should aim to provide detailed examples that demonstrate how your knowledge and experience matches the criteria on the person specification, and which describe what your role was in achieving a specific result. It will also benefit the selection panel if you can be clear which particular evidence, you provide relates to which criteria. Providing separate paragraphs in relation to each criterion is common practice.

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Please limit your personal statement to two pages using Arial font 12. Your application may be rejected if you exceed this limit.

CV

Please ensure your CV includes brief details of your current or most recent post and the dates you occupied this role. Please identify any past or present Ministerial appointments.

References

Please provide two referees (employer and personal) who will be contacted for successful candidates only.

Indicative timetable

Closing date:	27 th March 2023
Shortlisting:	by 24 th April
Interviews:	last week in May / 1 st week in June

Diversity Statement

The Welsh Government believes that public bodies should have Board Members who reflect Welsh society - people from all walks of life - to help them understand people's needs and make better decisions. Therefore, the Welsh Government is encouraging a wide and diverse range of individuals to apply for appointments to public bodies. Applications are particularly welcome from all under-represented groups including women, people under 30 years of age, black, Asian and minority ethnic people, disabled people, and lesbian, gay, bisexual and transgender people.

Disability Confident

The Welsh Government accepts the social definition of disability, in which it is recognised 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 staff can perform at their best. The Equality Act 2010 uses the medical 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 would like a guaranteed interview, contact publicappointments@gov.wales.

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, please contact Amanda Woodrow as above as soon as possible and a member of the team will contact you to discuss your requirements and any questions you may have.

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Contacts:

For further information regarding the selection process or you need further assistance in applying for this role, please contact:

Public Appointments Team
Public Bodies Unit
Email: publicappointments@gov.wales

For further information regarding the role of the Board Member contact James Owen
Tel: 03000 256 416, Email: James.Owen@gov.wales

For further information about Public Appointments in Wales, please visit www.gov.wales/publicappointments

The Selection Process

The selection panel will assess candidates' CVs and personal statements to determine who it believes best meet the criteria for the role, and who will be invited to interview. The panel will rely only on the information you provide in your CV and statement to assess whether you have the skills and experience required. Please ensure that you provide evidence to support how you meet all of the essential criteria.

The selection panel will be chaired by James Owen, Welsh Government Interim Director for establishing the Commission for Tertiary Education and Research.

Your application may be "long-listed", subject to the volume of applications received before it is passed to the shortlisting panel for consideration. You should be aware that in this situation, your application might not be considered in full by all the panel.

We anticipate that during March the panel will have decided who will be invited for interview in May/June. It is our intention that interviews will take place virtually.

The panel will select for interview only the strongest applicants who it feels have demonstrated that they best meet the criteria set out in the person specification. However, if you have applied under the guaranteed interview scheme **and you meet the minimum essential criteria** for the post, then you will also be invited for interview.

If you are invited to interview and if the interview date is not already provided in this information pack, we will aim to provide you with as much notice as we can of the interview date. If you are unable to make the arranged interview date, we will endeavour to re-arrange it but it might not be possible due to time constraints within the appointment timetable or selection panel availability.

You will receive email communication from Welsh Government's application centre to let you know whether you have been invited to be interviewed. If invited to interview, the panel will question you about your skills and experience, asking specific questions to assess whether you **meet the criteria** set out for the post.

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If you are successful, you will receive a letter appointing you as a Member of the Commission for Tertiary Education and Research Board, which will confirm the terms on which the appointment is offered.

If you are unsuccessful, you will be notified through the Welsh Government's application centre. We appreciate it takes a lot of time and effort to apply for roles and that feedback is a valuable part of the process. As a result, the letter will provide the details of who you may approach for feedback on your interview and application, if you so wish.

Queries

For queries about your application, please contact publicappointments@gov.wales.

If You Are Not Completely Satisfied

Welsh Government will aim to process all applications as quickly as possible and to treat all applicants with courtesy. If you have any complaints about the way your application has been handled, please contact publicappointments@gov.wales.

Additionally you can write to: Office of the Commissioner for Public Appointments
G/08, 1 Horse Guards Road, London SW1A 2HQ.