



Llywodraeth Cymru
Welsh Government

Information pack for applicants

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

Closing date: 30th September 2022

Chair of 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 leadership role in the establishment of a new Welsh Government arm's length body. I believe it will bring together a range of currently disparate functions and funding streams and will enable us to deliver our vision of a single, collaborative Post Compulsory Education & Training (PCET) sector, focused on learners and aligned to the needs of business and Welsh communities.

In Wales we see education as one of our most powerful tools to tackle inequality. Our national mission is to deliver high standards and aspirations for all learners and in doing so tackle the impact of poverty on educational attainment.

We are looking for an individual with the ability to provide strategic direction and leadership, in a complex organisation at board level or equivalent with expertise in finance and accounting, audit or legal.

This role of Chair will be intrinsic in ensuring the board promotes high standards of public finance and ensuring effective governance arrangements are established and implemented to ensure the principles of regularity, propriety and value for money are upheld.

The postholder will need to be both ambitious and innovative, as well as promoting inclusivity and embracing diversity. It will involve working in collaboration with partners at home and internationally, to further the Commission's work across a range of areas, including civic mission.

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The Commission for Tertiary Education and Research (CTER)

This new organisation has the chance to be an international exemplar and has been empowered to support learners to move seamlessly from compulsory education to post-compulsory education and training. For the first time, we will enshrine in law strategic purposes for tertiary education and research. The Commission for Tertiary Education (CTER) will play a key role in supporting our world-leading universities and colleges forging the strongest bonds with employers, international partners, and communities at home.

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 (PCET) 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 \(Wales\) Bill](#) was passed by the Senedd on 28 June 2022 and is anticipated to receive Royal Assent in September 2022.

As the national steward for tertiary education and research, CTER will be responsible for its funding, oversight and regulation and putting learners at its heart. CTER 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 in the world, we are bringing together in one place higher and further education, local authority-maintained school sixth forms, apprenticeships, adult community learning, research and innovation.

CTER will have an estimated annual budget of c.£800m, one of the highest allocated budgets to an arm's length body in Wales. The Commission will be an arm's length body of Welsh Government (WG), coming into being by April 2024 (subject to Royal Assent), employing c160 staff. Once CTER is established, the CEO will lead the organisation in delivering its strategic objectives and legal functions, in order to create a more engaged, excellent, and equitable tertiary education sector in Wales that prioritises the interests of learners and contributes to national prosperity

CTER will be responsible for the whole of the tertiary education sector in Wales, with legal responsibility for the funding, oversight, regulation and quality of tertiary education in Wales, along with the registration of providers. Some of the historic arrangements regarding tertiary education in Wales have been in place for 30 years, before big increases in student numbers, devolution, and major changes in technology.

The TER Bill set out 11 strategic duties under which CTER is required to exercise its functions. These strategic duties are intended to frame CTER's strategic direction and focus and support it to deliver its functions.

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Welsh Ministers will set out the strategic priorities for tertiary education and research which, with the strategic duties above will determine the strategic planning framework for CTER. In response, CTER will develop, consult on and publish a strategic plan for tertiary education and research, setting out how it will discharge its duties and address these priorities.

CTER 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-medium tertiary education. Through its funding powers, it will broaden the choice for learners to study through the medium of Welsh.

CTER 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. CTER will fund registered providers for higher education and research and innovation activities, and those collaborating with registered providers. As such, the existing Higher Education Funding Council for Wales (HEFCW) will be dissolved.

CTER 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 of tertiary education. CTER 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.

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The Bill also creates a new standalone power for CTER to fund apprenticeships in the same way as other tertiary education, to enable a system in Wales that is more responsive to learners' needs, the economy and employers. It will fund the preparation of and provision of approved Welsh apprenticeship frameworks, reforming their design to make them more flexible and fit for purpose.

CTER 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.

CTER will be responsible for the oversight and strategic direction of the Post-Compulsory Education and Training (PCET) sector. It will have responsibility for functions currently carried out by HEFCW as well as other functions across the tertiary education and research sector, including some currently undertaken by Welsh Government. It will be the regulator for higher and further education institutions based in Wales, and the primary funder of Higher Education and Further Education provision.

It will have responsibility for the apprenticeship programme and adult learning, and schools based PCET delivery through local authorities. It will also have responsibility for Welsh Government funded higher level research and innovation, which falls within its remit, in the PCET sector.

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 PCET 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.

This appointment is being offered subject to the TER (Wales) Bill receiving Royal Assent, anticipated by the 12th September 2022.

Appointment of the Chair of the Commission of Tertiary Education and Research Board

Role and Responsibilities

The successful post holder will chair the CTER Board, developing Terms of Reference for its operation in partnership with WG.

The CTER Board Chair will contribute to the transition implementation arrangements required in order to establish the new organisation by April 2024. This will include working with the Chief Executive Officer (CEO) to ensure appropriate systems and processes are in place to provide a smooth transition of staff.

They will be accountable to the Minister for Education and Welsh Language and be responsible for informing decisions and delivery concerning CTER's establishment. The Chair will ensure that authoritative and timely advice is provided to the Welsh Government Ministers via officials and will provide feedback to the sectors.

The post holder will:

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- Work with the CEO and Welsh Government Programme Board Senior Responsible Officer (SRO) on the implementation plan to ensure CTER is delivered on time and is fit for purpose for day one of operation
- Ensure that all members of the CTER Board have clear roles and responsibilities with regards to the establishment and development of CTER
- Lead the CTER board in setting the strategic direction for CTER and assess and evaluate the development and delivery of the organisation's business strategy, plans and performance objectives
- Chair and facilitate CTER Board meetings, determining the agenda and approving the minutes
- Inform the performance management of the CEO and be responsible for the CTER Board members
- Scope CTER's vision, mission and goals
- Build relationships with sector leaders
- Provide project representation at a senior level, engaging with key stakeholders, across Wales, the UK and internationally
- Promote high standards of public finance; upholding the principles of regularity, propriety and value for money; ensure appropriate governance arrangements are established and implemented to deliver the legal responsibilities, functions and duties placed on the body by Statute
- Assist in the appointment of the CEO

Person Specification - Essential Criteria

To be considered you **must** demonstrate you have the qualities and skills to meet **all** the essential criteria for appointment:

- An outstanding record of leadership, oversee organisational transformation, and development at Board level or equivalent in a complex organisation with an ability to provide strategic direction and coherent leadership
- A well-developed knowledge and understanding of post compulsory education and training (PCET)
- A knowledge and understanding of the Welsh, UK and international tertiary education and training policy context, with an understanding of the challenges and opportunities CTER's creation
- Well-developed analytical reasoning skills and judgement based on an expert ability to process and interpret complex information
A clear understanding and commitment to equality and diversity and a willingness to challenge discriminatory practices
- 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
- A track record of successfully managing complex and challenging relationships, providing appropriate support as necessary and managing performance effectively
- An ability to demonstrate understanding of the commitments of a public role, as defined in Nolan's Seven Principles of Public Life
- An ability to challenge current thinking and test opinion, with an openness to be challenged and encourage open debate to reach better decisions

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Desirable

The ability to communicate through the medium of Welsh. If you do not have such skills, you should be willing to make a commitment to learn on appointment. Training including individual support and coaching will be provided.

Role and Responsibilities of the CTER Board

During establishment

- Work with the CEO and Welsh Government Programme Board Senior Responsible Officer (SRO) on the implementation plan to ensure CTER is delivered on time and is fit for purpose for day one of operation
- Monitor programme level risks, issues, and dependencies
- Provide feedback to the programme team on proposals and progress
- Work in partnership with Welsh Government to ensure that constituent projects are developed collaboratively maximising opportunities for co-construction and a solution focused approach.
- Consider the interests of external stakeholders and future CTER staff in the programme
- Identify potential opportunities and benefits.

Once CTER is Established

- Support the CEO in delivering the remit of the Board
- Lead the work of any subgroup (as required) in support of the Board's work plan and achievement of delivery targets
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.
- Promote post compulsory education and training, highlighting the opportunities and benefits
- Ensure the Board delivers CTER's strategic aims and vision effectively
- Conduct its functions in line with the agreed terms of reference
- Promote high standards of public finance; upholding the principles of regularity, propriety, and value for money; ensure appropriate governance arrangements are established and implemented to deliver the legal responsibilities, functions and duties placed on the body by Statute

Skills Required by the CTER Board

In appointing the Chair and ordinary Board members, the Welsh Ministers are required by Schedule 1 of the TER (Wales) Bill to have regard to the desirability of the CTER's members (between them) having capabilities or expertise in the following areas:

- Practitioner or post compulsory education and training field expertise
- Experience of promoting the needs of learners in tertiary education
- Administrative/research background

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- Financial expertise – or an accountancy qualification
- Audit
- Industrial or commercial/business/background
- Legal background
- Equalities/diversity expertise (there is usually expertise within this area on every board)
- Expertise on Welsh medium issues

Welsh Language

All candidates will be expected to engender a positive culture of Welsh-English bilingualism, as well as recognising the important contribution CTER will need to make towards the achievement of [Cymraeg 2050: Welsh Language Strategy by facilitating transformational change across the sector](#). The new CTER leadership will encourage and support staff to learn, develop and use their Welsh language skills in the workplace.

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 the successful candidate will spend some time at the Commission as appropriate.
Time commitment:	A time commitment of a maximum of 4 days a month from January 2023, potentially increasing from November 2023.
Tenure of office:	Your appointment is for a period of up 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 terminate the appointment at any time upon giving three months' notice in writing.
Remuneration:	The post of Chair is remunerated at £394 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 work on the in accordance with this scheme. You may also be eligible to claim reimbursement for costs in relation to childcare / care of the

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elderly/assistant carer, whilst carrying out work on behalf of the Body.

This post is not pensionable

Eligibility

A person may apply for the role of CTER Board Chair 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 Bill will include a non-exhaustive list of persons disqualified from being the chair or an ordinary member, which may include the following:

- (a) a member of the Senedd
- (b) a member of the House of Commons or the House of Lords
- (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 an ordinary member

Candidates should also note that membership of the CTER Board is a disqualifying office for membership of the Senedd Cymru under the Senedd Cymru (Disqualification) Order 2020.

[The Senedd Cymru \(Disqualification\) Order 2020 \(legislation.gov.uk\)](https://www.legislation.gov.uk).

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 Chair of CTER Board, 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

Welsh Government 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>

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Making an Application

Thank you for your interest in the appointment of Chair to the Board for Tertiary Education and Research in Wales. This is an exciting opportunity to advise on and assist with the transitional and ongoing work required to establish and develop the Commission for Tertiary Education and Research in Wales. The CTER Chair will be at the forefront of the development of a new Welsh Government arm's length body that will be a major contributor to the delivery of Welsh Government's vision for Post Compulsory, Education Training and Research.

The Chair is a critical role in the CTER Board that will help shape the new body providing oversight and strategic direction to ensure it is fully established as a new arm's length body by no later than April 2024 (subject to legislation).

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.

Personal Statement

The personal statement is your opportunity to demonstrate how you meet each of the criteria set out in the person specification. 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 each of the criteria, 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.

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: 30th September 2022
Shortlisting: 3 -14th October 2022

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Interviews:

8th – 17th November 2022

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, please contact Amanda Woodrow by email amanda.woodrow001@gov.wales or by phone 03000 251826 to let them know.

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.

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 CTER Board Chair contact Zenny Saunders Tel: 03000 255 535, Email: Zenny.Saunders@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 Jo-Anne Daniels, Interim Director General for Education, Social Justice and Welsh Language Group.

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 October 2022 the panel will have decided who will be invited for interview in November 2022. It is our intention that interviews will take place electronically.

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 or not 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.

If you are successful at interview, you may be asked to attend a Senedd Cymru – Welsh Parliament Committee hearing. Pre-appointment scrutiny by select committees is an important part of the process for some of the most significant public appointments made by Ministers. It is designed to provide an added level of scrutiny of the overall process. This scrutiny may involve the relevant select committee requesting and reviewing information from the Department and the Minister's preferred candidate.

The select committee may also choose to hold a pre-appointment hearing. Pre-appointment hearings are held in public and involve the select committee taking evidence from the Minister's preferred candidate. These public hearings take place before an appointment is confirmed, but after the selection process has taken place. Where a public appointment is subject to pre-appointment scrutiny, it is a matter for the relevant select committee to decide whether to undertake such scrutiny, including whether to hold a pre-appointment hearing.

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If you are successful, you will receive a letter appointing you as chair 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.