



Position Profile: Interim Director - Scotland

CONTENTS

1. Background.....	3
2. The Role.....	4
3. Candidate Profile.....	6
4. Remuneration	7
5. Recruitment Process	7

1. Background

Founded in 1903, the Workers Educational Association (WEA) is the UK's largest voluntary sector provider of adult education. Focused on employability, health and wellbeing, community engagement and culture, the WEA delivers educational opportunities for adults across England and Scotland.

The WEA is a very special education provider. It is a charity with a strong sense of social purpose, dedicated to bringing great teaching into the heart of local communities, and all their educational provision is developed with this in mind. The high level of involvement of their members and volunteers gives WEA distinctive character and as does their commitment to developing educational opportunities for the most disadvantaged.

The WEA vision is of a “better world - equal, democratic and just; through adult education the WEA challenges and inspires individuals, communities and society”. The WEA mission is to:

- Raise educational aspirations
- Bring great teaching and learning to local communities
- Ensure there is always an opportunity for adults to return to learning
- Develop educational opportunities for the most disadvantaged
- Involve students and supporters as members to build an educational movement for social purposes
- Inspire students, teachers and members to become active citizens

The WEA takes education to where it is needed most – in local communities. Their courses can be delivered in a variety of locations from community centres, village halls and schools to people's place of work, often in partnership with local community groups, charities, employers and other organisations. Our aim is to ensure that no matter what your background and experience, you are always welcome to the WEA.

WEA Scotland

The WEA has always had a strong localist flavour and was originally built on semi-autonomous Districts across the UK. In 1991, the WEA developed 'integrated' constitutional arrangements, which saw the three WEA Districts in Scotland merged into a single Scottish Association within the WEA in England and Scotland.

With devolution in Scotland and the transfer of powers to the Scottish Parliament, the distinctive identity of WEA Scotland has been vital while enabling it to draw from the strength of the National Association's governance arrangements. WEA Scotland also supports over 20 self-determining learning groups and associations. From Local Associations, to student groups and thematic networks, participants are empowered to co-design and co-produce learning programmes and courses most relevant to them.

WEA Scotland receives funding from the Scottish Government in the form of the Adult Learning and Empowering Communities (ALEC) fund. WEA Scotland is distinguished by its experience of accreditation and working with some 50 short timescale contracts across a range of different funding streams.

In 2014–2015 WEA Scotland provided 112,783 hours of learning to 7,129 student with 23% being workplace and 77% being community based and “open” learning programmes.

2. The Role

Job Title: Interim Director for WEA Scotland

Reports To: Chief Executive / General Secretary

Location: WEA Scotland’s Head Office is in Edinburgh. As a Scotland-wide operation, other locations within Scotland may be considered for the right candidate.

The opportunity

Due to the increasingly challenging funding environment within which the WEA operates, it is acknowledged that transformational change is required and WEA Scotland is currently embarking on a comprehensive organisational review. Directly linked to delivering cost efficiencies and ensuring long term sustainability, the consultation period is expected to be concluded during June 2016

With the current Director leaving in June WEA Scotland is looking to recruit an interim Director, for a period of up to 18 months, to lead the organisation through a period of significant change with particular focus on raising the overall profile of WEA in Scotland and developing new, more diverse income streams whilst ensuring continued delivery on existing commitments.

Role Purpose:

- Leading and supporting the organisation and staff through a significant period of change, focusing on operational effectiveness and delivering increased efficiencies
- Driving new income generation and business development activities which will include implementing a structured and strategic focus to income diversification
- Oversee and lead as appropriate the high quality delivery of WEA Scotland’s existing and new educational commitments
- Building the profile of WEA Scotland, developing key partnerships and taking overall responsibility for delivering WEA Scotland’s key strategic objectives
- Maximising the strategic and operational benefits of the UK infrastructure and network of WEA, whilst also maintaining and enhancing the unique nature of their local service provision taking education to the local communities that need it most
- Overseeing the successful transition to the permanent role, having developed and maintained a sustainable operating model that will provide a platform for WEA Scotland’s future growth

Key Responsibilities

- Lead and deliver a major change programme that delivers increased efficiencies, operational effectiveness, income diversification, new business development and a platform for future service delivery that will ensure the organisation's long term sustainability
- Develop and lead the Scotland team, ensuring that resources, delivery, contract management and reporting across Scotland comply with the requirements of funders and fall within agreed budgets
- Enhance cross-association relationships to ensure that resources are optimised both in Scotland and across the wider WEA UK network
- Advise WEA Chief Executive, Scottish Committee / Interim Scotland Board and the Board of Trustees on the relevant policy context in Scotland, ensuring that the activities reflects policies and priorities in Scotland, in keeping with the Association's ethos and objectives
- Promote the WEA brand and overall service offering in Scotland to relevant stakeholders and both existing and potential partners
- Lead and inspire WEA Scotland's strategic income generation activities which will include:
 - Driving both new income generation (trusts, foundations and statutory funding) and new project development for WEA Scotland, whilst maintaining and building on existing funder relationships.
 - Developing external partnerships across the public, voluntary and private sectors linked not only to funding but to raising awareness of WEA Scotland and promoting service delivery to meet the wide range of needs and communities such organisations serve
 - Overseeing all aspects of contract and bid management, resource allocation, bid development and writing within WEA Scotland
 - Developing and implementing innovative product and service development through;
 - (i) partnerships and the empowerment of staff teams, local associations and volunteers and
 - (ii) working with WEA Director for Marketing, Membership and Income Growth and the Business Development Team
- Actively engage with, support and develop all aspects of Governance for the Association
- Advance the equality and diversity agenda whilst also being accountable for Health , Safety and Safeguarding issues for staff and learners
- Monitor and influence relevant Policy in Scotland through liaison with both Scottish and Local Government, their agencies and other strategic bodies. This will include representing the WEA Scotland on relevant external bodies and nurturing strategic partnerships

3. Candidate Profile

An innovative, solutions focused and visionary business leader, you will have a proven track record in leading and managing teams through periods of change and development, whilst also ensuring delivery against both operational and strategic goals.

With exceptional communication, negotiating and influencing skills, you will lead WEA Scotland through a period of significant organisational transformation, moving them away from over-reliance on statutory funding to a more balanced and sustainable income portfolio.

Knowledge, Skills and Abilities

Essential

- Demonstrable evidence of a successful track record in business transformation and driving organisational change, from inception to conclusion
- Strong experience in strategic, financial and operational planning, including business development and budget management
- Successful track record of leading, managing and developing staff in both a diverse and dispersed organisation
- Previous experience of developing and nurturing relationships with key stakeholders (both internal and external), funders and organisations
- Demonstrable commitment to the promotion of equality and diversity in both employment and service delivery, demonstrating personal leadership
- The ability and desire to influence key decision-makers in lifelong and adult education policy in Scotland
- Demonstrable track record in developing a culture that encourages initiative, individual and team responsibility and open communication that motivates staff and ensures they feel valued and supported
- An understanding of the devolved political environment in Scotland and the potential impact for WEA as an organisation which operates across the UK
- Evidence of commitment to continued professional development and learning
- Strong ambassadorial and presentation skills with an ability to express views convincingly and coherently using a variety of media
- A willingness to work outside office hours, particularly at weekends (with time off in lieu); willing to travel widely in Scotland, England and potentially to Europe, including attending WEA management and Trustee meetings in England

Desirable

- Experience of working within the education or voluntary sectors

Personal Attributes

- Open, supportive and visible management style which earns the confidence and respect necessary to effectively deliver the agenda on major change
- Charismatic and inspirational, able to influence, motivate and generate teamwork among a diverse group of individuals

- Exceptional communication, interpersonal, negotiating and influencing skills
- Capability to inspire confidence with key partners, staff, community members and The Scottish Government
- Absolute personal integrity – the public profile of the organisation is of paramount importance
- Intellectual flexibility and agility to move easily between significant details and the bigger picture
- A catalyst for change where necessary with a willingness to challenge convention
- A willingness and desire to work with and show an understanding of democratic, member-led organisations that have a wide ranging agenda and complex set of stakeholder relationships
- An understanding and appreciation of the value of Lifelong Learning (particularly Adult Education) in society and commitment to the WEA vision, mission and values

4. Remuneration

The salary offered will be competitive and structured in an appropriate way reflecting the appointed candidate's experience, background and circumstances.

5. Recruitment Process

Initial discussions will be held with advising consultants, Livingston James. In the first instance interested parties should make contact with Douglas Adam, the lead consultant managing this assignment for Livingston James by email: douglasadam@livingstonjames.com or call 0131 220 2209.

Recruitment Timetable:

Closing date for applications: Sunday 22nd May
Shortlist meeting with WEA: Week commencing 13th June
Final Panel Interview: Week commencing 20th June