

**EDUCATION & TRAINING
FOUNDATION**

**Associate Director
of Membership and Business Growth
(Interim)**

AB0301

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Welcome letter from Dr Katerina Kolyva CEO



Dear Candidate,

I am delighted that you have expressed an interest in applying to be the Associate Director of Membership & Commercial for the Education & Training Foundation. I hope this candidate brief gives you all the information you might need regarding the requirements of this role. You can also find more information about us on our website: [The Education and Training Foundation](#).

The Education and Training Foundation (ETF) is the workforce development and Professional Membership Body for the Further Education and Skills (FES) sector. We work in partnership with others to deliver professional learning and development for teachers, trainers and leaders. We balance government priorities with sector needs to achieve our core charitable purpose to improve education and training for learners aged 14 and over.

We are looking to recruit an Associate Director of Membership and Business Growth, on a years fixed term contract, with the drive and confidence to increase our membership and commercial to enable us to maximise the income generating potential of the Foundation. You will be responsible for leading our strategic development and associated income growth of our Membership propositions to multiple membership audiences and putting membership at the heart of everything we do. You will also cultivate and manage strategic partnerships with sector and commercial organisations at regional, national and, potentially, global levels. Initially, you will be working with me as the CEO and then the Executive Director of Membership and Commercial, with fostering relationships to support the Foundations strategic goal of membership growth and income diversification. The ideal candidate will have a demonstrable track record in leading and delivering professional membership with experience of developing innovative revenue-generating models, stakeholder management, negotiating partnerships and developing networks in the Further Education and Skills sector.

You will have strong membership income and growth experience gained in a commercially focused Professional Membership Body, as well as commercial and business development experience. An understanding of the education and/or further education and skills sector would be highly useful. Finally, experience in building diverse senior level relationships and networks within a strong commercial context, is very desirable.

If this is a role that interests you, we would very much like to receive your application. You can find all the details on how to apply further along in this brief.

If you have any further questions about the role once you have read this candidate brief please contact us on 0207 850 4781 or email: applications@thewlisgraham.com for a confidential conversation with Sarah Thewlis.

Kind regards,

Dr Katerina Kolyva
CEO

About The Education and Training Foundation

The Foundation was established by and for the education and training sector. Our vision is for all education and training to be of the highest quality and result in the greatest impact for learners, employers, communities, and the economy. We are doing this by enhancing professionalism, getting behind staff in colleges and training providers, and supporting them to achieve their own objectives.

We support teachers and leaders across the Further Education and Training sector to help them achieve their professional development goals for the benefit of learners and employers across England. In doing so, we help to transform the lives of individuals and communities across the country, unleashing potential and benefitting the economy.

Our work has three key principles at its heart:

- The first is that we exist for the benefit of learners, something we achieve by improving the professional practice of teachers and leaders in the sector.
- The second is that we exist as a means to an end, not an end in itself. We have no shareholders and make no profit. Everything we do is about helping our fantastic sector unlock the talents and potential of our learners and improving productivity, employability, skills, and educational attainment.
- And the third is that we exist to support professionals to be even better than they already are, identifying excellence and seeking to understand and disseminate it through collaborative practice. Although our work focuses on FE and Training, we bring in expert challenge and support from outside the sector.

Our Professional Development offer

We have a strong relationship with the Department for Education, which recognises our unique expertise and funds many of the programmes we deliver. That support includes:

- [leadership development](#)
- [T Level professional development](#)
- [maths and English enhancement](#)
- [Prevent training](#)
- [digital teaching skills](#)



Additional support

As well as [professional development](#) programmes, we support [recruitment](#) into the sector and provide [key data and research](#). We are also the guardian of the sector's Professional Standards and home to the professional membership body for the sector, the [Society for Education and Training](#) (SET), which supports over 22,000 teachers, trainers and leaders working across diverse roles and settings with a pathway of professional development throughout their careers.

The Society for Education and Training is the largest professional membership body for the Further Education and Training sector and is responsible for the awarding of both Qualified Teacher Learning and Skills (QTLS) status and Advanced Teacher Status (ATS).

Those who achieve QTLS are entitled to apply to study for [Advanced Teacher Status](#) (ATS), the badge of advanced professionalism and mastery in further education and training. The first to successfully do so were announced at the inaugural SET annual conference in Birmingham in November 2018. Thanks to an agreement with the Chartered College of Teaching, those who gain ATS will also hold Chartered Teacher Status.

SET is committed to the continuing professional development of teachers and trainers in the sector. Membership provides credibility and recognition for teachers and trainers skills and abilities.



Mission

Our mission is to support the continuing transformation of our country's technical and vocational education system by ensuring the sector has world-class teachers, trainers, assessors, and leaders. This leads to ever-improving learner outcomes, a better skilled workforce and a stronger economy, country, and society.

Values

- **Responsive:** We listen and provide effective solutions
- **Striving for Excellence:** We aim for the highest standards in everything we do
- **Inclusive:** We reflect your views in our thinking and in our actions
- **Expert:** We base our decisions on evidence and expertise
- **Trustworthy:** We are open, honest and act with integrity

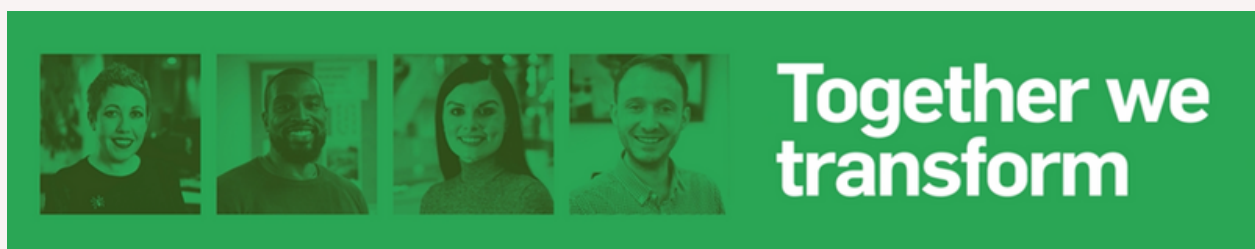


Strategy

Our strategy [Together we transform](#) sets out our plans to support everyone working in the sector by championing the vital role of educators and leaders in transforming the lives of learners aged 14 and over. The new strategy places sector voices at its heart and reflects the feedback and input from an extensive listening exercise involving sector organisations and teachers, trainers and leaders from across the further education (FE) and skills sector.

Our four strategic goals are to:

1. Drive professionalism
2. Improve teaching and learning
3. Champion inclusion
4. Enable sector change



Our Governance

The Foundation's Board are the charity's trustees. The Board oversees the work of the Education and Training Foundation (ETF). It sets strategic direction; ensures proper financial and governance arrangements are in place; and ensures that the Foundation remains focused on delivering successful outcomes for its beneficiaries.

In addition to the Board of Trustees who oversee the success of the organisation, as a charity the Foundation also has Members. The Members of any charity have an important role in holding trustees to account and providing a degree of challenge to a charity's Board (they are akin to shareholders in a profit making company but have no financial interest). Members provide strategic insight into the challenges and opportunities facing the sector and have a meaningful role in the stewardship of the Foundation. Externally, the Members advocate for the Foundation and spread awareness of the organisation's work helping build understanding and support.

The Members are representative organisations who have a unique stake in ensuring that FE professionals get the support and development they need and deserve. The six Members are:

- [HOLEX](#) (Founding Member)
- [The Association of Colleges](#) (Founding Member)
- [The Association of Employment and Learning Providers](#) (Founding Member)
- [National Union of Students](#)
- [Natspec](#)
- [TUC](#)

Equality, Diversity and Inclusion

In November 2022, the Foundation, alongside [WorldSkills UK](#) and [the Association of Colleges](#) and others pledged to ensure that technical and vocational education pathways are made accessible and inclusive to all.

- As a commissioning body, committed to ensuring any contracts we award are to suppliers that can prove their work is accessible to all and encourage a more inclusive and diverse workforce
- As a collaborative player, working with the sector to create a more diverse teaching workforce
- As an employer, committed to an open and fair People Strategy that ensures all staff have equal opportunities to develop and excel.

Our commitments to Equity, Diversity and Inclusion

To demonstrate our commitment to EDI, we have made pledges to the following



Job Description and Person Specification of the Associate Director of Membership & Business Growth (Interim)

Job Title	Associate Director Membership & Business Growth (Interim) – Fixed Term Contract
Department	Transformation / Membership and Growth
Location	Victoria, London, SW1/Hybrid
Working hours	Monday to Friday, 35 hours per week minimum
Contract	Fixed Term – one year (initially)
Responsible to	Executive Director of Membership and Commercial
Responsible for	Membership growth, Income diversification, Business Development, Procurement & Commissioning (9 team members)
Salary	Band F

About us

The Education and Training Foundation (ETF) is the workforce development and Professional Membership Body for the Further Education and Skills (FES) sector. We work in partnership with others to deliver professional learning and development for teachers, trainers and leaders. We balance government priorities with sector needs to achieve our core charitable purpose to improve education and training for learners aged 14 and over.

The ETF believes that the key to improving education and training is to support teachers, trainers and leaders to excel. Everything we do is in pursuit of our vision of:

- Driving Professionalism
- Improving Teaching and Learning
- Championing Inclusion
- Enabling Sector Change

Our commitment to Equity, Diversity, Inclusion and Belonging

FE is for everyone – it gives everyone opportunities to excel at whatever stage of their learning journey they are at. We are proud of the work that staff across the sector do to support learners to excel, and in particular to support those in the least advantaged groups. Through offering lifelong learning, our sector supports the journey towards social justice. We are an employer committed to sustainable practice and have an open and fair People Strategy where all staff have equal opportunities to develop and succeed. Our values guide us in how we work with teachers, trainers, leaders, partners and stakeholders, alongside how we behave and operate as a colleague team.

Role purpose

As the Interim Associate Director of Membership and Business Growth, you will play a crucial role in increasing the membership and commercial profile and income generating potential of ETF. You will be responsible for leading our strategic development and associated income growth of our Membership propositions to multiple membership audiences and putting membership at the heart of everything we do. You will also cultivate and manage strategic partnerships with sector and commercial organisations at regional, national and, potentially, global levels. You will support the Executive Director for Transformation in fostering commercial relationships to support the ETF's strategic goal of membership growth and income diversification. The ideal candidate will possess a demonstrable track record in leading and delivering Professional Membership Body income growth activities, commercial and business development, stakeholder management, negotiating partnerships and developing networks in the FES sector.

As a key member of the Leadership Team your responsibilities will be diverse, ranging from overseeing sector stakeholder relationships, planning, analysis, and performance reporting, through to ensuring strong membership, customer experience and commercial partnerships to support the external facing role of the organisation. The ideal candidate will have strong Membership income and growth experience gained a commercially focused Professional Membership Body, as well as commercial and business development experience. An understanding of the education and/or further education and skills sector as well as broad expertise and experience in building diverse senior level relationships and networks in the education sector within a strong commercial context, is very desirable.

Responsibilities

Membership growth

1. Develop and deliver comprehensive membership growth strategies and activities, including reviewing, refining and delivering ETF's Professional Membership Body offer. The main purpose being to increase ETF's membership base and achieve annual targets – both income and membership volume.
2. Working with the AD External Affairs, lead marketing efforts to attract new members, utilizing various channels and developing and maintaining strong relationships with existing sector stakeholders to grow membership. Use data-driven insights to assess the effectiveness of membership growth strategies, make data-driven decisions and continually optimise our approach for improved results.
3. Oversee the membership and related functions.
4. Identify potential new stakeholders and engage them to strengthen our membership networks and communities of practice, while increasing our influence and impact.
5. Collaborate cross organizationally to ensure alignment with membership growth goals are embedded in everything we do and are achieved.

Commercial and Business Development

1. Collaborate with education, CPD, standards, membership and programme delivery colleagues to create comprehensive commercial propositions that leverage our strengths, and ensure they are aligned with the ETF's strategy and meet sector needs.
2. Develop innovative revenue-generating models that align with our mission and maintain the organisation's integrity and values. Work with the marketing team to support the development of marketing material to promote commercial offerings to potential partners. Develop and lead compelling value propositions to attract commercial partners and align their business goals to our mission and values.
3. Oversee the development of comprehensive procurement strategic plans and bid management activities that support ETF's mission and long-term goals. Ensure alignment with industry best practice and regulatory requirements.
4. Lead the business development and procurement teams to identify mutually beneficial opportunities and appropriately qualified tenders for collaboration, sponsorship and commercialisation of our CPD, standards, thought leadership, research, publication, events and membership offer.

Leadership and Team Development

1. As a member of ETF's Leadership Team, take collective responsibility for operational performance of the organization, in line with its governance and scheme of delegation, communication of risk and management action and driving delivery by the wider staff group.
2. Manage and mentor team members. Monitor individual and team performance, setting objectives that link with the overall ETF Strategy and its Vision and agreeing required professional development.

Global development (Longer term ambition)

1. Establish and maintain strong global networks of FES (TVET) leaders, influencers and experts on workforce development globally to exchange best practice and stay informed about the latest global trends that affect our charity and sector we serve.
2. Represent the organisation at international conferences, summits and events to promote our charity's mission, showcasing our impact and building global partnerships. Leverage global networks to identify new opportunities, potential funding sources and commercial collaborations.

Additional information

Internal / external contacts that this role liaises with includes:

1. Sector organisations and organisations
2. Sponsors and funders
3. Commercial & Corporate partners
4. Marketing team
5. Education, CPD, programme delivery, membership accreditation teams

Person Specification

Experience, skills, and knowledge	Essential skills for the job
Educated to degree level or equivalent.	✓
Proven experience and success in growing Professional Membership Bodies, including developing and executing successful commercial strategies, commercial partnerships, commercialisation of education products underpinned by member and income growth.	✓
Exceptional written and verbal communication skills.	✓
Strategic thinker with the ability to develop innovative solutions and commercial offerings.	✓
Experience with sector partnership development to multiple audiences regionally and nationally.	✓
Substantial experience of managing and motivating staff including setting objectives, developing staff and managing performance.	✓
Strong expertise in contract bidding and procurement.	✓
Significant experience of reporting and presenting complex information in an accessible format and to communicate effectively with non-technical staff.	✓
Ability to work collaboratively across teams and directorates and lead projects from inception to completion.	✓
Ability to build and maintain relationships with stakeholders and sector and partner organisations.	✓
An understanding of the further education, training and skills landscape and global trends within the sector.	Very Desirable
Demonstrated success in negotiating and securing high-value global partnerships.	Desirable

Personal qualities	Essential skills for the job
Demonstrate commitment to the ETF's values.	✓
Demonstrate a commitment and understanding of Equity, Diversity and Inclusion across all areas of work.	✓
Ability to reach decisions and judgments based upon balanced assessment of the technical, business and human risk factors involved.	✓
Collaborative working as part of an effective Leadership Team.	✓
Highly developed personal influencing skills with a personal network and track record of positive business relationships.	✓

Salary, Benefits and Location

Salary

£70,000k plus pension and generous holiday entitlement.

Location

Victoria, London, SW1/Hybrid.

If you have read all this information and still have a query, for a confidential conversation with Sarah Thewlis, Managing Director of Thewlis Graham Associates, please contact us on 0207 850 4781 or email applications@thewlisgraham.com.



Timeline, Application process and How to apply

Timeline

Date	Activity
10 April at 4pm	Applications close.
w/c 15 April	Thewlis Graham consultant interviewing of interested candidates.
w/c 7 May	Education and Training Foundation interviews.

Application Process

Thewlis Graham Associates will acknowledge all applications. These will be assessed against the criteria in the Job Description and Person Specification section and the people who best meet these will be invited for interview with Thewlis Graham online.

Those candidates not invited to interview will be advised by email.

Longlisted candidates will be advised by email. After a consultation between The Education and Training Foundation and Thewlis Graham Associates a Shortlist will be drawn up and Shortlisted candidates invited for interview with the client.

How to apply

To apply for this position, please complete the three steps below, emailing your documentation to applications@thewlisgraham.com quoting reference ABO301.

1. Your CV in Word format only.
2. Your covering letter in Word format only, to cover the following points:
 - Your reasons as to why you would consider yourself suitable for this role, and why you are interested in the role.
 - Your current remunerations details and notice period and the name, job title, organisation, email address and mobile number of two professional referees. (Please note referees will not be approached without your prior permission).
 - Please keep the letter to a maximum of three pages in total.
3. Please complete the Diversity Monitoring form, please see link below.

Please ensure that you include your mobile phone number and email address in your application. Do not hesitate to contact Claire Butcher on 020 7850 4781 or email clb@thewlisgraham.com if you have any queries. **If you would prefer to receive this candidate brief in a more accessible format, please contact us.**

Diversity and Inclusion Monitoring

Diversity and inclusion monitoring is independent of the recruitment process but please do send a completed form with your application. Thewlis Graham Associates is committed to monitoring and analysing diversity information so that we can ensure that our processes are fair, transparent, promote equality of opportunity for all, and do not have an adverse impact on any particular group.

The link to this form is here: [click here](#). If you have any problems with this, please contact Lizzy via email lt@thewlisgraham.com.

Any information provided on this form will be treated as strictly confidential and will be used for statistical purposes only. It will not be seen by anybody directly involved in the selection process. No information will be published or used in any way which allows any individual to be identified.

Thank you.



Contact Us

Thewlis Graham Associates

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