

Creative Scotland

Job Information Pack

Head of Literature and Publishing



ALBA | CHRUTHACHAIL



Who we are

Creative Scotland is the national development organisation for the arts, screen and creative industries.

We support the creative community across all parts of Scotland on behalf of everyone who lives, works or visits here.

We enable people and organisations to work in, and experience, the arts and creative sectors in Scotland by helping others to create culture through developing great ideas and bringing them to life.

Our role as a development organisation is to be an intelligent funder of the arts, screen and creative industries, to be a national and international advocate on their behalf and to positively influence attitudes, behaviours and policies.

We distribute funding from the Scottish Government and the National Lottery.

Our vision is for a Scotland where everyone actively values and celebrates arts and creativity as the heartbeat for our lives and the world in which we live; which continually extends its imagination and ways of doing things; and where the arts, screen and creative industries are confident, connected and thriving.

We have five ambitions that frame our collective aims. We want Scotland to be a country where:

- Excellence and experimentation across the arts, screen and creative industries is recognised and valued.
- Everyone can access and enjoy artistic and creative experiences.
- Places and quality of life are transformed through imagination, ambition and an understanding of the potential of creativity.
- Ideas are brought to life by a diverse, skilled and connected leadership and workforce.
- Scotland is a distinctive creative nation connected to the world.

You can read more about our work and our plans on our web site: www.creativescotland.com



What we are looking for – Head of Literature and Publishing

Permanent contract

Salary: £41,519 pro rata pa plus pension and benefits

Full time – 36 hours per week

We are looking for an inspirational and confident Head of Literature and Publishing to lead on Creative Scotland's work in this area and to join our energetic and dedicated team who are focussed on supporting the arts in Scotland.

You will lead on the strategic development of literature and publishing across Scotland, the UK and internationally in support of Creative Scotland's 10-year plan and our role as a funder, advocate, influencer and development organisation. A critical role in the support and development of literature in Scotland, it involves working collaboratively with a range of partners and multi-art form organisations to develop close strategic partnerships as well as working across a number of projects and funding programmes.

Our ideal candidate will have extensive expertise in Scottish literature and how to promote it internationally. You will have experience and knowledge of working in literature and publishing at a senior and strategic level, with a track record of successful project management. You will be able to demonstrate the skills to develop and manage a range of funding programmes, including undertaking assessments and budget management.

Extensive knowledge and understanding of the arts and creative industries in Scotland combined with excellent interpersonal skills is essential. You will have proven leadership and people management skills.

**Closing date for receipt of completed application forms is:
12 noon on Tuesday 19 January 2021.**

**Interviews will be virtual via Microsoft Teams on:
Wednesday 3 February 2021**

**If selected for interview you will be expected to be available
on this date.**

**If you are interested in applying for this vacancy,
an application pack can be downloaded from our website at
www.creativescotland.com/jobs**

It is essential that all applicants have eligibility to work in the UK.

Creative Scotland is an equal opportunities employer.

The role in detail

Job Title: Head of Literature and Publishing

Directorate: Arts and Engagement

Reports to: Director, Arts and Engagement

Grade: D

Salary: £41,519 pro rata pa plus pension and benefits

Full-time (36 hrs per week)

Permanent Contract

Job purpose:

The role provides strategic leadership for the Literature and Publishing sector in support of Creative Scotland's 10-year plan, Unlocking Potential, Embracing Ambition. This is achieved through strong and positive relationships with the sector, ensuring up to date specialist knowledge and expertise, from the UK and internationally, informs Creative Scotland's overview.

Balanced with operational and team management, the role oversees the development and delivery of relevant activities, programmes and projects across Creative Scotland funding programmes.

Specialist Knowledge, Expertise, and/or Experience (if applicable)

Extensive knowledge and experience of all aspects of Literature and Publishing in Scotland, in the UK, and internationally combined with expert knowledge of writer development, reader development, literary organisations and festivals, literature promotion and publishing.

Key duties and responsibilities:

Your job description is intended as a flexible framework which outlines the key areas of activity within your job. Other activities may be required which are not outlined in the list below but which are appropriate to the job grade.

Strategic / Development duties and responsibilities:

- You will work collaboratively with a range of internal colleagues, external partners, organisations and individuals in order to help create the conditions for the arts, screen and creative industries in Scotland to thrive.
- Collaborate with the relevant Director(s) in order to inform and influence the strategic direction and leadership of your areas of responsibility, and to support the delivery of Creative Scotland's annual and 10 year plans and the agreed strategy.
- Maintain a national and international overview of your areas of responsibility.
- Identify, develop and deliver agreed strategic projects and initiatives that will progress Creative Scotland's ambitions across Scotland, the UK and internationally.
- Act as a source of advice, guidance and influence within your specialism to organisations and individuals across Scotland, the UK and internationally.
- Support Creative Scotland's Place Working, maintaining an overview and building relationships across a cluster of local authority areas so our development and funding activity is informed by an understanding of local contexts.
- Maintain your knowledge of Creative Scotland's Connecting Themes, meeting with Place and Connecting Theme leads on a regular basis.

Funding duties and responsibilities:

You will support activities relating to Creative Scotland's funding programmes, including;

- Contribute to the review and planning of funding programmes;
- Maintaining an overview of all Regularly Funded organisations and Lead Officer relationships within your areas of responsibility, acting as Lead Officer for allocated organisations, as required
 - maintaining positive and effective relationship management.
- Allocate assessments for Creative Scotland's funding programmes, providing strategic and specialist guidance and feedback, and assess applications as appropriate;
- Contributing to panel decision making, chairing decision panels as required.
- Ensuring appropriate evaluation, reporting, and monitoring processes are implemented, working closely with colleagues to ensure the effective monitoring of any agreed funding agreements.

Operational duties and responsibilities:

- Motivate, support and empower your team to work together to develop and deliver against the priorities of the agreed strategy.
- Provide clear, consistent and accountable line management of any direct reporting staff; including prioritising and allocation of work activities and providing structured development, performance management, direction, influence and motivation of the post holders in line with the organisation's values.
- Assume a project management role on relevant activities, ensuring that Creative Scotland's projects are resourced appropriately and delivered on time, within budget and specification.
- Evaluate agreed projects or assigned programmes, ensuring that any points of learning are integrated to future activities, where appropriate.
- Participate in cross-organisational groups when required.

Who we are looking for – the Person Specification

Experience/knowledge:

- Up to date knowledge and experience of the literature sector is essential and should include knowledge of a wide range of existing and emerging literary forms, practitioners, organisations, publishers, networks from across the public and commercial sectors.
- Knowledge of the wider public (and voluntary) sector in support of the arts sectors in Scotland, including awareness Creative Scotland's role as a national arts organisation and its relation to central government, local government and public agencies.
- Knowledge and understanding of the arts and creative sectors in relation to the social, political and economic context.
- Substantial experience of working in a relevant sector in a professional capacity in a senior administrative or managerial role at a policy making level.
- Track record of successful leadership, planning and delivery at a strategic level, ideally with experience of managing multiple projects concurrently.
- Experience of resource planning, effective budgeting and budgetary control.
- Track record of working positively with the media and stakeholders/partners.
- Staff management experience including track record of managing performance effectively.
- An understanding of equalities, diversity and inclusion with experience of implementing EDI within your specialism.

Qualifications:

- Either a relevant undergraduate degree or equivalent professional experience in terms of the intellectual, reasoning and analytical requirements of the job.

Skills/attributes:

- Highly developed interpersonal skills including, communication, influencing, negotiating
- Excellent administration / project and resource management skills
- Plain English (business) report writing skills
- Highly organised, with ability to self-plan and prioritise workloads
- Effective IT skills, particularly Microsoft Office
- Effective decision-making skills
- Adaptive resilience

Key further information about Creative Scotland's work

If you want to know more about Creative Scotland, what we do, and how your role fits within the work of the organisation, you can familiarise yourself with the following information on our website:

Our 10-year plan – Unlocking Potential, Embracing Ambition

Published in April 2014, our [10-year plan](#) sets out a shared vision for the arts, screen and creative industries in Scotland. The plan outlines our ambitions and priorities for Creative Scotland's work which focuses on four things:

- **Funding:** we distribute funding from the Scottish Government and the National Lottery, through Regular, Project and Targeted funding routes. You can read an overview of our funding, and details of all our current funding programmes [on our website](#).
- **Development:** we work in partnership to create the best conditions possible for artists, creative people, organisations and companies to thrive.
- **Advocacy:** we work with others to raise the profile of Scotland's arts, screen and creative industries sectors to promote their excellence at home and abroad.
- **Influencing:** we use our overview of the arts, screen and creative industries, our research and our knowledge to help others to work with these sectors to everyone's benefit.

Connecting Themes

There are four [connecting themes](#) that run through all aspects of our work to varying levels. They are:

- **Creative Learning:** increasing the role and influence of the arts, screen and creative industries in wider society through lifelong learning.
- **Equality and Diversity:** putting equalities, diversity and inclusion at the heart of everything the organisation does to support the continued growth of a diverse culture across Scotland.
- **Digital:** encouraging and supporting the creative sectors to utilise the benefits of digital tools fully to create, connect, innovate and distribute across a range of platforms.
- **Environment:** encouraging everyone we work with, internally and externally, to operate in the most environmentally sustainable manner possible.

Other key resources

Our Strategies – Creative Scotland has developed separate strategies to outline the specific support required for the arts, screen and creative industries. These strategies can be read on our website: the [Arts Strategy](#); the [Screen Strategy](#); and the [Creative Industries Strategy](#).

Our Annual Plan – is the yearly operational plan we produce to spell out our programme of work each year.

Our Annual Review – is the end of year report, summarising the work delivered in the previous financial year.

Screen Scotland is the dedicated partnership for screen in Scotland, delivering enhanced support for all aspects of Scotland's screen sector. Screen Scotland is leading the growth of the sector through increased funding and support for film and television production, an increase in specialist staff and further investment in skills, festivals, audiences and education.

Alternately if you have any general queries about the work we do, please feel free to contact our Enquiries Service. Please note that at the current time all Creative Scotland staff are working from home and we ask that you contact us by email:

Email: enquiries@creativescotland.com

Web: www.creativescotland.com/contact-us

If you are a deaf BSL user, you can access our services with the Contact Scotland-BSL programme. Go to www.contactscotland-bsl.org/public for more information.

How to Apply

If you are interested in applying for this vacancy, an application form can be downloaded from the Creative Scotland website www.creativescotland.com/jobs.

You should complete and return your application form to us before the deadline. Please note we cannot receive any applications after this time.

In your application Creative Scotland will ask you to outline a series of competencies and behaviours which allow you to tell us about your previous experience and demonstrate your suitability for the role. For more information on our Competencies and Behaviours, see the next section.

Competencies and Behaviours

What are Competencies and Behaviours?

Competencies and Behaviours are the underlying characteristics that lead to superior performance in an individual's job. They include qualities, skills, attributes and traits that help people to be successful. Our Competencies and Behaviours go beyond the traditional focus on academic qualifications, technical skills and experience, providing a framework for assessing and developing deeper-seated personal skills. Our Competencies and Behaviours are also capable of being developed in people rather than being fixed and immovable.

Our Competencies and Behaviours themes

Our Competencies and Behaviours provide clear focus to support the recruitment, development and continuous improvement of employees across Creative Scotland in a clear and consistent way. Each competency has a general description, followed by a list of attitudes/behaviours that indicate competence in the relevant area. They are clustered across three themes – People and Relationships; Delivery and Performance; and Development and Improvement.

Why do we need Competencies and Behaviours?

Our Competencies and Behaviours serve several purposes, which together enable Creative Scotland to improve and develop its staff and services. They:

- inform prospective employees what is expected of them
- inform employees of the sort of attitudes and behaviours Creative Scotland encourages when carrying out their duties
- shape and define a culture based around strong principles such as creativity, collaboration, accountability, continuous improvement and equality
- support staff at all levels in their development in order to maximise their potential.

Our Competency and Behaviour themes

Theme 1 People and Relationships	Theme 2 Delivery and Performance	Theme 3 Development and Improvement
<ul style="list-style-type: none"> • Collaborative Working • Leadership • Communication 	<ul style="list-style-type: none"> • Understanding the Vision • Accountability • Decision Making • Performance 	<ul style="list-style-type: none"> • Building Knowledge and Expertise • Continuous Improvement • Adaptable and Flexible • Strategic Thinking (Senior Leadership Team only)

Our Competencies and behaviours

Theme 1: People and Relationships

These Competencies and Behaviours are about how we build and manage relationships with people, internal and external, to Creative Scotland.

Competency and Behaviour	For Creative Scotland, this means we...	Effective people are likely to:	... and effective leaders are also likely to:
1: Collaborative Working	<p>provide and seek support from colleagues and engage with all partners to better understand their requirements. It involves being connected and ensuring people view Creative Scotland as experts; it's also about building rapport; using our positive influence; working effectively together; and recognising the roles we all play.</p>	<ul style="list-style-type: none"> • build and maintain mutually beneficial and deep-rooted internal and external relationships • work well with colleagues, support others and take a partnership approach • build and maintain mutually beneficial relationships • actively build rapport with new people and work to build and develop on going relationships • maintain positive relationships and partnerships • use their positive influence to grow partnerships externally and internally • be responsible for identifying and working with the wider sector, brokering connections 	<ul style="list-style-type: none"> • build and maintain mutually beneficial and deep-rooted internal and external relationships • encourage their team to build strong relationships with others internal and external to the organisation • be responsible for identifying and working with the wider sector, brokering connections • work across teams to deliver projects and solve issues.

Competency and Behaviour	For Creative Scotland, this means we...	Effective people are likely to:	... and effective leaders are also likely to:
2:	<p>Leadership</p> <p>provide expertise and direction to others so that outcomes are a shared effort, a shared vision and a shared success. This is about supporting colleagues and partners and sharing knowledge in order that they make the right decisions and maximise their opportunities.</p>	<ul style="list-style-type: none"> • share expertise, knowledge and experience with colleagues and partners • consider other's needs and make time for people • build trust and mutual respect • motivate and inspire others • think long term and strategically. 	<ul style="list-style-type: none"> • motivate and inspire others • lead their team by giving clear direction and guidance • support their team to deliver on their objectives, to plan • ensure the team has the information and knowledge they need • be able to positively influence others to their way of thinking.
3:	<p>Communications</p> <p>engage people in our aims and ambitions by listening to others and thinking about style, content and method of communication so that our meaning is understood. It's about, not only the written and verbal communications, but also about being engaging and using effective non-verbal communications.</p>	<ul style="list-style-type: none"> • use the most appropriate communication method for the situation • use clear language and avoid jargon • be confident in their communication • listen to others • present information in a way that engages people • share information openly and at the right time. 	<ul style="list-style-type: none"> • regularly communicate with their team • evaluate the effectiveness of their communications • encourage open communication between teams and partners • be considerate when communicating difficult messages • use effective communication to build external relationships.

Theme 2: Delivery and Performance

These Competencies and Behaviours are about performance and how, in order to deliver, everyone should understand the organisation's Vision and Priorities; where and how their role fits and what contribution is required from them.

Competency and For Creative Scotland, this means we...	Effective people are likely to:	... and effective leaders are also likely to:	
4: Understanding the Vision	<p>have a full understanding of how our contributions support the organisation which helps us all feel part of the organisation. For some in the organisation this area is also about having a breadth of perspective and understanding the impact the organisation has on the wider cultural system and economy, and vice versa.</p>	<ul style="list-style-type: none"> • be clear on the organisation's Vision and Priorities • know where and how their contribution fits • shows interest in information wider than their own specialism. 	<ul style="list-style-type: none"> • keep connected with the sector and policy changes • scan the horizon for critical changes and technologies • understand the wider cultural system and economy.
5: Accountability	<p>take appropriate ownership of projects, tasks and activities. It involves taking responsibility for decisions and keeping promises and commitments to others.</p>	<ul style="list-style-type: none"> • take ownership and ensure the end result is delivered • understand the wider impact of their action or inaction • take decisions on time and based on all available information. 	<ul style="list-style-type: none"> • build a culture of ownership by ensuring the team takes responsibility for its actions and decisions • hold others accountable and challenge when appropriate.
6: Decision Making	<p>are objective and use evidence and our expertise to make decisions and give advice.</p> <p>It means we need to understand our areas of expertise and consider and evaluate information before making measured and reasoned choices; for some, it will mean consideration of strategic plans and impact is important. We all use our creative thinking to solve problems and develop solutions.</p>	<ul style="list-style-type: none"> • gather information before making decisions • use their judgement, creative thinking and objectivity • take into account the implications and risk of any decision • involve others when appropriate • be influential in their decision making due to their research and expertise • be able to make and communicate tough decisions. 	<ul style="list-style-type: none"> • justify decisions based on organisational priorities • share information and support their team in decision making • empower others to make decisions • be able to make and communicate tough decisions.

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These Competencies and Behaviours are about performance and how, in order to deliver, everyone should understand the organisation's Vision and Priorities; where and how their role fits and what contribution is required from them.

Competency and Behaviour	For Creative Scotland, this means we...	Effective people are likely to:	... and effective leaders are also likely to:
7: Performance	focus on delivering the agreed outcomes and goals for our roles; being creative with ourselves and our partners. It's about thinking ahead on what needs done and planning appropriately to ensure timescales are met without compromising delivery, creativity and service.	<ul style="list-style-type: none"> • Think ahead and take appropriate action • plan to deliver excellence at all times • think creatively • deliver quality, on time and, if appropriate, to budget • plan their workload and manage their time • follow due process and corporate governance. 	<ul style="list-style-type: none"> • review and drive the team's performance • plan and give the correct attention to strategy and operational matters • regularly review performance with their team • ensure the team understands and works to processes • understand and work within governance standards.

Theme 3: Development and Improvement

These Competencies and Behaviours are about building an environment of continuous improvement and learning so that the services we deliver are continually improving through our people and our processes.

Competency and Behaviour	For Creative Scotland, this means we...	Effective people are likely to:	... and effective leaders are also likely to:
8: Building Knowledge and Expertise	have a workforce of continually developing experts. This is about being open to learning and continuing to build and practice our expertise, not only in our specialist areas and the organisation but also in the wider sector; it's about growing our positive influence.	<ul style="list-style-type: none"> • have a desire to learn • be open to the ideas and suggestions of others • strive to be an expert in their specialism/work area • take responsibility for their own knowledge and development • be connected to the wider sector • share information with others • support others to learn. 	<ul style="list-style-type: none"> • encourage the team to build expertise and knowledge • encourage learning, and the practise of new skills within the team • promote learning across teams and sectors • share knowledge, learning and expertise across all partners.

Competency and Behaviour	For Creative Scotland, this means we...	Effective people are likely to:	... and effective leaders are also likely to:	
9:	Continuous Improvement	are responsive and adaptive and think ahead for future changes and developments. In an ever-changing landscape it is important to stay connected and be proactive in finding solutions and creating new ideas.	<ul style="list-style-type: none"> • develop, on an ongoing basis, their service or activities • be innovative and creative in their approach • find solutions to fix problems • make suggestions for improvement. 	<ul style="list-style-type: none"> • seek feedback in order to support future improvements and decision making • encourage innovation and improvement • work with the team to build a culture of continuous improvement.
10:	Adaptable and Flexible	are aware that change is part of our lives and, through being adaptable and flexible, we are responsive and open to these changes and improvements.	<ul style="list-style-type: none"> • be open to change, both in their team and the organisation • be constructive in asking questions and raising concerns • consider how the change will impact on workload and plans • help colleagues and partners understand the change. 	<ul style="list-style-type: none"> • help the team recognise and deal with change, through clear communication • consider plans and strategies for change if appropriate • approach change with a positive mind-set • provide leadership throughout any significant change.
11:	Strategic Thinking (Senior Leadership Team only)	look wider than the organisation and constantly review the political and sector landscapes. It's about using this long-term and high-level information to plan for the organisation so that opportunities are taken, changes made and influence maximised.	<ul style="list-style-type: none"> • understand the external landscape • set the strategy or high-level plans • translate this strategy into divisional objectives or goals • support their managers in translating these objectives or goals into local team plans, and the communication of these • monitor these plans (supporting their managers), feed back and take action when required • role model the values and behaviours day-to-day. 	