Friends of the Earth Scotland

Director of Transformation

Recruitment pack



Job information

Reports to

Board of Trustees

Team

Senior Leadership Team (SLT)

Responsible for

Head of Campaigns, Head of Movement Building, Head of Operations & Finance

Location

Hybrid, with an expectation to work from the office (currently in Edinburgh) 1 - 2 days per week

Contract

Fixed term, 2 years

Hours

Job share (or two roles) up to a total of 1.2 FTE

Salary & Benefits

£60,000 pro-rata

You will receive a pro-rata share of 28 days annual leave and 11 days statutory holidays.
Friends of the Earth Scotland operates a Company Pension Plan with NEST, which includes an ethical option.

Job information

Context

Friends of the Earth Scotland campaigns for environmental justice, building collective power with communities and movements to create a fairer, greener Scotland. We are a part of the Friends of the Earth International network.

As an organisation, we have been responding to how we can meet this moment to achieve climate justice in Scotland and beyond. Our current strategy returns us to our roots in community-based movement building, and we want how we work to match what we are trying to achieve. As part of this shift, the Board of Trustees has started a governance reset to support the aims and ambitions of the strategy, and the Senior Leadership Team (SLT) has been piloting a co-leadership model over the last year. Next year, the organisation will undertake a strategy refresh, and we are open to reflecting how we operate to achieve our strategic aims.

We are now recruiting two people for the role of Director of Transformation to work as co-leads on our SLT to develop the systems, skills, internal capacities and accountability frameworks that our new strategy requires. Outward-facing leadership, including press liaison, leading on strategic decision-making and campaign oversight, will stay with our current leads.

Aim for the two years

Although there has not been a formal decision to permanently shift the organisational structure, we've seen some benefits from the co-leadership pilot and would like to explore how co-leadership and/or collective leadership could support our strategic aims both internally and externally.

Job information

This two-year role is focused on creating the conditions for a period of organisational development towards a model of collective leadership. By the end of the two years, you will have helped us to:

- Facilitate the development of collaborative leadership structures and practices across the organisation, including in decision-making
- Embed learning and accountability as a key part of the organisation's culture;
- Support people to develop the skills, capacities and ways of working that sustain the shift in working culture.

We are open to how that will look and are committed to it being shaped with the team and through experimentation. In the first three months, you will get to know the organisation and its people, its recent history and design a plan for the rest of the two years together, with support and input from the Board, SLT and the team. We will review progress together regularly, and adapt as we learn.

About you

In this pack, we've included a list of key accountabilities and detailed responsibilities as well as a person specification outlining the attributes, knowledge and experience we are looking for in candidates for this role.

We're looking for two people who bring complementary skills, experience and knowledge in areas such as organisational change, HR and accountability frameworks, co-leadership, community and/or labour organising and financial oversight.

If you're excited about working for us and have most of the skills and experience we're looking for, please go ahead and apply.

Apply for the role

Recruitment Process

We are trying a different recruitment process to allow different sides of potential candidates to shine and get to know us a bit through the process, and for us to get a fuller view beyond just good written and interview skills.

The process will take place in three stages:

1. **Application** — CV and cover letter

2. **Live session** (in person) — if shortlisted, you'll plan and run a session with a small group of our Board, staff and movement partners. This is a chance for us to see how you work in practice, and for you to meet some of the people you'll be working with. We're interested in how you hold the room and bring people with you.

3. **Interview** (online) — in this stage, you'll get to reflect on your experience of the live session. The panel will also ask for examples of experience and skills specific to the role, and questions that they want to explore more with you following the live session. It's also your opportunity to find out more about the role, the work ahead and what co-leadership might look like.

Recruitment Timeline

- **Applications closing date**: 23:59 on Sunday 22 November 2026
- **Shortlisting stage** : w/c 23 November 2026
- **Invitation to live session**: w/c 30 November 2026
- **Live Sessions**: 7th or 8th of December 2026
- **Interviews:** 15 December 2026

Apply for the role

How To Apply

Would like to get to know you, your values and your approach, beyond a traditional CV. Please email ***recruitment@foe.scot*** with the subject line "Director of Transformation application", and include:

1. Your CV
2. A covering letter of no more than two pages, covering the areas below. Please give examples where possible.
    a. **Your values and approach** — what values guide how you work, how they shape the way you lead change, and what draws you to this role now.
    b. **Community-led change** — what it means to you and what it would look like for an organisation to reflect it in how it works internally.
    c. **Shifting organisational culture** — your experience of helping a team and/ or organisation shift its culture from urgency to a sustainable pace, from reporting to learning and from blame and other punitive approaches to collective accountability.
    d. **Resources and financial oversight** — your experience of overseeing finances and budgets, and of balancing ambitions with capacity and resources.
    e. **Working collaboratively** — what draws you to a shared role, and the strength you bring to a co-leadership pair
3. A completed equal opportunities monitoring form. This is kept separate from your application and won't be seen by the shortlisting panel. Please download it via our webpage.
4. In your email, please also include:
    - Your notice period
    - Areas of the role you lean more towards
    - Any access adjustments you need during the recruitment process

About Friends of the Earth Scotland

Who we are

Friends of the Earth Scotland is Scotland's leading environmental campaigning group, working to help people in Scotland look after the planet for everyone's future.

Our vision

Friends of the Earth Scotland's vision is of a world where systems of power and resource use are transformed so that all living beings and ecosystems have what they need to flourish, now and in the future.

Our mission

- Friends of the Earth Scotland exists to win campaigns for transformative solutions to the root cause of environmental problems.
- We campaign for an end to the climate crisis, for the flourishing of the Scottish environment, and for a democratic Scotland which cherishes and protects the natural world of which we are part.
- We work for an economy oriented towards the needs of communities, ecosystems, and the planet.
- We support people in Scotland to take individual and collective action for environmental and social justice locally, nationally, and globally.
- Working with partners in Scotland and across the globe, we integrate research, political advocacy, strategic communications, mobilisation, and movement-building into focused and ambitious campaigns.

Our values

Hope

Our vision is a vision of a possible world, and that we can act in the here and now to create changes that make that world more likely. In acting on this hope, we do not ignore the enormous environmental losses that have already occurred, the likelihood that many more will occur, or the magnitude of the systemic transformations that are needed to bring our vision about;

Collaboration

We see ourselves as one part of a wide, diverse ecosystem working for transformative solutions to environmental problems. At every level, from our staff team and our Board to the FoEI network, our membership, and our external partners, we work in generous partnership and in support of democratic participation

Creativity

Defending against attack is necessary but insufficient in achieving our organisational vision: we need new relations and systems linking people and ecosystems to do that. Developing these systems is the work of creating as well as dismantling, and we will hold space for creativity in our internal and external work

Care

Care requires systemic measures that recognise the capacities and limitations of people and ecosystems, as well as individual attitudes of kindness and concern. Our internal operations, our interactions with partners, and our campaigning goals will be oriented by care for people and planet

Justice

Environmental and social harms are disproportionately caused by systems of domination and extraction developed by the elites of majority white countries in the global North, and are disproportionately felt among people who are economically, socially, and racially marginalised in the global North and South. We act in solidarity with the people most affected by environmental harms in our campaigning for transformative solutions, and we work to centre fairness and anti-oppression in our internal systems and processes

Integrity

We understand our values as things we hold and things we do. We put them into practice across our internal and external activities, and we reflect and reorient when we fall short of them.

About this role

Key Responsibilities

Accountability and responsibility for the role's aims are shared between the post-holders, and we will agree with them how they divide responsibilities and working days, and what peer support they need.

Finance, Governance and Oversight
At the point of hiring, the co-Directors of Transformation will be the organisation's most senior members of staff, holding the governance, financial and line management responsibilities traditionally held by a chief executive. We expect these to be shared more widely as collective leadership develops over the two years. The specific responsibilities are:

- Line manage the Head of Campaigns, Head of Movement Building and Head of Operations & Finance
- Take ownership, along with the SLT, of legal and regulatory responsibilities of the organisation, keeping up to date with changes and seeking specialist advice where needed
- Hold oversight of the organisation's finances, including budgets, financial planning and long-term sustainability
- Help the organisation prioritise programme ambitions alongside capacity and resources;
- Develop strong programme governance and implement effective risk management strategies, including strengthening how the organisation supports and works with its governing body, the board of trustees;

Continue to next page

About this role

Key Responsibilities

Strategy, Systems and Leadership

- Lead internal strategic initiatives and deliver organisational systems and processes that are sustainable, align with FoES values and enable the team to deliver on long-term strategic power-building;
- Review roles and structures across the organisation and plan for any internal recruitment, new or redesigned roles and structural changes;
- Work constructively with the union, including consulting on any changes to roles, structures and ways of working
- Move the organisation from its current decision-making matrix to a collaborative decision-making system;
- Develop strong programme governance and implement effective risk management strategies, including strengthening how the organisation supports and works with its governing body, the board of trustees;

Learning and Culture

- Foster a culture of continuous improvement and accountability, including supporting leadership transition fully to a collaborative leadership model;
- Drive organisation-wide skill development, including training, to embed new mindsets, capabilities, systems, and processes across the team, and to enable effective co-leadership;
- Design and implement organisation-wide behavioural and accountability frameworks, including a role accountability process for all staff;
- Develop a peer-management system for the SLT and future leadership team, and ways of working and learning plans for staff moving into new leadership roles;

Continue to next page

About this role

Key Responsibilities

- Strengthen the organisation's reflective and evaluation systems, including developing a monitoring and evaluation framework with relevant staff, to allow ongoing growth impact, sustainable fundraising and communication of our work to funders;
- Lead on developing the roles and ways of working that will become the long-term day-to-day organisational directorship by the end of the tenure.

Other

- Model collaborative leadership in how you work together;
- Agree with co-lead how responsibilities, working days and peer support are shared;
- Hand over remaining responsibilities to the new leadership team by the end of the term;
- Work in line with FoES values and policies;
- Undertake other reasonable duties in line with the purpose of the role.

About this role

Person Specification

We don't expect anyone to meet all the criteria. We are looking for a pair who bring complementary skills, experience and knowledge. We welcome applications from people with lived experience of environmental and social injustice.

- Experience of designing and leading systems and processes that support organisational change, preferably in consultation with a trade union
- Experience of designing and implementing organisation-wide behavioural and accountability frameworks
- Experience of co-leading an organisation, or collaborative or collective leadership in cooperatives, charities or flat structures
- Strong people-management skills, including a working knowledge of employment law and regulation
- Experience in decolonial and anti-oppressive ways of working, including policy and process development, and non-traditional accountability frameworks
- Experience of financial planning, overseeing budgets, and making thoughtful decisions about how resources can best be used to balance ambition and organisational sustainability
- Experience of and personal commitment to working relationally and collaboratively with a team
- Strong verbal and written communication skills, including communicating strategy
- Knowledge of and experience of creating change using community organising or labour organising approaches
- Fundraising experience, including building relationships with funders

Continue to next page

About this role

Person Specification

- A thoughtful approach to risk and ability to distinguish between real and perceived risk
- Self-awareness and emotional intelligence, and an active reflective practice
- Willingness to try new approaches and openness to learning from mistakes
- Experience in the environmental, climate, grassroots or social movement sectors









Equal opportunities

We are committed to offering equal employment opportunity for all and to providing employees with a work environment free of discrimination and harassment.

We are committed to finding the right people for the jobs that we advertise. All employment and recruitment decisions are based on organisational needs, job requirements and individual qualifications, without regard to race, colour, religion, sexuality, gender identity or belief or any other status protected by the Equality Act 2010.

We are committed to increase the diversity of our team and encourage applications from people currently under-represented in the climate and environmental movement. We are working hard to create a space in which people from all walks of life see themselves. We therefore particularly encourage you to apply if you belong to one of these groups or sit at the intersections of multiple systems of oppression.

We monitor Equal Opportunities at Friends of the Earth Scotland as part of the application process. All Equal Opportunities forms are removed from applications prior to short listing.


Friends of the Earth Scotland
HUMZA
FOSSIL FOOL
JUST TRANSITION
SAVE FIT
ONE BEHIND
HUMZA
EDINBURGH
END FOSSIL FUELS!
A JUST TRANSITION FOR WOKERS AND COMMUNITIES