



Woodchester
Mansion Trust

Chief Executive Officer

Information for candidates

Background to the post

Woodchester Mansion Trust is looking for its first Chief Executive Officer, to lead the organisation through a period of great change and development. This Grade 1 Listed building is an amazing and unique structure – Victorian Gothic architecture laid bare and set within a stunning wooded valley, Woodchester Park, in the heart of the Cotswolds.

Over the past two years the WMT Trustees have reviewed the future for the Trust and the Mansion. The Strategy (A Strategy for Change 2014- 2020) is included below as Appendix 2. We are now embarking on an exciting period of design and development that builds upon the current operations of the Mansion and includes the creation of new visitor facilities and improved interpretation and access. At the same time as increasing participation by the public, we also plan to continue the programme of conservation works to the Mansion itself and achieve a step-change in this work by the end of the strategic plan period.

The Trust is now looking for someone to lead these programmes as its first Chief Executive Officer. This is an opportunity for the selected candidate to join the small team at an early stage, and to help design and frame the context for change over the coming years.

The main function of the post is developmental, but there will also be an oversight role in ensuring the current operations of the Mansion are well managed and, where necessary, developed further (see Job Description – Appendix 1)

How to apply

Send a full CV including full contact details, with a covering letter of application to:

By email:

nicola.kendell@woodchestermansion.org.uk

By post:

Send applications to:

Nicola Kendell
CEO Woodchester Mansion Trust
c/o Seaton House
Bagpath
TETBURY
GL8 8YG

Covering letters of application should address the needs of the post and relevant experience as laid out in the Job Description (See Appendix 1).

Closing date:

Applications must be received by midnight on **Friday 14th November 2014**.

Shortlisted candidates will be contacted on either the 17th or 18th November.

Interview date: Monday 24th November

Important note – visiting the Mansion:

Candidates wishing to visit the Mansion should note that our public opening season ends on the 31st October 2014 – the Mansion is open everyday except Monday during this season.

Visiting the Mansion during November may be possible by special arrangement. Contact nicola.kendell@woodchestermansion.org.uk in the first instance.

Informal telephone discussions may also be arranged with the Chair and Vice-Chair of Trustees – Terry Robinson and Doug Hulyer – to do so, contact Nicola Kendell as above.

Appendix 1.

Chief Executive Officer

Job Description (October 2014)

Responsible to: The Trustees of the Woodchester Mansion Trust

Line Manager: Chair of the Trustees of the Woodchester Mansion Trust

Oversight: All staff employed by the Woodchester Mansion Trust; contractors, consultants and advisors; volunteers on Trust business

Salary & conditions: Within range £40-50,000; Full-time

Overview:

The Chief Executive Officer will support the Trustees and lead on the further detailed development and implementation of the Woodchester Mansion Trust Strategy (2014-2020). This includes:

- The creation of a series of bids to major funders for the two phases of capital development outlined in the business plan, and their successful implementation/delivery as projects i.e.
 - Phase 1 – The Welcome: improving access and visitor facilities at the Mansion site and
 - Phase 2 – The Restoration: restoring the Mansion to the glory in which it was left in 1873, making it water and bird-tight; the further development of facilities and assets to ensure a fully sustainable future for the Mansion and Trust;
- The oversight and completion of the plans for operational development begun in 2014 including more regular and predictable opening, improvements to visitor facilities and welcome, and the further development of the volunteer programme/support.

Main functions of post:

- 1) To be responsible to the Trustees for the implementation of the Woodchester Mansion Trust Strategy including:
 - a) The creation and implementation of plans to ensure the capital and other development priorities are delivered to time, budget and high quality
 - b) To encourage good working relationships with partners, stakeholders and supporters of the Mansion, and maintain effective communications with them all – on site, locally (Gloucestershire and the South-west) and nationally.
 - c) To act as the executive spokesperson and advocate for the Trust and its work.
 - d) To develop and implement a fundraising strategy and plan for the Trust.
 - e) To oversee the creation of a sustainable business for the Woodchester Mansion Trust.

- 2) To oversee, on behalf of the Trustees of the Woodchester Mansion Trust, the smooth management, operation and maintenance of the Mansion site as a visitor attraction, and education and training centre, mindful of its layered protected status, including:
 - a) Ensuring that all health and safety, environmental, employment and other legal and licence requirements are adhered to and implemented to the highest standards.
 - b) The appointment, management and development of all staff and volunteers.
 - c) The drawing up, monitoring and reporting on budgets and accounts, including the creation, with the Trustees, of the annual report and accounts.
 - d) The maintenance of the Trust as an economically sustainable business
 - e) The delivery of the Trusts conservation, education and learning, and public engagement/communications programmes and plans.
 - f) The delivery of best practice in visitor experience and care, including the interpretation, retail and catering offer.
 - g) The maintenance of the building, its services and the grounds.

Person Specification:

Qualifications and Training:

- Essential - Degree level or equivalent;
- Desirable – professional qualification in heritage and/or visitor attraction sector; professional management qualification

Experience:

Essential:

- Senior management experience at a senior level (e.g. CEO or deputy) preferably within the heritage, museums, visitor attraction sectors
- Fundraising for capital projects, preferably including compiling successful bids to the Heritage Lottery Fund and statutory/public bodies

Desirable:

- Leading the delivery of learning/interpretation, conservation and/or public engagement programmes;
- Experience of being involved in a large capital development project
- Work within the charitable/not-for-profit sector
- Working with volunteers

Personal qualities, knowledge and skills:

- Enthusiastic champion for heritage
- Strategic thinker and deliverer
- Self motivated and able to inspire others
- Excellent communications and presentation skills, and developed writing ability; able to present issues clearly in writing and verbally at meetings and in management reports;
- Excellent interpersonal skills, approachable with a positive and enthusiastic attitude;
- Able to work creatively, as part of a team, yet able to lead by example and make decisions;
- Able to multi-task, manage multiple priorities and remain calm under pressure;
- Able to create, understand and manage budgets and accounts;
- Able to be flexible, including a willingness to work some weekends and late/evenings, when required.

Plus:

- Commitment to Equal Opportunities
- Good working knowledge of Microsoft and other software systems for word processing, spreadsheets, project management and presentation
- Full driving licence

Appendix 2

Woodchester Mansion Trust A Strategy for Change 2020 2014-2020

About the Woodchester Mansion and its Trust

Woodchester Mansion is a 19th Century Victorian Gothic Masterpiece mysteriously abandoned mid-construction in 1873. Hidden in a secluded Cotswold valley, it is untouched by time and the modern world. This Grade 1 Listed Building has been saved from dereliction, but will never be completed. Set within a historic and spectacular parkland owned and managed by the National Trust, the mansion is an integral part of the wider SSSI, notified particularly for its bat interest.

Visitors walk through an extraordinary architectural exhibit in which the secrets of the medieval Gothic builders and masons are laid bare. The carvings in Woodchester Mansion are among the finest of their kind in the world.

The Woodchester Mansion Trust was founded in 1989 when the Mansion had been derelict and neglected for a number of years. With support from English Heritage, the Heritage Lottery Fund and other grant-giving trusts, Woodchester Mansion Trust set about rescuing the Mansion from potentially catastrophic decay, with the aim of repairing it to the condition in which building work was abandoned in the late 1870s and opening the house to the public.

The Trust is the pioneer of the Living Classroom model of heritage skills training, becoming the first heritage site in the UK to provide hands-on training to student stonemasons and running courses for the lay public in a variety of traditional building skills. The Trust played a key role in the revival of the Lime Method of repair and maintenance which is vital to the survival of our heritage of limestone buildings.

As a masterpiece of the Victorian Gothic Revival and perhaps the highest expression of a purism not matched by any other British domestic architecture of the period, abandoned in mid-construction but with much of its spectacular detail complete, the Mansion is unique in the heritage world as a window on construction methods that link directly to our medieval Gothic heritage.

Woodchester Mansion represents a moment suspended in history, offering visitors a time-travel experience in three dimensions expressing the vision of a precociously talented and ambitious young Victorian architect, Benjamin

Bucknall, and an idiosyncratic and devout client, William Leigh, whose wealth was to prove in the end unequal to his ambition of combining the spiritual and material dimensions of daily life in one unique building.

This strategy - who is it for and what's its purpose?

This strategy was agreed by Trustees at the end of 2013 and remains a working document for Trustees, staff, volunteers and partners. It sets out the important areas for development for the Trust over the next seven years. Work is required on developing a detailed business plan to support the Strategy and a working group has been formed for this purpose.

The aims of the Trust for this strategic period.

- To restore, as far as possible, the mansion to the state it was when abandoned in the late 1870s, but also make it weather and bird proofed.
- To provide a welcoming, enjoyable and learning experience for an increasingly diverse range and number of visitors; commensurate with that aim, develop first class visitor facilities and access within and around the Mansion.
- To develop, implement and maintain a business and funding model that ensures a sustainable future for operations as well as immediate and further capital needs.

The strategy

There are six broad areas for development within this strategy period i.e. Governance; volunteers and staffing; visitor experience and learning; conservation, restoration and access (capital development); communications and fundraising; finances and business planning.

Governance

Aims for the strategic period

To have appointed and retained a fully engaged team of Trustees willing and able to deliver the leadership required to deliver this strategy, and it's associated plans (operational, capital and supporting services).

To have reviewed and implemented any changes required to the Memorandum and Articles of Association, so as to ensure that the governance of the organisation is fit for purpose.

Staffing and volunteers (Operational development)

Aims for the strategic period

To have created an operational management structure and staff complement skilled in delivering this strategy and its associated plans.

This will include the shift of operational and managerial cover to include all days when the Mansion is open to the public.

To have retained existing, and recruited new, volunteers fully equipped to deliver a first-class visitor experience to the full range of audiences visiting the Mansion.

To have delivered all necessary training and development for all people involved in the governance and delivery of first class services at the Mansion.

Visitor experience and learning (Operational and capital development)

Aims for the strategic period

Initially, to review all core interpretative services provided to the public on open days and through events, and then create and implement a comprehensive interpretation/ visitor experience plan for the Mansion (this to include training and development planning for both capital and operational programmes). Subsequently, to monitor and keep under constant review, the quality of interpretative services provided to the public.

Initially, to develop and implement an education and learning plan targeting groups visiting the Mansion. This to include formal education and heritage skills training.

To provide core services to all visitors to the Mansion commensurate with first-class visitor service i.e. welcome/reception; toilets and washrooms; catering (including kitchen); retail opportunities; dedicated training/education facilities. ,

Conservation, restoration and access (Capital development)

Aims for the strategic period

Initially (2014), to have created a phased master plan for the conservation and restoration of the Mansion to include the improvement of the access track and provision of visitor parking at the Mansion itself.

To have fund-raised and be ready to deliver Phase 1- access and welcome improvement, and Mansion weather-proofing - by end 2015.

To have fund-raised and be ready to deliver Phase 2 - full interpretative and activity associated with a fully repaired Mansion - by end 2018.

To deliver a fully repaired, conserved and accessible Mansion by 2020.

Communications, PR, marketing and fundraising (Support services development)

Aims for the strategic period

Initially, create a comprehensive Communications Plan for the Mansion to include public relations and marketing activity - subsequently implement the plan. This plan will require the identification and prioritisation of key audiences, the creation of a suite of key messages and narratives for each audience, and the identification of media and the processes to deliver the communication. This plan will need to evolve and be reinvented as each phase of development (see Conservation/ Capital above)

Create and implement a fundraising plan that supports both the operational and capital programmes of the organisation. Initially seek funding for organisational development - a start-up fund - to support the detailed development of this strategy.

Finances and business planning (Support services development)

Aims for the strategic period

Year one business planning (2014)

1. Carry out a full cost-effectiveness review of current operations to include all commercial and income-generating activities. Alongside this review, discuss and investigate other potential commercial activities (new enterprise). From the review prioritise activity and investment to 2016.

2. Carry out a full appraisal of the 'visitor growth' model that is implicit in the capital development programme above. If this is shown to have potential to

fund the operations of the Trust into the future, pursue the model as a priority over all others.

3. Develop business plan 2015 onward based upon results of review and appraisal.

Throughout

4. Develop and implement robust systems of financial, support services (HR, estates management, health and safety, etc.) and operational control (customer care, bookings, etc.) throughout the organisation.

Appendix 3. Advertisement copy



Woodchester
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Chief Executive
The Woodchester Mansion Trust

Salary range: £40,000-£50,000

The Woodchester Mansion Trust is seeking a dedicated, creative and motivated individual to be its first Chief Executive and to take forward the Trustees vision and strategy.

Woodchester Mansion is a Victorian Gothic masterpiece, abandoned mid-construction in 1873. Hidden in a secluded Cotswold valley near Stroud, this Grade 1 listed building is untouched by time and has been saved from dereliction. The Trustees now wish to expand the visitor facilities and offer, improve access and continue with the conservation work apace.

This is an amazing opportunity for someone seeking a career-making challenge to lead the team in an exciting period of change.

The successful candidate must have experience of managing and developing a heritage site, be an excellent communicator, and have flair and vision. He/she will work with Trustees, the small staff team and volunteers to develop our plans further, seek funding and deliver our programmes. To this end experience of developing successful funding bids, particularly with HLF, is also desirable.

If you think you'd fit the bill, further details of the post and how to apply can be found at www.woodchestermansion.org.uk/jobs.aspx.

Closing date: Midnight Friday 14th November 2014

WMT is an Equal Opportunities Employer