



## **Friends of Westonbirt Arboretum**

Chief Executive

Candidate Information Pack

August 2018

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Letter from the Chair of Trustees

Dear applicant,

Thank you for your interest in the role of Chief Executive at Friends of Westonbirt Arboretum (FOWA).

A high-level review of our charity was commissioned in 2014/15 resulting in the establishment of a Chief Executive role, designed to move the Friends towards a more business focused organisation. Having successfully achieved this initial transition we now seek to recruit a new Chief Executive who can lead FOWA in the further development of the organisation, working in partnership with the FOWA Board and Arboretum Director. By the end of the year we will have a draft strategic plan for Westonbirt and be developing the FOWA business plan. We are seeking a CEO with strategic insight, exceptional interpersonal and influencing skills and an ability to deliver operational plans supporting membership growth and income generation.

We work closely in partnership with the Forestry Commission who are responsible for the management of Westonbirt Arboretum on behalf of the nation. There are circa 270 volunteers, many of whom are members, who give their time to the Arboretum under the supervision of the Director's management team.

We are held as an exemplar by the Forestry Commission, where we broke new ground with a significant and successful fundraising programme, raising some £6.2m to complement monies from the Heritage Lottery Fund, to support the Westonbirt Development Project.

With the successful completion of this capital fundraising campaign we continue to aim to increase membership and are committed to continued fundraising to support revenue and capital expenditure and to working with the Arboretum to develop and execute the new 5-year strategic plan.

We intend to work ever more closely in partnership with the Forestry Commission to influence the strategic direction and development of the Arboretum and to help meet the proposed vision of being "A world leader in trees; inspiring people through education, participation and conservation". To this end we also recognise the need for us to play our part in raising the profile at both National and International level.

The Job Description and Person Specification will tell you about the role itself and detail the kind of person we are looking for. Our web site ([www.fowa.org.uk](http://www.fowa.org.uk)) and the Forestry Commission site ([www.forestry.gov.uk/westonbirt](http://www.forestry.gov.uk/westonbirt)) are useful sources of information about the Arboretum and the work we do.

If this opportunity excites you and the Arboretum and associated work is something you can wholeheartedly support, then I very much look forward to hearing from you.

Yours

Mike Mintram  
Chair of Trustees  
Friends of Westonbirt Arboretum

## **1. The Organisation**

### **History**

As the National Arboretum, Westonbirt is one of the UK's finest tree collections and one of the world's most important Arboretums. It is also one of the most popular attractions in Gloucestershire and the Cotswolds, attracting over 500,000 visits each year.

The Arboretum was planted from the 1850s onwards by Robert Holford, whose family owned the large estate centred on Westonbirt House. Using a family fortune, based on the supply of water to London, Holford financed and oversaw a huge planting programme, which hinged on the work of some of the Victorian age's leading botanists. He had the Arboretum landscaped in the 'picturesque' style made popular by the eminent garden creator William Gilpin.

Robert's son Sir George Holford took over the Arboretum project and much of the collection as it exists today is due to his vigour in pursuing the project. In 1956, the Arboretum was bequeathed to the Forestry Commission who have continued to improve and expand on the work of the family.

The Arboretum and Downs landscape is designated a Grade I Registered Park and Garden by English Heritage.

### **The Friends of Westonbirt Arboretum**

In 1985, a small group of enthusiasts, who saw the need to work with the Forestry Commission to preserve, enhance and enlarge this unique landscape, met for the first time. This group became the Friends of Westonbirt Arboretum (FOWA).

We currently employ nine permanent staff and serve more than 31,000 members, many hundreds of whom volunteer at the Arboretum and provide around 23,000 hours of invaluable support across the site each year helping to maintain the 600 acre site, with its 16,000 individual trees and shrubs.

We work closely in partnership with the Forestry Commission (Forestry England) to ensure the continued success of the National Arboretum at Westonbirt and to safeguard it as a resource for the future. FOWA does this by engaging, informing and increasing our membership, and by giving financial and practical support to the management and development of the Arboretum.

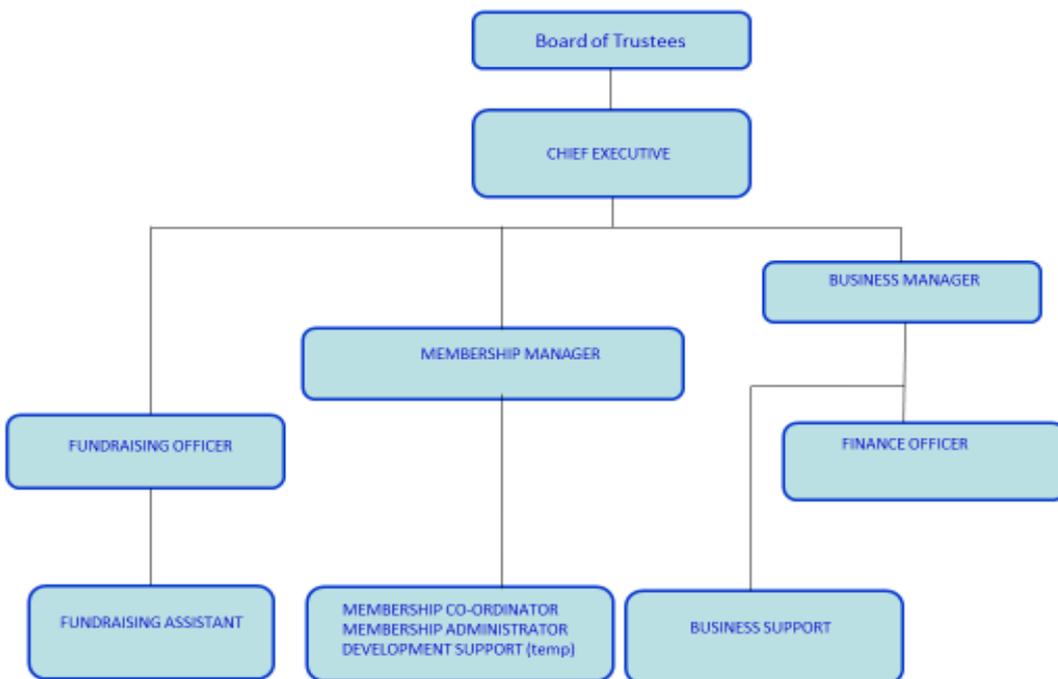
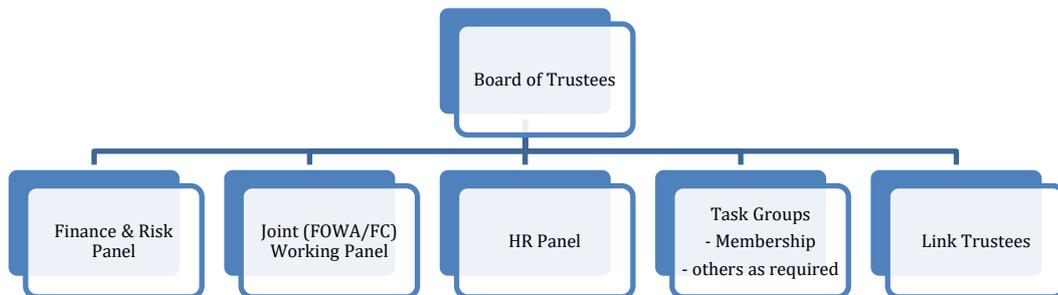
Following the review of our charity in 2015 a Chief Executive was appointed to work with Trustees to lead the transformation of the charity into a more business focused organisation. Having successfully achieved this initial phase we now need to further establish and develop the organisation and seek to recruit a new CEO who can lead FOWA and work closely in partnership with the FOWA Board and Arboretum Director.

This exciting and challenging role is pivotal in managing the day-to-day operations of the charity and its staff effectively, building on our well-established relationship with the Arboretum Director, growing membership and supporting and forging new partnerships and initiatives.

In return we can offer you a stunning work environment within the beautiful, historic landscape of Westonbirt, the National Arboretum, and an opportunity to be part of its future.

More information about the National Arboretum and FOWA can be found at [www.fowa.org.uk](http://www.fowa.org.uk) including; our governing document, details of trustees, our work and the Arboretum itself. Recent and previous accounts can be found on the Charity Commission website. See also the Forestry Commission site [www.forestry.gov.uk/westonbirt](http://www.forestry.gov.uk/westonbirt).

## Our Structure



June 2018

## 2. The role and priorities

Nature and scope

We are seeking an experienced leader who will build on the existing charitable and other activities, leading to the continued growth and development of FOWA.

To be successful in this senior role at this important time in the life of FOWA, you will have proven senior management experience gained in the not for profit, commercial or public

sector. With a proven record of operational delivery and team leadership, you also have a history of working sensitively and effectively with a range of stakeholders including trustees.

Critical to the role is the need to work alongside the Arboretum Director, Forestry Commission senior managers at the Arboretum, and more widely with other senior national Forestry England staff.

Our team comprises a mixture of employed staff and a vitally important volunteer network. You will need to be able to relate to, manage and inspire these different groups.

The Board has identified the following areas as priority for the Chief Executive:

- To provide experienced executive leadership to the organisation and its staff such that FOWA can properly serve its members and other interested and vested parties
- To build and maintain sound and productive relationships with the Arboretum Director, other Forestry Commission staff and a range of stakeholders
- To grow the membership of FOWA and raise the profile of the Arboretum locally and nationally leading to increased financial support
- To ensure the charity meets its statutory and legal commitments providing trustees with timely and accurate reporting and performance management information
- To contribute to the Arboretum strategic plan in collaboration with the Arboretum Director and charity trustees integrating the FOWA business and operating plans into the overall strategy

### **3. Job Description**

The Chief Executive will oversee all day-to-day operations of FOWA providing inspirational leadership to the organisation and be responsible for its performance and the achievement of its objectives, vision and mission.

Key Result Areas

#### **3.1 Implementation and Leadership**

To provide clear and experienced leadership to all aspects of FOWA resulting in a professional, efficient, effective and results focused culture.

Key Outcomes:

- The Charity's staff are well led, understand their roles and responsibilities, are motivated and effective delegation is evident;
- The business plan is supported by a suitable structure, culture and environment;
- Operating plans and budgets are aligned with the strategic and business plan;
- The organisational culture can deliver results, maximise existing opportunities and identify and develop new opportunities;
- Recognised best practice employment principles underline all HR policies and practices and staff are encouraged to develop to their potential;
- Timely and accurate reports are provided to the Board.

### 3.2 Liaison

To work with the Forestry Commission's Arboretum Director and staff on an ongoing basis to further the strategy of the Arboretum.

#### Key Outcomes:

- Sound working relationships and communications between key staff;
- Ownership of the strategy across a range of stakeholders;
- Clear understanding of respective roles and responsibilities;
- Appropriate involvement in decision making is evident.

### 3.3 Membership and Enhanced Profile.

To grow the membership and enhance the profile of FOWA locally and nationally by working with and inspiring others to engage with the work of the Arboretum.

#### Key Outcomes:

- Growth in the number of members, including the retention of existing members and an increase in those actively involved in the work of the Arboretum as volunteers;
- Increased profile and recognition of FOWA's work and aims and of the Arboretum;
- A greater number of effective partnerships and joint projects;
- Growth in income from a range of sources including fundraising and grants;
- Consistent branding and communications of the charity including development of digital media across a range of platforms.

### 3.4 Fundraising

To direct income generation activities so that FOWA can continue supporting revenue and capital expenditure and project work associated with the Arboretum's strategic plans.

#### Key Outcomes:

- The business plan sets out priorities for growing funding;
- Income generating plans are appropriately researched and resourced, being fully integrated into the whole organisation;
- Fundraising plans respect the culture and values of FOWA;
- Existing donors and members continue their support and there is growth in high value and other fundraising.

### 3.5 Governance

Work with the Board to support the decision-making framework of FOWA within its objects, vision, values and mission, ensuring a high quality of decision making.

#### Key Outcomes:

- Board members remain engaged with the Charity and are informed of significant policies and other issues, including any issues that present significant risk or opportunity to FOWA;

- A timely, professional, accurate and fit-for-purpose reporting structure is in place to ensure Board members and FOWA's senior team are kept up to date on performance and progress towards meeting strategic objectives;
- Annual budget and operating plans are presented to the Board;
- FOWA meets its statutory, legal and reporting requirements.

### 3.6 Strategy

Working with the Board, the Chief Executive will take a leading role in developing a business plan for the charity that reflects, and is integrated into, the Arboretum's 5-year strategic plan and vision and values of FOWA.

Key Outcomes:

- Business plan developed and presented to the Board for discussion, modification and adoption;
- Plans and policy recommendations are made which are consistent with the FOWA vision and mission;
- Strategic and business plan is understood and owned by key stakeholders, gaining their commitment and support for investment and implementation.

## 4 Person Specification

The Chief Executive will have a keen interest in, and an understanding of, the work of the National Arboretum and FOWA's vision and role in supporting this work. As an experienced leader, they will be an excellent, engaging and inspiring communicator and leader with strong emotional intelligence, possessing the ability to network purposefully, building effective and productive partnerships.

Able to manage relationships internally and with partners, notably the Forestry Commission, the Chief Executive will have the drive and ability to enhance the standing and profile of FOWA in a range of settings. A self-starter but strong team player, they will enable others, and the organisation, to deliver to a high standard and see the work of FOWA grow.

### 4.1 Competencies

#### 4.1.1 Leadership and interpersonal skills

- Significant experience in senior management, team leadership and Board level reporting;
- A proven manager with experience across key business areas;
- A leader able to work effectively with staff, volunteers, members and others;
- Excellent interpersonal skills, high level of emotional intelligence and the ability to influence a range of stakeholders;
- Able to demonstrate sound decision making and operational delivery;
- Able to develop plans and translate these into action, reporting on outcomes in a range of settings;
- Able to manage change sensitively;

- Financially literate, able to manage budgets, experienced negotiator and possessing a commercial outlook;
- Practical experience, knowledge and understanding of membership schemes, supporter relations/membership management and their value to FOWA;
- Experience of fundraising and income generation;
- Understanding of the value of marketing and communications including messaging and brand recognition;
- Proven personal motivation, personal organisation drive and initiative;
- Able to handle demanding workload including competing priorities and possessing excellent self-organising skills;
- Competence with use of IT including Microsoft Office software.

#### 4.1.2 Partnerships

- Proven ability to work effectively with others in partnership being a confident networker;
- Able to influence others and work with a range of people and perspectives;
- Capable of building the profile of, and support for FOWA, ideally with a respected reputation in the sector;
- Excellent written and verbal communications;
- Possess commercial acumen.

#### 4.1.3 Communications

- An experienced, skilled and engaging public speaker able to command respect from a range of audiences;
- A persuasive communicator who inspires the confidence of others by building support for ideas, proposals, projects and solutions;
- Able to grasp and communicate key issues surrounding the work of FOWA.

#### 4.1.4 Complementary

- Knowledge of the sector;
- Personal interest and familiarity with social media and developments in digital communications;
- Experience of charitable fundraising and working with, for example, high net worth donors, trusts and statutory funders;
- Familiar with CRM database and usage.

#### 4.2 Circumstances

- Able and prepared to work from the FOWA office at Westonbirt Arboretum
- Able and willing to work flexibly and occasionally outside of normal office hours
- The role is not suitable to home-based working
- The role is not suitable as a part time or job share post
- Hold a full UK Driving Licence, and willing to travel as required

## 5 Job Particulars

Title: Chief Executive  
Responsible to: The Trustee Board through the Chair  
Responsible for: All staff employed by FOWA within an agreed structure of reports  
Location: Westonbirt Arboretum, Tetbury, Gloucestershire. GL8 8QS

An appropriate package is available to the right candidate, including:

- Salary circa £50k
- Generous contributory pension (employer contribution 10% and employee 4%)
- 25 days holiday p.a. plus statutory holidays

The role is a full time, 35 hours per week, permanent position and subject to a six months probationary period.

Full details of employment will be discussed with the successful candidate.

## 6 How to apply

Applications should be sent to Hayley Mcdonald at: [Hayley.Mcdonald@actionplanning.co.uk](mailto:Hayley.Mcdonald@actionplanning.co.uk)

**The closing date for applications is 12 noon on Monday 15 October 2018**

Please enclose:

- A full CV, including educational and professional qualifications, full employment history showing the more significant positions, responsibilities held, relevant achievements, budget and staff responsibilities. Please include details of your latest remuneration and benefits.
- A covering letter, of no more than two pages in total, summarising your proven ability to address the areas set out in the Job Description and Person Specification and your reasons for applying.
- A completed Application Form – available on the Action Planning website.

All applications will be considered immediately after the closing date and candidates informed if they have been shortlisted for first interview by 5.00pm on Wednesday 17 October.

First interviews will be held at Westonbirt Arboretum and conducted by Action Planning on either Tuesday 23 or Wednesday 24 October 2018.

Second interviews will be held at Westonbirt Arboretum on Tuesday 06 November 2018 and include FOWA Trustees and the Arboretum Director.

August 2018