

# Arnos Vale Cemetery Trust Chief Executive Candidate Information Pack

**November 2018**

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**“Arnos Vale Cemetery is a place of remembrance, recreation, heritage, wildlife and learning, which is sustainable, viable, and valued by all its stakeholders.”**

Dear applicant, thank you for your interest in the role of Chief Executive at Arnos Vale Cemetery Trust (AVCT).

### **History**

The industrial revolution saw a massive increase in the population of England's towns and cities where private companies began to establish large cemeteries from about 1830 onwards. One such cemetery was Arnos Vale, set up in 1837 designed to be a visually attractive Garden Cemetery. In the late 1980s, Arnos Vale, together with other Victorian cemeteries, reached a critical situation; fewer burials and a preference for cremation and, in Bristol, serious competition from the more up-to-date and efficient municipal facilities

In 1987 the 'Friends of Arnos Vale Cemetery' (Friends) campaigned to secure a safe future for Arnos Vale, supported by the Bristol council, Bristol citizens and many people worldwide. After huge efforts, many setbacks and legal wrangles, Bristol City Council finally became the new owners of Arnos Vale in 2003. The Council leased the cemetery to a new charitable trust (AVCT) which was set up to restore and protect the cemetery. A restoration programme began in March 2008 and completed in November 2009, reopening the site to the public as an iconic visitor destination, supported by the Friends and Volunteers.

### **Today**

Over the last 6 years Arnos Vale has developed as a working cemetery, site of ecological significance and much-loved community and tourism destination, hosting an annual calendar of walks, talks and events and winning a number of prestigious local and national awards.

In 2013, Arnos Vale Cemetery Enterprises (AVCE) was established as a Social Enterprise to generate an additional revenue stream for the Trust through commercial activity within the venues at Arnos Vale. AVCE is now producing an additional £200K for the charity under the AVCT umbrella. In the last two budget years, the Trust's accounts have shown an operating profit despite the difficult operating conditions within the market, achieved through diversifying e.g. opening up a new Natural Burial Woodland and improvements to commercial spaces, alongside our traditional income.

### **What We Need**

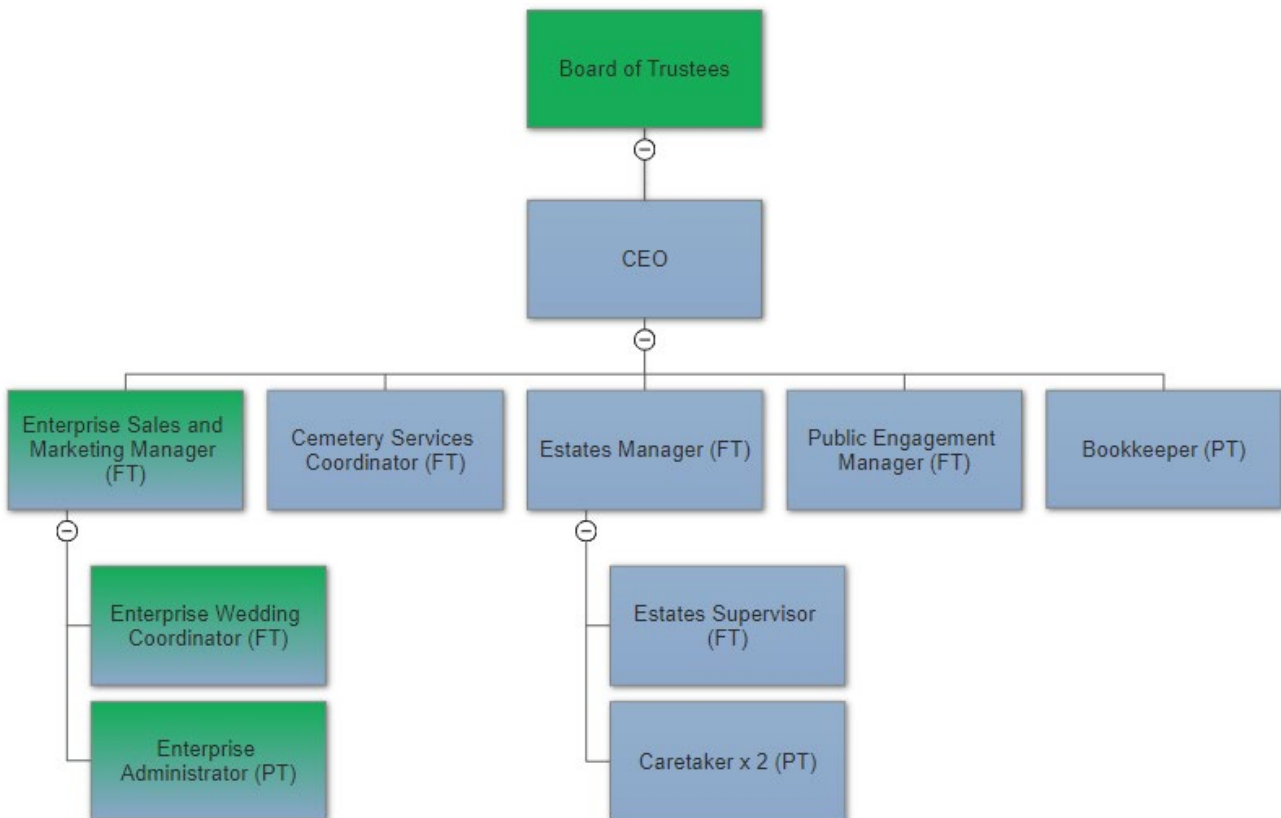
As we look to the future, AVCT seeks to continue its development - being recognised as a national centre for 'Life and Death' while operating with financial sustainability.

To achieve this, we require a new Chief Executive to drive the organisation forward by maintaining our recent operational and commercial success whilst transforming our fundraising operational ability, as we seek to achieve Museum Status with a new nationally important museum space focussing on death and memorialisation. This will be embodied in a new 5-year plan to be devised with the Trustees, consulting with our key stakeholders such as the Friends.

The Job Description and Person Specification will tell you about the role itself and detail the kind of person we are looking for. Our website ([www.arnosvale.org.uk](http://www.arnosvale.org.uk)) is a useful source of further information.

*Nigel Dyke - Chair of Trustees*

## Our Structure



## 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 development of Arnos Vale.

To be successful in this senior role at this important time in the life of Arnos Vale, 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 will have a history of working sensitively and effectively with a range of stakeholders. You will also need experience in a fundraising capacity, securing public, Trust and grant funding.

Our team comprises a mixture of employed staff and a vitally important volunteer network and you will need to be able to relate to, manage and inspire these distinct 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;
- To build and maintain sound and productive relationships with our Friends and other community stakeholders;
- To increase our fundraising output, developing new sources of giving to AVCT and our Trust and Grant application processes;

- To ensure the charity meets its statutory and legal commitments providing trustees with timely and accurate reporting and performance management information;
- To prepare a new strategic plan to develop Arnos Vale as a national centre for death and memorialisation, including plans for a new visitor centre and museum.

### **Job Description**

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

### **Implementation and Leadership**

To provide clear and experienced leadership to all aspects of AVCT 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.

### **Liaison**

To work with the Trustees, staff and key stakeholders to ensure the continued collaborative development of the cemetery.

#### *Key Outcomes:*

- Sound working relationships and communications between staff and Trustees;
- Ownership of the strategy across a range of stakeholders including the Friends;
- Clear understanding of respective roles and responsibilities;
- Delegating leadership with appropriate staff involvement in decision making evident.

### **Membership and Enhanced Profile.**

To enhance the profile of Arnos Vale nationally and Internationally by working with and inspiring others to engage with the work of the cemetery

#### *Key Outcomes:*

- Devising and introducing a new membership scheme for AVCT;
- Increased profile and recognition of the work and aims of the Trust;
- A greater number of effective partnerships and joint projects;

- Consistent branding and communications of the charity including development of digital media across a range of platforms.

### **Fundraising**

To direct income generation activities so that AVCT can operate sustainably and finance capital projects including the development of a new visitor centre and museum.

#### *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 the Trust in line with current legislation;
- Existing donors continue their support and there is growth in high value and other fundraising output from the public sector, grant making Trusts and other sources.

### **Governance**

To work with the Board to support the decision-making framework of AVCT 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, in particular any issues that present significant risk or opportunity.
- A timely, professional, accurate and fit-for-purpose reporting structure is in place to ensure Board members and 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;
- AVCT meets its statutory, legal and reporting requirements.

### **Strategy**

Working with the Board, to take a leading role in developing the 2019/20 budget and 5-year business plan from April 2020 that reflects the vision and values of AVCT.

#### *Key Outcomes:*

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

### **Person Specification**

The Chief Executive will have a keen interest in the work of Arnos Vale as a community charity, heritage asset, place of remembrance and wildlife haven.

As an experienced leader, s/he 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 Friends and volunteers, the Chief Executive will have the drive and ability to enhance the standing and profile of AVCT in a range of settings. A self-starter but formidable team player, s/he will enable others, and the organisation, to deliver to a high standard and see the organisation develop and grow.

## **Competencies**

### ***Leadership and interpersonal skills***

- Senior experience in 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 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 including policy and health & safety;
- 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 set and manage budgets, experienced negotiator and possessing a commercial outlook;
- 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.

### ***Partnerships***

- Proven ability to work effectively with others in partnership being a confident networker;
- Able to influence others and work constructively with a range of people and perspectives; Capable of building the profile of, and support, for AVCT.

### ***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 AVCT.

### ***Complementary***

- Knowledge of the sector;

- High-level experience of charitable fundraising and working with, for example, high net worth donors, Trusts and statutory funders;

#### ***Circumstances***

- Able and willing to work flexibly and occasionally outside of normal office hours including weekends;
- The role is not suitable to home-based working;
- Hold a full UK Driving Licence, and willing to travel as required.

#### **Job Particulars**

**Title:** Chief Executive

**Responsible to:** The Trustee Board through the Chair

**Responsible for:** All staff employed by AVCT and AVCE

**Location:** Arnos Vale Cemetery, Bath Road. Bristol

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

- Salary Circa £45k
- Contributory pension
- 25 days holiday p.a. plus statutory holidays

The role is a full time, 37.5 hours per week, permanent position and subject to a six months probationary period. After probationary period notice period will be three months.

To apply, a CV and cover letter outlining relevant experience and latest salary should be sent to Mike Coe at: [mike.coe@arnosvale.org.uk](mailto:mike.coe@arnosvale.org.uk). – **NO AGENCIES PLEASE.**

**The closing date for applications is Sunday 2<sup>nd</sup> December 2018.** Candidates will be informed if they have been shortlisted for first interview by 5.00pm on Tuesday 4<sup>th</sup> December.

**First interviews will be held at Arnos Vale on either Monday 10<sup>th</sup> or Tuesday 11<sup>th</sup> December 2018. Second interviews will be held on Monday 17<sup>th</sup> December 2018**