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POSITION DESCRIPTION

MARCH 2016

CHIEF EXECUTIVE OFFICER



National Trust of Australia (Victoria)

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About the National Trust of Australia (Victoria)

The National Trust of Australia (Victoria) is an independent, not-for-profit organisation and the premier heritage and conservation organisation in the state. Since 1956 we have been actively working towards conserving and protecting our heritage for future generations of the community to enjoy. The National Trust's mission is to inspire the community to appreciate, conserve and celebrate its natural, Indigenous and cultural heritage.

Our leaf logo, a clear reference to our environment, contains three leaves in various states of growth representing the past, present and future. Our tag line *"every moment an amazing story"* encapsulates the wide range of activities the Trust is engaged in and the many stories we, as custodians, have a duty to disseminate.

Our core values are:

- Celebration and enjoyment of our natural, Indigenous and cultural heritage – we are passionate about all that we do to engage and educate people in order to promote an appreciation of our diverse heritage.
- Identify and creativity – we respect, conserve and protect the unique, inspirational and significant examples of creativity that lie at the core of our Australian identity.
- Trust – we display integrity and credibility in all that we do in order that our members, supporters and the community have confidence in our motives and our ability to deliver against our promises.
- Innovation and Learning – we are committed to a philosophy of life-long learning in relation to our natural, Indigenous and cultural heritage education interpretation and presentation; seeking to increase our knowledge by reflecting on past experiences, as well as exploring new approaches.
- Accountability - we meet our commitments and fulfil our responsibilities and obligations.
- Resourcefulness – we always seek better ways of achieving the best outcomes for our members and supporters whilst better utilising our scarce resources.

Critical to the National Trust's promotion of these core values, in order to engage new audiences in heritage conservation and appreciation, are:

- Engagement with the community.
- Contribution to the national education curriculum.
- Incorporation of Aboriginal and Torres Strait Islander heritage in our programs.
- Creation of new digital capabilities and technology services.

As a peak organisation, we have built upon 60 years of conservation activity across our natural, Indigenous and cultural heritage. Our aim is to ensure that the Trust is in a position to thrive, enabling the delivery of our community focused mission and encouraging appreciation, conservation and celebration of our shared heritage.

Through dynamic and innovative programming, we have seen visitation to our properties rise to over 450,000 people per annum and over 50,000 children now take part in curriculum integrated programs both at our sites and through community outreach within schools. As of 30th June 2015, NTA(V) recorded its highest membership in many years of 23,371. This was a 12% increase on the



previous year. We are also slowly unlocking the potential of the 35,000 objects in our collections through blockbuster exhibitions and progressive interpretation. As sector leaders, we are at the forefront in Australia of championing the use of technology to promote heritage engagement, awareness, education and strong advocacy.

As a result of our strategic planning, many of our significant sites have benefited from major restoration programs and millions of dollars in investment. This includes major works at Rippon Lea and Barwon Park, construction of the Polly Woodside's award-winning museum, the restoration and reopening of Governor La Trobe's cottage and the launch of a new Trust managed tour of nearby Government House. Our natural sites were also developed, with Endeavour Fern Gully, a remnant temperate rainforest on the Mornington Peninsula, being restored and reopened with community support.

Ensuring the long-term sustainability of this capital investment in our properties is the programming and interpretation experienced. The high quality of visitor experience at the Old Melbourne Gaol, Qantas Best Cultural Heritage Attraction in Australia 2009 and 2010, was recognised with the site's induction into the Victorian Tourism Hall of Fame in 2011. This year, Old Melbourne Gaol generated our largest annual revenue for the site at over \$3 Million. This year, there are two very different landmark exhibitions, one of which is to mark the 30th anniversary of the Russell Street bombing and developed in partnership with the Victoria Police Museum, and the Dressmaker Costume Exhibition at Barwon Park. The strong and innovative custodianship of our sites will continue as a key priority with this Strategic Plan.

In addition to our property activity, the Trust is increasingly engaged within the community in a diverse range of partnerships promoting positive outcomes for our natural, cultural and Indigenous heritage. We are committed to building upon the success of our community engagement and a significant example of this is the National Trust Heritage Festival. Supported by the Commonwealth Government, local councils, commercial sponsors and the community, the festival now hosts over 325 events and this year attracted 152,000 visitors.

Motivated by our desire to maintain a strong voice for heritage protection, advocacy and conservation activity remain at the core of our Strategic Plan. The Trust has consolidated and expanded its advocacy program in recent years with a number of key achievements positioning us as industry leaders. Whether it be our increasing engagement on Indigenous heritage issues, success lobbying for funding for W Class tram restoration, our statewide Heritage Awards program, or raising awareness of issues facing our Avenues of Honour, we are working with the community as sector leaders. Using technology to engage support for our projects, like through our iPhone apps and online Register of Significant Trees, the Trust is committed to an increasingly effective advocacy role.

Governance

The Board

- Ms Kristin Stegley OAM – Chair
- Associate Professor Ursula M De Jong – Deputy Chair
- Mr Michael Peck AM
- Mr Peter Lamell
- Dr Jacqueline Healy
- Mr Anthony W Knight OAM
- Mr Jock Murphy
- Ms Wendy Brooks
- Dr Christina Dyson



Position Description

Position title:

Chief Executive Officer

Reports to:

The Board of Directors

National Trust Mission and Vision

To inspire the community to appreciate, conserve and celebrate its natural, cultural and Indigenous heritage. For the Australian community to understand, value and enjoy natural, cultural and Indigenous heritage that creates our national identity.

Key Role:

The Chief Executive Officer of the National Trust Australia (Victoria) (NATV) is responsible for the direction, management and implementation of the strategy, objectives and the operational plans and budgets of the National Trust.

Position Objective

- Facilitate and assist the Board in developing, monitoring and reviewing the strategic objectives of the NTAV.
- Appoint and direct a senior management team to deliver the strategic objectives within the budgetary constraints defined by the Board.
- Establish duty statements for all senior management positions providing for appropriate delegations through all management and staff positions
- Provide concise reports to enable the Board to effectively monitor the operation of the NTAV and the implementation of its strategic objectives.
- Work collaboratively with the Chair of the Board to ensure that the NTAV is strongly represented to government, industry, members and the public.
- Manage and minimise risk so as to maintain the organisation's reputation as a culturally proficient, professional, compliant and effective organisation.
- Effectively use knowledge and experience to contribute to long-term organisational sustainability.
- Provide staff and volunteers with an environment for achieving personal excellence and growth.
- Direct and control the Trust's finances and risk management to ensure financial sustainability and growth.
- Ensure a purposeful and constructive working relationship exists between Chair, Board and management.
- To act as the principal spokesperson and representative for the Trust.
- Deliver appropriate custodianship of our Heritage, resourcing and building the Trust's advocacy profile.
- Deliver corporate and audit compliance for the organisation, ensuring a process is in place and managed for the timely and accurate maintenance of the corporate records of the NTAV and its associated companies.



- Draft the annual business plan and budget for Board consideration and approval, recognising the need for the strategic allocation and management of limited resources.
- Build the membership base and foster the participation of the membership in the activities of the Trust.
- Deliver strong advocacy, engagement and leadership to promote better planning policy outcomes.
- Deliver a healthy and safe workplace environment for all stakeholders in accordance with the Company's safety regulations and procedures.
- Manage external stakeholder relationships with Government, corporations, public and private organisations, the cultural heritage and conservation sectors, architects, the media, members, volunteers, members of the general public and other relevant parties.

Direct Reports

- Senior Manager, Advocacy & Conservation
- Commercial Manager
- Financial Controller
- Manager, People & Culture
- Manager, Cultural Development
- Projects Manager
- Functions & Events Manager



Candidate Specification

- A successful CEO or a senior manager with a demonstrable track record ready for their first CEO role
- Strong leadership and interpersonal skills, a successful team builder
- Outstanding interpersonal skills with the ability to effectively communicate and manage multiple stakeholders including the Board, organisation, volunteers, members and the general public.
- Sound financial management abilities
- Strong strategic skills and a track record of delivering results
- A track record of sustainable management of assets and people
- A sound understanding of corporate governance
- The ability to develop innovative plans consistent with the strategic objectives defined by the Board
- Passionate and knowledgeable about the Australian heritage and cultural sector

Experience

- Experience in the not-for-profit sector in the arts and cultural space, and possibly in the heritage sector
- Experience with accessing the philanthropic sector
- Experience in a senior management position in an entity with a \$10 million plus annual turnover and significant assets
- A background that ensures the individual can be a credible advocate for the organisation