



The Bishop's Palace  
WELLS · SOMERSET

# The Palace Trust

## Director of Transformation & Development

2021

The Bishop's Palace,  
Wells

June 2021



# The Role

<b>Job Title:</b>	Director of Transformation and Development
<b>Hours:</b>	5 days a week, 37 hours
<b>Report to:</b>	Chief Executive
<b>Remuneration:</b>	£43,000 to £46,000 depending on experience
<b>Responsible for:</b>	Visitor Experience Manager and team members Community Engagement Manager and team members



The Bishop's Palace are pleased to be working in partnership with Robert Half for this recruitment.

# About The Bishop's Palace

## Wells

Situated on the edge of the Mendip Hills in the County of Somerset, Wells is England's smallest city built around the Cathedral of Saint Andrew. Next to, but separate from the Cathedral, is The Bishop's Palace and Gardens.

## The Bishop's Palace and Gardens

The eight-hundred-year-old Palace sits at the heart of the gardens among fourteen acres of stunning RHS partner gardens. Owned by the Church Commissioners, the site is operated by The Palace Trust which is a registered charity and manages it as a heritage visitor attraction and creates a range of events and exhibitions. It consists of 14 acres of gardens and the historic palace buildings surrounded by the original curtain walls and moat. It remains the home and offices of the Bishops of Bath and Wells. Open most of the year, the Palace welcomes over 120,000 visitors across the drawbridge, offers a first-class café – The Bishop's Table - and holds regular events, exhibitions and functions. The magnificent gardens are recognised by the RHS as a partner garden. In normal times, it attracts visitors from all over the world and in recent times has been a source of solace, recreation and comfort for local people.



There is a continuous programme of conservation of the fabric. The retail activities are conducted through a trading company. The Palace's income comes from several sources: entry fees, private functions, special events and its commercial trading activities, currently a venue hire and catering businesses.

Trustees are supported by a team of around 40 highly skilled and experienced professional staff, led by a Chief Executive. The whole operation, in turn, depends on the good will, skill and enthusiasm of around 200 volunteers.



# Our Purpose and Vision



## Our Purpose

To conserve The Bishop's Palace for future generations; welcoming all who seek a place of beauty, reflection, and enjoyment.

## Our Vision

The Bishop's Palace - Protected forever; treasured by all

## What We Value

- Our unique site and heritage
- Our local community, supporters, and visitors
- The spiritual nature of the site
- Our relationship with the Bishops and their ministry
- Our warm, hospitable, and engaging welcome
- The quality of our offer
- Our staff and volunteers
- Our environmental impact



# Strategic Aims

The charitable purposes of The Palace Trust are to preserve for the benefit of the public the fabric of The Bishop's Palace and to promote such charitable purposes as will advance the religious and other charitable work of the Church of England. Having said that, the Palace welcomes staff, visitors and volunteers of all faiths and of none.

Today, The Palace Trust seeks to conserve The Bishop's Palace for future generations: welcoming all who seek a place of beauty, reflection and enjoyment. The charity fulfils its purpose by taking forward detailed actions that meet five strategic objectives, to:

1. Reach more and a wider range of people
2. Be a national beacon for community engagement and wellbeing
3. Realise the next phase of The Bishop's Palace development
4. Invest in a sustainable future
5. Become a centre of excellence in the field of horticulture





## Purpose of the role

To lead and be responsible for the delivery of the five-year strategy to transform The Bishop's Palace into the community asset we aspire it to be and a premier visitor attraction in Somerset and the Southwest with the aim of:

- being at the very heart of our local community, actively promoting and supporting wellbeing for all
- achieving a net zero carbon footprint by 2030
- welcoming 160,000 visitors per year from a greater diversity of backgrounds
- being renowned for innovative and exciting events that attract new audiences
- dramatically improving the visitor experience of the Palace buildings with new interpretation
- improving the visitor reception area
- engaging with schools, further and higher education facilities and lifelong learning groups across the Southwest- becoming the must-see all year, all weather attraction in the Southwest





## **Purpose of the role cont.**

- becoming embedded in networks that encompass each of the three elements of The Palace – Christian Mission, Horticulture and Heritage
- delivering internship and apprenticeship schemes, helping people get into or back into work
- being a destination experience for groups with specific needs such as dementia, mental health illnesses and disadvantaged groups
- delivering accredited horticulture courses



## **Purpose of the role cont.**

Beyond the current plan, to support the Chief Executive in developing long term strategic priorities, securing funding, and translating strategy into action.

This role acts as Deputy Chief Executive.

## **Key internal contacts**

Head Gardener and Property Manager  
Marketing and Communications Manager  
Head of Finance and People  
Head of Catering  
Trustees



## What you can expect from The Palace Trust

- Opportunity to join The Palace Trust's pension scheme
- Support from The Palace Trust's staff team
- Training and development to undertake the role
- 25 days annual leave per year 4 of which must be taken between Christmas and New Year
- Opportunity to support your local community through volunteer days
- Access to the organisational Employee Assistance Programme



# Key ways of working

1. Work with senior managers to translate strategy into deliverable plans across a number of departments that make up a cohesive organisational programme that transforms The Bishop's Palace and places it at the heart of the community and into a premier attraction in the Southwest
2. Provide effective change management leadership and support so that the change vision is delivered using innovative solutions
3. Prioritise plans that engage the wider community and a diverse range of audiences that widen participation of disadvantaged people to increase wellbeing and enjoyment of the site
4. Prioritise the needs of vulnerable adults and young people in all that we do
5. Develop and nurture strong, positive relationships with key stakeholders to ensure engagement and delivery of change; build partnerships and work collaboratively with other organisations
6. Ensure the strategy is well resourced through budgeting, business planning and fundraising plans
7. Identify risks and risk mitigation strategies and resolve complex challenges
8. Monitor and evaluate outcomes, lessons learned, and track progress towards objectives



# Key ways of working, cont...

9. Champion the environment and inspire teams to think creatively about the environment and to achieve the Trust's goal of net zero carbon.
10. Anticipate trends in the external environment and act upon them
11. Pilot new income generating ideas and exercise discernment in taking approaches forward
12. Balance the need for commercial success with engagement and environmental goals
13. To share with other members of the Senior Management Team collective responsibility for the day-to-day management and long-term sustainability of The Palace Trust
14. To act as Duty Manager as and when required on a rota basis with other managers. This includes, occasional evening, weekend and bank holiday cover
15. To carry out such other duties as may be required either on a regular or occasional basis to secure the smooth operation of the organisation
16. To act as duty first aider for which training will be provided

# Person Specification

## Essential

### Experience:

- Significant experience in organisational leadership and delivering successful transformation programmes
- Experience of translating strategy into delivery through plans, programmes, people and culture
- Experience of balancing values based strategies with best financial outcomes
- A track record of managing multiple projects simultaneously
- Experience of working with a range of partners and stakeholders to achieve goals

### Knowledge:

- An understanding of change management strategies, techniques and programmes
- Knowledge and understanding of project management methodologies
- Knowledge of at least one of the following in the heritage sector: reducing carbon emissions, fundraising, interpretation

## Desirable

- Experience of delivering transformation and change in the heritage and tourism sectors
- Successful track record in fundraising

- An understanding of volunteer needs and management
- Project management qualification



# Person Specification cont.....

## Essential

### Skills and Abilities

- Ability to inspire and engage others through personal behaviour, vision, and actions
- Adept at business planning and budgeting
- Ability to anticipate trends in the external operating environment
- Strong commercial acumen with the ability to communicate the importance of commercial success to teams
- Willingness and ability to respond to additional workloads at short notice and manage conflicting priorities and deadlines
- Negotiation, influencing and enabling skills to ensure priorities are met
- Excellent communication skills both oral and written with ability to act as a representative of the organisation both locally and nationally

## Desirable

- An understanding of the heritage sector
- An understanding of charity good governance

## To Apply

If you would like to become part of the team at this unique place, we would love to hear from you.

The Bishop's Palace are pleased to be working in partnership with Robert Half for this recruitment. Therefore, if you are interested in finding out more about the role and applying, please contact Ashley Forbes, Senior Consultant at Robert Half.  
email: [ashley.forbes@roberthalf.co.uk](mailto:ashley.forbes@roberthalf.co.uk)

The closing date for applications is Sunday 25 July 2021.

Interviews will be held on Tuesday 27 July 2021.

The Bishop's Palace is an accessible site.



### More Information

The Palace Trust is a registered Charity (1160830) and a registered Company (09404519)

More information about The Bishop's Palace can be found at:

<https://bishopspalace.org.uk/>

<https://find-and-update.company-information.service.gov.uk/company/03013064>

<https://register-of-charities.charitycommission.gov.uk/charity-search/-/charity-details/5059055/charity-overview>