



## Director - Terms of Reference

### St Helena Island, South Atlantic

<b>Term:</b>	Full-time, Initial 3 year contract with option to extend.
<b>Hours of work:</b>	35 hours per week including occasional weekends and evenings
<b>Salary:</b>	Competitive – depending on experience
<b>Responsible to:</b>	President, St Helena National Trust Council (Trust Council)
<b>Location:</b>	Jamestown
<b>Holiday entitlement:</b>	25 working days per annum

## The St Helena National Trust

The St Helena National Trust (the Trust) is the leading conservation organisation on St Helena and a flagship not-for-profit on the island. We have a highly visible presence at Broadway House; our headquarters in the heart of Jamestown.

In recent years, the Trust has been in transition from a small and casually run charity, into a mid-sized leader in the Charity sector on St Helena. This transition has been crucial as the island adjusts to the regular arrival of passenger aircrafts. The Trust is currently well advanced in the process of establishing the Strategic Plan for 2019-2025 building off the 2015-2020 Plan, and is in need of a well-rounded individual with good leadership experience to work closely with the President and the Trust Council, to develop implement this plan.

The Trust currently supports around 35 staff, each of whom has their role to play in the delivery of the Trust's Vision and Mission. A central part of the role will be to ensure the buy-in from this team of people and embed each of the roles within the strategic aims of the trust. The people that make up the Trust are without question its greatest asset. Whether they are volunteers tirelessly giving of their time and energy or paid staff, each plays an important role. As the Trust's senior executive you would play the lead role in ensuring that the Trust observes best practice in all areas of operations, taking strategic guidance and instruction from the President and the Trust Council, and technical advice from the Senior Management Team.

## Purpose of the Position

As the Director, you will be required to effectively manage all operations of the Trust, including but not limited to human resources, finance, communications, partnership management and fundraising, as well as overseeing the delivery of the Trust's work under our three 'Thematic Work Areas': Built, Cultural, and Natural Heritage.

You will work closely with the President who is the line manager of the Director, to develop and implement a work plan with the strategic support of the wider Trust Council. Operational support will



be provided by members of the Senior Management Team (SMT) which currently comprises the Head of Finance, Head of Operations, Head of Conservation, Head of Marine Conservation, LEMP Project Manager, and Office Manager.

You will be relied upon by the Trust Council to provide reliable advice and insight in all aspects of the operations of the Trust to support sound strategic decision making. Areas where advice will be required includes but is not limited to; application of the Trust's Ordinance and Regulations; the state of the organisation's finances; the internal policy framework; and the implementation of the Strategic Plan. You will work closely with the SMT, delegating certain tasks to ensure that all activities are well managed and tracked, delivering monthly reports to the full Trust Council.

Applicants are expected to have excellent written and verbal communication skills with leadership experience in the charity sector. They must be able to demonstrate a keen understanding of leadership and motivation, with a proven track record of effective diplomacy in complex environments and small communities.

This position will require you to maintain a positive, productive, and effective organisational culture and provide overall leadership by example to the Trust's team. You will need to develop a good positive rapport with all members of the Trust team, partners and wider stakeholder network, and are expected to build an in-depth knowledge of the operations of the organisation as a whole that will require appropriate time spent with teams in the field.

You must have excellent computer literacy with demonstrable abilities in the use of standard computing software and web-based applications. You must have excellent written and verbal communication skills in English, a keen eye for detail as well as the ability to think strategically and dynamically for the long term and deal with uncertainty in a high pressure environment.

## Main Duties

Below are the duties of this position broken down under particular task headings. The successful candidate will work with the President of the Trust Council to establish a prioritised work plan. This plan will be regularly reviewed.

### Management

- Schedule 1-1 meetings on a regular basis (bi-weekly) with the President of the Trust Council to discuss work priorities and track progress against an agreed work plan.
- Working closely with the Trust Council and SMT, implement the Strategic Plan, including driving regular reviews and revisions of this document.
- Ensure all operations are undertaken in line with the Trust Strategy and within budget limits and monitor the effectiveness of all areas of the Trust's work.
- Line-manage the SMT and undertake annual performance reviews, and agree individual targets and training needs providing coaching and mentoring as necessary.
- Oversee the implementation of Trust Policy and ensure all staff and volunteers have a safe and satisfactory experience.
- Deal as necessary with human resource matters where these are escalated to the level of the Director.
- Work closely with the President of the Trust Council to build strong and productive relationships with members of the Trust Council, providing advice to the President on un-met specialties should these exist in the Trust's Governance.



- Ensure coordination of communication with Trust Partners, Members and wider stakeholder, effectively managing these relationships to the benefit of the Trust and the island more broadly.
- Provide support and advice to the Trust Council in assessing whether the requirements laid out in the Trust (amended) Ordinance are met and that the Trust is compliant with all legal responsibilities set out therein.
- Ensure that Financial and Human Resource matters are effectively delivered by relevant members of the SMT and provide support through as a conduit to the Trust Council as necessary for the approval of Policies or financial actions as necessary.

## Operations

- Work with senior staff to develop clear work plans and reporting system that contain and report on clear actions in line with the Trust Strategy and support the development of similar plans for more junior members of staff.
- Oversee all operational activities, ensuring that annual outputs are met and activities are aligned with the Strategic Plan.
- Engage with the St Helena Government (elected members and civil service) to ensure that heritage (built, cultural, and natural) is centralised in SHG policies and plans and lobby for appropriate funding allocation to support it.
- Represent the Trust on steering groups or in joint initiatives related to Trust Work Areas.
- Represent the Trust at the St Helena Research Institute by sit on the Research Council which is the leadership body of the Research Institute.
- Serve as a member of the LEMP Steering Committee to ensure satisfactory delivery of the LEMP.
- Engage with and further develop partnerships the Trust's local partner organisations, including but not necessarily limited to the Heritage Society, the Arts and Crafts Association, the Dive Club, the Farmer's Association, St Helena Tourism, and the Fishermen's Association.
- Continue discussions with SHG regarding the divestment of SHG land and property assets in line with the Strategic Plan and with the guidance of Trust Council.
- Work to progress the improvement and adoption of a National Heritage Register – explore opportunities for the adoption of ARCHES technology.
- Drive a culture of income generation across the Trust and lead the development of income generation opportunities, including local income streams and international donors.

## Administrative

- Working with the Senior Management Team, prepare the Trust's Annual Report including Financial Statements by September each year.
- Support the Trust Council in the preparation and delivery of the Annual General Meeting, ensuring that the regulations relating to the timing and content of notices and the appointment of Trust Council Members is understood and adhered to.
- Support the President and Secretary in gathering the Trust Council at agreed regular intervals – no less than quarterly, and providing relevant information as required.
- Provide financial oversight in support of the Head of Finance and Trust Treasurer ensuring budgets are adhered to and claims for funding are made as required.
- Support the Office Manager in the development and submission to Trust Council for approval of Trust Policies as scheduled by the Office Manager. Support regular review by Trust Council of any amendments to said Policies and their implementation.
- Lead regular SMT and full staff meetings to support the collaborative team mentality within the organisation.



## Broader Community

- Engage directly with Elected Members and other parts of SHG being sure to clearly express Trust priorities and the Trust's Mission and Vision.
- Promote environmental conservation and restoration while recognising the need for development and progress.
- Build relationships with the Planning Section of SHG and with the Land Development Control Authority to ensure that heritage is well represented in land use planning and decision making.
- Work with the Head of Operations to provide comment on planning applications where these relate to Trust Thematic Work Areas.
- Where necessary, draft position statements for approval by the Trust Council on matters relating to the Trust Thematic Work Areas.
- Use the position as Director of the National Trust to promote heritage on St Helena and actively engage in positive activities that seek to benefit the island's built, cultural, or natural heritage.
- Represent the Trust and the Trust's values at all times, building strong community support for St Helena's heritage.

## International Support

- Ensure that all requirements of the RSPB Annual Partnership Agreement are met in so far as is possible and that reports are submitted in a timely manner. Negotiate future Annual Partnership Agreements and the Framework Agreement when necessary.
- Promote St Helena and the Trust in UK and international media as opportunities arise, emphasising the uniquely important natural environment, and the globally significant built and cultural heritage.
- Manage and further develop relationships with existing international donors and partners (RSPB, BLUE, John Ellerman Foundation, International National Trust Organisation, etc.).
- Seek additional funding and support from the international heritage community, targeted towards the strategic priorities of the Trust.
- Explore opportunities to promote St Helena and the work of the Trust in international forums that may deliver direct benefits to the Trust and the island.

## Working Relationships

Post holder reports to: President, St Helena National Trust  
Reporting to the post holder: Head of Conservation, Head of Finance, Head of Marine Conservation, Head of Operations, Office Manager, LEMP Project Manager

## Other key working relationships:

- Trust Council
- Project Heads
- Other Trust staff
- Elected Members
- Governor
- Chief Secretary, Assistant Chief Secretaries, Financial Secretary & other senior Civil Servants
- Director of Environment, Natural Resources and Planning (ENRP) Directorate
- Chief Executive for Economic Development (ESH)
- Members of Land Development Control Authority (LDCA)
- Royal Society for the Protection of Birds (RSPB)



- Blue Marine Foundation (BLUE)
- International National Trust Organisation (INTO)

## Personal Attributes and Skills

- Must be a collaborative pragmatic leader with a strongly positive and optimistic outlook.
- Must be able to stay calm and professional under pressure, receive criticism graciously, remain focused and 'on mission' and take tough decisions.
- Must be professional, personable, highly organised, practical and reliable, and able to work to deadlines.
- Must enjoy working with a wide range of people within the Trust and the general public
- Must be trustworthy, scrupulous, and detail oriented in the handling of personal and confidential information and finances.

ATTRIBUTES	ESSENTIAL	DESIRABLE	METHOD OF ASSESSMENT
<b>Qualifications and Experience</b>	1. Hold or have been in a Senior Leadership role, preferably at senior management level.  2. Degree in a relevant discipline or comparable professional experience (4 years).  3. Experience in developing and implementing high-impact strategic plans and delivering measurable results.  4. Experienced in managing income generation and effective resource management.  5. Experience of managing existing donor relationships and building and maintaining funding networks.	1. Post Grad Dip or other Relevant Academic or professional qualifications.  2. Evidence of continuing personal development in relevant areas.  3. Experience of small island environments or working in close-knit communities.  4. Experience working with a board of trustees or other leadership groups.	1. Application Form  2. Interview  3. References
<b>Attitudes/Abilities Competencies Demonstrated</b>	1. Be a natural communicator who has the skills to influence, inspire and enthuse a broad range of stakeholders.  2. Have the ability to develop trusted relationships and partnerships with a range of	1. Contributing to imaginative solutions relating to the generation of sustainable funding.	1. Application Form  2. Interview  3. References



	<p>stakeholders from the private sector, government, and local community.</p> <p>3. Hold sound knowledge and understanding of heritage and environmental issues.</p> <p>4. Be familiar with and understand charitable governance.</p> <p>5. Have a keen intellect and strong analytical skills.</p> <p>6. Financial acuity.</p> <p>7. Expertise in achieving performance excellence from a diverse team.</p> <p>8. Have a strong sense of entrepreneurship and a history of developing income streams across diverse areas.</p>	<p>2. Be able to demonstrate diplomacy and strong collaborative negotiating skills.</p> <p>3. Be able to demonstrate an understanding of the tension between preservation and development in small island environments.</p>	
<p><b>Other</b></p>	<p>1. Commitment to the highest levels of integrity.</p> <p>2. Have the ability to anticipate the future combined with a strong and genuine interest in St Helena, its heritage and its people.</p> <p>3. Show an engaging communication style with a public presence and an ability to work with and inspire volunteers, members and staff at all levels.</p> <p>4. Be self-motivated with a consultative, transparent and consensual management style.</p> <p>5. Have the capacity and ability to sustain a demanding executive post, involving a significant workload and varied demands.</p>	<p>1. Understand the need for a high degree of integrity, self discipline, and professionalism in private interactions outside of regular work hours while on St Helena.</p> <p>2. Demonstrate a willingness to apply organisational values to private life on St Helena.</p>	<p>1. Application form</p> <p>2. Interview</p> <p>3. References</p>