



## Great Western Society Limited

### Chief Executive Application Pack

#### About the Great Western Society and Didcot Railway Centre

The Great Western Society (GWS) is a Company Limited by Guarantee (CLG) with charitable status (Charity no. 272616, Company no. 899248). The GWS is the governing body of Didcot Railway Centre, an accredited museum (AN1463).



The GWS's charitable objects are:

- 1) To preserve, restore and operate as a permanent public exhibition and museum, steam and other railway locomotives, rolling stock and equipment with particular reference to the former Great Western Railway, both for historical and educational purposes.
- 2) To make available for public reference the history, equipment and operation of the former Great Western Railway.

The Memorandum & Articles of Association are available on Companies House website (<https://beta.companieshouse.gov.uk/company/00899248/filing-history>) and the accounts on the Charity Commission website (<http://apps.charitycommission.gov.uk/Showcharity/RegisterOfCharities/CharityWithPartB.aspx?RegisteredCharityNumber=272616&SubsidiaryNumber=0>).

The GWS leases Didcot Railway Centre site on a 50 year lease from Network Rail and owns the buildings and operational assets. The collection of rolling stock and



smaller objects are owned by two other charities, Great Western Preservations Limited (GWP, a company limited by guarantee) and Great Western Trust (GWT).

The GWS also has a wholly-owned trading subsidiary, Great Western Retail Sales Limited.

### **About Didcot Railway Centre**

Didcot Railway Centre is the living museum of the Great Western Railway. Situated in 25 acres around the original Grade 2 listed Great Western Railway Engine Shed, Didcot Railway Centre's collections tell the story of the Great Western Railway, its constituent companies and successors. The Centre is open on over 200 days a year and runs trains on over 60 days, primarily from Easter to September.



Didcot Railway Centre is operated by the Great Western Society and is managed by a Board of Trustees. Members help to keep alive part of the GWR, by volunteering for a variety of roles from restoration and conservation through train operations to finance and marketing. Local groups organise meetings and events in the Bristol, Oxford, South West (Torbay), Swindon and Taunton areas.





## **Vision, Mission and Values of the Great Western Society**

Our Vision is to recreate the golden age of the Great Western Railway.

Our mission is:-

- To be a nationally accredited independent organisation
- To maintain Didcot Railway Centre as a working museum dedicated to the Great Western Railway
- To provide suitable facilities to demonstrate restoration and maintenance of the Collection
- To be open to the public for the enjoyment, benefit and education of the community.

Our challenge is to become a more commercially orientated organisation in order to achieve the Vision. Our values are:

- **COMMITMENT** – We are committed to providing a safe and enjoyable environment for our fellow volunteers, staff and visitors.
- **ACHIEVE** – We can all achieve much more when we work together.
- **SHARE** – We share our love for, and commitment to, preserving the former Great Western Railway and the subsequent organisations. We share that with each other, those we come into contact with and particularly with our visitors.
- **THANKS** – We give thanks when appropriate and don't take each other for granted. We respect each other, treat each other as we wish to be treated and are grateful that we have the opportunity to be part of such a great organisation.
- **LEARN** – We learn from each other. The continuation of our hobby relies on passing skills and stories to future generations. We do this in this spirit of the Mutual Improvement Classes of the former Great Western Railway.
- **EXCEL** – We excel at what we do. Whatever our role and level of commitment, by all excelling together, the whole becomes something to be really proud of.

## **Strategic plan for Didcot Railway Centre**

The Great Western Society is currently developing a strategic plan for the growth and improvement of the Railway Centre which includes applying for funding to improve its entrance area and the visitor experience, and the conceptual creation of a Exhibition Hall. The creation of the new role of Chief Executive is a critical part of this strategic plan and the role will be key in the development and implementation of our vision. The role and the requirements of the post holder are outlined in full below.



## **Applications for our *Chief Executive position***

### **The Terms of the Appointment**

The role is being advertised with an attractive remuneration.

The salary is c £45,000 per annum, salary will be determined by the successful candidates skills, experience and performance in role.

Although the normal full time hours for employees are 35 per week, exclusive of breaks, there is an expectation that the Chief Executive will be required to work additional hours and across the full week inclusive of Saturday and Sunday on the occasions when this is needed. There will be a standard probationary period of six months.

### **The Role**

The Chief Executive will work with the Board of Trustees to develop and deliver an organisational strategy to grow Didcot Railway Centre and maximise the return on the resources that are deployed. The role reports to the Board and will manage a Senior Team including paid staff and volunteers covering:-

- Commercial, Marketing and Retail
- Health and Safety and Security
- Railway Operations
- Railway Rolling Stock Restorations and Maintenance
- Infrastructure Development and Maintenance
- Business Support including Finance and HR
- Curatorial requirements associated with an historic collection of locomotives, rolling stock, small artifacts and infrastructure

A major part of the role will be leading the commercial development of the organisation including building our fundraising, marketing and membership, whilst delivering good financial management, governance and stewardship of our resources. In addition, the postholder will direct the management of the exhibition strategy to successfully engage existing and new audiences. Finally, the postholder will need to inspire, motivate and work effectively with a variety of stakeholders and groups to achieve the organisations objectives.



## **Job Description**

Reports to : Directly to the Board

Location: Didcot Railway Centre, Oxfordshire

**JOB PURPOSE.** To lead the development and to establish the management of Didcot Railway Centre (DRC) and maximise the return on resources deployed.

**OVERALL REQUIREMENT.** The Trust seeks a self-motivated leader with initiative, capable of strategic thought, able to manage the operation of the museum and its facilities and lead on business development.

### **KEY ACCOUNTABILITIES.**

- To carry out strategic level research and lead on the development and delivery of future plans working closely with the Board.
- The effective leadership, management and motivation of a senior team of paid staff and volunteers who are responsible for all aspects of the operation of DRC.
- To report performance to the GWS Board of Directors against Key Performance Indicators.
- To ensure the required support is available for DRC operations by building and maintaining key relationships and liaising with the necessary organisations, these will include Great Western Preservations, Great Western Trust, Network Rail and Train Operating Companies.
- To lead on maximising non-visitor income generation, and organise fundraising with Trustee support, both capital and revenue. Networking, developing key relationships, promoting the organisation and stewardship of donors will form a critical part of this responsibility.
- To review all current income streams and lead on maximising visitor income generation.
- To direct and oversee the imaginative and creative development and management of the exhibition strategy and plan in a way which continuously excites and engages with our audiences.
- To ensure the effective financial management of the organisation, its compliance with statutory, legal and governance requirements and the good stewardship of its resources. This includes Health and Safety and Risk Management.
- To ensure that there is good HR and training practice in place, staff and volunteers are managed well and there is a clear strategy implemented for the optimum use of volunteers and paid staff.



## **Person Specification**

### **Experience:**

- Proven senior management experience, operating at Senior Leadership, Board level or equivalent.
- Experience of leading organisational change in a complex and evolving environment whilst being mindful of the interests of multiple stakeholders.
- Demonstrable experience of leading, developing, implementing and monitoring strategic and business planning processes with clear evidence of success.
- Proven experience of building effective relationships at all levels including key external and internal stakeholders.
- Experience of leading the good governance of an organisation including its financial management and statutory compliance ensuring that appropriate procedures and processes are in place.
- Experience of leading teams of paid staff and volunteers inspiring them to achieve the organisation's aims and objectives.
- Experience of developing and writing high level documentation including Board Papers, Strategy Papers and other commercial and governance literature.
- Experience managing the effective delivery of fundraising and marketing activity.

### **Desirable Experience**

- Experience of working in a senior leadership role in the Charity sector or the Tourism sector.
- Experience of recognising and building commercial/growth opportunities to develop new and existing income streams.
- Experience of developing, marketing and managing a retail enterprise.

### **Qualifications**

- Educated to degree level or equivalent

### **Desirable**

- A management qualification e.g. MBA
- Membership of a relevant professional body



### **Skills:**

- Demonstrably high levels of business and commercial awareness gained from substantial exposure in related work.
- High levels of financial literacy gained from experience working at a senior level.
- Excellent strategic research, planning and project management skills developed at a similar level.
- Excellent interpersonal skills, able to inspire and motivate a diverse team of individuals including staff, volunteers, supporters and members.
- Excellent influencing and negotiating skills developed at a senior level.
- Articulate and engaging communicator with excellent presentation, public speaking and writing skills.
- Ability to sustain and convey a clear vision for an organisation to a wide range of audiences.
- Ability to solve complex problems and innovate.
- Accuracy and attention to detail with the ability to complete and finish tasks.
- Excellent networking skills developed in a range of settings.
- Good listening skills
- Must be computer literate

### **Desirable Skills**

- Proven business development skills with the ability to see and create opportunities to increase income and build an organisation e.g. its membership, supporters or visitors.



### **Personal Characteristics:**

- High levels of drive, energy and enthusiasm.
- Demonstrably high levels of integrity and consistency.
- Tactful, resilient and calm under pressure.
- Drive to innovate and improve where possible
- Realistic and Pragmatic
- Emotionally intelligent, personally effective and constantly developing self-awareness.

### **How to Apply**

Applications can be submitted by sending a full CV and two-page covering statement explaining how you meet the requirements of the role and why the role is of interest to you.

Applications should be sent to – [recruitment@didcotrailwaycentre.org.uk](mailto:recruitment@didcotrailwaycentre.org.uk)

Candidates are asked to provide suitable daytime and evening contact numbers and email addresses.

The closing date for applications is noon on Friday 14th December 2018. Longlisted candidates will be invited to a tour and a first interview with a panel week commencing 7th January 2019. The selection panel will subsequently meet to decide upon a final shortlist who will be invited to a second interview with the Chair of the Trust and selected Board Members week commencing 14th January 2019. The appointment will be made subject to receipt of satisfactory references and DBS checks where applicable.

