



**Re-Form Heritage Recruitment Pack**  
**Role: Chief Executive, Re-Form Heritage**  
May 2021

## Welcome

Thank you for your interest in becoming the Chief Executive of Re-Form Heritage.

This is an important time for Re-Form Heritage as we re-establish our principal site, Middleport Pottery, as a popular visitor destination following the Covid-19 lockdowns and complete the Harper Street regeneration project. We are seeking a highly skilled individual who will lead the team and focus upon operational efficiency whilst ensuring that long-term strategic objectives are progressed and met.

This recruitment pack will provide you with a brief introduction to Re-Form Heritage and our work.

We look forward to hearing from you.



## Re-Form Heritage: Who We Are

Re-Form Heritage is a registered charity specialising in revitalising communities through the regeneration of their historic buildings. We restore heritage buildings at risk of decay and demolition where the resurgence of an existing use, or the introduction of a new use, will have a beneficial effect on the local community. The areas in which Re-Form Heritage works are often impacted by deprivation, underinvestment and inadequate infrastructure - places which will benefit most from the regeneration and economic growth we deliver.

Re-Form Heritage is an independent charitable trust limited by guarantee (Registered charity number: 1059662) with an aligned trading company, Re-Form Heritage Trading Ltd. Re-Form Heritage has a small staff team of 18 paid staff supported by a group of dedicated volunteers. A highly expert group of 11 trustees oversees organisational governance. HRH The Prince of Wales is Re-Form Heritage's Founding Patron.

Re-Form Heritage owns three sites, listed below, and has interests in the future of the Whitechapel Bell Foundry site in east London. More information on our work can be found by visiting [www.re-form.org](http://www.re-form.org)

- Middleport Pottery, Stoke-on-Trent, Staffordshire
- Harper Street, Stoke-on-Trent, Staffordshire
- Old Duchy Palace, Lostwithiel, Cornwall

Middleport Pottery is the principal asset in the Re-Form Heritage portfolio and currently represents a large proportion of the operational focus for this role. The Chief Executive is also responsible for developing and operating further projects and acquisitions undertaken by Re-Form Heritage, meaning that the role will ultimately develop into a broadly based strategic function with Middleport Pottery as a part of a wider portfolio of sites. The Chief Executive will need to analyse and assess potential project sites to ensure financial viability as a pre-requisite for regeneration.

Re-Form Heritage acquired Middleport Pottery, home of world-renowned Burleigh ware and the oldest working pottery in continuous production in the country, in June 2011. Following a £9 million project to regenerate the Grade II\* listed buildings, the site opened in July 2014 as a visitor attraction, creative business hub and educational centre.

Middleport Pottery welcomes over 50,000 visitors a year. The visitor experience at Middleport Pottery is supported by a team of 50 volunteers and it comprises tours of the site and Burleigh factory, regular events and activities, a base for independent creative businesses, a Tea Room and Burleigh Factory Shop. Middleport Pottery also provides a developing private functions business and is a successful filming venue. The site is a busy working environment, with workshop, retail and office spaces let out to independent businesses alongside the fully operational pottery factory. The site also holds the Middleport Pottery Collection comprising over 8,000 ceramic objects and archival items and c.19,000 ceramic-ware moulds. The postholder is responsible for ensuring that all logistical arrangements are in place to enable site activities to operate smoothly and without impacting adversely on one another; in particular, that the special historic character of Middleport Pottery and the Collection is understood and protected by all on site.

A recent addition to Re-Form Heritage is Harper Street. The £2.6m *Harper Street: Engagement in Heritage* project, which is currently underway, involves the renovation of eleven Victorian terraced houses adjacent to Middleport Pottery. The project transforms these original workers' houses into a new heritage attraction, studio and workshop space, publicly accessible archive and community centre for local residents. The project is possible due to the generous support of the National Lottery Heritage Fund, Historic England, Architectural Heritage Fund, Bernard Sunley Charitable Foundation, Charles Hayward Foundation, Denise Coates Foundation, Foyle Foundation, Garfield Weston Foundation, Hazelhurst Trust, The Pilgrim Trust, Red Industries, Stoke-on-Trent City Council and other funders that wish to remain anonymous.

Re-Form Heritage owns and manages the Grade I listed building, Old Duchy Palace, in Lostwithiel, Cornwall. Over 700 years old, it once formed part of a much larger complex central to the management of the Duchy of Cornwall and the county's tin industry. Following sensitive restoration, the building was opened by their Royal Highnesses the Duke and Duchess of Cornwall. Re-Form Heritage's partner, the Cornwall Buildings Preservation Trust, oversees the day-to-day operation of the building, which houses an independent business.

Over the last four plus years, Re-Form Heritage has been working to secure the future of bell founding on the internationally important site of the former Whitechapel Bell Foundry. Working alongside Factum Foundation, numerous community, heritage and bellringing organisations and thousands of individuals we have contributed to and driven the campaign to save the site of Whitechapel Bell Foundry. Our work culminated in a public planning inquiry into the future of the site in autumn 2020. We await the decision of the Secretary of State, the Rt. Hon. Robert Jenrick, on the outcome of the public inquiry.

## **Re-Form Heritage Vision**

Our vision is to be the UK's leading specialist organisation for the restoration and rejuvenation of industrial and commercial heritage buildings at risk, and, through a sustainable business case, and operational delivery, breathe new life into these assets and help drive the regeneration of the local community.

## **Re-Form Heritage Mission**

Re-Form Heritage specialises in revitalising communities through the regeneration of their historic buildings. We restore heritage buildings at risk of decay and demolition where the resurgence of an existing use, or the creation of a new life and purpose, will have a beneficial effect on the local community.

## **Re-Form Heritage Objects**

The following summarises the Re-Form Heritage charitable objects:

1. To secure for the benefit of the public the preservation, repair and maintenance of buildings, structures and artefacts of particular beauty or historical, architectural or constructional interest;
2. To advance education in relation to buildings or structures of particular beauty, historical, architectural or constructional interest;
3. The promotion for the benefit of the public of urban or rural regeneration in areas of social and economic deprivation throughout the United Kingdom.

## Role Description

<b>Role Title:</b>	Chief Executive, Re-Form Heritage
<b>Location:</b>	Middleport Pottery, Port Street, Stoke-on-Trent ST6 3PE
<b>Reporting to:</b>	Chair of Trustees
<b>Contract:</b>	Permanent contract / full-time
<b>Job purpose:</b>	Accountable for the overall operational and financial performance of Re-Form Heritage and its principal asset Middleport Pottery
<b>Salary:</b>	£50,000 - £55,000 per annum, plus 3% pension contribution

## Role Summary

The Chief Executive will provide purpose and direction and take responsibility for growing all aspects of Re-Form Heritage's work. Reporting directly and working closely with the Chair and Board of Trustees, the Chief Executive will provide leadership and develop and implement ambitious strategic objectives and agree these with the Board. They will ensure that all operational processes run effectively and contribute to meeting agreed financial, social, welfare and educational objectives.

The role includes overseeing the sustainable maintenance of historic buildings, collections and archives and relationship management with key stakeholders. The Chief Executive will lead a small Senior Management Team focused upon strategic objectives for the charity. They will line manage key staff on the Middleport Pottery/Harper Street site enabling them to develop and perform to their full potential, delivering an exceptional visitor experience alongside the team of site volunteers.

The role currently includes the direct operational management for the day to day running of Middleport Pottery. The post holder must prioritise the development of the Middleport Pottery site to continue to build its financial viability, its profile as a visitor destination and the relationship with the site tenants. The successful delivery of the current Harper Street regeneration project is also a key priority. As the role has an operational focus in Stoke-on-Trent, the Chief Executive will be responsible for playing an active role with local stakeholders in supporting the success of Stoke-on-Trent as a visitor destination.

## **Key Areas of Responsibility**

### **Strategic Management**

- In collaboration with Trustees, set strategic direction and lead the Senior Management Team to deliver results in line with agreed people-related, financial, welfare and conservation targets
- In alignment with the Re-Form Heritage strategic framework, produce and deliver a costed and tested strategic plan that seeks out opportunities for innovation and has the commitment of trustees, staff, volunteers and key stakeholders
- Report to the Board at and between Board Meetings (six per year) and ensure that Trustees are informed of key issues and that the charity's governance structure, policies and procedures are appropriate and effective

### **Leadership and Management**

- Lead and inspire the team, including consultants and partners, creating a work environment which fosters equality, diversity, individual commitment and confidence and ensures effective teamwork and communication
- Undertake the direct operational management of Middleport Pottery and prioritise buildings its financial viability, visitor destination profile and tenant relationships. Oversee the successful delivery of the Harper Street scheme and subsequent regeneration projects.
- Proactively manage the performance and deployment of staff and volunteers. Lead and line manage the Senior Management Team and other personnel and support their development
- Ensure that expectations and accountabilities are clear. Embed a culture of professionalism, inclusion, continuous learning and development and act as coach/mentor as appropriate
- Oversee effective project, service and contract delivery at Re-Form Heritage properties, providing clear client briefs and adopting sound project management methodology
- Develop, direct and lead regeneration projects for Re-Form Heritage sites
- Oversee development and implementation of all organisational procedures and policies, including health and safety, safeguarding, and equality

### **Finance and Resources**

- Working closely with the Finance Director, ensure that the charity's financial resources and risks are managed effectively and lead business planning processes to ensure the charity remains in strong financial health, identifying risks and responding appropriately

- Achieve agreed financial results, setting stretching commercial targets and ensuring their delivery including Middleport Pottery visitor income, Tea Room operations, venue hire, events, retail activity and filming opportunities
- Maximise rental opportunities through the design and deployment of a letting strategy that secures a dependable income stream, with a mix of tenants that is in accordance with Re-Form Heritage objects. Respond to tenant requirement changes and identify and manage rental revenue generating potential for new projects.
- Monitor and control costs and funding packages and ensure that approved plans and monitoring requirements are implemented on time and in a cost-effective manner
- Realise existing and new revenue opportunities, ensuring optimum use of assets and external funding sources. In conjunction with relevant colleagues, secure project and revenue-relieving funding by developing effective programmes and business cases
- Working closely with the Board and Finance Director, be responsible for staff recruitment and HR, remuneration and payroll, oversee fundraising and lead patronage, private philanthropy and public funding relationships
- Oversee the profitability of the trading company and act as a trading company Director, ensuring appropriate management of resources between the charity and trading company in line with Charity Commission and HMRC guidance.

### **Visitor Experience and Stakeholder Engagement**

- Oversee delivery of an engaging visitor experience informed by audience data and paying attention to standards of presentation and interpretation, volunteer engagement and customer care
- Maintain open and positive relationships with key tenants, particularly Burleigh (Burgess and Leigh) on the Middleport Pottery site
- Engage current and potential visitors and wider stakeholders in the historic significance and conservation of Re-Form Heritage sites
- Establish and maintain positive working relationships with relevant organisations and individuals - those with a direct involvement with Re-Form Heritage sites, sector specialists, local authorities, funders/philanthropists, political, business and community opinion formers and partners – to promote the work of the charity and facilitate strategic objectives
- Work with the Board of Trustees to develop the Re-Form Heritage Ambassadors, Advisors and Patrons groups
- Oversee operational and administrative functions of Re-Form Heritage sites to ensure reputation and a high-quality brand is maintained and is in keeping with agreed standards and visitor expectation

## **Conservation and Site Maintenance**

- Ensure that repair, maintenance and building intervention at Re-Form Heritage sites is subject to appropriate preservation standards and conservation plans deploying in-house and external technical expertise and appointing and overseeing contractors.
- Ensure Re-Form Heritage collections are curated and cared for and, wherever possible, displayed and/or made available to the public for wider benefit
- Oversee appropriate supply and maintenance of utilities and services across Re-Form Heritage sites and ensure all areas are clean, safe and well-maintained
- Promote a working culture that incorporates sound environmental practices across all areas of work

## **Health & Safety and Risk Management**

- Chair the Health and Safety Working Group and maintain a safe environment for yourself and of others at Re-Form Heritage sites
- Ensure the protection of finances, holdings and other assets by implementing appropriate controls and robust risk management techniques
- Ensure compliance with statutory regulations including fire, security, health and safety, listed building consents and emergency policies and procedures

## **Other**

- Be the public face and voice of the charity
- Be conversant with all aspects of the charity and be willing to adapt to unexpected business needs
- Carry out any other duties as relevant to the post

## Person Specification

	Essential	Desirable
<b>Knowledge</b>	<ul style="list-style-type: none"> <li>• Education to degree level (or equivalent) and evidence of continued professional development</li> <li>• Excellent commercial understanding</li> <li>• Sound knowledge of financial and business best practice</li> <li>• Understanding of customer-facing environments, visitor attractions, retail and hospitality</li> <li>• Good awareness of heritage, conservation and building management requirements</li> <li>• Knowledge of charity governance</li> </ul>	<ul style="list-style-type: none"> <li>• Heritage/attraction management qualification</li> <li>• Understanding of working with volunteers</li> <li>• Asbestos Duty to Manage qualification</li> <li>• First Aid qualification to level 3</li> </ul>
<b>Practices</b>	<ul style="list-style-type: none"> <li>• Positive, motivated and confident approach</li> <li>• Commitment to enabling equality and diversity best practice and establishing an inclusive and learning culture</li> <li>• Ability to work with Trustees, Ambassadors, Advisors, Patrons and other stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Willingness and ability to lead and manage organisational change and drive continual improvement</li> </ul>
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Experience of project development and grant applications via public and private funding sources, such as the National Lottery Heritage Fund and private philanthropy organisations</li> <li>• Experience of working with a management board/Board of Trustees</li> <li>• Substantial general/senior management experience with visitor attractions, hospitality or event-based businesses</li> <li>• Experience of managing significant budgets</li> <li>• Track record of delivering performance targets</li> <li>• Experience of managing multi-disciplinary teams including volunteers and consultants</li> <li>• Experience of health and safety management and risk assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Experience of working with volunteers</li> <li>• Experience of working with creative businesses</li> <li>• Experience of working with film and television production companies</li> <li>• An understanding of the requirements of an operating factory site</li> <li>• First aid at work experience</li> <li>• Asbestos management experience</li> <li>• Experience of public speaking and presentation</li> <li>• Experience of working with the media and crisis management communications</li> </ul>
<b>Skills</b>	<ul style="list-style-type: none"> <li>• Excellent leadership and project management skills</li> <li>• Strong business development, financial management and analysis skills</li> <li>• Excellent interpersonal and communication skills - written, verbal and presentational</li> <li>• Leading and developing staff and volunteers</li> <li>• Ability to persuade and influence, in person and in writing</li> <li>• Well-developed networking and stakeholder management skills</li> <li>• Excellent attention to detail, problem solving and innovation development skills</li> <li>• Ability to work flexibly, in organised manner, under own initiative and to prioritise a diverse workload</li> <li>• IT literate</li> </ul>	<ul style="list-style-type: none"> <li>• Coaching skills</li> <li>• Radio and television media training</li> </ul>

## **Additional Information**

**Hours of work:** This is a full time (five days per week) permanent position. This will include regular weekend/evening working and flexibility will be required.

**Location:** The post-holder will ideally live or be willing to locate to within 30 minutes travel of the Middleport Pottery site to carry out the role effectively.

## **How to Apply**

To apply for this role, please submit your CV and a covering letter which explains how you match the person specification and includes the contact details of two professional referees. Your covering letter should not exceed four sides please.

Shortlisting for interview will be based upon an applicant's alignment to the person specification only. Contact with referees will only be taken up following second interview and the offer of a role with Re-Form Heritage.

Please send your application to Clare Wood [clare.wood@re-form.org](mailto:clare.wood@re-form.org) marked 'Re-Form Heritage Chief Executive Application'.

The closing date for applications is 10am on Monday 14 June 2021.

We intend to hold first round interviews virtually via Microsoft Teams on the 29 and 30 June 2021. Second round interviews will take place at Middleport Pottery in Stoke-on-Trent on 13 July 2021.

If you wish to have an informal discussion about this role, please do not hesitate to contact Clare Wood, current Re-Form Heritage Chief Executive, to arrange a suitable date and time for a discussion ([clare.wood@re-form.org](mailto:clare.wood@re-form.org)).

## **Equality and Diversity**

Re-Form Heritage is committed to encouraging equality, diversity and inclusion among its workforce, and eliminating unlawful discrimination.

Re-Form Heritage recruitment opportunities are open to all. We seek to develop and maintain a culture of fairness, dignity and respect. We treat all applicants equally, regardless of age, disability, gender identity or gender expression, race, ethnicity, marriage or civil partnership, pregnancy or maternity, religion or belief, sex, sexual orientation or other equality characteristic.

We welcome applications from people from all backgrounds and with all different kinds of life experiences. People who identify from Black, Asian and minority ethnic backgrounds, LGBTQIA+, d/Deaf, disabled, neuro-diverse and those with long-term health conditions are currently underrepresented in our workforce and we welcome your application.

## **Accessibility**

Re-Form Heritage is committed to ensuring an accessible recruitment process. If you have any questions regarding the application requirements or require the recruitment pack in an alternative format, please let us know.

Telephone: 01782 499766

Email: [clare.wood@re-form.org](mailto:clare.wood@re-form.org)

## **Recruitment and Executive Search Firms**

Please note that Re-Form Heritage does not currently wish to engage a recruitment or executive search agency in relation to this vacancy and we ask that such companies do not contact us regarding this role please.