



Sidney Nolan Trust
The Rodd
Presteigne
Herefordshire
LD8 2LL

01544260149
www.sidneynolantrust.org

Recruitment Pack

Role:	Director
Salary:	£40,000
Reporting to:	Board of Trustees
Location:	The Rodd, near Presteigne, NW Herefordshire (Residing locally will be a condition of the employment)
Hours of work:	37.5 Hours. This will at times include weekend and evening work. No overtime is payable but time off in lieu may be negotiated.
Annual Leave:	28 days including statutory public holidays
Start Date:	At the earliest opportunity

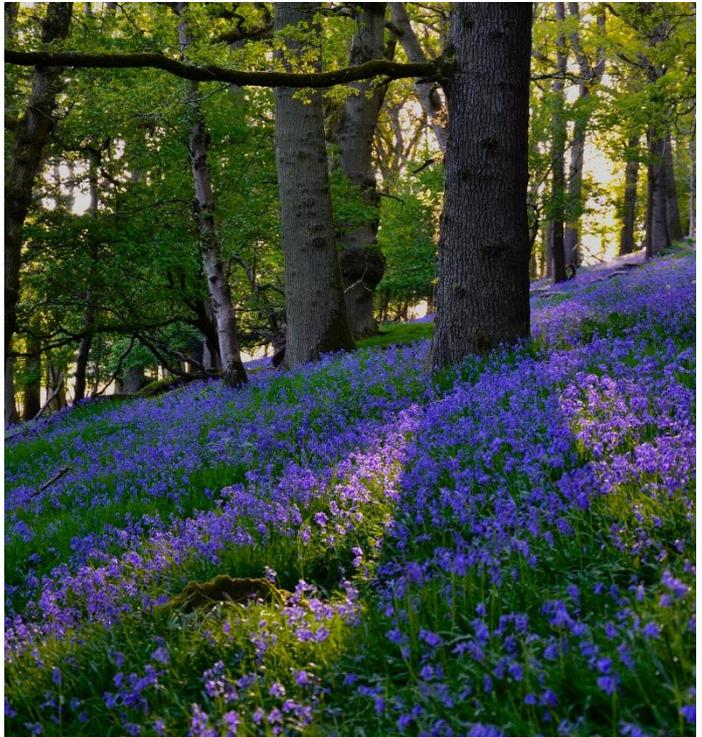
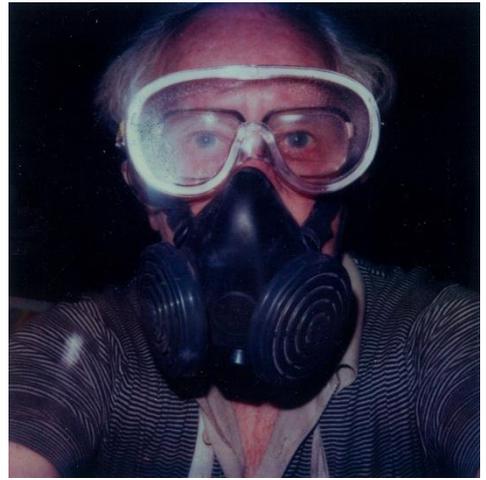
How to Apply

To submit your application please send to Richard.Catt@btinternet.com a covering letter of no more than two pages which addresses the job description and person specification outlining how you feel you meet the requirements and how you would propose approaching the role. Please also send your CV of no more than three pages, together with contact details for two referees who know you through your employment and work as well as the completed EDI monitoring form.

The closing date for applications is **Sunday 11 October 2020 (5pm)**.

It is anticipated that shortlisted candidates will be invited for interview in the week commencing **26 October 2020**.

If you would like to arrange an informal conversation about this post with me, please email Richard.catt@btinternet.com



Welcome from the Chair

Dear Candidate,

The Sidney Nolan Trust (the Trust) has commenced a significant new development phase in its history and is looking for a Director to lead us forward into the new era.

Sidney Nolan is widely recognised as one of the most innovative and provocative modern artists of the twentieth century. His work is represented in leading national and private collections across the world.

Nolan was an artist of consuming curiosity and a great experimenter, constantly exploring new materials, new art forms and taking risks. He was one of the first artists to experiment with digital art. He was not a respecter of rules and loved to challenge and 'push the envelope'. He loved poetry, music, and dance. He published poetry himself. In addition, he designed costumes and sets for ballet and opera.

Born in Australia in 1917, Nolan moved to the UK in 1953, eventually settling at The Rodd, a small farm, originally of some 180 acres with woodland in Herefordshire on the Welsh border. 2020 marks thirty-five years since Nolan established the Trust bearing his name at The Rodd with an extraordinary vision to create a vibrant centre for creativity across the Arts around his home. A centre for the Arts in a rural setting that gives others the space and freedom to expand their boundaries through art, music, writing, poetry, drama and dance in order to produce groundbreaking new work.

In keeping with Nolan's ethos, the Trust welcomes and encourages artists across all forms of the Arts to use The Rodd to explore ideas, work with other artists and to experiment and take risks. Furthering his vision, the Trust continues to operate at The Rodd hosting a wide-ranging programme including exhibitions of Nolan's work and other contemporary artists, together with artist residencies, concerts, artist camps, masterclasses and courses for adults and school children.

In 2018, following the death of Nolan's widow, Mary Nolan, the Trust was delighted to receive Nolan's former home, Rodd Court, through the Government's Acceptance in Lieu scheme. Rodd Court is a Grade II* listed 17th century manor house of historic national importance and the Trust is embarking on a capital development programme to restore and repurpose it, and other buildings on the site, for its use to enable the Trust to bring its facilities up to date and expand the range of its programmes.

Whilst the Trust undoubtedly achieved great things in the past, its ACE funded International Sculpture Programme and printmaking being notable successes, its ambition was restricted by its funding and lack of modern facilities. The acquisition of Rodd Court, the painting collection and the archive has acted as a catalyst to harness these resources, and the support it has always enjoyed, to generate the funds to further develop The Rodd into the centre of artistic excellence we believe Nolan foresaw.

As Director of the Trust you will help shape the Trust's future and contribute to the creative culture of the UK. You will be responsible for driving the Trust forward on several fronts, maintaining a strategic overview of all of them. Unquestionably this is a challenging role requiring special skills, vision, and energy. Fundraising will be a major feature of the role. It will be fun, you will have a great team to work with and an effective team of engaged Trustees.

If you are interested in becoming our new Director, please take a look at our [website](#), read the attached materials and send us your CV (no more than three pages), along with a covering letter (no more than two pages) saying why you are right for this post and meet our criteria, together with contact details for two referees who know you through your employment and work and a completed EDI monitoring form.

We very much look forward to hearing from you.

Richard Catt, Chair
About the Trust

Our Mission

The Trust's mission is to promote Nolan's artistic legacy and to provide opportunities for the public to be inspired by and acquire and develop an understanding of the Arts generally. In addition to his wide-ranging artistic practice Nolan was interested in all aspects of the arts, particularly music, poetry, and dance.

At The Rodd, the Trust hosts national and international artists from all cultures and at all career stages in an environment where they are free to think, create new work, explore and share new ideas, experiment and take risks, alone or in collaboration, across all art forms.

- We host individual and group residencies, artist camps, workshops, masterclasses, concerts, and lectures.
- We provide facilities for research and, through our Learning Programme, work with people from school children to adults interested in exploring and experiencing art for the first time.
- Rodd Court and Nolan's Studio are open to the public, the former is used to stage exhibitions, tours, concerts, seminars, lectures and symposia, classes and planned to host weddings and similar private events.
- The Trust owns an extensive collection of Nolan's work, staging exhibitions and loaning works.
- Recently the Trust has secured a large collection of Nolan's papers, photographs and books which has transformed the Trust's Nolan Archive and represents a long-term project to conserve and make it accessible to scholars, researchers, and the public.

Our Aims

- To use the Trust's collection of art and archive material to promote an ongoing appreciation of Nolan by showing his work at The Rodd, and beyond, so as to challenge people's thinking about modern art and the messages it can convey.
- To use Nolan's ethos to inform the exploration of new creative practice by connecting people with differing views and from varied disciplines through a broad range of activities and programmes.
- To enable active and creative engagement by a broad range of local, national, and international audiences with diverse creative and learning programmes.
- To preserve, enhance and give access to the natural environment, historic buildings, collections, and archives at the Rodd.
- To secure a sustainable future for the Trust and to contribute to the wider cultural and economic prosperity of the Marches region.

(Extracted from our 2020 Strategic Plan)

Our Governance

The Trust was first established in 1985 by Sir Sidney Nolan and is an independent registered charity (CIO Reg No. 1161850).

The Trust's governing document is its Constitution dated 28 January 2015. The Trustees are responsible for governance and approving the strategic direction of the Trust. Reporting to the Trustees, the Director is responsible for formulating strategy, managing the day to day operations of the Trust, compliance with applicable laws and regulations and leadership of the executive team. Currently there are 8 Trustees. The Director is supported through a structure of 5 working and advisory groups composed of Trustees, executive team members and co-opted members with specialist skills or interests in these areas. Including the Director, the Trust has 4 full-time executive team members, one part-time project funded member, plus a small team of volunteers.

Our Assets

- The land and buildings at The Rodd - Rodd Court, the Farmhouse, Orchard Cottage, a range of historic heritage farm buildings (which includes the Sidney Nolan Gallery, Nolan Studio, and the Trust's offices in a converted 17th century tithe barn, a 17th century granary converted as a print studio) and other, as yet, unmodernised farm buildings plus a range of modern farm buildings;
- An important collection of Nolan's work
- A recently acquired archive of Nolan's papers, books, ephemera, and photographs
- The copyright in most, but not all, of Nolan's works and images

Public Engagement in 2019

We welcomed 2000 visitors to the Gallery and Rodd Court

Hosted over 150 children on organised school visits

Hosted 40 undergraduate and PhD students from 3 universities on organised artist summer camps

Our mailing list has approximately 1000 subscribers

Our website had 15,000 unique views to its webpages

Trustee Report and Accounts

A copy of the Trust's latest Trustee Report and Accounts can be found on the Charity Commission's website.

How We Are Funded

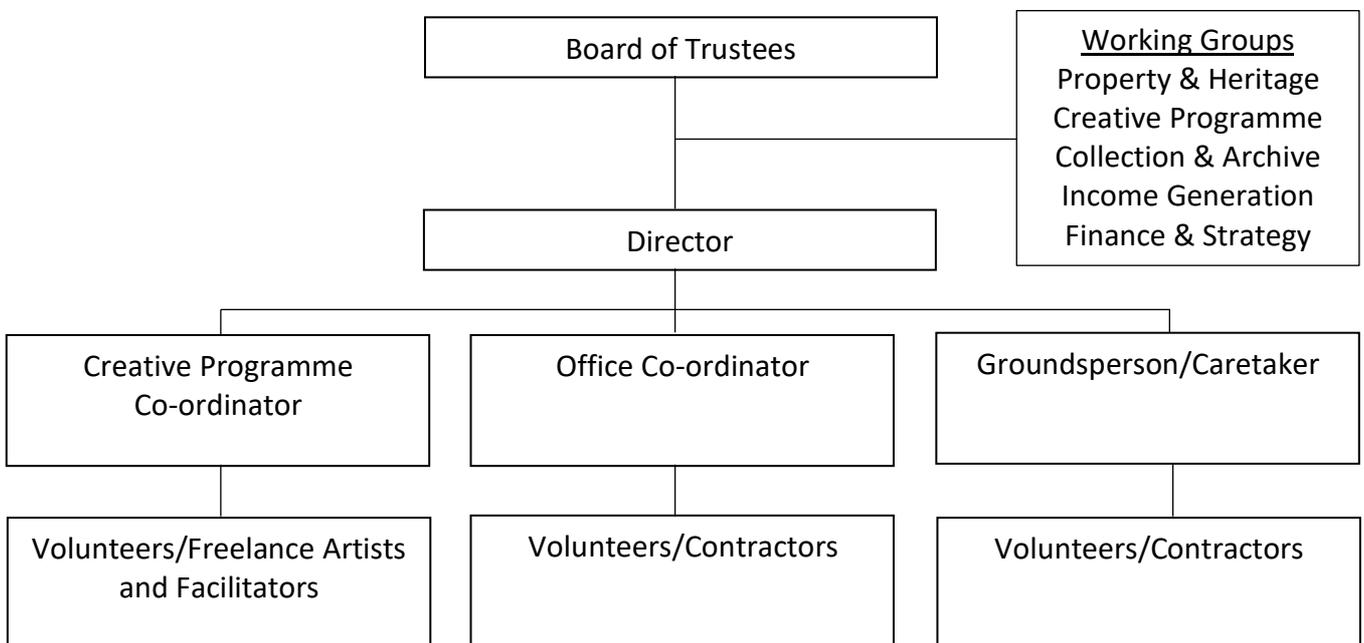
The Trust does not receive regular funding from any funding body. We generate income through visitor charges, courses and workshops, residencies, retail, Friends, holiday rentals, land rental, woodland management, copyright licensing in respect of Nolan images, individual donors, and grants. Funding has always been a challenge in the Arts and, with the changing landscape brought about by Covid-19, there is an increased pressure to be developing new income streams.

The Director is responsible for devising and implementing the Trust's funding strategy.

Our Capital Development Programme

Whilst the Trust has owned most of the land and a range of historic buildings, including the Gallery, since 1985, it only acquired Rodd Court, Nolan's former home, through the Government's Acceptance in Lieu Scheme, in 2018. This heritage property requires considerable adaptation from its former residential use to suit the needs of the Trust. Preliminary work on a Resilience Project, funded by the National Heritage Lottery Fund and the Architectural Heritage Fund, has been undertaken with specialist consultants and architects to plan for its complete restoration and repurposing in addition to development of The Rodd site. These outline plans now need to be progressed to the next stage and will involve strategic focus on significant fundraising for a significant Capital Development Programme.

Organisational Structure



Job Description

Director - The Sidney Nolan Trust

We are seeking a dynamic and ambitious new Director to lead our small and dedicated team at the Sidney Nolan Trust. As we prepare for a major Capital Development programme to reintegrate Rodd Court into the Trust's original site and make the facilities at The Rodd fit for twenty first century use our new Director will need to have the vision to shape this major project from fundraising to completion. The current Director has led the team through the preparation of preliminary plans for this next phase, but is now having to leave for personal reasons.

The Trustees and the executive team intend The Rodd to expand its international reputation as a centre of artistic excellence in a rural setting for nurturing creative freedom, experimentation, risk-taking and cross-fertilisation of the Arts and by doing so to make a significant contribution to Arts and culture in the region, UK and across the world.

Responsibility for developing and leading the implementation of the Trust's strategy through the next stage of the Trust's development will present the successful candidate with a unique opportunity to make a very special contribution to the Arts in the UK and to improving the economy of the surrounding region. This role requires an inspiring leader, responsible to the Board of Trustees for the creative, financial, and public-facing success of the Trust. Possessing the creative and business vision and acumen to lead the Trust through this next exciting stage of its future, the Director will uphold the Trust's mission and its core purposes.

The Director will lead and work with a small executive team and the Trust's volunteers; will demonstrate high levels of ambition, enthusiasm and competence in establishing and delivering the Trust's strategic goals and objectives for developing it further as a leading international, national and local Arts organisation.

There are six principal elements to the Director's role:

1. Strategy

- In consultation with the Trustees, the executive team and relevant stakeholders develop the Trust's creative, artistic, community and business strategy and long-term objectives, based on a sustainable business model and taking account of future challenges and opportunities - all included in the Trust's Strategic Business Plan (the Plan)
- Prepare the Plan and annual operating budgets for approval by the Trustee Board
- Initiate and develop all relationships required for successful delivery of the Plan, including entering into formal arrangements with strategic partners
- Develop and implement a creative programme of the highest standard to deliver the Trust's Vision and objectives to become a locally, nationally, and internationally recognised centre of creativity inspired by Nolan's vision for The Rodd.

2. Operational Management and Governance

- Deliver the Plan, operating within it and annual operating budgets, taking appropriate corrective action where necessary to address deviations from the Plan or annual budget
- Understand, undertake, and oversee the Estate Management with effective and professional management of all facilities, buildings and land owned by the Trust
- Lead and work with the executive team, engaged Trustees and volunteers to prepare and oversee funding applications in consultation with, and the approval of, the Board
- Understand and ensure that all Trust contracts and other commitments are fulfilled as agreed, with particular emphasis on the delivery of targets
- Monitor the Trust's performance in relation to individual projects and initiatives against agreed objectives and key performance indicators
- Undertake post-programme evaluation in strict accordance with the funder's requirements
- Prepare written reports, financial reports, performance reports and compliance documents for funders and the Board of Trustees as required by them and submit these in accordance with agreed delivery dates
- Oversee quality control ensuring the successful delivery of all projects and programmes
- Ensure the Trust's effective compliance with all applicable laws, regulations and best practice including, but not limited to, Health and Safety, Equalities and Disability legislation, Data Protection, Child Protection and Employment legislation
- Identify, evaluate and manage all risks to the Trust's people, visitors, volunteers, residents, finances, assets and reputation, maintain and update the Trust's Risk Register and Accident Report Book and report on these to the Board of Trustees monthly. This to include alerting the Chair and Trustee Board of any significant developments and recommending appropriate actions
- Ensure that all Trust policies and procedures are up to date, comply with best practice and are fully understood and followed by the Trust's staff, volunteers, visitors, and other users of The Rodd. Make recommendations to the Trustee Board for new policies or procedures and seek the Trustee Board's prior approval for all or any changes
- Ensure that the day-to-day operation of the Trust meets the expectations of all stakeholders and the objectives agreed by the Trustee Board

3. External Relations, Marketing and Communications

- Act as an effective advocate and ambassador for the Trust
- Develop a detailed knowledge of Nolan, his life, work, and legacy to be able to speak with confidence on these subjects and ensure that Nolan's legacy and ethos permeates all the Trust's operations, activities, and plans
- Develop existing and build new relationships and effective advocacy with stakeholders and local, national, and international Arts, heritage, and other relevant agencies and organisations, consulting them and keeping them briefed on the work and achievements of the Trust
- Promote the Trust's reputation and profile through participation in sector events
- Position the Trust as a trusted and reliable partner for those involved in the development of the Arts and cultural sector in the UK

- Ensure that comprehensive Marketing and Communications Strategy and Plans approved by the Trustee Board are in place and implemented which address the Trust's branding, communications, public relations, audience, and income generation.
- Maintain and develop the Trust's website(s) and social media channels in order that these accurately state, reflect and promote the Trust's ethos, reputation and objectives and keep subscribers and followers informed in a lively and interesting way of the Trust's news, programmes, other activities and offerings.

4. Financial

- Responsible for the overall financial performance and accounting of the Trust
- Ensure all finance processes and procedures are properly documented, robust, and adhered to
- Ensure the accuracy, integrity and timeliness of all financial accounting and reporting
- Provide the Trustee Board with regular comprehensive reports on income and expenditure against budget and rolling forecast, cash flow, providing accurate written commentaries and explanations for deviations from budget and forecast and analysing financial health and performance against the Strategic Business Plan
- Ensure that budgeted operating results are achieved and that there is effective control of operating expenditure within individual programme budgets
- In conjunction with the Treasurer complete timely preparation, approval by the Trustee Board and filing of the Trustees' Annual Report & Accounts in accordance with the Companies Act and Charity Commission requirements

5. Fundraising, development and sponsorship

- Develop and oversee the successful implementation of the Trust's fundraising, development and sponsorship strategy, maintaining and strengthening existing relationships with major HNW donors, trusts and foundations. This will include researching additional sources of funding and initiating and establishing appropriate new relationships in pursuit of fundraising
- Develop realistic financial targets and objectives for fundraising income which meet the budgeted expenditure of the Trust and agree targets with the Trustee Board
- Oversee and develop suitable proposals and applications to secure funding, and other support, to deliver the Trust's fundraising objectives
- Identify and develop new appropriate business and income generating opportunities for the Trust consistent with its ethos, including positive and imaginative future uses of the Trust's Collections, site, buildings, accommodation, and other assets

6. Leadership

- Provide effective, inspiring leadership through successful internal communication and, leading by example, realistic and motivating objective-setting and clear lines of authority and delegation
- Encourage and facilitate a culture of creativity and support, centred on the Trust's creative, artistic, environmental, equal opportunities, community, and business ethos

- Lead continuing executive team member development, including conducting performance appraisals and providing ongoing team/line management and undertaking recruitment when necessary
- Ensure compliance with all employment, pension, equal opportunities, health and safety and other applicable legislation. This will include ensuring all HR administration, correspondence, contracts, job descriptions and personnel records are maintained up to date.

Person Specification

Knowledge and experience

- Inspirational leadership qualities developed within an Arts, cultural, or education non-profit organisation
- Experience of working on and fundraising for a significant Capital Development Programme, ideally in a leadership role
- Business acumen with knowledge and experience of initiating and managing new income streams
- Confident representation of the organisation on a public stage
- Knowledge of, and passion for, the current contemporary UK and international Arts and cultural landscape, including awareness of policy matters and trends
- Confidence in and commitment to the developing role of technology and social media/digital platforms through the Arts
- Relevant experience of managing a non-profit organisation, ideally in the Arts or cultural sectors, at Director level and with accountability for financial performance
- Relevant experience of managing teams of staff, (including freelance and independent artists and volunteers), and proven ability to motivate and support
- Relevant experience of managing sites or facilities open to the public
- Experience of direct working with boards of trustees
- Relevant strategic and managerial expertise and experience of budget management and financial planning
- Experience and understanding of charity governance, compliance, and reporting

Skills and Abilities

- Excellent organisational skills with an ability to deal effectively with multiple workloads
- Assurance as a public speaker with excellent standards of written and verbal communication
- Excellent communication and interpersonal skills with the ability to work with a broad range of people
- Resilient and able to model good self-care, work well under pressure, prioritise and manage a demanding workload
- Able to think systematically and analytically to improve operational and financial processes

Application Accessibility and EDI Statement

We will accept submissions in audio or video formats if this is preferable to a written application. If you consider yourself to have a disability, please tell us if there are any reasonable adjustments that we can make to assist in your application.

The Sidney Nolan Trust believes that the Arts are for everyone and that equality, diversity and inclusion help to support creativity. We are committed to community engagement and encouraging wider access and participation in our work as a centre of excellence. We actively encourage and support applicants from under-represented communities and those with protected characteristics.

Regrettably, owing to the layouts of the historic listed and other buildings, including our current office, and the extent of the rough and hilly terrain of our agricultural land and woodland there is limited access to a number of key areas on the site.

The Sidney Nolan Trust is committed to safeguarding privacy and related data with recruitment processes and abides by all appropriate General Data protection Regulations.