



Edinburgh World Heritage plays a central role in the management and protection of the Old and New Towns of Edinburgh, a UNESCO designated World Heritage Site. Our current Director, Adam Wilkinson, is leaving us in June to take up a post abroad and the Board of Trustees is looking to appoint a Director who will build on our achievements and lead us in the next stage of our development.

This exciting opportunity is one of the most important leadership roles in the heritage sector in Scotland, if not the UK. The successful candidate will play a key role in partnership with the Board in shaping and contributing to the conversations in the City as we navigate the opportunities and challenges facing the World Heritage Site.

We are seeking a strategic and inspirational leader who can work with the Board and partners to develop our future direction, influence key stakeholders and represent and promote the interests of the Trust to a wide range of communities. Key attributes will include the ability to work collaboratively and across organisational and sector boundaries, lead the team, think strategically and follow through to delivery.

If you are that person we would like to hear from you. Full details of the role can be found in this pack. For an informal conversation about the role, contact details are provided on page 10.

Pack contents

1	Programme of Work and Achievements .....	2
2	Our History.....	3
3	Organisational Overview .....	4
4	Role Profile.....	6
5	How to apply.....	10
6	Our Vision, Mission & Strategy .....	11

## 1 PROGRAMME OF WORK AND ACHIEVEMENTS

Edinburgh World Heritage is an independent charity that aims to ensure that the city's World Heritage status is a dynamic force that benefits everyone. We want to connect people to their heritage in everything we do – through the conservation of historic buildings, delivering improvements to public places, or engaging people directly through education and engagement programmes.

Last year we celebrated our 20th anniversary, as well as the completion of 1,500 projects ranging from the conservation of Old and New Town tenements through the restoration of public monuments such as the statue of Charles II, to working with partners on major cultural venues such as St Cecilia's Hall, the City Observatory and Surgeons' Hall. We have also conserved over 50 shopfronts.

The three strategic objectives which guide our long-term programming and fiscal year priorities are:

### **1. To protect and support the outstanding universal value of the World Heritage Site:**

This area of our work includes conservation and public realm grants to support conservation in the World Heritage Site and surrounding conservation areas; our maintenance programme; as well as energy efficiency and sustainability programmes. In 2018/19, our grants programme supported 19 buildings, 8 tenement owners groups and 98 owners, as well as 3 public realm projects and 2 publications.

### **2. To champion and promote understanding of the values of our historic City Centre World Heritage Site:**

This includes our school education programmes for both primary and secondary, digital interpretation, the exhibition 'Our World Heritage' at the Tron Kirk and advocacy and public relations work to ensure that the heritage 'agenda' remains high profile within Edinburgh and beyond. In 2018/19, 337,000 people visited the "Our World Heritage" exhibition, we achieved a combined Facebook and Twitter reach of 683,000 and were featured in 20 press articles.

### **3. To build capacity and resilience in the World Heritage Site, the city, and beyond:**

This area is moving its focus from international objectives towards our response to the climate emergency. It includes training programmes and support for traditional building trades. We are developing projects that build the long-term resilience of the World Heritage Site in response to the climate emergency and support the communities that live and work in the historic city centre. In 2018/19, 356 people attended our training events including a week-long heritage leadership school, a traditional building festival, a heritage workshop for Year of Young People and 3 CPDs.

We work with our key strategic partners, Historic Environment Scotland and the City of Edinburgh Council to deliver the World Heritage Site Management Plan, as well as provide planning and public realm advice. In 2018/19, we advised on 6 planning applications, 1 public inquiry and 18 City of Edinburgh Council initiatives.

Edinburgh World Heritage also fundraises via an annual membership programme which offers events, lectures and tours and outreach towards individual and corporate donors.

## 2 OUR HISTORY

Edinburgh's Old and New Towns were inscribed on UNESCO's List of World Heritage Sites in December 1995. World Heritage Sites are recognised by UNESCO as places of outstanding cultural, historical or scientific values and are legally protected by international treaties. Each Site has Outstanding Universal Value: attributes which make it exceptional from a global perspective.

The Outstanding Universal Value of Edinburgh's Old and New Towns is focused around the juxtaposition of two contrasting urban planning phenomena – the medieval Old Town and the planned Georgian New Town. Each are of exceptional historic and architectural interest. The dramatic topography of the Old Town combined with the planned alignments of key buildings in both the Old and New Town results in spectacular views and panoramas, and an iconic skyline. The Site contains nearly 4,500 buildings, of which over 75% are listed, as well as Scheduled Monuments including Edinburgh Castle. It is also a living capital city centre with a rich cultural and intellectual life.

Three organisations are involved in the long-term management of the World Heritage Site and work together to develop and execute the Management Plan for the Site:

- **The City of Edinburgh Council:** the Planning Authority which sets the planning framework that governs the Site. It also provides political leadership and governance for the city.
- **Historic Environment Scotland:** the lead public body established to investigate, care for and promote Scotland's historic environment.
- **Edinburgh World Heritage.**

Edinburgh World Heritage was established on 31<sup>st</sup> March 1999. It inherited the tradition of work undertaken by two bodies:

- **Edinburgh New Town Conservation Committee:** established in 1970 to tackle the economic and physical problems that threatened the Georgian New Town at that time; and
- **Edinburgh Old Town Committee for Conservation and Renewal** (which changed its name to **Edinburgh Old Town Renewal Trust**): established in 1985 with an emphasis on renovation and re-development of the Old Town appropriate to its then near-derelict and depopulated state.

Since 1<sup>st</sup> April 2006, Edinburgh World Heritage has been a recognised Scottish Charity.

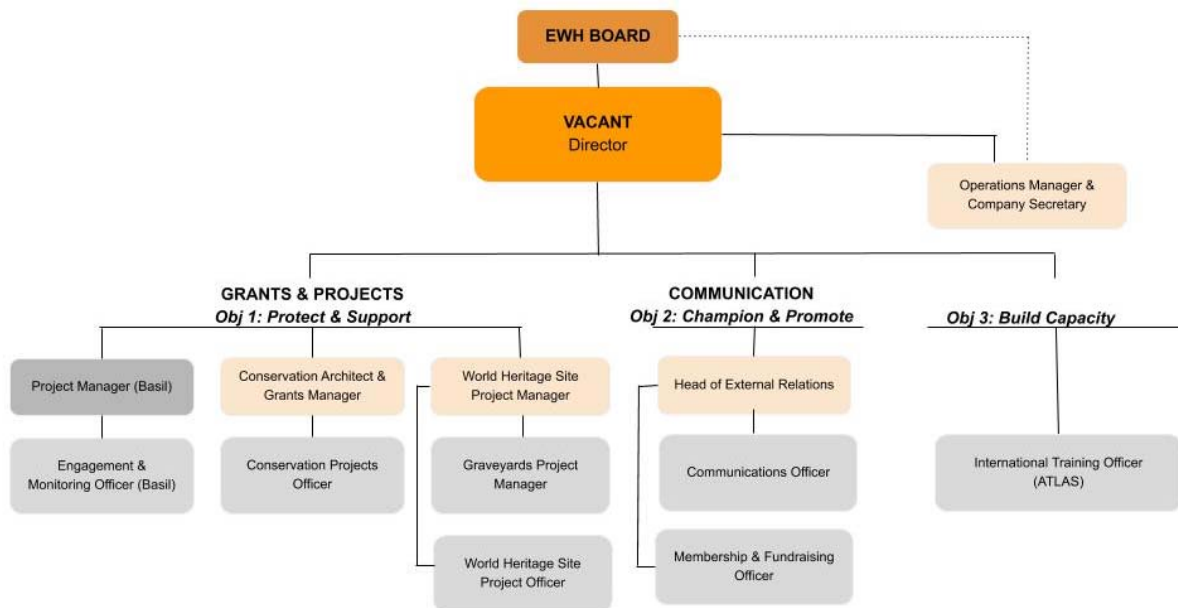
Edinburgh World Heritage was originally based in 5 Charlotte Square but since 2011, the office has been in Acheson House, 5 Bakehouse Close, 146 Canongate, Edinburgh.



5 Bakehouse Close, 146 Canongate, Edinburgh, EH8 8DD | Tel: +44(0) 131 220 7720 | [www.ewht.org.uk](http://www.ewht.org.uk)

Edinburgh World Heritage Trust is a charitable company limited by guarantee.  
Registered in Scotland No. 195077 | Scottish Charity No. SC037183 | VAT Registration No. 249 0936 81

### 3 ORGANISATIONAL OVERVIEW



#### Edinburgh World Heritage team

Edinburgh World Heritage has a team of 12 staff (plus the Director), supported by volunteers and academic interns, with skills in conservation architecture, project management, interpretation and education, fundraising, and urban design.

The Senior Management Team (shaded in orange) supports the Director in the leadership and direction of the charity, helping to formulate and execute strategy and ensuring that Edinburgh World Heritage meets its goals.

#### Edinburgh World Heritage Board & Committees

The Edinburgh World Heritage Board of Trustees meets approximately 5 times per year to discuss and approve the strategic framework for the organisation, and to maintain oversight of the organisation’s operation. Up to ten Elected Trustees are appointed by the Board and up to two are Council Trustees, usually Councillors, appointed by the City of Edinburgh Council.

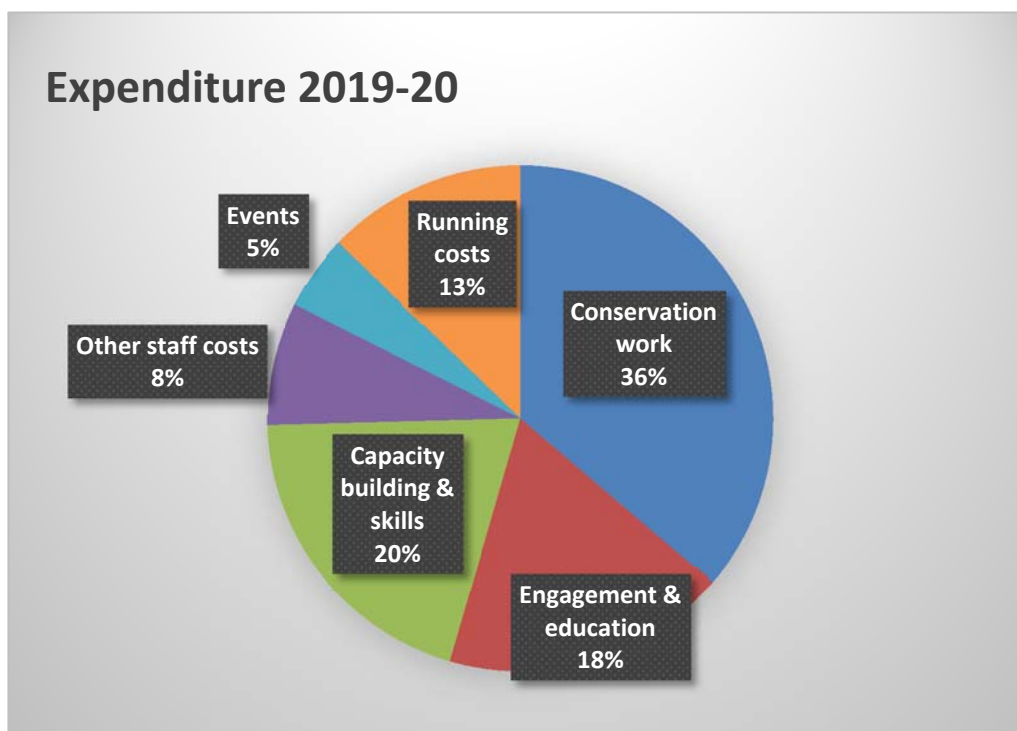
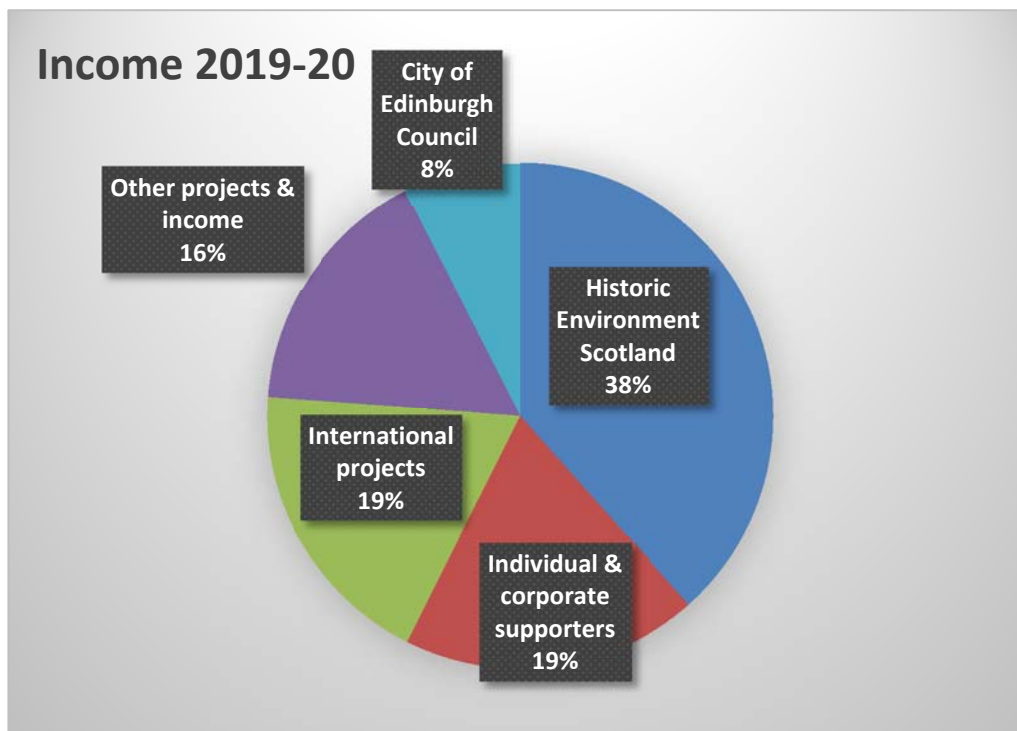
The Board has three main committees:

- Finance and General Purposes Committee which assesses the financial and resource implications of the charity’s activities
- Grants and Project Committee which oversees the progress of the conservation grants and projects.
- Governance Committee which meets as required to oversee Board appointments.



## Funding

In 2019-20, our total income was approximately £1.6m, of which £610,000 was revenue and £990,000 was capital funding. Revenue income and expenditure can be broken down as follows:



#### 4 ROLE PROFILE

Our Director is responsible for leading the development and execution of the charity's mission and strategic objectives and ensuring that the charity remains financially sustainable. The Director is ultimately responsible for all day-to-day management decisions and represents and promotes our work through public engagement activities and stakeholder management. The Director reports to the Board and provides liaison between the Board and senior management team.

Leading the Senior Management Team, the Director provides the direction to the senior management team to implement agreed strategies and plans together with the goals of the integrated business plan and organisational outcomes.

- Purpose:** To provide overall executive leadership and direction for Edinburgh World Heritage, to enable the delivery of the charity's mission to connect people to their heritage
- Aims:**
1. Provide inspiring leadership across the organisation
  2. Develop and be responsible for the implementation and monitoring of strategic objectives
  3. Be the main spokesperson for Edinburgh World Heritage and work collaboratively with strategic partners
  4. Ensure that Edinburgh World Heritage remains a financially sustainable organisation
- Reports to:** Chair of the Board
- Reports:** Operations Manager, Head of External Relations, Conservation Architect & Grants Manager, World Heritage Site Project Manager, Project Manager (Basil)
- Contract:** Full-time, permanent
- Salary:** £45,000 - £50,000
- Benefits:** 8% employer pension contribution
- Annual leave** 25 days plus 10 public holidays

Please note that relocation expenses would be available. These would be agreed as part of the appointment process.

## **Main responsibilities:**

### 1. Leadership and Management

- Provide inspiring leadership across the organisation, promoting and leading in accordance with our values
- Provide leadership and management to senior management team and motivate all staff, secure their commitment to executing the mission and strategic objectives of the charity
- Instil a culture of openness, excellence and continuous improvement to ensure our work is of high quality, innovative and impactful
- Co-design programmes with senior managers and ensure all projects are delivered effectively, to a high standard, with due regard for timescales and budgets

### 2. Strategy and Business Planning

- Develop and be responsible for the implementation and monitoring of our strategic objectives, in conjunction with the Board
- Lead on the development and implementation of the annual integrated business plan and goals to meet short and longer-term aspirations and ensure financial sustainability
- Work with senior managers to set annual and quarterly work plans, aligned to the integrated business plan, and monitor progress to ensure outcomes are achieved across the organisation
- Identify strategic risks, issues and opportunities and lead on Edinburgh World Heritage's response
- Work with Historic Environment Scotland and the City of Edinburgh Council to implement the World Heritage Site Management Plan

### 3. Engagement and Stakeholder Management

- Be the main public face of the charity in partnership with the Chair and Head of External Relations, ensuring that the charity is properly represented to the media and general public, maintaining and developing Edinburgh World Heritage's position as an authoritative voice
- Influence thinking around the positive role that heritage can play within a historic living city by developing relationships with key partners, stakeholders and others
- Work collaboratively with strategic partners, particularly Historic Environment Scotland and the City of Edinburgh Council to inform and shape strategic priorities and identify opportunities
- Build and maintain relationships with other heritage organisations, community groups, local businesses and other stakeholders
- Build and maintain international network to bring in expertise, knowledge and resources to Edinburgh and inform best practice

### 4. Financial Sustainability

- Ensure that Edinburgh World Heritage remains a financially sustainable organisation
- Support the Head of External Relations to execute our fundraising strategy
- Maintain existing funding sources and identify and develop new opportunities, in line with strategy
- Work with senior managers to write business cases for funding
- Work with the Finance and General Purposes Committee and the Operations Manager to ensure the efficiency of financial management and control of the organisation

5 Bakehouse Close, 146 Canongate, Edinburgh, EH8 8DD | Tel: +44(0) 131 220 7720 | [www.ewht.org.uk](http://www.ewht.org.uk)

5. Governance and Operational Management

- Build and maintain a good working relationship with the Chair and Board
- Ensure systems and structures are in place for the Board and Board Committees to fulfil their statutory responsibilities and exercise effective control of the charity
- Report to the Board on progress against strategic objectives and organisational performance and activities of the organisation, ensuring that the Board is aware of any matters requiring attention
- Work with the Operations Manager on the preparation of agendas and papers
- Support the Operations Manager to ensure compliance with statutory, regulatory and charity requirements and ensure the efficiency of operational management of the organisation

6. Consideration of Outstanding Universal Value in the Planning Process

- Ensure that Edinburgh World Heritage remains the go-to organisation for advice on matters relating to World Heritage and Outstanding Universal Value in Edinburgh
- Manage Edinburgh World Heritage's role and responsibilities in the planning process and implement the protocol for the consideration of Outstanding Universal Value in the planning process, in partnership with Historic Environment Scotland and the City of Edinburgh Council
- Seek early engagement with various stakeholders to ensure Outstanding Universal Value is taken into account at the outset
- Ensure that Edinburgh World Heritage is represented on the Edinburgh Urban Design Panel



### **Skills & experience - essential**

You will have:

- Understanding of historic urban management, built environment and conservation best practice
- Awareness of, or involvement in, the planning process
- Demonstrable senior leadership experience
- Knowledge of statutory, regulatory and charity requirements
- Significant experience in building high quality relationships with a range of stakeholders, with skills in high-level influencing and negotiation, ideally in a politically sensitive role
- Experience in partnership working, including with community groups
- Experience of strategic and business planning processes
- Experience in financial management and managing the relationship with funders and donors
- Awareness of a city's political environment and emerging city centre strategies

### **Skills & experience – desirable**

You may have:

- Expert knowledge of Outstanding Universal Value
- Experience of working closely with boards or committees

### **Behaviours & abilities**

You will be:

- A leader, well able to motivate and inspire others and support a diverse team of highly experienced staff
- An exceptional communicator, able to represent the interests of the charity
- Diplomatic in managing relationships and the competing demands of stakeholders, community groups and others
- A strategic thinker who can create and implement a clear vision for the future
- Highly motivated, proactive, results-orientated
- An excellent decision-maker, able to reach sound judgments by balancing all issues and risks and consulting others and remaining resilient
- A person who acts with integrity, respect and discretion
- Financially astute

## 5 HOW TO APPLY

If you would like to apply for this role, please submit:

- CV outlining your employment history, academic and professional qualifications
- Cover letter demonstrating how you meet the required skills, experience, behaviours and abilities outlined in the role profile and why you are interested in working for Edinburgh World Heritage
- Application form

Applications should be sent by email to Kay Marwick, Operations Manager at [kaymarwick@ewht.org.uk](mailto:kaymarwick@ewht.org.uk).

### Timetable

	Date & time
Closing date for applications:	Monday 15 <sup>th</sup> June 2020 at 5pm
Interview by video conference	Friday 3 <sup>rd</sup> July 2020

Please note that each short-listed candidate will be required to do a 7 minute presentation (no PowerPoint) at interview. The topic will be provided if you are invited for interview.

Due to the circumstances of COVID-19, a second interview may be required. Confirmation of this will be provided to short-listed candidates.

### Queries

If you wish to have an informal discussion about the role or have any queries, please contact Kay Marwick, Operations Manager at [kaymarwick@ewht.org.uk](mailto:kaymarwick@ewht.org.uk) in the first instance.

## 6 OUR VISION, MISSION & STRATEGY

### Our vision

World Heritage status is a dynamic force that benefits everyone.

### Our mission

We connect people to their heritage.

### Our values

- **Integrity:** Authenticity in our work and honesty in our dealings with one another and partners
- **Quality:** All our work has purpose and depth
- **Impact:** We enable others, making a positive difference and using our empathy
- **Creativity:** We harness our enthusiasm, determination and freedom to design projects, solve problems and execute our mission
- **Growth:** We support the growth and stability of our team and those we work with

### Strategic objectives

We carry out our mission in order to:

1. Protect and support the outstanding universal value of the World Heritage Site
2. Champion and promote understanding of the values of our historic city centre World Heritage Site
3. Build capacity and resilience in the World Heritage Site, the city and wider

### Tools

We carry out our mission through:

- Engagement with different audiences
- Partnership to enable
- Technical expertise