



## NATIONAL TRUST OF AUSTRALIA (TASMANIA)

### POSITION DESCRIPTION

<b>Role:</b>	Property Manager South
<b>Primary responsibilities:</b>	Penitentiary Chapel Historic Site (Hobart Convict Penitentiary), Runnymede, Oak Lodge, support the development of the Convict Memorial Hub at PCHS
<b>Standard hours of work:</b>	38 hours per week
<b>Reporting manager:</b>	National Trust Managing Director
<b>Employment basis:</b>	Contract, three years, renewable.

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### Overview of organization

The National Trust of Australia (Tasmania), founded in 1960, is the State's largest community-based conservation organization which advocates for the built environment and cultural landscapes. The Trust is the custodian of culturally significant properties, museums, landscapes, artefact and archaeological collections which it preserves and interprets for the benefit of the Australian community. The National Trust of Australia (Tasmania) is a registered charity with Deductible Gift Recipient status and runs conservation appeals for more than twenty historic properties in community ownership.

The National Trust of Australia (Tasmania) is a trust (body corporate) with perpetual succession created under the *National Trust Act 2006*. Its priorities are defined by strategic plans and annual business plans.

Today, Tasmania is a significant tourism destination as a result of the compelling synthesis of its natural and built environment. Tourism contributes an annual \$2.25 billion to Tasmania's economy. The Trust is committed to engaging audiences with its properties through tours, exhibitions and public programs (including an annual heritage festival and heritage trades training), commercial venue hire and being a focus for community volunteering.

The Trust aims to leverage the contribution of heritage to Tasmania's tourism economy through new initiatives. Foremost is the Convict Memorial Hub planned for the Penitentiary Chapel Historic Site in central Hobart which will use Tasmania's extraordinary convict records to tell new stories about individual convicts and promote tourism dispersal to convict-related sites across Tasmania, including Tasmania's World Heritage Sites. A related program 'Reassigned' (with Northern Midlands Council) links Clarendon with Woolmers, Brickendon and Glover Country. The Trust is also considering capacity-building (including adaptive reuse) options for certain properties.

<b>Vision:</b>	A Tasmanian community sharing and valuing its heritage.
<b>Purpose:</b>	Advocate for Tasmania's heritage buildings, landscapes and objects by encouraging sustainable uses of heritage assets.
<b>Values:</b>	<p><b>Enthusiasm</b> – we embrace Tasmania's heritage with a dynamic and passionate attitude</p> <p><b>Inclusiveness</b> – we respect and welcome all.</p> <p><b>Excellence</b> – we achieve best practice with integrity</p> <p><b>Resourcefulness</b> – we find creative solutions and better ways of doing things.</p>

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### **The Role's Primary Purpose**

The role's primary focus is to

- manage National Trust of Australia (Tasmania) properties, collections and gardens sustainably
- to develop and sustain volunteer support and key community relationships
- to present a compelling visitor experience
- to support the Trust in developing capacity for additional revenue generation at its properties including merchandise, commercial venue hire and adaptive re-use
- to promote the Trust brand and build community appreciation of Tasmania's heritage.

### **Key responsibilities:**

1. Lead and develop an effective volunteer team
2. Develop a high-quality visitor program
3. Provide operations management with business acumen
4. Develop business and community partnerships that contribute to the profitability and ongoing development of the properties
5. Oversee the conservation, interpretation and development of the Trust's historic properties
6. Manage ongoing improvements to Work Health and Safety.

### **Key selection criteria**

Demonstrated experience in

- leading and managing volunteer teams
- working in a customer service environment
- managing and developing a business and
- managing historic properties.

### **Qualifications and experience**

- People and business management experience

- Arts and culture, tourism, hospitality or retail experience
- Experience of managing historic properties
- Current driver's license

**Key responsibilities (expanded):**

**1. Lead and develop an effective volunteer team**

- Build volunteer support including recruiting and training volunteers across a range of roles (visitor services, running education tours, events, gardening, research and collection management, digitization projects etc); identify potential volunteer team leaders across these areas and delegate accordingly
- Promote the cohesiveness of the volunteer team including making each volunteer team a welcoming environment for new recruits and social hub for its region.
- Supervise daily operations including rostering volunteers for both daily operations and after-hours events
- Implement Trust policies and procedures

**2. Develop a high-quality visitor program**

- Ensure the presentation of properties and their interpretation to a high standard through volunteer training and the writing / updating of training manuals
- Oversee a diverse visitor program including tours, school education programs and school holiday activities, changing exhibitions, events, participation in festival programs and commercial venue hire
- Develop different tour programs to spread the visitor load across the Penitentiary Chapel site (for quality visitor experiences and to avoid conservation impacts)
- Actively foster / develop program partnerships (e.g. with Digital History Tasmania as part of the Hobart Convict Penitentiary Convict Memorial Hub project)
- Promote the Trust brand and major initiatives; cross-promote Trust properties.
- Be prepared to work at other Trust properties for breadth of work experience and to provide cover for colleagues' leave.

**3. Provide operations management with business acumen**

- With the Managing Director develop annual budgets and business plans; monitor income and expenditure and control costs; report on the implementation of the annual budgets and business plans
- Oversee business operations, aiming for continual improvements
- Work to maximize the profitability of the properties including taking a strategic approach to programming and operating hours, strategic partnerships, venue hire, tea rooms and retail operations
- Provide day-to-day management of contracts

**4. Develop business and community partnerships to contribute to the profitability and ongoing development of the properties**

- With the Managing Director advocate the Trust's strategic direction and develop proposals for the properties to develop capacity for additional visitation and revenue generation including adaptive re-use

- Maintain productive work relationships with State and Local Government representatives, funding organizations, tourism bodies and local committees e.g. the Runnymede Events and Fundraising Committee
- Identify grant funding and business development opportunities and, in consultation with the Managing Director, develop business cases and funding applications and project manage grant-aided enhancements
- Explore, initiate, develop and sustain beneficial relationships with private and public sector partners.

**5. Oversee the conservation, interpretation and development of the Trust's historic properties**

- Promote the understanding and respect for each property, its buildings, collections and gardens and cultural significance (in its broadest sense). The visitor experience begins with this. Conservation is central to the Trust's brand.
- Work closely with the Managing Director, local events and fundraising committees, the Trust's Collections Officer and key volunteers on the property's conservation, interpretation and collections management programs.
- Identify maintenance needs and implement conservation management plan recommendations and Total Assets Management Plans
- Ensure the ongoing conservation of properties i.e. that their conservation is not impacted by daily operations, public programs or commercial events.

**6. Manage ongoing improvements to Work Health and Safety (with volunteer WHS advisor).**

- Identify and manage Work Health and Safety risks (including public safety), updating risk registers as appropriate.
  - Maintain a register of WHS incidents including 'near-misses'
  - Keep WHS as a standing meeting agenda item
  - Coordinate annual WHS training for staff and volunteers
  - Ensure maintenance work by local government officers and volunteers upholds WHS
  - Develop and implement emergency / disaster plans (with volunteer WHS advisor)
  - The role is also accountable for the security of the site, its collections and monies.
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In the light of 1-6 above support the National Trust in achieving major initiatives under its business plan:

- Implement the Convict Memorial Hub (CMH) at the Penitentiary Chapel Historic Site (PCHS), developing strategies and tour formats to allow for 30,000 – 70,000 visitors per annum while maintaining the PCHS's historic integrity
- Implement a range of recommendations to ensure that the CMH promotes tourism dispersal to convict-related sites across Tasmania, including working with PAHSMA, tourism authorities, the Northern Midlands Reassigned program and managers of historic / tourism sites
- Maintain a strong tourism focus including relationships with Destination Northern / Southern Tasmania, the Tasmanian Tourism Information Centre and the PAHSMA and World Heritage Sites
- Maintain relationships with digital and print media outlets; implement the Trust's social media policy

- Develop interpretation strategies and tour formats for excellent visitor experiences of Runnymede and Oak Lodge
  - With the Trust's Manager of Northern Properties, promote venue hire across the Trust's portfolio and retail at PCHS and Runnymede
  - The position will deputize on occasion for the National Trust Managing Director.
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### **Key challenges**

- The National Trust's resources (including the hours available for this position): Each of the Trust's properties is essentially a small cultural institution in its own right, supporting a broad range of activities. The role acts with a high degree of independence and is required to be 'big picture', prioritizing strategic use of limited resources (including volunteer hours) for optimum outcomes.
  - Public expectations: The National Trust is often assumed to be a branch of Government because of its pioneering work in heritage listing of properties and opening museums. This often leads to expectations of a higher level of resources than actually exist.
  - Relationships: The role maintains relationships with volunteers and key community stakeholders and requires excellent communication, negotiation and delegation skills and a commitment to outcomes reflecting collaboration.
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### **Key results areas**

#### **Business acumen**

- Ensure that the Trust has a future through bringing business acumen to decision making and building capacity for compatible revenue-generating activities
- Continually build the Trust's community of support
- Ensure the highest quality visitor experience for 'word of mouth' recommendation from visitor to visitor.
- Raise issues with the Trust discussions to resolve barriers to effectiveness

#### **Act with integrity**

- Represent the organization in an honest, ethical and professional way and encourage others to do so, following the Trust's values and policies
- Adhere to relevant legislation and policies
- Be proactive in identifying and addressing risks and challenges
- Provide strategic, accurate and timely submissions to assist the Managing Director, the Board and committees to make informed decisions

#### **Communicate effectively and value diversity and inclusion**

- Be open, honest and respectful in dealing with all stakeholders
- Bring emotional intelligence to all interactions
- Show respect for diverse backgrounds, experiences and perspectives
- Gain consensus and commitment from others, valuing their unique contribution

- Negotiate from an informed and credible position
- Remain calm under pressure and in challenging situations

**Deliver results**

- Achieve results through motivating community support, timeliness, efficient use of resources and a commitment to quality
- Effective planning to achieve priority outcomes
- Respond flexibly to changing circumstances

**Finance and technology**

- Understand financial processes and apply them to achieve value for money and minimize financial risk
- Use digital technologies to maximize efficiencies and effectiveness

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It is not the intention of this position description to limit the scope or accountabilities of the position but to highlight the most important aspects of the position. Following consultation, the aspects covered above may be amended in accordance with the changing requirements of the role.

Approval date: [July 2022]