



HARTLEBURY  
CASTLE  
PRESERVATION  
TRUST



# Trustee Appointments Candidate Pack

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## Letter from the Chair of Trustees, Paul West, QPM, DL



Hello, my name is Paul West and I am the Chair of Trustees of Hartlebury Castle Preservation Trust, the charity that cares for this historic palace that was the home of successive Bishops of Worcester for many generations.

This is a House with so many stories to tell from across the last thousand years, from the Bishops who shaped our nation's history, to its royal visitors and the priceless collection of books in the Castle's jewel in the crown, the Hurd Library.

The Trust was formed in 2008, to save this wonderful building and its grounds from developers. In 2014, with the help of a £5m Heritage Lottery Fund Grant, the board was able to purchase and then restore the Castle, reopening it to the public in 2018 as Worcestershire's newest visitor attraction.

The work of the Trust did not end there of course and since then we have sought to ensure a welcoming and inspiring experience for all of our visitors, working in partnership with Worcestershire County Council and its Museum Service and creating a sound financial footing for all of our operations.

The challenge - and indeed, the privilege - of preserving and sharing this precious asset for generations to come is about to enter an exciting new phase, as we seek a number of new trustees to join our board. Due to the pandemic, the last eighteen months have been difficult for Hartlebury Castle, as it has for many other heritage venues, but thanks to a talented and resourceful board and team, we have more than survived. Due to continuing support from The National Lottery Heritage Fund, we have actually emerged in a stronger position than ever to grow our audience and sustain our future.

Our board of trustees has had a tradition of being, quite literally, hands on in the completion of the original capital project, securing sound governance of the organisation and supporting the Director and his team in implementing a comprehensive business plan.

We are looking for individuals with a passion for history and the natural environment, to build on this foundation. Individuals with skills, experience and networks to help us deliver our vision for Hartlebury Castle, build our profile, and ensure our visitor offer is welcoming to everyone.

Thank you for your interest in our project and our board. Please do take a look at our website and social media to find out more and there's lots of information in the candidate pack.

We have worked hard to create an open and collaborative culture at the Castle. Looking to the future, our current trustees share a common vision: ensuring that our charity is in a sustainable position to care for the delicate fabric of this historic site and continuing to share its wonderful stories. I very much look forward to meeting you as part of our continuing journey.

*Paul West, Chair*

## Hartlebury Castle - A brief history

The Castle has been the home to the Bishops of Worcester for a thousand years and was at the centre of civil and ecclesiastical power and influence in Worcestershire.

Built on a sandstone ridge, high above the River Severn a series of buildings evolved from this commanding location, at first to challenge the threat of invaders from Wales and later as a seat of power, both military and ecclesiastical. The appearance of a castle as such began in the 13th Century, although much was destroyed during the English Civil War. The site still boasts its Great Hall, Georgian Saloon and Chapel.

Our Bishops and their place in British history are what make the castle and the project so special. Three Bishops became saints, two were burned at the stake for their faith, one refused to crown Queen Elizabeth I, one was present at the execution of Mary Queen of Scots.

A survivor from the Age of Enlightenment and overwhelmingly important is Bishop Hurd's Library for which he built the first-floor Long Gallery in 1782. The Library has remained on its original shelves in the room built for it for 230 years and was willed by its creator, Bishop Richard Hurd, for the use of successive Bishops of Worcester. The collection has the outstandingly important distinction of incorporating much of Alexander Pope's library, plus donations made by King George III and Queen Charlotte, who in 1788 breakfasted in the bow window of the Library, overlooking the moat/lake. It has never been weeded out for the sale of the more valuable volumes as is the case with almost every other historic country house library. The books in the library are on long term loan to HCPT from the Church Commissioners.



## The Project and HCPT

Hartlebury Castle was offered for sale on the open market by the Church Commissioners in 2007. Hartlebury Castle Preservation Trust was formed in 2008, to campaign for Hartlebury Castle, its collections and grounds to be brought into public ownership and made accessible for public enjoyment. Subsequently, in 2014 after 7 years of campaigning, the Trust was successful in securing funds from the Heritage Lottery Fund of £4.9m to purchase and restore the castle and its estate, so that it could be opened to the public for the first time.

The Trust took ownership of the site in March 2015 and since then has taken a focused, proactive and pragmatic approach to restoring the fabric of the building and its grounds, enabling more people and a wider range of people to engage with castle's heritage and historic environment.

Funding from the Heritage Lottery Fund and a number of independent grant making foundations enabled the Trust to restore the fabric of the Bishop's Palace, upgrade the building's infrastructure, introduce new galleries including Bishop Fleetwood's original Long Gallery which has been reinstated, open some of the Castle's principal rooms to the public, create access for the first time to the wider Castle grounds, improve visitor facilities, including the creation of a new cafe and make the house accessible to all. This work was the most significant change to have happened to the Castle since the 1960's. Construction works were completed in early 2018 and the Castle was fully re-opened in May 2018.

The Trust's day to day activities now cover :

- The operation and management of a historic visitor attraction
- The provision of both formal and informal learning opportunities
- Retailing (On site gift shop)
- Catering (On site cafe)
- Special Events
- Weddings and other Private Hires
- Rental property management (3 cottages, 1 farm business tenancy, 1 fishing lake lease)

Thanks to the generous support of the Heritage Lottery Fund, and in partnership with Worcestershire County Council, the Trust expanded the activities programme and created dedicated tours of the Castle, grounds and the Hurd Library. These tours have been hugely successful in introducing a younger generation to the Castle and represent an exciting opportunity for us to add to the ongoing programme of school activities that our colleagues at Museums Worcestershire are so experienced in delivering.

From the outset, the Trust and team have worked hard to build an army of incredible volunteers, who have been largely responsible for enabling more people to share in and enjoy Hartlebury's rich historic and natural environment. Thus far, all of the restoration work and maintenance of the grounds has been undertaken by a relatively small and enthusiastic volunteer group.



## Recent Covid impact and response

The site closed to visitors at the end of March 2020 in line with the national shutdown directive, re-opening the grounds on a voluntary donation basis as soon as that was permitted with the full site re-opening (on reduced hours) in July 2020. In the face of serious financial risk however, the Trustees took the difficult decision to close completely from 1st September 2020, reopening to the public in Easter 2021.

The Board and Director used the period of closure to undertake a thorough review and developed a new business plan to develop strategic objectives that will both deliver on the ambitions in the Vision statement above, and provide a sustainable, post pandemic future.

With the continued support of the National Lottery Heritage Fund and the Culture Recovery Fund, the visitor experience has been refreshed and enhanced to ensure a boost to visitor numbers, a growth in return visitors and to capitalise on the renewed interest in outdoor activities for families.

There has been significant investment in interpretation and audio guides. A new, interactive, Family Nature Trail, aimed at exploring the wildlife and ecology of the grounds has been launched, with the aim of highlighting the benefits of nature on health and wellbeing. A new Adventure Play Area is in development, a major project to build a bespoke play area in the Coppice part of the grounds which will also enable wider wheelchair and pushchair access.

The ticketed family events programme has been expanded along with a series of themed weekends and fairs but balanced with growing the wedding and private event hire business.

The shop and café continue to provide important avenues for secondary spend and meet the expectations of visitors.

Going forward, the Trust will be seeking to fundraise in an increasingly challenging and competitive environment in light of the pandemic. New 'tap to donate' points have been situated around the site, accompanied by messaging stressing the importance of supporting the charity. New membership initiatives are in train (the Guardians Scheme) and the team will continue to work with Foundations and Trusts where there is a strong business case.

The four year business plan indicates visitor numbers for the site at just below 13,000 for 2021/22 and total income of around £180,000.



# Hartlebury Castle Preservation Trust Board

Hartlebury Castle Preservation Trust is an independent building preservation trust owned by its membership. The Trust is governed by a board of trustees, appointed by members each year at the Annual General Meeting. All trustees serve in a wholly voluntary capacity.

## Vision Statement

'Our vision is that Hartlebury Castle is, through careful stewardship, cherished, celebrated and understood, providing an unmissable experience that inspires, informs and delights all who visit.'

## The Trust believes in ...

- Sharing the diversity of historical and natural landscapes that contribute to the uniqueness of Hartlebury Castle.
- Treasuring Hartlebury Castle and its collections and becoming recognised as a passionate and innovative leader in the guardianship and sharing of our heritage.
- Developing the gardens and grounds to provide an ecological haven for wildlife and telling the story of the Castle's estate over its 1000-year history.
- Enthusing partners and communities to nurture learning and engagement and to encourage wellbeing.

## The current Trustees are:

### ***Paul West, (QPM, DL) Chair***

Chair of Hartlebury Castle Preservation Trust since 2019, Paul has 32 years of policing experience, including 13 years as a chief officer and eight years as the Chief Constable of West Mercia Police. He led nationally for the police service throughout England and Wales on all matters concerning police misconduct, counter corruption and the investigation of complaints against the police from 2006 until his retirement in 2011. He now sits on a number of charitable and educational boards across the county, including as Chair of Governors for Bromsgrove School. Paul serves as an Independent Member of the Judicial Appointments Commission and has been a member of the Prison Service Pay Review Body since 2016. He is an honorary Fellow of the University of Worcester, where he previously was a Member and Vice-Chair of the Board of Governors. He is the Bishop of Worcester's Advisor on Criminal Justice (in a voluntary capacity) and in 2018, he was presented with the Cross of St Wulfstan in recognition of his many and varied voluntary roles in the Diocese.

### ***Jane Finch***

Jane taught in Worcestershire for 15 years before moving into local authority educational advisory services. She had an award winning career providing ICT support for Worcestershire schools, receiving BECTa awards for innovation. She also has international experience of consultancy in Italy and Hong Kong. She is a Fellow of NAACE and Senior Fellow of Mirandinet. Following retirement from the local authority she ran an independent consultancy service for local schools before retiring fully to devote her free time to Hartlebury Castle Preservation Trust. Jane leads on the Estate and Gardens for the Trust.

### ***Robert Greenwood***

Robert is a Retired Chartered Civil and Structural Consulting Engineer. Previously Regional Director with Arup in Birmingham. Experience in historic buildings projects, leading design teams for performing arts project at home and abroad, including International Convention Centre and Symphony Hall, Birmingham. Wide procurement and commercial experience. As a post-graduate of Emmanuel College Cambridge Robert wishes to ensure that the library of Bishop Hurd, a Fellow of Emmanuel, stays intact and on the shelves created for him. Robert served as HLF project sponsor for the Trust and was a previous Trust Chair.

## **Val Floy**

Val is the Chief Operating Officer for Worcester Cathedral, where she leads on operations and income generating functions, including fundraising. An experienced professional services and charity executive, Val has also served a number of charitable organisations as a Trustee, joining the board at Hartlebury Castle Preservation Trust in 2019. She is a Fellow of the RSA and a Trustee for Safer London.

## **Richard Earl**

Richard trained as an engineer with Cosworth and changed direction to work for the NHS as a Rehabilitation Engineer, specialising in custom made seating for physically disabled people. Richard sits on the Wheelchair Leadership board, supporting the rights of disabled people and their access to wheeled mobility. He became interested in Hartlebury Castle following a life changing accident and began volunteering as a house steward. He soon developed a passion for the place and particularly the structure and fabric of the buildings and grounds. He now leads the Odd Job team, who buzz about the buildings and grounds doing small repairs and projects.

## **Stuart Munday**

Stuart is a Retired Chartered Electrical Engineer with extensive experience of managing projects and operations in major projects in the materials handling and automotive industries. Since retiring in 2018 Stuart has become heavily involved with volunteering in various sectors and, with a developing interest in local history, joined Hartlebury as a house steward volunteer mid-2019. Subsequent to that, Stuart wanted to use his business experience to help further with the important heritage work being carried out at Hartlebury and was seconded to the Board of Trustees in early 2020. He has recently been appointed as joint Deputy Chair of the Trust.

## **Harriet Rawles**

Harriet is a qualified Chartered Surveyor with 9 years' experience of working in the real estate industry, specifically in rural estate management, having previously worked as a consultant specialising in the rural economy. She has worked for private, corporate and charitable landlords in all matters relating to estate management, and she previously managed Hartlebury Castle and its wider estate for The Church Commissioners. While currently on a career break to concentrate on her young family, she remains in touch with the profession in her role as an RICS APC Assessor and Mentor. She recently completed 3 years as Volunteer Co-ordinator for Lichfield Foodbank.

## **Steve Ellis**

Steve studied materials scientist at the University of Bath before working for twelve years at Stourport-based Morgan Materials Technology, undertaking international research projects and mergers and acquisitions. He subsequently spent twenty years in the retail energy sector, predominantly with a Big Six supplier, and most recently in the consultancy space. Varied roles have included Business Planning, Corporate Strategy and Sales & Marketing.





## Director

### *Steve Bagnall*

Steve has undertaken senior leadership roles in arts and entertainment organisations for the last 35 years in a wide range of venues such as Earls Court, London Arena and Cambridge Corn Exchange working on events from the London Boar Show to the Brit Awards and Mobo Awards, and numerous sports and music events. Before taking up the role at Hartlebury Castle he was General Manager at Brighton Dome and Managing Director at Cambridge Live.

The Trust currently employs a small team of employees comprising:

- 1 Part-time Operations Manager
- 1 Part-time Sales and Marketing Manager
- 1 Part-time Finance Manager
- 2 x Part-time Visitor Engagement Assistants

In accordance with Charity Commission rules, the Trust has a trading subsidiary, HC Ltd, which is a separate legal entity set up by the charity for the purpose of carrying out trading activities, specifically the shop and commercial hires.

## The Role of the Trustees and Directors

The current and relatively 'hands on' board of Trustees has achieved an extraordinary amount in recent years and now needs to consolidate this success and learning by welcoming on board new experience, strategic expertise and vision.

### *The Board seeks to appoint new Trustees and would particularly welcome applications from those with expertise and networks in the following sectors:-*

The Board is seeking to add to its expertise in the following areas of skills and knowledge; board level strategic finance, fundraising and high-level networking, human resources, estate management and architectural heritage.

Trustees and Directors will be asked to commit to attending a minimum of 6 meetings per annum at Hartlebury Castle (currently the second Tuesday of every other month at 7:00 p.m.), plus attendance where possible, at special events and sub-committee meetings. The time commitment expected is around one to two days per month and terms of office are for three years.



# HCPT Trustee Role Description

## *All trustees are expected to:*

- Contribute to the development of the charity's strategic direction and overall policy, and ensure it pursues its objects as defined in its governing document
- Be clear about the charity's goals and targets, and evaluate performance against these
- Support the lead executive staff member, monitoring his/her performance
- Prepare for, attend and contribute to Board meetings (minimum nine per year) and offer to work on sub-committees and working groups
- Act reasonably and prudently in the best interests of the charity, never in pursuit of personal interests or the interests of another organisation, meeting the legal obligations common to all trustees

## *Accountability, Legal and Financial Duties*

- Ensure that the trust complies with its governing document, charity law, company law and any other relevant legislation or regulation
- Ensure that the organisation pursues its charitable objects as defined in its governing document and uses its resources exclusively in pursuance of its objects
- Regularly monitor performance against the annual budget and support appropriate management action designed to achieve agreed levels of financial performance and ensure financial stability
- Ensure that the charity's governance is of the highest possible standard

## *Policy and Planning*

- Ensure that the charity has a clear vision, mission, values and strategic direction and is focused on achieving them
- Contribute actively to the board of trustees in giving firm strategic direction to the organisation, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets
- Approve and review the business plan, focusing on key issues and providing guidance on new initiatives
- Ensure that all significant risks associated with the trust are recognised and that appropriate mitigation measures are put in place and regularly monitored

## *Advocacy*

- Safeguard the good name and values of the trust, acting as an enthusiastic and well-informed ambassador at all times, and taking responsibility for the trust's 'corporate behaviour'
- Champion excellent customer service and a great visitor experience
- Promote the trust, its activities and its needs, to the public, private and voluntary sectors so as to enhance the trust's profile and assist with its fundraising activities and income generation

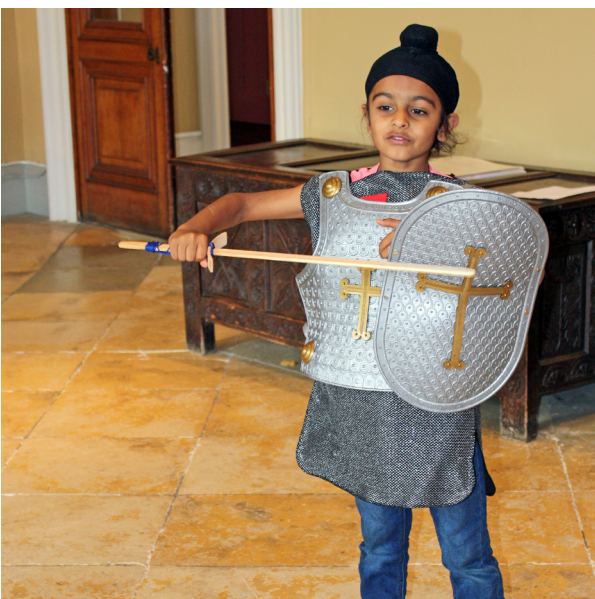
## *Other Duties*

- Scrutinise board papers, taking an active part in board discussions, leading discussions and board sub-groups as required, using any specific skills, knowledge or experience to help the board of trustees reach sound decisions
- Ensure the effective and efficient administration of the organization, ensuring that appropriate internal policies are in place and monitored effectively respecting the role of staff and volunteers
- Act as guardians of the assets managed by the trust, both tangible and intangible, taking all due care over their security, deployment and proper application
- Lead on or be actively involved in fundraising/development activities

## Person Specification

The Person Specification sets out what we are looking for from all prospective trustees, but please feel you can apply even if you do not meet all criteria. We are keen to ensure our board is as diverse and therefore as effective as possible. All appointments will be made purely on the basis of merit.

- The ability to think creatively and strategically, demonstrating good judgement and analytical ability.
- Good communication, team-working and inter-personal skills, demonstrating tact, diplomacy and the ability to build and manage strong relationships and networks.
- An ability to command respect among local, regional and national stakeholders – acting as an ambassador and fundraiser for the trust.
- Knowledge of or passion for the heritage sector.
- A commitment to Nolan’s seven principles of Standards in Public Life (selflessness, integrity, objectivity, accountability, openness, honesty and leadership).



## Application process

### *Timetable*

**AGM:** 21 November 2021 (please email [rtucker@faerfield.co.uk](mailto:rtucker@faerfield.co.uk) if you would like to attend as a non-voting guest)

**Join us for a short tour and refreshments:** Sunday 5 December, 1pm - 3pm, Hartlebury Castle (please email [rtucker@faerfield.co.uk](mailto:rtucker@faerfield.co.uk) if you would like to attend.

**Deadline for applications:** Friday 7 January 2021

**Interviews:** week commencing 24 January 2022

### ***For a confidential discussion:***

Please speak to Rachel Tucker, Associate Consultant, Faerfield Limited, Tel: 0121 312 3755, Mobile: 07945 496886.

### ***To apply to become a trustee for Hartlebury Castle Preservation Trust***

please click on the link below, where you will be able to upload your CV and /or a covering letter, explaining why you would like to be considered and where you feel your skills and experience could contribute to this board.

**APPLY**

## Additional reading:

[The Charity Commission - Essential Trustee – What you need to know](#)

[Hartlebury Castle Preservation Trust Report and Financial Statements to 31 March 2020](#)





Hartlebury Castle, Hartlebury, Worcestershire, DY11 7XZ

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