

Application Pack - Chief Executive Role

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1. Introduction

The Travel Foundation exists to improve the impacts of tourism, bringing greater benefits for people and the environment in destinations. It does this by working in partnership with tourism businesses and destination governments to demonstrate alternative, more sustainable ways of working and encourage changes in practice. It is this practical approach that distinguishes the Travel Foundation from many other organisations in the field of sustainable tourism.

The Travel Foundation's Board of Trustees is seeking an outstanding individual with a demonstrable track record of success to become its new Chief Executive. The Chief Executive will have the opportunity to develop and grow the charity's existing work whilst shaping the long-term strategic agenda. This is an exciting time to join the charity, as there is considerable opportunity to capitalise and build on new research findings, launching new charitable initiatives that will benefit destination communities and environments, holidaymakers and the travel industry.

The person appointed to this position will have strong leadership and creative management skills (probably gained in a corporate environment for at least a substantial part of the candidate's career), along with proven experience with, and knowledge of, sustainable tourism. With well-established networking, partnership and interpersonal skills, they will possess a natural ability to develop excellent relationships with a range of individuals and organisations. They will also bring a capacity for sharp and strategic thinking, together with an ability to operate and deliver effectively in a challenging external environment. They will be genuinely committed to the principles of sustainability and will relish the opportunity to exploit, with energy and enthusiasm, the organisation's huge potential as one of the leading sustainable tourism bodies in the world.

2. Message from our Chairman, Noel Josephides

With the current Chief Executive stepping away after 6 years in the role, the Travel Foundation is seeking a new Chief Executive. This is as a result of Salli Felton stepping down from the role in order to relocate back to her native Australia due to family illness.

Salli is a strong leader, who has helped to grow and shape the organisation as it exists today, firmly establishing the Travel Foundation as a leader in sustainable tourism and building the charity's profile to reach to a global audience. To build on this success, we are now looking for an experienced,



personable and entrepreneurial leader who will bring new thinking, to help the organisation enter the next chapter of its development.

Travel and tourism is a highly varied and dynamic industry that changes and evolves frequently. As an industry facing charity, the Travel Foundation therefore needs to be agile and flexible to meet new challenges and demands. Part of this evolution has inevitably resulted in changes to the funding landscape which has brought some challenges but also provided new opportunities for the Travel Foundation to pursue.

The Travel Foundation is addressing these challenges and opportunities following the approach outlined in a five-year strategy (2015 – 2020). The strategy is reinforced with a set of operational strategies and fundraising targets, with the Chief Executive playing a pivotal role in overseeing the implementation of both whilst supporting activities through profile raising, relationship building and partnership negotiation.

We believe in stretching ourselves and have set ambitious targets to grow our partnerships and programmes accordingly. As a result, we are looking for an exceptional candidate who will nurture a high-performance culture and enable the Travel Foundation to achieve its potential.

The Travel Foundation is governed by its Board of Trustees. As Chief Executive, you will play a major role in helping the board formulate policy and future strategy, whilst supporting the executive team in implementing the organisation's strategies. You will be leading a friendly, passionate and skilled executive team of eighteen, motivating them to engage and increase our partnerships, and develop and deliver programmes that unlock the positive potential of tourism. All of which will ensure the Travel Foundation remains an excellent organisation, capable of pursuing all challenges ahead. The team are highly committed to the Travel Foundation's mission and excited to pursue new opportunities for growth and development.

We feel this is a truly unique opportunity for a talented individual to make their mark.

3. Charitable Objects, Vision & Mission

Our charitable objects:

The promotion of sustainable development in the tourism industry for the public benefit by research into and education of the public and the tourism industry in the following:

- + the preservation, conservation and the protection of the environment and the prudent use of natural resources.
- + the relief of poverty and the improvement of the conditions of life in socially and economically disadvantaged communities.
- + the promotion of sustainable means of achieving economic growth and regeneration.

Our Vision

A world where tourism provides the greatest benefit for people and the environment in destinations.

Our Mission

We will bring together public, private and third sector stakeholders to develop practical tourism-based solutions that maximise the benefits and minimise the negative impacts in destinations.

To this end, we work with those who plan and manage tourism in a way that ensures they can:

- + identify, measure and manage the impacts of their tourism activities;
- + embed sustainable practice into core tourism policies, frameworks and operations; and



- + share the results of their work inspiring change in others.

4. Summary of achievements

For a summary of some of our achievements over the past 15 years (since we were established in 2003) please see www.thetravelfoundation.org.uk/campaign/our-achievements/

You can also view our 2017 Annual Review: www.thetravelfoundation.org.uk/annual-review-2017/

5. Job description & person specification

Please see overleaf.

CHIEF EXECUTIVE – THE TRAVEL FOUNDATION

- Purpose:** To ensure the professional leadership & direction of the charity according to the strategic direction set by the Board of Trustees
- Responsible To:** Chair of the Board of Trustees
- Main duties:** Providing direction and guidance to the executive team in the implementation of the organisation's strategy – including programmes & communications to help the travel industry adopt more sustainable practices; fundraising to ensure sufficient resources to deliver; marketing to increase the success of fundraising initiatives; reporting to the board of trustees; managing key external partnerships and developing new ones; representing the organisation in public.
- Contract Type:** Permanent, full time based in Bristol, UK
- Salary:** c. £60k with performance bonus

THE TRAVEL FOUNDATION

The Travel Foundation (TF) is a UK registered charity that works with the travel and tourism sector to build a more sustainable future for holiday destinations. To achieve this, we work with tourism organisations to develop and implement initiatives that promote cross-sector collaboration, build local capacity and enable the long-term incorporation of more sustainable practice.

Our organisational strategy emphasises working with travel and tourism stakeholders who are looking to lead the way in sustainability, developing strategic programmes that showcase best practice and support positive long-term industry change. The intended outcomes of these programmes are to ensure that those who plan and manage tourism are:

- + identifying, measuring and managing the impacts of tourism activities;
- + embedding sustainable practice into tourism policies, frameworks and operations; and
- + sharing good practice with the aim of inspiring change at scale.

The Chief Executive will lead the team at our head office in Bristol and will be responsible for managing the day-to-day running of the organisation and guiding its future development. The role requires a working understanding of sustainable tourism and because the charity is business rather than public-facing, it would suit someone with commercial experience now looking to use their business skills in a charity environment.

MAIN DUTIES & RESPONSIBILITIES

Leadership

- + Working with partners, stakeholders, trustees and staff to develop new approaches to help the travel sector to achieve higher standards in sustainable tourism, ensuring the Travel Foundation is at the leading edge as understanding of sustainability grows.



- + Providing strong direction for the Travel Foundation, clearly communicating goals and objectives in an inspiring and motivating way.

Strategy and planning

- + Monitoring and reporting progress to ensure effective delivery against the Travel Foundation's strategy.
- + Working with the trustees, executive team and key stakeholders, to design, negotiate and develop the future strategic direction of the Travel Foundation.

Fundraising

- + Working with the Head of Partnerships & Fundraising and the trustees on the development and delivery of the charity's fundraising strategy.
- + Leading specific fundraising initiatives.

Management of the executive team

- + Continuously guiding and nurturing a motivated, high performing executive team with the relevant skills, structure and autonomy for optimum delivery of the charity's strategy.
- + Overseeing the HR function, including recruitment, development, remuneration and support schemes and reporting to the trustees.
- + Line managing the senior leadership team (Head of Partnerships and Fundraising, Head of Communications and PR, Head of Finance and Operations, Head of Programmes, and Head of Sustainable Practice)

Partnership development & management

- + Building and managing partnerships with leading travel companies and trade associations, NGO's and government bodies in the UK and overseas, to facilitate the achievement of the charity's goals.
- + Ensuring the Travel Foundation is linked into relevant international sustainable tourism initiatives, to maximise opportunities for collaboration.

TF Programme Development

- + Working with the Head of Programmes and Head of Sustainable Practice, to oversee and support the development of the charity's Programmes Strategy, to ensure that all Travel Foundation programme activities deliver against the objects, mission and strategy.

Marketing and communications

- + Working with the Communications team to oversee the preparation and delivery of the organisation's core communications campaigns, including positioning in relation to other relevant sustainability initiatives.
- + Fronting the organisation's communications to key stakeholders, the media and the public.
- + Working with the communications and partnerships teams on profile-raising ideas and initiatives to support fundraising.

Financial planning and management

- + Working with the Head of Finance and Operations, to oversee management of the charity's finances including reviewing and reporting of progress on budgets, management accounts, statutory accounts, banking and investment arrangements and the external audit of accounts to the board of trustees.

Policy, risk and compliance



- + Overseeing the development, implementation and review of organisational policies and procedures.
- + Working with the Company Secretary to ensure compliance with all legal and regulatory requirements and to identify and evaluate risks to the organisation and recommending strategies for action where required for regular review by the board of trustees.

Supporting the board of trustees

- + Working with the Company Secretary to support the Chair of the Board in preparation for trustee meetings and in the execution of other duties, including trustee rotation.

Along with the main duties outlined above, you will also be expected to carry out any other duties that are reasonably asked of you.

Person Specification

As a key advocate for The Travel Foundation, the Chief Executive will display the highest levels of personal and professional integrity at all times, acting in a way that reflects positively on the charity.

They will be committed to quality, showing excellent, independent judgement, being able to make well considered decisions and be highly motivated to find and exploit new opportunities that are beneficial to the well-being of the charity.

From a communications perspective, the Chief Executive will be charismatic and personable, showing a considerable ability to inspire and motivate people both internal and external to the charity. Within the Travel Foundation, they will provide clear, consistent and fair direction to the executive team, offering suitable levels of autonomy and building trust to foster a fun and positive culture, a strong work ethic, and exceptional teamwork. At Board level they will also show the ability to work effectively with trustees from a range of backgrounds.

Externally, the Chief Executive will display the ability to inspire and attract new partners and funders, having the confidence to speak regularly at large, international events and with the media. They will have well-polished diplomacy skills, being able to maintain positive relationships with existing partners and funders, whilst developing mutually beneficial relationships with new ones. They will be persuasive and show tenacious negotiation skills.

Finally, the Chief Executive will display a 'can do' attitude, showing agility to change, flexibility and a willingness to devote the necessary time and effort to the post, including evenings and weekends where necessary.

Essential Criteria

- + Professional, executive experience with a comparable level of responsibility.
- + Proven knowledge of, and practical experience working with, the principles of sustainable tourism, along with a genuine personal commitment to sustainability.
- + Strategic thinking and proven organisational and people management skills.
- + Extensive experience in income generation and partnership working.
- + Experience with financial management.
- + Highly effective communication skills, able to operate at all levels both orally and in writing – confident public speaker and media spokesperson.
- + Experience delivering successful initiatives within a complex environment involving multiple stakeholders.
- + Solid understanding of good governance and risk management.



- + Diplomacy and negotiation skills to work with multi-stakeholder groups involving the public, private and third sector.
- + Educated to degree level or equivalent.

Desirable Criteria

- + Experience of charity management & governance.
- + Experience of the travel industry.
- + Experience in using marketing and communications to help deliver growth.

TERMS & CONDITIONS OF EMPLOYMENT

Salary: c. £60k per annum, performance bonus, plus matched contributions to a pension of up to 6% of salary.

Hours and place of work: Full time (37.5 hours) at our office in Bristol – within normal office hours, although some evening and weekend work will be required. The role will also require regular domestic and international travel. **Please note:** *Candidates who are unable to be based in our Bristol office cannot be considered for this role.*

Annual Leave: 25 working days per annum, plus public holidays.

Probationary period: 6 months



6. How to apply

To apply for this position, please send a comprehensive CV and cover letter outlining how you meet the requirements of the role to the Travel Foundation's Head of Finance and Operations tess.forgan@thetravelfoundation.org.uk. Please ensure that your application fully addresses the appointment criteria and person specification.

The closing date is 4th March at midday.

7. Recruitment Process

Long-listing will be completed by 15th March and only those long-listed will be contacted. Long-listed applicants will be invited to submit a written exercise and take part in a short online psychometric test, to be completed by 25th March.

Should applicants be short listed, they will be contacted on 29th March and invited to an assessment centre on 11th April at the Travel Foundation's office in Bristol. Second interviews may take place in London shortly afterwards. The successful appointment will be subject to satisfactory references.

8. Further information

If you have any queries on any aspect of the appointment process, or need additional information, please contact Tess Quinn-Forgan, Head of Finance and Operations on +44 (0)117 927 3049 or via email at tess.forgan@thetravelfoundation.org.uk.