



Applicant Information Pack for the appointment of:

**Executive Director**  
Islands' Partnership  
Isles of Scilly

May 2019



## Islands' Partnership – Executive Director

<b>Job Title:</b>	Executive Director
<b>Appointing Body:</b>	Islands' Partnership
<b>Location:</b>	St Mary's, Isles of Scilly
<b>Remuneration:</b>	c.£50,000
<b>Term:</b>	Initial fixed term to 31 <sup>st</sup> March 2022, with potential for extension
<b>Date:</b>	May 2019

## About Us

### The Islands' Partnership

The Islands' Partnership (IP) is the official Destination Management Organisation for the Isles of Scilly – an outstandingly beautiful cluster of islands, 28 miles off the coast of Cornwall and one of the most distinct destinations in the UK. The Islands' Partnership provides strategic leadership to the islands' visitor economy – an industry that supports some 80% of the islands' employment.

Its core purpose is to:

- Lead the strategic development and sustainable growth of the islands' visitor economy
- Provide marketing and brand leadership, ensuring effective promotion of the Isles of Scilly as a visitor destination
- Support new product development, new events and visitor experiences, responding to visitor trends and expectations
- Deliver a business support and improvement service to its members
- Manage the delivery of visitor services, including the islands' Tourist Information Centre

As an organisation, the IP is almost entirely funded through the private sector and commercial sources, with financial support from a small number of strategic partners together with a membership base of over 300 businesses. It is governed by a Board of nine Directors, with operational delivery through a small executive team led by the Executive Director.

### Scilly's visitor economy – a vital economic driver

Much like neighbouring Cornwall, Scilly's local economy and business base is characterised by small and predominantly micro businesses. Whilst agriculture and the horticultural industries play an important part of the islands' economy, it is tourism and the wider visitor economy that continues to underpin Scilly's economic viability. As an industry it supports over 800 jobs – a significant proportion of the working population of the islands - and annually contributes over £40 million to the local economy (together with a not insignificant value to Penzance and West Cornwall). Such is this dominance, its performance and wellbeing has a profound effect on the way of life on the islands and the services and infrastructure on which our community depend.

## The Opportunity

Since forming in 2012, the IP has grown in both stature and influence to become a respected organisation and a trusted delivery partner. This vacancy, for a new Executive Director, comes at an exciting time therefore, with significant opportunities to build on these foundations and to help the IP to play an increasingly influential role in shaping and guiding the economic future of the islands.

Last year, the IP partnered with the Cornwall and Isles of Scilly LEP to develop and launch Scilly's first Destination Management Plan (DMP). The DMP and its supporting Action Plan set out a strategic roadmap and new sense of direction for the islands' visitor economy. Extending our comparatively short season, improving transport and accessibility and investing in the quality of our product and service are but three of the strategic priorities that have been identified. There are naturally a number of objectives and actions that the IP is well placed to lead on – not least the need to take a fresh look at how Scilly is positioned as a destination brand. The opportunities to better harness the islands' exceptional natural environment, its rich cultural heritage and its potential as a seafood destination are there for all to see. Our challenge is to bring these often hidden attributes to the fore and establish a stronger, clearer and more distinctive destination brand to achieve greater cut-through in the marketplace.

New investment in the islands' transport services, progressive new Local Plan and the innovative Smart Islands programme coupled with the IP's own Cultural Destinations (Arts Council England) and Digital Enablement (ERDF) projects have contributed to a growing momentum behind a shared ambition to achieve incremental growth over the next five years.

With the incumbent post-holder leaving the islands after four and a half years this summer, the IP is therefore seeking a new Executive Director to build on this momentum, to capitalise on these opportunities and to help steer the organisation forward with confidence, further strengthening our role and strategic leadership in delivering on the ambitions set out in the DMP.

## Role Specification

We are seeking candidates that can demonstrate the following, essential qualities:

- **To provide overall strategic leadership for the Islands' Partnership's development and delivery of its objectives**

Based on sound market intelligence and working within the agreed framework for the development of the IoS tourism offer, it will be the Executive Director's responsibility to lead the industry in meeting market demands and expectations. The Executive Director will be responsible for enabling consistent delivery of brand values across the industry, being alert to emerging opportunities for product and market development.

- **Prepare, review and lead the delivery of the company's Business Plan together with an accompanying annual work plan**

- **To develop and implement the marketing strategy for the destination**

The Executive Director will be responsible for delivering more effective penetration of the market place, leading to higher levels of visitor recruitment.

Whilst working with limited budgets, to maximise the effectiveness of the Islands' Partnership's marketing. To guide and oversee the development of bespoke marketing campaigns particularly using

digital media. To drive the development of a destination website that meets market expectations and overcomes the current limitations of a disjointed product offering.

- **To identify and secure opportunities for the industry to adapt to meet the demands of the market**

The Executive Director will be responsible for extending the industry's understanding of the need to adapt to meet market expectations, ensuring the product is fit for purpose and capable of meeting the needs of the Islands' visitors. The Islands' Partnership is responsible for enabling beneficial change and the Executive Director will secure the means to assist the industry in meeting the challenges of that development.

- **To respond to and support the needs and ambitions of the Islands' Partnership's members**

To proactively engage with members and the islands' business community, understanding their needs and therefore ensuring that the Islands' Partnership and its membership scheme continue to provide benefit and added value.

- **To identify and facilitate the development of the product offering**

Based on sound intelligence, the Executive Director will be expected to identify areas where the visitor experience can be enhanced by the provision of new facilities, providing for a more rewarding and resilient holiday offering.

- **To be responsible for the financial management of the Partnership's affairs**

The Executive Director will be responsible for identifying and exploiting opportunities for securing funding that supports the Islands' Partnership's activities creating a sustainable foundation for the Islands' Partnership's functions. The Executive Director will be accountable for delivering good financial governance.

- **To develop and deliver a strong and consistent brand for the Islands**

The Executive Director will coordinate the development of a clear and consistent message about the values of the Isles of Scilly brand across industry sectors. The communication of 'brand' values will underpin perceptions of the Isles of Scilly as a visitor destination and more broadly, as a successful island community.

- **To provide leadership for the Islands' Partnership's employees**

The Executive Director will be overall in charge of the management of the Islands' Partnership's staff and will be responsible for delegating responsibilities and in conjunction with the Islands' Partnership's coordinator, for ensuring the delivery of the Islands' Partnership's objectives through the efficient and effective deployment of its staff resources.

- **To ensure that the Islands' Partnership delivers the agreed outputs for its Strategic Partners and any associated Service Level Agreements**

Each Strategic Partner has specific output requirements, delivery of which is of fundamental importance to the future success of the Islands' Partnership and the Executive Director will be responsible for ensuring the appropriate continued support of these partners.

## Person Specification

- **Education, Experience & Qualifications**

Applicants should have a proven track record in the management of tourism, with a bias towards destination management.

It is also essential that applicants have a strong background in marketing.

It is desirable that applicants have experience in product development.

- **Personal Attributes**

The Executive Director will have exceptional communication skills, with a proven ability to effectively persuade a wide range of people, from senior decision makers and strategic partners to individual members of the Islands' Partnership.

The ability to secure effective relationships with the local business community and Islands' Partnership's membership base is a fundamentally important aspect of this role and the Executive Director will need to quickly establish relationships that enable beneficial changes to be embraced through trust.

The Executive Director will need to have a successful track record of managing change and of securing a mandate to pursue strategic development in situations where resistance has to be overcome and modified.

Specific skills and experience of successful tourism marketing will be required. The recruitment of additional visitors to Scilly is of pivotal importance to the industry and the Executive Director will be responsible for identifying, developing and delivering opportunities that extend the reach of the islands' marketing activities. The Executive Director will need to have an appropriate conceptual approach to such initiatives but also a clear understanding of the mechanics for their delivery.

The Executive Director will need to demonstrate a history of effective team management, delegation and empowerment of their staff teams, where the team's capability and understanding has been improved and overall outputs increased as a result.

The Executive Director will need to have a strong empathy with the brand values of the Isles of Scilly and the natural and human qualities of the islands and their community.

The Executive Director will need to be able to offer up to date familiarity and understanding of relevant IT systems and digital marketing techniques.

## Terms

- The role will be full time.
- The role will be for an initial term of three years but with potential for extension thereafter subject to appropriate funding being secured.
- The full time salary will be circa £50,000 per annum.
- The Islands' Partnership's contribution to the post holder's pension will be subject to negotiation.

- The post holder will be entitled to 25 days holiday a year in addition to bank holidays (albeit your terms of employment may require that you work on some bank holidays and receive time off in lieu.)
- It will be the applicants' responsibility to secure appropriate accommodation on the islands (if required) although the Islands' Partnership will do all that it can to assist the post holder.

## Supporting Information

- Islands' Partnership Annual Report 2017/18
- Isles of Scilly Destination Management Plan & Action Plan

## How to Apply

For an informal discussion about the role, please contact David Jackson, Executive Director of the Islands' Partnership on 01720 620601 or email [davidjackson@islandspartnership.co.uk](mailto:davidjackson@islandspartnership.co.uk).

Applications should be made in writing enclosing a CV, together with a covering letter describing your suitability for this post.

Closing Date for applications: 5pm on Tuesday 4<sup>th</sup> June 2019.

Applications should be marked as confidential and addressed to: David Jackson, Islands' Partnership, Steamship House, St Mary's, Isles of Scilly, TR21 0LL or by email to: [davidjackson@islandspartnership.co.uk](mailto:davidjackson@islandspartnership.co.uk)