



Head of Operations

Recruitment Pack



& BUXTON COUNTRY PARK



Buxton Civic Association
buxtoncivicasociation.org.uk



Poole's Cavern Visitor Centre
Green Lane, Buxton, SK17 9DH
01298 26978
communications@buxtoncivicasociation.org.uk
Registered Charity No. 258163

About us

Who we are

Buxton Civic Association (BCA) is the leading environmental and heritage charity in Buxton. Campaigning and working for the conservation and enhancement of the built and natural environments, and heritage of Buxton. We are also a Limited Company. We were established in 1967 and are a dynamic and forward looking organisation, always looking to get better at what we do.

We are unusual as a Civic Association / Trust in that we own and manage the most successful paying visitor attraction in the town; Poole's Cavern, alongside 10 woodlands totalling c. 200 acres, including Buxton Country Park. The cave attracts over 50,000 visitors a year, whilst thousands more visit our adjacent woodlands.

BCA is a voice for wildlife, heritage and the environment in Buxton. We actively campaign, persuade, promote and educate. BCA cares about Buxton.

Our values

We value...

- ...the environment; natural and built.
- ...the people of Buxton and beyond.
- ...the benefit of bringing the two together.

Our purpose

To promote the preservation of the historical and environmental heritage of Buxton for the public benefit.

Our characteristics

- We're do-ers; we are defined by our actions.
- We're active; we persuade, promote, encourage, campaign, and educate.
- We're responsible; we conserve, manage, maintain; we're sustainable.
- We work openly, collaboratively, and in partnership.





Recent developments

BCA is governed by a board of dedicated trustees all of whom volunteer their time and knowledge selflessly. They and their efforts are often hidden in the background, but they play an indispensable role in guiding and nurturing BCA, enabling it to achieve its goals in looking after the built and natural environment of Buxton. Their motivation is fuelled by a genuine desire to make Buxton a better place to live and visit.

At the beginning of 2023 the board appointed their first CEO, Dave Green. Dave joined BCA from the Florence Nightingale Museum Trust, where he was CEO. Previously he has worked in the conservation and heritage sector in a wide variety of roles.

As CEO, Dave has made an incredible impact, securing vital funding and working tirelessly to implement the necessary changes to ensure the charity's future. His leadership has been instrumental in driving the organisation's growth and sustainability, positioning it for long-term success.



Buxton Civic Association

Future developments

At the start of 2024, we were successfully awarded £249, 990 from The National Lottery Heritage Fund's 'Resilience and Recovery' funding stream. This investment will enable us to begin preparations for our diamond anniversary in 2027, by enhancing volunteering, visitor, and membership programmes, giving further emphasis to developing widespread community involvement and public engagement. The money is also enabling us to review our digital provision, marketing, retail, and governance. The funding supports two full time project staff - a Membership and Marketing Officer and Volunteering Development Manager, who started in post earlier this year.

Other exciting developments include:

- Renovation of the Lodge into additional office space, kitchen, storage and a meeting room.
- IT and EPOS upgrade throughout the business.
- New website - which is currently in development
- New branding and signage
- Retail refurbishment
- Creation of a high quality souvenir guide.



Buxton



Buxton, a charming spa town nestled in the heart of the Peak District in Derbyshire, has long been celebrated for its stunning natural beauty and rich history. Known for its Georgian and Victorian architecture, including the iconic Crescent and the Buxton Opera House, the town offers a unique blend of cultural heritage and picturesque landscapes. Its thermal springs, once a major draw for visitors seeking health and relaxation, continue to be a focal point of the town's identity. Buxton's proximity to the Peak District National Park makes it a popular destination for outdoor enthusiasts, with numerous hiking trails and scenic spots to explore.

In 2024, Buxton was named one of the best places to live in the UK by the Sunday Times Best Places to Live guide, which praised it as a "cultural powerhouse." This recognition highlighted the town's vibrant arts scene, including its renowned festivals, galleries, and theatres that contribute to a lively community spirit. The guide also emphasised Buxton's excellent quality of life, combining the charm of a small town with the cultural amenities typically found in larger cities. With its thriving cultural scene, historical charm, and stunning natural surroundings, Buxton continues to be a sought-after location for those seeking both beauty and culture.

Buxton Civic Association is the leading environmental charity campaigning and working for the conservation and enhancement of the built and natural environments and heritage of Buxton. We are a voice for wildlife, heritage and the environment in Buxton. We responsibly manage natural and built heritage sites for the public benefit. We actively campaign, persuade, promote and educate. BCA cares about Buxton.





Photo Credit: Visit Peak District & Derbyshire and Phil Sproson



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Job description

Job title: Head of Operations – Poole’s Cavern & Buxton Country Park

Staff managed by the post holder: The post-holder will have line-management responsibility for a variety of staff (circa 30) who deliver admissions, retail and catering services at Poole’s Cavern, as well as guided tours within our SSSI listed caves. The post-holder will also work to develop volunteering opportunities to support the efforts of the staff team and the goals of BCA. From time to time, you will also manage freelancers and contract staff.

Post holder’s immediate supervisor: Chief Executive Officer

Hours of work: 5 days from 7 on a rota basis, including some weekends and evenings (37.5 each week). The post-holder should expect to work a minimum of one weekend per month. They will also form part of the duty call-out rota, responding to ad-hoc alarm calls from time to time.

Place of work: You will generally be based at Poole’s Cavern, but occasionally you may be asked to assist with work on other areas of the BCA estate, or supporting venues. As an operational role giving leadership to the team, we do require the position to be based on site, with home-working only realistic and available on task-specific occasions.

Salary: c£37,000. Paid monthly on a salary basis.

Terms of appointment: Permanent

1 Job purpose

This role will be responsible for the smooth and efficient running of operations at Poole’s Cavern and Buxton Country Park. As a key member of the leadership and management team you will be responsible for delivering income targets which are vital to the longevity of the charity, alongside the highest possible levels of visitor experience, customer service standards, and development of community engagement and education provision.

You will need to be able to organise and inspire your team, developing their skills to deliver high quality, memorable visitor experiences, alongside excellent commercial results. You will also be responsible for the maintenance, conservation, and presentation of our premises and collections, including the SSSI listed cave Poole’s Cavern. An eye for detail, and good understanding of legislative requirements is therefore a must.

You will need to be highly visible and not afraid to challenge your team to go the extra mile, whilst showing the empathy and understanding of individual

colleague motivations needed in modern management. You will also need to be creative; collaborating with colleagues to help to develop new strategies, experiences and ways of working that will help ensure that BCA's visitor offer and membership remains competitive in the market place, and Poole's Cavern & Buxton Country Park remains a 'must-do' visit for those visiting the Peak District, and its reputation, along with that of BCA, continues to grow.

2 Principal duties and responsibilities

Strategic Responsibility:

- Take a pro-active but consultative approach to instigating, implementing and evaluating new systems and business opportunities, notably within our visitor centre and caves, whilst being careful to acknowledge and maintain what is working well.
- Be responsible for the identification of business opportunities and development of investment cases that will support the development and sustainability of BCA and Poole's Cavern, recognising the importance of income, conservation and public engagement.
- Play a key role in the BCA management team, supporting the future development of the organisation by leading day-to-day operations and playing a visible and active part in change-management, with the goal of continually raising standards.
- Contribute to the development and execution of key strategies and associated documentation, including Commercial Development, Audience Development, Community Engagement, Education, Volunteering, Collections Care, Maintenance and Health & Safety taking the leading role as delegated and required, but inspiring staff, volunteers, members and stakeholders to get involved in co-creation.
- Act as required as a deputy for the Chief Executive, making timely decisions independently, but where appropriate liaising with the board of trustees, staff, volunteers, members, stakeholders and contractors.
- Play a key role in setting budgets, recognising the need for realism and pragmatism, whilst appreciating emerging trends and opportunities.

Visitor Experience:

- Be accountable for the preparation of staff rotas, recognising the need to provide excellent customer service and meet health & safety requirements, whilst remaining within identified staffing budgets.
- Act as a champion for increasing volunteer involvement within our visitor services, conveying the benefits that this can bring to both the organisation and individuals. Develop new ways volunteers can be involved with the operation to improve community engagement and financial efficiency.
- Lead the development, preparation and delivery of a variety of visitor experiences and events for tourists, local residents and BCA members, recognising the need for business cases, which recognise contribution to conservation, engagement and financial outputs. You should appreciate the need to generate repeat visits and a visitor experience that increases dwell time and secondary spend.

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- Provide regular reports on progress against KPI's noting impact on targets, and pro-actively making suggestions for service improvements with associated needs for investment or changes in ways of working.
 - Work with colleagues to develop effective visitor feedback and evaluation tools, sharing learning from a data-driven approach, informing strategy.
 - Work closely with colleagues, to promote our sites and the BCA and Poole's Cavern brands, ensuring that all marketing materials, signage and uniform are of appropriate quality and on brand. Take a pro-active approach in managing on-site messaging and presentation (including guided tours) to ensure its tone of voice is in keeping with BCA values.
 - Attend promotional events to promote the work of BCA and services Poole's Cavern can offer, leading presentations where required.
 - Take the lead on Health & Safety matters at an operational level.

Education and Engagement:

- Devise and implement a formal education strategy, exploring alternative operating models, which will maximise income generation and engagement. In doing this, support colleagues across the organisation to maximise use of our assets as tools of lifelong learning.
- Support the development of on-site interpretation and events that will enhance formal and informal education opportunities for all.
- Pro-actively promote inclusivity and diversity, championing the need to make services available to all and work towards a well-functioning team, reflective of our community.
- Assist the CEO, Fundraising Manager and other colleagues to devise new ways of funding education and engagement activities, building new partnerships and attending networking activities where appropriate.

Catering, Events, Retail, Membership and Fundraising:

- Drive your team to deliver catering, retail, events and membership targets, using your influence and skills to help create high quality offers for the public, that are also commercially beneficial to BCA.
- Lead, source and implement staff training and development, including actively discussing team and individual targets, making individual team members aware of the role they must play, and how you and BCA can support them to achieve the best results against defined KPI's and targets.
- Provide reports to the senior management team on sales and other targets; pro-actively making suggestions about how margins can be increased, and taking action when targets are not being reached or can be exceeded.
- Attend and pro-actively participate in trustee, committee and members meetings, including the members AGM.
- Work with colleagues to support fundraising initiatives and associated evaluation, championing the importance of these income streams with your team, encouraging their support.

Personnel Management:

- Lead recruitment, training and development of your staff team in line with best practice and guidance from the Chief Executive, Board of Trustees, and human resources service partners.
- Work with fellow managers and supervisors to support the custodian's and catering team to deliver first-rate customer services, challenging unacceptable standards and maintaining records that will support performance improvement. Similarly, work with BCA to create a culture of recognition and reward, thus ensuring team members who perform well feel appreciated.
- Work with fellow managers and supervisors to uphold the BCA Staff Handbook and its policies, ensuring the team meet its requirements. Discuss concerns with both individuals concerned and management colleagues as appropriate, making written notes when needed to support training and performance management.
- Take responsibility for delegated budgets and ensure your team are operating with due recognition of financial standards and best practice, including operating tills with efficiency and due diligence, reporting inaccuracies in line with audit principles.
- Recognise your part as part of a wider management team, playing a collaborative part in BCA's leadership team, and supporting other managers to achieve success and BCA's vision.
- Work with the Volunteering Development Manager to identify and develop volunteering opportunities that will enhance BCA's performance.

Premises Management:

- Lead on premises management for the visitor centre, car park, SSSI listed caves, and 103 Green Lane offices, ensuring the buildings are managed, cleaned and maintained in line with best practice and legislation. Where needed support such provision in BCA's woods and the tree nursery.
- Be accountable for fire prevention and management, including taking responsibility for staff training and drills, and maintenance of the fire logbook. Similarly, lead on the maintenance of security services.
- Lead the authorship of on-site maintenance plans, acting as the primary point of contact for contractors, and organising staff and volunteers to complete tasks in a cost efficient and timely manner, managing delegated budgets with efficiency.
- Ensure that all IT infrastructure and EPOS systems are maintained, acting as primary point of contact for contractors. Offer advice regarding suitability of equipment and contracts to help ensure efficient operations, based on experience, research and pro-active understanding of the market place and business needs.
- Ensure that car park revenue is collected efficiently, to maximise yield. Lead the production of business cases to consider how BCA can best use this space to generate support and income.
- Take lead responsibility for BCA's historic collections and archive, recognising best-practice standards in caring for and recording archaeological objects, photographs and paper documents.

Generic:

- Take personal responsibility and a pro-active approach for own career, skills and knowledge development.
- The role will be required to assist in the event of emergency evacuations and salvage, including visitors, colleagues and our heritage collections.
- Any other duties considered appropriate to the grade of pay.



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Person specification

Job title: Head of Operations – BCA Poole’s Cavern & Buxton Country Park

Areas of responsibility/ requirements	Requirements	Measurement				
		P	A	T	I	D
Qualifications & Knowledge	<p><i>Essential:</i></p> <ul style="list-style-type: none"> • There are no essential qualifications for this post as BCA recognises the value of lived experiences. • Knowledge of successful operations within high-quality visitor attractions, including delivery of day-to-day services and high-volume events. • Knowledge of maintaining public buildings and spaces to required safety standards. • Knowledge of working in membership driven organisations, with admissions, catering and retail revenue as income streams. • An understanding and empathy with the ethical trading stance of Buxton Civic Association. • Appreciation of Buxton Civic Association’s role within the community, as a membership driven Charity, with a proud tradition of volunteering and civic campaigning on behalf of local residents. 		X			
	<p><i>Desirable:</i></p> <ul style="list-style-type: none"> • Knowledge of local history and heritage, local and global environmental concerns, geology, archaeology and/or heritage tourism. • Qualifications and/or short courses linked to management and leadership, customer service, catering, education, project management, safety, heritage interpretation 			X	X	
			X			X

	<p>or other specialisms noted above.</p> <ul style="list-style-type: none"> • Familiarity with best-practice in Safeguarding, preferably supported by relevant and recognised training and application. • Knowledge of Cave Science / Caving and/or knowledge of operating Show Caves, with due diligence to visitor safety alongside awareness of protocols for creating new experiences. • Current 'Personal License' qualification for the sale of alcohol, and ability to act as a Designated Premises Supervisor as required/Willingness and ability to qualify. • Current clean driving license • Knowledge of SSSI management / liaison process with Natural England re SSSI management. 		X		X	
Skills	<p><i>Essential:</i></p> <ul style="list-style-type: none"> • The ability to organise and motivate teams of staff and volunteers and drive sales to meet/exceed retail, membership and customer service targets, providing training and mentoring where required. • Commercial acumen, with the ability to develop and realise established and new commercial opportunities and deliver against income targets and profit margins across catering, retail, admissions and other revenue streams. • Strong communication skills, recognising the importance of cascading information to colleagues and taking a collaborative approach to problem-solving. • Ability to keep, maintain and analyse accurate records relating to financial matters, HR, and building management, showing good judgement in performance managing teams. • Customer service, with sensitivity to the needs of individuals and awareness of equalities legislation. • The ability to speak clearly and confidently to groups and individuals, providing required information accurately and in a timely way, across a variety of subjects. • Sales and promotion; proactively encouraging venue sales, retail sales and membership sales, in order to reach identified targets as an individual and with your team. • A keen eye for detail – recognising and 		X		X	

	<p>encouraging high quality presentation in all areas of the customer journey, from sales and marketing materials, and orientation signage, through to retail displays, interpretation and team appearance.</p> <ul style="list-style-type: none"> • Confidence in using IT packages including MS Office. • The ability to develop original high quality visitor experiences 		X		X	X
Experience	<p><i>Essential:</i></p> <ul style="list-style-type: none"> • Experience of contributing to strategic development, including creating influencing documents and robust business cases. • Experience in a leadership and direct-management role working with staff, volunteers and customers in a catering, retail and/or visitor experience environment, with accountability for income targets of over £500k and associated staff performance. • Experience within the last 5 years of leading mixed staff and volunteer teams (more than 20 people) to achieve a range of KPI's relating to visitor services and volunteer satisfaction, adopting a flexible, pro-active approach to challenges and problem solving • Post-pandemic experience of influencing change management and establishing new activity programmes and activities. • Experience of managing public spaces and events to VAQAS standards (or equivalent) with footfall of over 30,000 visitors per annum. • Recent experience of managing IT infrastructure, including EPOS systems, with proven ability to conduct analysis of accumulated data. <p><i>Desirable:</i></p> <ul style="list-style-type: none"> • Recent experience of holding an influential role in the delivery of capital projects, such as building or gallery developments. • Experience of working with public funding and/or grant aid, including assisting high quality evaluation against prescribed outcomes and objectives. • Experience of heritage collections management, (objects or sites), with appreciation of documentation, condition checking and liaising with accreditation 	X	X	X	X	X

	<p>bodies.</p> <ul style="list-style-type: none"> • Experience of developing formal and informal education programmes. 		X		X	
Personal Attributes	<p><i>Essential:</i></p> <ul style="list-style-type: none"> • A role model for positivity, with personal resilience during times of challenge and the confidence to lead and be a self-starter in a role afforded a degree of independence. • Sound judgement in managing situations and workloads, including one's own. • Willingness and ability to confront challenging situations affecting staff, volunteers and visitors, working towards solutions with tact, diplomacy and tenacity. • Ability to secure the respect of a diverse group of staff, volunteers, members, neighbours and contractors, fostering a culture of genuine teamwork. • Genuine commitment to providing equal access of opportunities for all. • Excellent diplomatic skills. • Be a professional and confident representative of BCA, remembering you are an ambassador for the charity. • Physically able and willing to work inside and out (noting the constant cave temperature of 7 degrees) and the steep sloping terrain of our woods and caves. • Ability to respond to alarm call-outs within 30 minutes as part of a rota with colleagues. • The ability to inspire interest in built heritage and nature conservation. • Ability and willingness to work flexibly across a 7 day rota, including regular weekends, bank holidays and occasional evenings, responding to operational needs. 			X		
					X	
			X			
					X	
						X
			X			
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					X	X
			X			
				X		
			X			

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P: Pre-application **A:** Application **T:** Test **I:** Interview **D:** Documentary evidence

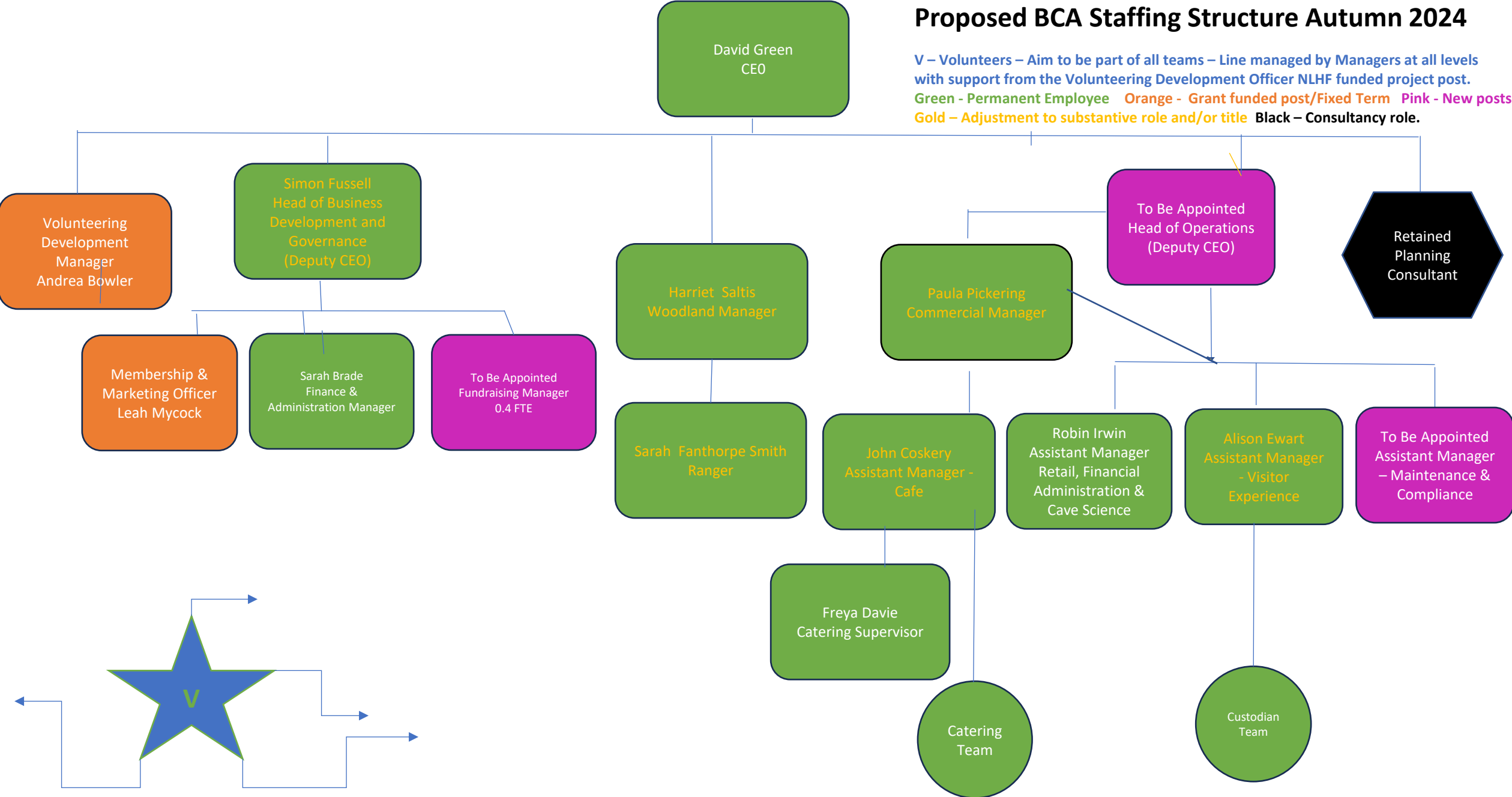
Prepared by/author: David Green **Date:** August 2024

Job title: Chief Executive Officer



Proposed BCA Staffing Structure Autumn 2024

V – Volunteers – Aim to be part of all teams – Line managed by Managers at all levels with support from the Volunteering Development Officer NLHF funded project post.
 Green - Permanent Employee Orange - Grant funded post/Fixed Term Pink - New posts
 Gold – Adjustment to substantive role and/or title Black – Consultancy role.



What we offer



Annual Leave

28 days holiday (inclusive of bank/public holidays) pro rata.



Pension

All staff are enrolled onto the BCA's 3% employer pension scheme



Continued Professional Development

A range of external and internal Training and Development opportunities



Hybrid working

This role is site based, home-working only realistic and available on task-specific occasions.



Employee Assistance Programme

The Employee Assistance Programme by Health Assured offers employees a safe space to discuss any of their personal or professional challenges.



We Pledge

We are about to launch We Pledge, a Derbyshire County Council scheme within BCA that provides employees and volunteers access to a range of mental health focused resources, classes and training.



Working Environment

We are lucky to be based in a beautiful location. 15 mins walk from the town centre and with Grin Low woods on our doorstep and surrounded by greenery



Free Parking

All staff are eligible for a free parking pass for our onsite car park.



Staff Discount

We offer 15% discount to all employees in relation to some café and retail products.



Recruitment Process & Next Steps

The closing date for applications is: **Saturday 28 September 2024.**

Please submit your CV and covering letter (maximum of two pages) to **dave.green@buxtoncivicasociation.org.uk**

Please tell us why you think you are the right person for this role and why you think we are the right organisation for you. Please use your covering letter to let us know how you meet the essential knowledge, skills and experience we've outlined in our pack, supported by your CV.

If you would like an informal confidential chat regarding the position with the CEO or a member of the management team, we will do our best to accommodate you. Please email dave.green@buxtoncivicasociation.org.uk to arrange a suitable time.

BCA recognises the positive value of diversity, promoting equality and challenging discrimination. We welcome and encourage job applications from people of all backgrounds and aim to be an organisation that reflects our audiences and communities.

Interviews

Interviews will take place in person in Buxton during the first two weeks of October 2024. Please state on your covering letter any dates during this period you are not available. We will try to consider your availability, but this can not be guaranteed.

The interview process will include:

- Panel Interview
- Presentation
- Desk based exercise
- Opportunity to meet some of our staff and trustees

Access and Reasonable Adjustments

If you require any access support during the application and interview process, please let us know. Please contact dave.green@buxtoncivicasociation.org.uk and we will make the appropriate arrangements.

