



## Business Operations Manager

### Purpose of the Role

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To be accountable for the commercial activities of The Watercress Line and the smooth running of business operations.

### Reports

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Line Manager: Chief Executive Officer (CEO)

Direct Reports: Marketing Manager, Reservations Manager, Catering Manager, Retail Supervisor, Experiences & Groups Sales Executive, Events Co-ordinator; Volunteer Teams.

### Key Relationships

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- Operations Manager [Railway]
- Finance Manager
- Infrastructure [PWay] Manager
- Engineering Manager
- MHR Ltd Board Directors

### Responsibilities of the Role

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#### Revenue generation

- To be accountable for the delivery of all revenue lines including standard travel; station catering and retail; public and private events; and dining, event and experience trains.
- To manage the process of defining and agreeing the annual activity programme in advance of the budget process to aid forward planning.
- To define, train, manage and monitor standards of service, upholding the highest standards of professionalism and customer service.
- To ensure a smooth and efficient visitor journey from booking to feedback.

#### Leadership

- To lead and motivate the business operations team, fostering a collaborative and supportive environment
- To lead and motivate teams of volunteers, ensuring that a pipeline of recruitment is maintained.
- To lead the digital transformation of the organisation according to the defined scope.



**Watercress Line Heritage Railway Trust Limited**  
The Railway Station, Alresford, SO24 9JG  
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## **Sales and marketing management**

- To oversee the delivery of the marketing strategy.
- To ensure that the delivery of information and collateral is timely for ticketing and marketing activity
- To facilitate PR and be a spokesperson for The Watercress Line as required.
- To manage the sales function across all commercial activities and ensure an active pipeline of group sales activity.
- To identify and support the development of key strategic partnerships that further The Watercress Line interests and strategy.

## **Business Operations Systems**

- To review and set up appropriate commercial and operational systems to ensure the smooth day to day running of The Watercress Line
- To consult effectively on all changes and deliver simple, transparent and transferrable systems that are useable across staff and volunteer teams.
- To institute and organise the response to feedback loops including customer comments, audience research, budget reporting.
- To support the CEO in identifying and delivering regular appropriate and comprehensive corporate communications.

## **Budget development and management**

- To work with the Finance Manager to refine reporting tools and develop feedback loops in commercial monitoring across all revenue areas.
- To manage the annual budgeting process for all business operations, delegating and mentoring as appropriate
- To set and monitor appropriate margins across all business areas, ensuring that area supervisors are clear on the tools at their disposal.
- To contribute to the production of performance reports for the Boards.
- To upskill staff in budget and commercial management.

## **Project Management**

- To develop processes for logging and managing facilities management issue requests.
- To ensure that all capital investment projects are managed to recognised standards with a business case, clear stakeholder consultation, project cost and programme.
- To expand the planning horizon for capital investment to enable effective project management.

## **Strategy and business planning**

- To assist the CEO in setting the annual business objectives and developing these into the budgets and programmes in a timely fashion.
- To organise research to monitor audiences and attitudes.
- To help extend the business planning cycle
- To contribute to strategy planning



## **Additional General Responsibilities**

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### **Relationships**

- Ensure effective communication with everyone, both internally and externally.
- Work closely with other departments to deliver Company-wide programmes and objectives.
- Cultivate internal relationships that cross team boundaries and demonstrate positive collaboration and problem solving with all team members.
- Cultivate external relationships to identify potential new partners.
- Build and maintain partnerships with relevant external contacts.

### **Budgets and Resources**

- Work to control operational costs and manage resources whilst maintaining standards of productivity.

### **Policies and Procedures**

- Adhere to Company policies, procedures and code of conduct, to protect people and the Watercress Line's reputation, including GDPR and Safeguarding policies and procedures.
- Professionally challenge procedures that do not add value to the Company.

### **Personal Responsibilities**

- Lead by example
- Work as part of a team and support colleagues across The Watercress Line.
- Be a positive influence and role model, acting with integrity and professionalism and tackling challenges in a pragmatic and collaborative manner, to bring your team and the wider staff along with you.
- Guide and enable those under you, being aware that some may not be as developed or as confident as yourself.

### **General Consideration**

The above job description is not intended to be a comprehensive list of key responsibilities, duties or requirements, and you are expected to carry out any other duties commensurate with the scope and scale of your role. The job description should be reviewed regularly to ensure it remains an accurate reflection of your role.



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## Person specification

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### Required Competencies/Experience

- Demonstrable track record of both analytical and commercial thinking.
- Ability to produce, analyse and report on financial information and management accounts
- Experience of managing and interrogating an EPOS system.
- Proven ability to lead on organisation scale strategic projects in digital and systems change
- Experience of building compelling business cases which articulate customer propositions, explain the market opportunity and are supported with a robust financial case that can stand up to Board and wider scrutiny
- Demonstrable track record of leading change in a sensitive and collaborative way
- Demonstrable experience in developing and delivering projects on time and budget, preferably using a recognised process such as Prince2.
- Demonstrable ability to research, adapt and create processes appropriate to the demographic of users
- Committed to working in fast-paced, agile environments, bringing positivity and optimism
- Excellent interpersonal, negotiation and influencing skills, capable of dealing with both internal and external contacts at the highest level
- Excellent communication skills: clear, effective and authoritative in spoken communication, with a high standard of written English; able to state a case clearly, logically and concisely, and able to make a persuasive case
- Able to communicate in a range of styles across different media as suited to the audience.
- Highly collaborative – enjoy and excel working in diverse teams with a range of complementary skillsets, wide ranging abilities and neurodiversities that includes volunteers
- Experience of sensitively managing difficult conversations and managing HR issues [there is no HR resource at the Watercress Line]
- Organised and methodical approach to work, able to work accurately and effectively on several tasks at the same time with minimal supervision, and arrange and prioritise a heavy workload for self and for others
- Delegates decision making to the right level within team.
- Knowledge of current H&S regulations, particularly in public facing activities
- Excellent Microsoft Office software skills.
- Highly developed digital literacy
- Excellent verbal and written and communication skills.
- Full Driving Licence

### Terms and Conditions

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Permanent Full Time 40 hours/week with 30 mins paid break

On site working required. Occasional WFH may be appropriate

5 days over 7. Regular weekend, evening and holiday working will be required.

Holidays 31 days including bank holiday allowance.

Benefits Travel benefits on the railway after 1 years' service.

Discounts for railway events, catering and retail

Employee Assistance Programme for free personal, legal, emotional and financial support.

Anticipated salary: £42-46,000

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