



Business Development Manager

Job Description and Person Specification

Clyne Heritage Society (CHS), based in Brora, Sutherland, would like to invite applications for an experienced, pro-active, highly skilled, innovative and enthusiastic, full-time **Business Development Manager**. The successful applicant will be a crucial part of the team which is undertaking an exciting multi-million-pound redevelopment project to restore and extend the historic Old Clyne School to create a new Community Heritage Centre and Museum. It is the Board's intention for this post to transfer to become the **Operational Centre Manager**.

Application closing date: 9am, Monday April 29th

See Appendices for extra information about the Society and the Project.

This post is supported by the Community Ownership Fund and the Swire Trust.

Working hours:	37.5 hours per week (including some weekends and evenings)
Contract:	2 years (including conversion to Operational Centre Manager in Year 2, depending on performance and mutual agreement)
Start Date:	May 2024 (or as soon after as possible)
Probation Period:	3-months
Salary:	£35,000 per annum
Benefits:	Enrolment into contributory company pension scheme
Place of work:	Brora Heritage Centre (and/or other locations in Brora, as necessary)
Annual Leave:	20 days, plus 9 public holidays
Reports to:	Clyne Heritage Society Board
Responsible for the management of:	Operational staff and operational volunteers, when preparing for, and during the operational phase

About Clyne Heritage Society

We are a very active, forward-thinking, and successful small local heritage organisation with big ideas and ambitions. We are a Company Limited by Guarantee and a registered Charity. Our voluntary Board consists of a diverse and experienced group of ten.

We celebrated our 25th birthday in March 2023 and, over our lifespan, have established a reputation for delivering many successful community heritage projects, events and activities involving a large following of participants and volunteers.

We have operated the local authority-owned, seasonal Brora Heritage Centre since 2016, from where we are very proud to showcase our unique and fascinating Highland history and heritage.

About Brora

Brora is situated on the east coast of Sutherland in the Highlands of Scotland. We are surrounded by miles of golden sandy beaches, with beautiful inland rivers, lochs, straths and hills. The only village in the parish of Clyne, Brora has a population of c 1200. The village lies on the A9 trunk road, a key element of the popular North Coast 500 tourist route.

About the Old Clyne School Project

Business opportunity at the current Brora Heritage Centre is limited, as it is remotely located around a kilometre off the A9 and cannot practicably be opened during the winter months. Although we are very fortunate to be able to operate from this venue, we are hampered in our ambitions because we do not have our own prominent, accessible, multi-purpose, flexible facility.

In 2018, we were gifted the semi-derelict, 1863-built former Old Clyne School (OCS), located at a very visible site on the A9 / NC500 route. We appointed a Design Team in 2020 and, after gaining Planning and Listed Building consents and a Building Warrant, we appointed contractors in March 2024, who have recently begun to redevelop and extend the building to create our own integrated visitor attraction and community heritage centre/museum to our own specification.

On completion of the 52-week construction project, the heritage collection, currently located at the Brora Heritage Centre and other places, will be re-located to OCS site. It will become our permanent, independent base for all of our activities and, in principle, will be open year-round. The project has been co-designed *by* the community *for* the community.

Role Description

This key, lifestyle-changing role will require an experienced, highly motivated, strategic, and creative thinker, with excellent communication skills, energy and the ability to inspire and engage. Applicants should be highly organised, with visionary **business planning skills** and a *proven* history in successfully developing and delivering an Operational Readiness Plan for a new visitor attraction and/or community heritage business. If selected for interview, applicants will be expected to give a short presentation of a case study of this.

This is a unique opportunity to bring your experience and skills to an exciting new heritage project from the outset. You will plan and prepare for, implement, and ensure the successful delivery of a sustainable business operation under the brand 'Brora Heritage', operating from a newly redeveloped Old Clyne School (see Appendix 1). If mutually agreeable, the job will then change to manage the operational phase, with the Board's desire for the post to become a permanent staff position beyond the initial two years, in principle.

Working closely with the project's design team and architect, you will plan in detail for the fit out of the completed building and be responsible for procurement of all items necessary to be fully operational from when the doors are open to the public. You will also plan for ensuring that all operational policies and procedures are in place and be responsible for recruitment of operational staff.

You will be expected to work strategically with other organisations to develop partnerships and play a lead role within the operational team.

The Area

Brora is a wonderful place in which to live. You would be 65 miles from the nearest major shopping centre (Inverness). People are friendly, crime is almost non-existent, schools in the area are well regarded. There are no traffic lights, no roundabouts and the closest motorway is 200 miles away. There is as much social life as you seek. The scenery is beautiful – deserted, long, golden sandy beaches; the beautiful Strath Brora, leading from the coast inland, with its stunning scenery of river, loch, and hills. Our area really is beautiful.

And then there is the history and heritage. The village of Brora itself was only created around 200 years ago, as a direct result of the notorious Sutherland Clearances, but the inland straths have an entirely different history of peaceful, subsistence living in discrete townships, the ruins of which stand today as they were left by the hundreds of families who were removed to new coastal settlements, like Brora, or who chose to emigrate to the new world.

Every Highland township suffered this fearful oppression and disruption, and every Highland village can tell its own emotive story of the Clearances, fishing, and crofting. However, what sets Brora apart (its unique selling point, in marketing speak!) is its industry. Due to the geological fortitude of being situated on a Jurassic coal seam (yes, there were dinosaurs here too!), the same Sutherland Estate who were the architects of the Clearances, sank a fortune in the extraction of coal to fuel a range of manufacturing industries, including bricks, whisky, salt and, later, tweed. Brora's history is, without doubt, the most fascinating, most surprising and most diverse in the Highlands.

Key Working Relationships

Community Liaison Team, CHS Board, Museum Curator, Operational Staff, Volunteers, Project Evaluator.

Key Workstreams

The **priority** key workstreams of the **Business Development Manager** will be to:

1. Identify all the key stakeholders involved in the heritage centre, including staff, volunteers, contractors, local authorities, other organisations, and community members.
2. Establish the specific visitor experiences expected for the income-generating aspects of the operation: i.e., the museum, café, and retail shop.
3. Prepare an operational readiness plan for the management of the new building and site, including day-to-day operation of each of the museum, café and shop business strands.
4. Seek funding opportunities and identify additional revenue streams to ensure operational sustainability.
5. Develop a communication plan to ensure that all stakeholders are aware of the launch date, their roles and responsibilities, and any changes that may occur during the lead-up to the launch. The communication plan should outline how the heritage centre will communicate with each stakeholder group, the frequency of communication, and the methods used.
6. Plan, budget and organise the procurement for the kitting out of the new facility, including office, reception area, café and shop, project and storage areas, including IT kit.
7. Develop a staffing plan for the different aspects of the centre's operations, including recruitment, induction and training procedures, and on-going staff development.
8. Develop policies and procedures for the heritage centre that align with legal and regulatory requirements. Policies and procedures should cover areas such as health and safety; diversity, equality and inclusivity; data protection; visitor experience; and staff training and development.
9. Develop a SMART timeline for the launch of the heritage centre. This timeline should be realistic and consider all the necessary preparations required for a successful launch.

10. In conjunction with the Learning & Community Engagement Officer, establish relationships with local businesses and organisations to promote the heritage centre and generate additional revenue streams through partnerships and sponsorships.
11. Create and review the Business Plans for the Museum, Café and Shop, including the preparation of short and long-term financial forecasts.
12. Organise for the testing of all systems, processes, and procedures, including financial, to ensure that they are functioning correctly.
13. Liaise with regulatory authorities on emergency procedures.
14. Conduct regular evaluations of project progress to identify any issues and make necessary adjustments.
15. Submit a written progress report to and attend monthly Board meetings.

Consideration may be given to outsourcing some of these above tasks, and those below with asterisks, if the preferred candidate does not have all of the required skills.

It would be advantageous that the **Business Development Manager** will be able to:

1. Develop visitor experience plans that ensure that visitors will have a positive and memorable experience at the heritage centre.
2. Develop a marketing and promotion plan to generate awareness and interest in the heritage centre. This plan should include social media, local media, and other promotional activities.
3. Develop an IT strategy and budget for the Centre's operation, including the non-profit making aspects.
4. Represent the organisation at meetings, conferences etc

Person Specification		
KNOWLEDGE	Essential	Desirable
Formal qualification in business management or proven experience	✓	
Knowledge of Health and Safety at work legislation and procedures	✓	
Knowledge of accounting procedures and trading practices	✓	
Retail experience, buying and merchandising*		✓
Interest in heritage and surrounding area		✓
SKILLS	Essential	Desirable
Excellent interpersonal and communication skills	✓	
Skilled at working with people of a wide variety of ages, abilities and backgrounds	✓	
Excellent IT competence in a wide area of applications, Office 365	✓	
Ability to work with others and manage competing priorities and pressures	✓	
Web content development*		✓

Independent transport an advantage in a rural area with limited public transport		✓
Excellent at creating and distributing social media content inc. Facebook, Instagram, Twitter, Tik-Tok etc*		✓
EXPERIENCE	Essential	Desirable
Minimum five years managerial business experience in a customer focussed role with evidence of development and progression	✓	
Experience of delivering an Operational Readiness Plan for a business	✓	
Experience of managing resources to time and to budget	✓	
Day to day operational management of a visitor attraction, museum or similar may be beneficial (essential if role transfers to Centre Manager)		✓
Experience of managing staff and volunteers (essential if role transfers to Centre Manager)		✓
Experience of working within a rural context		✓
BEHAVIOURAL	Essential	Desirable
High standard of professional ethics and integrity	✓	
A passion for engaging with people	✓	
Creative, pro-active, and organised	✓	
Flexible, adaptable, friendly and approachable	✓	
Commitment to own professional development	✓	
Ability to work under pressure on a range of competing priorities	✓	
Ability to work in a small team and motivate themselves	✓	
Committed to health & safety and promotion of equality	✓	

Equal opportunities: It is the aim of Clyne Heritage Society to ensure that no job applicant or employee receives less favourable treatment on the grounds of age, sex, race, colour, religion, marital status, sexuality, or disability; or is not placed at a disadvantage by conditions or requirements which cannot be shown to be justifiable. Each employee/volunteer must adhere to the equal opportunities policy and ensure that diversity is valued in the workplace.

Health and safety: Employees must be aware of the responsibilities placed on them under the Health and Safety at Work Act 1974, and to ensure that agreed safety procedures are carried out and to maintain a safe environment for volunteers, employees, and visitors.

DBS Check: As this post will be regularly in contact with young people and vulnerable adults, a satisfactory enhanced DBS check will be required.

Employment Terms and Pension: The post will be paid and employed by Clyne Heritage Society (through funding from the National Lottey Heritage Fund) according to their terms and conditions, including enrolment in a NEST pension scheme. The post will be managed by Clyne Heritage Society.

Review of this job description: This job description is intended as an outline indicator of general areas of activity and may be amended in the light of the changing needs of Brora Heritage.

Main Duties and Responsibilities of the Centre Manager (into which the role may develop)

1. *Operational management and development of the heritage centre and museum, shop, cafe and staff and volunteers to include:*
 - appropriate staffing of the facility, including volunteers,
 - day-to-day management of cash handling and financial recording,
 - overseeing maintenance of the building including cleaning, servicing of equipment and general repair,
 - health and safety and environmental compliance,
 - security of the building,
 - managing visitor enquiries,
 - responding to any complaints,
 - efficient shop management and stock control,
 - office administration,
 - record-keeping, including visitor numbers, retail sales and visitor experience feedback,
 - year on year increased income and visitor numbers.

2. *Publicity and Marketing:*
 - promote and market the facility through website updates and social media*,
 - engage with external opportunities e.g., VisitScotland, cruise market, NC500 etc,
 - develop and plan events throughout the year in association with the curator, volunteers, and Clyne Heritage Society members,
 - facilitate the promotion of group visits, educational visits etc,
 - facilitate seasonal activities.

3. *Finance:*
 - generate income from grant fund applications and trusts,
 - monitor admissions and sales to optimise income in all business strands,
 - develop new income-generating business strands,
 - monitor shop sales to maximise profit,
 - liaise with Board treasurer for all financial matters, including VAT.

4. *Working with Others:*
 - organise recruitment, induction and ongoing training and development for staff,
 - work with the Curator to engage and develop new and existing volunteers,
 - work with the Curator to plan for and stage new and temporary exhibitions,
 - provide written reports to and attend monthly Board meetings,
 - liaise with Maintenance/Facilities staff/volunteer,
 - maintain contact with local and regional relevant groups and other stakeholders.

Applications, which should include a CV, and a covering letter outlining your experience, including a case history of where and with whom you have done this before, interests relevant to the post and details of two referees, to be submitted by email to: info@clyneheritage.com no later than 9am, Monday April 29th.

If selected for interview, candidates will be expected to give a 10-minute presentation on how they feel that they have the relevant experience and right personality to bring to our exciting role.

The right candidate will join our team at the start of our exciting project and will be instrumental in shaping our future success.

Appendix 1

The Organisation

Clyne Heritage Society (CHS) is a very active and successful local heritage organisation based in Brora (in the parish of Clyne), in East Sutherland in the beautiful Highlands of Scotland. We are a Company Limited by Guarantee and a registered Charity. We celebrated our 25th birthday in March 2023 and, over our lifespan, have established a reputation for delivering many successful community heritage projects, events and activities involving a large following of participants.

The voluntary Board consists of a diverse and experienced range of ten members. Brora, the only village in the parish, has a population of c 1200. It lies on the A9, a key element of the popular North Coast 500 tourist route.

Currently, CHS provides for two distinct clientele groups:

- a) society members and local residents, and
- b) heritage visitors / tourists to the area.

In 2016, we took over the complete operation of the Highland Council-owned seasonal Brora Heritage Centre (BHC) on behalf of Highlife Highland, quadrupling its footfall. It has been managed by Board members, who have overseen the two seasonal, part-time front of house staff and volunteers and planned activities and events.

Some of our other activities include:

- annual syllabus of six winter lectures (average attendance since 2008 – 51),
- themed annual exhibitions (1999-2014),
- publications, including its acclaimed annual magazine, the Clyne Chronicle and the 'Brora in 50 Stories' series,
- community archaeological excavations - Brora Salt Pans (2006-11), Wilkhouse (2018), Greeanan (2022), Aultcraggie (2023),
- heritage walks,
- genealogical and historical research,
- heritage training courses,
- oral history recording,
- collecting, storing and researching artefacts/archives related to the parish,
- social events.

CHS works with the Brora Primary and Golspie High schools, both as part of the school's own curriculum and also with the staging of exhibitions, attending the Heritage Centre, taking part in digs etc, and also with the Brora Learning Centre and the Engaging With Activity Hub.

All our services are open to all, provided by a dedicated band of volunteers and seasonal part-time staff, at a variety of venues, mainly in-person. We absolutely pride ourselves on the professional standards we apply to all our activities, including events, projects and publications. We are now at a stage that we recognise we need professional help to get to the next level in our development and achieve our ambition for independence and sustainability in a challenging landscape.

Old Clyne School Project Background

Business opportunity at the BHC is limited, as it lies a kilometre off the A9 and cannot practicably be opened during the winter months.

In 2018, CHS acquired the semi-derelict, 1863-built former Old Clyne School (OCS) (see Appendix 2), located at a very visible site on the A9 / NC500 route (see Appendix 3). Having gained Planning and Listed Building consents and a Building Warrant, we intend to redevelop and extend the building to create an integrated visitor attraction and community heritage centre (see Appendix 4) which will include:

- a reception area,
- a museum,
- a 40-cover café,
- a retail shop,
- artefact and document stores,
- dedicated areas for heritage study, education and research activities,
- a staff office,
- toilets,
- parking for 32 vehicles (including 2 x electric charging points and 4 camper vans), and 2 coaches.

On completion of the construction project, the heritage collection and activities currently located at the Brora Heritage Centre and other places will be re-located to OCS site, which will, in principle, be open year-round. The project has been co-designed *by* the community *for* the community.

Public support has been evidenced by three surveys/consultations of local people and over 50 letters of support and endorsement by local organisations, such as the Highland Council, Brora Community Council, the North Coast 500 company, Brora Development Trust, other regional heritage venues / visitor attractions, and neighbours.

Open competition tenders for the capital works phase of the project were initially received in June 2023. After receiving the tenders, we found that our funds raised did not meet costs, however, an award of £1.95m in late December 2023 has helped reach our indicative target.

The preferred bidder's revised price in January 2024 was £3,550,441.57 (ex-VAT). Above this, additional costs are c£281k professional fees and c£114k VAT (we understand that we would be eligible to claim back 85% of the total VAT of c£766k). Total reconstruction costs, therefore, are c£3.947m.

To date (Mar 2024), c£4.91m has been secured/pledged (including OCS-related earned income, donations etc), although c£379k has already been spent to reach the stage we are at now – commencing RIBA Stage 5.

The contract was signed with O'Brien Construction Ltd (Thurso) on Feb 29, 2024, and site work began on Apr 01 and the projected opening is for Q2 2025.

The construction phase will be project managed by our appointed Architects.

The subsequent fit-out phase requires an additional c £0.6m (detailed costing to be undertaken by the **Business Development Manager** on final interior design), for which funding has yet to be secured.

This project will be transformational for the Society, as well as for the village of Brora. It will fulfil our aims to be completely independent, by having a purposed-designed permanent home, from which we can operate an expanded, year-round sustainable heritage business and securely store our nationally recognised collection in an appropriate, environmentally controlled space.

Future Intentions

It is proposed that the OCS will continue to provide for the two clientele groups identified above, i.e., the society membership / local community heritage interests and the visitor/tourist trade.

The heritage study, research and education elements of the building will be the focus of the community / society membership interests, while the museum, café and shop will be the major focus for the visitor/tourist trade.

Proposed Business Model

It is imperative that the business model is developed to enable the OCS business to be fully self-sufficient and sustainable, i.e., to cover all running, maintenance, and renewal costs. Consequently, income generation via museum entry charges, café and shop sales and any other relevant means is crucially important.

Because heritage is the primary purpose of the CHS charitable status, the museum will be operated as a function of the current CHS company.

Because retail operations, including food and beverage are not deemed to be primary purpose, the shop and cafe will be operated under the auspice of a subsidiary trading arm.

Both companies will be VAT registered.

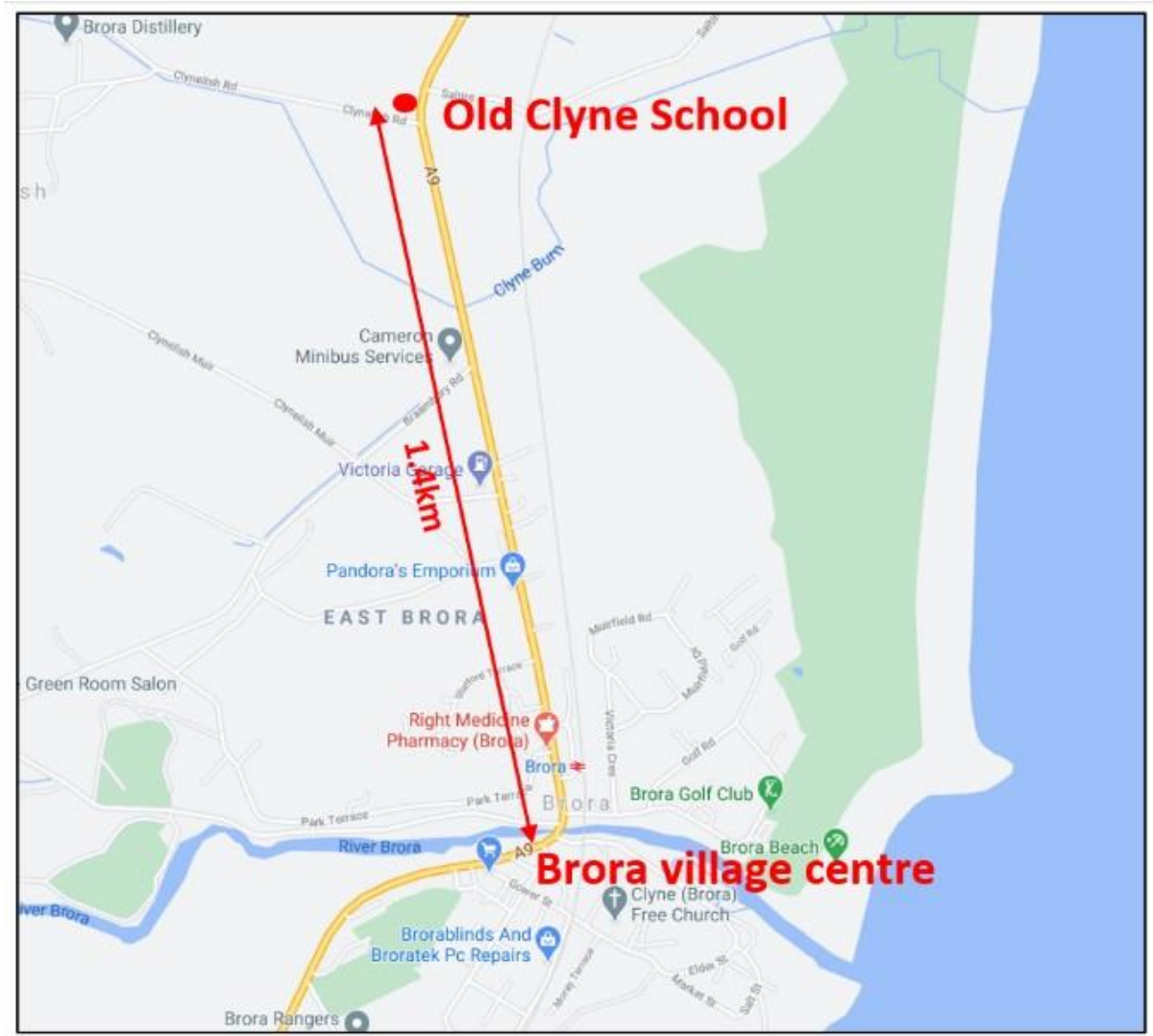
It is proposed that the whole site and operation will be marketed as the 'Brora Heritage' brand. This is because 'Clyne', the name of the parish, is not widely known outside the local community, whilst 'Brora' is a place name immediately recognisable on the NC 500 route and on the main road north from Inverness to Caithness and the Orkney ferry ports.

In operation, annual footfall to the redeveloped OCS is projected to be around 20,000, with annual revenue from year-round operation estimated at c £400k from museum admission, café and shop sales, chargeable heritage-related and community activities, and donations.

Appendix 2: The former Old Clyne School - pre-redevelopment.



Appendix 3: Location of the Old Clyne School on the A9.



Appendix 4: Artist's impression of the completed project.

