

Job Title: Retail & Operations Manager Enterprise Works	Role Profile Number: OPH79
Grade: R	Date Prepared: 4 th October 2021
Directorate/Group: ASC	Reporting to: Head of Commissioning, Health and Social Care
Structure Chart attached:	

Job Purpose

Enterprise Works provides an environment for supported employing and learning currently encompassing Timber workshop and retail, along with a Community Meals service. In alignment with the supported employment strategy 2018-22 this role is responsible for the development of a new business model within Enterprise Works and sustainability of existing areas of growth to ensure a range of experiences and opportunities for those individuals on supported learning and employment.

Key Objectives

To deliver and develop with the Adults Social Services as a key Stakeholder, the aims and objectives for the 100% Swindon Borough Council owned Enterprise Works and Community Meals businesses, specifically ensuring that there is a range of sustainable work streams and opportunities for those individuals who are on supported employment or supported learning schemes.

This role is responsible for the delivery of year on year commercial growth to the Stakeholder thus relinquishing the requirement of funding required to operate the businesses i.e. that the EW operations becomes self-funding and any surplus reinvested within the business to develop further opportunities and experiences for those requiring supported employment and learning.

Key Accountabilities

Financial Sustainability of Service Delivery

- Overall responsibility for the continuous commercial and business development activities across Enterprise Works (EW) and Community Meals (CM) maximising profitable sales growth, demonstrate accurate product margin management in a fluctuating market sector whilst minimising on-costs

- Develop, agree, execute and review with the Director of Adult Services, the EW business strategies including developing a comprehensive business plan which clearly sets out the strategic direction and objectives for the businesses to ensure a sustainable approach to supported learning and employment.
- Take full oversight of all business activities, day-to-day operations and to assure the smooth functioning and efficiency of EW and CM
- To create a new suite of KPI's and SOP's that ensure the timely production of performance reports to the Head of Service, SMT, CMT, Cabinet and other Business Stakeholders as required
- To programme manage the businesses commercial trading initiatives and ensure competitive events planning against other market leaders within the sector, both internally within Swindon Borough Council and externally in the local economy.
- Work to identify new business development opportunities using a commercial approach, undertake market development and deliver new revenue opportunities and allow the businesses to be financially resilient in a competitive market, particularly in relation to the significant housing development programme in progress across Swindon.
- To ensure EW and CM are resourced appropriately and sufficiently to deliver against the strategic objectives and business plan, now and in the future to ensure a sustainable programme of supported employment and learning.
- To work with finance colleagues to ensure that accurate budgets are in place to deliver the strategy and business plans, enabling decisions to be taken in a timely way to ensure the business model remains financially sustainable and supports the wider aims of the Supported Employment Strategy 2018-22. To be accountable for all expenditure and future planning to assist the council to achieve short, medium and long term financial objectives

Communication and Relationships

- Play a lead role in demonstrating commercial behaviours and skills both internally and externally, enabling the continued development of a positive reputation for Enterprise Works and the Council with partners including health and charities as well as customers and stakeholders.
- Work collaboratively across the Council with Managers, Staff and Members to drive forward a commercial and business-like culture within Enterprise Works where colleagues are actively engaged in shaping solutions and services for all of the customers, as they relate to Enterprise Works and its future sustainability.
- Communicate openly, engage others in planning and decision making, to ensure high levels of cooperation, an understanding of the aims of the Council and the businesses and understand how the performance of both contributes to service improvement and improved outcomes for those individuals who are on supported employment and learning.

Business Intelligence and Data Management

- Provide expert guidance for Enterprise Works and where required the Council, on the effective analysis of data to assess commercial opportunities, develop data analysis models and skills development interventions to ensure the capacity and commercial skill levels are continuously improved, thus enhancing the reputation of SBC as a champion of Supported Employment and Learning.

- To maintain a deep knowledge and understanding of the markets and industry of the integral businesses encompassed within the Enterprise Works brand and ensure they are well positioned to maximise opportunities

Marketing and revenue optimisation

To continue to optimise opportunities in marketing and promoting the products available through the retail element of Enterprise Works including:

- Create and implement new multi shopping channel brand 'EW Shopping Made Easy' across Home, Delivery / Order & Collect / Park'n'Pick models
- Develop and implement new e-commerce shopping platforms for EW that enables online shopping with a 'click'
- Develop and implement a new CM online platform that showcases the service and enables the ability for customers to order meals online
- Install and continuously manage new social media platforms such as Facebook, Instagram and LinkedIn that highlight products and services and to blog stories going forward
- Research, develop, design and implement new technologies that achieve cost reduction and a managed accurate asset inventory with the overall objectives being to minimise stock holdings and the costs attributable to stock loss.

Staff Management and Personal Development

- Provide oversight of all staff management, performance, training etc of those permanently employed by SBC, and those that are engaged in the supported employment and learning programmes.
- Create and implement new training matrices for businesses that demonstrate individuals' continuous development and ensure all mandatory and statutory training is completed timely for both internal and external training needs
- Develop staff capability and capacity with the objective of encouraging upwards progression and employment mobility both in terms of those on supported employment and supported learning;

Supported Employment and Learning

Overall responsibility and oversight of the following (through the Deputy Manager);

- To ensure and embed the implementation of a new supported learning programme that sees a continuous rotation of individuals experiencing both EW and CM opportunities
- To provide oversight of the development of work programmes and learning objectives for all supported learning, work experience and apprentice schemes so that individuals are best placed for future external employment.
- To ensure that action to maintain compliant safe work environments in accordance with statutory requirements and best practice for staff, stakeholders and customers and employees with a wide range of disabilities and vulnerabilities.
- To ensure the implementation of a new suite of H&S and Compliance reporting to ensure all directives relevant to EW and CM are met and robust measures are in place that demonstrate future adherence

- To contribute to SBC's Support Into Employment Strategy by continuously striving to provide work opportunities within both EW and CM.

Covid PPE Management

- Manage the Covid PPE inventory holding for the Council, ensuring robust controls are in place for the safekeeping of stock.
- Be responsible for distribution of Covid PPE across Swindon for all care homes, social workers, PHE testing centres and all in-house SBC service users in a timely manner, responding to escalations in times of increased infections as required.
- Interact and engage with DHSC and SBC colleagues to ensure a regular and managed stock-flow intake of Covid PPE.
- To be accountable for taking decisions on an operational level within the framework of existing policies, protocols and procedures governing service delivery, and advising on matters associated with effective operational delivery.

Other key responsibilities

- Ensure compliance with the provisions of the GDPR, Data Protection Act and Freedom of Information Act, monitoring processes and advising or training staff and volunteers as appropriate, and ensuring that all communications comply with procedures or policies governing secure transmission via IT. To contribute to SBC Corporate Social Responsibility Programme with specific selection of product and suppliers.
- Create and implement a waste prevention strategy that demonstrates recycling of timber 'seconds' or damaged materials into a productive and profitable use.
- Overall management of all vehicle compliance and adherence in accordance with SBC Fleet Management and an understanding of Licence Regulations for vehicle use.

Supplementary Accountabilities

In accordance with the provisions of the Health & Safety at work etc. Act 1974 and the Management of Health & Safety at Work Regulations 1999 you must take reasonable care so as not to endanger yourself or other people whilst at work. You must also co-operate with the Council to enable it to comply with its statutory duties for Health and Safety.

You must work in accordance with training or instructions given and make proper use of any protective equipment provided.

You must ensure you undertake responsibilities relating to your positions as detailed within your Directorate Health and Safety Policy.

You must ensure that all employees and visitors to your area of work also comply with the above at all times. Ensure that the SBC Code Of Conduct is adhered to by all employees at all times.

Job Scope:

Job Scope: Number & Type of jobs directly managed: Retail Operations Deputy Manager Comms meals team leader Compliance and Facilities Officer Vehicle Management	Example of tasks responsible for (not exhaustive) Product margin management Commercial competitor pricing reviews Trading promotions Stock Inventory Management & Rotation B2B Engagement Relationship Management – Customers & Suppliers Development & Management of Reports & KPIs Provide support for disabled/disadvantaged adults Multi-site Security H&S and Facilities Compliance
Budgets Holder Responsibility? Yes	Yes – Circa £1m Gross Income £900k net budget £100k
Asset Responsibility? Yes	Yes – EW Site/Assets/Machinery/Vehicles

Knowledge & Experience

- Demonstrable in-depth experience of Retail Operations & Supply Chain Management, preferably in the private sector
- Previous in-depth experience of Sales, Profit & Loss, Margins and Promotional Stance Trading Calendars to increase Brand awareness and sales revenue
- Previous in-depth experience of multi-channel shopping and e-commerce platforms
- Experience in and to have held a senior position managing a large stores/warehouse function with excellent knowledge of warehousing, stock management and logistics operations
- Working with elected Council Members and/or Boards in developing and implementing programmes, plans and strategies
- In-depth experience of stock management, continuous PI checking and barcoding systems.
- A sound knowledge and demonstrable skills around risk management, loss prevention and stock-loss
- Proven communication and negotiation skills with a wide range of stakeholders and commercial organisations
- Understand areas of potential for investment and an appreciation of the wider economic and policy context in which local authorities operate
- Understanding of the economic trends and the opportunities that exist or can be created
- An entrepreneurial mind-set with exceptional organisational and leadership skills
- Understanding of financial and business data and the development and delivery of business plans.

Qualifications Required

- Educated to A Level or with demonstrable relevant experience in management position
- Managerial qualification (desired)
- Relevant Logistics/Retail Management Qualifications
- Previous managerial experience within Retail Operations

Decision Making

- Strategic planning and business execution around commercial decision making and future business growth and opportunities, working autonomously to ensure sustainability of the Enterprise Works as a going concern and source of supported employment and learning;
- Ability to clearly summarise and articulate information and produce reports with recommendations for senior managers at the Council to effectively inform and influence executive decision making;
- Act and take decisions autonomously to ensure effective operational delivery is maintained within the Enterprise Works, ensuring mitigating of any risks to the safety of individuals within the work environment
- Through effective collaboration with key partners and stakeholders (both internal and external to Swindon Borough Council) and appropriate influence ensure that decisions taken across systems are in the best interest of the individuals working in Enterprise Works and those engaged in supported employment and learning;
- Working with relevant colleagues within support functions such as Finance and Human Resources, make robust decisions that can impact on successful budget management and an effective workforce.

Creativity and Innovation

- Explore various ever changing methods and mediums to promote the business in particular, social media presence and e-commerce platforms.
- Adapt approaches to external businesses to understand their requirements and how EW can interact to ensure maximisation of sales and growth potential which will contribute to sustaining the business model and ability to offer a comprehensive range of experiences and opportunities for individuals to develop key skills and competencies for the work place
- Develop new ways of marketing to increase revenue both online and through standard retail operations, that sells the benefits of shopping and spending locally within Swindon and equally ensuring greater awareness of the benefits of employing individuals with disabilities to the wider economy;
- Develop new logistical efficiencies to minimise costs specifically a 'just in time' logistics function
- Continuously explore and develop new ways of delivering services with the customer being the focus at all times, ensuring a place based focus is seen as a priority where feasible;
- Create and implement a waste prevention strategy that demonstrates recycling of timber 'seconds' or damaged materials into a productive and profitable use
- Strong hands-on and lead by example attitude

- Use own initiative and think laterally, taking a problem-solving approach.

Contacts and Relationships

- Support the Corporate Director in developing key business activities including for example strategic plans, annual business plans and savings plans.
- Lead and facilitate business meetings, both internally and externally ensuring that any actions or decisions are recorded appropriately and advised or reported through the appropriate governance arrangements within Adult Social Care and Swindon Borough Council
- Develop and maintain close and successful working relationships with other departments and support functions including for example Finance, Housing, Operations, Human Resources and the Supported Employment Team.
- Build robust and resilient relationships with suppliers, to ensure supply chains remain constant and competitive.
- Develop a strong team approach to relationships with customers, both internal and external and problem solve in a timely manner, enabling the development of a strong reputation of reliability and delivery
- Ensure the reputation of SBC and the Brand EW are represented positively at all times

Values and Behaviours

We strive to underpin our culture of being 'At our Best' through strong management and authentic leadership. This means getting the management basics right. We own and demonstrate accountability, both individually and collectively, and aim to get things right first time. Building on this we also expect everyone at SBC to demonstrate and live our organisational values and behaviours, by displaying:
Accountability at all levels · Customer care and pride in what we do · Continuous learning and evaluation · Valuing one another and the contribution each of us makes

Other Key Features of the role (working environment / emotional / conditions i.e. regular outside work, unpleasant or hazardous conditions, practical demands such as standing, carrying or working in constrained positions, potential verbal abuse and aggression from people, or risk of injury).

- Regular use of computers and other technology on a daily and regular basis
- May be required to travel locally to promote the businesses
- Knowledge and ability to work within an Equal Opportunities Policy framework
- Requirement to host business representatives and present the various services to them
- Will be required to work with employees with a range of disabilities and conditions
- Multi-site working will be required
- Can be exposed to potential verbal abuse or aggression from people

Employee Signature:	Print Name:
Date:	
Line Managers Signature:	Print Name:
Date:	