



SWINDON
BOROUGH COUNCIL

Role Profile

Job Title: Operations Manager, Enterprise Works	Role Profile Number: SBC_11314
Grade: Level 10	Date Prepared: 4 th October 2021 Revision 22 Dec 2023
Directorate/Group: Adults/ Housing	Reporting to: Head of Housing Commissioning and Strategy
Structure Chart attached:	

Job Purpose

Enterprise Works provides an environment for supported employment and broader learning opportunities for those with learning disabilities and a broader apprenticeship offer in a real employment environment. The Works currently encompasses a Timber workshop a Retail Counter, along with a Community Meals service. The latter is the subject of a review with the ambition to close this element of the service in 23/24. In alignment with the supported employment strategy 2018-22 this role is responsible for the development of a new business model for Enterprise Works, that enables the successful development of all employees by way of a range of experiences and opportunities for these individuals.

In addition, a working model will allow the opportunity for Care Experienced young people to gain work experience at the works.

As part of the Housing Directorate, the Works will also provide classroom practice learning and apprenticeship opportunities to council housing tenants and their immediate families. This will be in partnership with the Tenant Academy to assist customers in either entering the job market, changing jobs or taking up volunteering and training opportunities. In order to secure the long term benefits of future supported employees and apprentices the post holder must ensure Enterprise Works becomes a financially viable business unit within the Council.

Key Objectives

To deliver and develop the aims and objectives for the 100% Swindon Borough Council owned Enterprise Works , specifically ensuring that there is a range of sustainable work streams and opportunities for those individuals who are on apprenticeships, supported learning schemes or shorter learning experiences

This role is also responsible for the delivery of year on year commercial growth to the Council. A key objective for the post holder is to ensure that Enterprise Works becomes and maintains financial viability, to secure its existing offer and maximise its potential to become a leading regional work based opportunity for those unable to access the job market and learning programmes in other ways. The post holder will establish a training suite to operate alongside the existing factory, enabling a broader learning offer for tenants and care experienced people seeking new and positive life experiences that will lead to greater independence and self-fulfilment. This will include working collaboratively with Adult Community Learning, the SEND team and Academy Trusts.

Key Accountabilities

Financial Sustainability of Service Delivery

- Overall responsibility for the continuous commercial and business development activities across Enterprise Works (EW) 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 Housing, 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, learning programmes, day-to-day operations and to assure the smooth functioning and efficiency of the Works
- To develop a suite of KPI's and SOP's that ensure the timely production of performance reports to the Head of Service, DLT, CMT, Cabinet and other Business Stakeholders as required
- To programme manage the business's commercial trading initiatives and ensure competitive events planning against other market leaders ensuring the Swindon £ is reinvested in Enterprise Works
- 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 Enterprise Works is resourced appropriately 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 partners 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.
- Work collaboratively with the Lead Tenant Academy Officer to ensure tenant learning is promoted and opportunities maximised at the Works.

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 and analyse data bases 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'
- 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.
- Develop and implement a successful range of secondary spend opportunities alongside Enterprise Works timber products

Staff Management and Personal Development

- Provide oversight of all staff management, performance and training 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 and with support of job coaches and mentors);
- 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
- Develop opportunities for alumni to become mentors and job coaches for current learners
- Develop opportunities for the Tenant Academy at the Works to deliver training to tenants to help them maximise their employment potential.
- 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 development of a suite of H&S and Compliance reporting to ensure all directives relevant to the Works 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

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
- Work towards Enterprise Works becoming Carbon Neutral by 2030

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

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
- Experience of report writing to enable decision making at the highest level
- 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 and develop strategies to address pressures and take opportunities
- 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 and/or with demonstrable relevant experience in a management position
- Experience of developing learning programmes for apprentices and or supported employees
- Managerial qualification (desired)
- Relevant Logistics/Retail Management Qualifications (desired)
- Previous managerial experience within Retail Operations

Decision Making

- Ability to plan and develop learning programmes for apprentices and supported employees
- Strategic planning and business execution around commercial decision making and future business growth and opportunities, working autonomously to ensure the sustainability of the Enterprise Works and retain the Works as a key local resource for supported employment and apprenticeships
- 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

- Develop existing and create new learning programmes for employees so that there is a positive flow of supported employees and apprentices throughout Enterprise Works enabling staff to develop new skills, gain qualifications enabling them to develop their careers within or outside of the Council
- 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 to make best use of the 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 Adults Health and Housing
- Develop and maintain close and successful working relationships with other departments and support functions including for example Finance, Children's Services, 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 microsoft Office solutions and bespoke operating systems on a daily and regular basis
- May be required to travel regionally 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 aggressive behaviour

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