

Delivery Manager, Business Centres (Tier 4)

Directorate: Service area:	Communities – Communities (Strategy & Commissioning)
Accountable to:	Strategy and Commissioning Manager (Economy & Skills)
Accountable for:	Gross Expenditure: £1.6m, Income: £1.1m Headcount: 10+ FTE
Politically restricted post	No
Delivery teams:	Business Centres Operations Customer Service Executives Building Services

Context

You will play an active role as part of our service team working in partnership with our Commissioning Team Leaders to innovate our service delivery capabilities.

You will support the Service Manager and other Delivery Team Leaders in achieving our organisational vision and outcomes.

You will manage your team to meet the outcomes of the service delivery plan. You will develop and maintain good working relationships with our range of key stakeholders including statutory partners, service providers, voluntary sector and customers.

Specific role assignment

Delivery responsibilities	<ul style="list-style-type: none">• Effective delivery of the County Council Business Centres Portfolio, meeting the needs and opportunities within the local economic areas that they serve• Reviewing and amending the focus of activity of the Centres as required, and developing new services and opportunities as required• Maintaining strong awareness and understanding of the market and trends in the provision of business and incubation centres• Maintaining a strong income flow for the County Council, ensuring that the lease costs to businesses are in line with market rates for the level of service provided• Identifying and progressing opportunities to add to the Business Centres Portfolio, and additional income generating opportunities• Leading discussions and negotiations with providers, land-owners and developers with regard to extension of the portfolio and increased service provision
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	<ul style="list-style-type: none"> • Ensure a strategic, coherent and consistent approach is adopted and utilised across the Business Centres Portfolio • Ensure that the Business Centres has the appropriate and most effective resources and staffing available to deliver a high quality service within the identified budget • Effectively managing the budget of the Business Centres Portfolio, meeting income targets set by the Council • Ensure strong and effective integration between the Business Centres and wider business support activity available within the local area to support and maximise the growth of businesses within the centre (and surrounding local areas) • Ensure that the Business Centres portfolio is effectively maintained and the Council's asset base is preserved and improved. • Providing strategic management and leadership to the staff within the Business Centres
Key business measures	<p>Income targets</p> <p>Business support targets</p>
Statutory responsibilities <i>(if applicable)</i>	
Specific experience	<ul style="list-style-type: none"> • Degree or equivalent experience (at least 3 years) within economic development, business support or similar • Significant experience of running/managing business centres (or similar) • Strong understanding of the needs and issues facing small businesses and the support they need to grow and prosper • Excellent leadership and management skills, with a proven ability to successfully manage and deliver change • Experience of working and negotiating deals with private sector providers/developers to achieve effective and efficient outcomes • Strong knowledge and understanding of the commercial property market • Good knowledge of health and safety legislation and its application within the context of Business Centres (or similar) • Strong ability to develop, implement and maintain clear and effective policies and procedures to support the effective and efficient running of the Business Centres

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Specific qualifications/and registration	
Budget responsibility	Gross expenditure: c. £1.6m Income: c. £1.1m Net budget: £500k
FTE responsibility (line management)	10 FTE (potential for increase in line with further expansion of the Business Centres portfolio)
Key stakeholder relationships	<ul style="list-style-type: none"> • Key relationship management with commissioned providers of any of the service provision, and suppliers to the Business Centres • Key partner relationship management with those involved in economic development and business support (including CWLEP, Growth Hub, Chamber of Commerce, FSB, Government Departments) • Professional relationship development with Leader or Deputy Leader of the Council, Cabinet Members and any other political post holders as required. • Professional partner relationship management with Delivery Manager colleagues, Senior Commissioning colleagues and any other internal stakeholder as required.

Generic capabilities of the role

Generic Capability	Descriptor
Business Acumen	<ul style="list-style-type: none"> • Deliver in year service plan (1 year) • Effective contract and supplier management • Meet budget, savings and income targets

- Contribute to the operational planning of the service with the commissioning team
- Ensure effective contract management arrangements are in place
- Manage costs down, deliver savings and income targets (as applicable)

Generic Capability	Descriptor
Performance & standards	<ul style="list-style-type: none"> • Statutory compliance • Professional practice • Procedure compliance

- Execute the statutory or regulatory duties are in place and delivered across the team.

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- Ensure the safe operation of the business and compliance with appropriate regulations and legislation.
- Execute the relevant policies and procedures to ensure the outcomes are delivered.

Generic Capability	Descriptor
Operational management	<ul style="list-style-type: none">• Deliver operational performance objectives• Manage the workforce• Deliver continuous improvement plans

- Meet the service key business measures for the service
- Manage costs down through operational improvement
- Manage and allocate resources to meet key business measures
- Use data and insight to improve service performance

Generic leadership competencies

Capability	Descriptor
People Management	<ul style="list-style-type: none">• Workforce development• Workforce planning

- Recruit and ensure effective onboarding of team members
- Retain and attract the required capabilities of the team through effective talent management
- Set and deliver stretching performance objectives
- Undertake annual appraisals with the team
- Undertake regular 1:1 sessions throughout the year to review performance against objectives
- Manage and support teams through organisational change

Capability	Descriptor
Management of resources & planning	<ul style="list-style-type: none">• Monitors the service performance framework• Effective service design

- Plan, task, deploy and co-ordinate resources to meet changing operational needs as required
- Monitor, plan and review team outcomes ensuring delivery of personal and team objectives
- Hold regular meetings to inform teams of plans, priorities, budgets and expected outcomes
- Identify the capacity of the delivery team through effective workforce planning.
- Develop and implement integrated working across teams

Capability	Descriptor
Organisational leadership & resilience	<ul style="list-style-type: none">• Deals with performance issues• Maintains business continuity• Role model of how we work principles

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- Maintain business continuity in the event of service disruption
- Effectively addresses performance issues within the team
- Enable the team to work in a high performance culture
- Act and operate corporately across WCC adopting the one council approach
- Act as a positive role model for WCC's values and behaviours at all times
- Represent the interests of the Council on external bodies and networks

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WCC values and behaviours

The post holder must be able to demonstrate that they role model the WCC values and behaviours.

Our Values – The Warwickshire DNA



Our Behaviours



Strategy... the direction we will take to achieve our outcomes



Plan... what we will do to achieve the strategy



Commissioning... the process of how we will plan, purchase and monitor our services



Strategic Commissioning... the process for understanding, planning and delivering services to achieve the best outcomes



Operational Commissioning... the process for meeting need at an individual level or to a specific group



Delivery... providing services to our customers

