



camphill
village
trust

social enterprise manager

Candidate brief - May 2021

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Welcome letter

Dear applicant

Thank you for your interest in Camphill Village Trust's Social Enterprise Manager role at Taurus Crafts. This is a key appointment for the Trust, with overall responsibility for remodelling our artisan retail and hospitality centre into a cohesive training and social enterprise model, which serves the requirements of people with learning disabilities and makes a financial contribution to the Trust.

We are looking for someone who is bold and able to think outside of the norm who will bring tenacity, flair and an entrepreneurial spirit to drive transformative change at Taurus Crafts, which has been in operation since the 1990s. Whilst the centre is a popular destination for both local people and visitors to the Forest of Dean, it was running at a deficit prior to its temporary closure during the Covid pandemic and had drifted from its core purpose of maximising the provision of opportunities for the people our charity supports.

Our vision is for the establishment of an on-site training academy for people with learning and other disabilities, through which people can access a rich variety of on-site retail and hospitality work experience. We also want to develop a network of contacts across the area where people can gain supported employment.

We believe that there is demand for services which provide a clear pathway through training to work experience and onto supported employment, including people supported by the Trust in two of our communities which are close by. However, there will be many more people in the area who would benefit from the services that Taurus Crafts could provide.

The Trust has developed an outline plan for Taurus Crafts but the postholder will have a level of flexibility to develop the centre, in consultation with a project planning group and the people supported on site. The Trust is determined to make this service succeed and support and investment will be available to help you make this happen, including the appointment of a Vocational Training Manager who will take responsibility for the training academy and will report to you.

Taurus Crafts is one of Camphill Village Trust's IO communities and services and we are keen to reinvigorate the centre so that it makes a positive contribution to the lives of people with learning and other disabilities. If you think this role sounds interesting and exciting and you have the skills to join us on the journey then please apply. I look forward to hearing from you.

Yours sincerely

Annabel Arkless
Director of Fundraising & Marketing



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Taurus Crafts



Taurus Crafts is based on the outskirts of Lydney, Gloucestershire, just off the A48 which runs between Gloucester and Chepstow. It is easily visible from the road and offers plenty of on-site parking.

As an outdoor site, we believe that it will be an attractive destination, post Covid.

The site has a variety of retail units which are rented to external artisan unit holders, who sell a wide variety of artisan goods from chocolate makers to stonemasons. Currently the stall holders are not required to provide work experience / opportunities to people with learning disabilities and this is something we are keen to change.

The Trust runs its own gift shop, kids books and toys shop and a popular café. Several years ago, we invested in a small children's playground which is situated next to the café.

A small marketing and events team is in place, which organises a programme of activities from Christmas markets to Ukulele Days, all of which are aimed at encouraging visitors to site.

Taurus Crafts has its own Facebook page with more than 6,000 followers.

Pre-pandemic, Taurus Crafts offered around 25 day placements per week to people with learning disabilities.



About us

Camphill Village Trust is a leading, long established and progressive UK charity supporting adults with learning and other disabilities to lead a life of opportunity.

We encourage, enable and support over 500 people across a range of housing and support models and through our 10 urban and rural communities and services, all of which are rated 'good' or 'outstanding' with CQC.

We have one bespoke residential service providing accommodation with care to people with complex needs, but our present support is principally provided through a wide spectrum of supported living at home environments that provide the people we support with individual tenant status. Some are shared homes with 24-hour support, whilst others increasingly support semi-independent and fully independent living.

Our Shared Lives support service is establishing supportive links between Shared Lives homes in the wider community and present Camphill Village Trust resources; which we believe will enable people with greater and more complex support needs to be supported within the Shared Lives model.

The introduction of a more person-centred and outcome-based focus to our enterprise activities and day support model has led to major growth in the number of people

we now support during the day across a wide range of land-based, food production, craft and customer service functions that provide therapeutic learning.

We run cafés, shops and art therapy studios; bake great bread and make award-winning cheese; create and sell wonderful crafts; get involved in pop-up markets; support urban community allotments and gardens; lead the UK with Care Farming projects and so much more. The people we support are at the heart of these activities.

Our direction and future is increasingly being informed and directed by the people we support through a range of co-production initiatives and projects that are still developing and evolving - and we see the growth of this co-productive approach as a bedrock of our future culture.

We retain a strong belief that everyone needs purpose in their lives, and Camphill Village Trust continues to enable people to have meaningful opportunities to contribute in society on an equal basis - and to have that contribution recognised and appreciated. Enabling people to become "world citizens" and to grow physically, emotionally and spiritually in a contemporary context is challenging, especially with competing resources, but this remains a core commitment at Camphill Village Trust.



Working at Camphill Village Trust

We want our employees to enjoy what they do, which is why we are looking to recruit great people to make our communities a great place to live for the people that we support and a great place to work for our employees.

Over 600 people work across the charity in a range of roles, both within our communities and central functions. We also encourage and provide volunteer opportunities.

As you would expect most of our colleagues are involved in care and support roles, but we also have colleagues involved in our enterprise, finance, HR, fundraising, IT, administrative and management functions.

In addition to being part of the local community teams, we come together for workshops, meetings and training, have an Employee Forum with representatives from across the charity, monthly briefing updates and an employee assistance programme.

We work hard to provide a workplace that values all people and treats everyone with dignity regardless of age, race, gender, sexual orientation or disability. The Trust is working with an external partner on a trustee led programme to improve our equality, diversity and inclusion.



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Our communities and services



Our support and services are presently organised within three broad geographical regions:

North:

- Botton Village
Whitby, North Yorkshire
- Larchfield Community
Hemlington, Middlesbrough
- Croft Community
Old Malton, North Yorkshire

South west / central:

- Oaklands Park
Gloucestershire
- Grange Village
Gloucestershire
- Taurus Crafts
Old Lydney, Gloucestershire
- Stourbridge
West Midlands
- Shared Lives

South east:

- St Albans Community
St Albans, Hertfordshire
- Delrow Community
Aldenham, Hertfordshire



- 1 Larchfield Community
- 2 Botton Village
- 3 Croft Community
- 4 Stourbridge
- 5 Oaklands Park
- 6 Taurus Crafts
- 7 Grange Village
- 8 St Albans Community
- 9 Delrow Community
- 10 Shared Lives

Camphill Village Trust does not have a Head Office. Instead our central team functions are located within our communities. Our fundraising and marketing team is based at Botton Village, on the North York Moors.

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Our vision

To see more people with learning and other disabilities lead a life of opportunity.



Our mission

To empower the people we support to lead more connected, fulfilled lives and make informed life choices.

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Camphill Village Trust values

Camphill Village Trust was established in 1954 to provide support to adults with learning disabilities, inspired by the philosophy of Rudolf Steiner. Today, our charity continues to support adults with learning disabilities, applying our core values to modern social care, in a way which is relevant to people with learning disabilities and social care commissioners.

Below are the core values that will guide us through our current strategy:



Building connections

Camphill Village Trust offers a sense of belonging and community. That means we create opportunities for friendship, connecting people to build a community so they can feel valued rather than isolated.



Enabling potential

Camphill Village Trust enables people to develop, grow and be heard. This means we build confidence and the voice of the people we support informs what we do, at every level.



Promoting purpose

Camphill Village Trust promotes meaningful, healthy living. This means the people we support live an active life and can contribute to the wider community on an equal basis.



Environmental respect

Camphill Village Trust values and cares for the environment. This means that we see a connection between the environment we live in and our well-being and promote living sustainably, in harmony with the natural world.



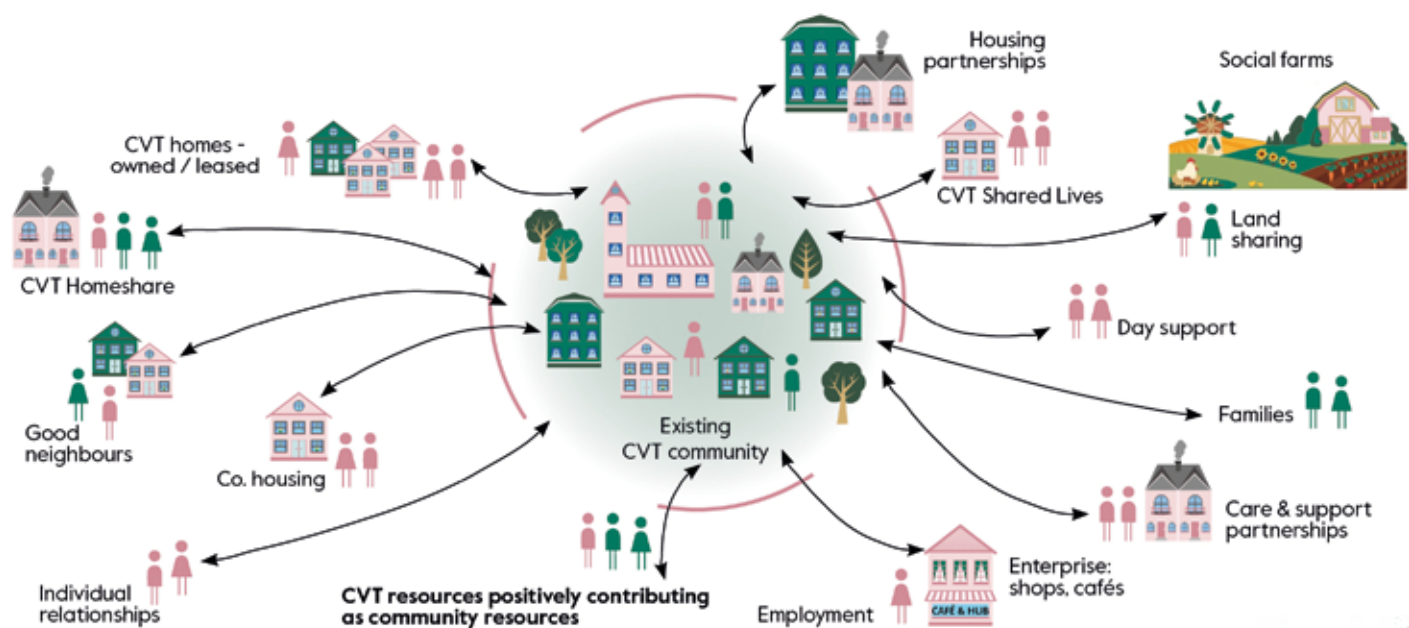
Social impact

Camphill Village Trust believes our people and resources should make a positive contribution to society. This means we support and develop initiatives to challenge issues faced by vulnerable members of society, which enable the people we support to achieve greater integration into the wider community.

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Camphill Village Trust community model



Strategic ambitions

The charity has a three year strategy which has a focus around three main themes: to improve the quality and consistency of our care and support to those we presently support; to support more people with Autism and more complex needs; and to ensure all our care and support is integrated within the wider communities.

The strategy's main purpose is to focus on enabling people to live a 'life of opportunity'. The charity has a co-productive approach to ensure full involvement of every person we support and their families. We employ co-production specialists in all our communities. Their role is to work with individuals and groups, encouraging them to come up with their own solutions and formulate these into co-produced plans. This empowers people to take more responsibility for achieving positive outcomes and reduces dependency on services or professionals. We not only encourage people to think co-productively for their own benefit, but also consider what skills they can bring to developing projects that will have a wider benefit for the whole community.

We are two years into the strategy and despite Covid-19 we have made good progress. A number of new projects are underway including plans for an inner city social garden and community hub; new accommodation to better meet the needs of people we support, both now and in the future, and community connector roles helping us to build links with our friends and neighbours. With a new CEO joining us this summer, it is an exciting time to be a part of the Trust.

Role description

Job title:	Social Enterprise Manager
Location:	Taurus Crafts
Reports to:	Director of Fundraising & Marketing
Management of:	Taurus Crafts Management Team

Overview

Camphill Village Trust is a long-established charity formed of 10 communities and services across England supporting over 500 people with learning and other disabilities to live, learn and work together in an environment of meaningful relationships, purpose, and respect. Our founding values recognise everyone's contribution and creativity towards a sense of community which enables people to lead a life of opportunity.

Our Taurus Crafts visitor centre is situated in the Forest of Dean, on a major local and tourist route and close to two of our campus communities. Taurus Crafts has a café and a small number of gift shops run by the Trust, providing limited work and volunteering opportunities for people with learning disabilities. There are also leased artisan craft stalls on site.

While the centre is well established and attracts customer support, we believe the resources can provide more opportunities for people with learning and other disabilities, and be better connected to our core Trust purpose. We are also keen to ensure that centre becomes more financially viable, drawing on diverse income streams.

A project plan has been developed with Trustees and the Senior Management Team to remodel our retail and hospitality offering and establish a Training Academy which enables us to maximise the opportunities offered at Taurus Crafts to provide experience, access to qualifications and pathways to work for people with disabilities. This plan was developed before the pandemic and the Trust accepts this may need to change to take account of current circumstances and new opportunities identified by the Social Enterprise Manager.

We need an entrepreneur with a successful track record in social enterprise who will be excited by the opportunity to work with people supported by the Trust to reshape Taurus Crafts so that it becomes commercially self-sustaining and provides a flexible pathway to qualifications and work.

Job purpose

The Social Enterprise Manager is responsible for remodelling Taurus Craft's operating and financial model taking account of the agreed project plan, financial targets and KPIs and the Trust's purpose and vision. This includes

Taurus Crafts being:

- A Trust resource that provides the people we support with a life of opportunity
- A financially viable café and retail complex that showcases Camphill Village Trust
- A vocational education, training and work experience facility for people with learning disabilities

A project support group will be in place to provide support and guidance to the Social Enterprise Manager on delivery of the project plan, and to help identify expertise within the Trust and externally to provide any necessary assistance.

Role description

Main accountabilities

1. Remodelling, strategic development an on-going growth of Taurus Crafts

- Lead Taurus Crafts from a deficit to break even status and then onto a surplus position.
- Redevelop Taurus Crafts so that it provides clear pathways and opportunities for education, work experience and supported employment for people with learning and other disabilities and ensure that people supported by the charity are involved in shaping the service.
- Oversee the establishment of a Training Academy; redevelopment of existing retail and hospitality opportunities; and creation of a pathways to work scheme.
- Proactively look for new opportunities to grow, develop, network and promote all aspects of Taurus Crafts.
- Monitor the success of the individual functions and combined synergy of the centre to ensure ambitious targets relating to both the number of people supported and the financial turnaround of Taurus Crafts are met.

2. Support the Vocational Training Manager with the development and growth of an on-site Training Academy and pathway to work schemes

- Ensure the successful establishment, development and running of an accredited status vocational Training Academy, delivering RFQ programmes, providing related vocational education and training.
- Ensure agreed KPIs and financial targets are met.
- Establish successful pathways to work schemes that enable students to progress through taster sessions, work experience and apprenticeships to paid employment or meaningful volunteering. Utilise both the retail and hospitality facilities available on-site as well as developing links with local employers.
- Identify and successfully apply for funding streams for vocational training provision, apprenticeships and for 'wrap around' education and personal development programmes.

3. Taurus Crafts as a retail and hospitality complex

- Plan and direct the co-productive redesign of the café, gift shop and retail units to ensure that they each work in a way that supports the aim of Taurus Crafts and provide a rich diversity of work experience for people with learning and other disabilities.
- Develop an innovative programme of events and new retail or hospitality developments to maximise opportunities on the site and increase customer footfall.
- Ensure the centre delivers a high-quality customer experience that showcases the participation and contribution of people with learning and other disabilities and raises awareness of the Trust.
- Oversee the pricing structure of the retail and hospitality functions, ensuring a consistent approach that ensures commercial viability and meets agreed financial results.
- Manage the rented retail units to ensure that they: financially contribute to Taurus Crafts; enable people we support to gain work experience; and enhance the visitor experience.

Role description

4. Raise the profile of Taurus Crafts amongst both external and internal stakeholders

- Build effective working relationships with local authorities, CQC, awarding bodies and other inspection bodies, partners, families and other stakeholders that inform and drive the services of Taurus Crafts.
- Work collaboratively with colleagues across the Trust to share the Taurus social enterprise and vocational training and work experience model to inform related day opportunity and enterprise offerings.
- Develop a promotional and marketing plan with the Trust's marketing team, ensuring awareness of the centre as both an accessible service for people with learning and other disabilities and as a destination centre for local people and tourists.
- Attend, support and contribute to Trust's meetings and affiliated organisations and participate in relevant local network meetings.

5. Undertake the day-to-day management of the centre

- Prepare and agree annual budgets, monitor and report on budgets, taking remedial action where necessary. Submit timely report on agreed KPIs.
- Working with the Director of Property & Estates set up and manage contracts and agreements for services including health and safety, food hygiene, fire safety, property maintenance. Ensure the centre is compliant with all legal and regularity requirements, including GDPR.
- Evidence value for money and regularly evaluate alternative service delivery approaches and ways of working to deliver sustained efficiency savings where possible.
- Ensure effective arrangements are in place for business contingency to keep services operating, and to temporary close if directed by government.
- Oversee all aspects of the recruitment and management of Taurus Crafts' staff and volunteer team to ensure a cohesive, high performing team, providing a consistent service whilst achieving performance targets and service standards.
- Achieve consistently high satisfaction levels for customers, people we support and families using feedback and insight. Ensure learning from complaints and customers and people support feedback is shared and where necessary action taken.
- Ensure that the charity's equality and diversity policy is implemented in respect of both employment, service delivery and procurement.

6. Managing self and personal skills

- Perform other duties as may be reasonably required by your line manager.
- Undertake appropriate CPD in relation to role responsibilities.
- Help keep all vulnerable adults safe by adhering to the Trust's safeguarding policies.
- Agree to conduct yourself in line with the general standards of conduct and behaviour as detailed in the Code of Conduct which includes awareness of risk, health and safety at work, data protection/GDPR and embracing the cultural diversity of all colleagues and people we support.
- Demonstrate flexibility regarding working patterns.



Person specification

Professional knowledge and experience

Essential

- Solid experience of managing successful social enterprises with high levels of social impact or track record of successful retail and hospitality management.
- A self-starter, working with focus and energy to turn inspiring ideas into viable, commercially successful ventures.
- Excellent leadership and management skills, with a demonstrable ability to motivate, inspire and enable staff to deliver.
- Strong communication and connection skills.
- Demonstrably able to work positively and collaboratively with a range of external and internal stakeholders.
- Able to work in a fast-paced environment, juggling multiple projects simultaneously.
- Experience of preparing and managing budgets and monitoring expenditure.
- Excellent IT skills - good working knowledge of Microsoft packages.

Desirable

- Strong track record in establishing successful social enterprises with high levels of social impact.
- Experience of successfully managing social enterprises with multiple stakeholders and funding streams.
- Track record of business turnaround.
- Knowledge of the learning disabilities and social care sector.
- An understanding of the national and local frameworks within which a Training Academy operates.
- Comprehensive understanding of the sources of funding that will underpin the full learning programme.
- Understanding of financial planning and reporting within the retail and hospitality sector.
- Understanding of retail and marketing principles.

Qualifications

Essential

- Good general education.

Desirable

- A management qualification with a significant social enterprise management element.
- Recognised qualification in vocational education and training.
- Educated to degree level or equivalent.

Person specification

Personal aptitude and competencies

Essential

- Innovative, creative and practical.
- Calm, and able to work under pressure and manage multiple deadlines on simultaneous projects.
- Team player who can provide a supporting role to the wider management team.
- Personable and professional: able to represent the Trust at a senior level, comfortable networking and able to forge relationships with people from a variety of backgrounds.
- Dedicated and enthusiastic - self-motivated and able to manage self.
- Collaboration, consultation and involvement skills: keen to learn and share ideas.
- Sound judgement: able to identify relevant information and make good decisions.
- Planning and organisation: able to identify, plan and implement appropriate courses of action for self and others to accomplish an objective
- Delegation: able to use people and other resources available through effective allocation of decision-making authority and responsibility.

Other

- Supportive of underlying Camphill values, commitment to the ethos of the Trust and to providing a life of opportunity for people with a learning disability.
- Satisfactory Enhanced DBS disclosure.
- Available to work across 7 days a week and evenings as the needs of the business require.
- Full driving licence with access to a car with willingness to travel to other parts of the country as and when required.
- Commitment to continuous professional development.
- Demonstrable commitment to working in ways which promote diversity and equality of opportunity.

Person specification

Competencies - you will be able to:

1. Improving service quality

- Able to deliver a high quality of service for people we support by understanding the needs of individuals and developing a clear service development improvement plan.
- Ensures that the organisation's regulatory and compliance targets are met.

2. Managing your team effectively

- Manages a staff team which is engaged and motivated towards the achievement of service development goals.
- Ensures all staff members understand their responsibilities and perform to acceptable standards, with any performance issues being managed swiftly and appropriately.
- Develops, mentors and coaches staff to ensure their personal development needs are met and managed.

3. Respecting and understanding others

- Work with people in a person centred, facilitative way which encourages the Great Interactions and meets the needs of the individuals we support.
- Treat others with respect, dignity, honesty and equality and recognise that they may have different viewpoints, beliefs or values.
- Understand issues from others' viewpoints and build and atmosphere of trust openness.

4. Influential communication

- Continuously encourage Great Interactions, between colleagues and people we support.
- Use a variety of responsive communication skills effectively, both verbal and non-verbal, including concise report writing.
- Develop improved working practices by challenging fewer effective behaviours and demonstrating how things can be improved.

5. Problem solving and decision making

- Make timely, appropriate and difficult decisions, involving the right people, as necessary.
- Collect, evaluate and interpret information ,quickly grasping the important issues.
- Resolve problems effectively, exploring alternative solutions.

6. Conscientiousness

- Complete work to high standards, focussing on the needs of people we support.
- Continually assess how to improve or maintain the quality of practice and service provision.

Key employment terms

- The salary will be up to £42,000 depending on experience and qualifications, plus a financial related bonus scheme, dependent on results.
- 37.5 hour per week including some weekend working - the role requires hours to meet its responsibilities.
- People's Pension is our pension provider. We contribute at the statutory rates if you have been auto-enrolled. We also have an enhanced scheme, where if you increase your contributions to 10% of gross pay then we contribute 6%.
- Holiday entitlement is 6.6 weeks (including public holidays), plus an additional 2 days after 2 years' service.
- Sick pay entitlement is 4 weeks after 1 month, increasing to 8 weeks after 3 years, 12 weeks after 5 years.
- The appointment is subject to a 6-month review period, which may be subject to extension.
- Notice period - 2 months.



How to apply

For further information about Camphill Village Trust, our services and communities, please see the website www.camphillvillagetrust.org.uk

A copy of our annual report with further information about our communities, initiatives, quality, impact and a financial review can be found here: [Annual Report 2020](#)

In order to apply, click [here](#)

Timetable

Closing date for applications: Monday 7 June

Candidates will be notified by the end of Friday 11 June.

Formal visit to Taurus Crafts with the Director of Property & Estates: Wednesday 16 June.

Formal interview followed by panel with people we support: Wednesday 23 June.

To arrange an informal conversation about this role please contact Annabel Arkless on annabel.arkless@cvt.org.uk



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