



## Site and Partnerships Manager

### Purpose

The purpose of this role is to deliver a safe, compliant, and high-performing farm site that generates measurable social impact, sustainable income, and outstanding visitor experiences. The Site and Partnerships Manager drives growth by building strategic partnerships, increasing engagement, and ensuring excellent operational delivery. Through strong leadership, commercial focus, and collaboration, this role maximises opportunities for education, employment, wellbeing, and community inclusion for the people we support.

### Outcomes and Accountabilities

#### 1. Site Performance, Safety and Visitor Experience

- The farm site operates safely and remains fully compliant with health and safety, safeguarding, and all regulatory standards of all enterprises at all times
- Visitors, students, and volunteers consistently report high satisfaction and positive experiences
- Daily operations run efficiently with clear prioritisation of activities across teams
- The farm site becomes a strong community resource with multiple partners operating from the site

#### 2. Income Generation and Commercial Growth

- Income targets and KPIs are consistently achieved or exceeded across all farm revenue streams
- Visitor numbers, café performance (footfall and average transaction value), and trading income grow sustainably year on year
- New income streams are identified, developed, and implemented to support long-term financial sustainability



Full time, 37.5 hours per week



Enterprise Manager Commercial



Enhanced/basic DBS



Level 3-5 leadership qualification



Farm Site - Bristol/South Gloucestershire

- Marketing and promotional activity drives increased engagement, footfall, and sales
- Monitor the external funding landscape to proactively identify opportunities aligned with enterprise, partnership and community objectives.
- Actively seek and develop external opportunities rather than responding solely to internal operational demands.

### **3. Partnerships, Stakeholder Engagement and Growth**

- Strong, productive partnerships are established and maintained with key stakeholders, commissioners, and community organisations
- Position the site as a credible and attractive partner by maintaining visibility and influence across relevant external networks.
- Translate external engagement into tangible outcomes, including partnerships, funding, joint ventures or other income-generating opportunities.
- Use market intelligence, sector insight and stakeholder feedback to inform opportunity development and future planning.
- A high-performing stakeholder steering group is developed and delivers shared objectives for the site
- Partnerships generate new opportunities for income, investment, and programme delivery
- The farm is positively represented internally and externally, strengthening reputation and influence

### **4. Social Impact and Community Outcomes**

- Measurable outcomes are delivered for people we support, including education, training, supported employment, and progression opportunities
- Community engagement activity (events, programmes, and partnerships) increases participation and inclusion
- Corporate and individual volunteering programmes grow in line with targets and deliver meaningful impact

### **5. Leadership, People and Capability**

- A high performing, engaged, and well-supported team is developed and retained
- Recruitment, onboarding, and workforce planning ensure appropriate staffing levels and capability
- Staff and volunteers complete mandatory and role-specific training to maintain full compliance
- A culture of continuous improvement, coaching, and accountability is embedded across the team

### **6. Financial Management and Resource Control**

- Budgets are effectively managed, with income and expenditure controlled in line with agreed targets

- Financial performance is monitored regularly, with corrective action taken where required
- Resources are allocated efficiently to maximise impact, productivity, and value for money

## **7. Development, Innovation and Continuous Improvement**

- New initiatives, systems, and processes are introduced to improve service quality and operational efficiency
  - The farm redevelopment plan is progressed, with key milestones delivered in collaboration with partners
  - Opportunities for innovation and growth are proactively identified and implemented
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### **Key Relationships**

- Enterprise Manager Commercial
  - Farm operational teams (animal care, café, education, retail)
  - Care Farm Manager
  - Animal Care Manager
  - People we support, families, and carers
  - Volunteers and corporate partners
  - Community organisations and local stakeholders
  - Commissioners and external agencies
  - Internal support functions (finance, HR, marketing, compliance)
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### **Measures of Success**

- Achievement of income, trading, and fundraising KPIs
  - Growth in visitor numbers and customer satisfaction metrics
  - Delivery of social impact outcomes (education, employment, wellbeing)
  - Compliance with health, safety, safeguarding, and animal welfare standards
  - Staff retention, engagement, and training compliance rates
  - Number and quality of active partnerships and stakeholder initiatives
  - Successful delivery of redevelopment and growth projects
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### **Leadership Expectations**

- Role model organisational values and behaviours in all aspects of leadership

- Foster a culture of collaboration, inclusion, and continuous improvement
- Enable teams to perform at their best through coaching, clarity, and accountability
- Use data and insight to inform decision-making and drive performance improvements

### Safeguarding, Compliance and Values

- Ensure safeguarding is prioritised, with immediate action taken on any concerns
- Maintain compliance with all organisational policies and regulatory requirements
- Promote equality, diversity, and inclusion in all aspects of the role
- Uphold confidentiality, data protection, and health and safety standards at all times

This role focuses on delivering measurable outcomes, driving growth, and ensuring the farm site operates as a sustainable, impactful, and high-quality environment for all stakeholders.

### CORE SKILLS

Skill	Level required for role					What this means
Data Literacy	■	■	■	■	■	People at this level can use data tools and follow GDPR rules to help understand what is happening in the organisation.
Digital Skills	■	■	■	■	■	People at this level use a range of digital tools and follow online safety rules to help their team work smoothly and safely.
Governance and Compliance	■	■	■	■	■	People at this level use governance and compliance rules in their daily work to help keep the organisation safe and responsible.
Commercial Awareness	■	■	■	■	■	People at this level help manage budgets, track spending, and support good financial decisions.
Health and Safety	■	■	■	■	■	People at this level lead health and safety activities, ensuring good practice, risk control, and a positive wellbeing culture.
Inclusion	■	■	■	■	■	People at this level embed inclusive practice into planning, decision-making, and team culture. They help create spaces where everyone can contribute and feel valued.

### BEHAVIOURS - VALUES

Behaviour	Level required for role					What this means
Equip	■	■	■	■	■	People at this level manage preparation and consistency with confidence. They support others in adopting effective practices and ensure that tools and information are accessible and reliable.

<b>Involve</b>	■	■	■		People at this level consistently involve and engage others, creating an environment where collaboration, inclusion, and shared decision-making are the norm.
<b>Support</b>	■	■	■		People at this level actively support, advocate for, and empower others. They help create a workplace where people feel valued, included, and confident in their abilities.
<b>Recognise</b>	■	■	■		People at this level consistently demonstrate excellent listening, communication, and responsiveness, ensuring clarity in all interactions.
<b>Challenge</b>	■	■	■		People at this level proactively take ownership, embrace change, and encourage innovation in their teams and work.

## COMPETENCIES

Behaviour	Level required for role				What this means
Collaboration	■	■	■		People at this level use structured collaboration to shape plans, decisions, and improvements, especially when change or impact is significant
Customer Centric	■	■	■		People at this level improve the customer experience by making processes better and sorting out difficult concerns in a clear and helpful way.
Entrepreneurial Thinking	■	■	■		People at this level spot opportunities for innovation and take the lead in moving them forward.
Networking relationship building	■	■	■		People at this level use networking strategically to enhance professional growth and business development.
Planning and organising	■	■	■		People at this level organise and execute work effectively while helping others improve their planning skills.
Reliability	■	■	■		People at this level are dependable and trusted team members who others look to for steady, consistent delivery.
Self Motivation	■	■	■		People at this level demonstrate high levels of self drive and inspire motivation in others.
Stakeholder management	■	■	■		Manages stakeholder relationships strategically, ensuring alignment with business objectives.
Systems thinking	■	■	■		People at this level use systems thinking to anticipate impacts, reduce unintended consequences, and support joined-up working.

## LEADERSHIP AND MANAGEMENT

Behaviour	Level required for role			What this means
Coaching and Mentoring	■	■	■	Provides structured coaching and mentoring to support employee development.
Team Building	■	■	■	Builds and sustains high performing teams through strong leadership and engagement.
Performance Management	■	■	■	Manages performance by setting expectations, providing feedback, and supporting development.
Employee Engagement	■	■	■	Actively fosters an environment where employees feel valued and motivated.
Workforce planning and development	■	■	■	Leads workforce planning efforts to ensure a future-ready organisation
Conflict resolution	■	■	■	Effectively manages and resolves conflicts while maintaining professional relationships.
Inclusive leadership	■	■	■	Promotes inclusive behaviour and ensures fairness in team interactions.
Empowerment and delegation	■	■	■	Uses empowerment and delegation to build a strong, self-sufficient team.
Psychological safety and wellbeing	■	■	■	Actively fosters a culture of well being and psychological safety within the team.