



Weldmar Hospicecare  
Caring for Dorset

## Weldmar Hospicecare Job Description and Person Specification

<b>Job Title:</b>	<b>Director of Retail Operations</b>
<b>Location:</b>	<b>Working at offices in Weymouth, but travelling to all Weldmar Hospicecare sites throughout Dorset</b>
<b>Hours of work:</b>	<b>35 hours per week</b>
<b>Grade:</b>	<b>Director Lower Scale</b>
<b>Reports to:</b>	Chief Executive
<b>Responsible for:</b>	Direct line management responsibility for three Retail Area Managers and PA to Director of Retail. Overall responsibility for all retail staff and volunteers. Budget of £3.4 million 2018/19 Trading Company Budget £92,000 2018/19

### Job Context

Weldmar Hospicecare, an independent charity, is the only provider of specialist palliative care in both community and at home through day services, community hospitals and inpatient (at Joseph Weld Hospice) settings in North, South and West Dorset. We work closely with NHS services and other third sector and voluntary providers in the County. We currently support patients with End of Life Care, using staff, and many hundreds of volunteers who support the organisation with patient care, shops and fundraising.

Weldmar Hospicecare has a well-established retail operation of 20 Charity Shops, 6 Outlets selling furniture on a large scale. We have 3 Trading Shops and now sell Greetings Cards in almost all sites. We are actively seeking more sites for the future, particularly looking for Outlets. The chain has consistently been amongst the most profitable in the charitable retail sector.

In 2017/18 turnover was over £3.3 million and with a budget of £3.4 million for the year 2018/19. Funds are raised through direct sales and operating a Gift Aid scheme on donated goods and recycling non-sellable items. Shops are managed by professional staff supported by volunteers. Major developments have included the outlets and furniture sales with more planned for the future. Responsibilities for the development of the Trading Company with the retail budget of £92,000 for the year 2018/19. The Director of Retail Operations has access to dedicated administrative support.

### Job Purpose

- To lead on the development and implementation of long-term retail and income generation strategy and direction, working collaboratively with the Chief Executive, Income Generation Committee and Enterprise Committees of the Weldmar Hospicecare Board
- To provide operational management of all aspects of retail
- To play a key role in the establishment and development of new shops/outlets
- To ensure the Shops are an excellent public face for the Charity.
- To contribute to the general running of the Charity through participation in the Director's Group and attendance at the Charity Board.

## **Scope and Limits of Authority**

Reporting to the Chief Executive the post holder is responsible for the leadership, operational management and strategic development of the retail directorate. The Director of Retail reports regularly to the Income Generation Committee of the Charity Board, which has a Strategic Overview of the retail operation and The Enterprise Committee, which looks at new developments in income generation. New enterprises – largely to do with ecommerce - require the close collaboration of the Retail and Fundraising Departments.

Working closely with the Director of Finance, the post holder will develop overall budget for the retail operation but has autonomy to allocate budgets within the operation once overall figures agreed. The post holder sets income targets in conjunction with Chief Executive and is responsible for achievement of targets.

Working with the Charity's Health & Safety staff the post holder is responsible for ensuring that the shop/outlet operations accord with Health and Safety legislation.

The Retail operation is independent of the Fundraising Department but close liaison is necessary to ensure that all retailing opportunities are utilised to the maximum benefit of the Charity.

## **Job tasks**

### ***Strategy and Development***

- Lead on the development and implementation of an income generation strategy, working closely with the Chief Executive, and ensuring sustained growth and profitably whilst maintaining the organisation's brand
- Identify, develop and implement new approaches to retailing, including development of on-line (internet) provision
- Identify, develop and implement a strategy for increased retailing presence within the area, ensuring identification of suitable locations for new premises
- Working closely with Finance Director to negotiate and agree rates and contracts for acquisition or leasing of new premises
- Identify, develop and implement opportunities for increasing and improving quantity, quality and reach for sourcing of donated goods
- Develop and maintain own professional knowledge of developments within retail theory, new initiatives and practice, with particular emphasis on developments within the not-for-profit and charitable sectors

- Report to the Income Generation Committee, providing analysis of the business and proposals for future developments
- As a member of the Directors Group, contribute to the overall direction and management of the Charity.
- Develop all avenues to maximise the Trading Company opportunities. Seeking interesting and profitable lines

### ***Operational Management***

Lead, plan and manage all aspects of the retail operation, working with and through three Retail Area Managers, PA to Director of Retail, 20 Charity Shop and 6 Outlet Managers including:

- Designing and implementing new promotional and PR activities to support retail operations, including ensuring local publicity opportunities and providing opportunities for donations as well as custom
- Planning, negotiating and managing all aspects of opening new units, including refurbishment, layout, stock and display and staffing
- Ensuring ongoing rolling programme of maintenance, refurbishment and refreshment of existing retail units
- Ensuring that retail legislative requirements and Health & Safety legislative requirements relating to retail premises, customers and staff, are fully understood and complied with across the retail operation
- Establishing and maintaining communications and information channels between and across the retail staffs (including written communications, updates on organisational or retail specific developments, shop manager team meetings)
- Directing, briefing and receiving reports from external property procurement and maintenance consultants to optimise the finding of new retail premises and the maintenance of existing shops.

### ***Financial, Resource and People Management***

- Overall responsibility for the acquisition, movement, promotion and management of stock across the retail operation, ensuring all targets attained
- Development and maintenance of financial and management information systems, and monitoring and evaluating performance against budgets and income targets and provision of reports to Chief Executive and Committees
- Taking corrective action when performance falls below anticipated income target levels within any or all retail units
- Maintenance of profitability levels amongst the best in the charity retail sector (> 50%)
- Working closely with Finance Department to ensure financial stewardship, accounting and reporting systems are effective

### ***People Management***

- Overall responsibility for people management within the Retail Directorate, including provision of support and guidance to shop/outlets managers in the management, supervision and development of their own staff and volunteers
- Work with Areas Managers to ensure effective approaches to recruitment, induction and training of staff and volunteers across the retail operation
- Ensuring that people resourcing across the retail operation is maximised, including identifying succession planning for shop/outlet manager roles and providing opportunities for existing staff to work within other premises
- Management of all staff and volunteers in relation to more complex employee relations issues (including disciplinary, poor performance, grievance, conflict)

## **PERSON SPECIFICATION**

### ***Qualifications and Knowledge***

- Substantial knowledge and expertise within retail management (including branding, merchandising, stock management) and ideally including a relevant specialist or business management qualification
- In-depth knowledge of retail provision within the not-for-profit sector, including stock sourcing, pricing, legal and regulatory requirements, goodwill and links to organisational brand
- In-depth knowledge and application of legal requirements relating to retail premises and operations and health and safety within public retail premises
- Excellent knowledge of people management, including recruitment, performance management, application of employment policies, training and development
- Excellent knowledge of volunteer management, nature of psychological contract, and application of volunteer policies
- Strong knowledge and experience of financial management, and of setting and achieving income/profit targets within a multi-premise retail operation
- Understands and conforms to the Charity's infection prevention and health and safety policies and actively promotes best practice and infection prevention awareness at all times

### ***Experience***

- Senior management experience within a complex retail environment is essential, including authority to take operational decisions and experience of leading strategy and business development

### ***Skills and Abilities***

- Strategic thinking and planning skills, including ability to lead development of the retail operation and presence
- Excellent organisational skills, including planning and managing a multi-site retail operation with a sizeable team of staff and volunteers

- Excellent interpersonal skills, including, negotiation, facilitation and conflict resolution skills and the ability to build relationships and work collaboratively with key colleagues in other departments (eg fundraising, finance)
- Good communication skills, including ability to promoting the retail operation, and writing and presenting reports to committee
- Initiative and creativity, including ability to develop the retail business
- Excellent team leadership skills in order to lead and motivate a substantial and diverse team across a number of locations

### ***Other Requirements***

Standard elements for all posts

- Commitment to the values and ethos of Weldmar Hospicecare
- Act as an advocate and ambassador for the Charity
- Commitment to and understanding of equality and diversity and how this translates into good practice
- Understands and conforms to Weldmar Hospicecare infection prevention and health and safety policies and actively promotes best practice at all times.
- Commitment to own continued (professional and) personal development
- Ability to travel which requires a full valid driving licence and business insurance (if applicable)