

Isabel Hospice Trading Limited

Job Title:	Head of Retail
Reports to:	Chief Executive, Isabel Hospice
Direct Reports:	Area Manager – Shops New shops opening manager Ebay manager Warehouse Manager Assistant trading Manager – shops Trading business Support

Purpose:

To deliver the agreed retail strategy, through the effective leadership and management of people, resources and budgets.

You will drive the continued success of all the retail operations, increasing sales and profits from existing shops and identifying and opening new shops to deliver our strategic ambitions. You will work in partnership with our Director of Fundraising & Marketing to identify, develop and deliver opportunities to acquire new supporters and maximise income from fundraising.

Main Responsibilities:

1. Strategy and business planning

- Implement the agreed Retail Strategy, delivering the strategic objectives agreed with the Board, enhancing existing income streams to ensure sustainable income and identifying and developing new retail opportunities to deliver growth in revenue and profit contributions
- In partnership with the Director of Fundraising identify, agree and deliver opportunities to increase income & profile across Retail & Fundraising customer bases
- Work with the finance team to develop robust systems to ensure financial integrity and compliance with all relevant finance and sector regulations and standards
- Create a framework of retail standards of excellence and ensure shops and e-commerce are managed and maintained to those standards
- Develop performance criteria, setting targets and challenging Key Performance Indicators for all shops and e-commerce, reporting performance regularly to the Chief Executive and Trading Board
- Monitor and evaluate the strategy, ensuring ownership by individual managers, and deliver project milestones and financial targets
- Regularly review the effectiveness of the retail operations, recommend and implement changes to maximise profitability
- Maintain up to-date policies and procedures and ensure these are embedded across the shops operations

2. Retail Operations

- Develop an annual business plan and budget for agreement by the Executive Team and Trading Board
- Work with the Managers to lead and manage the network of charity shops and e-commerce, and ensure each shop and the e-commerce operation delivers agreed targets
- Ensure financial control through the monitoring and review of the monthly management accounts to ensure targets are met
- Role-model effective partnership working with the fundraising team
- Ensure all premises, facilities, signage & materials incorporate organisational branding

- Manage relationships with major suppliers and contractors to ensure optimum value
- Co-ordinate and manage the retail property portfolio, including acquisitions, closures, leases, utilities, refurbishments and rent reviews
- Engage professional advisors including agents, surveyors and solicitors, as appropriate
- Manage and develop processes to maximise income from the Gift Aid scheme

3. Leadership and Management

- Lead and motivate direct reports to ensuring that they deliver operational excellence through their teams.
- Ensure effective systems in place for the management of staff including regular performance reviews, annual appraisal and personal development planning, ensuring a high quality service and achievement of annual work plan
- Ensure there is a system of training needs analysis, linked with appraisal that directs and influences the Retail Department Training Plan
- Ensure effective systems are in place for recruiting managing and training volunteers
- Provide regular one to one supervision with advice and support for members of the team, providing them with effective direction in their activities
- Promote team building, open and clear communications, co-operation and appropriate networks of support for staff
- Ensure team members are aware of all relevant legislation and engage and inform retail staff with all organisational and service developments, and ensure staff are fully integrated into the culture of the Hospice

4. Governance & Compliance

- Support the IH CEO & Chair of the Trading Board of Directors in preparing papers for Board meetings
- Maintain up to date knowledge of charity law affecting retail and advise the CEO & Chair of the Trading Board on emerging issues
- Ensure all retail income is raised lawfully, with particular regard to data protection legislation, Charity Commission guidance and Fundraising / Charity Retail Association codes of practice
- Ensure compliance with all relevant legislation including Trading Standards, Health and Safety, fire and building regulations for the retail premises, ensuring annual inspections and training of all staff and volunteers

5. Retail market knowledge

- Maintain an up to date knowledge of the retail market and the activities of other charitable organisations to identify market gaps and new opportunities
- Maintain an awareness of national developments, latest techniques and best practice in relation to trading and marketing in the charity sector
- Participate in activities on behalf of Isabel Hospice, developing networks with other organisations including hospices and local charities

6. Senior Management

- Attend meetings, present & provide reports to the Executive Team, and Trading Board as required
- Develop an understanding of specialist palliative care and the hospice movement
- Attend regular meetings with staff in other departments to ensure they are fully briefed on the type of activities and information required to make retail activities successful
- Role model Isabel Hospice Values
- Champion the implementation of policies & procedures across the retail shops operations

Head of Retail - Person Specification

ESSENTIAL	DESIRABLE
Experience <ul style="list-style-type: none"> • Proven ability in Retail Management delivering significant sales & profit growth across multiple stores • Proven track record of opening new shops • Charity Sector Retail experience • Proven experience of developing and managing budgets of £2m+ • Experience of managing eBay and online selling operations • Experience of managing volunteers 	<ul style="list-style-type: none"> • Experience in non-charity retail environment • Multi-site retail experience • Experience in property management • Senior Management
Qualifications <ul style="list-style-type: none"> • Academic or professional management qualification or evidence of extensive relevant experience • Evidence of continuing personal and professional development 	<ul style="list-style-type: none"> • Educated to degree level or equivalent
Skills & abilities <ul style="list-style-type: none"> • Ability to lead & motivate individuals and teams to achieve key objectives • Ability to work as part of a team and on own initiative • Ability to think creatively about business development • Ability to identify new opportunities and approaches to increase revenue and strategies to maximise profits • Strength of character to manage a wide range of staff and volunteers • Experience of setting and managing comprehensive inc & exp budgets • Experience of commercial property leases & shop fitting 	<ul style="list-style-type: none"> • Knowledge of the local area • Entrepreneurial approach – experience of developing new products, markets and channels
<ul style="list-style-type: none"> • Excellent verbal and written communication skills • Self-starter - can prioritise own work • Excellent IT skills including MS Office applications (Excel) & databases • Experience of managing staff team of over 30 people • Experience of setting, monitoring & reporting budgets • Knowledge of digital stock control systems and cash management systems 	<ul style="list-style-type: none"> • Basic understanding of charity law and guidance set out by the Charity Retail Association • Understanding of Gift Aid particularly in relation to donated goods
Personal attributes <ul style="list-style-type: none"> • Honest, reliable and objective • Exemplary people skills • Highly motivated • Leads by example • Willing to tackle difficult issues • Innovative and resourceful • Enthusiastic and committed 	
Other <ul style="list-style-type: none"> • Willing to work flexibly incl evenings & weekends • Driver with own car 	