



tŷ hafan

the hospice for children in Wales
yr hosbis i blant yng Nghymru

candidate briefing pack
Head of Retail

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background

Thank you for your interest in the position of Head of Retail

We are seeking to recruit a commercially focused, proactive and solutions orientated leader with extensive retail experience to lead and drive forward our retail function.

Background

Tŷ Hafan is one of the UK's leading paediatric palliative care charities and offers care to children and support for their families throughout Wales. We offer comfort, care and support to children and young people with life limiting conditions, supporting them and their families at our hospice, in the community and in their homes. Tŷ Hafan provides care, comfort and support throughout the child's life, helping our families to ensure a short life is a full life. We are also there for families in times of crisis, at end of life and beyond.

about tŷ hafan

Tŷ Hafan provides comfort, care and support children in Wales with life-limiting conditions and their families.

Our vision is to see a Wales where children who may die in childhood live a fulfilling family life.

Our mission is to offer a high standard of free care to children in Wales who may die in childhood in order to enrich their quality of life, and support their families during life, at end of life and through bereavement.

Our values are caring, collaborative and professional.

Our skilled team provide specialist care for children with wide ranging and complex conditions, from pre-birth all the way through to 18 years of age and beyond as the lives of our families our profoundly changed so we focus on their needs too.

The wide ranging and complex conditions of our children include;

- Children with life threatening conditions that may be cured, but can also fail such as; childhood cancers, organ failure and children requiring long term ventilation.
- Children with a condition that will inevitably shorten their life such as; duchenne muscular dystrophy and cystic fibrosis.
- Children with progressive conditions for which there may be no cure available where we support families to come to terms with this devastating news, while still enjoying their child's life.
- Children with severe disabilities making them susceptible to health complications and the risk of a premature death such as; severe cerebral palsy or brain injury.

Most of these children require 24 hour care from their parents, which inevitably places a huge strain on family life. At Tŷ Hafan we provide physical and emotional support that makes it possible to carry on. Furthermore, our care extends to siblings, providing a safe space to talk about their feelings and the challenges they face.

At Tŷ Hafan we focus on quality of life

Our services are provided wherever the family needs them; at our hospice with stunning seaside views complete with a consultant led clinical care team, bespoke medical equipment, sensory aids and a hydrotherapy pool, within their homes or supporting them during hospital stays. We offer support for days, weeks, months or years, depending on the needs of the child and their family, with all of our services offered free of charge to families.

We strive to help families deal with each stage of their child's life, and our focus is helping our families to make the most of the time they have together and to create a lifetime of memories to cherish.

We help our families make the most of every minute

We help families make the most of every minute, remembering that first and foremost children are children and not the sum of their condition.

When at Tŷ Hafan, parents get a break from being carers and enjoy being a family. We help them explore the decisions that no one wants to make.

As a parent of a child with life-limited conditions day to day life can become relentless and exhausting; our Tŷ Hafan team step in to provide that break that is so desperately needed to enable the families to carry on for the rest of the time.

At Tŷ Hafan we have paediatric nurses and a highly skilled team who are able to step in and care for the children providing the break that enables families to keep going.

When the time comes, we are with them at the very end of life wherever they wish that to be; at the hospice, at home or at hospital.

At Tŷ Hafan our families are never forgotten, we support them for as long as they need. Their children will always live on in our hearts and their names will be forever in our skies.



"Tŷ Hafan provides support that, quite simply without our charity would not be available to our children and their families."

job description

Job title: Head of Retail

Accountable and reports to: Chief Executive

Location: Tŷ Hafan Hospice, Sully

Job purpose

The Head of Retail will be responsible for the delivery of our retail strategy and business plans, effectively leading and managing the operation of Tŷ Hafan's retail trading activity across all formats and shops, meeting agreed sales targets and managing costs within budget.

Additional information

The Head of Retail is part of the Leadership Team responsible for the day today operational delivery of Tŷ Hafan's business plan. The successful candidate will champion a culture of positive leadership that creates a great experience for the public, staff and volunteers, inspiring loyalty, intervening proactively and collaborating effectively in order to achieve the greatest benefit for the charity. A frontline ambassador for the charity, s/he will collaborate with colleagues across the broader Tŷ Hafan team (i.e. Income Generation, Marketing & Communications, Finance, HR, Facilities and Estates, Lottery and Care) to ensure that our retail portfolio and performance is aligned with our core activities, actively promoting our other income generation streams, informing the public about the services of the charity and presenting a positive image of our brand and our values.

Main duties and responsibilities

- Provide strategic leadership, planning, communicating, and managing our retail operations to ensure that high performance standards are achieved by our colleagues and volunteers, and to create a positive customer experience in a safe environment.
- Lead the day-to-day Retail operation, developing and delivering the annual business plan, budget, and budgeted contribution, gaining buy-in from retail management.
- Contribute to, and implement, the retail strategy, liaising with the Tŷ Hafan Executive to ensure the retail structure is fit for purpose, that appropriate resources, systems, policies, processes and guides are in place to grow income successfully and safely, while ensuring compliance with regulation and best practice.
- Develop and implement plans to grow income, establishing sales, cost and profit targets in line with the retail income generation strategy.
- Establish KPIs, monitor and ensure sales, costs and profit targets are met in conjunction with Retail Sales Managers (RSM's)/ designated team leaders, and address any barriers to this achievement in a timely and constructive manner.
- Develop and implement best practice operational processes, including strategies to attract sufficient quality stock, to maximise income potential for all stores and maximising income from recyclables.
- Ensure a high standard of customer service throughout retail through training and the design, implementation and update of relevant policies and procedures.
- Support our RSM's and administration team in developing insightful reporting so that information can be shared with Executives and all decisions can be data led
- Ensure transparent communications and reporting within the retail team, across the IG network and the Executive.
- Collaborate with the Head of Facilities & Estates on the retail estates strategy and any related issues, liaising with Tŷ Hafan colleagues, landlords or other 3rd parties as appropriate.
- Develop plans to grow online sales activities, budget accordingly and maximise income through this channel.
- Take ownership for addressing performance issues within the team.
- Proactively address underperformance in our shops or other channels, creating and implementing an appropriate turnaround plans; this will include issues with facilities, layout, or merchandising.
- Research, evaluate and develop new retail income streams and liaise with colleagues to promote existing streams e.g. Handcrafted, Lottery.
- Develop, implement and manage the necessary practices, systems, and controls to ensure the operational, financial, administrative and compliance efficiency of the retail organisation.
- Develop selection procedures and manage recruitment process to ensure a skilled retail management team, each having performance appraisals and development plans.
- Collaborate with our Volunteer team to ensure the recruitment, management, safeguarding and development of all volunteers.
- Devise innovative strategies for engaging the next generation of volunteers and customers to our shops.
- Subject to business plan provisions, plan and recommend decisions for the retail estate including acquisitions, closures, leases and rent reviews, taking overall responsibility for evaluating the viability for opening new shops and/or alternate premises.
- Form links with peers in other hospice organisations and share best practices.
- Ensure that our brand, and our collateral, is consistently and appropriately promoted.
- Maintain an awareness of the emerging charity retail trends, news, events and legislation in the UK.
- Such other tasks and responsibilities appropriate as may emerge during your tenure.

Personal & People Development:

- As a member of Tŷ Hafan's leadership team, you will have an ambassadorial role and demonstrate exemplary leadership in line with the charity's values, collaborating to ensure your responsibilities are carried out in a timely and sensitive manner.
- Leading a diverse team or people, you will be responsible for setting clear objectives and KPI's, effectively managing performance and enabling personal development.
- You will ensure timely and appropriate communication and feedback mechanisms are in place for your

staff and volunteers, engaging, and encouraging contribution. You will ensuring the Executive and wider charity is kept up to date with relevant retail activity.

- You will observe the organisation's volunteer strategy to ensure effective use of volunteer resources, ensuring excellent stewardship.
- You will commit to undertaking relevant education and training appropriate to your role to support your professional development, and to maintain the necessary skills and competencies to meet the requirements of the role.

Health, Safety and Wellbeing:

- Ensure safeguarding measures are always implemented.
- Ensure that appropriate practices, checks, and risk assessments are developed and implemented so that we comply with, and can evidence adherence to, Health and Safety, Fire, Trading Standards, DDA and other regulations and legislation.

- Take reasonable care of the health and safety of him/herself and others who may be affected by their actions at work.
- Abide by the reporting processes for incident and accident reporting, and support investigation into events.
- Promote positive employee health and wellbeing through a supportive management approach.

Equality & Diversity:

- Understand, promote and ensure adhere to the charity's equal opportunities policy.

- Act as a role model for the organisation, respecting colleagues and evidencing diversity and inclusion.

Confidentiality and Data Protection (GDPR):

- Understands and adheres to Tŷ Hafan's data protection policies and procedures and relevant legislation.

- Responsible for setting an example and maintaining high standards of information governance, confidentiality, and data protection for your direct

person specification

Qualifications and training

- Educated to degree level or relevant qualification with minimum of 5 years work experience within a retail management role. **AF**

Key Attributes

- A positive, motivational, supportive and encouraging approach to people management. **I**
- Professional, Caring and Collaborative (Our Values) and passionate about the mission of Tŷ Hafan. **I**
- Organised and methodical, with excellent attention to detail. **AF/I**
- Ability to remain calm under pressure. **I**
- Personal and professional integrity – able to hold to standards under pressure. **I**
- Proactive, solutions orientated and able to think on feet, responding dynamically when necessary. **I**

Knowledge and Skills

- In-depth knowledge of the retail industry, with an awareness of charity retail. **AF/I**
- Strong verbal, written and interpersonal skills with the ability to build rapport with diverse groups of people. **AF/I**
- Excellent organisational skills, including the ability to work on own initiative and to effectively manage and prioritise workload. **I**
- Personable and approachable, with well-developed people management skills. **AF/I**
- A numerate, analytical, and disciplined thinker with the ability to analyse data, to think through and debate complex issues and produce commercially sound judgments. **I**

- Digitally literate and sound IT skills, including experience working with Microsoft products (Teams, Outlook, Word, Excel, Powerpoint) and ePos systems. **AF/I**
- Financially literate, with an understanding of budgeting, cost management and profit and loss reporting. **AF/I**

Experience

- Proven experience of successful management of a retail operation in a fast-moving retail environment. **AF/I**
- Proven experience of leading and developing a team, including remotely, effectively deploying all forms of technology to ensure efficient and engaging communications. **AF/I**
- Experience of working with P&Ls and interpreting financial data. **AF**
- Understanding of dealing with property and estates issues. **AF/I**
- Experience of implementing and driving customer service standards within a retail environment. **AF/I**
- Experience of setting, monitoring, and achieving targets. **AF/I**
- Experience working in an environment requiring extensive commitment to safeguarding. **AF**
- Creative and solution focused, innovating to adapt to changing circumstances in the retail environment. **AF/I**
- Experience of working collaboratively, creating positive relationships across an organisation to achieve mutual objectives. **AF/I**
- Proven experience of successful management of a retail operation in a fast-moving retail environment and having charity retail experience. **AF/I**

Method of Assessment

AF - application form

I - at interview

recruitment process

For more information

Please visit our website to find out more information about Tŷ Hafan. www.tyhafan.org

If you would like to discuss the role in more detail, please contact careers@tyhafan.org

To Apply

Please complete the full online application form and submit a copy of your CV by visiting www.careers.tyhafan.org

Next stages

Shortlisting - W/C 12th of October 2020

Proposed interview dates - 19th & 20th of October 2020

Our commitment to equality and diversity

- Diversity is everybody's business
- We are inclusive and treat everyone as an individual who we respect and value





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