

## JOB PROFILE

<b>Post:</b>	Head of Retail
<b>Ref:</b>	HOR/Retail/04-21
<b>Responsible to:</b>	Director Of Income Generation
<b>Accountable to:</b>	Director Of Income Generation

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### **JOB SUMMARY**

The Head of Retail is an integral part of the wider income generation team and is responsible for maximising the income and profit sustainability of our multi-site/multi-format retail business through the effective management of people, resources and budgets.

The Head of Retail is responsible for the effective management of the retail operation which includes 12 retail shops (location details can be found on our website), a donation centre, a small new goods operation, eBay, administration support with circa 50 paid staff and 200 volunteers.

The successful candidate will be part of the Income Generation Leadership Team working alongside the Head of Communications and Marketing and the Fundraising Manager.

### **KEY RELATIONSHIPS**

- Board of Trustees
- Senior Management Team
- Director of Income Generation
- PR & Social Media Officer
- Fundraising Manager
- Head of Communications and Marketing
- IPU & Hospice@Home, Sunflower Centre Senior Teams

### **MAIN DUTIES AND RESPONSIBILITIES**

#### **Strategic Responsibilities**

- Provide expertise, leadership, vision and guidance, to drive forward the strategic direction of the retail operation to deliver outstanding performance in all aspects of charity retail.
- To lead on the development, implementation and evaluation of an ambitious and achievable retail strategy with a set of delivery plans to include defined and measurable objectives and KPIs, ensuring that the appropriate resources, systems, policies, processes and guides are in place to grow income, while ensuring compliance with regulation and best practice.
- Develop, implement and manage the necessary practices, systems, and controls to ensure the operational, financial and administrative compliance necessary to deliver an efficient retail operation.

- Lead on the expansion of the existing shop portfolio including: sourcing, costing & planning of new shops including shop-fitting, staff recruitment & opening. Working with the Director of Income Generation and 3<sup>rd</sup> party support on lease negotiations, surveying and legal lease/contracts with our solicitor.
- To grow and develop e-commerce operations to maximise sales.
- Working with the central Volunteers team create a culture of volunteer empowerment and development focusing on volunteer recruitment and management, reward and recognition, connecting volunteers with the work and instigate the creation of procedures and systems to maximise volunteer recruitment and retention.
- Build productive relationships across the hospice to ensure that the retail team are part of the wider hospice team, and are able to advocate for the charity with customers and other supporters.
- Build an external network (including peers at other hospices / charities).
- Work with the Fundraising Team to embed shared fundraising and retail objectives across income generation and ensure that all opportunities to maximise income are realised (e.g. Gift Aid, sale of Christmas cards, lottery sales).
- Working with the Marketing team and other key Retail staff to further develop the Shop as a sub-brand, ensuring the interior design and quality is in keeping with the required profile. Ensure that shop managers adhere to brand guidelines and that messaging in relation to the work of the charity is displayed prominently
- To represent the hospice in the community and public domain as appropriate. Ensuring that relationships in the community are managed in a way that achieves the best outcome for all parties.
- Maintain an up to date knowledge of the charity retail market and the activities of other local charitable organisations to identify market gaps and new opportunities.

### **Operational Responsibilities**

- To lead, support and motivate the retail team, managing performance or conduct issues as required – this includes direct line management of the Retail Operations Manager and the ecommerce lead, with whom you will be expected to conduct regular documented 1:1s.
- Ensure that timely and appropriate communication and feedback mechanisms are in place for your staff and volunteers, engaging, and encouraging contribution. You will ensure the wider charity is kept up to date with relevant retail activity.
- Plan, set and manage the annual retail operating budget, reforecast quarterly as appropriate and take steps to address underperformance.
- Monitor and evaluate the commercial performance of each shop, maximise profit across the portfolio and report to the Director of Income

Generation monthly and feed into the reports for the relevant trustees forums, about the continued viability of each.

- To deal with all property matters in respect of their on-going management, maintaining and updating the existing property database of leases and sub-leases. To be across all expiry dates, break notices, rent reviews and other relevant matters with all retail leases. To lead on action required with leases and taking legal advice when required.
- To take overall responsibility for the Warehouse & Logistics function to ensure the development of excellent warehouse, sorting and transport operations in order to maintain sufficient stock available for all stores, ecommerce and maximise income from recyclables.
- 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, Equality Act (2010) and other regulations and legislation including Covid-19. Liaising with Retail Operations Manager for health & safety, moving and handling issues and all facilities/maintenance matters.
- To put in place a structured approach to using data in the analysis of sales.
- To Chair St Leonards Weekly Shop Managers' meetings and to represent the shops at all other relevant meetings/forums including those with our partners.
- Engender an excellent customer service ethic across the business ensuring this is monitored through initiatives such as mystery shopping.
- Ensure all investigations into reported accidents, incidents and near misses are carried out without delay and appropriate action is taken to prevent a reoccurrence by either immediately remedying the defect or implementing control measures to prevent the situation from deteriorating or reoccurring.
- Ensuring investigations into complaints and expressions of dissatisfaction are carried out without delay and appropriate action is taken to prevent a reoccurrence by either immediately remedying the defect or implementing control measures to prevent the situation from reoccurring.
- To ensure that Gift Aid procedures, processes and claims are completed within the agreed time frames, liaising closely with the Finance Dept.
- Working with the Head of Communications & Marketing to further develop the Shop as a sub-brand, ensuring the interior design and quality is in keeping with the required profile.

### **General Responsibilities**

- Attend and complete all mandatory training and other development courses required by the Hospice in a timely manner.
- To act as an ambassador for the charity and encourage others to do the same.
- To read and understand all Hospice policies and procedures.
- To participate in the Annual Performance Review.

- To keep up to date on current developments appropriate to duties and responsibilities of the post.
- To positively promote, support and represent the Hospice especially within the community.
- To be aware of personal responsibilities as defined by the Health & Safety at Work Act 1974.
- To maintain strict confidentiality in all matters relating to the Hospice, its business, patients, staff and ethos.

To undertake any other tasks, duties or responsibilities as requested by your Line Manager or other Senior Manager, including the Board of Trustees and Chief Executive