



Head of Retail Operations (South) – Mind Retail

Job title	Head of Retail Operations
Reporting to	Executive Director – Commercial Income
Department	Mind Retail
Responsible for	Regional and Area Managers
Salary	Grade G of Mind's salary scales
Hours of work	35 hours per week, full time
Located at	Field Based
Type of contract	Permanent

We are Mind, the mental health charity. We won't stop until everyone with a mental health problem gets the support and respect they deserve. We provide advice and support to empower anybody experiencing a mental health problem and we campaign to improve services, raise awareness and promote understanding.

About the role

As Head of Retail Operations, you'll be key to driving success across 5 regions within our South Division – leading a dedicated team of Regional Managers across 85 shops, with around 270 employees. You'll have the freedom and autonomy to shape the strategy for your regions, making key decisions on everything from financial performance to people development, all whilst being accountable for delivering results. You'll play a crucial role in shaping the strategic direction of Mind Retail, alongside the wider Senior Leadership Team – leading on and contributing to decision-making on new initiatives, projects, and procedures. You'll lead by example, embodying our values & behaviours, building an inclusive culture across your division where everyone can thrive.



Key tasks and responsibilities

Responsibilities include but are not limited to the following:

Strategy

- Works with the Executive Director and the wider Senior Leadership Team to influence the creation and communication of Mind Retail's strategy and strategic priorities.
- Ensures understanding of the strategic priorities across the division at all levels.
- Develops and implements a divisional strategy that drives growth, efficiency and sustainability.
- Generates ideas for continuous improvement of retail activities at a national, divisional and local level.
- Works with local Minds to promote their services and to understand the potential of developing meaningful partnerships, including co-investments.
- Leads and supports federation-wide initiatives and projects, ensuring they are embedded within Mind Retail.
- Maintains up to date knowledge of the wider sector, marketplace, competitors and trends.

Operational

- Leads on decision-making for the day-to-day retail operation, ensuring that shops operate efficiently and effectively.
- Drives operational excellence, ensuring alignment with organisational guidance and frameworks.
- Undertakes shop visits to evaluate and identify business priorities and areas for improvements across sales performance, shop layout and presentation, people & culture, operating procedures, administration compliance, health and safety compliance.
- Oversees the acquisition and opening of new shops across the division, supporting the Regional Managers and working with the Property Team to conduct site evaluations, setting proposed budgets, overseeing the operating plan for new shops and submitting recommendations to the Executive Director and the Retail Board.



- Works with the Head of Property, Head of Finance and Regional Managers to ensure that all new shop proposals meet the required return on sales.
- Oversees shop relocations and closures, where applicable, ensuring smooth transition and minimal disruption to the organisation and our colleagues and customers.
- Works with the Head of Property to devise a refurbishment programme for shops which aligns with our lease obligations and stays within budget.
- With Senior Leadership colleagues evolve the shop design and brand to meet new retail trends and optimise selling space in shops.

Financial

- Takes full accountability for the profit and loss for the division, ensuring financial targets and key performance indicators are met or exceeded.
- Reviews divisional performance against the associated key performance indicators on a regular basis, making re-forecasting recommendations and taking strategic decisions to maximise sales performance and profitability.
- Uses a coaching approach for Regional Managers to enable performance improvement across all KPI's.
- Oversees the annual budget process for the division, supporting the Regional Managers with their aspects of the budgeting process
- Maintains and constantly develops innovative and cost-effective stock generation; monitors stock weekly to achieve bottom line sales budget against monthly targets
- Ensures Gift Aid and other revenue-generating initiatives, including online sales, are optimised across all regions within the division.
- Regularly produces and presents a range of financial/non-financial reports for the Executive Director and the Retail Board as required.

People

- Develops an inclusive values-led culture across the division that is grounded in accountability, teamwork and passion for delivering results.
- Foster a culture of collaboration and engagement, encouraging feedback and open communication, where successes are recognised and celebrated.



- Lead, inspire and develop a team of Regional Managers, setting objectives and targets and developing and implementing personal development plans.
- Leads, in liaison with Mind Retail's People team, on complex people processes, including appeals.
- Coaches and advises Regional Managers on people issues and people processes, in line with our policies and procedures.
- Oversees the resourcing and talent management of staff and volunteers across the division, alongside the People Development Manager ensuring effective succession planning and that appropriate training is in place to enable all individuals to improve personal, team and business performance.
- Plans and makes recommendations for internal promotions, in line with the above process.
- Instigates initiatives to maximise volunteer recruitment and retention.

These responsibilities reflect the current scope of duties and responsibilities of the role. The post holder may be asked, and is expected, to undertake any other duties commensurate to the grade of the post. As duties and responsibilities change and develop, this job description will be reviewed and may be subject to amendment.

About You

Essential

- Senior leadership experience in a multi-site retail environment
- Proven track record of managing large-scale operations, including responsibility for multiple regions, shops and teams
- Strong financial acumen, with experience of managing profit and loss, budgeting and driving income
- Strong commercial mindset with proven ability to drive performance on KPI's and maximise income
- Experience of developing and implementing strategic plans that deliver results
- Strong knowledge of retail operations



- Experience in leading and embedding cultural change, fostering an inclusive and values-led work environments
- Strong leadership skills, with the ability to motivate, inspire and engage individuals at all levels
- Experience of managing and developing high-performing teams
- Outstanding communication and interpersonal skills, with the ability to build strong relationships internally and externally
- High levels of resilience and adaptability
- Passionate about mental health and Mind's mission and values
- Full, clean UK driving license

Desirable

- Previous experience in a leadership role within a national or large-scale charity retail operation
- Experience of working with volunteers and understanding their role in charity retail
- Understanding of sustainability in retail practices and how they can be applied in a charity retail setting
- Personal awareness and empathy of mental health problems

Our Commitment

We are committed to becoming actively anti-racist in everything we do. This is a critical priority for Mind. We embrace diversity and understand that being an inclusive organisation, recognising different perspectives, will enable us to provide excellent services. We are committed to ensuring all our employees are treated fairly and equitably at work and promoting equity in physical and mental health for all.