

Job Description and Person Specification

Job Title:	Director of Retail
Line Manager:	Chief Executive
Professionally Accountable to:	Chief Executive
Basis of Work:	30 – 37.5 hours per week over 4-5 days (full-time preferred). Hours to include unsociable hours and weekend work where required

Job Purpose

- ✓ To provide strategic and inspirational leadership of the Retail Division of Weston Hospicecare, delivering a sustainable, inclusive and commercially successful retail operation which generates significant income to support hospice services.
- ✓ To develop and deliver a forward-thinking retail strategy that responds to changing customer behaviours, economic pressures, high street and retail park trends, environmental responsibilities and developments within the wider charity retail sector.
- ✓ To lead a high-performing, values-led culture across the retail estate, supporting and developing paid staff and volunteers through clear leadership, accountability, coaching and empowerment.
- ✓ To ensure Equality, Diversity and Inclusion (ED&I) is embedded throughout all areas of the retail operation including recruitment, leadership, volunteer engagement, customer experience, accessibility, communications, decision making and organisational culture.
- ✓ To oversee and optimise a diverse retail portfolio including shops, clearance formats, superstore operations, ecommerce, logistics and donation processing functions, ensuring resources are used effectively and efficiently.
- ✓ To work collaboratively across the organisation to maximise income opportunities, strengthen supporter engagement and protect and enhance the reputation of Weston Hospicecare within the community.

Responsibilities

Strategic Leadership

Lead the development and delivery of Weston Hospicecare's retail strategy by:

- Developing and implementing a comprehensive retail business plan aligned to the Hospice strategic plan and agreed organisational objectives.
- Providing clear strategic direction for the retail operation through robust analysis of performance, customer trends, financial data and sector insight.
- Taking full ownership of the retail profit and loss account including budgeting, forecasting, financial planning and delivery against agreed income and expenditure targets.
- Driving a culture of continuous improvement, innovation and accountability across the retail estate.
- Ensuring ED&I principles are embedded within all strategic decisions, operational practices and people management approaches.
- Leading a drive for excellent customer service across the retail estate, from point of donation to point of sale, so that every shop represents the hospice in its best light.

- Leading the ongoing development of the retail portfolio, identifying opportunities for growth, relocation, consolidation, new formats or closure based on performance, demographics and market trends.
- Developing sustainable retail and environmental practices, reducing waste and supporting the organisation's environmental responsibilities wherever possible.
- Ensuring effective governance, compliance and risk management across all retail operations.
- Maintaining strong working relationships with landlords, agents, contractors, sector bodies and external partners.
- Representing Weston Hospicecare professionally within the charity retail sector and wider community.
- Working collaboratively with fundraising, communications and other hospice departments to maximise promotional opportunities, supporter engagement and income generation activity.
- Ensuring retail priorities and campaigns are effectively communicated to relevant internal teams to support organisational objectives.

Retail Operations

Oversee the operational management of the retail estate by:

- Leading a multi-site retail operation including high street shops, specialist shops, superstore operations, ecommerce, logistics and donation centre functions.
- Ensuring the effective use of EPOS systems, retail dashboards and management information to drive decision making and operational improvements.
- Monitoring and analysing performance through agreed KPIs including sales, ASP, Gift Aid conversion, ATV, IPB, donations, payroll and profitability.
- Developing clear action plans for underperforming locations whilst supporting growth opportunities across the estate.
- Ensuring high standards of visual merchandising, customer service, housekeeping and shop presentation are maintained consistently.
- Overseeing stock flow, logistics and donation processing to maximise sales opportunities, operational efficiency and customer experience.
- Ensuring appropriate systems are in place for stock management, pricing, Gift Aid compliance and financial controls.
- Supporting the ongoing growth and development of ecommerce and digital retail opportunities.
- Ensuring all retail sites remain compliant with health and safety legislation, fire safety requirements and organisational policies.
- Working collaboratively with Estates and Facilities teams to manage repairs, maintenance and shop fit projects.
- As a Director, serve on the senior management team of the Hospice to ensure Weston Hospicecare achieves its stated purpose and operates in accordance with its stated values, to deliver an excellent service for it's patients, carers and wider stakeholders by:
 - Embracing senior management responsibilities to contribute to the wider strategic development of Weston Hospicecare.
 - Upholding the reputation of Weston Hospicecare, maintaining an awareness of the organisation's priorities.
 - Taking personal responsibility for policies and procedures that protect Weston Hospicecare's reputation.

Leadership and People Management

Lead and develop a high-performing retail team by:

- Creating a positive, inclusive and supportive culture where staff and volunteers feel valued, respected and empowered.
- Ensuring ED&I is actively promoted across recruitment, progression, volunteer engagement, training and day-to-day management practices.
- Leading, motivating and developing direct reports and wider retail teams through coaching, mentoring and effective performance management.
- Creating clear structures, responsibilities and accountability across the retail operation.
- Supporting succession planning and talent development across the department.
- Managing complex employee relations matters fairly, consistently and in line with organisational policy and employment legislation.
- Working collaboratively with People Services and volunteer teams to support recruitment, retention, wellbeing and development of staff and volunteers.
- Promoting wellbeing and psychological safety across the retail operation whilst maintaining a high-performance culture.
- Leading by example and acting as a visible, approachable and supportive leader across the organisation.

Governance, Compliance and Risk

Ensure effective governance and compliance across the retail operation by:

- Maintaining oversight of all relevant retail legislation, charity retail best practice and organisational policies.
- Ensuring robust Gift Aid governance and compliance processes are maintained across the retail operation.
- Maintaining and reviewing retail risk registers, ensuring risks are appropriately identified, mitigated and monitored.
- Ensuring GDPR and Data Protection requirements are embedded within retail systems and processes.
- Preparing clear and accurate reports for SMT, Trustees and relevant committees on retail performance, risks and strategic developments.
- Supporting organisational governance requirements and contributing positively as a member of the Senior Management Team.

Senior Leadership Responsibilities

As a senior leader within Weston Hospicecare:

- Contribute positively to the wider strategic leadership and development of the organisation.
- Support cross-departmental collaboration and organisational objectives.
- Act as an ambassador for Weston Hospicecare, promoting its values, services and reputation at all times.
- Demonstrate leadership behaviours aligned to the Hospice values and expectations.
- Promote a culture of inclusion, respect, accountability and continuous improvement across the organisation.

Health and Safety

Under the provision of the Health and Safety at Work Act 1974, it is the duty of every employee:

- To take reasonable care of themselves and others at work.
- To co-operate with the Hospice as far as is necessary to enable them to carry out their legal duty.
- Not to intentionally or recklessly interfere with anything provided, including personal, protective equipment for health and safety or welfare at work.

Data Protection

You are required to control and process data held on computer. This must be undertaken lawfully in compliance with the EU's GDPR and the UK's Data Protection Act. Breaches of confidentiality in relation to confidential, personal or sensitive data will result in disciplinary action, which may include dismissal.

Additional Job Facts

- Maintain a smart, professional appearance at all times in line with Hospice policy.
- Conduct yourself in accordance with the Hospice values, and to be a good ambassador for the Hospice.
- Demonstrate a responsible attitude towards economy and care of equipment and other resources.

Scope of Job Description

This job description reflects the immediate requirements and objectives of this post. It is not an exhaustive list of the duties, but gives a general indication of work undertaken which may vary in detail in the light of changing demands and priorities. Substantive changes will be carried out in consultation with the post holder.

This job description is subject to periodic review and amendment.

Organisational Skills		
<ul style="list-style-type: none"> ▪ The ability to think at a strategic and analytical level ▪ Highly motivated self-starter with the ability to organise developmental activities for self and team to increase competency levels and meet future business goals ▪ Ability to solve and meet challenging priorities for the mutual benefit of all parties where possible ▪ Ability to remain positive and constructive under pressure ▪ Ability to present both verbal and written work clearly and accurately ▪ Able to exercise discretion and work confidentially. 	<p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p>	<p>A/I</p> <p>I</p> <p>I</p> <p>I</p> <p>I</p> <p>I</p>
Personal Qualities		
<ul style="list-style-type: none"> ▪ Good sense of humour ▪ Smart appearance ▪ High energy and enthusiasm levels ▪ Self motivated ▪ Flexible approach to the working environment ▪ Proactive ▪ Positive in attitude towards equal opportunities and working in a multicultural environment 	<p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p>	<p>I</p> <p>I</p> <p>I</p> <p>I</p> <p>I</p> <p>I</p> <p>I</p>

Key: E = Essential D = Desirable
A = Application I = Interview
C = Certificate