

Treetops
Hospice

End of life care in Derbyshire
and Nottinghamshire

Head of Retail

Job description and person specification

The Head of Retail is the senior manager in charge of our retail department. They ensure that our retail activities are profitable and that our shops are the window to the world for Treetops.

Scott Lea
scott@treetops.org.uk

Contents

Contents	1
Our Shops	2
Job Description	3
Person Specification	6

A job that's part of something very special.



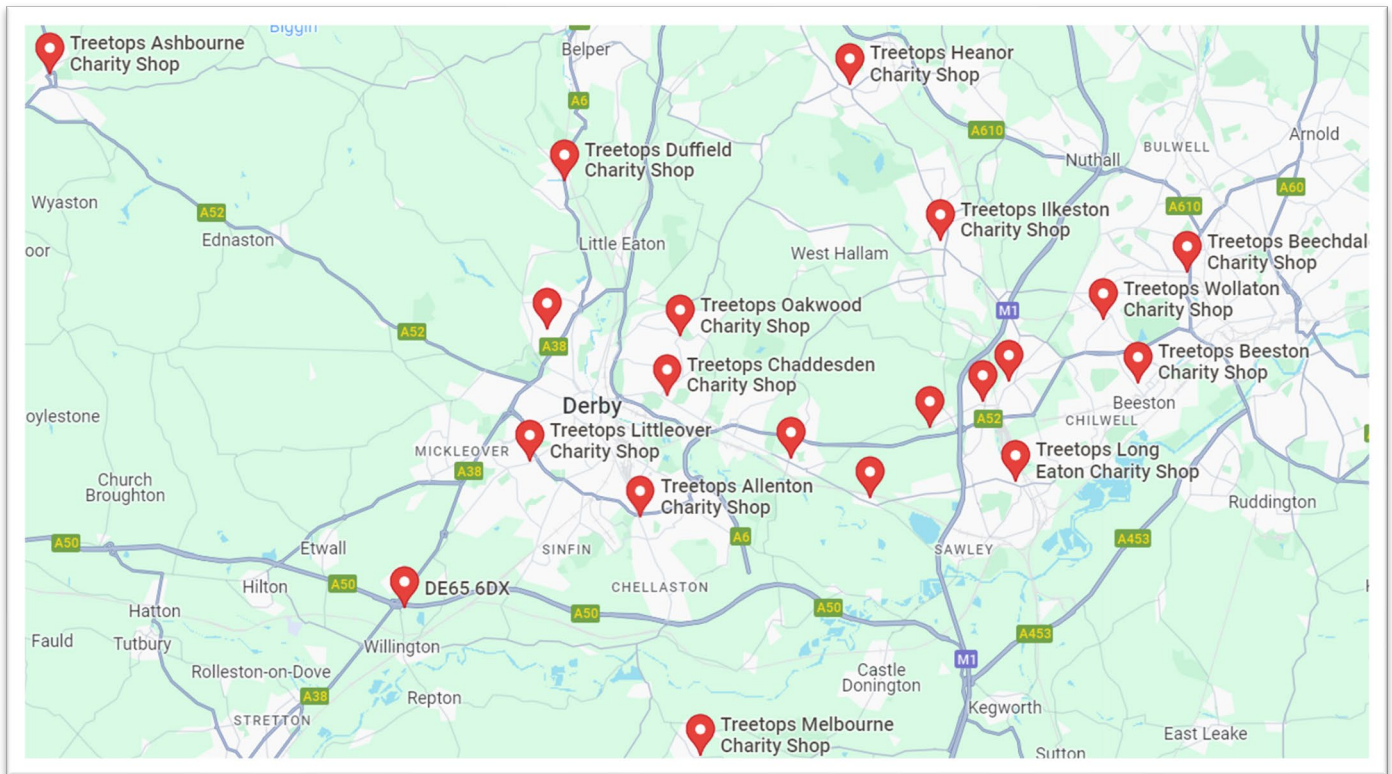
Head of Retail

Scott Lea

19 August 2024

Our Shops

Treetops currently has 19 charity shops in central Derbyshire and south-west Nottinghamshire. 18 of our shops are what you'd think of as classic charity shops, selling clothing and bric-a-brac, some sell furniture. We have a furniture shop in Stapleford and our shop in Wollaton has a bridal boutique on the first floor. We also have an online sales operation that's in its infancy.



Head of Retail

Scott Lea

19 August 2024

Job Description

Appointment:	Head of Retail
Responsible to:	Director of Marketing and Income Generation
Responsible for:	Retail Operations Manager, Senior Shops Managers, Warehouse Manager, Retail Administration Manager
Hours of Work:	37hrs – flexible around core hours
Location:	Sandiacre, Derbyshire, with home working
Key Relationships:	Senior Leadership Team (SLT), departmental heads, trustees, volunteers, supporters, patients, external agencies

Main Purpose of the Job

The Head of Retail is the senior manager who's in charge of our retail department. Their role is to make sure that our retail activities are as profitable and well run as possible. They grow their operation and diversify into new income streams. They also ensure that our shops act as the perfect window to the world for Treetops.

Primary Responsibilities

- Provide strategic leadership, planning, communication and management of our retail department to ensure that high performance standards are achieved by their staff and volunteers
- Lead the day-to-day retail operation, developing and delivering the annual business plan, budget and budgeted contribution
- Develop and implement a three-year retail income generation strategy
- Ensure the retail structure is fit for purpose, that appropriate resources, systems, policies, processes and guides are in place to grow income successfully
- Ensure a high standard of customer service throughout retail through training and the design, implementation and update of relevant policies and procedures
- Research, evaluate and develop new retail income streams and liaise with colleagues to promote existing streams
- Grow online sales, budget accordingly and maximise income through this channel
- Ensure that all shops are 'on brand' and that our brand, and our collateral, is consistently and appropriately promoted

Head of Retail

Scott Lea

19 August 2024

People Management

- Responsible for the line management, annual appraisal, mentoring and training development of the Retail HQ team
- Work with the team to establish realistic and achievable annual KPIs and propose them to the Director of Marketing and Income Generation
- Support the team and fill in any knowledge and skill gaps
- Support the shop managers and HQ team in developing insightful reporting so that information can be shared and all decisions can be data led

Communication and Relationships

- Work with other directorate heads to ensure our shops act as the hospice's 'window to the world' and that they remain and continue to develop as an embedded and well-loved part of their local communities
- Work with the Head of Community Relationships and Head of Marketing to support on income generation and awareness campaigns through the shops
- Collaborate with landlords, agents or other 3rd parties to ensure all shops are well presented, safe and adequately maintained
- Collaborate with our volunteer team to ensure the adequate recruitment, management, safeguarding and development of retail volunteers
- Form links with peers in other hospice organisations and the Charity Retail Association and share best practice
- Participate in and contribute as appropriate to team meetings

Decision-making and Problem-solving

- Undertake data analysis to assess the performance of retail activities and projects and apply the findings to improve outcomes
- Prioritise the retail team's activities to best support our overall strategic objectives
- Research relevant industry experts, competitors, target audience and users to keep abreast of emerging trends, technologies and influencers
- Proactively address underperformance in our shops or other channels, creating and implementing appropriate turnaround plans
- 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

Financial and Physical Resources Responsibility

- Establish sales, cost and profit targets in line with the retail income generation strategy
- Develop and implement operational processes, including strategies to: attract sufficient quality stock, ensure competitive pricing and maximise income from e-trading, Gift Aid and recyclables

Head of Retail

- Ensure compliance with regulations and all legislation and appropriate best-practice guidelines affecting the retail department
- Compile and manage the annual retail budget
- Assess quotations and manage contractors to ensure best value for money

Responsibility for Information

- Respect confidentiality regarding all issues related to Treetops' business
- Give strategic advice concerning charity retail
- Maintain an awareness of the emerging charity retail trends, news, events and legislation in the UK

Working Conditions

- May be required to provide of out-of-hours coverage for important incidents
- May be required to work during evenings and at weekends for which time off in lieu will be granted
- Comply with health and safety policies, procedures and arrangements for safe working practices

Physical/Mental Effort

- Able to deal with vulnerable, distressed, anxious or difficult people in accordance with Treetops' policies

Other

- This job description outlines the main functions and responsibilities of the post. The post holder may be required to undertake additional duties as required, commensurate with the level of the job

Review procedures

- There will be an annual review of the post and job contents

Key Performance Indicators

- Annual Key Performance Indicators will be defined by the Director of Marketing and Income Generation

Head of Retail

Scott Lea

19 August 2024

Person Specification

	Essential	Desirable
Knowledge and Experience	<ul style="list-style-type: none"> • Proven track record in the successful management of a multi-store retail operation • Experience of leading and developing a large team that's spread across a sizeable area • Creative and solution focused, innovating to adapt to changing circumstances in the retail environment • In-depth knowledge of the retail industry 	<ul style="list-style-type: none"> • Experience of effectively deploying all forms of technology to remotely manage and engage a team • Awareness of charity retail • Understanding of dealing with property and estates issues • Knowledge of the hospice sector • Awareness of the work of Treetops • Knowledge of the wider charity environment • Experience of e-commerce
People Management	<ul style="list-style-type: none"> • A confident and effective leader and manager, able to motivate and delegate appropriately • A positive, motivational, supportive and encouraging approach to people management • Experience of setting and monitoring KPIs and ensuring they are achieved 	
Communication and Relationships	<ul style="list-style-type: none"> • Able to persuade, motivate and encourage • Excellent written and oral communication skills • Experience of implementing and driving customer service standards within a retail environment • Experience of working collaboratively, creating positive relationships across an organisation 	<ul style="list-style-type: none"> • Confident, enthusiastic and articulate presenter • Experience of community outreach

Head of Retail

	<ul style="list-style-type: none"> • Able to work as part of a team 	
Decision Making and Problem Solving	<ul style="list-style-type: none"> • Ability to analyse data, to think through and debate complex issues and produce commercially sound judgments 	<ul style="list-style-type: none"> • Qualification in data analysis
Financial & Physical Resources Responsibility	<ul style="list-style-type: none"> • Previous experience of budget planning and control • Previous experience of selecting and managing external suppliers • Understanding of budgeting, cost management and profit and loss reporting 	<ul style="list-style-type: none"> • Awareness of retail Gift Aid
Responsibility for Information	<ul style="list-style-type: none"> • Able to handle sensitive information appropriately 	
Working Conditions	<ul style="list-style-type: none"> • Prepared to work, on occasions, on weekends and evenings 	
Physical and Mental Effort	<ul style="list-style-type: none"> • Able to work under pressure with a drive to get the job done • Able to deal with vulnerable and distressed people • Energetic, enthusiastic and confident with a positive attitude and professional and mature approach • Proactive, solutions orientated and able to think on your feet • Digitally literate and sound IT skills, including experience working with Microsoft products and ePos systems • Prepared to regularly travel around the shops with access to your own vehicle 	

Head of Retail

Scott Lea

19 August 2024