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**Job Description**

**Head of Retail**

**1.0 Summary of Role**

Herriot Hospice Homecare, Just ‘B’ and Saint Michael’s (North Yorkshire Hospice Care’s family of services) proudly serves a population of 300,000 people in the Harrogate, Hambleton & Richmondshire districts living with terminal illness and bereavement. Following a £2.7m capital fundraising campaign our new hospice, Herriot Hospice@The Lambert, is due to open in 2025.

As Head of Retail at our charity, you will be a dynamic, forward-thinking and pivotal leader of the Income Generation Team. Working alongside the Head of Fundraising, the role will spearhead the direction, expansion, and growth of our retail, fundraising and marketing teams for our family of services; Herriot Hospice Homecare, Just ‘B’ and Saint Michael’s.

This key leadership role will oversee the delivery of £2.8m in retail income in FY 2025/26 and lead our efforts in generating meaningful relationships with our valued customers, donors, partners and those who use our services.

The role is diverse, demanding and proactive so the Head of Retail will need to hold strengths in, and be motivated by, robust people and financial management and a passion for charity retail and sustainability. With strong organisational skills and a commonsense approach, the Head of Retail will have a natural ability to make good judgements and behave in a practical and sensible way working within a busy, fast-paced environment.

With a current retail portfolio of 15 local charity stores, a furniture enterprise and a new ecommerce Hub the Head of Retail will also need to be experienced in lease management and property maintenance and skilled in opening successful new charity retail enterprises.

Together with the Deputy Chief Executive, the Head of Retail and Head of Fundraising will work positively and collaboratively to reach the ambitious income generation strategic plan to grow our net income by 100% by 2027, and the delivery in year (25/26) of almost £5.5m in income. This ambitious plan also comes with the shared responsibility to prospect commercial opportunities that will allow us to diversify and increase our funding with profit making ventures.

**2.0 Key Tasks**

1. 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.
2. Together with the Head of Fundraising implement an ambitious Income Generation Workplan with strong collective responsibility, cross team working and growth pathways, which maximises income generation.
3. To be responsible for the retail business with accountability for retail marketing plans, budgets, and performance targets, supporting the team to deliver sustainable income, strong customer service and stewardship, and excellent donor and supporter experience.
4. Lead, manage, motivate, and develop the Income Generation Team, creating a positive and inspiring culture, which empowers the team to achieve their best in line with plans and key performance indicators.
5. Develop a data-driven culture, role modelling best practice electronic till and CRM use, ensuring insight and analysis inform plans and direction, customer journeys and sustainable long term income generation.
6. Manage competitive lease negotiations, reviews and renewals for new and existing stores ensuring there is a process in place for managing and monitoring all legal obligations of the lease terms, and centralising all relevant lease related information, details, and documentation in one secure place.
7. Work collaboratively with our marketing and communications colleagues to strengthen our internal communications and build our profile, engagement and advance our campaigning objectives.
8. With the Head of Fundraising to play an active and leading role in the Income Generation team working effectively across the organisation to ensure we are collaborating with key teams.
9. To ensure that all activities comply with retail legislation, GDPR guidance, Fundraising Regulators Code of Conduct, North Yorkshire Hospice Care’s policies and procedures and demonstrate best practice.

The above is not an exhaustive list of duties and you will be expected to perform different tasks as necessitated by your changing role within the organisation and the overall business objectives of the organisation.

**Key Result areas / Success Measures**

**KR1 Together with the Head of Fundraising, implement an ambitious Income Generation Workplan with strong collective responsibility, cross team working and growth pathways, which maximises the potential of fundraised income generation**

SM1 Workplan is co-owned by the Income Generation Team

SM2 Income Generation Team are proactively delivering the new workplan, and own the outcomes

SM3 Income Generation Team are identifying opportunities for growth which evidence stronger cross-team working, and sustainability, whilst evidencing excellent stewardship and supporter and customer experience

SM4 Team continue to improve performances, processes, and ways of working to deliver efficiencies

SM5 Team support the development of a data-driven culture, role-modelling best practice electronic till and CRM use and there is clear customer/donor journey and stewardship frameworks in place

SM5 There is a focus on a shared team approach to improving our fundraising and marketing

**KR2 Maximise retail profit and return on investment**

SM1 Increased profit from retail business in line with income generation workplan objectives

SM2 A review of the existing retail business to identify gaps and potential opportunities

SM3 A review of area boundaries to develop plans for new shop locations defining retail concept i.e. boutique, furniture store, budget and timescale

SM4 Regular shop visits with the Area Manager to understand and identify issues and opportunities and support effective next steps

SM5 A one-to-two-year growth plan in place for each retail enterprise

SM6 A textiles income plan to support anticipated drop in income levels

SM7 A review of donated stock generation and management plan

SM8 A healthy conversion rate of above 35% gift aid and digital tools in place to support shops team, and increase number of marketing leads by at least 20% of gift aiders in 25/26

SM9 Digital screens in place in all stores to integrate retail and e-tail so customers have access to our online selling sites whilst shopping instore

**KR3** **Provide a stimulating, supportive and safe working environment**

SM1 Responsibility for retail compliance with all policies and procedures including health and safety, security and risk, ensuring statutory and regulatory requirements are adhered to, and managing safe operations for shop teams, customers and supporters

SM2 A plan for property maintenance and repair and a list of minimum standards regarding shop exterior and interior upkeep

SM3 To work collaboratively and collectively with the Facilities Team

**KR4 Effective annual planning, budgeting, and reforecasting in line with targets**

SM1 Continuous monitoring of retail performance to ensure minimum sales profit of 45% and income targets and agreed KPI’s are met

SM2 Accurate reporting and monitoring of team performance

SM3 Rolling 3 – 5-year budget/plan in place to reach workplan target and position timings for new business opportunities

SM4 Collective approach to managing performance empowering senior leads and budget holders to be responsible and accountable for their P & L

**KR5 Lead, manage, motivate, and develop the Income Generation Team, creating a positive and inspiring culture, which empowers retailers to achieve their best in line with short and long term KPI’s**

SM1 Heads of Income Generation actively demonstrate our values and leadership behaviours to ensure a cohesive, positive culture across the team with motivated and happy colleagues

SM2 Retailers are continually developing to their best ability, have a training plan in place, and demonstrate our values, and behaviours framework

SM3 Insight, knowledge and expertise is proactively shared across the team

SM4 Opportunities for mentoring, secondment and coaching are proactively sought out

SM5 A review of performance related pay options

SM6 Cross-team opportunities are proactively identified including corporate and events fundraising

SM7 Structure is reviewed to meet workplan objectives and regularly reviewed in line with business need and change is supported through effective and compassionate change management and leadership

SM8 Networking with other hospices and retail sector leaders to support sector performance and trends, operational insights and recognition opportunities.

SM9 Underperformance is addressed promptly, professionally, openly, and honestly

SM10 Growth in volunteering levels through recruitment, engagement, development and retention, working with the People & Culture Team to deliver a consistent, positive experience across the retail business

SM11 A regular team survey to focus on key strengths and weaknesses within the business

SM12 Focus group work to provide useful insight from our team, customers, and donors

**KR6 Work collaboratively with our communications colleagues to strengthen our internal communications and build our profile, engagement and advance our campaigning objectives.**

SM1 There is a retail marketing plan in place to include key messaging and individual marketing plans to support retail portfolio

SM2 Devise a marketing campaign to support sustainable shopping experience

SM3 Proactively seek out and secure case studies to support our engagement and fundraising

**KR7 Play an active and leading role in the Income Generation Team working effectively across the organisation and collaborating with key teams**

SM1 Be an Income Generation Team lead for agreed cross-department groups, priorities and projects

**KR8 To ensure that all activities comply with Retail regulation, HMRC Gift Aid guidance, GDPR guidance, Fundraising Regulators Code of Conduct, North Yorkshire Hospice Care’s policies and procedures and best practice**

SM1 Activities are compliant and best practice, policies, and procedures are embedded into day-to-day work

SM2 Complaints and near misses are managed appropriately, documented and integrated

**Overarching responsibilities**

* To embed the values of the organisation into your working practices evidencing this regularly and ensuring this remains a priority.
* To live out our values, which drive all that we do, in the context of your everyday work following our behaviour framework.
* To work in accordance, and fully comply, with our organisational policies and procedures.
* To carry out all duties in accordance with the law, , regulations, organisational frameworks, recognised professional guidelines and the have a commitment to FREDIE, integration and collective decision making.

Throughout your time with us we will conduct ongoing employment checks and performance reviews relevant to your role, for example professional registration checks, DBS, appraisals, and regular contact meetings.

**3.0 Terms and Conditions**

Reports to: Deputy Chief Executive

Responsible for: Retail Team

Hours: 37.5 hours

Location: North Yorkshire Hospice Care sites

**4.0 Person Specification**

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| **What is required?**  **How is it assessed? A – Application T – Test I - Interview** | **Essential**  **Desired** | **Assessed** |
| **Experience** | | |
| Extensive experience of senior, area and operational retail management in the charity retail sector | E | A/I |
| Evidence of leadership experience translating vision and strategy into specific plans, targets and tasks | E | A/T/I |
| Experience of leading and managing employees and volunteers, including recruitment, retention, performance management and dealing with workplace issues | E | A/I |
| Experience of strategic planning | E | A/I |
| Experience of setting and managing income, expenditure and budgets and budget reforecasting processes | E | A/I |
| Evidence of sustainable sales and profitability growth in previous roles | E | A/I |
| Experience of developing a retail marketing plan | E | A/T/I |
| Experience of developing online retailing and digital marketing | E | A/I |
| Experience of driving forward new technologies to support retail | D | A/I |
| Experience of property and lease management | E | A/T/I |
| Experience of developing plans to open new shop locations on time and to budget | E | A/T/I |
| **Knowledge/Skills** | | |
| A commercial acumen and judgement and advanced understanding of charity retailing and e-tailing | E | A/I |
| Excellent leadership, management, coaching, and development skills | E | A/I |
| Ability to project, set and manage a retail budget, ensuring clear sales and margin targets, and prepare accurate high-quality reports and analysis on current sales data to identify business critical issues and inform decisions | E | A/I |
| Ability to manage and monitor performance against targets and key KPIs and troubleshoot issues to ensure income is maximised | E | A/I |
| Excellent written and verbal communication skills, including report writing, Microsoft365 Office and presentations | E | A/I |
| Excellent planning, time management, project and organisational skills | E | A/I |
| Thorough understanding of retail gift aid | E | A/I |
| Thorough knowledge of trading laws and health & safety and ability to produce policies and procedures | E | A/I |
| Full, valid driving license | E | A/I |
| **Attributes** | | |
| Driven by and demonstrates a passion for retail and maintains a good knowledge and understanding of the charity retail market | E | A/I |
| Proven ability to overcome challenges and obstacles and get things done | E | A/I |
| Driven by values and integrity, builds confidence and leads by example | E | A/I |
| A networker with a proven ability to create and maintain positive, professional, and trusting working relationships with a wide range of people | E | A/I |
| Proven ability to collaborate, negotiate and influence effectively with internal and external stakeholders | E | A/I |
| Manages stressful situations with a calm and measured approach | E | I |
| Highly motivated, forward thinking and thrives on positive change | E | A/I |
| Solutions focused problem solver and positive attitude | E | I |
| Ability, willingness and commitment to role model North Yorkshire Hospice Care’s values and behaviours framework. | E | I |
| Willingness to travel across North Yorkshire and work flexibly to ensure that plans are delivered | E | A |
| Is responsive, innovative and seeks out opportunities to create effective change. Reviews ways of working, including seeking and providing feedback to improve performance. | E | I |
| Treats all individuals with respect and ensures equality of opportunity and inclusion for all. | E | A/I |
| Full understanding of and strong commitment to confidentiality | E | A/I |
| Can retain a good work life balance whilst supporting a 7-day retail operation | E | A/I |