Job Description

Job Title: Head of Retail Operations (North)

Reports to: Managing Director

Location: Field Based

Job Purpose

To contribute to the development, implementation, monitoring and review of a business strategy that maximises the retail net profit by driving sales and controlling costs at regional level; to build motivated and high performing teams through the effective leadership and line management to retail staff. Ensures that Mind maximises ‘added value’ opportunities afforded through its high street presence including raising public awareness and non retail income.

Key Responsibilities

Responsibilities include but are not limited to the following:

- Works with the Managing Director and other Heads of Function to influence the creation and communication of company strategy, business priorities and targets for the Regional Teams and ensures there are systems in place to enable the shop managers to receive the information in a timely manner

- Generates ideas about future retail activities to ensure a cutting edge strategy; maintains up to date knowledge of the market place, competitors and trends

- Uses open feedback mechanisms from the operations team with other departments to ensure the integration of the retail strategy with Minds’ other activities

- Influences and supports the retail element of the annual budget process ensuring understanding and buy in from the operations team. Constantly reviews financial data and supports the Regional Managers in providing realistic input into the sales budgets

- Takes decisions on matters relating to the day to day retail operation within their defined work area including the strategic planning of resources
Translates the strategic goals into retail operational plans to achieve the required targeted growth in sales and profit; identifies and optimises promotional opportunities ensuring these are co-ordinated with wider Mind promotions and campaigns

Ensures that the retail operation complies to all policies and procedures relating to Security, Health and Safety; influences any changes necessary to meet statutory requirements, ensuring minimum risk to staff members and the business

Ensures all new shop proposals meet the required return on sales prior to submitting any recommendations to the Managing Director; all new shop locations must be visited to ensure they will trade effectively and meet the proposed budgets

Spends time in shops with retail shop teams and customers to understand and identify business critical issues in order to ensure the alignment of tactics and strategies; maintains the corporate identity of Mind in all shops and related initiatives

Takes a lead role in building a strong sales management culture with the operations team; spends time coaching Regional Managers, identifying skills and opportunities for development; provides advice and guidance on shop manager issues when needed.

Works with the HR Business Partner to ensure people management issues are satisfactorily resolved and relevant HR policies and procedures are adhered to. Chairs disciplinary, grievance, capability hearings and appeals as required.

Proactively manages and reviews the performance and progress of Regional Managers and their regions, sets objectives and targets; works with Regional Training Manager to develop individual training plans for the team

Instigates the creation of procedures and systems to maximise volunteer recruitment and retention

Recruits, trains and develops staff ensuring adherence to Mind’s HR systems and procedures

Maintains and constantly develops innovative and cost effective stock generation; monitors stock weekly to achieve bottom line sales budget against monthly targets

Regularly produces and presents a range of financial/non financial reports for the Managing Director and the Retail Board as required

**Job Dimensions**

The retail operation geographically would typically consist of 4/5 regions and a total of 70 - 80 shops; there would be c 180 employed staff and approximately 900 volunteers

Responsible for average net sales of c £5 million

Has full P&L accountability for a geographical group of regions

**Decision Making Parameters**

Empowered to make decisions on all aspects of the running for a defined group of regions/shops within the guidelines set by the company. Consults with the appropriate departments on all non routine decisions
Involved in the strategic direction and development of the company, participates in the decision making process for new initiatives, projects and procedures

Defines the tactics that realises the business strategy for the operations team

**Person Specification**

**Experience**

Extensive business experience including relevant multi site gained within the retail/charity shop sector. Experienced in managing relationships at a senior level and managing a diverse (in terms of skill base and experience) team of people.

Must be able to demonstrate the ability to contribute and successfully deliver against a business strategy

Must possess a track record of increasing and sustaining sales growth and profitability even in challenging market conditions such as the current economic climate

Experience of site evaluation

Must demonstrate a proven ability to motivate, coach and develop people

**Key Skills Sought**

- Excellent communication skills – verbal, written to include report writing and group presentations
- Influencing and negotiation skills
- Well developed interpersonal skills
- Commercially sound with a good understanding of profit and loss accounting and the influence of operating factors e.g. volume v price
- Excellent organisation skills, able to prioritise
- A collaborative team player – concerned with the team success as well as individual performance
- Visible Leadership skills – can motivate others to achieve
- Solution orientated, decisive by nature

**Personal Attributes**

- Self starter – high energy levels
- Positive and Enthusiastic
- Resourceful
- Strong professionally – credible with integrity
- Good Listener – will challenge constructively and respond well to feedback
Other

Mobility – the job entails frequent and extensive travel

Working knowledge of Retail, H.R and Health and Safety legislation

Must be able to use MS Office applications – Word, Outlook, and Excel to a competent standard