

**Job Description - Head of Retail Operations**

**Reports To:** Managing Director, Snape Maltings Trading Ltd (SMTL)

**Direct Reports:** Retail Managers x 2

 Stock & EPOS Manager

 Retail Administrator

E-commerce Manager

 Visual Merchandisers x 2

**Works closely with:** Head Buyer (who provides creative direction to the Visual Merchandisers)

 Head of Catering and Events

 Finance Team

**Summary of Role:**

This is a newly created role to maximise the potential of SMTL (on-site and on-line) by hands-on leadership of the operations team in driving sales and operating profit, providing exemplary customer service and best-practice operating standards. The role also requires experience and talent for product merchandising, training, HR, Health and Safety, inventory control, and e-Commerce.

The role will deliver retail excellence across the site with specific responsibility for:

* Site management, working with, and delegating to, the Retail Managers and Senior Retail Assistants to ensure the operations team provides exemplary customer service.
* Retail employees, including leading on recruitment, performance evaluation, scheduling, training (inc product training), coaching and development.
* Administrative and financial procedures, including budgeting, forecasting & reporting, KPI tracking, inventory optimisation, EPOS and building maintenance.
* Reviewing procedures and policies and implementing change where required.
* Ensuring targets are met and plans are created in line with business growth.
* Upholding the brand’s values in all areas.

The Head of Retail Operations is part of the SMTL management team that also includes the Head Buyer, Head of Hospitality and Events, the Chief Finance Officer and the Managing Director.

**Day-to-Day Role Responsibilities:**

**Retail Leadership**

* Develop, implement, monitor and review the retail operating plan and operational budget so that it meets organisational objectives and is in line with the wider organisation’s core values, culture and priorities.
* Improve operational efficiency by identifying and implementing better ‘ways of working’
* Analyse and use management information, including EPOS data, to manage performance, identify opportunities, respond to trends and make informed management decisions and measure performance against KPI’s.
* Review daily, weekly and monthly targets, clearly identifying sales, profitability and cost opportunities and ensuring this information is cascaded effectively to the team
* Lead a culture of “customer first” – work collaboratively with the retail team and all other teams to focus on standards of service, merchandising, store presentation (cleaning and maintenance.
* Build a supportive and inclusive relationship with the Head Buyer, and maintain/develop beneficial working relationships with other departments which are based on collaboration and are mutually supportive.
* Lead communication with the buying team to align visual merchandising expectations and product focus whilst minimising excess and obsolete inventory
* Work with the buying team to ensure that retail staff have up-to-date and accurate product knowledge.
* Oversee accurate stocktaking and general stock management, ensuring systems of stock rotation and code checking are maintained
* Project management of new retail concepts, pop-up stores, contractors and shop fitouts
* Lead the strategic development of the e-commerce and stockroom operations. Investigate new systems of receipt, storage, picking and delivery of goods to serve the Snape Maltings site and online operations. This is an urgent priority.

**Team Leadership**

* Lead and inspire others, setting the standards of behaviour and actively promoting and leading a culture of collaboration and inclusivity.
* Ensure that regular communication, with all staff, is prioritised, as part of a culture which values transparency and open feedback.
* Review team performance providing constructive feedback to recognize and praise excellent performance, and to provide solutions that address development opportunities in a timely and effective manner
* Accountable for ensuring that all staff are properly trained from the point that they join the organisation.
* Ensure that annual performance reviews are always completed on time. Complete PDR’s for direct reports using these opportunities to manage, motivate and identify development opportunities, succession planning etc.

**Policies and compliance**

* Work within, and uphold the fundamental principles of, the organisation’s Employee Policies at all times. Ensure that they are applied consistently at all times.
* Work with the HR team to lead on recruitment, interviews, selection, training and development of new employees – in line with the organisation’s Diversity Policy.
* Ensure the understanding of, and compliance with, all relevant legislation including Health and Safety, Equality Act 2010, and sale of food and drink.
* Comply with Data Protection and GDPR regulations relevant to the business and ensure correct practice is adhered to
* Where appropriate, deputise for the MD in their absence, representing the trading business and communicating externally as required

To undertake any other relevant duties within the overall scope of this role as may be requested by the MD. This role description is not exhaustive and is subject to review in

Signed: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**PERSON SPECIFICATION – Head of Retail Operations**

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| **CRITERION** | **ESSENTIAL** | **DESIRABLE** |
| Experience | * Proven track record of achievement within retail and accountability for KPI’s.
* Managing a fast-paced environment with a quick stock turnover.
* Has worked within a retail environment which has included some accountability for visual merchandising and stock control.
* Has led a team and delivered results through a team structure.
* Accountable for budgets, forecasts, analysis.
* Effective use/analysis of EPOS to manage and take commercial decisions.
 | * Retail experience gained with a similar product range.
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| Skills/Knowledge | * Customer and service focussed.
* Collaborative – leads and works by nurturing strong relationships.
* Confident and effective communication skills, both verbal and written.
* Numerate and analytical – use of Excel to create and use spreadsheets.
* General understanding of current, relevant employment law.
 | * Appreciation of music/culture/heritage.
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| Ability/aptitude | * Gains the respect of others – leads by example, listens to and respects the views of others.
* Clear thinking, able to make decisions.
* Has personal credibility – represents the brand values and is a brand ambassador.
* Can lead and adapt to change.
* Emotionally intelligent – achieves results through the team.

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| Other requirements  | * Works as part of the team – is a “presence” on the salesfloor and acts as the Duty Manager over key trading periods and weekends.
* Represents Retail at meetings and events organised by Britten Pears Arts.
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