

SHELTER

**ASSISTANT DIRECTOR
OF
RETAIL
RECRUITMENT PACK**

AUGUST 2024



A WARM WELCOME

Dear Candidate,

Thank you for your interest in becoming our new Assistant Director of Retail. In the face of the cost-of-living crisis affecting millions, our Income Generation team stands as a formidable force, raising over £68 million to power Shelter's relentless fight against homelessness. Income fuels this fight.

At Shelter, we recognise the fundamental importance of a safe and secure home, yet, in the face of escalating housing challenges, our mission to defend this right has never been more critical.

As our Assistant Director of Retail, you will be entrusted with a multifaceted role that demands not only leadership but also commercial acumen and strategic vision.

Your responsibilities will encompass overseeing our retail business based throughout England and Scotland, driving profitability, and expanding our reach to support our broader mission.

This role is becoming vacant as our current post holder is retiring after an incredible 12 years with Shelter and will be very big shoes to fill. This is a rare opportunity to join us and bring your charity leadership experience to a creative, strategic and dynamic role which directly impacts our strategy.

The role will entail far more than just managing shop operations; it will require inspirational leadership to navigate the complexities of the retail landscape.

With your commercial acumen, you will strategically choose optimal shop locations, maximise procurement efficiency, and innovate retail solutions to enhance our competitiveness.

You will lead initiatives to grow our online sales and supporter base, leveraging your experience in strategic planning and engagement strategies to deepen connections with our mission. Collaborating closely with colleagues across the organisation, you will drive strategic change and ensure alignment with our overarching goals.

Charity retailing is focused around three Gifts: The Gift of Stock, the Gift of Money and the Gift of Time. And of these, the Gift of Time is one of the most important. At Shelter, we are fortunate to have 1500 volunteers who give their time so generously to support our shops. An important responsibility of the AD Retail role is to liaise closely with the Volunteering Team, to ensure our retail volunteers feel fully supported. And jointly leading with the Volunteering Team on the recruitment, retention and development of retail volunteers is also a key part of the role.

Your ability to deliver on sales and ultimately profit will be crucial in sustaining our operations and driving revenue growth. Moreover, your adeptness in upholding retail best practices and regulatory compliance will ensure the highest standards of operation across all locations.

At Shelter, we are committed to fostering an inclusive and diverse workplace. We value the unique perspectives and experiences that each individual brings to our team, and we actively encourage candidates from all backgrounds to apply.

You can read more about our commitment to Anti-Racism [here](#). If you are ready to make a tangible difference in the lives of those in need and contribute to our mission of defending the right to a safe home, we encourage you to seize this opportunity. Together, we can create lasting change and build a brighter future for all.

Best wishes,

Andy Harris
Director of Income Generation





Job Description

Job Title: Assistant Director – Retail

Location: Shelter provides flexibility to allow home-based, Shelter Office-based or a combination of the two although regular travel throughout England and Scotland is expected

Contract: Permanent

Accountable to: Director of Income Generation

Salary: £77,000 + Excellent Benefits

Hours: 37.5hrs per week

Leave: 30 days holiday per annum plus bank holidays

About Shelter

A home is a fundamental human need, as essential as education or healthcare. Yet millions of people across Britain struggle daily with homelessness, bad housing conditions, soaring rents, discrimination, and the threat of eviction. So, we are striving for change, with individuals, in communities, across society, and leading the way to a safe home. We need ambitious, best-in-class individuals who are passionate about our cause to join us at this exciting time. This is your chance to play a part in the fundamental change we are striving to achieve.

At Shelter we are united by our purpose to defend the right to a safe home. Our enemy is the social injustice at the core of the escalating housing emergency. We believe that to win that fight, we must be representative of the people we are here to help and those who support our movement for change. In all our people decisions, we take pride in being inclusive, fair, equitable and transparent. We have committed to combat racism both within and outside Shelter and welcome you on our journey to becoming a truly anti-racist organisation.

Diversity Statement

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At Shelter we recognise that people from marginalised groups might face particular difficulties in their career journey and we are committed as an employer to tackle this injustice. Studies have shown that women and people of colour are less likely to apply for jobs unless they feel confident that they meet every requirement listed.

At Shelter we are dedicated to building an anti-racist, diverse, inclusive, equitable, and authentic workplace, so if you're excited about this role and your experience or skills to date don't align perfectly with every part of the role requirements in the job description, please don't let that stop you applying. We encourage you to tell us how your skills, knowledge, behaviours, and experience will aid your success in the role.

About the team

As the cost-of-living squeeze grips the lives of millions, a broken housing system looks more fragile than ever before. This is your chance to play a fundamental role in helping to achieve change and create a fairer society for those who lack the comfort and security of a proper home. Put simply, income fuels our fight for home. Collectively the retail team of circa 200 colleagues raise nearly £2m after costs to power Shelter's fight against homelessness and forms part of Shelter's Income Generation directorate.

The Income Generation team raises circa £70m per annum from a wide variety of income streams and split this income portfolio over four departments – Retail, Individual Giving, Community & Events and High Value Partnerships. The Retail department is then segmented into five teams.

And they are an award-winning team too with accolades including...

- Charity Retail Association Awards
- Equity, Diversity and Inclusion (2021, 2023 and 2024)
- Charity Shop of the year (2022 + 2019)
- Outstanding Charity Retail of the Year (2019)
- Best Charity Shop Window (2019)
- Business Charity Awards
- Winner - Fashion and Retail Category with All Saints
- Corporate Engagement awards
- Bronze level award - Best Collaborative Approach for Network Rail Pop Up Shops

Also check out the retail team on Instagram... www.instagram.com/sheltershops

About the role

This is one of the best charity retail leadership roles in the sector. We are super happy to talk about flexible working, personal growth, and to promote a workplace where you can be yourself and achieve success based only on your merit.

This role requires a dynamic and strategic leader with a passion for driving social impact through innovative retail initiatives. With a keen eye for location awareness and commercial acumen, you'll understand the importance of 'turnover is vanity and profit is sanity' as income fuels the fight. Plus, you'll need to build internal relationships at all levels to ensure the work of the retail team is understood and actively supported by other teams not forgetting the role needs to work seamlessly with all our 'enabling' teams as we are louder together.

The Assistant Director will manage the performance and personal development of the team, reflecting our collectively agreed culture and behaviours (see below). Thankfully, you don't need to write a long strategy for Retail as we only have one Strategy at Shelter – plenty of plans but only one strategy.

The numbers across retail are big and the role requires the careful and active monitoring and management of the team's budgets on a monthly, quarterly, and annual basis – which includes proposing effective corrective action and activities when financial performance is not on track and developing business cases for investment when necessary.

Having a strong understanding of the wider Income Generation team aims, ambitions, challenges, and priorities will be needed as the Assistant Directors are empowered to make informed strategic decisions – we are all delegating decision to the most appropriate level.

Role specific responsibilities

- Managing the development program for new shops and refurbishments: Leading initiatives to expand Shelter's retail footprint while ensuring profitability and return on investment.
- Developing online and e-commerce channels: Expanding Shelter's online presence and enhancing e-commerce capabilities to reach a broader audience.
- Overseeing team performance and development: Providing leadership and support to ensure team members align with organisational culture and achieve their full potential.
- Ensuring the highest standards of retail operations across all locations: Establishing and maintaining consistent excellence in customer service, merchandising, and financial management throughout Shelter's shop network.
- Strategically maximising procurement and stock sourcing efficiency: Optimising processes to ensure shops have the necessary stock to meet customer demand while controlling costs.
- Innovating retail solutions: Introducing new technologies and operational practices to improve efficiency and enhance the customer experience.
- Devising a strategic store location plan: Planning the expansion and placement of shops, including innovative formats like pop-up shops and co-locations.

- Implementing comprehensive marketing strategies for retail: Work with marketeers to promote Shelter shops effectively and drive foot traffic.
- Ensuring compliance with charity shop regulations and standards: Implementing policies and procedures to ensure adherence to legal and regulatory requirements governing charity shop operations.
- Upholding Health & Safety, Safeguarding, and GDPR policies: Prioritising safety, privacy, and compliance in all aspects of retail operations, with thorough policies and training in place.

Key responsibilities for all Assistant Directors

- Collectively support the ELT in providing the leadership of the organisation.
- Have cross cutting responsibilities such as chairing key steering and board groups.
- Overtly role model the behaviours that our organisational culture requires.
- Have responsibility along with ELT for implementing organisation wide initiatives including the culture development programme, new brand position and the embedding of our commitment to be an Anti-Racist organisation.
- Take collective responsibility for internal communication – leading on cascading communications.

About you

1. You will have a proven track record in charity shop management, coupled with extensive experience in strategic planning and budget setting. In addition to your expertise in traditional retail operations, you will be well-versed in expanding online and e-commerce, leveraging technology integration, and enhancing logistics operations to drive revenue growth.
2. You will have excellent commercial acumen, understanding the impact of shop geographical locations and how this translates to successful retail establishments.
3. You will be able to analyse the performance and key trends of complex income generation programmes and produce clear proposals for improvements and growth; and then effectively plan, implement, and evaluate changes to deliver growth.
4. You will be inclusive, empowering, anti-racist and able to effectively lead and develop geographically dispersed teams. Collaborative by nature, you will excel in working cross-functionally with colleagues to execute plans effectively.
5. You will be adept at upholding retail best practices and regulatory compliance and skilled in representing Shelter to external stakeholders and be able to communicate complex issues clearly, succinctly, and constructively.
6. You will have significant experience of identifying, managing and mitigating risk. And never forgetting to maintain impeccable health and safety standards.

Required behaviours

The Shelter Behaviours demonstrate the attitudes and approaches we take to our work; from how we do things, how we treat each other and expect to be treated both internally and externally. They help us to have the culture we need to deliver our ambitious strategy. At Shelter we have 5 overall behaviours, that are each made up of 3 descriptors, these are outlined below.

We work together to achieve our shared purpose

- by actively collaborating and putting trust in the people we work with
- by recognising the contribution of others
- by carefully considering the “how” when taking on new projects and initiatives

We prioritise diversity and have an inclusive and open mindset

- by not tolerating and actively tackling racism and any other forms of hate and discrimination
- by creating safe spaces for people to be their authentic self, challenge each other and learn
- by being compassionate towards the people we work with and prioritising each other's wellbeing

We enable decision making

- by giving people the tools, they need to make well informed decisions.
- by being accountable for the decisions we make
- by delegating authority to those closest to the work

We create change and align behind our strategy

- by participating in change initiatives that deliver our strategy
- by supporting tough strategic choices
- by saying no to work that does not serve our purpose

We are open to risk and learning from our experiences

- by learning from our failures and successes
- by being reflective and giving and receiving feedback
- by being proactive and taking initiative

Benefits

We offer a wide range of benefits, including 30 days of annual leave, enhanced family friendly policies, pension, and interest free travel loans. Our employees also have access to a tenancy deposit loan, payroll giving, cycle to work scheme and an employee assistance programme.

Please note

This job description cannot cover every issue or task that may arise within the post at various times and the post-holder will be expected to carry out other duties from time to time which are broadly consistent with those in this document. This job description does not form part of the contract of employment.

INFORMAL CONVERSATIONS

For further information about the role, or to arrange a confidential discussion, please contact:

Chantal Malin, Head of Resourcing and Talent, Chantal_Malin@shelter.org.uk

Emily Calladine, Resourcing and Talent Specialist, Emily_Calladine@shelter.org.uk

KEY DATES

The closing date for applications is Sunday 8th of September at 23.30pm

Following the closing date candidates who are longlisted will be invited to provide a short video presentation, details of this will be sent W/C 16th September.

Candidates who are then shortlisted will be invited to undertake a short task and panel interview, dates for the interview will be offered after W/C 7th October.

YOUR APPLICATION

Please click 'Apply for Job' below. You are required to submit a CV and a supporting statement. The supporting statement should include your responses to the **SIX** points in the 'About You' section of the job description attached to this advert. Please provide specific examples following the STAR format and ensure you demonstrate how you meet the Shelter behaviours outlined in the job description. Please ensure that the supporting statement is no more than 2 A4 pages in length.

We exist to defend the right to a safe home and fight the devastating impact the housing emergency has on people and society.

We do this with campaigns, advice and support – and we never give up. We believe that home is everything.

Shelter

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