



POSITION DESCRIPTION

POSITION TITLE	Retail Operations Manager
GROUP	Operations
PORTFOLIO	Social Enterprises
REPORTS TO	Head of Social Enterprises

ORGANISATIONAL PURPOSE

Our vision at the Brotherhood of St Laurence (BSL) is for an Australia free of poverty. We pursue lasting change for a fairer and more compassionate Australia.

Our organisation employs over 1,500 staff and is supported by 1,000 volunteers. At the heart of our mission lies a commitment to social justice, working hand-in-hand with disadvantaged communities to tackle poverty in Australia and drive enduring societal change. Embracing a strategy of collaboration and informed insights, BSL shapes impactful programs and builds strong community and organisational partnerships to foster real and significant change. Proceeds from social enterprises support our programs and our communities.

Our Op Shops and social enterprises are well known. So too are our programs that support digital literacy, energy efficiency and financial wellbeing. We research the causes and effects of poverty and connect policy, practice and research to advocate national, state and local policy solutions for people experiencing disadvantage.

The BSL values diversity and inclusion with regards to its staff and the communities we serve. Our staff and volunteers come from diverse backgrounds, and we aim to create an inclusive working environment. BSL is committed to child, young people and vulnerable adult safety. We want all vulnerable people to be supported, respected, safe, happy and empowered. We are committed to the safety, participation, and empowerment of all our program participants.

POSITION PURPOSE

The Retail Operations Manager is an important leader who builds collaboration within the stores and who reflects both passion in the pursuit of our mission, and entrepreneurial leadership. Responsible for 23 op shops, warehousing and distribution, a background in retail management is essential. Our focus in this next stage of our strategy is to build capability that strikes the right balance of both social impact and commercial outcomes which will be central to building a stores strategy and deliver. We are looking to continuously explore the possibilities and launch new initiatives that have measurable impact.

Areas of **strategic** accountability include:

- Strong leadership to help develop a clear vision, strategic plan, and stores strategy for achieving the social enterprise goals of our organization with both the Head of Social Enterprises and store management.
- A proven leader in retail management that can continue to build our connection to our communities and partners

- Inspiring an entrepreneurial approach within the stores and our retail team that encourages innovation and great ideas to be trialed and implemented.

KEY RESPONSIBILITIES AND DUTIES

BSL values diversity and inclusion with regards to its staff and the communities we serve. We encourage you to submit your application for this role regardless of whether you meet all the key selection criteria. We encourage individuals from all backgrounds to apply.

Social Enterprises Retail Stores, Strategy and Leadership:

Effective leadership to the social enterprises stores team, fostering a culture of entrepreneurship, collaboration, and engagement within our communities and organisation.

Develop and execute a robust stores strategy and marketing plan with both the Head of Social Enterprises and store management teams aligned with the overall business objectives.

- Effective communication of the vision, strategy and direction of the stores and broader Social Enterprise to all relevant stakeholder groups.
- Development of short and long-term business plans, and marketing plans for delivery of stores sustainability and objectives.
- Develop stores strategies, marketing plans and roadmaps. Research and develop retail operational standards for op shops including visual merchandising.
- Identify and develop new business and store opening opportunities, partnerships, product extensions, including development of any supporting business cases for incremental investment.
- Leading and developing a high-performing team, maximising employee engagement and enablement within the portfolio.
- Ensuring engagement and effective integration of supporting functional areas to support delivery of stores objectives, including but not limited to Marketing, Technology and Communications.
- Supporting the wider BSL to achieve its organisational objectives
- Work collaboratively with both marketing and fundraising to develop marketing and channel strategies that support both local and broader BSL initiatives in corporate marketing and fundraising. Establishing the balance of both local (in-store) marketing and organisation level (Broader BSL) activities.

Operational Excellence:

A strong approach to operational excellence throughout retail operations, supply chain management, increasing donations and building a strong market presence

Optimize processes to enhance operational efficiency

- Manage the operational performance of 23 op shops and distribution warehouses. Ensure retail day-to-day business operations are effectively delivered.
- Establish a new stores operations manual with area managers and store managers that effectively captures the way we leverage best practices and operate effectively across the stores. Including developing retail operational standards and visual merchandising
- End-to-end supply chain management - identifying new sources of donated goods to effectively support the retail business with stock volumes and overseeing channel development.

- Strengthen underlying systems and processes to manage operations.
- Build a strong ecosystem of partnerships and community stakeholders.
- Ensuring plans are built on deep insights and data and are customer-centric.
- Keeping abreast of, and deliver insights to, the organisation on relevant best practices, advocating for business change as needed to ensure our stores keep in step with market and customer expectations
- Manage stores operational risks.
- Management of both operational and financial performance, including business performance reporting, budgets and forecasts with stores leadership
- Ensuring that activities meet all applicable compliance requirements (legal, regulatory, etc).
- Ensuring all store workforce are appropriately trained on relevant organisation and brand policies, guidelines and procedures. This includes working closely with the Volunteer Engagement team for onboarding and volunteer management.
- Ensuring excellent standards and consistency of customer service are upheld, including timely addressing or escalated customer complaints
- In conjunction with the Head of Social Enterprises, establishing objectives, targets and KPIs for the stores and lead with store managers to deliver outcomes.

Drive a Customer-Centric Culture of People and Community:

Reinforce cultural change within the organization to foster a customer centric, entrepreneurial mindset.

Embed the BSL strategy and purpose within everything we do to align the stores, staff and volunteers to the broader BSL strategic direction.

- Foster a productive team culture that values excellence in service with a strong focus on attracting and retaining volunteers
- Developing and implement a people and culture strategy geared to deliver the social enterprises strategy including strengthening culture, establishing performance development goals to support our people within their career paths, and leadership training.
- Developing and implementing a workforce plan including job design, recruitment, training, retention and career development with our area managers and broader teams
- Ensuring plans are built on deep insights and data and are customer-centric.
- Reinforce an effective governance approach to ensure our workplace quality and compliance standards are met.
- Model BSL's values and adhere to the Code of Conduct in everyday work practices, including demonstrating a commitment to BSL's quality framework and culture by participating in and promoting quality actions through continual improvement activities
- Maintain a safe work environment and ensure steps are taken to prevent unsafe work practices in accordance with BSL policies and procedures.
- This position will require indirect contact with children and/or vulnerable individuals
- Establishing and maintaining strong collaborative relationships with relevant internal and external stakeholders
- Representing Social Enterprises at forums across the various social enterprises ventures and industry engagements.
- Managing relationships with providers and suppliers including contract management.
- Other duties as required

SCOPE OF RESPONSIBILITY

Direct Reports	Area Store Management
Indirect Reports	Social Enterprise store workforce

KEY SELECTION CRITERIA

Career Experience:

- A minimum of 6 years' experience in a senior retail management
- Stores management background across multiple locations
- Proven strong experience in the following areas:
 - leading high-performing teams
 - crafting and communicating a clear strategy and direction to a large de-centralised workforce
 - delivering incremental profit outcomes from existing operations
 - identifying new business opportunities that have improved business outcomes
 - managing operational delivery of programs with service delivery KPIs
 - negotiating with and influencing a range of stakeholders

Skills

- Retail stores management leadership
- Strong supply chain management background
- Strong financial and commercial acumen
- Strong project management approach and ability to lead a cross-functional team to deliver objectives
- Ability to balance and prioritise various community engagement, leadership and administrative requirements to meet deadlines and/or program outcomes and engage proactively with stakeholders
- Ability to build strong cross-functional and external stakeholder relationships.
- Demonstrated ability to identify and resolve problems, make appropriate recommendations and take ownership for decisions
- Well-developed influencing, communication, negotiation, conflict resolution and interpersonal skills.
- Strong interpersonal and communication skills with the ability to build effective relationships and liaise across all levels both internally, externally and with people from diverse backgrounds
- Ability to lead and engender the respect and support of a team
- Highly customer-centric
- High level of accountability and outcomes focus

Knowledge & Qualifications Required

- Tertiary qualifications in business, retail management, commerce or similar field.
- Sound knowledge of relevant legislation and policies including a commitment to continual improvement.
- Strong enterprise leadership mindset - collaborative, team-based approach to working and a high level of comfort working in a for purpose environment.
- Advanced MS Office skills.

Personal Qualities:

- Integrity, maturity and strong personal and business ethics, combined with sound judgement and a commitment to transparency and accountability.
- Uses discernment and interpersonal skills to establish other's needs, concerns, feelings, expectations and motivations.
- A commitment to maintaining and supporting child safety, equity, inclusion and cultural safety.
- Understanding of and empathy with the values and ideals of the Brotherhood of St Laurence

MANDATORY EMPLOYMENT CRITERIA

- Specific work requirements may include weekend work, work-based travel, after hours on call, attendance at a variety of different work locations
- Proof of eligibility to work in Australia is required
- A satisfactory Police Check is required - BSL will support successful candidates in this process.
- A Working with Children Check is required - BSL will support successful candidates in this process.

The description of the position is a guide to the duties of the professional activities needed to undertake the position successfully. A review of the position description may occur and may be amended from time to time.