



# Candidate pack

Role: Area Manager



British Heart  
Foundation



# Contents

Welcome letter from Alli Swaine-Hughes . . . . .	3
About British Heart Foundation . . . . .	4
Working in retail . . . . .	5
Being a responsible charity . . . . .	7
Our strategy to 2030 . . . . .	8
Our work . . . . .	9
Equality, diversity & inclusion . . . . .	13
Our values . . . . .	15
Our benefits . . . . .	16
Job description . . . . .	17
How to apply . . . . .	21

# Appointment of Area Manager

Dear Candidate,

Thank you for your interest in our role of Area Manager at British Heart Foundation (BHF).

It is my privilege to lead the Retail team for the UK's largest charity retailer.

British Heart Foundation is strong, highly effective and well respected nationally and internationally. Every day we turn to research for hope, which is funded solely by the generosity of our supporters. At BHF, we know the only way to get closer to a world free from the fear of heart and circulatory diseases is to invest in pioneering research that has the greatest potential to improve and save lives.

When it comes to retail, we are leaders in the sector. We have around 680 stores across the UK and ongoing expansion plans. We serve 60 million customers each year. Plus we've regularly delivered annual profits of up to £30 million that help fund pioneering research into heart and circulatory diseases. We couldn't do it without our people who run a seamless operation, get a kick out of finding brilliant products, and deliver first-rate customer service.

As Area Manager you'll lead a team of Shop/Store Managers to deliver Sales and Profit targets.


We want an exceptional colleague who exemplifies and champions our values; brave, informed, compassionate and driven. It's an incredibly exciting time to be part of our team. We are more ambitious and determined than ever – because the potential cures and treatments we need are in sight. You could be part of getting us there sooner, so thank you for your interest.

BHF is also proud that we are working towards being a truly diverse organisation, with an Equality, Diversity and Inclusion (EDI) strategy, Igniting Change, which sets out a roadmap of the changes we want to see by 2025. Our growing commitment to equality and diversity spans across our organisation and we pride ourselves in being an inclusive employer who puts diversity at the heart of everything that we do.

So, if you feel you have the skills and experience that we are looking for, and you share our determination to help fund lifesaving research, then we would be delighted to hear from you.

Alli Swaine-Hughes  
Retail Director





"CPR and heart surgery saved my life when I was six. Research made that happen." - Jady Briggs

# About British Heart Foundation

For more than 60 years, British Heart Foundation has been at the forefront of cutting-edge research that has saved and improved millions of lives. But, despite this progress, our work is needed more than ever today. Over 7 million people are living with heart and circulatory diseases in the UK - that's our parents, grandparents, children and siblings. Heart and circulatory conditions remain the biggest killers globally.

We raise money to fund research that helps to save and improve lives, and to support people affected by heart and circulatory diseases. These diseases can affect anyone.

For over 60 years we've been a leading independent funder of research into heart and circulatory diseases. We are the UK's largest charity retailer with around 700 stores, an employee base of over 4,000, supported by a further 18,000 volunteers.

Our lifesaving work is primarily advanced through long-term investment in medical research. We have £437 million of BHF-funded research underway, with an aspiration to invest in excess of £1 billion in research over the next ten years.

We have so much to be proud of. But we know we're just scratching the surface of our true potential. And the challenges we face are as grave as ever.

There is nothing more precious than our hearts. But the tragic reality is that millions of people's hearts are at risk. Mounting numbers of people face an agonising wait for care, while many more live in hope of treatments and cures that could save or improve their lives.

At the same time, we stand at the precipice of revolutionary scientific advances. From unleashing the power of artificial intelligence (AI) and Data Science which could stop heart attacks and strokes, to finding revolutionary gene editing cures to end sudden cardiac death.

We need more support. By joining British Heart Foundation, you could help us bring hope to people living with heart and circulatory diseases in the UK.

# Working in retail

Let us share our story so far...

Our retail operations began in 1987 with two very determined fundraisers from Leicester, Dorothy and Anne. From their initial shop, their legacy lives on. We have opened an average of one shop every fortnight for 36 years and we now have around 680 stores across the country. We are the UK's largest charity retailer.

We fully appreciate that we have a role going beyond being a great retailer. We continue to connect with our local communities who generously offer gifts of reusable quality goods or give their time volunteering in our stores.

Our diverse retail operations continue to deliver significant profits to help fund our lifesaving research. We continue to review our shops and the property we invest in and plan to open further shops in several improved formats in the next five years.

## Multichannel retailer

Online remains at the forefront of our retail growth as we increase investment in our data capabilities, customer service and customer facing technology infrastructure.

We launched a new in-shop online listing tool so that all our shops can list and despatch items directly as well as through our central online operation in Leeds.

We've continued investing in our in-store technology, such as Wi-Fi, to enable our colleagues to make the most of online retail opportunities by listing and selling directly from all our shops.

Our online sales grew 36% over the course of 2022-23, including 44% year-on-year growth through our eBay shop that focuses on selling high value and unusual donations. This successful year reinforced our position as eBay's largest charity retailer worldwide.

Our new goods online shop grew by 13% over 2022-23, driven by strong sales of medical devices such as defibrillators, blood pressure monitors and ECG monitors.



# Open to opportunities

## Making sustainable choices

Our core activity of selling pre-loved items makes a huge contribution to sustainability, and, over 2022-23, we sold over 55,000 tonnes of donated items, including nearly 190,000 sofas, nearly 4.4 million books and over 10 million items of clothing.

The items we reuse and recycle have a significant positive environmental impact, enabling lower greenhouse gas emissions, reducing pressure on natural habitats for raw materials and conserving limited resources such as rare metals and water.

We have also begun our transformation to a green car fleet, and all new cars on order are either electric or hybrid. We have also started trialling our first electric vans across our fleet of over 300.

We have switched all our carrier bags over to biodegradable materials and we have also switched to a 100% renewable electricity tariff to power our buildings.

## Stock partnerships

Our shops and online sales operations can handle almost any type of donation, enabling us to support a wide range of organisations and their environmental, social and corporate governance strategies.

During 2022-23 we received major stock donations from a wide range of organisations including Charles Tyrwhitt, boohoo group plc, Amazon, Happy Homewares, Novati and Snugz for which we are particularly grateful. OCS donated 500 beds, mattresses and furniture items used during the Commonwealth Games that we were able to sell for £100,000.

Our Pack for Good campaign continues to encourage over 100 universities and their students to donate items throughout the year.

We are delighted to have also onboarded eight additional national partnerships with student accommodation providers this year.





# Being a responsible charity

We've become a more socially, environmentally and financially sustainable organisation.

Our core purpose is to save and improve the lives of people affected by heart and circulatory diseases. We raise money to fund research to find cures and develop treatments for the world's biggest killers. And we are determined to do this in a responsible way.

Climate change, environmental sustainability and social inequality are some of the critical challenges of our time and are clearly highlighted in the UN's Sustainable Development Goals. Our own health is dependent on the planet we inhabit, and the way societies are structured, which are often unfair and unequal on its people. We recognise our responsibility and the important role we play in tackling these issues.

Our strategy to 2030 highlights our commitment to being a healthy and inclusive place to work and a leading force for good in society. We are proud of our progress in the area. Our retail activities contribute significantly to the UK's economy and communities. Our EDI 'Igniting Change' strategy demonstrates

our commitment to improving equality, diversity and inclusion in all areas of our work, and we have programmes underway to reduce the environmental impact in many areas – from our transport to our supply chains. But we want and need to do more.

In response to soaring energy costs, we formed an Energy Efficiency Task Force and launched an energy awareness campaign, You Have the Power, to share energy saving information with BHF colleagues and volunteers.

Overall we were able to reduce our consumption by 10% over 2022-23. We will continue to explore energy efficiency improvements and to give our staff and volunteers more power to reduce energy consumption while providing a safe and comfortable working environment.

Funding animal research is not a decision we take lightly. You can read more relating to our commitments in research [here](#).

# Our strategy to 2030

Inspiring support, accelerating breakthroughs,  
saving lives.

BHF has never been more needed.  
But we're poised and ready to meet this  
moment.

Our strategy is a commitment to  
helping achieve this vision, and sets  
out the objectives and activities we will  
prioritise in the years ahead.



# Connecting the dots in research

Research requires connections – and bold initiatives. We committed £116m of new funding to research in 2022/23, including a once-in-a-generation £30m research grant to CureHeart. This global team of pioneering researchers seeks the world's first cures for inherited heart muscle diseases. This demonstrates how much can be achieved when brilliant people come together.

Our commitment to funding lifesaving research has grown thanks to significant income recovery from retail, fundraising and legacies

But BHF has never been more needed. We're poised and ready to meet this moment. As a BHF team, we have everything we need united behind a shared vision. We will continue to fund world-class research to save and improve lives.

We will focus on:

- Helping the cardiovascular research ecosystem recover and grow.
- Progressing our ambitions around equality, diversity and inclusion in cardiovascular research.
- Enhancing knowledge of cardiovascular diseases.
- Implementing partnership initiatives to address unmet need e.g. with the UK Dementia Research Institute, Medical Research Council (MRC) and Innovate UK.
- Seeing more BHF-funded research discoveries being translated into patient and public benefit.
- Developing a research translation strategy, to increase the commercial exposure and translation of BHF-funded research towards patient benefit.

**We want**  
more people to  
survive a heart  
attack

**5**

Every five minutes someone  
is admitted to a UK hospital  
due to a heart attack



# Heart health matters

More than seven million people live with heart and circulatory diseases in the UK today. Millions more have risk factors for these conditions, such as high blood pressure, raised cholesterol, and type 2 diabetes. Given the immense scale of this public health challenge, what can we do to ensure that everyone has access to the personalised, optimised, prioritised care they need?

Our analysis into the impact of the pandemic shows that the cardiovascular workforce is one of the most important factors affecting patient care and something heart patients want to see addressed.

Our continued focus to promote information and provide support to heart and circulatory disease patients will be accelerated by:

- Increasing people's chances of surviving out-of-hospital cardiac arrest (OHCA).
- Scaling RevivR (our accessible, digital CPR training product) to engage with different audiences.
- Helping more people to manage their cardiovascular condition.
- Ensure BHF is meeting patient requirements at key points of need with our information and support offer.
- Supporting people to reduce their risk of cardiovascular disease.
- Targeting policy development and influencing, particularly in relation to hypertension, obesity and the NHS workforce.

**We want**

everyone to know  
their numbers

5

As many as 5 million people  
are living with undiagnosed  
high blood pressure in the UK



# Our mighty network of support

Our amazing fundraisers, shoppers and supporters are the beating heart of everything we do. Their passion, determination, and belief in our mission make lifesaving breakthroughs possible. And even during the toughest times, faced with a myriad of economic challenges, our supporters continue to run, swim, cycle, shop and rally together for people affected by heart and circulatory diseases.

Thanks to the phenomenal efforts of our staff, volunteers, partners and our supporters, we generated an incredible £144m net income over 2022-23 to power our lifesaving work. Our razor-sharp focus to work in partnership and accelerate fundraising in a bid to save even more lives has never been more crucial.

We will continue to focus our attention on raising awareness of our mission and raising funds to power our lifesaving science by:

- **Generating more fundraising income, with an increased proportion from high value audiences.**
- **Focussing on integrated moments to drive income and greater consideration to donate.**
- **Generating more income from our commercial operations, with an increased proportion from online retail.**
- **Continue our new shop and store opening programme.**
- **Ensuring our supporters have an outstanding experience.**
- **Improving our understanding of supporters and personalising our offer through smarter marketing technology.**

**We want**  
to tackle vascular  
dementia

**13,000**

Vascular dementia causes more than 13,000 deaths each year in the UK. People with a family history of coronary heart disease are significantly more likely to develop vascular dementia

# United together in our mission

We want BHF to be a safe, healthy, and inclusive workplace.

Our EDI strategy, Igniting Change, is a commitment to embed equality, diversity and inclusion into everything we do. We want to create an environment where everyone who works with us can succeed, regardless of their background. One of the ways we do this is by developing an open and inclusive culture.

We are clear about our direction and what we need to achieve. We are Team BHF, we have a shared goal, supported by streamlined processes, a culture of continuous improvement and living our BHF values through everything we do. We're stronger working together.

We can inspire support, accelerate breakthroughs and save lives, when we work together. Team BHF is united in our shared vision and we'll continue to focus on these key areas that will help drive our performance forward by:

- **Delivering an outstanding people experience.**
- **Planning strategically for the skills, capabilities and talent BHF needs to thrive in the future.**
- **Accelerating our digital and technology transformation.**
- **Embedding solid technology foundations, delivering greater interconnectivity between teams, increased pace and improved customer engagement and satisfaction.**
- **Continuing to increase our social, environmental, and financial sustainability.**





Team BHF attending  
Birmingham Pride 2023

# Equality, diversity & inclusion

Our push for equality, diversity and inclusion takes many forms, including how we manage our organisation, and how our research funding helps to tackle health inequalities.

Reducing heart and circulatory disease health inequalities is an important part of our strategy to 2030. The ongoing work of Kaleidoscope, our equality, diversity and inclusion group, as well as our Research Inequalities Working Group, demonstrate our commitments to improve equality, diversity and inclusion for our staff, our volunteers, and our funding activities. We want all of our BHF colleagues to have development and progression opportunities, and to embed a more inclusive culture throughout our organisation. Our EDI strategy, Igniting Change, sets out our roadmap of the changes we want to see by 2025.

Our Kaleidoscope group is made up of representatives from across the organisation. Our activities encompass accessibility to work and progression for those with care responsibilities, working parents, those with disabilities and long term health conditions, different age groups, those from underrepresented ethnic backgrounds, LGBTQ+ individuals and many more forms of diversity, visible and invisible.

We have a number of affinity groups within the organisation. These include spaces for working parents, individuals from different religious, racial, and ethnic backgrounds, members of the LGBTQ+ community and those with disabilities and long term health conditions. These are designed to be spaces for colleagues to feel connected, included and heard.

Whilst working for BHF, we actively encourage our colleagues to feel safe to bring their true selves to work. We strive to create a culture where colleagues are inquisitive about diversity and keen to get involved in all activities which make individuality and inclusivity part of what we do every single day.

We want to fund lifesaving research for everyone. We can help to achieve this by welcoming colleagues from all backgrounds to come and be part of our BHF family.

# Building an inclusive and supportive environment

Many heart and circulatory diseases are diseases of inequality. We are committed to funding lifesaving science for everyone, and we are committed to being an inclusive employer.

At BHF we want to ensure our workforce reflects the general population of the United Kingdom, so we can better represent the experiences and voices of the communities we support. A more diverse, inclusive, and fair BHF will not only improve the quality of what we do, but the impact we have.

## Staff engagement

Listening to our colleagues, and understanding what matters, is always the first step in improving the employee experience.

Our wide-ranging employee survey received record support (69%), and attracted 19,000 comments and views. Our engagement score, one of the most important measures we track, was maintained at 7.5 out of 10.

## Heartfest

In June 2022 we held our first Heartfest, an online festival that brought BHF colleagues together to celebrate our work and give everyone a chance to reconnect with each other and to our cause. The various interactive sessions featured colleagues, patients, researchers and supporters sharing inspiring stories, with music and wellbeing sessions adding to the festival feel.

Heartfest returned in 2023, bigger and better, and incorporated both online and in person events at BHF offices and shops across the UK.



## Becky's story

Becky Newham, Senior Manager, Planning and Performance: "I'm 38 and have been living with sight loss since the age of 8. I've worked with various individuals across the organisation to raise awareness of some of the challenges I face and improve some of our ways of working. For me to be fully included it requires support from everyone on an ongoing basis."

## Celebrating Pride

Pride is a chance for us to learn and show support for the LGBTQ+ community. BHF colleagues took part in Pride events across the country, including Edinburgh, Birmingham and London Pride events.

# These are our values

We are proud that the work we do is funding groundbreaking, lifesaving research that one day could see a world free from the fear of heart and circulatory diseases, including conditions such as heart attacks, stroke and vascular dementia.

That's why our values are key to defining who we are, how we do things and how we can achieve our ambitions so that every pound we raise funds the science that keeps millions of hearts beating.



## We're brave

We speak out. We're decisive. We're innovative.



## We're compassionate

We're open and honest. We respect others. We care.



## We're informed

We're clear. We're open minded. We're work together.



## We're driven

We're focused. We're determined. We keep learning.



# Our benefits

We all achieve more together when we're happy and healthy

As a world class organisation, we offer competitive salaries and an attractive package of benefits, designed to support the health and wellbeing of everyone who works here.

Our generous benefits include:



## Annual leave

Our annual leave allowance of 30 days plus bank holidays is among the best in the sector.



## Healthcare

We offer employees private healthcare, dental health cover and a contribution towards your gym membership.



## Family leave

We offer 12-weeks' pay package for all family leave including maternity, paternity and adoption leave and are committed to offering returning parents and guardians the opportunity to work flexibly.



## Live well. Work well.

Heart health is central to our mission, and that starts with you. We provide a programme of activities, opportunities and guidance to inspire and support you to live a healthy and happy life, at home and at work.



## Support leave

We offer a holistic support leave of up to 10 days leave to support colleagues in time of uncertainty, where you may need to take additional time away from work to support yourself or others during a life event, such as caring responsibilities, bereavement, and specialised medical appointments.



## Pension

Our generous pension scheme will support you to save for your retirement. You can contribute a minimum of 3% but can increase this to 8% or more, with employer contribution starting at 5% and increasing to a maximum of 10%.



# Job specification

## Job description

Job title	Area Manager		
Directorate	Retail		
Team	Retail Field		
Reporting to	Regional Manager	No. of direct reports	c 10
Agility contract type	Field		
Location	Home based / Field		
Budgetary responsibility	N/A		
Job level	5	Date	May 2024

### Role summary

- The fundamental responsibility of the Area Manager is to lead a team of Shop/Store Managers to deliver Sales and Profit targets for BHF Retail
- The Area Manager will achieve this through building an effective team of Managers through instilling a culture of high performance supported by clear objectives and inclusive working practices
- To effectively work with fellow area managers, and business partners within the BHF to deliver a great people experience, business change or operational excellence
- To identify and bring to the business new ideas and commercial opportunities to grow income across our shops, stores and our online operations
- To be an effective member of the Region's Leadership Team

### Key responsibilities

#### Area Team Leadership:

- Maximise performance of the Shop/Store Managers by leading an inclusive and diverse team that consistently demonstrate the BHF values
- Recruitment and development of shop/store managers within your remit
- Recognise individual potential and develop an area succession plan
- Monitor staff turnover levels and take or recommend appropriate action to reduce to an acceptable level
- Work with your Regional Manager, and fellow areas managers cross every fascia, to take appropriate measures to meet volunteer recruitment and retention levels in every shop/store on your area
- Hold one-to-ones with all line reports, to identify performance trends to establish key objectives and personal development goals
- Evaluate training needs of a shop/store manager and set personal development plans for each



### Key responsibilities continued

---

- Provide coaching and feedback to recognise or improve performance
- To arrange regular meetings of Shop Managers and staff for the purposes of training, communication and planning
- To create a team who are effective managers and can effectively manager their own locations
- Liaise with the Regional Manager to implement the disciplinary and dismissal procedures as appropriate for paid and voluntary staff where necessary, in accordance with current policies and procedures

### Area Commercial Performance:

- Drive commercial awareness throughout the Area to maximize sales and profit
- To ensure that each shop achieves its full sales and profit potential by setting appropriate actions and follow-up during each shop/store visit
- To ensure that Shop Managers and staff maintain a high level of service to customers
- To ensure that merchandise is clearly priced, to monitor pricing levels and to ensure a consistent and the shop/store follow any promotional activity as directed
- Undertake any regional initiatives to maximise sales and profit and monitor/report results as appropriate

### Area Operations Management:

- Demonstrate effective work with your Regional Manager and business partners within the BHF to deliver a great people experience, business change or operational excellence across the Area
  - Work with Shop/Store Managers to understand stock requirements and direct the stock generation or rotation activities to ensure that there is a sufficient supply of donated stock to meet customer demand in shops, stores and online
  - To ensure that managers understand the standards for stock on display relating to cleanliness pricing and visual merchandising.
  - To ensure that incoming stock (new/donated) is efficiently sorted and prepared for sale and that stock and warehouse and sort rooms spaces are properly organised to the BHF ways of working
  - Work with key suppliers for your Area to ensure SLAs and commercial performance is maintained
  - Build local relationships with organisations that can support the BHF and collaborate with BHF colleagues that can support local efforts, such as, fellow Area Managers across both fascias, BHF Volunteering, and Community Fundraising
  - Ensure that regular management checks are carried out within shops in order to maintain high standards of security and to ensure that policies and procedures are adhered to related to both new and donated stock items
  - Ensure that BHF's Health & Safety Policy and any other legal or BHF requirements are followed
-



## Key responsibilities continued

---

### Area Administration:

- Adhere to procedures that ensure payroll and employment documentation is submitted accurately and punctually
- To monitor and manage staff holiday to ensure that shops are properly staffed at all times
- To appoint and supervise van crews/van drivers to collect donated stock in accordance with BHF procedures
- To visit all locations regularly and provide an accurate/agreed visit log post each visit
- Except in the case of emergencies, to plan shop visits in advance advise the Regional Manager and complete visit schedule as appropriate
- To ensure that shops are properly supplied with consumable items,
- To maintain the personal BHF expense float in a separate bank account and to keep records and submit monthly claims for travel and other expenses
- To provide information as necessary to comply with property maintenance procedures.
- To ensure that security checks, cash control, cash handling and banking procedures are properly followed

### Area Real Estate Management

- As required, visit potential new premises in agreed towns to provide further market insight on the viability of future sites
- On completion of a lease for new shop/store premises, work with the regional and central team to ensure the new premises is ready to trade by the agreed date
- On any closure, re-site, or department store merger, liaise with the Regional and Central teams to co-ordinate as appropriate
- Comply with any other conditions required by the lease, and leave the premises in a fit condition, making regular inspections of the interior and exterior and arrange maintenance in accordance with current procedures
- To deal efficiently with emergency maintenance, break-ins, in accordance with current procedures

### General:

- To ensure that you and your team comply with the procedures laid down in the Shop/Store Operations Manual and/or within other BHF published policies
  - To attend meetings for the purpose of training, communications and planning as reasonably required, which may include overnight stays where necessary
  - To ensure that any allocated motor vehicle is maintained to the proper standard
  - Area Manager to carry out the job effectively and that the value of the Foundation's investment is protected
  - To assist or relieve other Area Managers as and when required, staying away overnight if necessary
-



## Person specification

### Knowledge, training and qualifications

---

- Strong commercial profit and loss experience
  - Ability to manage and develop a multi-site retail team
  - Intellectual capability to identify business trends, identify solutions and lead the change with pace and adaptability
  - IT literate and numerate
  - A knowledge and understanding of the BHF cause and its objectives
  - Full, clean UK driving licence
- 

### Experience

---

- A strong retail background preferably gained within the commercial sector.
  - Previous multi-site retail management experience
  - Proven experience of managing a team to include, recruitment, training, development, performance management as well as motivating a team to achieve business objectives
  - Experience of budget management and forecasting
  - Experience of working to and achieving sales targets
- 

### Skills and attributes

---

- Strong leadership and motivation skills with the ability to build and motivate a team of staff and volunteers
  - Strong commercial acumen
  - Excellent communication and relationship building skills
  - Strong time management and organisation skills
  - Able to work under own initiative and take a proactive approach
  - Committed to achieving the highest retail standards
- 

### Safeguarding

---

At British Heart Foundation (BHF), we are committed to creating a safe and rewarding environment for all of our people to work and volunteer. This means we have a robust safeguarding policy to ensure everyone is treated properly, and a whistle blowing service so people can raise any concerns they have confidentially.

---



# How to apply

To apply for this role please use the apply button via the jobs page on our website. Our process involves submitting your CV and a supporting statement, which should outline your interest and explain how you meet the criteria stated in the person specification.

All applications are managed by our Recruitment team. If you wish to speak with a member of the team regarding the role and your application please contact them on [careers@bhf.org.uk](mailto:careers@bhf.org.uk)

Early application is encouraged as we will review applications throughout the advertising period and reserve the right to close the advert early should we receive a sufficient number of applications.

Should you need any adjustments to the recruitment process at application stage please contact the Recruitment team on [careers@bhf.org.uk](mailto:careers@bhf.org.uk)



**British Heart  
Foundation**