

Shop Manager / Retail Cluster Manager

Job Level	Level 3	Job Reference No:	HBV5 draft
		Role review date:	January 2023
Directorate	Finance & Social Enterprises	Function	Retail
Service		Reports to:	Retail Regional Manager

Scale and scope of role

Direct reports	1-3 staff depending on shop size Up to 40 volunteers (as Shop Manager)	Indirect reports	Max of 8 Shop Managers (as Retail Cluster Manager)
Budget responsibility/ accountability	On average up to £35,000 net profit per annum	Accountable for other resources	Shop health and safety, security, stock donations, customer satisfaction, data protection, Gift Aid

Context

We help anyone, anywhere in the UK and around the world to get the support they need if crisis strikes: connecting human kindness with human crisis.

We enable vulnerable people in the UK and abroad to prepare for and withstand emergencies in their own communities. And when the crisis is over. We help them to recover and move on with their lives.

We are part of the Red Cross and Red Crescent global humanitarian network.

Our Values and Principles

Our values (compassionate, courageous, inclusive and dynamic) underpin everything that we do. As a member of the Red Cross and Red Crescent Movement, the British Red Cross is committed to, and bound by, its **fundamental principles**: humanity, impartiality, neutrality, independence, voluntary service, unity and universality.

Diversity

At the British Red Cross, we are looking for the right people to help us provide support to millions of people affected by crisis. We want our team to reflect the diversity of the communities we serve, offering equal opportunities to everyone regardless of age, disability, gender reassignment, marriage and civil partnerships, pregnancy and maternity, race, religion or belief, sex, or sexual orientation.

Diversity is something we celebrate, and we want you to be able to bring your authentic self to the British Red Cross. We want you to feel that you are in an inclusive environment, and a great position to help us spread the power of kindness.

Purpose of the role

The post holder will be responsible for maximising net income earned from the British Red Cross (BRC) shop that they manage, and be accountable for the effective management of finances, staff, volunteers, stock, premises and administration. They will deliver high standards of customer care and ensure that the image and reputation of the BRC is maintained and they will be responsible for seizing local trading opportunities

As a Retail Cluster Manager (RCM) they will provide assistance, guidance and support to the shop teams within their cluster. Providing commercial focus to the individual shops to achieve their goals and supporting with operational guidance to help shop managers make the right decisions in the day to day running of their stores.

The post holder will ensure that National and Regional best practice for optimising commercial performance is driven consistently through each shop, whilst driving a localised awareness of commercial opportunity within the cluster and between clusters.

The post holder will support the shops in the Cluster to promote the British Red Cross presence in local communities.

The RCM role will be allocated 14 hours per week.

Key responsibilities

People

Shop Manager

- To effectively recruit, induct, manage, train and develop staff and volunteers to agreed procedures and standards, ensuring necessary cover is maintained during the shop opening hours.
- To ensure that all performance issues, and other issues, are addressed in an appropriate and timely manner and flagged as a concern to the RRM.
- To uphold the reputation of the BRC by promoting and maintaining high standards of customer care and projecting a warm, appreciative and welcoming attitude towards customers, donors, staff and volunteers.
- To effectively communicate with shop staff and volunteers and other BRC personnel, cascading information as relevant.
- To actively promote the shop in the community and effectively respond to local queries about the services of the BRC.
- To take responsibility for personal and professional development of themselves and their team.

Retail Cluster Manager

- Support effective recruitment and induction within the cluster by working with Shop Managers regarding recruitment to individual shops and supporting Regional Retail Managers (RRMs) with Shop Manager recruitment.
- Support the RRM throughout the appraisal process by providing information on individual shops performance within the cluster against the defined KPI's, highlighting successes and concerns and coordinating the store managers appraisals of their teams
- Support the RRM with escalating performance management situations by monitoring/ gathering evidence to support formal performance management processes and monitor any resulting performance improvement plan.
- Support RRM with investigations and the initial stages of employment related issues such as disciplinary/ capability/ absence management and volunteer complaints, etc.

- Encourage, coach and motivate teams to improve, and recognise key achievements accordingly.
- Supporting shop managers in ensuring their shops remain open and staffed correctly and liaising with the RRM to ensure that the casual staff and additional hour spend is within budget.
- Support volunteer recruitment, retention and motivation across the cluster by coaching teams on effective techniques and ensuring they are utilising the correct support, advice and training whilst keeping assemble up to date

Performance

Shop Manager

- To manage the shop on a day to day basis, ensuring targets, budgets and profit levels are managed and met and to motivate staff and volunteers to achieve this same goal
- To grow shop average weekly sales and shop average weekly profit and to motivate staff to achieve this same goal.
- To develop and grow a commercial and customer focus for the shop, ensuring awareness of local competition, retail sector trends and current local trading opportunities
- To seek, utilise and analyse management information, including EPOS, sales data, I&E's, etc. to manage shop performance, identify opportunities and make informed management decisions. To work with and support the wider regional team to assist in the delivery of retail plans
- To provide relief cover to other shops where required

Retail Cluster Manager

- Contribute to annual budget and target setting and to be responsible for ensuring local delivery.
- Ensure shops in cluster are aware and understand their current performance in line with Business Measures and budgets and are focussed on achieving targets and taking commercial opportunities.
- Ensure shops are fully functioning to maximise income and profitability including promotional activity, merchandising, back room process and stock.

Product

Shop Manager

- To proactively generate stock for the shop, raising concerns with the RRM as relevant
- To effectively manage donated stock, gift-aided stock and bought in goods, ensuring that necessary standards relating to quality, quantity, stock rotation and stock room management are maintained
- To actively sign up donors to Retail Gift Aid and customers to BRC loyalty card.
- To ensure the appropriate and optimum pricing of goods in the shop at all times
- To ensure a high standard of housekeeping, display, merchandising and shop floor management, adhering with health and safety guidance and national standards
- To maintain an awareness of the organisation's priorities and promote the work of the BRC to volunteers and the general public.

Property

Shop Manager

- To ensure the building and shop equipment are appropriately maintained at all times

- To ensure all issues regarding property, health and safety and shop equipment are referred to appropriate teams in a timely fashion

Retail Cluster Manager

- Support the RRM in shop layout changes, refits and new shop opening activity.

Procedures

Shop Manager

- To comply with national instructions, policies, procedures guidelines and legislation at all times
- To accurately manage all shop till (EPoS) sales reporting and administrative procedures as specified by the RRM
- To ensure the safe and secure handling of money and stock at all times
- To attend meetings and training courses/events when required by the RRM

Retail Cluster Manager

- Provide support, advice and coaching, using Evolve checklists and effective monitoring to ensure compliance within the cluster of key policies and processes Escalate any serious or repeated breaches to the RRM for follow up and resolution.
- Support the RRM on various occasional administration and processing duties for the cluster as required.

Cluster Level Operational Management

- Provide direction, support and advice to the shop teams on all operational matters relating to the day-to-day operation of shops in the cluster.
- Resolve any day to day, basic queries and concerns from the cluster in a timely manner
- Undertake ongoing monitoring, measurement and discussion with teams on EVOLVE, shop-keeping Business measures and ensure that plans agreed with the RRM and Shop Managers to improve performance are implemented.
- Act swiftly to understand any local emergency appeal implication for the cluster and to quickly appraise on any required activity beyond any national initiative.

Leadership Behaviours

- Authentic, consistent and honest leader.
- Actively listens and allows others to be heard.
- Adaptable to changing needs, pressures and opportunities
- Empowers others based on their skills and expertise.
- Dynamic, inclusive, compassionate and courageous.

Team Leader

- All team members understand their responsibilities and objectives.
- All resources involving staff are managed in accordance with BRC policies and procedures.
- All staff are kept informed of all relevant organisational plans and updates on development.

- Team ideas and comments are communicated and forwarded appropriately.

Team Member

- Actively participates in all team meetings.
- Supports other team members
- Works and behaves in accordance with all BRC policies, procedures and in line with our Values in Action.
- Upholds the fundamental principles of the Red Cross and acts with integrity, in accordance with the Society's values (inclusive, compassionate, courageous and dynamics)

The duties and responsibilities described are not a comprehensive list and additional tasks may be assigned from time to time that are in line with the level of the role.

Pre-engagement checks

Criminal Records

Type of criminal record checks required for this role

England and Wales – Disclosure and Barring Service (DBS)
• None
Scotland
• None
Northern Ireland
• None

Drivers Check - Required – Yes

Person Specification

	Evidence obtained through Shortlisting (S),
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Requirements	Interview (I), Assessment (A)		
Knowledge and Skills	S	I	A
<p>Essential</p> <ul style="list-style-type: none"> • Ability to use financial information to make informed decisions and achieve financial targets • Ability to interpret and implement working practices and procedures relating to staff and operational processes • Proven management skills and the on-going development of individuals and teams. • Outstanding customer care skills. • Proven IT skills <p>Desirable</p> <ul style="list-style-type: none"> • Ability to understand issues related to working with volunteers 			
Experience	S	I	A
<p>Essential</p> <ul style="list-style-type: none"> • Experience with cash handling and reconciliation <p>Desirable</p> <ul style="list-style-type: none"> • Experience working in a retail environment at a supervisory level. • Experience of using initiative for positive results. 			
Additional requirements			
<p>Essential</p> <ul style="list-style-type: none"> • Ensures inclusive practice, challenges discrimination and promotes diversity in line with our Equality, Diversity and Inclusion (EDI) policy. • Able to work weekends and public holidays • Able to travel to cover other shops and attend necessary training • Ability to lift and carry bags and boxes full of donated stock, including clothes and books, and (depending on shop) light/heavy furniture <p>Desirable</p> <ul style="list-style-type: none"> • Able to work additional hours as necessary. 			

Values in Action

Dynamic - We move forward as one team.

- Every day, we're adapting, innovating and learning.
- When the unexpected happens, we are calm, quick and efficient.
- We respond smartly, using clear processes and systems.

Compassionate - We stand for kindness.

- People come first, no matter who or where they are.
- We have genuine, open-minded conversations.
- Together, we're a united force for good.

Inclusive - We are open to all.

- We treat each other with dignity and respect.
- Every person's uniqueness is valued, supported and celebrated.
- Our individual backgrounds and experiences make our organisation stronger.

Courageous - We are bold.

- We show our strength by doing the right thing.
- We aren't scared to test our creative ideas.
- As humanitarians, we go the extra mile to help people in crisis

We guarantee an interview to disabled candidates (as defined in the 2010 Equality Act), who meet the minimum shortlisting criteria in the advertised person specification and apply under the disability confident scheme.