

Job description

Job title:	Area Retail Manager	Department:	Retail and Trading
Reports to:	Retail Business Manager	Directorate:	Marketing and Income Generation
Date:	March 2024	Pay band:	11

1. About the role

To apply commercial judgement and creativity to drive income, manage costs and maximise profitability within the Area.

To effectively manage the Retail Performance Framework within the Area.

To lead, manage, coach, and develop Area shop teams of employees and volunteers to be the best they can be, maximise our donated, new goods, online and Gift Aid income and other income activity through safe day-to-day shop operations.

To support the work of Cats Protection, acting as brand ambassador, being a role model for the values and behaviours of the Charity, taking overall responsibility for shop operations at Area level and related people management.

2. Key responsibilities

Financial

- Be accountable for the achievement of the Area income, expenditure, and profitability budgets
- Create and interpret financial reports and benchmark performance, using KPIs to track and monitor progress
- Analyse and maximise returns on retail space in each shop
- Report Area financial performance on a monthly basis, and sharing with shops and branches as required
- Maximise shop opening hours within the Area, demonstrating proactive approaches to shop engagement and recruitment, managing the Area payroll budget
- Manage shop teams to proactively drive stock generation within their communities
- Support and manage shop teams and processes to maximise Gift Aid income
- Maintain and evidence latest sector knowledge and best practice, influences and trends, adapting plans and actions accordingly
- Lead, coach, and develop creative and entrepreneurial shop environments where shop teams seek to maximise income in new and innovative ways, both within the shop and through a variety of channels, such as ecommerce and community events
- Ensure banking is completed by shop teams in accordance with Cats Protection policies, and all invoices and expenses are processed in a timely manner
- Support shop teams to promote and leverage seasonal, topical, and national promotions

Area Management

- Plan and conduct impactful shop visits weekly, taking ownership and following up on outstanding actions and issues
- Evidence an engagingly supporting manner to develop a strong team spirit within the Area, one which encourages interdependent working between Shop Managers
- Define and evidence high shop standards in collaboration with shop teams, including stock management, rotation, pricing, acquisition, space management and merchandising, including effective back of house processes
- Ensure donated and new goods income generation and stock transfer activity is managed with impact and controlled within the Area
- Demonstrate creativity and effectiveness in planning new initiatives to maximise income
- Support shop teams to deliver an outstanding customer and donor experience to attract new supporters and promote brand loyalty
- Manage and support shop teams to adhere to defined shops operations, including timely till and finance procedures, and audit and fraud prevention recommendations
- Work with shop teams, deliver sector best practice retailing standards d to maximise income

- Manage shops to work within regulatory and Cats Protection health and safety frameworks, Trading Standards law, and fire safety regulations

Line Management

- For each shop in the Area, effectively monitor, assess, and manage the measures within the Retail Performance Framework
- Proactively manage shop employee and volunteer resource and recruitment in the Area, leveraging national and local advertising and engagement to recruit and retain the best shop teams in accordance with Cats Protection recruitment policies
- Be accountable for the completion of Retail induction for all new starters as well as monitoring progress and confirmation in post
- Hold timely Check-Ins and Appraisals with Shop Managers, monitoring, supporting, and managing performance, maintaining records of interactions, agreed actions, and follow-up objectives
- Evidence a flexible approach to leading, managing, coaching, and developing the Area team, adapting your style as appropriate
- Inspire, motivate, and empower shop teams to be the best they can be
- Be visible and approachable in all shops across the Area by building relationships with shops employee and volunteer teams
- Recognise and celebrate individual and shop team achievement
- Evidence timely effective and visible communication with shop teams to share performance, drive change as required, and hold quarterly shop team meetings
- Support Shop Managers to resource their shops effectively and regularly communicate with their teams
- Help facilitate excellent relationships between the shop teams and fundraising, local branches, and adoption centres
- Support Shop Managers as required in organising cover for vacancies, absence, and holidays

Development

- Working with Cats Protection colleagues, seek to continually develop, improve, and promote Retail operations, including new goods, ecommerce, and new forms of enterprise
- Attending meetings and conferences, develop network relationships with sector colleagues to broaden professional knowledge, insight and awareness of market trends and best practice
- Ad-hoc project work and reports may be required from time to time

Other and ad-hoc

- In common with all posts, ensure compliance with Cats Protection policies and procedures, statutory obligations, and best practice, and undertake such other duties as may be reasonably required by the Charity
- Cats Protection is committed to safeguarding children and adults at risk and protecting anyone that comes into contact with us from harm. We expect all employees and volunteers to share this commitment

3. The person

Experience

- Experience of managing in a multi-site retail operation
- Experience of managing employees, including recruitment, engagement, retention, performance management and dealing with workplace issues
- Experience of setting and managing income and expenditure budgets
- Understanding of profit and loss formats
- Demonstrable experience of effective decision-making
- Experience of overcoming challenges and obstacles, demonstrating a positive can-do attitude
- Ability to positively challenge negative attitudes and behaviours
- Experience of working with volunteers would be advantageous

Skills and attributes

- Excellent leadership, coaching, management, and development skills
- Ability to demonstrate resilience and manage converging priorities
- Ability to communicate effectively at all levels of the Organisation, with employees, volunteers, and members of the public – both written and verbally
- Ability to develop and maintain positive working relationships with a variety of people - employees and volunteers
- Ability to influence others in a positive manner to gain support
- Ability to work on own initiative and as part of a team
- Excellent planning and organisational skills
- Strong commercial awareness and judgement
- Self-starter with a flexible, positive, and resilient attitude

Knowledge and qualifications

- Experience of managing health and safety processes and issues in a retail environment
- Knowledge of the strategies and issues relating to recruiting and retaining staff
- A competent level of IT literacy including MS Office (Word, Excel, Outlook)
- Full, valid UK driving license and access to a vehicle

4. Role dimensions

People accountability

Direct reports	18	Team size (if applicable)	36-45
Volunteers	This role requires the application of the Cats Protection volunteering strategy and will promote the volunteering partnership to promote inclusion, togetherness, celebration and involvement. Specifically, this role will support direct reports (Shop Managers) to recruit and manage a diverse team of shop volunteers. There will be regular contact with volunteers in the shops in the Area, recognising contribution, addressing concerns and ensuring a safe environment in which to work		

Financial accountability

Budget	Not applicable
Direct/Indirect/Shared accountability	Indirect

5. Values and behaviours

Our shared values act as a guiding compass to shape our behaviour and the decisions we make at work. They are a call to action for every one of us and the benchmark against which we measure ourselves, both current and future colleagues.

Through our values and behaviours we help people see the world through cats' eyes. Together we can make a difference.

6. Safeguarding

Cats Protection is committed to safeguarding children and adults at risk and protecting anyone that comes into contact with us from harm. We expect all employees and volunteers to share this commitment. You may be subject to an enhanced Disclosure and Barring Service (DBS) or equivalent check if required for the role.

All for Cats • Our values

Embracing our behaviours will create a better and more positive organisation, achieving our purpose of helping people to see the world through cats' eyes. Take the time to think about these behaviours, what you already do and what you would like to do more of. Consider what is meaningful to you and how we can create a real movement of people.



We put cats first

Our organisation exists because of cats, they are at the centre of all that we do. Putting cats first means we understand and apply good cat welfare and consider the wider implications of our actions and decisions.

We put cats first by ensuring the wellbeing, safeguarding and safety of our people, working in partnership with others, by adapting what we do and by listening to our customers.



We work as one

We are one team with a shared purpose and ambition. True collaboration, consultation and meaningful inclusion often takes time, effort and can even mean compromise.

Sometimes working on our own or in separate teams or departments feels easier, is quicker and is less complicated but it doesn't present us with the best opportunities or approach to improving cat welfare.

Working as one doesn't mean agreeing on everything, taking everyone's opinion on board or not making decisions. It is about finding common ground and putting people first to deliver impact for cats.



We are courageous

We are not all naturally brave. Courage doesn't mean taking risks everyday or being bold for the sake of it. It means standing up for what we believe in, speaking out when things are wrong or feel wrong, and stepping out of our comfort zone when we need to.

Being courageous can mean making a decision that doesn't please everyone. It can be about stopping doing an activity as well as developing something new. It can also mean challenging poor behaviours and recognising the people who are doing the right thing.

We can all be courageous.



We are knowledgeable

Being knowledgeable doesn't mean we have to know everything and sometimes we simply don't know what we don't know. Being knowledgeable means recognising this and turning to others for answers when we need them.

It means being curious and keen to learn, keeping our knowledge up to date and contributing to conversations without forcing our opinions. It's about expressing what we know while also appreciating the views and perspectives of others.



We are compassionate

We demonstrate compassion through our cat welfare activity and through our interactions with others. Being compassionate is about understanding that emotions and behaviours affect our activity and success.

By responding to others in a considerate and kind way, we do the right thing for cats, individuals and the organisation, and by helping people understand the reasons why we do things, we can make difficult decisions and communicate with compassion and understanding.