



JOB DESCRIPTION

Post Title: Shop Manager

Responsible To: Retail Area Manager

Accountable To: Head of Retail

Overall Purpose of the Role

To develop and manage a St Luke's shop. To ensure the effective management of a deputy shop manager and a team of volunteers. To achieve budgeted sales by adopting excellent merchandising standards.

To meet agreed performance targets. To act as St Luke's ambassador in the community. To deliver customer service class-leading, and comply/ensure with hospice and retail policies and procedures. To ensure all appropriate standards of security and health and safety are delivered.

Key Responsibilities

1. Income & Budgets

- 1.1 Deliver shop profit and sales targets on a monthly basis.
- 1.2 In liaison with the Retail Area Manager and Head of Retail, plan, record, monitor and control the shops income and expenditure budgets. Take a leading role in the preparation of initial budget proposals, and in identifying areas of opportunity for sales and donation growth, and in cost reduction.
- 1.3 Achieve and wherever possible exceed budget figures, and proactively address any shortfall in sales with support from the Retail Area Manager.
- 1.4 Develop and implement effective stock processing systems, ensuring ideal stock levels on the sales floor.
- 1.5 Attract high quality donations and merchandise the range creatively.
- 1.6 Achieve the targeted Gift Aid conversion rates and manage the Gift Aid process effectively and efficiently.
- 1.7 Research, monitor and develop pricing structures to ensure price levels for the shop maximise profit. (E.g. to include seasonal changes, external events etc.).

- 1.8 Develop and deliver an annual promotions calendar, to maximise shop profit.
- 1.9 Research and monitor competitor activities and industry trends, to develop and implement innovative sales, merchandising and donation strategies.
- 1.10 Use management information and reports to ensure the sales floor is laid out to:
 - Maximise stock and sales opportunities.
 - Ensure that promotions are effective.
 - Ensure that staff levels are in line with sales patterns.
- 1.11 Maximise the value of donated stock by identifying and forwarding to eBay, items which would receive a higher price if sold via eBay
- 1.12 To manage the shop Facebook page with efficiency and in conjunction with St Luke's guild lines.

2. Customer Service/ Public Relations

- 2.1 Proactively drive excellent customer service across the shop.
- 2.2 Proactively promote St Luke's campaigns and core messages as directed by Retail Area Manager or Head of Retail.
- 2.3 Act as a local St Luke's Ambassador in the local community, ensuring that all customers are valued by staff and volunteers, develop links with local businesses and organisations and publicise the shop.
- 2.4 Enhance the St Luke's image through a professional retail service, ensuring that all queries about St Luke's services are answered promptly and information held in the shop is up to date.
- 2.5 Ensure staff and volunteers are fully briefed on St Luke's developments, work, campaigns success stories
- 2.6 Maintain good relations with the public, trade councils, landlord and neighbouring retailers.

3. Merchandising and Premises

- 3.1 Establish and maintain high standards of merchandising throughout the shop creating innovative merchandise displays and making maximising use of window and internal display opportunities.
- 3.2 Ensure the shop is laid out in accordance with agreed plans and guidelines.
- 3.3 Develop and maintain excellent use of Point of Sale (POS) communications.
- 3.4 Achieve and maintain a high standard of housekeeping and cleanliness throughout the shop.

- 3.5 Ensure that all statutory responsibilities are met, including Fire and Health & Safety Regulations.
- 3.6 Be the designated shop key holder, opening and closing the premises for trading hours and responding to emergency call out if and when necessary.

4. Stock

- 4.1 Ensure the shop has sufficient high quality donated stock by proactively developing and implementing plans to increase local donations and by liaising with the Retail Area Manager when required.
- 4.2 Work with the local community and businesses to develop regular donations of good quality stock.
- 4.3 Monitor donations levels and quality and implement appropriate action as required.
- 4.4 Monitor and rotate stock so that no items remain on the shop floor longer than agreed time limits and it is processed efficiently. Assess the correct rotation of stock for the shop including transferring stock to other shops as necessary.
- 4.5 Ensure that the stock sorting areas are organised efficiently and safely at all times.
- 4.6 Use management information and reports available to ensure the shop stock is displayed proportionately, price ranges are in-line with optimum levels, and trading hours reflect sales trends and staffing/volunteers levels are in-line with operational requirements.
- 4.7 Ensure that the shop is not selling unauthorised stock.
- 4.8 Manage the staff and volunteer team to accept, sort, price and display stock in accordance with St Luke's guidelines, acknowledging receipt and arranging collection and deliveries where necessary.
- 4.9 Maintain stocks of new goods for sale with advice from the Retail Area Manager, and hit new goods sales targets.

5. Team and Cost Management Responsibilities

- 5.1 Lead by example and adhere to all St Luke's and retail policies and procedures.
- 5.2 All cost budgets must be achieved.
- 5.3 Ensure the shop is sufficiently staffed at all times, and staff and volunteers are effectively managed on a daily basis. Allocate workloads fairly and consistently.
- 5.4 Manage all shop resources effectively including shop consumables and meet expenditure targets.

- 5.5 Recruit, train and manage volunteers to ensure staffing levels are in line with requirements and forward plans. Create and lead a pro-active plan to attract new Volunteers to the shop with the Volunteering Team.
- 5.6 Utilise and develop the skills of the volunteer team, to ensure they are engaged in all areas of the shop operation, identifying their strengths and development needs.
- 5.7 Undertake PDR's for all staff that you have responsibility for, in line with hospice procedures. Coach the entire team on effective sales, service, security and stock management functions.
- 5.8 Set SMART objectives, monitor and review these for staff that you have responsibility for.
- 5.9 Attend regular Shop Manager Meetings, budget meetings and any other meetings on behalf of St Luke's as indicated by the Retail Area Manager.
- 5.10 Conduct regular team meetings within the shop for staff and volunteers, updating them on the progress of the retail department, the hospice, the hospice's strategy and the overall business objectives and targets.
- 5.11 Establish the shop as a beacon of best practice for Gift Aid and EPOS procedures.

6. Administration

- 6.1 Ensure all daily administration is completed, actioned, mailed and filed securely and correctly within hospice and retail guidelines.
- 6.2 Ensure that all St Luke's administrative and financial procedures are followed, including banking, weekly returns, maintenance of petty cash account, performance returns, and volunteer records.
- 6.3 Ensure that all electronic records and e-mails are actioned or responded to appropriately and within timeframes set, complying with the data protection act and hospice security procedures.
- 6.4 Compile and present management reports as required.

7. Security

- 7.1 Ensure staff are security conscious and are following the correct procedures, as advised in the Shops Operating Manual and hospice procedures, by training them and observing and monitoring their performance.
- 7.2 Ensure all premises are secure and report any concerns to Line Manager.
- 7.3 Be the key point of contact on security, and inform the relevant bodies where there has been or where there has been a suspicion of a breach of any security procedures.

- 7.4 Ensure that all staff and volunteers follow the correct cash handling and stock handling procedures within the shop at all times.

8. Other Responsibilities

- 8.1 Work closely with the Retail Area Manager and Head of Retail to ensure any problems in the shop are resolved quickly and effectively.
- 8.2 Undertake any other appropriate duties required to achieve performance targets and realise the full potential of the shop.
- 8.3 Travel within the region where required in the performance of the job, to provide cover in another shop, or for training activities.
- 8.4 Be willing to take advantage of any training and development opportunities which are relevant to your role.
- 8.5 Feedback to your staff and volunteers any learning, development or best practice that may be relevant.

9. General

All St Luke's employees are required to:

- 9.1 Abide by the Health & Safety at Work Act.
- 9.2 Attend mandatory training annually.
- 9.3 Respect confidentiality applying to all Hospice areas.
- 9.4 Work within St Luke's policies and procedures.
- 9.5 Comply with St Luke's no smoking policy.
- 9.6 Participate in and contribute to team meetings.
- 9.7 Co-operate and liaise with departmental colleagues.

All St Luke's employees are expected to:

- Demonstrate a commitment to their own development, to take advantage of education and training opportunities and develop their own competence.
- Support and encourage harmonious internal and external working relationships.
- Make a positive contribution to fundraising and raising the profile of St Luke's.

Our Values

The Board and Executive agreed St Luke's organisational values in 2015 ensuring they reflect our culture and what we want to achieve together. We have four simple values which set out how we work together to achieve success at St Luke's.

No matter what area of St Luke's we work in and no matter who we work for, we are committed to the following ways of working:

- Compassionate
- Dignified
- Inspired
- Pioneering

Values are really important throughout every team here at St Luke's, we are all responsible for ensuring our values are displayed and to ensure they form a core part of everything that we do at St Luke's. They influence our behaviours, our language, the way we interact with each other as employees and also as human beings. In bringing our values to life, we have created a booklet entitled 'The Little Pink Book' which supports all of us at St Luke's in helping us to put our values into action through our behaviours every day.

We expect staff to familiarise themselves with our values and the expected behaviours, and to ask if they feel these conflict in any way with their roles. These values and behaviours will be used as a reference in our day-to-day working lives, and how we respect St Luke's and those associated with it.

This Job Description is not exhaustive. It will be subject to periodic review and may be amended following discussion between the post-holder and employer.

Date agreed: July 2020

Review date: July 2021