

Job Description

Job Title	Area Manager 12 FTC with the view of perm
Salary	Up to £45,000
Location	Field-based across St Luke's retail estate
Reporting to:	Head of Retail

1. Job Purpose and scope

To lead the day-to-day operational and commercial performance of a designated group of St Luke's shops.

The Area Manager will provide visible leadership to Shop Managers, driving income, profitability, standards, people performance and volunteer engagement. The role will ensure shops operate consistently, safely and effectively while supporting the Head of Retail in delivering the overall Retail Strategy.

The role acts as the principal day-to-day management contact for Shop Managers, resolving operational issues and escalating significant or strategic matters to the Head of Retail. This reflects the benchmark Area Manager model where operational responsibility sits with the Area Manager and more complex issues are escalated appropriately.

2. Main Duties & Responsibilities

Commercial Performance and Financial Management

- Take responsibility for the income, expenditure and contribution performance of shops within the designated area.
- Monitor sales, Gift Aid, costs and key performance indicators and ensure appropriate action is taken where performance is below target.
- Coach Shop Managers to understand their financial performance and improve income and profitability.
- Identify commercial opportunities, including improvements to space productivity, stock, merchandising and new goods.
- Support budget setting and provide regular performance updates to the Head of Retail.

Shop Operations and Standards

- Ensure shops consistently meet St Luke's operational, customer service and visual merchandising standards.
- Maintain a regular and visible presence across the retail estate.
- Ensure effective stock management, rotation and distribution between shops and the Donation Centre/Warehouse.
- Support shop refurbishments, relocations, openings and other retail projects.

- Identify operational improvements and share good practice across shops.

People Leadership

- Lead, coach and develop Shop Managers, setting clear expectations and holding managers accountable for performance.
- Conduct regular one-to-ones, performance reviews and development conversations.
- Support recruitment, induction, absence management, performance and employee relations in partnership with the People Team.
- Identify and develop talent and succession within the retail team.
- Support the Culture Change and Retail Manager Development Programme and the development of Shop Managers and Assistant Shop Managers.

Volunteers

- Ensure shops provide a positive and well-managed volunteering experience.
- Coach Shop Managers to recruit, develop, engage and retain sufficient volunteers.
- Work with the People/Volunteer team to address volunteer recruitment or retention issues.
- Ensure volunteers understand their role in supporting St Luke's mission.

Risk and Compliance

- Ensure shops comply with St Luke's policies, Health & Safety, Trading Standards, safeguarding and other relevant requirements.
- Ensure appropriate controls are in place for cash handling, Gift Aid, stock, fraud, theft and loss prevention.
- Ensure Shop Managers identify and manage risks within their shops.
- Escalate significant operational, financial, people or reputational risks to the Head of Retail.

Customer and Community

- Ensure consistently high standards of customer and donor service.
- Support Shop Managers in resolving significant complaints.
- Encourage shops to develop strong local relationships and maximise opportunities for donations, volunteers, customers and community engagement.

Performance Reporting and Continuous Improvement

- Produce regular, concise performance reports for the Head of Retail covering financial results, staffing, volunteers, operational standards, risks and improvement priorities.
- Analyse management information and translate data into practical action.
- Identify common themes across shops and recommend changes to systems, processes or standards.
- Contribute to retail business planning and implementation of the Retail Strategy.
- Lead or support operational improvement projects as required.
- Help embed a culture in which Shop Managers understand not only **what** their results are but **why** they are performing at that level and what action they need to take.

EQUAL OPPORTUNITIES

Comply with and promote St. Luke's Hospice Equal Opportunity Policy and avoid any behaviour which discriminates against colleagues, potential employees, patients/clients or their families on the grounds of sex, marital status, race, age, belief, colour, nationality, ethnic or national origins, religion, disability, creed, class, gender or sexual orientation.

MISSION & CORE VALUES

All Hospice staff are expected to work in line with St Luke's Mission & Core Values as these precepts act as a value base which directly influences how all work activities are undertaken. The ethos of the Hospice should be apparent in the behaviours and attitudes of all employees as the work they undertake, whether it is direct or indirect care is ultimately for the benefit of patients. The Mission and Core Values are an integral part of all job descriptions, the probationary period and performance and development reviews.

OTHER

St Luke's Hospice is committed to Equal Opportunities for all present and potential members of staff and patients. Therefore, St Luke's Hospice expects all employees and volunteers to understand, support, and apply this policy through their working practices, which requires all individuals to be treated with respect, dignity, courtesy, fairness and consideration.

This job specification may be modified in the light of development and changing circumstances, according to the needs of the service, and in consultation with the post holder. The post holder should be prepared to undertake any further duties that arise as the post develops. All members of nursing staff may at times be required to work in other parts of the Hospice, commensurate with the roles and responsibilities laid out in this job description.

Person Specification

ATTRIBUTE	ESSENTIAL	DESIRABLE
Education & Qualifications	• Proven charity area retail management experience with responsibility for sales, costs and performance. • Experience of managing multiple shops, locations or retail managers. • Strong commercial awareness and ability to interpret financial and performance information. • Demonstrable experience of achieving sales and income targets. • Experience of leading, coaching and developing managers and teams. • Experience of managing performance and addressing underperformance. • Strong understanding of merchandising, stock management and customer service. • Strong organisational, communication and problem-solving skills. • Confident IT skills, including Excel and Microsoft Office. • Ability and willingness to travel regularly across St Luke's retail estate.	• Experience of shop openings, refurbishments or retail improvement projects. • Relevant management or leadership qualification.
Knowledge and Experience	• Proven experience of multi-site retail management, with responsibility for the performance of several shops or retail managers. • Strong commercial understanding, including sales, income, expenditure, budgets, contribution and KPIs, with the ability to interpret performance data and take corrective action. • Demonstrable experience of driving sales and improving underperforming locations through effective coaching, action planning and follow-through.	Commercial tertiary Qualification

	• Experience of leading, coaching and developing Shop Managers, including objective setting, performance management, recruitment, induction and development. • Strong practical knowledge of retail operations, including merchandising, stock management and rotation, shop standards and customer service. • Experience of maintaining appropriate retail controls and compliance, including Health & Safety, cash handling, loss prevention, fraud/theft controls and operational risk. • Experience of working with and developing volunteer-supported teams, including volunteer recruitment, engagement and retention. • Ability to use management information effectively, analyse trends and turn data into practical operational improvements. • Experience of charity retail, including an understanding of Gift Aid and donated stock. • Experience of managing employee relations and organisational change. • Experience of supporting new shop openings, refurbishments, relocations or other retail improvement projects.	
Skills / Personal attributes	• Commercially driven – focused on income, profitability and improving shop performance. • Visible and confident leader – comfortable leading across multiple locations and setting clear expectations. • Coaching mindset – develops Shop Managers, builds capability and holds people accountable for results. • Analytical and solutions-focused – uses performance information to identify issues and take practical action. • Resilient and adaptable – able to manage competing priorities, respond positively to change and work effectively under pressure. • Collaborative communicator – builds strong relationships across Retail, Finance, People, volunteers and the wider Hospice. • Customer and community focused – committed to excellent experiences for customers, donors and volunteers. • Proactive and accountable – takes ownership, follows through on actions and addresses problems rather than simply escalating them. • Improvement focused – continually looks for better ways of working and shares good practice across shops. • Values-led – role models St Luke's values and understands the importance of retail income in supporting hospice care.	

Employees signature:.....

Date:.....

Line Managers signature:.....

Date:.....

