



Retail and Trading Manager



37.5 hours per week working flexibly



Reports to: Head of Retail and Enterprises
Reports: Cluster Managers and Shop Managers



Basic DBS



Level 5 leadership qualification or equivalent



Across all Retail locations/Hybrid

Purpose

The purpose of this role is to provide strategic and commercial leadership for Brandon's retail and trading portfolio, including physical shops, e-commerce and volunteering. The Retail and Trading Manager will grow sustainable income, strengthen customer and donor experience, develop Brandon's sustainable-fashion offer and ensure retail activity creates meaningful employment, training and volunteering opportunities for people with learning disabilities and autistic people.

The role combines portfolio leadership, commercial development, people management, volunteer strategy, brand development and effective project delivery. It will lead agreed retail workstreams within the Enterprise Growth Plan, taking developments from concept and business case through mobilisation and into sustainable business-as-usual delivery while maintaining strong governance, financial control and Brandon's charitable purpose.

Objectives

Growth and Outcomes

- Lead a high-performing retail and trading portfolio that delivers agreed income, margin, social impact, customer, donor and volunteering outcomes.
- Ensure shops and e-commerce channels create high-quality paid employment, training, work experience and volunteering opportunities for people with learning disabilities and autistic people.
- Develop clear progression routes across retail, e-commerce and the wider Enterprise portfolio, working closely with the Enterprise Employment Manager and employment pathway teams.

- Use feedback from people we support, volunteers, customers, donors and colleagues to improve the retail offer, accessibility, inclusion and overall experience.
- Balance commercial performance with social value so growth increases both sustainable income and meaningful opportunities for people we support.

Retail, E-commerce and Trading Performance

- Set and maintain clear commercial and operational standards across shops and e-commerce, including pricing, stock density, stock rotation, merchandising, customer service, Gift Aid, donations, loss prevention and cash controls.
- Drive an integrated approach across physical and digital trading channels so donated stock, Enterprise products and higher-value items are directed to the channel that will achieve the best return.
- Develop e-commerce performance through clear channel strategies, product selection, photography and listing standards, fulfilment, customer service, pricing, marketing and performance analysis.
- Ensure consistent, high-quality shop presentation, visual merchandising and brand standards across the retail estate.
- Strengthen customer and donor acquisition, retention and experience, responding effectively to complaints, feedback and changing retail expectations.
- Use retail insight, competitor analysis and sector trends to identify opportunities, improve performance and maintain Brandon's relevance in the charity retail market.

Business Growth, Transformation and Service Development

- Lead agreed retail and trading workstreams within Brandon's Enterprise Growth Plan, turning strategic priorities into clear, deliverable and sustainable plans.
- Develop and deliver the retail growth strategy, including new shops, relocations, refurbishments, e-commerce expansion, new trading formats and other income-generating opportunities.
- Produce robust proposals and business cases that set out demand, location analysis, investment, projected sales, margin, payback, social value, resource requirements, risks and measures of success.
- Lead new retail developments from concept through property selection, mobilisation, launch and stabilisation, with clear milestones, accountabilities and handover arrangements.
- Use Brandon's Growth Register and Investment Gateway processes to support prioritisation, informed decision-making and effective oversight of retail investment.
- Produce annual business plans for retail, e-commerce and volunteering, reflecting agreed improvement priorities, growth ambitions and financial targets.
- Work closely with the Head of Enterprise & Retail, Workplace Leadership Team, Business Development, Property, Finance, Communications, People, Digital and Operations to ensure growth activity is joined up and deliverable.

Volunteering, Inclusion and Community Engagement

- Lead the strategic development of volunteering across retail, ensuring the Volunteer Coordinator has clear objectives, resources, systems and support.
- Build a consistent volunteer journey covering attraction, recruitment, screening, induction, learning, supervision, recognition, progression and exit.

- Ensure volunteering opportunities are flexible, accessible and inclusive, with appropriate adjustments and support for people with learning disabilities and autistic people.
- Develop corporate volunteering, community partnerships and local networks that increase capacity, donations, skills and Brandon's profile.
- Ensure shops are active community spaces that build local relationships, promote sustainable fashion and strengthen awareness of Brandon's work.
- Use volunteer data and feedback to improve experience, retention, contribution and impact while maintaining safe and proportionate processes.

Financial Performance, Monitoring and Reporting

- Set and monitor income, expenditure, margin, Gift Aid, donations, e-commerce, volunteer and social-impact targets with the Head of Enterprise & Retail.
- Hold Cluster Managers accountable for performance across their shops and channels, using timely reporting, structured reviews and clear recovery actions where performance is below plan.
- Ensure the portfolio operates within approved budgets and business cases, responding promptly to risks relating to sales, costs, stock, staffing, investment or return.
- Use performance data to understand store and channel contribution, customer and donor behaviour, conversion, stock productivity, volunteer capacity and the effectiveness of improvement activity.
- Report regularly on financial performance, portfolio growth, new developments, volunteering, employment outcomes, social value, risks and progress against the Enterprise Growth Plan.
- Develop diverse and sustainable income streams through shops, e-commerce, Gift Aid, donated goods, Enterprise products, partnerships, campaigns and other trading opportunities.

Compliance, Safeguarding and Governance

- Ensure compliance with retail policies, trading standards, Gift Aid requirements, data protection, cash handling, insurance, health and safety, fire safety, safeguarding and other relevant legal and organisational requirements.
- Maintain effective governance and risk oversight across shops, e-commerce, volunteering and development projects, ensuring material operational, financial, property, people, safeguarding and reputational risks are identified and managed.
- Ensure Cluster Managers, Shop Managers, E-commerce Managers and the Volunteer Coordinator maintain accurate records, complete required assurance activity and take timely corrective action.
- Take immediate and appropriate action to safeguard people with learning disabilities and autistic people and report any allegations or concerns.
- Engage and report at the appropriate level within Brandon's internal governance structure, including leadership forums and Board committees as required, presenting clear, evidence-based information, assurance and recommendations.
- Deputise for the Head of Enterprise & Retail when required, representing the function with credibility, sound judgement and a clear understanding of strategic, operational, commercial and organisational priorities.

Key Relationships

- Chief Business, Enterprise and Partnerships Officer
- Head of Enterprise & Retail
- Wider Leadership Team
- Retail Cluster Managers
- Volunteer Coordinator
- Shop Managers, E-commerce Managers, retail colleagues and volunteers
- Enterprise Employment Manager and employment pathway teams
- People we support, families, carers and advocates
- Business Development, Enterprise/Retail and Communications teams
- Finance, Property, People, Digital and other central service functions
- Customers, donors, corporate partners and community organisations
- Retail suppliers, landlords, contractors and charity retail networks
- HMRC and relevant external assurance or regulatory bodies
- Internal and external Health, Safety, Quality and Compliance colleagues

Skills and behaviours you need for this role

CORE SKILLS

Skill	Level required for role					What this means
Data Literacy						People at this level design data processes and use advanced analysis to improve decision-making and workforce planning.
Digital Skills						People at this level choose and develop digital tools, promote secure working practices, and support innovation across their teams.
Governance and Compliance						People at this level lead governance and compliance activity, making sure good practice is followed in everyday operations and in planning.
Commercial Awareness						People at this level lead financial planning and support responsible budget management. They make sure money is used wisely and in line with organisational goals. Budget Control: Responsible for budget setting, tracking, and reporting for their area, ensuring financial efficiency and accountability
Health and Safety						People at this level lead health and safety activities, ensuring good practice, risk control, and a positive wellbeing culture.
Inclusion						People at this level embed inclusive practice into planning, decision-making, and team culture. They help create spaces where everyone can contribute and feel valued.

BEHAVIOURS - VALUES

Behaviour	Level required for role					What this means
Equip						People at this level manage preparation and consistency with confidence. They support others in adopting effective practices and ensure that tools and information are accessible and reliable.
Involve						People at this level consistently involve and engage others, creating an environment where collaboration, inclusion, and shared decision-making are the norm.
Support						People at this level actively support, advocate for, and empower others. They help create a workplace where people feel valued, included, and confident in their abilities.
Recognise						People at this level consistently demonstrate excellent listening, communication, and responsiveness, ensuring clarity in all interactions.
Challenge						People at this level proactively take ownership, embrace change, and encourage innovation in their teams and work.

SPECIALIST SKILLS

Skill	Level required for role					What this means
Retail Portfolio Leadership						Leads a multi-site retail portfolio through clear standards, structured performance management and effective support to Cluster Managers.
E-commerce and Omnichannel Trading						Develops integrated physical and digital trading channels that maximise stock value, customer reach, service quality and sustainable income.
Merchandising, Stock and Donations						Shapes consistent approaches to pricing, stock density, rotation, visual merchandising, donations, product selection and loss prevention.
Gift Aid and Retail Compliance						Ensures Gift Aid and wider retail processes are accurate, auditable and compliant with legal, HMRC and organisational requirements.
Volunteer Strategy and Development						Builds a safe, inclusive and effective volunteering model that supports recruitment, retention, recognition, progression and retail capacity.
Sustainable Fashion and Circular Economy						Develops Brandon's sustainable-fashion offer and communicates its environmental and social value to customers, donors and partners.
New Shop and Trading Development						Leads location assessment, business cases, property and fit-out coordination, mobilisation, launch and stabilisation of new trading activity.
Safeguarding and Duty of Care						Applies safeguarding and duty-of-care responsibilities effectively across retail, employment, training and volunteering settings.

Person-centred Practice						Ensures employment, training and volunteering opportunities reflect each person's strengths, choices, aspirations and support needs.
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GENERAL SKILLS

Behaviour	Level required for role					What this means
Analytical Thinking						People at this level use analytics to shape strategy and guide decisions that have a high impact.
Commercial Awareness						People at this level shape commercial strategies and make informed business decisions that drive efficiency and revenue.
Customer-Centric						People at this level help create a customer-first way of working and support strong service across teams
Networking and Relationship Building						People at this level build strong networks that support business growth and industry influence.
Planning and Organising						People at this level develop and enforce planning strategies to enhance productivity and efficiency.
Resilience and Perseverance						People at this level demonstrate resilience in leadership and supports others in managing challenges.

LEADERSHIP AND MANAGEMENT SKILLS

Behaviour	Level required for role					What this means
Coaching and mentoring						People at this level use coaching and mentoring as part of their leadership approach. They help build strong performance, support career growth, and improve team engagement.
Team Building						People at this level lead high-performing teams by strengthening collaboration, supporting team development, and building strategies that help teams work well together.
Performance Management						People at this level build a performance-focused culture. They provide structured support, address underperformance early, and help employees achieve their best work.
Employee engagement						People at this level design and lead engagement approaches that build motivation, strengthen trust, and support high team performance.
Workforce planning and Development						People at this level lead workforce planning and development. They help ensure the organisation has the right skills and talent for the future.
Conflict Resolution						People at this level handle complex conflicts, support others to resolve disagreements, and help create a workplace culture where issues are dealt with constructively.
Empowerment and delegation						People at this level use empowerment and delegation strategically to build strong teams, support development, and improve performance

Psychological safety and wellbeing		People at this level design, lead, and support wellbeing and psychological safety initiatives. They help create a workplace where employees feel safe, respected, and supported
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