



Retail Cluster Manager (Devon/Cornwall)



37.5 hours per week



Retail and Trading Manager



Basic DBS



Level 3 required (Level 5 Desirable)



Designated Charity Shop/ Hybrid Working

Purpose:

The purpose of this role is to lead and develop a cluster of charity retail shops to deliver strong commercial performance while creating meaningful employment, training, and volunteering opportunities for people with learning disabilities. The Retail Cluster Manager ensures that shops operate safely, inclusively, and efficiently, maximising income generation and brand presence while embedding Brandon values across all activity. Through effective leadership, collaboration, and community engagement, the role supports sustainable growth and positive social impact.

Objectives:

Commercial Performance and Income Generation

- Lead and manage our group of charity shops to achieve agreed income and expenditure targets.
- Drive net income growth through effective retail practices including pricing, stock density, merchandising, gift aid, and loss prevention.
- Monitor and review individual store and area performance against KPIs, taking timely remedial action where required.
- Identify and implement opportunities to improve sales, including enterprise stock, eBay sales, promotions, and new income streams.

Providing Opportunities for People with Learning Disabilities

- Ensure shops provide high-quality paid employment, training, and work experience opportunities for people with learning disabilities.
- Promote positive representation and meaningful participation of people with learning disabilities within retail teams.

- Work collaboratively with supported employment partners to maximise opportunities and outcomes.

Leadership and People Management

- Provide effective leadership and line management to Shop Managers, supporting them to deliver consistent performance and standards.
- Support the recruitment, development, and retention of staff and volunteers across the area.
- Enable Shop Managers to make best use of staff and volunteer skills through effective rota management.
- Role model Brandon values and behaviours at all times.

Customer Experience and Brand Awareness

- Ensure a consistent, high-quality customer experience across all stores.
- Drive strong visual merchandising and brand standards in line with organisational expectations.
- Identify opportunities to enhance brand awareness through local partnerships, community engagement, and social media activity.

Operational Excellence and Compliance

- Ensure retail policies and procedures are implemented consistently across all shops.
- Oversee compliance with health and safety, risk assessments, insurance requirements, and safeguarding responsibilities.
- Ensure stores operate safely and securely, managing workplace hazards and risks effectively.
- Work flexibly, including outside normal hours, to support events, activities, or operational needs when required.
- Take part in the on-duty call rota for their cluster of shops.
- Deputise in the absence of the Retail & Trading Manager.

Financial Planning and Development

- Contribute to the setting of annual income and expenditure targets.
- Support the development of commercial business plans and budgets.
- Plan and deliver new shop openings, refurbishments, and store improvement projects.
- Identify and develop partnerships to support income growth and brand profile.

Communication and Collaboration

- Establish clear and effective communication channels across the retail area.
- Work collaboratively with central teams including finance, social media, volunteering, health and safety, and enterprise.
- Actively raise the profile of retail activity internally and externally.

Key Relationships

- Shop Managers
- Retail staff and volunteers

- Retail & Trading Manager
- Head of Enterprise and Retail
- Finance, HR, and central support teams
- Volunteer Coordinator
- Health and Safety Coordinator
- Social Media Coordinator
- Supported employment agencies
- Community partners and local organisations
- Retail suppliers and charity retail networks

Skills and behaviours you need for this role

CORE SKILLS

Skill	Level required for role					What this means
Data Literacy						People at this level can use data tools and follow GDPR rules to help understand what is happening in the organisation.
Digital Skills						People at this level use a range of digital tools and follow online safety rules to help their team work smoothly and safely.
Governance and Compliance						People at this level use governance and compliance rules in their daily work to help keep the organisation safe and responsible.
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 use health and safety rules in their everyday work and help maintain a safe and healthy environment.
Inclusion						People at this level use inclusive behaviours in everyday work and make sure others feel welcome and involved.

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
Stock Management						People at this level manage stock proactively, optimising inventory processes to support operational needs.
Visual Merchandising						People at this level lead complex visual projects, use data, and adapt visuals to drive engagement.
Sustainable Practices						People at this level independently apply sustainable practices throughout donation handling, merchandising, and waste management.
Retail Commercial Awareness						People at this level lead commercial success initiatives within the shop, improving performance through proactive stock, pricing, and customer strategies.
Marketing - Retail						People at this level lead local marketing planning, content creation, and audience engagement across digital and physical channels.
Market Knowledge						People at this level use strong insight into retail trends and charity values to influence trading and community positioning.
Retail Standards						People at this level lead by example, coaching others and taking ownership of daily retail standards.
Retail Data & Reporting						People at this level interpret and apply performance data confidently, helping the shop respond strategically to opportunities and challenges.
Business Planning						People at this level lead business planning across multiple shops, aligning local delivery with area income targets and mission delivery.
Volunteer Engagement						People at this level lead volunteer engagement within the shop, building a motivated, supported and inclusive volunteer team.

COMPETENCIES (Managerial)

Behaviour	Level required for role					What this means
Coaching and mentoring						People at this level give structured coaching and mentoring to help employees develop skills and confidence.
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.
Inclusive Leadership						People at this level show inclusive behaviour every day and help create fairness and respect within their team.
Empowerment and delegation						People at this level delegate tasks effectively and help others build skills, confidence, and independence.
Psychological safety and wellbeing						People at this level help create a positive team environment where psychological safety and wellbeing are supported every day.