

AREA MANAGER ROLE PROFILE

Division	Trading	Location	Field-based in London with some home working
Function	Management of 10+ Charity Shops	Reports to	Trading Director

Role Purpose

The Area Manager's role is to maximise contribution to FARA by increasing area income (sales and gift aid) and minimising costs. Area Managers do this by developing a team of Shop Managers who engage donors and customers in safe, happy and vibrant shops.

The role is a crucial part of the Senior Management team and is expected to contribute to the progress and development of Trading while also understanding and working to support the charity's key aims and objectives.

This role provides operational leadership on one or more support functions, such as Health and Safety, Product, and Volunteering, to ensure alignment with shop requirements.

The Area Manager represents both the FARA Foundation and FARA Charity Shops (mainly within their shop footprint), upholding and demonstrating the values and ethos of the entire organisation. This role will support each shop to be a vibrant hub, networking with supporters throughout the community to generate gifts of time, product and custom to FARA.

Principal Responsibilities

Strategic Development of Area

- Work with the Trading Director to develop & implement appropriate Five-Year Plans for each shop.
- Develop and maintain an effective relationship with Shop Managers that is mutually respectful and effective in implementing FARA's strategy.
- Support risk management through unannounced risk assessments
- Drive performance levels across the area through appropriate discussions.

Coaching of Shop Managers

- Enable Shop Managers to thrive in their roles and achieve the Shop Five-Year Plans by reinforcing the leadership role of Shop Managers and using 1-1 coaching, shop visits, appraisals and team meetings to provide value-based facilitation, specifically:
- Take charge of performance management, disciplinary and grievance procedures which arise with shop staff in close consultation with the Trading Director.
- Ensure appropriate documentation of performance related conversations to build a record for appraisal and performance development plans.

Shop Manager Development

- Actively participate in the Shop Manager development process through Area Meetings and training.
- Recruit & induct new Shop Managers and Assistant Shop Managers.
- Participate in succession planning with other area managers to ensure FARA has the right shop managers in the right place to develop FARA shops and individuals.

Project Management & Operational Leadership

- As required, lead on refurbishing/relocating existing shops, utilizing the full range of tools and support available.
- Collaborate on opening new shops with the Trading Director.
- Provide operational leadership on functions through ongoing participation in projects to improve the support available to shops (working with support staff and third-party providers within a project management framework).
- Attend Trading, SMT, Quarterly Target setting and Annual planning meetings, contributing strategically to the overall growth and development the retail business and wider.
- Work with other organisation functions to ensure integrated delivery within areas of cross-organisational importance, including donation generation, online, fundraising and events.
- Ensure a balance of time is spent on planning, operational delivery and strategic oversight.

Health and Safety and Compliance

- Support the Shop Manager and team to comply with all shop policies and procedures.
- Responsible for all matters relating to health and safety at the shop level, implementing the Health and Safety Management System, and monitoring performance against this.
- Take timely and appropriate action to report accidents and issues, and ensure issues are resolved
- Support checks and assessments carried out by external parties, following up on any actions required.

Data and Reporting

- Analyse weekly and monthly sales, stock, Gift Aid and any other periodic reports as provided by Head Office and use this data in making decisions to improve the business in consultation with the Trading Director.
- Provide reports and information to other business areas as required, including payroll.
- Incorporate organisational values into all areas of work.

Other Areas:

- One weekend a month on call, to provide emergency cover to all FARA shops.
- Periodically provide cover for a colleague during holidays or illness.

To respond to changing demands within the environment, this role requires a high level of responsiveness and adaptability. Any reasonable duty may be assigned that is consistent with the nature of the job and its level of responsibility, and role focus may evolve over time.

Principal Accountabilities

Past performance accountabilities

- Area contribution & shop contribution- Donated Income & Gift Aid Budget together with Controllable costs (Staff, Shop Costs) set annually, reviewed quarterly.
- Individual shop performances - increase / decrease against last year / target, along with variations / anomalies in performance
- Model shop benchmarks. Achieving an annual contribution of an average 40% return on shop sales revenue and more than eight times the annual rental. The return per square foot of trading space is equivalent to the best in Charity Retail. Shops are self-sufficient in donations, with proactive implementation of Gift Aid.

Future Performance Accountabilities

Shops are managed by an empowered and accountable team of Shop Managers

- Shop competence levels and progress on managing associated risk / opportunities through Shop Five-Year Plans
- Shop staff recruitment, development/promotion, succession planning, performance management, turnover and retention.
- Success at improving properties as springboard for future potential – refurbishments, relocations, risk management - Fire Risk Assessments.

Person Specification

Competencies

- Values-led leadership: A strong commitment to FARA's mission, vision and values, with the ability to lead, coach and develop Shop Managers in a supportive, accountable and collaborative way.
- Commercial focus: Experience of achieving results through others, using KPIs, budgets and financial reports to improve sales, contribution, Gift Aid, stock generation and controllable costs.
- People development: Strong line-management skills, with experience of recruitment, induction, performance management, succession planning and handling employee relations matters.
- Retail operational excellence: A sound understanding of shop operations, including pricing, culling, density, curation, sales space, sorting, layout and the ability to coach managers to improve the retail proposition.
- Compliance and risk management: Working knowledge of health and safety, risk assessments, fire risk assessments, regulatory requirements and the ability to maintain safe, compliant shops.
- Project and planning skills: Experience supporting target setting, five-year plans, shop improvements, refits, relocations or other operational projects.

Essential Skills & Experience

- Proven experience in an Area Manager, Regional Manager or equivalent multi-site retail role (or demonstrable desire to gain wider experience).
- Strong track record of leading teams to achieve and exceed commercial and operational KPIs.
- Excellent commercial awareness with the ability to analyse financial and operational data.
- Experience in coaching, developing and motivating staff.
- Experience handling employee relations issues, including performance management, disciplinary and grievance matters.
- Knowledge of health and safety, risk management and compliance requirements.
- Strong organisational, planning and project management skills.
- Ability to build effective working relationships across a wide range of stakeholders.
- Proficient IT skills to perform a range of professional functions on Excel, Word and other applications.

Desirable

- Experience within charity retail or the not-for-profit sector.
- Experience recruiting and managing volunteers.
- Knowledge of retail refurbishment, relocation or property projects.
- Understanding of Gift Aid and donation-led retail operations.
- Full UK driving licence and access to a vehicle.

Additional Information

- Travel across London will be required.
- Participation in an on-call rota approximately one weekend per month is expected.
- Occasional cover for colleagues during periods of annual leave / absence will be required.

Key Relationships

Internal	External
• Trading Director • Area Managers • FARA Directors and SMT including Chief Accountant • Area Shop Management Team • Human Resources Team • Warehouse Operations Manager • Property Maintenance Manager • Marketing Team • Online Operations	• Recycling Service Providers • IT and equipment support provider • Till provider

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Financial Dimensions	Accountability for Area Budget	Travel	Within London
People Management Responsibility	Variable	On call / out of hours working	1 weekend per month and as the business demands