

Employer Occupational Brief

A guide to apprenticeship training and on-programme
assessment



Retail Manager

October 2016

Overview of the role

Retail managers are responsible for delivering sales targets and a positive experience to customers that will encourage repeat custom and loyalty to the brand / business. It is a diverse role that includes leading and developing a team to achieve business objectives, working with a wide range of people, excellent communication skills and commercial awareness. Maximising income and minimising wastage are essential to the job and therefore individuals must develop a sound understanding of business and people management principles to support the achievement of the vision and objectives of the business. Retail managers champion the way for personal development, training and continuous improvement, encouraging their team to develop their own skills and abilities to enhance business performance and productivity.

The detail behind the standard

	Knowledge 'Know it'	Skills 'Show it'	Behaviours 'Live it'
<p>Customer</p> <p>Every business will have a customer profile – the types of customer that are likely to require the products and services on offer. Different customer types will have different needs and requirements and the way service is provided may need to be adapted. Customers could be internal or external to the business</p>	<p>Understand key drivers of customer journeys and how managing positive customer experiences increases sales, customer spend and loyalty and the resulting financial impact on the business</p> <ul style="list-style-type: none"> • What is the customer Journey, pre during and post interaction • Understand the key that support the serviced style behaviours • Commercial awareness of the local/national competitors for the purpose of bench marking 	<p>Manage the customer experience, including remotely e.g. on-line, through ensuring the team deliver to customers a positive experience that meets customer service and financial objectives</p> <ul style="list-style-type: none"> • Analysing KPIs directly linked to customer service • Coaching and leading the team to improve performance • Managing under performance e.g. provides training, setting objectives. • Motivational techniques recognising and acknowledging good service • Responding to local competitors activities within the limits of the role • Communicating effectively with stakeholders and colleagues 	<p>Take overall accountability and responsibility for the customers' experience. Make effective decisions by balancing the needs of the customer and the business</p> <ul style="list-style-type: none"> • Keep up too date with key trends in the retail environment in relation to the customer journey through online forums, social media platforms and discussions with peers both internal and external to the organisation • Consistently display confidence when making decisions

<p>Business</p> <p>The term 'brand standards' is relevant to all sizes of businesses. In some cases, the brand may be well known, or require employees to follow precise procedures for example in the way they deliver services or present products to customers. In others it may simply be what is 'in keeping' with the type of retail businesses the employee works for</p>	<p>Understand the vision of the business, its competitive position and own role and responsibility in the delivery of business objectives. Understand the market in which the business operates and how this impacts on the products / services it offers</p> <ul style="list-style-type: none"> • How relevant sector trends, developments and competitor performance influence the business • Interdependencies between business or organisation, product, services and brand • Know how to drive and implement the brand standard/style of business • Know the business' expectations of you with regard to responsibility and ownership of the business brand • Know how to use local and national competitor activity to influence business decisions 	<p>Lead the team to achieve and exceed business objectives through forward planning, analysis and evaluation of own business area. Use sales and customer data to make sound and effective decisions which improve business performance</p> <ul style="list-style-type: none"> • Communicate to the team the organisations expectations within own business area that are timely and consistent • Motivate team to achieve and exceed business objectives • Analyse and evaluate own business area to drive business performance • Create a strategy to drive the performance of own area • Make sound and effective decisions • Use knowledge of competitors to assist in making business decisions • Use current and historical sales data to assist in strategic planning • Gather and use customer feedback effectively to help improve business performance 	<p>Demonstrate personal responsibility for the strategic direction and objectives for own area of the business</p> <ul style="list-style-type: none"> • Ensure that the team is kept up to date through regular communications in a positive manner with regard to the business' vision, objectives and performance • Gather information from all stakeholders in the strategic planning process • Lead by example by displaying behaviours that follow the organisation's vision and values
<p>Financial</p>	<p>Understand the key drivers of profitable retail performance and the relationship of</p>	<p>Manage the overall performance of the team to achieve financial targets taking into</p>	<p>Demonstrate commercial acumen and confidence to</p>

<p>Operating with financial awareness is essential at every level within the retail environment. A retailer must understand the principle resource costs of a business and ensure that sales targets and cost control and reduction methods are met in line with own role</p>	<p>forecasting to the retail calendar; know how to analyse and use information for forecasting, and how to report on financial results. Identify the impact of different types of costs on the business and understand how to make effective use of resources</p> <ul style="list-style-type: none"> • Knowledge of key financial data in a retail business, its importance and how it should be used to analyse performance and inform planning • Understanding how to apply general principles of operating commercially in a retail environment • Knowledge of the business strategy and future plans/influencing factors • An understanding of the different profit margins to be achieved on products, implications involved, forecasting requirements & implications of the decision being made. • Understanding of how to analyse and interpret key financial information internally within the organisation eg budgets, gross profit, stock • Understand how to assign resources effectively and efficiently to maximise profit margins 	<p>account the retail calendar year. Analyse reports to identify and determine key actions and recommendations. Produce and report on financial plans as required by the business, and identify and implement opportunities to increase profit and reduce waste</p> <ul style="list-style-type: none"> • Accurately demonstrate relative merits and risks taking corrective actions • Justify the recommendations with reasoned argument and evidence showing how the action will lead to targets being achieved or exceeded. • Interpret sales reports and put into context for the wider business and external market. • Plan, implement and evaluate a strategy covering peak and seasonal trading periods. • Take accountability for self & team, implementing organisation's procedures in instances of financial loss eg wastage/theft • Be able to justify why a loss has taken place, explain and implement a process to prevent reoccurrence • Suggest ways to increase profit and reduce costs and wastage • Compile reports on financial results and communicate to the business both upwards and downwards 	<p>initiate change to improve the financial performance and profitability in line with business policy, objectives and procedures</p> <ul style="list-style-type: none"> • Making the strategy happen and keeping it alive • Role model being able to demonstrate the principles to the team. • Demonstrate awareness of branch financial performance against set targets/budget • Translate financial information which has been collated from the team and present upwards. • Taking action to identify and address potential risks
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	<ul style="list-style-type: none"> The differences between budget, actual and cash flow 		
Leadership	<p>Understand different leadership styles used in retail businesses and when to use them effectively to motivate and inspire the team to do their best</p> <ul style="list-style-type: none"> Understand the different range of leadership styles and their impact in a retail environment Knowledge of key motivational theories and how to use them effectively with the team Understand the business vision and values and how this relates to your leadership styles 	<p>Provide clear direction and leadership to the team, giving open and honest feedback. Apply and adapt own leadership style to different retail situations and people to achieve the desired outcome</p> <ul style="list-style-type: none"> Engage with the team to communicate the business vision and values Cultivate a culture/atmosphere of trust Recognise and use the strengths of own leadership style. Recognise and address the opportunities of their leadership style Display effective time management skills Demonstrate flexibility in adapting leadership styles to a range of situations, teams and individuals Show that you have emotional intelligence Inspire others to achieve objectives Keep the team up to date on achievement of objectives and targets Present feedback positively to the team 	<p>Influence, challenge and involve others, aligning personal values with those of the organisation to instil a high performance culture</p> <ul style="list-style-type: none"> Is proactive and creative in finding solutions and new ideas Displays empathy to the team when necessary
Marketing By fully understanding the	<p>Know the key factors influencing a marketing plan such as product launch and life cycle, pricing,</p>	<p>Communicate marketing objectives to team members and drive results. Analyse and evaluate the impact of</p>	<p>Proactively seek to understand the marketing strategy of the business,</p>

<p>products and services offered by the business and how the business positions itself a retailer can fully maximise performance and help to position the business effectively and deliver on its objectives</p>	<p>discount and special offers and ways of marketing via physical and other media. Understand how own business has formed marketing plan and how own role can best utilise marketing strategies to address demand throughout the retail calendar</p> <ul style="list-style-type: none"> • Know how to analyse and track the marketing trends and seasonality including national, local and religious festivals/events • How marketing strategies link to the retail sales calendar • Understand principles and models of effective marketing • Know what influences the marketing plan can have on sustainability, locality, environmental, governance • Knowledge of the relevant sector trends, developments and competitor performance • Understand the different types of marketing campaigns e.g. TV, radio, online, print and their benefits and limitations • What a product launch/product life cycle is • Principles of price based marketing e.g. sales, discounting, special offers • Knowledge of why marketing campaigns are carried out such as new product, brand 	<p>marketing activities e.g. sales and customer feedback, and report the outcomes to senior management with relevant recommendations</p> <ul style="list-style-type: none"> • Evidence of when you have planned, implemented, monitored and evaluated promotional activity • Demonstrate how and when you have communicated marketing objectives to team members • Evidence of where you have escalated issues with regard to marketing activity feedback • Evidence of when you have acted assertively in relation to marketing activities • Demonstrate how you have valued and supported others in carrying out marketing activities • Demonstrate ability to analyse data • Obtain and act upon customer feedback • Demonstrate ability to articulate results to a higher level through effective presentation skills 	<p>gain knowledge of local area and competition, take action, or upwardly communicate recommendations on action, to improve the implementation and drive marketing activities in area of responsibility</p> <ul style="list-style-type: none"> • Be confident in suggesting changes to marketing activities to senior management • Research new types of marketing campaigns and collateral through use of forums, learning networks, social media platforms and discussions with peers internal and external to the organisation • Monitor local and national competitors marketing activities and recommend accordingly
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	<p>awareness, increasing sales of a current product or service</p> <ul style="list-style-type: none"> • Know where in the organisation to feedback on marketing campaigns 		
<p>Communication</p> <p>Excellent communication is essential in any retail environment.</p> <p>Methods of communication could be face to face or remote, spoken or written, manual or electronic.</p> <p>Communication needs to be effective and suited to the audience</p>	<p>Understand how to communicate and cascade information effectively at all levels and to a diverse audience. Know how to identify the information required for decision making, how it should be gathered and reported internally and externally</p> <ul style="list-style-type: none"> • Knowledge of effective communication skills including verbal, non-verbal, written, face to face, online, telephone incorporating brand standards/corporate image • Why timing, environment, content, clarity and reason for communicating are key factors when cascading information • The importance of presenting information in different formats for different audiences • Knowledge of how information is communicated to teams after they have been consulted • Principles of active listening skills • The importance of establishing the needs of individuals, both team members and customers, and how this influences the most appropriate communication method 	<p>Establish clear communication objectives, lead communications in a style and manner that is relevant to the target audience and achieves an effective result for the business</p> <ul style="list-style-type: none"> • Communicating within the companies culture • Demonstrate how you are aware of team expectations, styles patterns and ultimately how the communication strategy is implemented • Evidence of how you have interpreted business information and successfully disseminated to team leaders and staff • Manage communication with customers with complex needs • Evidence of how you have evaluated your communication methods to different audiences to ensure a positive result for the business • Display effective active listening skills at all times 	<p>Adapt style and method of communication to the circumstances and needs of individuals intuitively, demonstrating appropriate skills such as empathy, fairness and authority as appropriate; seek and provide feedback in a positive manner</p> <ul style="list-style-type: none"> • Indicate to team members that you strive to communicate in the most effective way through gathering feedback from them at regular intervals • Be able to change your style and method of communication at short notice dependent on the circumstances and

	<ul style="list-style-type: none"> The importance of giving constructive feedback and acting on feedback received 		information to be disseminated
<p>Sales and promotion</p> <p>Each retailer will have a seasonal variation to their sales pattern, and therefore sales approach. This could be in the range of products and services on offer, the customer behaviour, or could be tied to external events, such as sporting events or festive celebrations</p>	<p>Understand how to set sales targets that are challenging but realistic and how to lead team members to achieve sales targets, maximising opportunities and reducing potential threats to sales across the retail calendar</p> <ul style="list-style-type: none"> Knowledge of the organisations sales targets Knowledge of how to identify team and individual targets Understand the skills, knowledge and training needs of the team to achieve the targets Knowledge and understanding of the appropriate data to analyse and identify opportunities to increase and maximise sales Know and understand the threats and potential impact on sales Knowledge and understanding of the retail calendar 	<p>Manage the team to achieve sales targets through regular monitoring of performance against results, identifying high and low performance products / services and taking timely action to find and implement appropriate solutions</p> <ul style="list-style-type: none"> Analyse KPI data to identify opportunities to increase sales Identify and implement appropriate and timely interventions Communicate sales performance including promotions Demonstrate confidence in the decision making to take calculated risks to maximise sales opportunities Evaluate the success of the interventions Learn from mistakes and adapt strategies/interventions/promotions Set objectives, targets for team/individuals within a timeline following SMART guidelines Challenge under sales performance in a constructive manner 	<p>Think ahead and take positive actions to maximise opportunities for sales and effective marketing activities, make cost effective use of resources through robust processes to meet sales targets</p> <ul style="list-style-type: none"> Display proactive behaviour around sales activity as opposed to reactive Demonstrate a calm demeanour when sales/marketing activity is not running to anticipated levels/figures and be confident in the action taken to alleviate these situations Be accountable for the outcome of the intervention

			<ul style="list-style-type: none"> • Seek out advice from senior management where necessary
<p>Product and service Knowledge and understanding of the products and services on offer are key in order to correctly sell to customers, meet and exceed their expectations and do so in line with business procedures and objectives</p>	<p>Keep up to date knowledge of product ranges, brand development, promotions, current and future trends. Understand how to analyse, interpret and share information and brief relevant stakeholders on products and services</p> <ul style="list-style-type: none"> • Read and digest all product information and ensure you have a full understanding • Understand all current promotions and be able to analyse the success of them • Know how to brief staff effectively on all product information, promotions and future/current trends • Research own sector of retail through online outlets, trade publications, forums and internal & external peers 	<p>Analyse and interpret product / service sales information and use it to make recommendations for future planning e.g. of staff and resources, ideas for new initiatives. Research and demonstrate new products / services or initiatives to the team</p> <ul style="list-style-type: none"> • Empower the team • Carry out a skills gap analysis for succession and workforce planning to maximise product knowledge • Analyse product and service sales information and implement changes accordingly • Take accountability for product and sales • Monitor availability and action product gaps • Drive the team to develop themselves and keep up to date with new products, services or initiatives • Analyse and interpret information • Carry out a strategic overview on products and services 	<p>Take ownership of the service offer, keeping self and team up to date with brand developments. Passionately take pride in new products and services actively promoting these with colleagues and customers</p> <ul style="list-style-type: none"> • Lead by example in displaying passion about the products or services • Display committed behaviours towards sales promotions and new offers • Demonstrate full responsibility for updates and ensure all information is cascaded down to staff.

<p>Brand reputation</p> <p>Brand and reputation are key both for the products, services and overall perception and success of a retail business. A retailer needs to understand the importance of this and how their actions can affect the</p>	<p>Understand the importance of upholding brand reputation, how brand reputation can become compromised and the impact on the business, and how threats can be managed. Identify the impact of social media on the industry and how it is used in own organisation</p> <ul style="list-style-type: none"> • Understand what brand reputation is, how it is increasingly important for an organisation and how it can be promote, protect and in some cases restore your brand • What part online presence plays in brand reputation including social media, search engines, feedback sites and websites in general 	<p>Ensure the team carry out activities in line with business and brand values that actively market the business, support competitiveness and help meet business objectives. Identify possible risks to brand reputation and take action to prevent or minimise their impact</p> <ul style="list-style-type: none"> • Enforce and monitor the social media policy • Actively promote the brand by maximising opportunities with the team. • Be proactive in using authority and take appropriate action and minimise risk giving solutions to protect the brand. 	<p>Champion the brand and work closely with team and management to ensure brand reputation is upheld at all times</p> <ul style="list-style-type: none"> • Consistently promote the brand both internally and externally of the organisation • Take an interest in other companies brands reputation through trade publications, social media and word of mouth

<p>reputation of the business</p>	<ul style="list-style-type: none"> • Knowledge of any policies that cover brand reputation such as social media policy and how they are communicated to staff and monitored 	<ul style="list-style-type: none"> • Use feedback from customers to build on the brand reputation within own area of responsibility • Recommend to senior management areas where brand reputation could be improved 	<ul style="list-style-type: none"> • Keep the team up to date with any developments in brand reputation initiatives
<p>Merchandising</p> <p>Presentation of products and services is a key factor in their appeal and potential sale to customers. Each retail outlet, product or service will need to be given careful consideration when preparing and producing</p>	<p>Understand key features of merchandising and how these link with the business' merchandising plan to achieve sales targets. Know the particular requirements of related activities such as seasonal peaks and troughs over the retail calendar year</p> <ul style="list-style-type: none"> • Knowledge of the key principles of merchandising and their impact on the retail calendar • How local and national trends and requirements can influence merchandising • The importance of following merchandising plans 	<p>Ensure effective merchandising set up, monitoring and maintenance in own area of business. Measure the impact of merchandising on sales and report the outcome to colleagues and senior managers, providing recommendations for improvements, and implementing changes within own remit</p> <ul style="list-style-type: none"> • Ensure you have the correct resources to impliment merchandising set up and maintenance 	<p>Adapt merchandising principles to own environment, store configuration, local needs and sales patterns</p> <ul style="list-style-type: none"> • Visit local competitors to view their merchandising activities • Keep up to date with online and instore merchandising activities

<p>merchandising displays / initiatives</p>	<ul style="list-style-type: none"> • How online and in store promotions differ and can be used as part of a coherent merchandising strategy 	<ul style="list-style-type: none"> • Demonstrate how to analyse sales figures , utilise sales reports make recommendations and report the outcomes in terms of the impact of merchandising • Set sales targets for team members which link with the merchandising event. 	
<p>Stock</p> <p>Stock is a critical part of any business, whether as items directly for sale or availability and support services. Retailers need to know why the control of stock is so important and how to ensure stock</p>	<p>Understand how to manage an effective stock control system, recognise the financial implications to the business and own responsibility, manage stock to meet sales targets, marketing activities and business objectives</p> <ul style="list-style-type: none"> • Understanding the operational platform within the organisation. • Understanding of the legislative requirements related to stock e.g food safety, health & safety • Understand the principles of managing an effective stock control system 	<p>Monitor the stock management system to minimise the cost of damage to stock and the loss of stock to the business, ensure audit compliance and react quickly to results and maintain business standards and stock requirements</p> <ul style="list-style-type: none"> • Demonstrate attention to detail when dealing with stock control systems • Communicate all the procedures related to stock control procedures to staff members as appropriate. • Monitor the procedures /to ensure they are maintained 	<p>Take ownership of stock management systems to meet current and projected business needs</p> <ul style="list-style-type: none"> • Ensure you have the most up to date information on projected sales figures • Be aware of any risks associated with the stock control system through regular communications with team leaders and staff • Keep up to date with new stock control systems through trade publications,

<p>control is effectively completed in their business</p>	<ul style="list-style-type: none"> • Knowledge of the correct storage conditions for a range of stock • Understanding the costs/benefits of manual or automated stock ordering systems • Knowledge of the legal requirements relating to stock control, movement and sale e.g. restricted items • Understanding how ineffective stock control systems can effect financial and operational areas 	<ul style="list-style-type: none"> • Take appropriate proactive action when ineffective stock control procedures have been discovered • Recognise when correct procedures are not being followed • Analyse stock figures accurately • Take responsibility for stock control and related audits and monitor stock control procedures including security. • Ensure that stock levels are kept replenished according to forecasted sales where possible to maintain customer service levels 	<p>online outlets, competitors and colleagues</p> <ul style="list-style-type: none"> • Be proactive in suggesting new systems to management
<p>Technology</p> <p>Technology varies greatly between retail operations; however, it is essential a retailer understands and is able to effectively use the technology within their organisation. In addition retailers</p>	<p>Understand the technology requirements of the business and how to manage them to achieve effective and efficient retail operations and service; identify commonly used and emerging technology in the retail industry and identify its current and potential impact on the business</p> <ul style="list-style-type: none"> • Understand fully the technology operating in the organisation and the impact it has on operations and customer service • How to operate without technology if there is a breakdown in service. 	<p>Ensure technology is sourced, located, available, maintained and secured in line with business needs; oversee the use of technology in line with business policy, identify and make recommendations for improvement</p> <ul style="list-style-type: none"> • Engage with internal and external technology stakeholders • Ensure all team members are being appropriately trained in all technologies that they will experience 	<p>Drive efficiency in the implementation and use of new opportunities in technology for retail that will provide benefits to the business</p> <ul style="list-style-type: none"> • Keep up to date with emerging technologies through online and print trade publications, social media platforms and

<p>should possess a general understanding of technology which is widely used in other retail businesses</p>	<ul style="list-style-type: none"> • Know how to reinstall systems with minimal loss of service • What the advantages and disadvantages of technology in retail are and how they can support customer service and driving sales • What the main technologies currently in use in retail are, including POS systems, feedback, payment systems, mobile app systems, in store ordering systems etc. 	<ul style="list-style-type: none"> • Champion and promote the benefits of technology particularly when they are being updated or changed • Delegate within the team to create the specialism and the knowledge required for new technologies • Identify and making recommendations for improvement through monitoring and evaluating current processes and trends of technologies. 	<p>organisations communications.</p> <ul style="list-style-type: none"> • Embrace new technologies entering the retail sector
<p>Developing self and others</p> <p>As a manager you have the responsibility of ensuring your team are trained and supported to be able to carry out their job</p>	<p>Identify a variety of ways to inspire and motivate team members, how to positively influence their approach to work and how to pass on knowledge and experience.</p> <p>Understand the importance of, and process for, ensuring team members' and own development</p> <ul style="list-style-type: none"> • What the internal process is for training solutions. 	<p>Work with team members to maximise their potential and achieve organisation's objectives. Implement effective and accurate training on products, services and legislation governing sales, such as age restricted products, trading standards and weights and measures</p> <ul style="list-style-type: none"> • Interpret organisational strategy to set training goals for the teams 	<p>Help team members balance work and life priorities, realise their potential and see the benefits of self-development and improvement. Demonstrate commitment to self-improvement, championing a culture of continual</p>

<p>roles in the most effective and efficient way possible to the benefit of the business. You also need to encourage a culture of continual learning and development amongst your team. Each business will be different in how they approach this and for larger units you will be supported by learning/training/development colleagues.</p>	<ul style="list-style-type: none"> • How to carry out a training needs analysis • Understand motivational theories • Knowledge of the learning and development cycle • How to give feedback and why it is important • Understand effective appraisal and performance management systems • How to use your own appraisal effectively to develop your own skills and areas of development 	<ul style="list-style-type: none"> • Training needs analysis for all levels below and tailored solutions • Creating opportunities for learning and development • Evaluate impact of training which has taken place within the team. • Work with team leaders and staff to create the most beneficial opportunities that fully meet the needs of the team and individual and help to meet the organisations objectives 	<p>development and progression</p> <ul style="list-style-type: none"> • Create and promote a learning and development culture within the workplace • Recognise potential in the team and ensure they are fully supported to achieve their goals and ambitions • Be open to team leaders and staff on ways they can achieve a work life balance • Promote creative and innovative learning and development opportunities for the team
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<p>Team Performance</p> <p>As a manager in retail you will need to understand the processes and procedures for recruiting, retaining and developing your staff. This will include interviewing, carrying out performance reviews and ensuring you follow all relevant legislation around these areas.</p>	<p>Know how to recruit, retain and develop the right people for the right roles, the key theories of performance management and how to apply them to retail teams using own organisation's tools and protocols to support them</p> <ul style="list-style-type: none"> • Understand the organisation's recruitment selection process and policies • Understand the organisation's induction process and policies • Understand levels of retention and factors that impact on retention and engagement • Understand how to performance manage a team effectively and efficiently using the organisation's process and policies • Understand theories for successful performance management • Knowledge of time management skills in ensuring that performance management activities happen as planned 	<p>Recruit the right people into the right job, monitor team performance and recognise excellence and effectively manage performance that is below standard</p> <ul style="list-style-type: none"> • Evidence of successful recruitment and selection skills including interviewing • Demonstrate working within all legislation throughout the recruitment, selection and induction process • Demonstrate how you successfully use performance management activities to improve the performance of the individuals and business as a whole • Display positive and constructive feedback skills • Display confidence when making decisions within the recruitment, selection and induction processes 	<p>Orchestrate effective team dynamics, build effective relationships that select the right person for the right task, recognise individual styles and preferences and use these to build a strong team</p> <ul style="list-style-type: none"> • Proactively research new and innovative recruitment, selection and induction processes and suggest these to senior management • Search out new ideas for effective team building initiatives that reflect the teams needs and improve the dynamics

		<ul style="list-style-type: none"> • Consistently use SMART target setting during the performance management process • Demonstrate how to escalate performance issues and concerns through the correct channels and processes • Monitor and review the recruitment, selection, induction and performance management processes on a regular basis or according to organisation policy 	
<p>Legal and governance</p> <p>Retailers are bound by a range of legislation. Some of</p>	<p>Understand environmental, legislative, corporate, data protection and social responsibilities relating to retail businesses</p>	<p>Manage and continuously review adherence to legislation and regulations / policies for due diligence; handle audits and regulatory</p>	<p>Be accountable, an advocate of and adhere to the importance of working</p>

<p>this operates across the sector; however some businesses will have specific additional legislation which must be complied with, such as that regarding licenced betting</p>	<ul style="list-style-type: none"> • Knowledge of legal requirements relating to managing a range of retail operations including: <ul style="list-style-type: none"> ○ Health & Safety ○ Data Protection ○ Licensing(where applicable) ○ Sale of Goods ○ Consumer Rights ○ Food safety (where applicable) ○ Trading Standards ○ Employment Law • Understand what is meant by corporate, environmental and social responsibility and why they are important to the business • Understanding own and the teams responsibilities to the above stated areas • Understand the implications to the business if non-compliant 	<p>authorities such as the Environmental Health Officer and HSE appropriately</p> <ul style="list-style-type: none"> • Ensure staff have the training and information they need to protect their own and others health and safety as they work • Ensure records are accurate and up to date on compliance training • Demonstrate how you have engaged with the regulatory bodies when /if required • Evidence to show how you have embedded compliance within everyday business activity • Display a transparent attitude when dealing with internal and external influences/auditors 	<p>legally in the best interests of all people</p> <ul style="list-style-type: none"> • Lead by example in all areas of work governed by legislation • Be consistently proactive in addressing legislation related areas of work
<p>Diversity</p>	<p>Understand how local demographics impact on business, customers, staff and products and how this impacts the</p>	<p>Implement business policy on diversity, ensuring team are aware of and know how to work effectively with colleagues, customers</p>	<p>Instil values which embrace the benefits of working in a</p>

<p>A retail business must ensure that its products / services are appropriate to the customer base available to it, which may require amendments to product and services, methods of communication and individual adjustments. A retailer needs to understand and adapt to changing requirements whilst remaining fair and demonstrating integrity to both customers and colleagues alike</p>	<p>business policies on diversity and equal opportunities</p> <ul style="list-style-type: none"> • The range of cultures, characteristics and individual requirements that can affect team members and customers and how and why these may affect the operations / products in a retail environment • Knowledge of local demographics and how this is reflected in products and services available • Understand how cultures, backgrounds and belief conventions need to be addressed within the retail environment 	<p>and other stakeholders from wide range of backgrounds and cultures</p> <ul style="list-style-type: none"> • Evidence of disseminating the organisation's policy • Ensure all mandatory training is undertaken by the team. • Use internal support service for providing reasonable adjustments • Demonstrate how to uphold and implement the equality and diversity policies in your workplace 	<p>culturally diverse environment</p> <ul style="list-style-type: none"> • Be mindful of team member's background and cultures when planning activities, events, training sessions etc. • Lead by example in being empathetic, fair and professional with all individuals
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