

# Role Profile

*because  
you matter*

**St Nicholas  
Hospice Care**

A Registered Charity No. 287773

**St Nicholas Hospice Care** is a local charity providing help, advice and support to people in West Suffolk and Thetford, who are facing dying, death and grief.

<b>Job Role</b>	Head of Retail
<b>Department</b>	Retail
<b>Reports to</b>	Income Generation Director
<b>Location</b>	Donation Centre, Barton Road, Bury St Edmunds

## Background Information

---

The Head of Retail oversees all retail functions and is a senior leader within the Income Generation directorate as well as a member of the Hospice Leadership Team.

We put our beneficiaries at the heart of what we do and strive to build lasting, value-driven relationships with our supporters. The purpose of the Retail teams is to deliver high-quality retail experiences to our beneficiaries and customers, while maximising trading and gift aid income for the Hospice.

## Job Purpose

---

To lead the development and implementation of strategic plans for retail, working closely with the Income Generation Director and key stakeholders to ensure alignment with the broader Income Generation and organisational strategy.

Oversee operational delivery and effective management of people and resources across the Hospice's retail trading activities, including (currently) 7 shops, and Ecommerce.  
Lead on a new model regarding retail and oversee ambitious growth plans generating £1M + within the next 5 years including opening new shops, as and when opportunities are identified.

Meet set income generation targets and drive sustainable growth by increasing sales and profit from existing activities, as well as identifying and developing new opportunities.

Build and lead high-performing staff and volunteer teams to deliver against operational plans and targets.

## Key Accountabilities & Responsibilities

---

### Strategy and planning:

- Work closely with the Income Generation Director to lead development and implementation of strategic plans that deliver sustainable growth across retail and trading.
- Proactively seek opportunities to continuously improve and innovate, preparing proposals and business cases for the expansion or introduction of initiatives, to be submitted to the Director of Income Generation as required.
- Develop a sound understanding of our customer base, their motivations and behaviours. Engage in market research, as appropriate, and make use of data analysis and insight to inform the development of new and existing initiatives.
- Maintain up to date knowledge of charity retail trends and challenges, including developing good relationships with key local contacts that allow us to keep abreast of new initiatives within our catchment area.
- Work collaboratively with key stakeholders to continuously review and develop our core activities to ensure we meet the needs of our beneficiaries, staff and volunteers.
- Be accountable for setting and managing budgets, targets and KPIs. Deliver reforecasting and report on progress, trends and take remedial action, as required. Analyse results and evaluate activity to inform future plans, supporting team managers to do the same.
- Develop and maintain up to date policies and procedures and ensure these are embedded across the retail and catering operations.
- Devise and oversee staff and volunteer workforce planning to ensure that the present and future needs of the organisation are anticipated and met.
- Lead on the implementation of our brand vision across retail, maximising the potential of our retail environment and increasing awareness of the Hospice with our customers and communities.
- Keep up to date with developments in the charity as well as wider retail sector to spot trends and implement new or modify existing activities to maximise income potential

### Operational delivery:

- Translate retail strategy into the creation and delivery of operational plans, delegating to managers as appropriate.

- Work collaboratively with the Head of Fundraising and Head of Marketing & Communications to ensure that income generation activity is integrated and opportunities for cross-team working are maximised.
- Maximise use of our CRM (customer relationship management) database within the team to ensure effective data capture and management. Support the development of integrated supporter journeys across income generation, working closely with fundraising and marketing colleagues.
- Set high standards of customer service and ensure they are delivered by monitoring customer feedback and providing appropriate staff and volunteer training. Ensure complaints are dealt with effectively, promptly, and in line with Hospice policy.
- Develop and oversee processes to maximise income from retail Gift Aid, collaborating with the Supporter Care team, as necessary, to ensure efficiency and integration.
- Working alongside the Directors of Income Generation and Corporate Services and within the Hospice's scheme of delegated authority, be responsible for managing the retail property portfolio, including acquisitions, closures, leases, utilities, refurbishments and rent reviews.
- Ensure the ongoing maintenance, refurbishment and refreshment of existing retail units.
- Liaise with the Hospice's appointed legal and property advisors, Finance and Facilities teams, as required.
- Work with the Corporate Services Director in preparing the annual insurance renewal, as it relates to the retail function of the Hospice.
- Work with the Directors of Corporate Services and Income Generation regarding new/ extension of leases.
- Undertake regular (at least monthly) visits to all shops and ensure regular team meetings with all direct reports.
- Ensure compliance with all relevant legislation and best practice, including data protection, Fundraising Regulator code of practice, Charity Retail Association code of practice, Charity Commission guidelines, HMRC, Trading Standards, Health and Safety, fire and building regulations.
- Maintain effective risk management processes, ensuring they are in place and embedded across Retail teams. Take a lead role in the analysis of incidents, both as they occur and through regular organisational review processes. Ensure necessary remedial action is taken promptly and appropriate preventative measures are in place and monitored.
- Oversee high standards of security and cash handling, identifying and implementing robust financial control measures and procedures to protect and ensure the integrity of the Hospice.
- Prioritise customer, staff and volunteer health and safety, managing systems to ensure all retail and warehouse premises are safe and fit for purpose. Ensure all staff and volunteers receive appropriate guidance and training, that it is kept up to date and regularly reviewed.
- Undertake regular shop visits to all locations to identify and evaluate areas for improvements in sales performance and utilise Kudos data to optimise sales/ layouts. Complete shop visit report forms to ensure all action points are logged and reviewed on an ongoing basis.

- Work with the Facilities Manager to ensure processes are in place for all equipment (including vehicles) to be maintained and serviced in accordance with legal and manufacturers requirements.
- Ensure that the stock supply chain is effectively managed, from donation of goods through to point of sale, and develop new lines of supply to maximise turnover.
- Manage external partners, suppliers and agencies involved in operational delivery across retail. Ensure due diligence, high quality and cost effectiveness are implemented and maintained through regular review of contracts and services.
- Manage the relationship with the sub-contractor who is the first point of out-of-hours contract in participate in an on-call rota and be an out-of-hours key holder for retail premises as required.

### **Leadership**

- Build positive working relationships with all internal and external stakeholders.
- Drive a positive, ambitious and solution-focused culture within the team, coaching and motivating where needed. Ensure that team members have the skills and attitude needed to succeed and deliver against income and operational targets.
- Be an effective and supportive line manager to all direct reports.
- Ensure effective systems are in place for the management of all staff, including regular team meetings, 1:1s, objectives, personal development plans and annual appraisals.
- Ensure effective systems are in place for recruiting, managing, training, supporting and recognising volunteers.
- With involvement of HR, recruit new staff members and develop a comprehensive induction plan.
- Ensure all staff are developed to work to their full potential and develop succession plans where possible.
- Work in partnership with Volunteer Coordinator to develop a volunteer recruitment and retention strategy.
- Ensure our Hospice values (Compassion, Accountability, Respect and Equity) are embedded across the Retail operation. Engage staff and volunteers with the Hospice strategy and news to ensure they are fully integrated into the culture of the organisation.
- Be part of the wider Hospice leadership team, including participating in Hospice-wide projects and taking a proactive role in senior-level planning and decision making.
- Provide management information for the CEO, Directors and through them to the Board of Trustees, as requested, attending meetings when required.
- Develop and maintain a sound understanding of St Nicholas Hospice Care's Vision, Mission, Values and strategic aims.
- Engage with the wider hospice, other charity and commercial retail sectors, learning from peers and sharing best practice attending events organised, for example, by Charity Retail Association (CRA) and Hospice income Generation Network (HIGN)
- Act as an ambassador for St Nicholas Hospice Care, demonstrating professionalism and living our values. Represent the Hospice at local, regional and national meetings and events, as required.

# Key Working Relationships

---

- Supporters and customers – to ensure excellent customer experiences
- Volunteers – with particular reference to supporting retail activities
- Volunteer Co-ordinator – to ensure we manage and support our volunteers to ensure the experience of volunteering for the hospice is mutually beneficial
- Patients and families - providing excellent customer care to our beneficiaries and demonstrating our impact
- General public – contributing to our visibility, awareness and signposting to services
- Retail colleagues – providing leadership, directing activity and sharing best practice
- Marketing team colleagues – working collaboratively on strategic communications for retail
- Colleagues in the wider hospice and charity retail sector Wider hospice colleagues – to understand the scope of our work and our case for support
- HMP Highpoint representatives involved with furniture upcycling

## Job Scope

---

<b>Decision making level</b>	<ul style="list-style-type: none"> <li>• Develops and implements strategic plans across all Retail income streams, aligning with wider Income Generation plan and consulting with the Income Generation Director on new initiatives.</li> <li>• Takes all operational decisions across Retail.</li> <li>• Directs planning and budget setting across Retail.</li> <li>• Authority to delegate projects to all direct and indirect line reports.</li> </ul>
<b>Financial resources</b>	<ul style="list-style-type: none"> <li>• Responsible for multiple income streams, to achieve a gross income target of up to £2m.</li> <li>• Manages annual expenditure budget up to £1.3m.</li> <li>• Delegated authority to sign off up to £5,000 costs (within budget).</li> </ul>
<b>Other resources</b>	<ul style="list-style-type: none"> <li>• Oversight of the content and production of digital and printed collateral and communications for retail customers, volunteers and staff.</li> </ul>
<b>People management</b>	<ul style="list-style-type: none"> <li>• Line management of: Shop Managers (Sudbury, Long Melford, Newmarket, Mildenhall), Haverhill Hub Manager, Retail Area Manager and Administrator to Head of Retail and Donation Centre Manager.</li> <li>• Oversight of up to 300 retail volunteers.</li> </ul>

<b>Legal, regulatory and compliance responsibility</b>	<ul style="list-style-type: none"> <li>Responsible for ensuring all retail activities are carried out in line with relevant legislation and best practice guidance, including but not limited to, Health &amp; Safety, Trading Standards, Fundraising Code of Practice, Charity Commission, CQC standards and data protection regulations.</li> </ul>
--	---

## Person Specification

---

### Knowledge, qualifications and experience

Essential	Desirable
<ul style="list-style-type: none"> <li>Extensive senior level experience in the charity retail sector, including leading a multi-site retail operation.</li> <li>Developed retail strategy and led diverse income streams to achieve sustainable income growth.</li> <li>Led a large volunteer workforce, with experience of delivering training and support.</li> <li>Set and managed large budgets, reporting on progress and taking decisions and actions to resolve issues.</li> <li>Implemented complex operational plans, including creating and monitoring KPIs and producing performance reports.</li> <li>Line management experience, with a track record of coaching and developing team members.</li> <li>Sound knowledge of charity retail governance, legal and regulatory compliance and best practice.</li> <li>Previous multi-site management experience is essential, ideally within the third sector.</li> </ul>	<ul style="list-style-type: none"> <li>A degree and/or professional retail qualification.</li> <li>Worked for a Hospice or healthcare charity.</li> <li>Familiarity with retail Gift Aid processes.</li> <li>Managed large cross-team projects, engaging with stakeholders and driving progress.</li> </ul>

## Skills and abilities

Essential	Desirable
<ul style="list-style-type: none"><li>• Empathy with the work and values of St Nicholas Hospice Care. Sensitive to the issues and concerns facing those living with dying, death and grief.</li><li>• Excellent leadership skills, able to lead by example and motivate others.</li><li>• Displays integrity, honesty and respect for others. Builds positive relationships with key stakeholders.</li><li>• An effective communicator, with good interpersonal skills and the ability to influence. Able to manage conflict and achieve solutions.</li><li>• Good numeracy and analytical skills.</li><li>• IT literate and comfortable working with data and insights to inform decision making.</li><li>• Well-organised and able to manage a complex workload.</li><li>• Sound commercial awareness, with the ability to spot new opportunities.</li><li>• Able to play a senior role within the Hospice and work with the wider management team to support organisational strategy.</li><li>• Full, clean driving licence and access to a vehicle insured for business use.</li></ul>	<ul style="list-style-type: none"><li>• Maintains an up to date knowledge of the retail and charity retail sectors, with the ability to spot trends and respond to opportunities.</li></ul>

## Other

---

- The role may require participation in an on-call rota and to react as and when required as an out-of-hours key holder.
- The role may require attendance at other events outside normal working hours, including evenings, weekends and extended hours. Time off in lieu will be available, by agreement with the line manager.
- The role requires lone working and has responsibility for managing lone working of other team members.
- The role requires regular travel between retail sites, and where necessary to attend networking and other events, etc.

# Standards and Expectations

---

## **Policies and Procedures**

All Hospice employees are expected to follow policies, procedures and guidance as well as professional standards and guidelines.

## **Confidentiality / Data Protection**

You should be aware of the confidential nature of the Hospice environment and/or your role. Any matters of a confidential nature, relating to patients, carers, relatives, staff or volunteers must not be divulged to any unauthorised person. You should make yourself aware of the requirements of the Data Protection Act and follow hospice procedures to ensure appropriate action is taken to safeguard confidential information.

## **Health and Safety**

You are required to take reasonable care for your own health and safety and that of others who may be affected by your acts or omissions and you should ensure that statutory regulations, policies, codes of practice and safety and good house-keeping rules are adhered to, attending training as required.

## **Safeguarding and Mental Capacity Act**

All employees have a responsibility to safeguard and promote the welfare of adults, children and young adults. It is essential that all safeguarding concerns are recognised and acted on appropriately in line with the policies and training. You must ensure you always act in the best interests of any person lacking mental capacity.

## **Infection Control**

All employees have personal responsibility for Infection Prevention and Control practice. You should ensure you are familiar with, and comply with, all relevant Infection Control policies and training for minimising the risk of avoidable Infection.

## **Equality and Diversity**

We recognise and encourage the valuable contribution that people from all backgrounds and experiences bring. You will treat all individuals on the basis of merit and without prejudice.

## **Volunteer Assistance**

The Hospice has the advantage of being supported by many volunteers. If a volunteer is assigned to assist you at any time, you will still retain responsibility for the requirements of this job and at all times you will be expected to treat volunteers with respect and value their contribution.

## **Job Description**

This job description is not intended to be restrictive and should be taken as the current representation of the broad nature of the duties involved in your job and needs to be flexible to cope with the changing needs of the job and the Hospice.

## **Values**

Our core values guide the way we work together to care for our people and support their loved ones. Our values, which are rooted in the charity's early days, create our culture and are a combination of all our actions, behaviours and decisions. **Our values are Compassion, Accountability, Respect and Equity.**