

# 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.

Job Role	Head of Retail
Department	Retail
Reports to	Income Generation Director
Location	Hybrid – Office/Shops/Home

## Job Summary

The Head of Retail is a senior leader within the Income Generation directorate and a vital member of the Hospice Leadership Team.

As Head of Retail, you will lead our retail operations, driving growth and innovation across our shops and e-commerce. You'll inspire teams, deliver outstanding customer experiences, and play a key role in generating vital income to support our mission.

Our Retail teams are dedicated to delivering high-quality retail experiences for beneficiaries and customers, while maximising trading and Gift Aid income to support our mission. Through innovation, collaboration, and a commitment to our core values – Compassion, Accountability, Respect, and Equity – the Head of Retail ensures our shops and e-commerce activities make a meaningful difference to those we serve.

## Key Accountabilities & Responsibilities

### Strategic Leadership

- Develop and implement ambitious retail strategies in partnership with the Income Generation Director.
- Identify and deliver new opportunities for growth, including opening new shops and expanding e-commerce.
- Set and manage budgets, targets, and KPIs, ensuring sustainable income generation.
- Use data and market insight to inform decisions and drive continuous improvement.

### Operational Excellence

- Oversee the day-to-day running of all retail activities, ensuring high standards of customer service and compliance.

- Lead and support shop managers and volunteers, fostering a positive, inclusive, and high-performing culture.
- Ensure effective management of the retail property portfolio, including acquisitions, refurbishments, and maintenance.
- Maximise income from Gift Aid and ensure robust financial controls.

### People & Culture

- Recruit, develop, and motivate staff and volunteers, ensuring everyone feels valued and empowered.
- Embed our Hospice values across the retail team, promoting a culture of compassion and respect.
- Champion diversity and inclusion, ensuring our shops are welcoming to all.

### Stakeholder Engagement

- Build strong relationships with supporters, customers, and the wider community.
- Collaborate with colleagues across fundraising, marketing, and the wider Hospice to maximise impact.
- Represent St Nicholas Hospice Care at local and national events, acting as an ambassador for our cause.

## Key Working Relationships

- Supporters and customers – ensuring excellent customer experiences.
- Volunteers – supporting retail activities and ensuring a mutually beneficial experience.
- Retail colleagues – providing leadership and sharing best practice.
- Marketing and fundraising teams – collaborating on strategic communications and income generation.
- Wider hospice and charity retail sector – learning from peers and sharing best practice.

## Job Scope

<b>Decision making level</b>	<ul style="list-style-type: none"> <li>• <i>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.</i></li> <li>• <i>Takes all operational decisions across Retail.</i></li> <li>• <i>Directs planning and budget setting across Retail.</i></li> <li>• <i>Authority to delegate projects to all direct and indirect line reports.</i></li> </ul>
<b>Financial resources</b>	<ul style="list-style-type: none"> <li>• <i>Responsible for multiple income streams, to achieve a gross income target of up to £2m.</i></li> <li>• <i>Manages annual expenditure budget up to £1.3m.</i></li> </ul>

	<ul style="list-style-type: none"> <li>• <i>Delegated authority to sign off up to £5,000 costs (within budget).</i></li> </ul>
<b>Other resources</b>	<ul style="list-style-type: none"> <li>• <i>Oversight of the content and production of digital and printed collateral and communications for retail customers, volunteers and staff.</i></li> </ul>
<b>People management</b>	<ul style="list-style-type: none"> <li>• <i>Line management of Shop Managers, Haverhill Hub Manager, Retail Area Manager, Administrator to Head of Retail, and Donation Centre Manager.</i></li> <li>• <i>Oversight of up to 300 retail volunteers.</i></li> </ul>
<b>Legal, regulatory and compliance responsibility</b>	<ul style="list-style-type: none"> <li>• <i>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.</i></li> </ul>

## Person Specification

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### Knowledge, qualifications and experience

- Senior-level experience in charity or commercial retail, including multi-site management.
- Proven ability to lead teams, manage budgets, and deliver income growth.
- Strong understanding of retail compliance, governance, and best practice.
- Empathy with the Hospice's mission and values.
- Degree or professional retail qualification (Desirable).
- Experience in the third sector, ideally within a hospice or healthcare charity (Desirable).
- Familiarity with Gift Aid and managing large volunteer teams (Desirable).

### Skills and abilities

- Excellent leadership, communication, and relationship-building skills.
- Ability to inspire and motivate teams, including volunteers.
- Strong planning, organisational, and analytical skills.
- Commercial acumen with a focus on delivering results.
- Adaptability and problem-solving in a fast-paced environment.

## Other

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- The role requires regular travel between sites and occasional out-of-hours work.
- Participation in an on-call rota and acting as a key holder may be required.

# Standards and Expectations

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## **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.**