

PILGRIMS HOSPICES – JOB DESCRIPTION

Head of Retail

Main purpose and scope of the job:

The post holder will take overall responsibility for leading the Pilgrims Hospices Retail team across 32 shops and our eCommerce operation, in order to increase sales and profit; achieve agreed targets, monitor monthly performance, reforecast and take action as required; and make recommendations to increase net contribution.

POSITION IN ORGANISATION

Reports to: Director of Income Generation & Marketing

Directly Responsible for: 3 Area Managers; Warehouse and Logistics Manager;

1 Retail Admin Assistant; 2 x Maintenance Engineers.

Indirect Responsible for: 32 Retail Store Managers, Retail Assistants and Mobile Supervisors, 13 Drivers/Drivers Mates, Warehouse Supervisor and 3 Warehouse Operatives, 3 x Delivery & Collection Administration Team and 700 volunteers.

In total the role is either directly responsible, or indirectly responsible, for 57 full time staff and 38 part time staff.

Location: Pilgrims Hospices Canterbury with required travel across east Kent to undertake the responsibilities of the role.

Contract: Permanent (35 hours per week)

Salary: £50,000 - £56,180 (depending on experience)

Overview of Pilgrims Hospices:

Pilgrims Hospices employs over 400 staff and is supported by over 1,100 volunteers. Pilgrims Hospices in East Kent has hospices in Canterbury, Margate and Ashford. Each of our hospice sites accommodates an in-patient unit, Pilgrims Therapy & Wellbeing Centre, our Community Nursing & Hospice at Home Teams; and psychosocial services such as counselling, physiotherapy & spiritual care support and bereavement support.

In addition, the hospice has a central services team comprising Human Resources, Education, Finance, IT, Retail, Fundraising and Lottery.

Pilgrim Hospices Retail

Pilgrims Hospices has 32 shops and an eCommerce store. Within the mix we have Furniture Stores, Book, Vintage, Discount, General shops and the country's first charity Brand New with Tags shop. Annual gross turnover is in excess £5.5 million which is budgeted to increase to over £6m in 2026/27. The shops are supported by a Warehouse and Logistics team, operating out of 2 warehouses, who are responsible for ensuring that the shops are restocked and cleared regularly, as well as ensuring that furniture collections and deliveries are carried out in a timely manner. A large part of the workforce is made up of volunteers, who give us their time.

Job Dimensions

The Head of Retail will have overall responsibility for the operation of the shops including:

- Full budget responsibility
- Volunteer recruitment, communication & training
- Health & Safety standards

- Annual production of a Retail revenue generation & sales plan
- An ongoing repairs and renewals plan for the shops
- Ensuring that all staff are appraised annually and have an up to date personal development plan in place.
- Ensuring that the Retail Team undertake their mandatory and statutory training
- Direct management of the Retail Area Managers, the Warehouse & Logistics Manager, the Retail Maintenance Team and the Retail Admin Assistant and indirect management of the Warehouse and Logistics team, 32 Shop Managers, 3 Mobile Supervisors
- This role is a member of Pilgrims Hospices Income Generation Committee

Principal accountabilities and responsibilities

- Working with the Retail Area Managers and the Warehouse & Logistics Manager, the post holder will lead on the development and achievement of an annual revenue and sales plan for each shop.
- Develop and implement corrective action plans to reinvigorate sales if any of the shops are underperforming.
- To monitor the retail market place to identify new retail trends and opportunities.
- To use benchmarking tools to track Pilgrims Retail against other hospices and charity shops.
- To produce management information showing weekly, monthly and annual sales trends.
- To be responsible for all financial processes ensuring that they comply with the Pilgrims financial policies and procedures.
- To working with the Retail Management Team, ensure that Retail Shop Managers develop and establish relationships with volunteers so that they feel fully engaged, communicated with and part of the Pilgrims Team.
- Working with the Volunteer Coordinator to develop and implement a rolling retail volunteer resourcing plan.
- To work with the Volunteer Coordinator to develop agreed recruitment processes and minimum training requirements for volunteers..
- To ensure that the structure and fabric of our shops are maintained to a high standard and that repairs and essential maintenance is undertaken in a planned and timely manner.
- To ensure that our shops meet standards required by Health & Safety legislation, trading standards, fire and building regulations.
- To lead negotiations for new leases and renewals, agreeing Heads of Terms with Landlords before presenting to Solicitors.
- To work closely with our energy brokers, vehicle lease companies, EPOS provider, and preferred contractors to ensure the retail operation is supported as much as possible, and that costs are minimised wherever possible
- Working with the Retail Management Team to ensure that there is a consistent shopping experience across all our shops.
- To lead on HMRC Gift Aid Claims, ensuring that Retail Data is accurate before any claims are made from HMRC.
- Ensure that all retail staff are kept informed of the retail strategy, operational objectives, the work of the hospice and their own individual shop plans via team meetings as well as an annual Team Away Day.

Management of policies and procedures

- Ensure that Pilgrims Retail is compliant with all relevant policies such as, but not exclusively, Pilgrims Hospices Health and Safety, Wellbeing and Complaints Policies.

- Ensure that accident report is kept up to date and sits within the process laid out by Pilgrims Hospices

Measures of Success

- Hit or exceed agreed revenue budgets
- Increased numbers of Retail Volunteers
- Health Safety standards are consistently maintained in all shops
- High levels of Customer Satisfaction
- Increased Gift Aid donors and claims values

General Statements

Corporate Governance

The post holder must, at all times, act honestly and openly and comply with relevant corporate governance requirements, employment legislation and standards of business conduct. Post holders are expected to be familiar with and comply with all policies and procedures published by Pilgrims Hospices in East Kent.

Health and Safety

Under the Health & Safety at Work Act (1974), it is the responsibility of the post holder at every level to take care of his/her own health and safety and that of others who may be affected by his/her acts at work.

Data Protection

Ensure that all data is processed in a fair and lawful way for the specific identified purpose, in line with the General Data Protection Regulations (GDPR), national data protection legislation and Pilgrims Hospices' Data Protection Policy. Data must not be disclosed in any manner which is incompatible with the purpose and to any unauthorised persons or organisations.

Code of Conduct

The post-holder is required to observe the following principles:

- Make the care and safety of patients his/her first concern and act to protect them from risk
- Respect the public, patients, relatives, carers, staff and partners
- Be honest and act with integrity
- Accept responsibility for his/her own work and the performance of the people the post holder manages
- Show commitment to working as a team member by working effectively with team members and the wider community
- Take responsibility for own learning and development
- In all actions undertaken have regard for the hospice reputation.

Flexibility

The post-holder is expected to work flexibly to be able to meet the challenges and opportunities of working within Pilgrims Hospices in East Kent.

Other

This job description is not exhaustive. This job description is a reflection of the current position and the post holder is expected to view it as a guide rather than an exact description of all duties and responsibilities. It may be subject to variation from time to time.

The Job Description is not exhaustive. The Post holder will be required to undertake any other duties that may be required by the Line Manager, commensurate with the level of the post.

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All of the Income Generation Team are encouraged to attend and support Fundraising events.

JOB DESCRIPTION AGREEMENT –

I have read this job description and understand their contents in relationship to my day-to-day duties.

Jobholder's name (Please print).....

Jobholder's signature:..... Date.....

Person Specification - Head of Retail

Essential	Desirable
Experience of working in a senior retail management role.	Experience in both Charity and Commercial Retail positions
Proven management experience of leading a geographically dispersed team.	Experience of working with volunteers.
Experience of developing a high performing team.	Experience of working across Teams who sit outside Retail.
Experience of using a CRM database to gain insights into the business..	A record of successfully managing change
Experience of implementing Health and Safety processes	Creative, innovative
Clean driving license and access to a car.	Local geographic knowledge
Excellent I.T skills to include Word, Excel, Outlook & Teams.	
First class relationship building skills.	
Excellent influencing and negotiation skills	
High level of written, verbal and presentation skills (to Board level).	
Strong grasp of commercial issues and ability to focus on profit coupled with the ability to identify and optimise opportunities for profitable and sustainable growth.	
Ability to resolve issues quickly	
Strong understanding of HR processes.	
A flexible and positive attitude	
Team Player with a collaborative approach towards other departments and teams.	

Ability to work independently with minimal supervision	
Professional and responsible approach to work	
Excellent time management skills	
Organised and efficient	
Able to work Monday and Friday on a regular basis, with some weekend work, as required.	