



Princess Alice  
Hospice

*For Compassion. For Living*

**Welcome to retail with  
a difference. You.**

**Director of Retail**

# Welcome from our Director of Income Generation



I am delighted that you are interested in joining our Income Generation Team as our Director of Retail. This is a fantastic opportunity to contribute to the success and future growth of the Hospice.

Princess Alice Hospice is an amazing charity, full of brilliant people, delivering outstanding care. The idea for our Hospice came 40 years ago from our community in response to a need that was tangible and urgent - for local people to get great care and support at the end of their lives.

Today that ethos of being a community response charity, focused on patient need, continues – it's in our DNA. We've expanded our care significantly beyond the walls of the Hospice building and into our community,

caring for up to 1,000 people at any one time and around 2,500 people each year across South West London, Surrey and Middlesex. Care for which we are proudly rated 'Outstanding' by the Care Quality Commission (CQC).

The local community remains our biggest funder, providing 80% of the resources needed to deliver care free of charge, with our shops playing a key role. With 40 shops across our care area, every purchase directly supports outstanding care, making a meaningful difference to patients, their families, and friends, care you help make possible and can take pride in.

You will work collaboratively with me, the wider Income Generation Team, our Board and Committees, colleagues from across the charity, key stakeholders, to drive ambitious growth across our retail portfolio.

If you are excited by this opportunity and think you have what it takes, we'd love to hear from you.

A handwritten signature in black ink that reads "Angela Grimes".

Angela Grimes  
Director of Income Generation



# About the Role

The Director of Retail is a pivotal leadership role within the Hospice, responsible for strategic planning, financial management, and operational oversight, with a focus on innovation and commercial growth.

This position is ideal for an energetic, ambitious and values led retail professional who is passionate about making a difference in the hospice sector. As the Director of Retail, you will play a crucial role in shaping the future financial sustainability of our Hospice. You will provide strategic ownership and oversee all retail operational activities. Your dynamic and innovative approach will help us explore new ways of doing things, ensuring the long-term sustainability of our retail business and the wider organisation.

As the Director of Retail, you will provide expert advice to the Director of Income Generation, the Senior Leadership Team, Income Generation Committee, and Board of Trustees, ensuring informed decision-making and strategic planning around retail. You will create and implement robust strategies that align with the Hospice's mission and long-term income generation goals, focusing on growth and sustainability.

Identifying and pursuing new revenue streams and commercial opportunities will be key to driving retail income now and in the future. Collaborating with not only your retail colleagues but with the wider Income Generation team to optimise income, is key to ensuring success within this role.



# About Princess Alice Hospice

It costs £11.5 million each year to provide our free, high-quality care.

We are investing in developing services to reach out to even more people in need. As a charity, only 20% of our income comes from core NHS sources, so it is the ongoing generous support of the local community that makes it possible to do our work.

We provide excellent end-of-life care in our Hospice and in the community. The members of our team of staff, volunteers and supporters are positive, passionate and professional. We know we can't prevent death, but we do everything we can to make it as good as possible. Because, above all, we believe that hospice care is for living.

## Every day excellence.

Whatever their job...nurse, chef, therapist, social worker, sales assistant or ward volunteer...everyone at Princess Alice is committed to doing their best. We maintain the highest professional standards so that our care is the very best it can be, and in 2023 we retained our [OUTSTANDING rating from the Care Quality Commission](#). But at the heart of everything we do is compassion – because we understand that kindness and understanding make the biggest difference of all. You can read more about our care priorities in our [Quality Account](#).

For more information visit: <https://www.pah.org.uk/>

## One simple aim.

Many people think that hospices are all about dying. We disagree. We believe that end of life care is about helping people live every moment to the full in comfort and dignity. It's about creating a space whether in our Hospice or at home where families can enjoy special moments and create precious memories together.



**2,922**

patients cared for by the Hospice last year.



**2,516**

well-being sessions provided to patients, including 1,803 occupational therapy and physiotherapy sessions.



**2,444**

patients cared for by our clinical teams in their own homes; 1,470 night response team visits.



**315**

patients with complex needs cared for on our In-Patient Unit.



**206**

number of people (adults and children) supported by our Bereavement Teams every month.





# Our Vision

**Our communities will have the best care and support before, during and after death**

As we look to the future, our vision remains the same as we continue to place people at the heart of everything we do. Our work will be driven by a belief that people facing death, dying and bereavement should be at the centre of any system of care and support designed to help them.

Our communities will have the best care and support before, during and after death.

## *Our Mission*

**Develop Hospice ways of working so that we can best deliver services that place people at the centre of everything we do.**

We'll work together – staff, volunteers and supporters, patients and families, wider communities, our and social care partners and stakeholders – to learn continually and improve the way we do things. We'll advocate and extend our influence, to improve understanding and support for everybody in our community affected by life-limiting illness.

## *Our Values*

We are proud of our welcoming, inclusive workplace culture and our I-CARE values – Integrity, Compassion, Accountability, Respect and Excellence – are central to the way we work alongside one another. We're working hard to recruit and retain the right people, because now more than ever we need to show potential employees and volunteers just how fantastic it is to work or to give time to Princess Alice Hospice.

**To help us achieve this we have identified four priorities:**

**1**

**Developing and expanding our specialist care**

We'll provide and develop our outstanding, personalised, specialist end of life care by adapting our models of care and broadening access to our community services, focusing on providing the right care, by the right people, at the right time and in the right place.

**2**

**Empowering people in our communities who are caring for people at the end-of-life**

We'll champion equity of access to support and advice for people who need them, so that they can help others who are faced with death, dying, grief and loss.

**3**

**Enhancing our education, research and learning programmes to encourage and support an environment for innovation**

We'll make sure people are supported and cared for at the end-of-life by health and social care professionals who have the right skills, expertise and confidence.

**4**

**Enhancing our collaborative influence in palliative and end of life care through leadership and advocacy**

We'll improve end of life care for everyone facing death, dying, loss and bereavement.



## Read our Reports

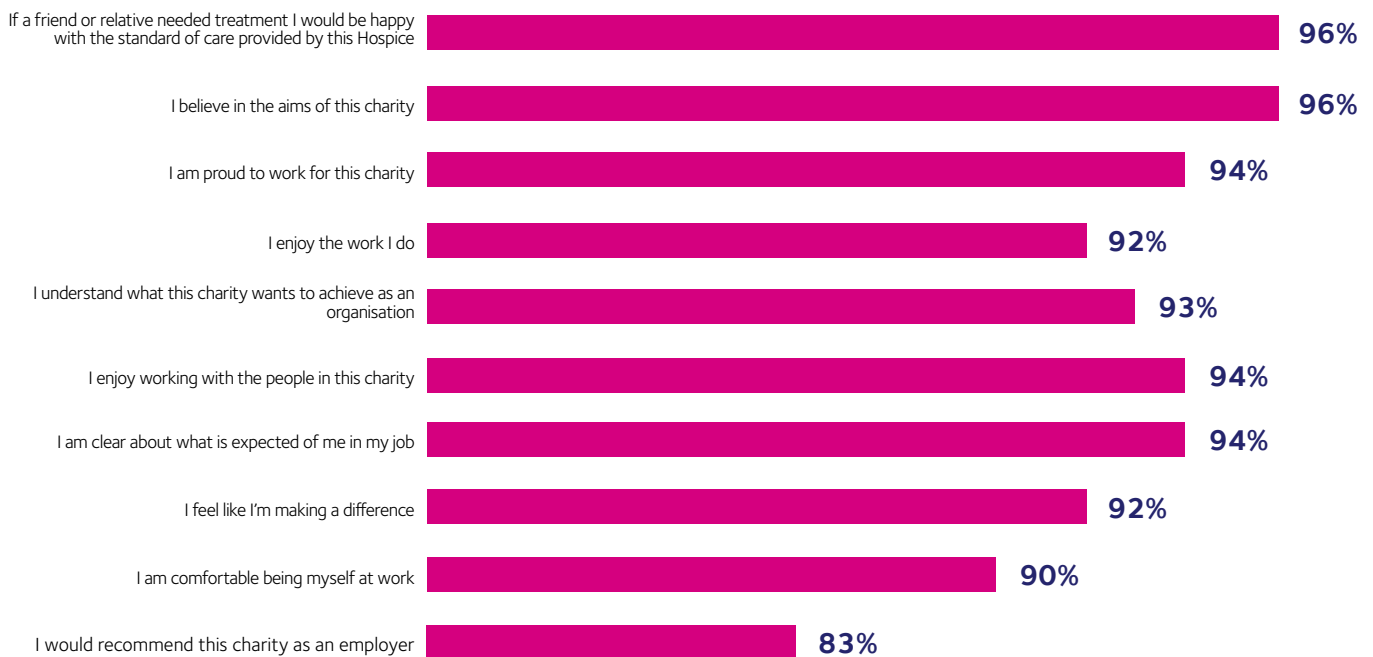
You can read our **Strategy Booklet** [here](#)

You can read our **Trustees' Annual Report** [here](#)

We also publish an annual **Quality Account** [here](#)



## What our employees say about us



\*Source: Staff 'Birdsong Survey' June 2024.

"I think the values we quote as being organisational values are plain to see every day at work in the way people interact. I value it being a small organisation and it being receptive to new ideas and suggestions. I find a collective 'can do' attitude very supportive and creates a positive work environment."

"I enjoy working for an organisation that is committed to helping people at the end of life and delivers such high-quality compassionate care - I am proud of everything we do."

"Everyone I have worked with so far has been willing to go above and beyond in everything they do to make sure that the patients get what they need. They all do their best to make one of the most painful seasons a human being has to go through bearable."

"The organisation is ambitious and wants to be the best at what it does and wants to help families and communities, so not just focusing on the patient. Changing perceptions around death and dying is something that I feel passionate about and I am grateful to work for an organisation that allows me to make a difference in this area and is supportive of this."

"The Hospice is a friendly, supportive place to work. I enjoy being in the team I work with and have been impressed by the quality of the people I interact with."



## Equity, Diversity & Inclusion

At Princess Alice Hospice, we have made a conscious commitment to being an inclusive organisation, where everyone is treated with dignity and respect.

We know that some of the communities we serve face inequalities in accessing health care. We have a targeted work programme in place to better understand and meet the needs of underserved communities, ensuring we can provide equitable, accessible care and support to everyone who needs it.

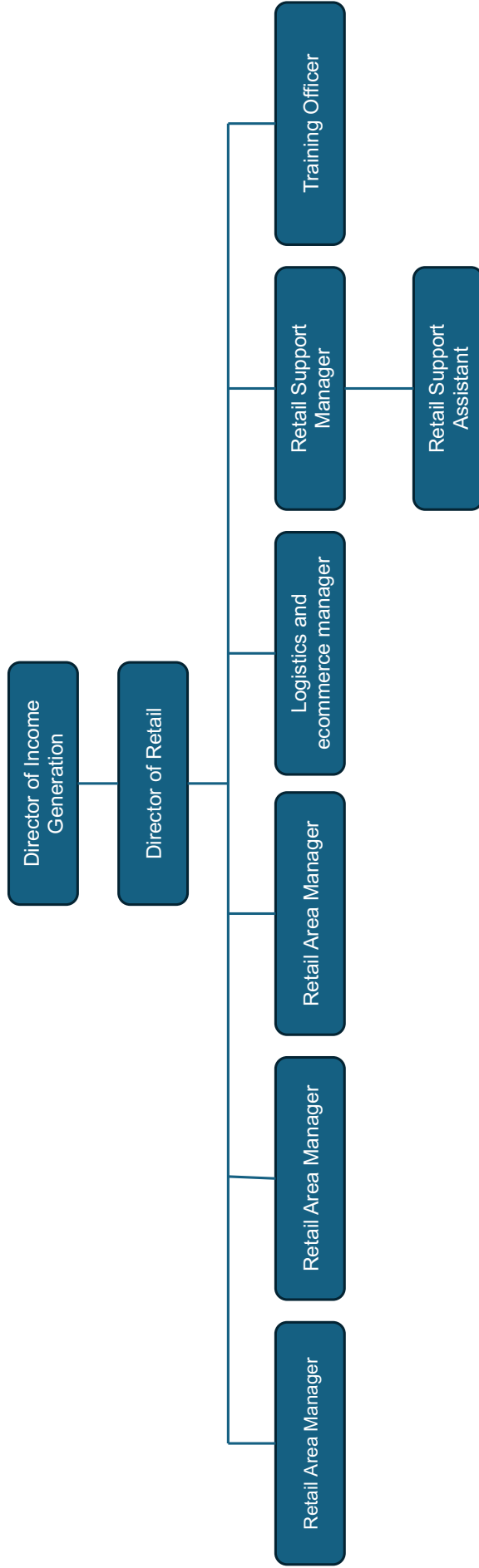
We also want our workforce to be representative of the communities we serve and have been working to broaden our appeal as a place to work or to volunteer. We aim to have a culture of belonging, where everyone feels welcome and where diversity in all its forms is valued and celebrated.

Over the last year our focus had been on the development and implementation of our anti-discrimination work plan, supporting our ambition to be a truly anti-racist organisation. Our approach has been developed with high levels of engagement from across the organisation and with input from our employees and volunteers, led by our anti-racism group.



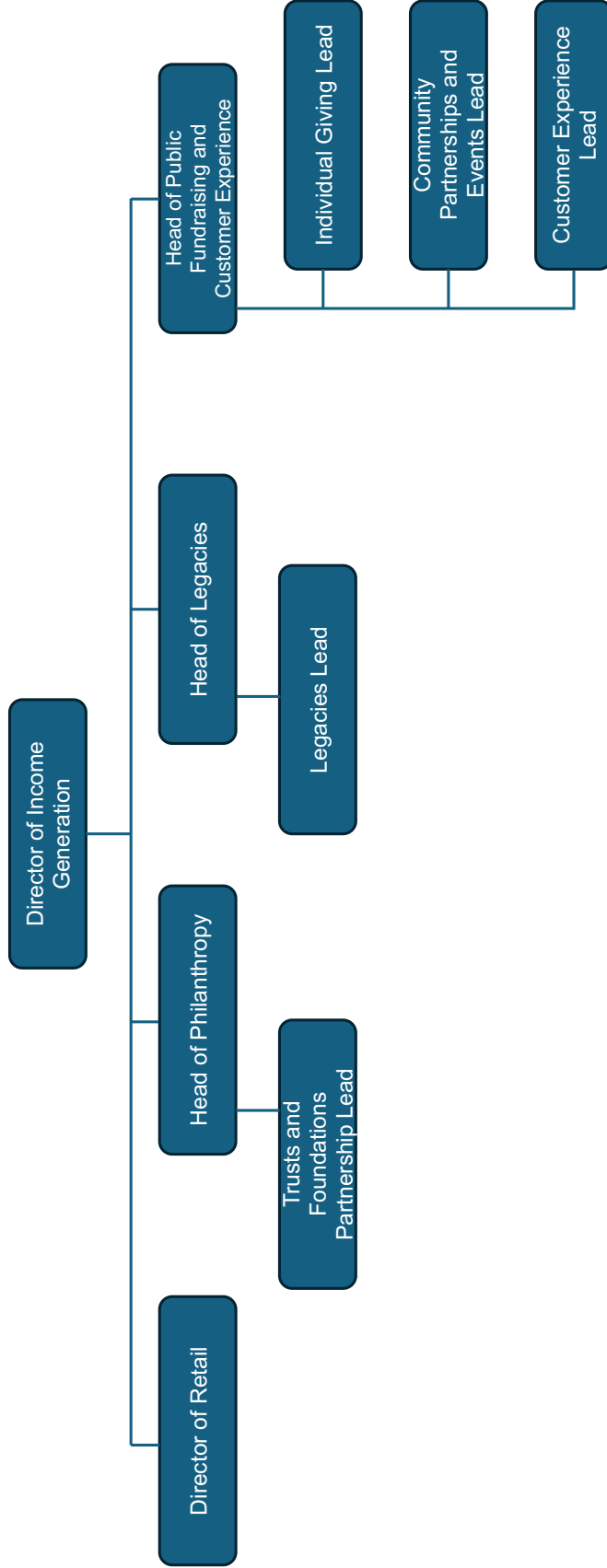


# Retail Team Chart





# Income Generation Team Chart





## Job description

<b>Post:</b>	Director of Retail		
<b>Department:</b>	Retail		
<b>Reports to:</b>	Director of Income Generation		
<p>The Director of Retail is responsible for developing and executing a retail strategy to drive sales and profit growth whilst building a strong and collaborative culture and demonstrating a passion for outstanding customer experience. Working to the Director of Income Generation, the postholder will be expected to lead, inspire and motivate teams to deliver excellence across all aspects of the retail business and ensure effective communication, support and cross-departmental working between the hospice, shops and wider income generation teams.</p>			
<b>Signature:</b>		<b>Date:</b>	

### Our values and behaviours

Our Values are summarised by the acronym **I CARE**. They support our vision, mission and culture, reflecting who we are together and as individuals.

I CARE	
<b>Integrity</b>	<ul style="list-style-type: none"> <li>• We are honest and open</li> <li>• We are trustworthy and authentic in our dealings with others</li> <li>• We always try to do the right thing</li> </ul>
<b>Compassion</b>	<ul style="list-style-type: none"> <li>• We are kind, supportive and caring</li> <li>• We have empathy and listen to those around us</li> <li>• We are warm and positive in our interactions</li> </ul>
<b>Accountability</b>	<ul style="list-style-type: none"> <li>• We work together to make the Hospice's vision a reality</li> <li>• We take responsibility for our work, performance and behavior</li> <li>• We acknowledge and learn from our mistakes</li> </ul>
<b>Respect</b>	<ul style="list-style-type: none"> <li>• We are inclusive, we value difference and work together effectively</li> <li>• We are sensitive to the thoughts, feelings and opinions of others</li> <li>• We treat everybody with dignity</li> </ul>
<b>Excellence</b>	<ul style="list-style-type: none"> <li>• We aim to be our best</li> <li>• We are forward-thinking and open to change</li> <li>• We share our skills, expertise and learning, striving for excellence together</li> </ul>

## **1. Leadership**

- 1.1. Be a highly effective leader in the organisation working with colleagues in the Extended Leadership Group and Income Generation Directorate to champion our retail business and ensure there is integration and collaboration across departments
- 1.2. Provide values led leadership to drive, inspire and influence the development and support of a positive and inclusive retail culture.
- 1.3. Participate in Income Generation Committee meetings, provide presentations and reports as appropriate on retail performance and plans.
- 1.4. Ensure that all direct reports and shop managers have KPI's, business objectives, a personal development plan, and understand the key role they play in delivering retail, income generation and organisational success.
- 1.5. Be accountable for the growth and development of our retail volunteer workforce recognising the vital importance volunteers play in retail success.
- 1.6. Work closely with the Marketing and Communications Team on developing and implementing an effective retail marketing strategy, ensuring a collaborative approach across income generation.
- 1.7. Act as a senior representative of Princess Alice Hospice Retail at internal and external events and build networks and connections across hospices and the wider charity retail sector.

## **2. Commercial**

- 2.1. Develop and implement a strategy to deliver increased sales across the retail business including store and e-commerce.
- 2.2. Build multi year retail budgets adopting a bottom up approach and working with partners in the Finance team.
- 2.3. Analyse all weekly sales and KPI reports, revise plans accordingly and ensure delivery through direct reports.
- 2.4. Manage the store portfolio working with our external property agent to support leasing agreements, and to submit proposals for the cessation or continuation of business in existing units.
- 2.5. Devise strategies to increase donations and gift aid to continue to grow income.
- 2.6. Ensure store layout and space is productive and relevant to the local community.

## **3. Customer experience**

- 3.1. Drive the customer service strategy to deliver a highly effective customer focused culture that embraces and lives the values of the charity.
- 3.2. Ensure the delivery of the highest standards of visual merchandising and display across all stores.

## 4. Operations

- 4.1. Take accountability for the EPOS system collaborating with the system provider and leading with the development of services to improve operational effectiveness.
- 4.2. Be accountable for ensuring that an effective system of stock distribution and supply chain is in place, ensuring shops receive appropriate stock levels.
- 4.3. Oversee the fostering of positive and productive relationships with third party suppliers, ensuring 'value for money' services are provided (eg Boxmove furniture drop off/collection)
- 4.4. Ensure overall smooth and efficient running/organisation of the Retail hub and warehouse.
- 4.5. Ensure all statutory requirements are met with regards to Health and Safety at work in respect of facilities, equipment, staff and volunteers; ensure that health and safety checks and assessments are carried out and corrective action taken as appropriate.
- 4.6. Ensure that Princess Alice Hospice retail complies with all organisational policies regarding information governance and GDPR

A job description is not a rigid or inflexible document but acts to provide guidelines to the duties expected while in post.

This job description will be reviewed and amended in the light of changing professional demands.



## Personal specification

**Post:** Director of Retail

**Department:** Retail

### Qualifications and Training

- Degree level or equivalent experience

### Work background and experience

- Substantial experience working at a senior leadership level in a commercial and/or charity retail environment.
- Extensive knowledge and understanding of the retail multi-site, small shop environment.
- Experience in developing and executing strategies and budgets to deliver growth.
- Experience working with a wide range of people at all levels.

### Particular skills and aptitudes

- A commercial mindset with the ability to spot opportunities for growth
- Proven people leadership skills and abilities including change management, performance management and coaching/mentorship
- Strong verbal and written communication skills
- Strong financial skills with the ability to analyse and interpret management accounts, sales and KPI information
- Property management skills are desirable but not essential

### Personal qualities and other requirements

- Collaboration, self-awareness and ability to establish strong relationships across peer groups.
- Resilience, patience and persistence especially when implementing change.
- Ability to stay calm and adapt to unforeseen circumstances, challenges and multiple demands on time.
- Entrepreneurial and creative.
- Natural people person
- Flexible and adaptable.
- Self-motivated and passionate.
- Awareness of, and commitment to the Mission, Vision and Values of the Hospice

# Employee Benefits



## 27 DAYS ANNUAL LEAVE

plus recognised public holidays – rising to 29 days after 5 years' service and 33 days after 10 years' service. We also offer the option to buy or sell up to one week annual leave per year. (Prorated for part time employees)



## CYCLE TO WORK SCHEME

We offer a cycle to work scheme that offers a tax efficient way to buy an adult bike and accessories up to the value of £1000.

## PENSION SCHEME

We offer a Group Personal Pension Plan (provided by Scottish Widows) plus we also offer an Auto-enrolment pension with NEST. If you have been a member of the NHS Pension Scheme, you may be able to continue your contributions to that scheme during your time at Princess Alice Hospice.



## EMPLOYEE ASSISTANCE HELPLINE

24/7 confidential, support service providing health, wellbeing and counselling service.



## ANNUAL FLU JABS



## TRAINING AND DEVELOPMENT OPPORTUNITIES

including apprenticeships and professional development.



## CLINICAL SUPERVISION

Regular supervision provided for our clinical teams.



## ON SITE CAFÉ / RESTAURANT

with discounts for employees.



## TRAVEL TO WORK LOANS

For you to purchase an annual bus or rail ticket to cover the cost of travel between home and work.



## BLUE LIGHT DISCOUNT

You can apply for a Blue Light Card that will give you hundreds of discounts!



## WELLBEING

Access to Schwartz rounds, the Wisdom App and free health and wellbeing webinars and activities.



## EYE CARE

Annual eye tests and contribution towards glasses required for screen work.



## SHOP DISCOUNT

You get a discount in our High Street shops.



## CHANGING FACILITIES

We have excellent changing facilities including showers at the Hospice.



## FLEXIBLE WORKING

We offer flexible working, including part time, depending on your role.



## FREE ON-SITE PARKING

At the Hospice.

**A beautiful setting and a friendly, welcoming working environment.**

For more information on the role or to apply then please visit [www.zacharydaniels.co.uk](http://www.zacharydaniels.co.uk) or contact [sarah@zacharydaniels.co.uk](mailto:sarah@zacharydaniels.co.uk)

For detailed information on how we process your personal data, please review our privacy policy on our website <https://zacharydaniels.co.uk/privacy/>

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and/or biometric data) in your CV and application documentation. Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your express consent to process this information going forward. Please also remember to not mention anyone's information or details (e.g. referees) who have not previously agreed to their inclusion.

### Important Dates

<b>Closing date for applications</b>	10th March 2025 noon
<b>Preliminary interviews with (insert search agency tbc)</b>	w/c 17th March 2025
<b>Initial Interviews with Princess Alice Hospice</b>	w/c 24th March 2025
<b>Final Panel interviews with Princess Alice Hospice</b>	w/c 7th April 2025





Inspected and rated

Outstanding 



Princess Alice Hospice, West End Lane, Esher KT10 8NA

[pah.org.uk](http://pah.org.uk)

