

## Retail Development Manager



The role reports to: [Associate Director](#)  
The contract is: Permanent full time Retail  
Direct reports: Store Managers and Warehouse team  
Grade: 7 point 2  
The hours are: 37.5 per week

**Location:** Our head office is at St Barnabas House. You will have a base location at one of our offices (Chestnut Tree House/Martlets/St Barnabas House).

### Job purpose

To partner with the Associate Director of Retail in delivering a high-performing, commercially focused retail operation across a portfolio of shops and donation warehousing sites.

The role is responsible for driving sustainable income growth, maximising sales and donation opportunities, and leading Retail Managers to deliver exceptional operational performance, customer experience and volunteer engagement across the retail portfolio.

Working closely with managers and key stakeholders, the post holder will use commercial insight, performance data and effective leadership to generate income, identify new income opportunities and ensure all locations achieve their financial and operational objectives.

The postholder will play a pivotal role in supporting the retail function through a period of organisational transformation, driving performance improvement, embedding new ways of working, strengthening accountability, building high-performing teams and creating a culture of continuous improvement, innovation and commercial excellence.

### Internal relationships

Associate Director of Retail  
Retail Managers and Assistant Managers  
Retail staff and volunteers  
Finance team  
HR/People team  
Fundraising team  
Marketing and Communications team  
Facilities and Property teams  
Health and Safety and Compliance teams  
Senior Leadership Team

### External relationships

Customers and supporters  
Local community groups and organisations  
Donors and fundraising supporters

Local businesses and retailers  
Suppliers and contractors  
External training providers  
Regulatory bodies and local authorities

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## Key duties and responsibilities

- Provide strong, visible leadership to Retail Managers, coaching and constructively challenging them to deliver ambitious income targets, commercial growth and an excellent customer experience.
  - Deliver annual retail income and contribution targets, ensuring clear plans, accountability measures and consistent performance management across the portfolio.
  - Lead weekly, monthly and quarterly performance reviews, using robust data, commercial insight and benchmarking to drive accountability and measurable improvements in sales, donations and profitability.
  - Establish and monitor key performance indicators across the portfolio, including sales, Gift Aid, donations, customer experience and operational compliance, using insight to inform action and decision-making.
  - Identify and implement opportunities to grow income, improve profitability, optimise stock flow and strengthen overall commercial performance across shops and warehouse operations.
  - Support the Associate Director as part of the Retail Leadership team to ensure the effective operational delivery of the multi-site retail portfolio.
  - Drive performance improvement across the portfolio, tailoring support to individual locations and addressing underperformance through targeted coaching and structured performance management.
  - Support the recruitment, development and retention of retail staff and volunteers, fostering a positive, inclusive and high-performing culture aligned to organisational values.
  - Strengthen community engagement and local partnerships to increase donations, footfall and brand visibility.
  - Champion high standards of customer service, ensuring feedback and complaints are handled effectively and used to drive continuous improvement.
  - Ensure full compliance with organisational policies, retail standards, maintenance management, health and safety requirements, risk assessments and audit processes, maintaining consistently high operational standards and embracing environmental sustainability.
  - Develop, implement, and maintain operational policies, procedures, and controls, aligned to the role, delivering training where required.
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- Contribute to and deliver retail development initiatives, change programmes and continuous improvement activity across the network.
  - Build strong relationships with internal teams and external stakeholders to support operational effectiveness and wider organisational objectives.
  - Actively promote and model the values of Southern Hospice Group in all aspects of leadership and decision-making.

- Undertake any other duties appropriate to the scope and seniority of the role.

## Flexibility

This job description is intended to provide a broad outline of the role. The post holder may be required to carry out other duties commensurate with their banding and competence.

The post holder may have tasks or responsibilities delegated to them, appropriate to their level of competence. They may also be expected to delegate tasks or responsibilities to other employees within the team, as appropriate.

## Person specification

### What you'll bring:

	Essential criteria	Assessment method
<b>Education/ Qualifications</b>	<ul style="list-style-type: none"> <li>• A good standard of general education to A-level and/or qualified by experience</li> </ul>	Application Certificates
<b>Experience</b>	<p><b>Essential</b></p> <ul style="list-style-type: none"> <li>• Significant experience in multi-site retail management, ideally within charity or high-volume retail</li> <li>• Proven track record of delivering income growth and improving profitability across multiple locations</li> <li>• Experience of leading, coaching and developing managers to achieve performance targets</li> <li>• Experience of using data, KPIs and commercial insight to drive decision-making</li> <li>• Experience of managing operational performance across a geographically dispersed portfolio</li> <li>• Experience of delivering change, improvement initiatives or retail development projects</li> </ul> <p><b>Desirable</b></p> <ul style="list-style-type: none"> <li>• Experience in hospice or charity retail</li> </ul>	Application Interview References

	<ul style="list-style-type: none"> <li>• Experience of ecommerce operations (e.g. eBay, online retail platforms)</li> <li>• Experience managing specialist or high-value retail categories (e.g. furniture, bridal, premium goods)</li> <li>• Experience of overseeing warehouse or stock distribution functions</li> <li>• Experience of managing administrative or support teams</li> </ul>	
<b>Knowledge, skills and abilities</b>	<ul style="list-style-type: none"> <li>• Strong commercial awareness with a clear understanding of retail income drivers</li> <li>• Knowledge of retail operations, including stock control, merchandising and customer service standards</li> <li>• Understanding of performance management frameworks and KPI-led environments</li> <li>• Awareness of health &amp; safety and compliance requirements in retail settings</li> <li>• Strong leadership and people management skills, with the ability to inspire, challenge and develop others</li> <li>• Highly developed commercial and analytical skills, with the ability to interpret data and translate insight into action</li> <li>• Excellent communication and influencing skills, with the ability to engage stakeholders at all levels</li> <li>• Strong organisational and planning skills, with the ability to manage competing priorities across a diverse portfolio</li> <li>• Ability to identify opportunities, solve problems and drive continuous improvement</li> <li>• Confident decision-maker with sound judgement</li> </ul> <p><b>Desirable</b></p> <ul style="list-style-type: none"> <li>• Knowledge of charity retail regulations, including Gift Aid</li> <li>• Understanding of multichannel retail, including ecommerce integration</li> </ul>	Application Interview References

	<ul style="list-style-type: none"> <li>• Knowledge of donation-based retail models and stock flow processes</li> <li>• Ability to lead across both physical retail and digital/ecommerce channels</li> <li>• Experience of building community partnerships and local engagement initiatives</li> </ul>	
<b>Personal attributes and values</b>	<ul style="list-style-type: none"> <li>• Values-led leadership style, aligned to the mission and values of Southern Hospice Group</li> <li>• Resilient, adaptable and able to perform in a fast-paced, evolving environment</li> <li>• Collaborative approach, with a strong team ethic</li> <li>• High level of integrity and professionalism</li> <li>• Passion for delivering excellent customer and supporter experience</li> <li>• Empathy and understanding of the hospice or charity sector</li> <li>• Innovative mindset, open to new ideas and ways of working</li> </ul>	Application Interview
<b>Other</b>	<ul style="list-style-type: none"> <li>• Standard/Enhanced DBS (delete as appropriate)</li> <li>• A valid UK driving licence and use of own car due to location of role</li> <li>• Ability to travel regularly across the retail portfolio</li> <li>• Flexibility to work occasional evenings and weekends as required</li> </ul>	Application Recruitment checks

## Other duties

To undertake any other duty within your ability and within reason, as may be required from time to time, at the direction of your line manager.

## Assistance

The hospices have the advantage of being supported by a number of volunteers. If a volunteer is assigned to assist you at any time, you will still retain responsibility for the requirements of this job in terms of accuracy, efficiency and standards of completion. You will also ensure good communication and be mindful of your responsibility towards that volunteer in terms of health and safety.

## Confidentiality

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.

## Data protection

You should make yourself aware of the requirements of the Data Protection Act and follow local codes of practice 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 safety and fire lectures as required.

## Infection control

Infection control is everyone's responsibility. All staff, both clinical and non-clinical, are required to adhere to the hospices' Infection Prevention and Control Policies.

## Safeguarding

At Southern Hospice Group, we are committed to safeguarding and consider that it is everyone's responsibility. Most colleagues are considered to be People in a Position of Trust. This is because you are employed in a position where you may have direct or indirect access to children, vulnerable adults or information in relation to those persons. All staff and volunteers are required to be aware of and adhere to Group safeguarding policies and attend the appropriate training as and when necessary.

## Travel

The organisation has offices in Arundel, Hove and Worthing and you will have a base location at one of these. Where it is a requirement of the role to work across our different offices, it is anticipated that you are likely to spend up to two days a week working at one or more of these locations, as required.

## Vision and values

Our vision is to ensure that anyone facing a life limiting illness should receive the care and support they deserve. Our values are that we are *Caring*, *Connected* and *Courageous*.

## Job description

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