

## Job Description

Job Title	Head of Commercial Income
Department	Income Generation
Hours	37.5 hours per week
Responsible to	Director of Income Generation
Responsible for	Retail Area Manager, Warehouse & Logistics Manager, Retail Administrator. Other Commercial income streams as and when developed/needed

### About

Since 1980, Prospect Hospice has provided dedicated end-of-life care service for people living in Swindon, Marlborough and northeast Wiltshire. We bring care, comfort and confidence, around the clock, every day of the year.

Our aim is to provide excellent, personalised and compassionate care for everyone in our community who is affected by a life-limiting illness. We work in close partnership with other organisations – specifically with local health and social care professionals – as well as local people. Working within our community allows us to lead, provide and influence care so that anyone affected by a life-limiting illness has access to the best possible support when and wherever they need it.

### Our Vision, Mission, Strategic Priorities and Values

Our vision is a community where death is no longer a taboo and everyone lives and dies well.

Our mission is that we will work with and through others using our skills and expertise so that people have choice and support at the end of their life.

In order to make these a reality we have developed four strategic priorities which give direction to all that we do. Our values, guiding the work of the hospice focus on six areas. These apply to all who work on behalf of Prospect Hospice, including trustees.

- ★ Secure the continuity of Prospect Hospice charity for our community for generations to come
- ★ Take pride in being a great place to work and thrive
- ★ Deliver bespoke specialist care that supports dignity and choice
- ★ Use our expertise to educate and influence the delivery of excellence in end-of-life care

### Our Team

The commercial income team is responsible for driving the diverse revenue streams that fund our vital care services. This includes our Retail division, which operates 18 charity shops and a Distribution Centre, generating £2.5 million annually. Our Catering services provide high-quality food offerings that support both



patients and the wider community. Together, these teams ensure the hospice remains financially resilient, enabling us to continue delivering compassionate care to those who need it most.

## Main Purpose & Scope

The Head of Commercial Income will play a pivotal role in creating and driving commercial income streams for the hospice. Key to this role is leading and empowering a diverse team of staff and volunteers to maximise net contribution for the charity by expanding current commercial income-generating activities, including our retail estate. This role will lead on exploring and developing new commercial income opportunities to ensure the financial sustainability of the hospice, now and in the future. The successful candidate will be responsible for managing expenditure budgets in excess of £2m, with income targets of more than £3m.

## Key Accountabilities and areas of responsibility

### Retail

- Oversee retail operations, ensuring income, expenditure and growth targets are achieved, as agreed with the Director of Income Generation and the CEO
- Develop and implement strategies to maximise retail income, profitability and efficiency both offline in our 18 shops and through ecommerce platforms and online sales
- Plan, set and manage the annual retail budget, reforecasting monthly and taking steps to address underperformance to ensure targets and agreed budgets are met
- Lead on locating, securing and realising the opening of new shops in our catchment area to grow the retail operation; ensuring shops are sourced, negotiated and opened efficiently to fulfil strategic plans and to maximise trading potential and profit
- Research, evaluate and develop new retail income streams
- Monitor and analyse retail performance, driving a culture of accountability and high performance and commerciality across the operation, maximising income from sales and gift aid to increase profitability and ROI
- Work with the Warehouse and Logistics Manager to ensure an effective and efficient distribution centre operation to manage donations and support the retail shops with appropriate stock
- Plan, review and action decisions relating to the retail estate including closures, break clauses, and rent reviews. Work with the finance team to manage the retail property portfolio and ensure value for money and profitability.
- Ensure all shops and retail operations are representing Prospect Hospice as the front line of our brand, maintaining high standards of presentation and customer service across the portfolio.
- Reduce the cost base of the retail operation by building a culture of volunteer empowerment and development, focusing on recruitment, management, reward and recognition
- Work with the fundraising and marketing leadership team to ensure all opportunities to maximise income are realised (e.g lottery and raffle sales) and that the brand guidelines are followed and opportunities for messaging in relation to Prospect's work are maximised



## Exploring and Developing New Commercial Income Streams

- Proactively identify and explore new commercial income opportunities, including collaboration with fundraising peers in order to identify external partnership and collaboration opportunities. Develop business plans and proposals for new ventures.
- Identify opportunities to grow current commercial income streams (e.g. Catering) , with focus on increasing net profit and ROI
- Implement innovative strategies to diversify and increase revenue sources – adopt a test and learn approach.

## Leadership and team Management

- Provide inspirational leadership to and line management for the Retail Area Manager, Warehouse and Logistics Manager, part-time Admin Assistant (and, over time, other relevant income generating team members) conducting regular 121's, setting objectives and KPI's and reviewing performance regularly.
- Lead on the annual review (PDR) process for your direct reports ensure SMART objectives are set and monitored across the year
- Provide leadership, support, and development opportunities to the team to achieve their full potential.
- Foster a culture of continuous improvement and agile learning within the team.

## Budget Management

- Manage the retail budget, ensuring income and expenditure targets are met.
- Monitor financial performance and provide regular reports and analysis to the Director of Income Generation
- Implement cost-saving measures without compromising service quality
- Focus on maximizing net profit and increasing ROI

## Strategic Planning

- Develop the commercial income strategy, implementing robust work plans, monitoring performance, reviewing and adapting as needed.
- Contribute to the overall income generation strategy for the hospice, working closely with the Director of Income Generation to align commercial activities with the hospice's mission and goals.
- Participate in strategic planning meetings and provide insights on commercial income opportunities.
- Embrace agile methodologies to adapt and respond to changing market conditions - learn from new initiatives and make decisions quickly, to maximise profit across a growing portfolio of commercial income streams.



## Compliance

- Ensure that appropriate practices, checks, risk assessments and compliance are developed to adhere to Health and Safety, Fire, Trading Standards, DDA, HMRC Gift Aid and other regulations and legislation.

## Key Contacts

- CEO
- Board of Trustees
- Directors /Heads of corporate functions and senior managers across the organisation
- Stakeholders / Partners
- Retail staff
- Suppliers / agencies and other bodies, commercial and non-commercial, relevant to the role and purpose of the post.

## Equality, Diversity and Inclusion

We are committed to creating a truly equal and inclusive workplace, and we value diversity of thought, ability and individuality. Ours is a learning culture. We know that we can only retain our position at the forefront of excellence in end-of-life care by learning, reflecting and innovating, and we expect all our people to pursue continuous professional development.

This applies to both service delivery and to our own people practices. You will be willing and able to demonstrate commitment to our equality, diversity and inclusion policy and practices at all times.

## Safeguarding

It is the responsibility of the post holder to ensure they have up-to-date knowledge of and follow the legislation and guidance relating to Safeguarding Adults and Children as stated in the Prospect Hospice's Safeguarding operational Policies. All staff should be aware of their safeguarding responsibilities as employees of Prospect Hospice and will be expected to attend mandatory safeguarding training as required to inform safe working practice.

## Health and Safety

Under the provisions of the Health and Safety at Work Act 1974, it is the duty of every employee to:

- To take reasonable care of themselves and others at work
- To co-operate with the Prospect as far as is necessary to enable them to carry out their legal duty
- Not to intentionally or recklessly interfere with anything provided, including personal protective equipment, for health and safety or welfare at work.

## Infection Prevention and Control

All staff are expected to comply with infection prevention and control policies and for protecting themselves and others against infection risks and ensuring a clean safe environment is maintained. Whether you are in a clinical or non-clinical role you are expected to comply with current infection control policies and procedures and to report any concerns or issues to your line manager. All staff undertaking patient care activities must attend infection control training and updates as required by the hospice.



# Person Specification

Criteria Category	Requirements	Essential (E) Desirable (D)
Education and Qualifications	GCSE Maths and English A-C	E
	Driving licence and access to a car for work	E

Criteria Category	Requirements	Essential (E) Desirable (D)
Experience and Knowledge	Proven experience in a senior commercial income generation role	E
	Proven experience in senior leadership and stakeholder management	E
	Experienced and skilled senior leader with extensive team management and motivation skills	E
	Experienced in managing relationships at a senior level and managing a diverse (in terms of base skills and experience) team of people	E
	Experience leading a high performing retail operation	D
	Considerable experience of budget setting, reporting on income and expenditure and reforecasting	E
	Experience in analysing and interpreting qualitative and quantitative data	E
	Proven experience in developing new income generation opportunities, products and propositions	E
	Familiarity with agile methodologies and a test-and-learn approach.	D
	Must possess a track record of increasing and sustaining sales growth and profitability, including adapting to challenging market conditions	E
	Able to demonstrate an understanding of the charity / not for profit sector	D
	Experience of leading remote teams	D
	Experience of leading and working with volunteers	D

Criteria Category	Requirements	Essential (E) Desirable (D)
Skills	Strong analytical and problem-solving skills	E
	Excellent communication and interpersonal skills, including the ability to present well thought through ideas and recommendations	E
	Able to negotiate and develop ideas to maximise profit and ROI	E
	Strategic thinker with a proactive approach	E

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	Results-oriented with a focus on achieving targets	E
	Ability to work under pressure and meet deadlines	E
	Able to work collaboratively and listen to the needs of internal stakeholders	E
	Able to resolve conflict and build consensus	E
	Creative approach to problem solving	E
	Adaptable and open to continuous learning and improvement	E

Criteria Category	Requirements	Essential (E) Desirable (D)
Personal Qualities	Commitment to and ability to demonstrate Prospect Hospice values and behaviours at all times	E
	Have a track record of working inclusively and a genuine appreciation of the value of diversity	E
	Able to maintain the highest professional standards at all times, and act as a true ambassador for the Hospice and encourage others to do the same	E
	To be authentic, open honest and transparent	E

## Scope of Job Description

This job description is a guide to the work you will be required to undertake. It is not an exhaustive list of the duties but gives a general indication of work undertaken which may vary in detail in the light of changing demands and priorities. Substantive changes will be carried out in consultation with the post holder.

*This job description does not form part of your Contract of Employment*

