



**Treetops**  
Hospice

End of life care in Derbyshire  
and Nottinghamshire

# Head of Retail

Job description and person specification

The Head of Retail is the senior manager in charge of our retail department. They grow our retail operation and ensure our retail activities are as profitable as possible.

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A job that’s part of something very special.



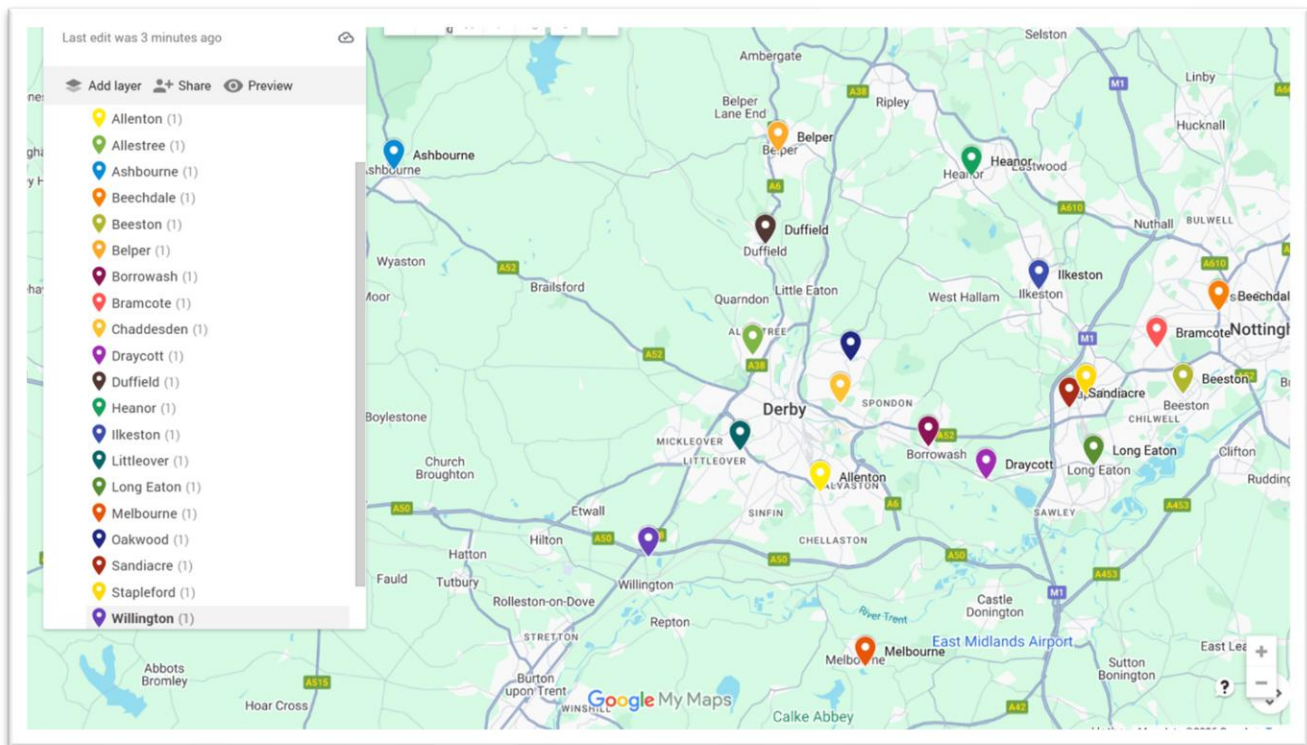
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## Our Shops

Treetops currently has 20 charity shops in central Derbyshire and south-west Nottinghamshire. 19 of our shops are what you'd think of as classic charity shops, selling clothing and bric-a-brac, some sell furniture. We have a furniture shop in Stapleford and our shop in Wollaton has a bridal boutique on the first floor. We also have an online sales operation that's in its infancy.



## Job Description

Appointment:	Head of Retail
Responsible to:	Director of Marketing and Income Generation
Responsible for:	Retail Operations Manager, Senior Shops Managers, Warehouse Manager, Retail Administration Manager
Hours of Work:	37hrs – flexible around core hours
Location:	Sandiacre, Derbyshire, with home working
Key Relationships:	Senior Leadership Team (SLT), departmental heads, trustees, volunteers, supporters, patients, external agencies

### Main Purpose of the Job

The Head of Retail is the senior manager who's in charge of our retail department. Their role is to grow our retail operation and make sure that our its activities are as profitable and well run as possible. They diversify into new income streams and they also ensure that our shops act as the perfect window to the world for Treetops.

### Primary Responsibilities

- Grow our retail operation and ensure it is as profitable as possible
- Develop and implement a three-year retail income generation strategy
- Provide strategic leadership, planning, communication and management of our retail department to ensure that high performance standards are achieved by their staff and volunteers
- Fully lead the retail operation, developing and delivering forecasts and budgets and ensuring the annual business plan is delivered
- Ensure the retail structure is fit for purpose, that appropriate resources, systems, policies, processes and guides are in place to grow income successfully
- Ensure a high standard of customer service throughout retail through training and the design, implementation and update of relevant policies and procedures
- Research, evaluate and develop new retail income streams and liaise with colleagues to promote existing streams
- Grow online sales, budget accordingly and maximise income through this channel

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- Ensure that all shops are 'on brand' and that our brand, and our collateral, is consistently and appropriately promoted
- Source New Goods at competitive margins for sales online and in the shops
- Manage supplier relationships to ensure high service levels and optimum terms and conditions
- Identify new Store opportunities and negotiate terms that will deliver profit in the first full year of trading.
- Ensure Project plans are in place and are executed for any or new or expanding sites
- Manage a database of existing leases, including taking responsibility for lease breaks
- Negotiate renewal and new leases and ensure surveys and schedules of conditions are completed
- Liaise with the Hospice maintenance team or contractors, negotiate and manage ongoing maintenance programme
- Responsible for investigating all property related insurance incidents and documenting claims

## People Management

- Responsible for the line management, annual appraisal, mentoring and training development of the Retail HQ team
- Work with the team to establish realistic and achievable annual KPIs and propose them to the Director of Marketing and Income Generation
- Support the team and fill in any knowledge and skill gaps
- Support the shop managers and HQ team in developing insightful reporting so that information can be shared and all decisions can be data led

## Communication and Relationships

- Work with other directorate heads to ensure our shops act as the hospice's 'window to the world' and that they remain and continue to develop as an embedded and well-loved part of their local communities
- Work with the Head of Community Relationships and Head of Marketing to support on income generation and awareness campaigns through the shops
- Collaborate with landlords, agents or other 3rd parties to ensure all shops are well presented, safe and adequately maintained
- Collaborate with our volunteer team to ensure the adequate recruitment, management, safeguarding and development of retail volunteers
- Form links with peers in other hospice organisations and the Charity Retail Association and share best practice
- Participate in and contribute as appropriate to team meetings
- Provide and update Risk Assessments and SOP's for the function and where necessary at individual Store level

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## Decision-making and Problem-solving

- Undertake data analysis to assess the performance of retail activities and projects and apply the findings to improve outcomes
- Prioritise the retail team's activities to best support our overall strategic objectives
- Research relevant industry experts, competitors, target audience and users to keep abreast of emerging trends, technologies and influencers
- Proactively address underperformance in our shops or other channels, creating and implementing appropriate turnaround plans
- Recommend decisions for the retail estate including acquisitions, closures, leases and rent reviews, taking overall responsibility for evaluating the viability for opening new shops and/or alternate premises

## Financial and Physical Resources Responsibility

- Responsible for all retail budgeting and forecasting
- Establish sales, cost and profit targets in line with the retail income generation strategy
- Develop and implement operational processes, including strategies to: attract sufficient quality stock, ensure competitive pricing and maximise income from e-trading, Gift Aid and recyclables
- Ensure compliance with regulations and all legislation and appropriate best-practice guidelines affecting the retail department
- Compile and manage the annual retail budget
- Provide regular Sales and Contribution forecasts to the Senior Leadership Team and Trustees
- Set key metrics and KPI's and produce reports regularly to measure performance of stores and function versus Budget and Last Year.
- To undertake research and analyse retail data to identify potential improvements, including customer service and alterations for space management
- Assess quotations and manage contractors to ensure best value for money
- Assess quotations and manage vendors to ensure best value for money

## Responsibility for Information

- Respect confidentiality regarding all issues related to Treetops' business
- Give strategic advice concerning charity retail
- Maintain an awareness of the emerging charity retail trends, news, events and legislation in the UK

## Working Conditions

- May be required to provide of out-of-hours coverage for important incidents
- May be required to work during evenings and at weekends for which time off in lieu will be granted

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- Comply with health and safety policies, procedures and arrangements for safe working practices

### Physical/Mental Effort

- Able to deal with vulnerable, distressed, anxious or difficult people in accordance with Treetops' policies

### Other

- This job description outlines the main functions and responsibilities of the post. The post holder may be required to undertake additional duties as required, commensurate with the level of the job

### Review procedures

- There will be an annual review of the post and job contents

### Key Performance Indicators

- Annual Key Performance Indicators will be defined by the Director of Marketing and Income Generation

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## Person Specification

	Essential	Desirable
Knowledge and Experience	<ul style="list-style-type: none"> <li>• Proven track record in the successful management of a multi-store retail operation</li> <li>• Experience of leading and developing a large team that's spread across a sizeable area</li> <li>• Creative and solution focused, innovating to adapt to changing circumstances in the retail environment</li> <li>• In-depth knowledge of the retail industry</li> <li>• Experience of e-commerce</li> </ul>	<ul style="list-style-type: none"> <li>• Experience of effectively deploying all forms of technology to remotely manage and engage a team</li> <li>• Awareness of charity retail</li> <li>• Understanding of dealing with property and estates issues</li> <li>• Knowledge of the hospice sector</li> <li>• Awareness of the work of Treetops</li> <li>• Knowledge of the wider charity environment</li> </ul>
People Management	<ul style="list-style-type: none"> <li>• A confident and effective leader and manager, able to motivate and delegate appropriately</li> <li>• A positive, motivational, supportive and encouraging approach to people management</li> <li>• Experience of setting and monitoring KPIs and ensuring they are achieved</li> </ul>	
Communication and Relationships	<ul style="list-style-type: none"> <li>• Able to persuade, motivate and encourage</li> <li>• Excellent written and oral communication skills</li> <li>• Experience of implementing and driving customer service standards within a retail environment</li> <li>• Experience of working collaboratively, creating positive relationships across an organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Confident, enthusiastic and articulate presenter</li> <li>• Experience of community outreach</li> </ul>

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	<ul style="list-style-type: none"> <li>• Able to work as part of a team</li> </ul>	
Decision Making and Problem Solving	<ul style="list-style-type: none"> <li>• Ability to analyse data, to think through and debate complex issues and produce commercially sound judgments</li> </ul>	<ul style="list-style-type: none"> <li>• Qualification in data analysis</li> </ul>
Financial & Physical Resources Responsibility	<ul style="list-style-type: none"> <li>• Previous experience of budget planning and control</li> <li>• Previous experience of selecting and managing external suppliers</li> <li>• Understanding of budgeting, cost management and profit and loss reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Awareness of retail Gift Aid</li> </ul>
Responsibility for Information	<ul style="list-style-type: none"> <li>• Able to handle sensitive information appropriately</li> </ul>	
Working Conditions	<ul style="list-style-type: none"> <li>• Prepared to work, on occasions, on weekends and evenings</li> </ul>	
Physical and Mental Effort	<ul style="list-style-type: none"> <li>• Able to work under pressure with a drive to get the job done</li> <li>• Able to deal with vulnerable and distressed people</li> <li>• Energetic, enthusiastic and confident with a positive attitude and professional and mature approach</li> <li>• Proactive, solutions orientated and able to think on your feet</li> <li>• Digitally literate and sound IT skills, including experience working with Microsoft products and ePos systems</li> <li>• Prepared to regularly travel around the shops with access to your own vehicle</li> </ul>	

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