

JOB DESCRIPTION

1. JOB IDENTIFICATION

Job Title:	Pre-Loved Shop Manager
Responsible to:	Pre-Loved Area Manager
Department(s):	Income Generation - Trading
Last Updated:	September 2025

2. JOB PURPOSE

Our Pre-Loved Shop Managers play a pivotal role in generating the vital income that sustains the work of St Vincent's Hospice. Reporting to the Pre-Loved Area Manager, you will be responsible for the effective leadership and management of your shop, including its team of volunteers, stock, and customer experience - ensuring St Vincent's Hospice is represented to the highest standard on the high street.

You will combine strong commercial awareness with community engagement, maximising revenue through effective stock management, Gift Aid, merchandising, online sales, and other income streams, while maintaining tight control of operational costs to deliver a healthy profit contribution.

As a volunteer line manager, you will provide clear direction, support, and motivation to your volunteers, fostering an inclusive and positive team culture that drives results and reflects Hospice values. Working closely with the Pre-Loved Area Manager and fellow Shop Managers, you will share best practice, support innovation, and ensure consistency across the retail team.

Alongside financial delivery, you will act as a local ambassador for the Hospice, building partnerships and engaging with the community to encourage stock donations and support wider fundraising. You will also ensure compliance with all relevant legislation, including health and safety, manual handling, and COSHH regulations, while maintaining accurate records in line with Hospice policies and procedures.

3. DIMENSIONS OF THE ROLE

Key Responsibilities

Financial Management

- Deliver agreed financial budgets and performance targets, consistently driving income growth and profitability while identifying opportunities to exceed KPIs, in conjunction with the Pre-Loved Area Manager and in collaboration with other Shop Managers.
- Maximise revenue and profitability through effective stock management, creative merchandising, competitive pricing, seasonal promotions, and optimisation of online sales channels, working closely with the Pre-Loved Area Manager and sharing best practice with fellow Shop Managers.
- In conjunction with the Pre-Loved Area Manager analyse and report on shop performance, producing regular reports on sales, Gift Aid, costs, and volunteer

engagement; and benchmarking performance alongside other Shop Managers.

Stock & Income Generation

- Proactively generate stock by building and maintaining strong internal and external relationships, engaging with shop customers to secure a sustainable flow of quality donations.
- Realise the maximum value of donated goods by allocating items to the most appropriate sales channels, ensuring Gift Aid is promoted and captured at every opportunity, in line with guidance from the Pre-Loved Area Manager and shared practice across the Shop Manager team.

People Leadership & Volunteer Management

- Lead, recruit, train, and support a diverse volunteer team, fostering an inclusive, positive, and motivated environment that reflects Hospice values and delivers the highest standards of customer service.
- Actively engage volunteers in performance improvement, setting clear expectations, recognising contributions, and addressing challenges promptly and constructively, escalating issues where necessary to the Pre-Loved Area Manager and sharing approaches with other Shop Managers.

Operational Standards & Compliance

- Ensure robust operational standards, working with the Cybertill EPOS system, overseeing accurate cash handling, daily banking, weekly returns, stock records, and compliance with all financial control procedures.
- Maintain shop premises and equipment to a high standard, reporting defects promptly and liaising with the maintenance team to ensure timely and cost-effective resolution.
- Ensure compliance with all relevant legislation and Hospice policies, including Health & Safety, fire safety, safeguarding, data protection, manual handling, and COSHH requirements, ensuring PPE is used where appropriate.

Customer Experience & Shop Presentation

- Oversee shop presentation and customer experience, ensuring a welcoming environment that reflects the Hospice brand, promotes customer loyalty, and maximises repeat custom, in conjunction with the Pre-Loved Area Manager and maintaining consistency across all Hospice shops through collaboration with other Shop Managers.

Community Engagement & Hospice Representation

- Represent St Vincent's Hospice in the local community, acting as a positive ambassador to enhance the Hospice's reputation, build brand awareness, and promote the wider work of the organisation.
- Develop local partnerships in conjunction with Fundraising with businesses, schools, community groups, and event organisers to encourage ongoing stock donations and support for Hospice initiatives.
- Support wider Hospice fundraising and retail activities, working collaboratively with the Pre-Loved Area Manager and fellow Shop Managers, alongside the wider Income Generation team, to share best practice, contribute to events, and drive sustainable income growth.

Innovation & Continuous Improvement

- Champion innovation and continuous improvement in retail operations, exploring new ideas, technologies, and approaches to maximise efficiency and customer engagement, piloting initiatives with the Pre-Loved Area Manager and sharing learnings with the Shop Manager team.

4. ROLE OF ORGANISATION

Our Vision

St. Vincent's Hospice is a charitable organisation at the heart of the community, offering specialist care and services to all those affected by life-shortening illness; we are known as "the little hospice with the big heart".

Care for all is at the heart of everything we do. We achieve this by:

- Being passionate about delivering high quality palliative care and support;
- Working with patients, families and those closest to them to ensure that care is right for everyone, every time;
- Having appropriately skilled teams who can work in home, hospice and other settings;
- Ensuring we have the necessary funds to maintain and develop services;
- Using our influence and expertise to shape the development of palliative care locally and nationally.

Our Values

Caring	Respect
Compassion	Dignity
Commitment	Sensitivity

In putting people at the heart of everything we do, we will work together to:

- Support every person as a unique and valued individual
- Respect the dignity of everyone
- Listen to and respect the wishes of people

In striving for excellence in every aspect of our services, we will:

- Provide a safe, comfortable, caring environment
- Develop and provide high-quality services that are underpinned by audit and research
- Demonstrate clinical, financial and organisational excellence
- Work to achieve financial sustainability
- Deliver effective leadership and management throughout the organisation
- Ensure we have the right number of people with the right skills in the right place at the right time

In building relationships, we will:

- Listen to, respect and value the contribution of everyone
- Work together to improve all of our services
- Extend our collaboration with external partners

5. EQUIPMENT AND MACHINERY

IT Equipment

- Laptop
- Mobile Phone
- Cybertill

Shop Equipment

- EPOS System
- Tagging Guns

- Vacuum Cleaner
- Cleaning Materials
- Coat Hangers
- Hanging Rails
- Roller Shutter
- Step Ladder
- Steamer
- Heaters

6. SYSTEMS

- Microsoft Office packages (including SharePoint, Word, Excel, PowerPoint, Outlook, Teams)
- Cybertill
- Snapfix
- Peoplesafe

7. ASSIGNMENT AND REVIEW OF WORK

Work is assigned and reviewed by the Pre-Loved Area Manager. The role requires working within agreed procedures and schedules, with the post holder expected to prioritise their own workload and that of their team and communicate progress clearly.

8. DECISIONS AND JUDGEMENTS

- Responsible for the line management, support, and performance of the allocated volunteer team, including making day-to-day decisions on task allocation, supervision, and problem-solving.
- Exercises commercial judgement in pricing, stock rotation, shop presentation, promotions, and allocation of donated goods to sales channels to maximise income.
- Expected to follow all Hospice policies and procedures, exercising initiative in resolving operational issues and escalating significant deviations or risks to the Pre-Loved Area Manager.
- Uses discretion in handling confidential or sensitive financial, donor, staff, or volunteer information, ensuring data protection and confidentiality at all times.
- Prioritises tasks on a daily basis, making informed judgements concerning workload management, customer service, and operational priorities, often balancing competing demands.
- Applies initiative to resolve unexpected issues (e.g. volunteer absence, equipment failure, customer complaints), ensuring smooth shop operation while seeking guidance from the Pre-Loved Area Manager when appropriate.
- Contributes to wider decision-making across the retail operation by sharing insights and collaborating with the Pre-Loved Area Manager and other Shop Managers to ensure consistency and best practice.

9. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB

- Delivering agreed budgets and KPIs in a highly competitive and uncertain retail environment, requiring strong commercial awareness and adaptability in the face of wider economic pressures.
- Supporting and engaging with supporters, donors, and families who may be experiencing bereavement or difficult personal circumstances, requiring sensitivity, empathy, and professionalism at all times.
- Recruiting, training, and retaining a full and motivated volunteer team, balancing individual needs and availability while ensuring sufficient cover to meet operational requirements.
- Managing frequent interruptions and competing demands, making effective decisions to balance customer service, volunteer supervision, and operational priorities.
- Maintaining up-to-date knowledge of relevant Hospice policies, retail procedures, and compliance requirements (e.g. health & safety, data protection, safeguarding, financial controls), and ensuring these are consistently applied within the shop.
- Balancing commercial targets with Hospice values, ensuring that financial success is delivered in a way that reflects compassion, inclusivity, and the ethos of St Vincent's Hospice.

Working Conditions

- The role is primarily based in a retail shop environment, requiring periods of standing, moving stock, and undertaking physical tasks such as lifting, carrying, and handling donations in line with manual handling guidelines.
- Frequent interaction with the public, supporters, donors, and volunteers, including individuals who may be distressed, bereaved, or experiencing difficult circumstances.
- Occasional lone working may be required, ensuring appropriate safety and security procedures are followed at all times.
- Regular requirement to work under pressure, balancing customer service, volunteer support, and operational demands within a busy and often unpredictable retail setting.
- Responsibility for handling cash, daily banking, and use of the Cybertill EPOS system, requiring high levels of accuracy and attention to detail.
- The role requires flexibility, with weekend, bank holiday, or out-of-hours working to support shop operations, stock collection, community engagement, and Hospice fundraising activities.
- Expected to maintain compliance with all relevant legislation and Hospice policies, including health and safety, fire safety, safeguarding, data protection, manual handling, and COSHH regulations.

10. COMMUNICATIONS AND RELATIONSHIPS

Supporters and Families

- Maintain regular communication with supporters, donors, and patients' families when accepting donations and completing Gift Aid documentation, always demonstrating sensitivity, empathy, and professionalism.

- Ensure confidentiality and discretion in all interactions, particularly where supporters and families may be experiencing bereavement or challenging personal circumstances.
- Provide excellent customer service, creating a welcoming and positive experience that reflects the values of St Vincent's Hospice.

Internal Communications

- Work closely with the Pre-Loved Area Manager, other Shop Managers, and the wider Trading team, sharing best practice, insights, and supporting collaborative problem-solving.
- Maintain regular contact with the Head of Retail, Communications, Volunteering, and Maintenance teams to ensure effective coordination, consistency, and operational efficiency across all areas.
- Provide feedback and updates to the Area Manager on shop performance, challenges, and opportunities.

External Communications

- Act as an ambassador for St Vincent's Hospice in the local community, maintaining positive relationships with customers, donors, local businesses, and community groups.
- Communicate with local organisations, schools, and corporate supporters to generate donations and explore additional trading opportunities that will enhance Hospice income.
- Represent the Hospice professionally at community events and retail forums, helping to raise awareness of the Hospice's work and values.

11. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB

Physical Demands

- Managing the movement and arrangement of donations and deliveries
- Managing stock deliveries including moving and lifting boxes
- Standing and walking for majority of day(s)
- Photography of stock displays.
- Travelling around the area and occasionally out-of-area

Mental Demands

- Responding to the variable needs of volunteers
- Flexibility as interruptions and unforeseen events are frequent
- A need for accurate and timely completion of key tasks
- Dealing with several tasks simultaneously

Emotional Demands

- Balancing the needs of competing priorities
- Dealing with difficult customer-facing situations
- Being empathetic with volunteers and customers

Environmental Demands

- Occasional lone working

12. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB

Essential

- Good general education
- Proven retail experience at supervisory/managerial level
- Demonstrable people management skills
- Good knowledge of retail practices, trends and legislation
- Good communication skills both oral and written
- Effective team member/team builder
- Ability to work on own initiative

Desirable

- Experience of Charity Shop retail work
- Ability to work under pressure
- Awareness & understanding of voluntary sector
- Ability to train and teach others

Other

- Must hold a valid driving license and have access to a car and be able to undertake occasional travel within Renfrewshire and North Ayrshire.

13. JOB DESCRIPTION AGREEMENT

This job description is a general outline of the above post, and it is not exhaustive. This job description is subject to periodic review with the post holder. Duties may change in line with the service changes and of the post holder's own personal development.

I agree that this is an accurate reflection of the duties involved in my current role in St. Vincent's hospice.

Job Holder's Signature

Date:

Head of Department Signature

Date: