

Phyllis Tuckwell Hospice
Background information to support the recruitment of Head of Retail

Introduction

This short briefing note has been put together to provide interested applicants some background about the Phyllis Tuckwell Hospice, the Board and management structure and the future aspirations of the Hospice. Should individuals have additional queries please do not hesitate to contact Sarah Brocklebank, Chief Executive, on 01252 729400, who would be happy to help.

About the Hospice

Phyllis Tuckwell Hospice (PTH) offers specialist palliative care to those facing the end of their life and to those who love and care for them, serving a population of 600,000 across West Surrey and North East Hampshire and is based in Farnham.

In order to provide patients and their families with a choice, PTH provides a full range of integrated specialist palliative care services in a range of settings:

- Care to patients in their own homes;
- In patient services (18 beds);
- Day Hospice and out patients;
- Family support for those caring for our patients – including bereavement support for as long is necessary;
- Training and education for local healthcare professionals (e.g. GPs, District Nurses etc.) to offer support and guidance on specialist palliative care and the delivery of best practice guidelines and protocols.

Our multi disciplinary clinical team includes doctors, nurses, physiotherapists; occupational therapists; complementary therapists; social workers; counsellors, patient welfare advisors and a chaplain.

Every day we support over 100 patients and carers in their own homes, in the community and at the Hospice. As far as possible, we offer people the choice about where they are cared for.

How we are funded

PTH is an independent charitable trust, dependent on our local community for nearly 90% of our running costs. The 2010/11 expenditure budget is £5.7m.

The specialist nature of our services means that we need to raise over £10,000 a day from our local community to enable us to provide patients with the choice of the full range of services provided by the hospice. All of our services are offered free of charge. Last year less than 11% of our costs were funded by the NHS which means that income from legacies, sales from our thirteen shops, fundraising events, general donations and corporate support are all essential.

Retail income exceeded £1m for the first time in 2009/10, partly due to the introduction of our first furniture showroom in Farnham but also due to increasing sales focus from the remaining twelve shops.

We enjoy the support of over 600 volunteers who work in a variety of roles, within the Hospice and in our thirteen shops. We estimate their annual contribution is in excess of £750k but their actual value is far more than monetary as their unique perspective is greatly appreciated by patients, families and hospice staff alike.

The retail business

PTH's retail business consists of twelve shops plus a furniture showroom in Farnham. The shops are located in key towns or villages within our catchment area, with each shop having a quite distinct characteristic depending on its local market. Four of the twelve shops have a designated space for furniture sales, with the smaller shops selling specific items of furniture as space (and stock supply) allows.

Stock is predominantly sourced from donated goods although PTH has recently set up a Trading Company to allow for an increase in relevant bought in goods such as handbags, shoes etc.

The furniture showroom in Farnham opened in April 2009, selling donated furniture, and achieved a profitable position in its first year, with sales reaching £200k. Attached to the furniture showroom is a furniture warehouse which enables an efficient furniture stock control and distribution centre – it also serves as a central donation point for all items (not just furniture) which are then transported to the main warehouse attached to the Camberley shop.

An EPOS system is currently being rolled out across all shops which will enable PTH to claim gift aid on donated furniture items initially – with the potential to roll this out to all donated goods in due course. It also allows for an improved stock control system to be introduced and appropriate records kept for VAT and accounting purposes.

Each shop is staffed by a paid part time Manager and a paid part time Assistant Manager, supported by a team of loyal and dedicated volunteers. Shops are open six days a week. An organisational chart is attached for the retail team – the current organisational structure has evolved over time and it is expected that the new postholder will wish to review and adapt this, working with the retail team and in line with the hospice's income generation strategy, in order to deliver the required growth needed from the retail business going forward.

The shops are currently on lease arrangements, with most leases' typically having a five year rent review, renewable by negotiation, and, some on lease licences. The majority of the shops are privately owned and while the rents are weighted in the Hospice's favour, strong personal relationships with the owners are vital to ensure the continuance of their support. The other shop leases are through large corporate organisations which need sensitive managing.

Head of Retail post

Of prime importance is the need for the individual to be a strong team player and a proven retail practitioner. We are looking for someone with the enthusiasm, energy and experience to build for the long term future of PTH. The main characteristics of the Head of Retail are outlined in the attached Person Specification.

A strong strategic thinker is sought who has the ability to provide leadership, vision and inspiration for the retail team to increase sales and profitability, as well as to support the Chief Executive and Senior Management Team (SMT) in its drive to achieve the Hospice's clear and ambitious strategy. The post holder will report directly to the Chief Executive.

This post has become vacant following the retirement of the current postholder. The retail business has enjoyed strong growth in recent years and a major refurbishment programme has been undertaken such that all shops have been recently refurbished

or newly set up. PTH's retail business is, therefore, in a strong position and well placed to be taken to the next stage of its success, growth and profitability.

PTH management structure

The attached organogram shows the current organisational structure and the membership of the senior management team, headed by Sarah Brocklebank, Chief Executive. All members of the Senior Management Team – currently with the exception of the Head of Retail – attend Board meetings.

Future aspirations / challenges

The Hospice celebrated its 30th birthday during 2009, which gave us an excellent opportunity to celebrate the past whilst looking to the future.

In terms of our clinical aspirations, we are committed to the development of specialist palliative care knowledge and services within West Surrey and North East Hampshire and aspire to offer a full range of services, within the Hospice itself and out in the community, that provide a choice about end of life care. We also aspire to further the knowledge, experience and expertise of local healthcare professionals such as District Nurses, GPs and Nursing Home colleagues.

Although we are not part of the NHS, we work closely with NHS colleagues in the area to try and achieve a "seamless service" for patients and their families.

Our overall vision is to offer a choice about end of life care to our local community, with services provided at home, in the community and at the Hospice.

We have recently (June 2010) launched our Hospice Care at Home (HCAH) appeal (www.pth.org.uk/hcah) which is designed to raise sufficient funds to enable us to expand our community team so that we can provide more hands on care in people's homes. This is one of many exciting fundraising initiatives currently underway – more details about this and other income generating activities can be found on our website.

We are excited about our future and the opportunities to support local people at a vulnerable time in their lives. Our challenge lies in establishing a sustainable income stream in order to provide a full range of specialist palliative care services into the future.

Additional information

Further information about the hospice can be found at our website www.phyllistuckwellhospice.org.uk. A copy of the 2008/09 annual report is enclosed for your information (2009/10 annual report is being produced currently and will appear on the website as soon as it is finished).

June 2010.