

St Luke's Hospice Plymouth

Job Description

Job Title:	Director of Commercial Operations
Reports to:	Chief Executive
Direct Reports:	Head of Retail Head of Fundraising Head of Facilities
Hours:	Up to Full-time
Location:	Office based at Turnchapel, Plymouth but expected to travel across the area

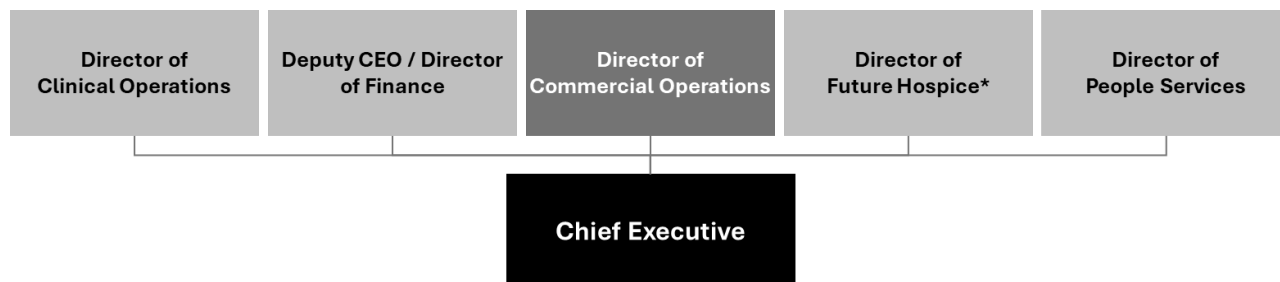
Overview of Role

The Director of Commercial Operations is a key member of the Senior Management Team, responsible for ensuring St Luke's has a resilient, future-focused operational and income-generation framework to ensure sustainable growth through our established income streams and new commercial opportunities to enable St Luke's to achieve its vision of a community where no one has to face dying alone, in pain or in distress.

This role has strategic oversight and executive accountability for the following key areas:

- Retail operations across a 23-shop estate and e-commerce platform with a net income target of £1.2M per annum
- Fundraising and income generation activities, including lottery, large scale events, and corporate giving with a net income target of over £1M per annum
- Legacy income that has a target of £2M per annum
- Non-clinical operational services, including estates, catering, and domestic services
- Environmental sustainability strategy, supporting St Luke's green agenda and environmental impact reduction plans
- Exploration and implementation of commercial opportunity developments to diversify and grow new income streams

Organisational Chart



* To be appointed

Key Responsibilities:**Retail Operations**

- Provide strategic oversight and executive accountability for the operational and strategic development of the retail operation
- Work alongside the Head of Retail to drive commercial performance, customer experience, and volunteer engagement across all retail areas
- Oversee retail estate maintenance, compliance, leases, and development, in collaboration with the Head of Retail
- Lead, in partnership with the Head of Retail, the strategic growth plan for e-commerce and the use of digital technology across all income streams
- Introduce and champion environmentally sustainable retail practices (e.g., recycling schemes, low-carbon logistics), working alongside the Head of Retail

Fundraising & Income Generation

- Provide strategic oversight and executive accountability for sustainable growth in income from all fundraising streams, including legacies, lottery, events, and corporate giving
- Work alongside the Head of Fundraising to ensure the effective use of AI and digital tools for donor segmentation, campaign optimisation, and predictive modelling
- Collaborate with the Head of Fundraising to drive innovation in digital and community fundraising, engaging new audiences and developing new sources of sustainable income

Estates, Facilities & Hospitality

- Provide strategic oversight and executive accountability for all property, facilities, and operational support services across the hospice and retail sites
- Maintain strategic oversight and executive accountability for compliance, safety, and quality in non-clinical services
- Work with the Head of Facilities to promote the use of facilities management software for better asset tracking, risk management, and efficiency
- Working alongside key Heads of Departments develop a strategy to maximise the return on investment of our estate

Environmental Sustainability

- Provide strategic oversight and executive accountability for the delivery of St Luke's environmental strategy and associated action plans
- Collaborate with the Head of Facilities to drive organisation-wide initiatives to reduce environmental impact, including energy, waste, and emissions
- Work with key Heads of Department to advance sustainable procurement, transport, recycling, and staff engagement in environmentally friendly practices
- Ensure strategic oversight and executive accountability for the monitoring and reporting of environmental KPIs, embedding sustainability into all operational decisions

Commercial Development Opportunities

- Identify and assess new income-generating opportunities that align with St Luke's values and brand

- Develop strategic partnerships with external organisations to deliver social impact and financial return
- Prepare investment cases and manage feasibility work for new commercial ventures or services

Executive Leadership & Organisational Influence

- Actively contribute as a member of the Senior Management Team across all strategic priorities and business operations, including representing St Luke's at executive level internally and externally
- Build and lead a high-performing, values-led team across multiple functions
- Serve as a role model for professionalism, compassion, integrity, and respect

Leadership and Management

- Provide strong leadership and vision to your teams in order to deliver objectives ensuring a positive and open culture based on St Luke's shared values
- Inspire innovation, problem-solving, and continual growth of income streams across all areas
- Proactively build and nurture senior external relationships and facilitate the growth of new partnerships
- Lead the project management of new business development activities ensuring a detailed and well-managed approach
- Regularly review the effectiveness of operational structures to ensure they are fit for purpose incorporate the right roles and skill mix to meet business needs
- Maintain overall responsibility for the effective management of your teams, including recruitment, objective setting, performance management, appraisal, and development
- Ensure compliance with all internal and external reporting requirements, including statutory responsibilities for both charitable and commercial activities

Financial management

- Collaborate with the CEO and Director of Finance to set financial targets for income streams and growth in line with strategic priorities, ensuring these are both ambitious and achievable
- Take overall responsibility for financial budget management within your remit, including commercial profit and loss, and fundraising targets across all areas - particularly legacy pipelines
- Lead the development of robust business development plans for new or expanding commercial and fundraising income streams, ensuring credible return on investment, effective risk management, and compliance with regulatory obligations

Confidentiality and Data Protection

The postholder must maintain the confidentiality of information about patients, people and other St Luke's services and always meet the requirements of the Data Protection Act (2018) and General Data Protection Regulation (2018).

Health, Safety and Wellbeing

Our People must be aware of the responsibilities placed on them under the Health and Safety at Work Act (1974) and must always follow these in full, including ensuring that they act in line

with all agreed procedures at all times in order to maintain a safe environment for patients, visitors and colleagues.

St Luke's Hospice is committed to support the health and wellbeing of all its People. The postholder is required to familiarise themselves with the organisations range of health and wellbeing support and report stress and ill health as early as possible.

Flexibility

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

Quality

All of our people both clinical and non-clinical are expected to ensure that quality is a key consideration in all we do. This includes reviewing practice and being open to feedback on our performance; being open and honest; seeking to identify; resolve and appropriately escalate issues and risks.

We encourage and expect all our People (staff and volunteers) to actively promote and adhere to the values and behaviours of St Luke's Hospice.

Values:

Compassion	being present for others, without judgment; giving time to listen and care when needed.
Respect	respect for others, both inside and outside of St Luke's Hospice is fundamental in truly embracing diversity; respecting the breadth of cultures; values and traditions; and understanding the negative impact this can have when respect is missing.
Integrity	being honest, transparent and reliable.
Professionalism	striving for excellence in everything you do. This may be set through high standards and challenging ourselves to do better.

Personal Specification

CRITERIA	ESSENTIAL	DESIRABLE
Education and Qualifications	<p>Degree or professional qualification in the subject area for example business management, income generation, business development or a related field.</p> <p>A proven track record of achieving ambition goals.</p>	<p>Member of a relevant professional body.</p> <p>Master's degree in relevant subject.</p>
Knowledge and Experience	<p>Board level experience.</p> <p>Demonstrate evidence of sound financial/staff management.</p>	<p>Experience of charitable sector.</p> <p>Knowledge of charity fundraising environment and the relevant legal and regulatory frameworks.</p> <p>Familiar with regulating bodies including Fundraising Regulator, Gambling Commission, Charity Commission and the UK General Data Protection Regulations (GDPR).</p>
Experience	<p>Extensive demonstrable experience in income generation, fundraising, retail management and marketing, business development or related roles with a proven track record of achieving income targets in a not-for-profit environment.</p> <p>Experience of developing and delivering high-level strategy.</p> <p>Experience of managing budgets, planning, forecasting and analysing performance.</p> <p>Experience in leading, developing and motivating high-performing teams to achieve income generation success.</p> <p>Experience of working with a Board of Trustees and Committees.</p> <p>Experience of working as part of a Senior Leadership/Executive Management team responsible for operational delivery and financial sustainability</p>	<p>Experience of estate/facilities management.</p> <p>Experience in developing estate strategies.</p> <p>Experience of health and safety management and legislation.</p>

Skills and Abilities	<p>Strategic long-term thinker with a proven track record of developing and implementing successful long-term income generation strategies aligned with overall fundraising goals.</p> <p>Strong financial skills and numerical analysis with the ability to produce credible effective data or reports and discuss details with confidence.</p> <p>A critical thinker who utilises data and trends to make informed decisions, analyses results to identify areas for improvement and embraces a continuous learning mindset that values both successes and failures.</p> <p>A change maker who constantly seeks to deliver improvement, progress and quality through innovation and external learning.</p> <p>A confident, inspiring and natural leader who can clearly communicate a compelling future direction and complex ideas in a clear and concise way for the Income Generation and Communications and Marketing teams.</p> <p>Champion of the supporter, donor and customer with the ability to understand their needs and aspirations and create belonging to a cause or mission.</p>	
Personal Qualities	<p>A team player who thrives in collaborative environments and excels at building strong relationship across all departments.</p> <p>Someone who motivates and inspires others to go the extra mile.</p> <p>Trustworthy, supportive colleague with the ability to put the needs of St Luke's and our patients and families ahead of personal goals.</p> <p>Ability to work unsocial hours.</p> <p>Ability to travel across Plymouth and the surrounding area.</p>	

<p>Skills and Abilities (Continued)</p>	<p>A confident, inspiring and natural leader who can clearly communicate a compelling future direction and complex ideas in a clear and concise way for the Income Generation and Communications and Marketing teams.</p> <p>Champion of the supporter, donor and customer with the ability to understand their needs and aspirations and create belonging to a cause or mission.</p> <p>Someone who motivates and inspires others to go the extra mile.</p> <p>Trustworthy, supportive colleague with the ability to put the needs of St Luke's and our patients and families ahead of personal goals.</p> <p>Ability to work unsocial hours.</p> <p>Ability to travel across Plymouth and the surrounding area.</p>	
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