Registered Charity 518801

Queenscourt Hospice

where life is for living...

QUEENSCOURT RETAIL

DIRECTOR (VOLUNTARY ROLE)

RECRUITMENT PACK

2026



SHOP | DONATE | VOLUNTEER

WELCOME FROM THE CHAIR OF RETAIL

Dear Prospective Applicant,

Thank you for your interest in joining the Board of Queenscourt Retail as a Director.

Queenscourt Retail plays a vital role in supporting the work of Queenscourt Hospice, generating essential income that helps ensure specialist palliative and end of life care remains available to those who need it most across our local communities. We are proud of the difference our retail operation makes and of the dedicated staff, volunteers and supporters who contribute to its success every day.

Like many charities and hospices across the UK, the past year has presented significant financial challenges. Rising costs, increasing pressures on charitable income and a changing retail landscape have required us to think carefully about how we sustain and grow our contribution to the Hospice. These challenges have also created an opportunity to innovate, strengthen our retail operation and build a sustainable future.

It is an exciting time to join our Retail Board, we are currently developing an ambitious new retail strategy that will guide our organisation over the next two years, with a clear focus on driving financial growth, increasing our local impact and maximising the funds we generate for Queenscourt Hospice. We are looking for individuals who can bring strategic insight, commercial awareness and a commitment to our mission as we embark on this important next chapter.

OUR VISION IS THAT:

Queenscourt shops are welcoming, professional and community-focused, offering great quality preloved products and exceptional customer experiences to raise vital funds for Queenscourt Hospice.



Everything we do is underpinned by our core values at the hospice:

C COMPASSION | L LEARNING | E EXCELLENCE | A ACCOUNTABILITY | R RESOURCES

As a Director, you will have the opportunity to help shape the future direction of Queenscourt Retail, ensuring we remain financially resilient while continuing to support the Hospice's vital work. Whether you bring retail, commercial, financial, governance or strategic expertise, your contribution will be instrumental in helping us achieve our ambitions.

Thank you once again for considering this opportunity. I hope this recruitment pack provides you with a clear understanding of the role and inspires you to become part of our journey. We look forward to hearing from individuals who share our commitment to delivering outstanding retail experiences and supporting Queenscourt Hospice for many years to come.

Yours sincerely,



David Robinson
Chair, Queenscourt Retail

ABOUT

QUEENSCOURT RETAIL

Queenscourt Retail operates the charity shops that support Queenscourt Hospice, an independent charity providing specialist palliative and end of life care across West Lancashire, Southport and Formby. Through a network of shops, Queenscourt Retail generates vital income that helps fund the Hospice's services for local patients and families.

The retail business is a wholly owned subsidiary of Queenscourt Hospice and is a significant contributor to the Hospice's annual income. Every sale made in our shops helps ensure that local people can continue to access high-quality care when they need it most.



WHY WE HAVE CHARITY SHOPS

The primary purpose of Queenscourt's charity shops is to raise sustainable income for the Hospice. Like many hospices, Queenscourt relies heavily on fundraising, retail income and donations from the community to supplement statutory funding.

Our shops play a crucial role by:

INCOME GENERATION

Generating unrestricted income to support Hospice services, provides a sustainable and reliable source of funding throughout the year.

VOLUNTEERING

Creating opportunities for volunteering, skills development and social inclusion.

ECO-FRIENDLY

Maximising the value of donated goods that might otherwise go to waste.

COMMUNITY PRESCENCE

Raising awareness of Queenscourt Hospice within local communities.

MORE THAN JUST RETAIL

Queenscourt's shops are often the public face of the Hospice. They provide a welcoming community presence, helping to build relationships with supporters, donors, volunteers and customers.

The retail operation also contributes to environmental sustainability by promoting reuse and recycling, helping to reduce waste while giving pre-loved items a second life.

THE ROLE OF
THE RETAIL BOARD



As company directors of Queenscourt Retail, board members provide strategic leadership and oversight of the retail business. Directors help ensure the retail operation is financially sustainable, commercially effective and aligned with the Hospice's wider mission and values.

KEY AREAS OF FOCUS INCLUDE:

- **Retail performance and profitability.**
- **Risk management.**
- **Growth and income generation opportunities.**
- **People, culture and volunteer engagement.**
- **Governance and regulatory compliance.**
- **Supporting innovation and long-term sustainability.**

MAKING A DIFFERENCE

Every decision made within Queenscourt Retail ultimately contributes to the care and support provided by Queenscourt Hospice. By helping the retail business thrive, directors play an important role in ensuring that local patients and families continue to receive outstanding hospice care both now and in the future.

COMPANY DIRECTOR
ROLE DESCRIPTION

The duties of a Director are as follows.

01 Ensuring that the organisation pursues its stated purpose by developing and agreeing a long-term strategy.

02 Ensuring that the organisation complies with its governing document (memorandum and articles of association), company law and any other relevant legislation or regulations.

03 Ensuring that the organisation defines its goals and evaluates performance against agreed targets.

04 Safeguarding the good name and values of the organisation.

05 Ensuring the effective and efficient administration of the organisation, including having appropriate policies and procedures in place and participating in identified training.

06 Ensuring the financial stability of the organisation.

07 Protecting and managing the property of the organisation and ensuring the proper investment of the funds.

08 Following proper and formal arrangements for the appointment, supervision, support, appraisal and remuneration of the executive team. In addition to the above statutory duties, each trustee should use any specific skills, knowledge or experience they have to help the board of trustees reach sound decisions. This may involve scrutinising board papers, leading discussions, focusing on key issues, providing advice and guidance on new initiatives, or other issues in which the trustee has special expertise.

WHAT WE LOOK FOR

Queenscourt is committed to maintaining a fair, transparent and consistent approach to recruiting the very best talents and experience to the board of trustees. The board oversees the strategic direction of the charity shops by balancing and responding to local need, expectation, demographic changes, developments and changes in the economic environment. This is an essential and on-going commitment as Directors complete their terms of office, and we ensure a balanced composition on the Board with a breadth of up-to-date skills and expertise to lead the organisation.



WE'RE LOOKING FOR
PEOPLE WHO HAVE...

01 **INTEGRITY**
A commitment to the organisation and a high level of integrity

02 **STRATEGIC VISION**
Strategic vision and an ability to think creatively

03 **TIME AND EFFORT**
A willingness to devote the necessary time and effort.

04 **CONSTRUCTIVE CHALLENGE**
A willingness to participate in decision making and to offer constructive challenge.

05 **LEGAL DUTIES**
An understanding and acceptance of the legal duties, responsibilities and liabilities of a Director.

06 **TEAMWORK**
An ability to work effectively as a member of a team and motivate self and others.

07 **NOLAN'S SEVEN PRINCIPLES**
A commitment to Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

SKILLS WE ARE LOOKING FOR

Following a Skills Audit of our current Directors, we are particularly interested in individuals with any of the following skills and/or experience:

RETAIL | **INCOME GENERATION**

PROPERTY AND FACILITIES

MARKETING, COMMUNICATIONS, SOCIAL MEDIA

E-COMMERCE | **FINANCE**

TIME COMMITMENT

- Attending board meetings every two months and reading papers.
- Staff and Director planning half days – up to two per year.
- Attending and / or chairing sub-committees as necessary.
- Completing mandatory training as directed for example, safeguarding and information governance.
- Occasional ad-hoc meetings in person and/or on-line as needed.



HOW TO **APPLY**

If you would like to have an informal conversation about the role before applying, we would be very happy to hear from you. Please contact us on 01704 544645 and ask to speak with Sam Hawksley, Executive Director of Strategy & Business Development or David Robinson, Trustee and Chair of Queenscourt Retail.

If you are interested in applying and can demonstrate that you meet the criteria outlined in the person specification, please submit your CV along with a covering letter explaining your interest in the role and how your experience aligns with the requirements. Applications should be sent to recruitment@queenscourt.org.uk no later than 1st December 2026

LETS TALK
01704 544645

SEND YOUR APPLICATION TO
recruitment@queenscourt.org.uk

DEADLINE
1st Dec 2026

AT THE HEART OF
QUEENSCOURT RETAIL

- We make every customer and volunteer feel welcome and valued
- We build strong relationships with our communities and learn what they want
- We take pride in running safe, organised and high-quality shops
- We make the most of every donation to raise vital funds for hospice care

