

St Cuthbert's Hospice



*Making every day count since 1988*

# Application Information Pack



**Operations Manager - Retail & Lottery Ref: OMRL0823**

**Closing Date 11.09.23 | Interview Date w/c 19.09.23**

If you have not heard from us by 14.09.23, please assume you have not been shortlisted.

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Dear Applicant,

Thank you for showing an interest in working at St Cuthbert's Hospice in the role of **Operations Manager - Retail & Lottery**

This recruitment pack provides you with some information on who we are, what we do and the exciting vacancy opportunity available.

Our dedicated community of staff, volunteers and supporters are one of our greatest assets here at St Cuthbert's Hospice. As a member of our Hospice team, you will have the opportunity to contribute to a culture in which all those who use our services feel welcome and part of a passionate, caring and supportive community.

We provide specialist palliative and end of life care services, at a time and a place that is right for the person. As a centre of excellence within our community we provide all-embracing, compassionate, and individualised care to all those affected by life-limiting illnesses. Our services can also extend to families and carers who have a care and support role and who, in turn, could benefit from support and advise. Accessibility and high quality are some of our key objectives. Our clinical staff have the enhanced skills to deliver the specialist care across our services. For over thirty years we have put patients and those important to them at the heart of everything we do. We exist to ensure that people with life-limiting illnesses in County Durham can make every day count. We are highly regarded for our quality of care and were the first Adult Hospice in the UK to be graded 'outstanding' by Care Quality Commission (CQC) .

At St Cuthbert's Hospice we are committed to our staff and making the Hospice a great place to work. We offer flexible working, competitive salary, workplace pension, 33 days of paid annual leave, free on-site parking and an Employee Assistance Programme (EAP ) for employees and family. Our main Hospice building is situated on the outskirts of Durham in beautiful surroundings, we also have 8 Hospice retail shops around County Durham.

Our staff and volunteers are passionate about the work that we do, and are often motivated to work at the Hospice by their desire to make a difference to local peoples' lives. If you are inspired by the work that we do and share in our values then we are confident that working at the Hospice could be a deeply rewarding career choice for you.

I hope you find this application pack useful in helping you decide whether you are right person for the role.

We look forward to hearing from you.

With best wishes,

**Paul Marriott**  
Chief Executive.

# About Us

## • Our History

Our Hospice started with the local community over three decades ago, a group of Durham residents came together for a common cause. St Cuthbert's Hospice first opened its doors in 1988 to provide services, free of charge, for people with advanced illnesses, people approaching the end of their lives and those who are bereaved.

Everyone who comes to us is an individual and so their care should be individual too.

## • What We Do

Our multi-professional team consists of specially trained doctors, nurses, physiotherapists, social workers, counsellors, occupational therapists, and chaplains. They work collaboratively to ensure our patients are able to discuss their needs and wishes when spending time with us.

As well as our Clinical Services, we have our Enabling Services and Income Generations teams – all working together to ensure the delivery of Hospice services. Our enabling services team includes Finance, Human Resources, Central and Governance Support and our Income Generation Team includes Fundraising, Retail, Lottery, Marketing and Communications.

We employ over 100 paid members of staff and work closely with around 400 volunteers to ensure the Hospice's efficient running. We have a Senior Management Team who are responsible for the day-to-day running of St Cuthbert's. They report regularly to the Board of Trustees.

## • Our Mission

To make every day count for those affected by life-limiting illnesses.

## • Our Vision

To be a centre of excellence within our community and to provide all-embracing, compassionate and individualised care to all those affected by life-limiting illnesses, at a time and a place that is right for them.

## • Our Care

St Cuthbert's Hospice provides free care and support to people with life-limiting illnesses, people approaching the end of life and people that are bereaved. Our specialist care teams can support people at any stage, from diagnosis, to living well with their illnesses to their last days. Whether it's helping with pain relief, supporting a loved one or just being there to listen, we understand that sometimes it's the little things that make the biggest difference.

Hospice care is quite unlike many other types of care. Our teams treat everyone as an individual, spend time learning what is important to them and focusing on delivering care suited to their wishes.

## • Our Values

These define who we are and guide what we do to ensure the highest quality care for those accessing our services and the highest quality experience for staff working here. We are committed to safeguarding and promoting the welfare of adults at risk and children.





# About Us

## • Our Philosophy of Care

At the heart of St Cuthbert's Hospice is the individual who is seen as a unique person deserving of respect and dignity. Our aim is to support each person and their family and friends, helping them to make informed choices and decisions affecting their lives.

Individual care is planned to support the total well-being of each person, taking into account their physical, psychological, social and spiritual needs.

We will work together to provide a warm and welcoming atmosphere that accommodates diverse cultures and lifestyles within a calm and compassionate environment. As a team, we will strive to provide specialist care of the highest standard by ensuring staff are up to date with current research and training.

We are aware of the valuable work undertaken by individuals and agencies in the community and we will work in partnership with them to provide excellent services for the people of Durham. We see life – and death – as a journey to be made in the company of others.

We are rooted in our local community and we approach life and death through a philosophy based on support and hospitality.

## • Our Strategic Goals

- 1 To enable people at the very end of life to achieve a good death in the place of their choosing
- 2 To enable people living with a life-limiting illness who use Hospice services live well and make every day count
- 3 To provide information and support that carers of people with life-limiting illnesses need to provide the care they want to provide
- 4 To support those who have been bereaved as a consequence of a life-limiting illness to adjust to life without their loved one
- 5 To break down the taboos associated with dying, death, loss and grief



## About The Role

As the Retail Operations Manager you will support the delivery of both the lottery and retail operational plan as well as being involved in the coordination of the Hospice's lottery and retail teams.

You will motivate the team to promote growth and achieve weekly, monthly and annual targets, maximising potential whilst delivering exceptional customer service.

The operations manager will help to ensure business continuity and sales targets are achieved across retail and lottery which will involve actively participating in sales activity.

The successful candidate will have experience in managing and motivating a team to effectively hit sales targets. They will be organised and able to work on their own initiative as well as working as part of a team. Great communication skills are essential as well as a positive and enthusiastic attitude.

## Why Work For Us

We are committed to making St Cuthberts Hospice a great place to work supporting the provision of excellent services for the people of Durham. If you are ready for an exciting opportunity that will not only impact on patient care but will be motivating and rewarding on a personal level this post could be for you.

As well as being part of a passionate team of people, benefits available to employees include:

- Competitive Salary
- Enhanced annual leave. 5 additional days above statutory entitlement. (33 days in total, rising to 35 after 5 years' service. Further enhanced rate of 38 days after 2 years' service for medical staff)
- Pension Scheme – matched contributions up to 5%
- NHS pension scheme for eligible employees
- Employee Assistance Programme
- Cycle to Work (Save up to 42% on the cost of bikes and equipment)
- Flexible working
- Training and development opportunities
- Health and wellbeing initiatives
- On-site catering facilities at our Coffee Shop
- Free parking (at Hospice site)
- Staff Discounts such as BlueLightCard and Charity Discounts

In our recent survey, we asked our staff to describe what it is like to work at the Hospice. Some of the words they used were rewarding, supportive, friendly, worthwhile, fulfilling, as well as being busy and challenging.

"I feel privileged to work at the Hospice"

In our recent survey, 92% of respondents said they would recommend the Hospice as a place to work.

100% said that if a friend or relative needed treatment, they would be happy with the standard of care provided by the Hospice.

# Equality and Diversity Commitment

St Cuthberts Hospice values diversity and is committed to creating an inclusive culture. As part of our application process, we request applicants complete our equal opportunities form. Reasonable adjustments to the interview and application process can also be made for any candidates, please contact us at [recruitment@stcuthbertshospice.com](mailto:recruitment@stcuthbertshospice.com)

## How to Apply

We hope this pack has given you all the information you need to apply for this role.

We would love to hear about why you want to work at St Cuthbert's Hospice, the job description and personal specification can be found below to help to develop your application in line with the requirements of the role.

However, if you have any questions about what we do at St Cuthbert's Hospice, the role, or need more practical information, don't hesitate to get in touch. For an informal discussion about this post please contact:

**Angela Lord, Sales Manager 0191 374 6176**

If you have all the information you need and are ready to apply, you can download an application form from our website or to request a hard copy please contact the HR team on 0191 374 6174 or email [recruitment@stcuthbertshospice.com](mailto:recruitment@stcuthbertshospice.com)

Please note we do not accept CVs.

This post is subject to the Rehabilitation of Offenders Act (Exceptions Order) 1975 and as such it will be necessary for a submission for Disclosure to be made to the Disclosure and Barring Service (formerly known as CRB) to check for any previous criminal convictions.

The recruitment process for all Hospice roles will involve an interview and the process for some roles may also include a presentation or task.



# Job Description

## Operations Manager - Retail & Lottery

**Department:** Income Generation

**Grade:** 5

**Responsible to:** Sales Manager

**Hours:** 37.5 hours per week

**Salary:** Range: £25,361 - £31,682

**Contract:** Permanent

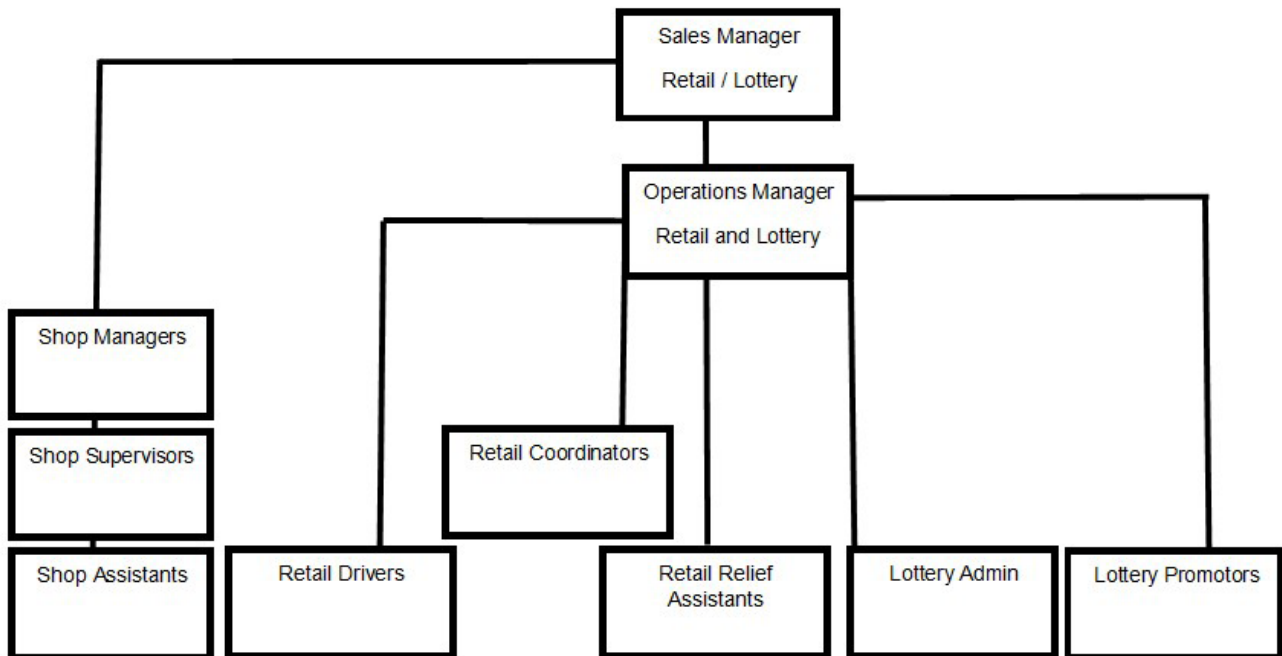
### Aim

To support the delivery of the lottery and retail operational plan the development, management and coordination of the Hospice's lottery and retail teams.

To motivate the team to promote growth and achieve weekly, monthly and annual targets, maximising potential whilst delivering exceptional customer service.

To ensure business continuity and sales targets are achieved across retail and lottery which will involve actively participating in sales activity.

### Organisational Chart



### Key Responsibilities

#### Communication and relationships

- Use effective communication skills to effectively coordinate the operational delivery of the Retail and Lottery team, ensuring that operational matters are actioned appropriately and promptly to ensure business continuity is maintained across both retail and lottery operations.
- Be able to communicate complex information such as regulatory and compliance information in a straightforward and understandable manner to teams.



- Communicate and build relationships with teams to persuade, motivate and persuade teams to reach sales targets.
- Communicated effectively with staff and volunteers to support operational delivery, using effective communication skills to break down any barriers to understanding.
- Identify sales opportunities to promote the Win Win Lottery across County Durham. Use communication skills to create opportunities to promote the Lottery - building relationships with new and existing supporters, both individual and corporate, to support the development of the lottery and maximise income generating potential.
- To be the liaison between the Retail Teams and Hospice Estates Team to ensure that any estates issues are appropriately reported and actioned.
- Provide advice and instruction to the Lottery Promoter team to support the coordination and management of sales activities. This will include for example, regular communication with Lottery Promoters (as a team and individually) on performance to reach sales targets.
- Use effective communication and relationships skills to provide management and coordination of the Retail Drivers ensuring that Retail collections and deliveries are managed effectively.
- Communicate and build relationships with any third-party suppliers and or agencies to ensure the smooth operational delivery of services across Lottery and Retail (for example, the EPOS till provider, Lottery database providers)
- Establish effective working relationships with external suppliers regarding canvassing and recruitment services and to ensure targets are met.
- Communicate effectively with the Lottery Administrators and Retail Coordinators to ensure administrative processes are managed effectively and a high level of customer service is delivered.
- Communicate and train the Lottery Promoter Team on lottery operating procedures including regulatory and legal requirements to ensure activities taking place are compliant with Lottery Codes and Conditions of Practice. This may involve providing advice, instruction or training in a group setting.
- Ensure that the Retail and Lottery handbooks, which communicate expected standards, are kept updated.
- Succinctly articulate and promote the Lottery using effective sales skills which will require using tact and persuasion.
- Use excellent communication skills to provide outstanding customer service when undertaking sales in Retail shops.
- Communicate effectively with Lottery Promoters to motivate the team to achieve sales.
- Attend and contribute to Lottery and Retail meetings. Discuss and update on sales activities.
- Attend a weekly managers huddle and update on operations across Retail and Lottery.
- To be in close contact with the Lottery and Retail Team to monitor progress against the business plan and adapt activities based on performance.
- Communicate the opportunity of lottery membership to the general public without pressurising or damaging the reputation of the Hospice.
- Build excellent relationships with local venues and increase the likelihood of return visits.
- Contact new lottery members and cancelled members to gain insights into the sign up process and reasons for any cancellations. Identify and make recommendations for improvements to the Sales Manager,
- Maintain and develop appropriate and effective levels of communication internally and externally and with all levels of seniority.
- Represent the Hospice at public speaking engagements and presentations at meetings and conferences.
- Identify publicity opportunities and supply information for press releases and marketing information for social media and publications such as Insight, our bi-annual newsletter.
- Support the coordination of any actions to support the management of the North East Hospice Lottery including management and ensuring business continuity.

## Compliance

- Comply with the Gambling Act 2005 insofar as it relates to Society Lotteries.
- Comply with the Lottery Codes and Conditions of Practice of the Gambling Act 2005.
- Comply with the Code of Fundraising Practice.
- Comply with Ethical Fundraising Policy and Statement.
- Ensure compliance with Retail regulations and stay abreast of Charity Retail Association information to ensure compliance.
- Manage Lottery submissions monthly to the Gambling Commission.



## Analytical and judgemental skills

- Oversee customer satisfaction scores and feedback and be responsible for analysing and reporting scores into the Sales Manager.
- Monitor performance of lottery sales and produce reports and analyse information to provide to the Sales Manager. For example, sales performance, development, membership, staffing, cancellations.
- Work with the Sales Manager and Lottery Marketing Coordinator to test and measure outcomes as a result of adopting different sales approaches and techniques alongside marketing activities to maximise member conversion.
- In the coordination and delivery of retail and lottery operations, the post holder will be required to compare a range of options to support business continuity and to support in making appropriate decisions. For example, staffing levels, estates matters, shop closures. This would require an assessment of risk versus opportunity and will require the post holder to analyse those options to support decision making.
- Evaluate the success of sales activities in feedback reports to Sales Manager.
- Sell assertively but not aggressively and judge accurately when no means no. Use judgement skills to ensure that the wider Lottery Promoter Team are also adopting appropriate selling techniques.
- Monitor and analyse sales performance, exercising judgement skills to support the achievement of individual and team targets.
- Use data systems to retrieve and analyse data to inform the development of lottery and retail sales activities.
- Be solution driven and use own initiative to weigh up and make informed decisions.

## Planning and organisational skills

- Support the development and implementation of the Operational Plan for the Lottery and Retail teams.
- Manage own time effectively and prioritise own workload.
- To project manage areas outlined for delivery in the operational plan such as implementation of new till systems, new shop fits, estates work as appropriate. Some of these projects may involve complex activities that require the formulation and adjustments of plans. For example, staff or work planning, allocation and re-allocation of tasks, situations or staffing on a daily basis to meet business requirements, coordinating activities with other professionals and agencies.
- Develop and implement plans to acquire new lottery members through sales activities (acquisition) and to retain existing supporters (retention).
- Project manage key sales activities and campaigns and monitor results.
- Provide effective coordination to the team of Lottery promoters ensuring staffing resources are positioned effectively to maximise sales. This will include planning and organising Lottery Promoters time, activities and staffing rota's.
- Use planning and organisational skills to ensure short and longer term plans are achieved, making any adjustments to achieve targets and operational requirements.

## Physical skills

- The use of a computer and keyboard is a requirement of the role.

## Patient/Client Care

- Occasional ad hoc contact with people who are or have used our services or their relatives may be required.
- Communicate effectively and sensitively with the general public and with those who have been bereaved, ensuring confidentiality is maintained.

## Policy and Service Development

- Make recommendations regarding service improvements for Lottery and Retail to the Sales Manager.
- Responsible for the development of standard operating procedures for Retail and Lottery in line with policy.
- Hospice policies and procedures should be complied with at all times.

## Financial and Physical Resources

- Responsible for contributing to the development of the Lottery and Retail team budgets making recommendations to the Sales Manager with a focus on maximising return on investment as well as value for money.
- Delegated budget holder for the Retail and Lottery Team including authorising expenditure within an allocated budget up to an agreed amount and in line with the Hospices Purchasing policy.
- Responsible for producing financial reports to the Sales Manager to support decision making.
- Review income and expenditure budget at key intervals throughout the year and adjust working practices accordingly to ensure income targets are met.
- Takes responsibility for handling lottery payments in line with St Cuthbert's Hospice policies and procedures.
- To achieve agreed performance and sales targets and work within financial expenditure constraints.
- Ensure adherence to sales procedures and handling of donations ensuring compliance with legal and statutory regulations and codes of conducts.
- Responsible for the safe use of equipment by self and the Lottery and Retail Teams.
- Responsible for maintaining stock control and security of stock.
- Report as necessary any faults re: equipment or office accommodation and ensure the safety and security of the building is met.

## Human Resources

- To manage and support members of the Lottery and Retail Team to achieve their set objectives and exceed set targets, ensuring the delivery of excellent customer service and maximizing opportunities to increase awareness of the Hospice.
- Responsible for the day-to-day management of members of the Lottery and Retail team including participation in the recruitment process, induction, training, performance management, appraisal, and initial stages of grievance and discipline.
- Train, manage and motivate line reports to work to a high professional level through direct involvement or supervision of activities as appropriate.
- Conduct regular 1-1 meetings with staff and annual individual performance reviews (appraisals).
- Manage staff and volunteer absences and holiday cover.
- Report any Human Resource concerns to the Sales Manager.
- Undertake health and safety risk assessments to comply with the Hospice Health and Safety Policy.
- Attend mandatory training and other training courses as required and ensure that Lottery Promoters training needs are fulfilled, as required.
- To ensure lone workers have regular supervision, contact and support.

## Information Resources

- Maintain accurate and up to date records of sales activities on lottery database and electronic point of sale system.
- Preserve the confidentiality of any information regarding patients, customers, staff, volunteers and the business of the Hospice.
- Responsible for reviewing and checking own data and that of line reports are held and updated on the HR web version is up to date and accurate and report any inaccuracies to the HR department.
- Ensure that fundraising and sales activities are undertaken in line with the Code of Fundraising Practice.
- Responsible for collation of accurate lottery and retail sales figures.
- Responsible for compliance with legal and statutory regulations.
- Adhere to Hospice Information Governance policy and procedures.
- Ensure that lottery records and paperwork are at all times secure.

## Research and Development

- Continually look for ways to improve the quality of the service one provides to members to support lottery growth.
- Represent St Cuthbert's Hospice at meetings/conferences and use the sharing best practice opportunity to enhance our own lottery.
- Look for areas to develop the Hospice lottery to keep up to date with other UK lotteries.

## Freedom to Act

- Work on their own initiative overseen by the Sales Manager.
- Management of own workload deciding when reference to the Sales Manager is required/appropriate.
- Adopts a flexible approach with the ability to work using own initiative as well as working with other team members and volunteers.
- Act professionally at all times as an ambassador of the Hospice.

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## Effort & Environment

### Physical

- Able to play an active role in the running of events, including setting up stalls and tables, delivering and unloading lottery support materials; assembling stands, gazebo's and promotional displays.
- Frequent requirement to undertake promotional activities which may require long periods of standing or walking.
- This role involves an occasional requirement to exert moderate physical activity for several long periods over a shift when handling sorting and processing of donated and new goods. To include lifting and handling furniture, moving sacks, and boxes in the workplace, and to the retail van and also in assisting customers with purchases.
- Able to work at a computer desk for long periods (i.e. more than half a day).

### Mental

- Attention to detail is a vital part of the job role.
- Concentrate on occasions and adapt to changing and unpredictable work patterns throughout the working day.

### Emotional

- Exposure to distressing or emotional working conditions is rare; however this may occur when spending time with a donor, guest or relative. Should the occasion arise support and advice will be offered.

### Working Conditions

- Sales and promotional work is often done outdoors and therefore on occasions in adverse weather conditions.
- Limited space and movement of goods on a daily basis require effective management to ensure Health & Safety is paramount
- Occasional exposure to highly unpleasant conditions during the process of sorting donated goods

### Data Protection and Confidentiality

- All employees have a responsibility in line with information governance to maintain confidentiality and ensure the principles of the Data Protection Act 1998 are applied to patients, clients, staff, volunteers and Hospice business information, including electronic information. Only information required to fulfil the duties of the role should be accessed by the post holder.
- All employees have a responsibility to use electronic systems in a way that preserves the dignity and privacy of people, helps to ensure services of the highest quality, and is compliant with the law and Hospice policies and procedures

### Health and Safety

- The Hospice will take all reasonably practical steps to ensure the health, safety and welfare of its employees while at work. Employees will familiarise themselves with the Health and Safety Policy and procedure as well as the fire procedures and ensure a safe working environment for self and others in line with these.

## Safeguarding

- All employees within the Hospice have a responsibility for, and is committed to, safeguarding and promoting the welfare of children and vulnerable adults and ensure they are protected from harm.
- All employees should make themselves aware of the policies and procedures of safeguarding, take personal responsibility as far as is reasonably practicable, to safeguard children and vulnerable adults, complete statutory and mandatory training and take appropriate action as set out in the Hospice's policies and procedures.

## Infection Control

All employees have a responsibility to ensure the risk of infection to themselves, colleagues, patients, relatives and visitors is minimised by:

- Attending mandatory training and role specific infection prevention education and training
- Challenging poor infection prevention and control practices
- Ensuring their own compliance with Hospice Infection Prevention and Control policies and procedure.

## Equal Opportunities

- The Hospice welcomes all persons without regard to race, religion or belief, age, gender re-assignment, sex, sexual orientation, pregnancy or maternity, marriage or civil partnership, physical or mental disability. The Hospice aims to provide services in a manner that enables all members of the community to access them.
- Employees must behave in a non-judgemental manner that respects the differing needs and cultures of others

**Note:** This post is deemed to require a Disclosure check via the Disclosure and Barring Service. Therefore it will be necessary before the appointment to contact the DBS to check on any relevant criminal background.

This job description is not intended to be an exhaustive list of duties and responsibilities of the post and the post holder may be requested to carry out duties appropriate to the grade of the post.

The post may change over time to meet organisational/personal requirements, and this job description may be changed after consultation with the post holder

Some flexibility in the hours worked will be essential at times to meet demands placed on our service.

The post holder shall perform their duties at any other reasonable location to which they may be directed from time to time by the Employer

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## Job Description Agreement

**Signature of Post holder:** ..... **Date:** .....

**Signature of Manager:** ..... **Date:** .....



# Person Specification

<b>Post Title:</b>	Operations Manager - Retail & Lottery	<b>Grade:</b>	<b>Department:</b> Income Generation	
<b>Criteria relevant to the job</b>	<b>Essential</b> Requirements necessary for safe and effective performance in the job	<b>Method of Assessment</b>	<b>Desirable</b> Where available, elements that contribute to improved/immediate performance in the job	<b>Method of Assessment</b>
Qualifications and Training	Good standard of education to A level or equivalent  English and Maths GCSE grade A-C or equivalent	Application form	Management qualification.  Qualification in Sales, Retail, Marketing or Customer Services.	Application form
Experience	Retail/Customer Service/ Sales Management experience in the commercial or voluntary sector. Experience equivalent to NVQ level 4.  Experience working in a team leader / coordinating role.  Demonstrable experience of achieving sales targets and motivating a team to achieve targets.  Proven track record of managing and delivering successful sales activities.  Experience of inputting & extracting data from databases / reports to support the monitoring and analysis of sales activities.	Application form  Interview	Management experience in the voluntary sector.  Experience working with volunteers.	Application form / interview
Skills and Knowledge	Specific knowledge of sales, operation and administrative processes with skills and knowledge to deal with a range of non-routine activities such as work allocation, problem solving, answering queries, and progress chasing.  Management, leadership and training skills.  Excellent administrative skills  Good knowledge and understanding of sales and customer service.  Excellent communication skills.  Good understanding of Health and Safety.  Computer and IT skills.	Application form/ interview	Marketing knowledge.	Application form / interview

# Person Specification

<b>Post Title:</b>	Operations Manager - Retail & Lottery	<b>Grade:</b>	<b>Department:</b> Income Generation	
<b>Criteria relevant to the job</b>	<b>Essential</b> Requirements necessary for safe and effective performance in the job	<b>Method of Assessment</b>	<b>Desirable</b> Where available, elements that contribute to improved/immediate performance in the job	<b>Method of Assessment</b>
Personal Attributes	<p>Excellent interpersonal and communication skills.</p> <p>Ability to work on own initiative.</p> <p>Ability to manage and motivate a team.</p> <p>Ability to make reactive and proactive decisions.</p> <p>Motivated and passionate about business and customer service.</p> <p>Adaptable and flexible.</p> <p>Positive and enthusiastic attitude.</p> <p>Able to evidence behaviour consistent with the Hospice values of professionalism, choice, compassion, integrity, respect and reputation.</p>	Interview		
Special Requirements	<p>Physically able to undertake the role, to include transporting marketing resources and working in a shop.</p> <p>Some flexibility in the hours worked (some unsociable hours may be required as part of this post) lengthy periods of standing/sitting while canvassing.</p> <p>Full driving licence, access to own vehicle with comprehensive business insurance as the post holder will be required to work in the area assigned, which may include remote locations.</p>			

**Signature of Post holder:** ..... **Date:** .....

**Signature of Manager:** ..... **Date:** .....

### **Accessible Information**

If you would like a copy of this leaflet in large print, an audio format, explained in your own language or any other format, please let a member of the team know and we will do our best to support this.



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St Cuthbert's Hospice, Durham is registered by the Charity Commission  
as a Charitable Incorporated Organisation.  
Charity Number: 519767 VAT Number: 997305770.  
Registered Office: St Cuthbert's Hospice, Park House Road, Durham, DH1 3QF