

Hospice Trustee Network Meeting

'The changing face of retail'
Tuesday 30th June 2026

Welcome and Introductions

Lorraine Chapman

Chair, Hospice Boards Council, Hospice UK &
Chair of the Board of Trustees, The Kirkwood

Housekeeping



Please keep your mic muted unless you are asking a question



Please note that the presentations (excluding the Q&A) are being recorded.



The recording and slides will be shared with you after the event, and we'll notify you by email



Please use the Chat function to ask any questions



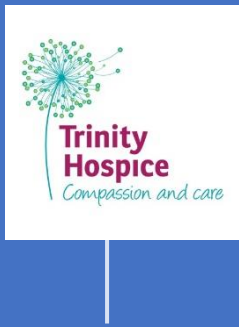
AI bots are not permitted in these meetings and will be removed

Agenda

11:00	Welcome and introductions	Lorraine Chapman Chair, Hospice Boards Council, Hospice UK
11:05	Retail Journey	Paul Guest , Head of Retail & Volunteering, Trinity Hospice Blackpool
11:25	Q&A	All
11:40	Hospice UK updates and Close	Lorraine Chapman Chair, Hospice Boards Council, Hospice UK

Trinity Hospice Blackpool

Retail Journey



Trinity Hospice

- Introduction
- The journey 13 to 36
- New store process
- New store layout
- Staffing levels
- AUP
- Decoded stock
- Trinity Brand
- Shop equipment
- Less is more
- Empowerment
- Niche stores
- Volunteers
- Digital screens



Introduction

Career in charity for over 28 years

- Branch Manager
- Area Manager
- Regional Manager
- Head of Retail
- Assistant Director
- Deputy Director Retail Sales and Operations National
- Director of Retail
- Head of Retail & Volunteering

Empowerment of staff

- Store managers were given empowerment of the store
- Process to sell not fill
- Standards
- Targets
- Price according to label , condition
- But what comes with empowerment is Accountability ...If targets not met what is your solution to recover
- You manage the store not own it



New Store Process

- Type
- Size
- Location
- Business plan
- Lease
- Schedule of conditions (photos)
- Solicitors fixed price
- Fixtures & Fittings
- Staffing
- Stock
- 7-day turnaround
- All new stores 7-day trading
- Merchandising
- Soft open
- No sale checks till end of day



Standard throughout all new stores

35-hour BM

21-hour SA

Stores would open
7 days

Usual time 9.30 till
4.30

Or 10.00 till 5.00

Volunteer
recruitment drive
before open

AUP Would reflect
quality &
condition

Demographics
shouldn't stop
charging what the
item is worth



13-mile radius to reach the goal

- Community stores
 - Donation centres
 - Superstore
 - Books
 - Men's
 - Children's
 - Furniture
-
- **No town centre stores**



Diversify

- We decided to trial a different brand name to see if we could charge maximum for items plus increase gift aid with less negativity
- **Attire by trinity hospice** ...Gents standalone
The Attire name caused much interest and the way it was merchandised people didn't think it was a standard retail charity shop
We charge much more than the average retail charity store and very few complaints
- Polo shirts from £15.00
- Jeans from £22.50
- Sweaters from £20.00
- Track suit tops from £25.00
- Jackets from £40.00
- Shoes from £40.00
- Flat caps from £15.00



Store profiles Trinity & Brian House

- Community stores • 21
- Donation centres • 3
- Superstore • 3
- Books • 3
- Men's • 3
- Children's • 1
- Furniture • 2



Cluster Stores Targets

Was Per Week £12.3K

- **Fleetwood £3K**
- Fleetwood furniture
- BHFDS
- **NOW £10k**

- **Lytham £3.8K**
- Lytham BH
- Attire
- **NOW £8K**

Now Per Week £35.5K

- **Cleveleys £3K**
- BHC
- Book store
- Superstore
- **NOW £16.5K**

- **St Annes £2.5K**
- Attire
- St Annes DC
- Str Annes Book store
- **NOW £9K**



Superstore ;
Run on D
Coded stock





Superstore



Superstore





Lytham Re Fit

Lytham Re Fit





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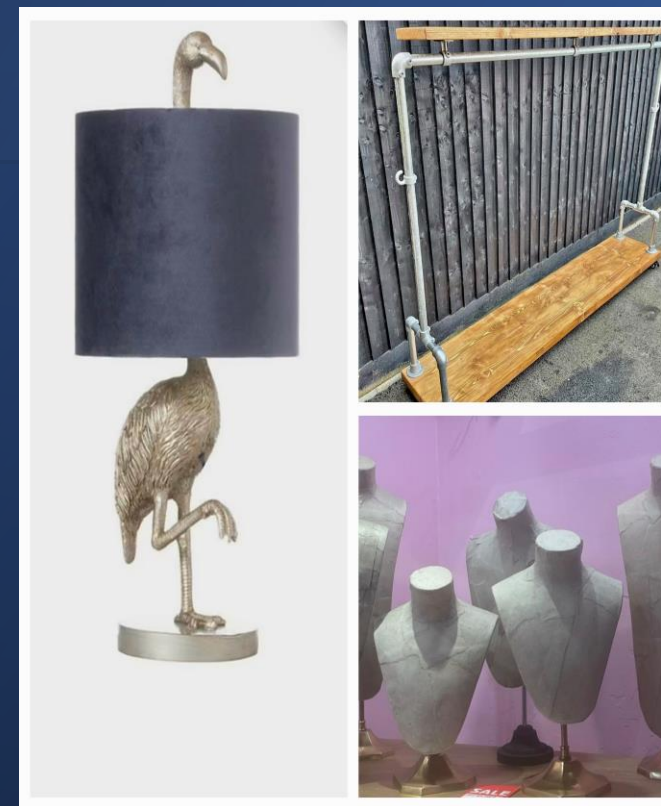
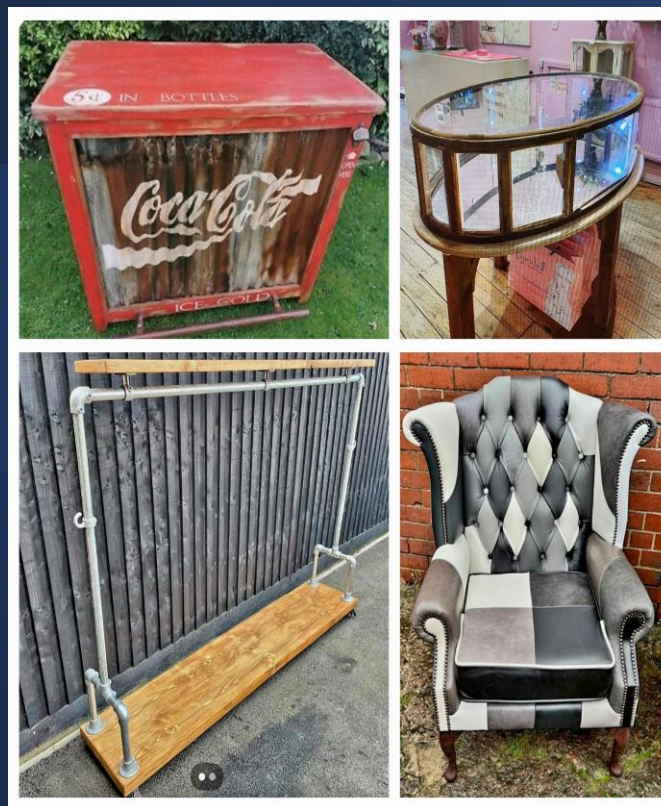
Attire Lytham



Wood Street Books



Equipment used



Equipment used





Digital Screens



Financial Turnaround Toolkit

- This toolkit has been designed for hospice leaders and boards who are having to navigate a financial turnaround.
- The toolkit offers clear, pragmatic support to help you navigate the immediate challenge, protect what matters most, and move forward with purpose.
- It can support you through the process of stabilising finances when income no longer matches costs, while protecting, as far as possible, care for patients and families.

Scan me



Feedback



Please consider sparing a few minutes to answer this feedback survey, so we can continue to improve future network meetings:

<https://www.surveymonkey.com/r/KRQBSSK>



Thank you