



each

East Anglia's
Children's Hospices

Welcome to our Retail Celebration



Our Year in Retail



2025/26 Objectives for EACH retail



- Support staff and volunteers in achieving their goals and enhance line management to guide teams and address performance more effectively
- Achieve Annual Income of **£9,890,967** with **2.5%** LFL
- Achieve Annual Surplus of **£2,850,714** (Trading margin of 29.1%) through implementing tighter expenditure control and reducing non-essential costs
- Grow Gift Aid to **£925,258** at **47.1%** of donated sales*
- Grow eCommerce income to **£801,671**** with 10% growth
- Grow our Trading income to **£644,152**, including £126,105 of Café income.
- Open **5** new shops to reach **57** and continue our refurbishment programme

* After central adjustment ** Total income inc Postage

2025/26

Week 52

ex. Thetford income (inc Rag) / inc. New Goods, eBay, Each Book Shop, Style with EACH & Gift Aid

2023/24	Actual Income	Budget*	Var	Last Year	Var
Total LFL Income	8,431,847	8,392,221	0.5%	8,105,949	4.0%
Total New Shops	1,279,192	1,144,105	11.8%	419,827	
Total Income	9,711,039	9,536,326	1.8%	8,525,776	13.9%

- Donated Sales +0.8% LFL
- Ladies Clothing ASP £5.76 +0% LFL
- Growth in New Goods +12%, Gift Aid +6%, eCommerce +10% & NEW Recycling
- Strong new shop performances.

Money Spinners!



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Perfect Gift £81,022
World of Books £51,625
Recycling Sales £132,671
Add 25p donations £15,000



Retail Awards

*Shooting Star
Award*

2026



Delivering Exceptional Income Growth

Shooting Star Award – Highest growth

Holt

Frinton

Huntingdon

Soham

Ely

Gift Aid Conversion– 2025/26*

Year to March (shop claim)



% of Sales that attract Gift Aid	Actual	Budget
LFL shops	50%	50%
New Shops	42%	40%
TOTAL for all shops	49.2%	48.8%

- ✓ Strong recovery with March GA conversion 52%
- ✓ New targeted approach to GA improvement
- ✓ New objective for 26/27 – Improve donor email % (Almost 40,000 live GA donors without an email address)

• Our Gift Aid claim Year to Date is **£965,556**



* Before Central Adjustments

Retail Awards

Gift Aid Shop of the Year

2026

Going above and beyond to drive Gift Aid



Gift Aid Shop of the year – Highest Conversion

Felixstowe

Ipswich

Long Stratton

Cherry Hinton

Unthank Road

Retail Awards

Gift Aid Shop of the Year

2026

Going above and beyond to drive Gift Aid



Gift Aid Shop of the Year – Most Improved

Hinton Road

Cromer

Framlingham

Long Stratton

Halesworth

eBay 2025/26

Year to March



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	Actual	Budget	Var	Last Year	Var
Total Income*	475,082	440,500	7.9%	422,022	12.6%

- ✓ Average Selling Price **£22.14** (Target £20).
- ✓ 90 eBay Champion+ in 51 shops LIVE listing.
- ✓ 12 Regional Trainers.
- ✓ £50,000 Gold sales
- ✓ New £7.99 Threshold

What's coming:

- ✓ A Focus on HERO Category Selling for 2026/27
- ✓ AI based research and listing!

* Excludes postage, includes Thetford

Retail Awards

eBay

Shop of the Year

2026

A large, five-pointed orange star is positioned on the right side of the image. It is tilted slightly to the right. Inside the star, the words "Highest Income" are written in white, sans-serif font, arranged in two lines.

*Highest
Income*

Going above and beyond to drive sales of eBay

eBay Shop of the Year – Highest Income

Poringland

Thetford - RDC

Long Stratton

Bowthorpe

Dovercourt

Retail Awards

eBay

Shop of the Year

2026



*Most
Improved*

Going above and beyond to drive sales of eBay

eBay Shop of the Year – Most Improved

Whittlesey

Attleborough

Clacton

Fitzroy Street

Soham

EACH Book & Media Shop 2025/26

Year to March

	Actual	Budget	Var	Last Year	Var
Total Income	149,836	148,350	1.0%	109,448	36.9%

- ✓ ASP **£12.31** (Target £12.80)
- ✓ Threshold increased to £7.00
- ✓ Introduced Non-barcoded books and media

What's coming:

- ✓ A focus on increasing our stock quality, sales output and ASP in 2026/27



* Excludes postage & recycle income

Retail Awards

*EACH Book &
Media Shop*

A large, five-pointed orange star graphic is positioned on the right side of the page. Inside the star, the text "Highest Income" is written in white, slanted font.

*Highest
Income*

Shop of the Year

2026

Going above and beyond to drive sales on the EACH Book & Media Shop

EACH Book & Media Shop – Highest Income

Thetford - RDC

Cherry Hinton

Long Stratton

Cherry Hinton
Road

Cambridge,
Histon Road

Retail Awards

*EACH Book &
Media Shop*



Shop of the Year

2026

Going above and beyond to drive sales on the EACH Book & Media Shop

EACH Book & Media Shop – Most Improved

Unthank Road

Angora Park

Royston

Soham

Felixstowe

Style with each – 2025/26

fashion that doesn't cost the earth - Year to March



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	Actual	Budget	Var	Last Year	Var
Total Income	£75,185	£97,500	-23%	£73,675	+2%

- ✓ ASP **£26.18** (Target £20)
- ✓ Increased incoming stock to 2 boxes per shop per week

What's coming

- ✓ More listings, more sales!
- ✓ AI based research.
- ✓ Style with EACH Champions.
- ✓ Be more active with socials to increase our followers.



[instagram](#)

Retail Awards

Style with EACH

Shop of the Year

2026

A large, five-pointed orange star graphic is positioned on the right side of the image. It is tilted slightly to the right. The text "Highest Income" is written inside the star in a white, sans-serif font, oriented diagonally to follow the star's shape.

*Highest
Income*

Going above and beyond to drive sales from Style with EACH

Style with EACH shop of the year – Highest Income

Saxmundham

Poringland

Long Stratton

Bury

Cherry Hinton

Retail Awards

Style with EACH

Shop of the Year

2026



Going above and beyond to drive sales from Style with EACH

Style with EACH shop of the year – Most Improved

Fitzroy Street

North Walsham

Halesworth

Angora Park

Soham

Trading Income 2025/26

Week 52

	Actual	Budget	Var	Last Year	Var
New Goods	455,697	412,192	11%	364,869	25%
Xmas Cards	116,751	98,040	19%	96,082	22%
Café Income (menu & prepack)	114,717	126,105	-9.0%	31,759	261.2%

- ✓ New Ranges = growth!
- ✓ Great support behind the scenes
- ✓ New Goods Champions.
- ✓ Xmas cards pricing & replen
- ✓ Café +14% since January

What's coming:

- ✓ Assortment planning.
- ✓ Stock Takes on Shop Tablets.



Retail Awards

*New Goods
Shop of the Year
2026*



Going above and beyond to drive sales from New Goods

New Goods Shop of the Year – Highest Income

Ely

Holt

Southwold

Cromer

Woodbridge

Retail Awards

New Goods

Shop of the Year

2026



*Most
Improved*

Going above and beyond to drive sales from New Goods

New Goods Shop of the Year – Most Improved

Royston

Bungay

Huntingdon

Colchester

Diss

New Shops



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New shops:

Opened this year: Stowmarket (June 19th) , Castle Street Norwich (Aug 14th), Kings Lynn (March 5th),

Opening Soon:, St Neots (May 7th) , Aylsham (tbc), Aldeburgh (tbc)

Under review: Rowntree Way Norwich,



£40,000 spent on refurbbs



2025/26 Objectives for EACH retail



- Support staff and volunteers in achieving their goals and enhance line management to guide teams and address performance more effectively
- Achieve Annual Income of **£10,010,952** with **4.0%** LFL
- Achieve Annual Surplus of **£2,982,040** (Trading margin of 29.8%) through implementing tighter expenditure control and reducing non-essential costs
- Grow Gift Aid to **£945,646** at **48.2%** of donated sales*
- Grow eCommerce income to **£791,400**** with 10% growth
- Grow our Trading income to **£684,967** including £113,267 of Café income.
- Open **3** new shops to reach **55** and continue our refurbishment programme.

* After central adjustment ** Total income inc Postage



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2026/27 – What's next!

2026/27 Objectives for EACH retail

- Support staff and volunteers in achieving their goals and enhance line management to guide teams and address performance more effectively
- Achieve Annual Income of **£10,883,788** with **3.4%** LFL
- Achieve Annual Surplus of **£3,082,530** (Trading margin of 28.3%)
- Grow Gift Aid to **£1,027,854** at **48.1%** of donated sales*
- Grow eCommerce income to **£885,029****.
- Grow our Trading income to **£737,947**, including £125,269 of Café income.
- Open **4** new shops to reach **59** and continue our refurbishment programme.
- Reduce the volume of unsaleable stock moving through our supply chain.

* After central adjustment (50.4% before adjustment) ** Total income inc Postage

Employee Engagement Key actions

(shops)

- Stop sending rubbish around the charity!
- Shops to have their own budget for food & drinks.
- Sales Supervisor & Deputy Manager meetings every quarter.
- Stop wordy store communications.
- Stop all campaigns being in all shops.
- More videos on how to do things (as opposed to written guidance).
- Line Management training for new managers.
- Stop line management training at every quarterly meeting (but have it available online to refresh)
- Restart Hospice tours.



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Retail Awards
2026

*Firstly....a Thank
You to every
shop*



Retail Awards

*Team Player
Award*

2025

Going above and beyond to support the team across the region

Team Player Award

Alison Matthews

Sam Crofton-
Sleigh

Brigitte Youngs

John Hewitt

Sean Buckner

Community Champion Award

2025

*Delivering outstanding customer service, community engagement
and volunteer leadership to make us the most loved community
shop.*

Community Champion Award

Anna Moody

Kathryn Newell

Ian Cossar

Gill Partridge

Lou Myers

Retail Awards

Rising Star Award

2025

*Demonstrating exceptional retail results and working hard to
becoming the most loved shop in their community*

Rising Star Award

Olena Kulaieva

Lesley Williams-
Frost

Sue Nettleingham

Andy Bennett

Kim Jewell

Retail Awards
2025

Thank You