

acorns

Your local children's hospice

Supporting People to Drive Success

21st November 2023

Acorns Children's Hospice



- > Founded in 1988
- > 3 Hospices
- > Support 800+ children and 1200+ families
- > Costs over £11 million P/A
- > 360+ staff, 100+ in retail, 950+ volunteers
- > 45 shops

Culture and Model

- > To provide sustainable profit to provide care
- > Shops focused on donated sales and gift aid without distractions
- > Shop Gift Model
- > SPICE



3-year Strategy and People Plan

- > **People and Property**
- > Leadership and culture
- > Pay and Benefits
- > Recruitment
- > Talent management
- > Training and Development
- > Performance Standards
- > Volunteering

Buy In



- > Leadership Days
- > Area Meetings
- > Business Development Visits
- > My Career
- > Consistent and Persistent

Leadership and Culture

Maximising profit to provide care by
enabling shop teams

- > New Management Structure
- > Business Coach for RSLT
- > Focus on the Big Rocks
- > Winning Temp and comms
- > Managers Working Group
- > Values Awards



Pay and Benefits



- > Benchmarked
- > Real Living Wage
- > Wellbeing initiatives
- > My Career based bonuses

Recruitment

- > Welcome Days
- > Hiring for Retention
- > New Induction program



Talent Management



- > Great number 1 and number 2 (3,4...)
- > Talent Mapping
- > Linked to My Career
- > Kickstarters and apprenticeships
- > Talent Pathway

Performance Standards

- > Mystery shopper customer service audits
- > Business Development Visits
- > My Career
- > PIPs
- > On going support



Training and Development



- > Acorns Academy
- > 9 Things that leaders do, Wellbeing, Coaching in the moment
- > Talent Pathway

Volunteering

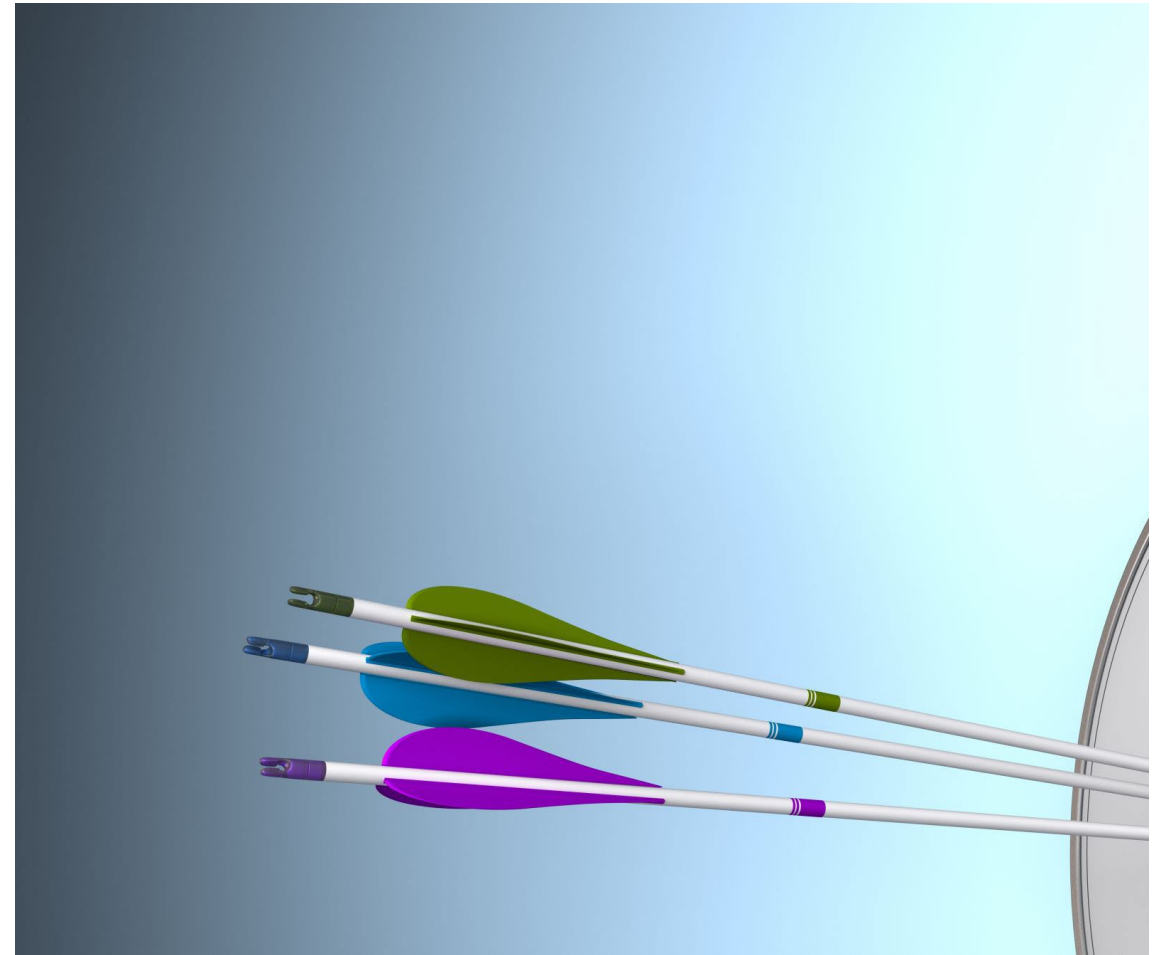
- > New recruitment materials
- > Dozens of events
- > Young Persons
- > Corporate
- > Probation
- > Key Volunteers
- > Shops refitted



Outcomes

- > More volunteers
- > More Gift aid
- > More sales
- > Well motivated workforce
- > In 2022 only 1 staff left within 12 months of joining

**Sustainable profit to
provide care**



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***Supporting People to drive Income in their
Community through Empowerment***