

Business Plan 2017-18

Coeliac UK

1 Introduction

- 1.1 This plan covers a two year period with the second year remaining indicative in the milestone chart and its budget and plans will be reviewed in a rolling business plan next year.
- 1.2 The plan is the Charity's most ambitious ever and rightly so ending in the Charity's 50th Anniversary year of 2018. Our campaigning activities will be ramping up yet again. The *Is it coeliac disease?* campaign has proved very successful with over 50,000 people completing our self-assessment tool - so much so that our commercial supporter, Thermo Fisher, has agreed to provide an additional £145k to extend the campaign through to 2017. The main campaigning focus of the year will be on improving access to gluten-free options outside of home. Having already asked our Members what we should concentrate on, we will be making hospitals, trains and planes, and entertainment venues the target of a *Make mine gluten-free campaign*. We have already signed up M&S to sponsor the campaign. And, we will be rebooting our Gluten-free Guarantee campaign with a new standard aimed at convenience stores and an objective to sign up one more major retailer for the main standard in year. This campaign will be all the more important as we continue to fight the scrapping of gluten-free prescriptions in the NHS looking at all options to protect the most vulnerable.
- 1.3 Our work in 2016 to make the Charity relevant and engaging for the next phase in its development, looking at how we present ourselves, improving our food information services will be completed by the early 2018 with the delivery of better recipes and cooking services, and a whole new website designed to engage existing and new audiences.
- 1.4 Finally we will be publically launching a major Research Fund appeal which is a fitting tribute to the Charity's 50th year and the tens of thousands of people who have contributed to the Charity's success in the preceding five decades.
- 1.5 The Charity's finances are robust with reserves capable of supporting the proposed investment in developments for 2017.
- 1.6 On that basis we have budgeted for a 7% growth in income in 2017 and 4% in 2018. Expenditure is set to increase by 4% in 2017 but reduce by 4% in 2018. This will provide a small deficit budget in 2017 and return to surplus in 2018.

2 Key objectives of plan

- 2.1 2017 will be the year of campaigning for the Charity. Our diagnosis campaign will continue with more tv ads, social media marketing, and a particular targeting of

healthcare professionals based on the new NICE Quality Standard which pushes more testing.

- 2.2 We will launch our new eating out campaign *Make mine gluten-free* during Awareness Week with new campaign collateral to engage the Membership and our wider supporter base. We will use the opportunity to build broader and deeper relationships with the catering sector, creating new tools to help businesses make gluten-free options the norm whenever eating out. We are looking for an outcome of a 20% increase in menu options and a 25% increase in the number of restaurant brands offering gluten-free options.
- 2.2 We will use our new Gluten-free Guarantee Standard to sign up at least two convenience store chains during the year and one more major retailer to the large store standard.
- 2.3 To help make an impact in our campaigning and engage our supporters better we will roll out our new look and feel across all of the Charity's work through the year. We will work to completely redesign our website incorporating our *Is it coeliac disease?* self-assessment tool as a first step to diagnosis. Our target is to increase the Membership base to 72k by the end of 2017.
- 2.4 We will continue to build our presence in Scotland and Wales. In particular, we will be working with our active and enthusiastic Membership in Scotland to get the diagnosis message out as well as addressing the areas where there are few eating out options. And we will be working to ensure the work on the Scottish Government's coeliac disease clinical pathway is completed and implemented quickly. In Wales, we will work with NHS Wales to assess the added benefit of GP audit software in increasing diagnosis and the potential for extending roll-out in the UK. We will also develop our commercial engagement in Wales by organising the first Gluten-free food event, at the same time extending our reach to potential new Members and supporters, embracing new Member engagement.

2.7 Activities against aims are:

Aim 1 Support

- Roll out further recruitment and retention activities proactively marketing for new Members and refining service offering based on feedback.
- Improvements to the recipe service.
- Create a digital Member first year magazine.

Aim 2 Better diagnosis and management

- Complete major diagnosis campaign.
- Secure gluten-free prescriptions for the most vulnerable with ongoing engagement with Commissioners.
- Ensure Commissioners are held to account against the NICE Quality Standard.
- Ensure a Scottish clinical pathway is appropriate and implemented.

Aim 3 Better access to foods in the shops

- Launch Gluten-free Guarantee for convenience stores signing up 2 convenience chains and 1 major retailer for the large store standard.
- Increase the number of brands showing the Crossed Grain symbol by attracting 84 new licence holders.

Aim 4 Eating out

- Create and launch the *Make mine gluten-free* campaign using the mix of campaign elements successfully used in *Is it coeliac disease?:* social media marketing, campaign microsite, activities for supporter action.
- Create a new catering video and support material for businesses looking to offer gluten-free.

Aim 5 Research

- Hold new research conference.
- Develop a major new research spend programme with the creation of a Research Fund Development Board and a Research Fund Awards Panel.

Aim 6 Value for Money

- Design for launch early 2018 new website.
- Build major new appeal for Research Fund.
- Gain Investors in Volunteering standard and extend our volunteering reach.

3 2017-18 Budget

3.1 The proposed budget is an investment one with a net deficit of £186k in 2017 and a surplus of £127k in 2018. The Charity has enough reserves which are able to absorb a deficit budget in 2017 although volatility in the investment markets may mean a small dip below the Charity's reserves minimum. Nevertheless, the prudent reserves policy means that even if that happens the Charity will be well placed to continue to deliver on its agenda.

3.2 Income

Overall income is budgeted to grow by 7% to £4.2m against the 2016 forecast outturn. An increase in commercial and Member fee income is the biggest contributor to this growth mainly from a growth in licensing and accreditation activity.

3.3 Expenditure

Overall, expenditure is set to grow in 2017 by 4% against the forecast outturn for 2016 to £4.3m reflecting the increased levels of activity. The increase is mainly accounted for by additional spend on campaign activity. The remainder is evenly spread all areas of spend.

3.4 Capex

The budget proposes an investment of £190k in 2017 and £120k in 2018. The majority of the investment is in updating the website as part of the Member engagement review.

4 Performance measures

4.1 Each project we undertake will have its own set of key performance indicators (KPIs). Business plan KPIs for 2017 are set out below:

Stakeholder

- Retain 88% of Members
- Recruit 14.4k new or lapsed Members
- Achieve 130k Facebook interactions (reactions/comments/shares)
- Achieve 180k Facebook Link clicks
- Achieve 60k Twitter interactions (replies/likes/retweets)
- Achieve 20k Twitter Link clicks
- 20 accreditation packages taken up by caterers (10 chain, 10 single site)
- 1,400 number of volunteers in roles

Financial

- Fee income on target
- Fundraising income on target
- Commercial income on target

Internal

- 25% Member records record fundraising preference
- 30% conversion to DDs in fundraising campaign
- 60% online renewals
- 90% of debts collected in 90 days

Developmental

- Staff absentee levels below charity sector average 2.4%
- Staff turnover below a rolling 12 month charity sector average of 20%
- The annual ESAT exercise produces a higher % of satisfaction in over half the questions covered.

5 Risk management

5.1 The Charity has a challenging year ahead. The economic outlook is very uncertain and we have ambitious income raising plans. We are looking for a significant uplift in new Member numbers which will contribute around £50k income in 2017. A detailed Member recruitment and retention plan will support our objectives with clear recruitment activities and targets. We are also looking for an uplift in commercial income of 10% in 2017. The gluten-free market continues to grow with new entrants coming through providing new

sales leads and the new service developments within the Charity providing new opportunities for commercial engagement. In this environment the Commercial team are confident that the targets are achievable.

- 5.2 The environment for fundraising is changing with greater prescription around fundraising marketing. The Charity has not undertaken some of the riskier activities such as cold contacts marketing or on street fundraising. However, we need to ensure that our telemarketing, in particular, of Members is appropriate and well received. We will continuously monitor scripts and responses to ensure the tone and approach are not negatively perceived. We will also need to make sure that we are able to comply with any new requirement from the Fundraising Standards Board about recording marketing preferences. We have set ourselves a KPI target to hold recent preferences on at least one quarter of records by the end of 2017 as a way of proactively addressing this issue.
- 5.3 The role out of the new look and feel of the Charity is designed to strengthen our appeal to existing and new audiences. This will need to be done sensitively and a clearly defined rationale to avoid accusations of poor use of the Charity's money or perceptions that the Charity is moving from its core mission around coeliac disease.
- 5.4 The Charity has a heavy and complex programme of activities for next year. Careful programme management, integration into clear staff objectives and ensuring staff have the right skillsets and support will be important to ensure successful delivery.

6 Objectives and milestones

These are attached as Appendix 1.

APPENDIX 1 - Milestones: 2017/18 Business Plan

Aim	Authorative source of support and quality services						
Project and budget	Qtr 1 Milestones	Qtr 2 Milestones	Qtr 3 Milestones	Qtr 4 Milestones	Budget completion	Actual completion	2018
Food and Drink Product Information Cost: £119k Income: £73k		Analysis of Member usage across all channels: print, online app	Action plan based on analysis devised and implementation begun				
Improve services Cost: £10k Income: £10k	Net promoter Score in line with industry benchmark (36) for Recipe Service, Venue Guide and Gluten free food checker	Electronic newsletter developed for new Members on 9 months	Implement new Recipe Service functionality	Net Promoter Score of 50 for Recipe Service, Venue Guide and Gluten free food checker			Recipe app developed. Kids' provision within services. Extend Member mentoring scheme to areas without local Groups
Improved Member recruitment and retention Cost: £121k Income: £1,295k	Implement R&R strategy Social media recruitment campaign 3.6k new Members 23k retained	7.2 new Members cumulative 31k retained cumulative	10.8 new Members cumulative 38k retained cumulative	14.4 new Members cumulative 56k retained cumulative			Review and implement improvements

Aim	Accelerated rate of diagnosis and uniformly high quality care.						
Project and budget	Qtr 1 Milestones	Qtr 2 Milestones	Qtr 3 Milestones	Qtr 4 Milestones	Budget completion	Actual completion	2018
Diagnosis campaign - public marketing Cost: £ 130k Income: £130k	TV campaign with min of 10m views Digital campaign restarts.	10k community pharmacy packs to singpost potential patients to GP testing or our online assessment. Commission external evaluation of campaign	Completing evaluation of campaign	Present final result of the Board			
Diagnosis campaign - HCPs Cost: £15k Income: £15k	Linked in Campaign to HCPs	APPG meeting with focus on NHS support					

Aim	Improve access to a wider range of good quality products						
Project and budget	Qtr 1 Milestones	Qtr 2 Milestones	Qtr 3 Milestones	Qtr 4 Milestones	Budget completion	Actual completion	2018
Gluten free guarantee (GFG) campaign Cost: £15k	Relaunch GFG for convenience stores	Issue point of sale materials	1 major retailer sign up	Secure 2 convenience store sign ups			
Improve IP for retail Cost: £15.6k			Review BRC/AOECs GF audit module. Review SGS standalone module	Hold expert opinion workshop on safe handling of oats			Public consensus opinion on safe use of oats
Improve numbers labelling with Crossed Grain symbol Cost: £120k Income: £561k (£506k recognised in year)	21 new licensees	21 new licensees	21 new licensess	21 new licensees.			84 new licences

Aim	More choice on more menus.						
Project and budget	Qtr 1 Milestones	Qtr 2 Milestones	Qtr 3 Milestones	Qtr 4 Milestones	Budget completion	Actual completion	2018
Campaign on eating out Cost: £87k Income: £30k	Review mystery diner programme	Awareness Week - Make mine Gluten-free Campaign microsite launched Launch Catering guidance to industry. Launch catering video campaign tool	Review Food campaigner role	20k views of video campaign achieved increase no of GF menu options by 20% Increase no of restaurant brands with GF choice by 25%			Engage with hospitals, airlines, entertainment venues and trainlines
Expand accreditation and training scheme for catering sector Cost: £65k Income: £193k	1 new chain	1 new chain	3 new chains	1 new chain			6 chain accreditations, 5 individual accreditations
Aim	Effective medical research and building an evidence base.						
Project and budget	Qtr 1 Milestones	Qtr 2 Milestones	Qtr 3 Milestones	Qtr 4 Milestones	Budget completion	Actual completion	2018
Improving knowledge exchange Cost £25k Income £12k	Coeliac UK research conference held		Joint GOSH seminar				Annual research conferences held in support of 50th anniversary
New research grants Cost: up to £100k over 3 years	Establish Research Fund Development Board	Agree proposal for key strands of Research Fund.	Potential award MRC Joint Fellowship	Establish Research Fund Awards Panel			Major push for 50th Anniversary Fund

Aim	Resources in line with strategic direction and value for money.						
Project and budget	Qtr 1 Milestones	Qtr 2 Milestones	Qtr 3 Milestones	Qtr 4 Milestones	Budget completion	Actual completion	2018
Website that meets our new engagement approach Cost:£190k CAPEX	Re- skin website with new new logo and colours		Phase 2 of rebrand implemented				Phase 3 of rebrand implemented
Research Fund major appeal Cost: £40k Income: £88k	Refine case for support. Priority donor targets agreed	Submit c 10 applications to trusts Donor and prospect event		Secure pledges of £500k DM campaign to Members			
50th Birthday celebs Cost: £0k	Develop plan	Approach partners	Secure partners				Deliver
Increase raffle/lottery income Cost: £225k Income: £453k	Investigate lottery options	Spring Raffle	Summer Raffle	Christmas Raffle			
Increase volunteering Cost: £6k	Application to Investors in Volunteering Award Open Local Group in Scotland	Open Local Group in South West	Open Local Group in North Expand Member2 Member scheme to cover areas with no Local Group	Awarded Investors in Volunteering Open Local Group in South East			
Note expenditure costs exclude HR components							

Glossary

AOECS	Association of European Coeliac Societies
GF	Gluten free
GFG	Gluten free Guarantee
GOSH	Great Ormond Street Hospital