

## **Coeliac UK Business Plan 2018-19**

### **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 first year of the plan is the charity's 50<sup>th</sup> birthday which will provide a great platform to celebrate the past, present and future for Coeliac UK. The anniversary will act as a hook for boosting the charity's profile promoting our key strategic aims around diagnosis and improved gluten free options, our tailored member offering and a strong emphasis on researching for a better future.
- 1.3 It will also represent a year of strategic reorientation. We have invested significantly in campaigning in recent years to great success. We are now able to use tried and tested methodology and collateral in our normal operations such as diagnosis awareness in member recruitment, volunteer activity with health and food campaigning and the Gluten free Guarantee and Gluten Freevolution activities in our commercial partnerships. Looking forward the focus for new initiatives will shift to a traditional charitable fundraising campaign in support of our new Research Fund Appeal. And, at the same time we will redesign our service packages to reflect the changing relationship with our members and supporters.

### **2 Key objectives of the plan**

- 2.1 The charity began its life in north London around the dining table of a few dedicated volunteers. The charity has come a long way since then and has seen major advances in diagnosis technology and a revolution in gluten free food quality and availability. Much of that has resulted from the hard work and dedication of many volunteers and supporters over the decades. But there remain areas where there is a stubborn lack of progress. We are still missing around half a million people who have no diagnosis and the gluten free diet remains the only tool in the box for addressing coeliac disease: one that works well for some, badly for others and not at all for a few who face life threatening consequences.
- 2.2 A key focus for 2018 will be the celebration of the gains made in the last 50 years and the changes we need in the next 50 years which must be addressed through a step change in research. We will hold a number of events promoting the charity's central role in the coeliac research landscape in the UK.
- 2.3 The Research Fund Appeal will be publically launched early in 2018 fronted by our patron Caroline Quentin. This will be followed by a bumper birthday year research conference which will be held in London with a parallel patient programme for an invited audience. We will be filming the event so that it will be available for all the charity's supporters to view.
- 2.4 Awareness Week will be an opportunity for our supporters to celebrate the

birthday with events and parties as well as an opportunity for the charity to celebrate its supporters over the years. It will be preceded in February by a special 50<sup>th</sup> anniversary edition of the Crossed Grain magazine, which will also be its 100<sup>th</sup> edition, celebrating the Coeliac UK community and its achievements.

- 2.5 Our Research Fund Appeal will only be fully successful if we can attract significant sums of money from major donors, trusts and/or corporates. For that reason we will continue the work we have started in building interest and relationships with major donors. Events will be held in London and Scotland as part of this work culminating in a fundraising gala dinner at the end of the year.
- 2.6 We also need to look forward to a changing relationship with our members and supporters. In 2017 we introduced our new brand and upgraded our online resources with a new look *Home of gluten free recipes* and venue guide. We have also introduced more proactive support for people in their first year of diagnosis. We need to ensure that moving on when living with coeliac disease does not mean moving out from membership. In 2018 we will introduce further improvements to our services and diversifying our membership packages to reflect different support needs over time and explicit recognition for those who do not need support themselves but want to give back instead.
- 2.7 Activities against aims are:

**Aim 1 Support**

- Introduce filmed content to our Home of gluten free recipes
- Launch a support guide for those at university
- Launch revamped venue finder app
- Introduce a reduced rate two year fee option
- Investigate approach to membership based on three options: intensive support, light touch support and supporter.
- Reformat Crossed Grain and email newsletters to reflect new membership approach.

**Aim 2 Better diagnosis and management**

- Incorporate our diagnosis campaign approach into our main website and marketing activities.
- Increase our presence and profile the charity at healthcare professional events.
- Use new data to ensure commissioners are held to account against the NICE Quality Standard.
- Promote greater diagnosis in government, public health and Health Boards in Scotland.
- Undertake a full annual cycle of data collection for our first coeliac diet and nutrition survey.

**Aim 3 Better access to foods in the shops**

- Issue *The price of bread* report looking at the true costs faced by consumers.
- Issue a considered statement on the role of fortification of gluten free staple foods.
- Introduce a webinar self assessment tool for Crossed Grain licensing.
- Increase the number of brands showing the Crossed Grain symbol by attracting 60 new licence holders.

#### **Aim 4 Eating out**

- Review our mystery diner scheme and catering accreditation materials
- Launch a volunteer led campaign to introduce gluten free buns to McDonalds.
- Deliver accreditation for 5 new chain restaurants and 20 individual outlets
- Introduce a webinar self assessment tool for accreditation.

#### **Aim 5 Research**

- Hold a special birthday year research conference.
- Launch the findings of our research priority setting partnership
- Launch the charity's research strategy for the Research Fund

#### **Aim 6 Value for Money**

- Redesign the look, navigation and content of the website to engage and convert more visitors to become members and supporters.
- Build major new appeal for Research Fund.
- Gain Investors in Volunteering standard and extend our volunteering reach.

### **3 2018-19 Budget**

3.1 The proposed budget is one designed to deliver a minimum operational surplus which will be used to build the Research Fund - £218k in 2018 and a further £343k in 2019.

#### 3.2 Income

Overall income is budgeted to grow by 9% to £4.4m against the 2017 forecast outturn. Membership income shows a small decline and commercial will be level. However, we are planning better fundraising results than in 2017 based on further work with individual and major donor giving. An increase in fundraising income is largely driven by the inclusion of £220k of legacy income and Research Fund campaign income of £295k in the budget.

#### 3.3 Expenditure

Overall, expenditure is set to grow in 2018 by 6% against the forecast outturn. However, the 2017 forecast already reflects substantial savings made in year against budget and the proposed 2018 budget is a 5% decrease against the 2017 budget.

#### 3.4 Capex

The budget proposes an investment of £175k in 2018 and £65k in 2019. The majority of the investment is in ongoing website development and desktop renewal.

## **4 Performance measures**

4.1 Each project we undertake will have its own set of key performance indicators (KPIs). Business plan KPIs for 2018 are set out below:

### **Stakeholder**

- Retain 85% of Members
- Recruit 11k new or lapsed Members
- Increase engagement with Venue Guide and review by 50%
- Increase numbers using Gluten free food checker by 50%
- Increase website visitation by 5%
- Achieve 130k Facebook interactions (reactions/comments/shares)
- Achieve 60k Twitter interactions (replies/likes/retweets)
- 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**

- 100% organisational readiness for GDPR compliance by 25 May 2018
- 10% increase on DD sign ups with new or increased donations
- 85% retention on 2017 lottery sign-ups and 75% increase in entries over year
- 25% signed up to 2 year package
- 90% of debts collected in 90 days

### **Developmental**

- Staff absentee levels below charity sector average 2.8%
- Staff turnover below a rolling 12 month charity sector average of 16%
- The annual ESAT exercise produces a higher percentage 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 although we are very cautious in our income raising plans there are real risks that these will not meet our targets given the current squeeze on living standards and the unknown impact of Brexit. Our fundraising plans include elements that are relatively new to the charity such as major donor and specific individual giving campaigns. While these present new opportunities to raise funds they are untested. We will be working with an agency and undertaking testing of the campaign approach before launching.

5.2 Developing a new approach to membership is complex and we need to ensure that we do not undermine our substantial numbers of long term members and their associated income in doing so. We will need to ensure we have clear offers and associated income packages which can be tested before proceeding further.

5.3 We need to ensure that changes in processes and ICT infrastructure are in place to deliver GDPR legal compliance. Much preparatory work was undertaken in 2017

and our database supplier has a general GDPR solution underway which is close to meeting our specific needs. This can be introduced by the end of the year which will give us a number of months in 2018 to test and refine before the compliance date. There is potential for the application of GDPR to restrict our fundraising opportunities. However, we believe that the nature of our fundraising base in membership mitigates to some degree against that risk.

- 5.4 For the first time we are including legacy income 'above the line' – that is as a budgeted part of our income. We have analysed legacy income over the past 7 years and seen an average income of £228k a year with the worst year recording £122K and best at £322k (2017 YTD). We have prudently budgeted for £220k legacy income in 2018.
- 5.5 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: 2018-19 Business Plan**

<b>Aim</b>	<b>Authorative source of support and quality services</b>						
<b>Project and budget</b>	<b>Qtr 1 Milestones</b>	<b>Qtr 2 Milestones</b>	<b>Qtr 3 Milestones</b>	<b>Qtr 4 Milestones</b>	<b>Budget completion</b>	<b>Actual completion</b>	<b>2019</b>
<b>Food and Drink Product Information</b> <b>Cost: £104k</b> <b>Income: £60k</b>	Food Maestro data underpinning Food Information Service.						New commercial opportunities launched
<b>Improve services</b> <b>Cost: £265k</b> <b>Income: £182k</b>	Recipe videos on home of GF recipes	New Crossed Grain and e newsletter formats launched in line with move to member and supporter service. New standalone venue app launched.	University Pack finalised with Guts group. Digital meal planner launched.	100 new Member2Member volunteers			
<b>Improved Member recruitment and retention</b> <b>Cost: £118k</b> <b>Income: £1222k</b>	2 yr discounted fee launched. Attend Allergy and Free From Show (AFFS)	New Service offering launched. Tailored comms to Yr 2 members launched. Attend BBC Good Food Show - Birmingham and Harrogate	Attend AFFS London	Attend AFFS Liverpool			
<b>Food festivals</b> <b>Cost:£36k</b> <b>Income:£24k</b>		Coeliac UK Food Festival		Coeliac Wales Food Festival			

**Appendix 1 - Milestones: 2018-19 Business Plan**

<b>Aim</b>	<b>Accelerated rate of diagnosis and uniformly high quality care.</b>						
<b>Project and budget</b>	<b>Qtr 1 Milestones</b>	<b>Qtr 2 Milestones</b>	<b>Qtr 3 Milestones</b>	<b>Qtr 4 Milestones</b>	<b>Budget completion</b>	<b>Actual completion</b>	<b>2019</b>
<b>Diagnosis campaign - public marketing</b> <b>Cost: £ 90k</b> <b>Income: £90k</b>	Continue to promote <i>Is it coeliac disease?</i> driving those seeking diagnosis to assessment within main Coeliac UK website (dependent on corporate or trust income)						
<b>Diagnosis campaign - HCPs</b> <b>Cost: £7k</b>	Increase presence at HCP events			Attended a minimum of 5 HCP events including 2 GP and 2 SRD			
<b>Diagnosis in Scotland</b> <b>Cost: £5k</b>		Meet with Minister for public health and half of Health Boards promoted awareness of coeliac disease	Issue diagnosis packs to community pharmacy and at least half active. Secured external funding for diagnosis promotion post	Results of survey of coeliac awareness launched. 12 workplace talks on CD undertaken.			
<b>Management of coeliac disease</b> <b>Cost: £0k</b>	Report of post diagnosis CD management survey	Scope policy approach after research reports on impact of prescribing policies and follow up care					
<b>Coeliac Diet and Nutrition Survey</b> <b>Cost: £17k</b>		Preliminary report on CDNS		All data rounds of CDNS complete			Issue full report of the results of the CDNS

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<b>Aim</b>	<b>Improve access to a wider range of good quality products</b>						
<b>Project and budget</b>	<b>Qtr 1 Milestones</b>	<b>Qtr 2 Milestones</b>	<b>Qtr 3 Milestones</b>	<b>Qtr 4 Milestones</b>	<b>Budget completion</b>	<b>Actual completion</b>	<b>2019</b>
<b>Gluten free guarantee (GFG) campaign Cost: £0k</b>							
<b>Improve IP for retail Cost: £0k</b>				Cost of Bread report issued. Food Standards Committee issue fortification statement.			
<b>Improve numbers labelling with Crossed Grain symbol Cost: £69k Income: £536k</b>	15 new licensees 90% existing licensee renewal	Webinar/self assessment tool for GF licensing. 15 new licensees 90% existing licensee renewal	15 new licensees 90% existing licensee renewal	15 licensees 90% existing licensee renewal			
<b>Aim</b>	<b>More choice on more menus.</b>						
<b>Project and budget</b>	<b>Qtr 1 Milestones</b>	<b>Qtr 2 Milestones</b>	<b>Qtr 3 Milestones</b>	<b>Qtr 4 Milestones</b>	<b>Budget completion</b>	<b>Actual completion</b>	<b>2019</b>
<b>Campaign on eating out Cost: £0k</b>	Review mystery diner scheme. New Comms plan for SM across the year	McDonalds volunteer led campaign		1200 downloads of catering guidance achieved			
<b>Expand accreditation and training scheme for catering sector Cost: £68k Income: £153k</b>	Webinar/self assessment tool for GF accreditation	Review catering guidance	Review and update content for catering training modules	300 online training courses undertaken. 5 chains and 20 individual restaurants accredited			



**Appendix 1 - Milestones: 2018-19 Business Plan**

<b>Aim</b>	<b>Effective medical research and building an evidence base.</b>						
<b>Project and budget</b>	<b>Qtr 1 Milestones</b>	<b>Qtr 2 Milestones</b>	<b>Qtr 3 Milestones</b>	<b>Qtr 4 Milestones</b>	<b>Budget completion</b>	<b>Actual completion</b>	<b>2019</b>
<b>Improving knowledge exchange</b> <b>Cost £51k</b> <b>Income £20k</b>	Coeliac UK research conference held.						
<b>New research grants</b> <b>Cost: £0k</b>	Establish Research Awards Panel. Research priorities announced.	Publication of research strategy					

## Appendix 1 - Milestones: 2018-19 Business Plan

<b>Aim</b>	<b>Resources in line with strategic direction and value for money.</b>						
<b>Project and budget</b>	<b>Qtr 1 Milestones</b>	<b>Qtr 2 Milestones</b>	<b>Qtr 3 Milestones</b>	<b>Qtr 4 Milestones</b>	<b>Budget completion</b>	<b>Actual completion</b>	<b>2018</b>
<b>Develop new membership approach</b>	Advertising push for two year option. Test and evaluation for soft launch of new packages	Review new package offering for launch. Evaluation of two year sign up campaign and reshape. Test propensity for uptake of supporter care among long term members.	Relaunch marketing campaign of new offering to broader audience. Roll out Supporter care package	Continued advertising push			
<b>Website that meets our new engagement approach Cost:£70k CAPEX</b>	New site redesign and improved Join process	GDPR compliant site		New donations/ shop iframe			
<b>Research Fund major appeal Cost: £103k Income: £395k</b>	Patient forum as part of research conference	Birthday parties as part of Awareness Week	Regional research talks completed	Gala dinner			
<b>Increase raffle/lottery income Cost: £181k Income: £392k</b>	Investigate lottery options	Summer Raffle	Lottery promotion	Christmas Raffle			
<b>Increase volunteering Cost: £0k</b>	Achieve Investors in People Award	GDPR compliant system in place.		100 new Member2 Member volunteers			
<b>Note expenditure costs exclude HR components</b>							

### Glossary

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