

Coeliac UK Business Plan 2019-20

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. It has been put together at time of uncertain economic outlook and as the charity looks beyond 2020 to a new strategy which is currently in development. As a result we have settled on an approach which offers the charity maximum flexibility to respond to changing circumstances over the next 2 years.
- 1.2 We will build on the successful launch of our Research Fund and the award of our first grants under its banner.
- 1.3 It will also represent a year of strategic reorientation. We have invested in redesigning our service packages which are in the process of being rolled out reflecting the changing nature of our relationship with our members and supporters. We need to assess the sustainability of those changes and the services associated with them.

2 Key objectives of the plan

- 2.1 We will continue to work on our Research Fund to build a war chest for future spending. But of course we continue to offer solutions for today through improving our services to members. We will be relaunching the website with easier navigation and functionality. We will introduce a new standalone venue guide app. And add even more video and menu planner elements to our Home of gluten free recipes.
- 2.2 At the same time we will be improving our communications with members and supporters through new communications channels which will developed through 2019.
- 2.3 The long term shift from management of coeliac disease from secondary to primary care – and in many cases no care – is stimulating new thinking in the charity around self care, what it looks like and what is the interface with NHS provision. The charity is ideally placed to develop a patient centred approach and potentially provide a coherent self care support service.
- 2.4 Finally we continue to push the diagnosis agenda which remains one of the biggest challenges facing people with the disease. We will be making a significant bid to the Big Lottery Fund to build upon the success of our *Is it coeliac disease campaign?* and promoting it in our Awareness Week activities in 2019 and 2020.
- 2.5 Activities against aims are:

Aim 1 Support

- Relaunch website to improve ease of use
- Introduce special diets and more filmed content to our Home of gluten free recipes
- Promote revamped venue finder app

- Reformat Crossed Grain and email newsletters to reflect new membership approach.

Aim 2 Better diagnosis and management

- Make a Big Lottery Fund bid to support further diagnosis campaign.
- Report on current experience of NHS management of coeliac disease.
- Develop a self care model which works for people with coeliac disease.
- Promote greater diagnosis and improved management in government, public health and Health Boards in Scotland and Wales.
- Complete work on our first coeliac diet and nutrition survey.

Aim 3 Better access to foods in the shops

- Increase the number of brands showing the Crossed Grain symbol by attracting 48 new licence holders.

Aim 4 Eating out

- Redevelop our online catering training module
- Review catering guidance materials
- Deliver accreditation for 8 new chain restaurants and 20 individual outlets

Aim 5 Research

- Successful launch of first Research Fund projects

Aim 6 Value for Money

- Launch new website.
- Increase take up of member2member scheme and increase volunteer activity in universities.

3 2019-20 Budget

3.1 The proposed budget will deliver a deficit of £220k in 2019 and a surplus of £118k in 2020.

3.2 Income

Overall income is budgeted to grow by 5% to £4.4m in 2019 against the 2018 forecast outturn. Membership and commercial income will be level while we are looking for growth in some of our fundraising activities – particularly trust funding.

3.3 Expenditure

Overall, expenditure is set to grow in 2018 by 10% against the forecast outturn. However, it should be noted that the 2018 forecast already reflects substantial savings made in year against budget.

3.4 Capex

The budget proposes an investment of £66k in 2018 and £38k in 2019. The majority of the investment is in ongoing catering training module update, and ongoing replacement and development of ICT infrastructure.

4 Performance measures

4.1 Each project we undertake will have its own set of key performance indicators (KPIs). Business plan KPIs for 2019 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 total page views on website by 5% over the year and decrease bounce rates to 37%
- Achieve 12m impressions, 130k interactions (reactions/comments/shares) and 70k fans on Facebook
- Achieve 70k Twitter interactions (replies/likes/retweets) and 32k followers
- 28 accreditation packages taken up by caterers (8 chain, 20 single site)

Financial

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

Internal

- 6% increase in new DD sign ups and 8% with increased donations
- Increase in lottery lines played - 750
- 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 As agreed last year, legacy income of £190k (£220k in 2020) has been included in the budgeted income. Incorporation of legacy income into the operational budget exposes the charity to risk if this minimum amount is not reached, and also means we cannot designate these previously excess funds to research.
- 5.2 To mitigate risk, some activities are funding dependent so are cost neutral in the budget. If the funding is not obtained, the activity will not go ahead eg diagnosis project, digital meal planner, assessing numbers diagnosed etc.
- 5.3 The decision to use restricted funds to pay for the research fundraising costs may prove unpopular with donors if cannot state that all their donation goes to research though its common practice to take the costs out of the donation.
- 5.4 The impact of GDPR remains unknown at this stage, plus there are further potential impacts from the revision of the PECR regulations that deal with electronic communications. However, given we must comply the only way to mitigate is with a strong marketing message to encourage people to keep receiving our non-service communications.
- 5.5 The external environment may also significantly impact the charity during the

planning period, such as the outcome of any Brexit deal and its impact on the economy.

- 5.6 Developing a new approach to membership is complex and we need to ensure that we do not undermine our substantial long term members and their associated income in doing so. However, we will need speed up the implementation of our new offers to assess their sustainability.
- 5.7 The charity will need to demonstrate ongoing improvements and delivery for members and supporters but at a time when resources required to underpin success will be under greater challenge than ever. 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: 2019-20 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	2020
Food and Drink Product Information Cost: £184k Income: £52k	Additional tailoring features introduced	Increased numbers on digital platform					
Improve services Cost: £72k Income: £53k	New member email comms in place aligned with 2 yr proposition.	Special diets recipes and meal plans launched. New email comms approach for supporter services. Student societies launched. Venue app uptake increased by 25%.	Digital meal planner launched if funding app successful.	120 new Member2Member support requests. Venue app uptake 25% increase. Launch new round 'how to videos'			10 student societies formed. Further venue guide app development.
Improved Member recruitment and retention Cost: £109k Income: £1222k		Review transition to new packages		85% retention. 11k new and reactivation.			Fee increase

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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	2020
Diagnosis campaign Cost: £ 225k Income: £200k	Big Lottery Fund first round bid. Campaign collateral for Awareness Week.	Awareness Week promotion activities	Big Lottery 2nd round bid				
Diagnosis and care in Scotland and Wales Cost: £18k	Support work on new food cost scheme in Hywel Dda	Submission to Welsh Assembly on endoscopy waiting times	Evidence that new patient pathway in Scotland making a difference	Diagnosis support post under recruitment in Scotland			
Management of coeliac disease Cost: £22k Income: £5k	Develop approach to self care framework	Publish report on post diagnosis care		Publish coeliac diet and nutrition survey			

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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	2020
Improved Access in Scotland and Wales Cost: £0k		Evidence that every local authority in Scotland offers satisfactory GF primary school meal options.		20 SMEs engaged in more GF options through Zero2Five partnership in Wales. New guidance issued for schools in Wales			
Improve numbers labelling with Crossed Grain symbol Cost: £76k Income: £545k	12 new licensees	12 new licensees	12 new licensees	12 licensees			
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	2020
Expand accreditation and training scheme for catering sector Cost: £143k Income: £182k	Revamped content for catering online module. 1 new chain and 5 independent accreditations.	Delivery 1 public and 1 commercial module. 2 new chain and 5 independent accreditations.	2 new chain and 5 independent accreditations.	3 new chain and 5 independent accreditations. Retention of 90% of existing 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	2020
Research Fund Cost £74k Income £368k	Coeliac UK research conference held.		Major donor summer event	Main database direct mail ask			

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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	2020
Occasional donations Cost: £19k Income £108	Tea Party packs launched		Cash Appeal				
Direct Debit donations (not research fund) Cost: £44k Income: £373k	Preference update calling	DD reactivation	Gift Aid update camapaign				
Increase raffle/lottery income Cost: £178k Income: £363k	Lottery reactivation process embedded. Spring Raffle launch	Raffle to lottery conversion completed	Autumn raffle launch				
Note expenditure costs exclude HR components							