



LEICESTER HOSPITALS CHARITY Charity Plan 2021-2022

UHL Trust Board 6.5.21 - paper M

In this plan we set out where we will be focusing our activities what we intend to deliver.

It includes:

1. Introduction
2. Context
3. Mission, Vision, Aims
4. Charity Finance Plan
5. Marketing Plan
6. Fundraising Plan
7. Supporter Care Plan
8. Grant Plan
9. People Plan

INTRODUCTION

Leicester Hospitals Charity was formed in April 2000 following the merger of three separate NHS Trusts, the Leicester Royal Infirmary, Leicester General Hospital and Glenfield General Hospital Trusts, as the University Hospitals of Leicester NHS Trust.

This resulted in the creation of one overall umbrella charity, then known as the University Hospitals of Leicester NHS Trust Charitable Funds.

The Charity was renamed as the Leicester Hospitals Charity in 2007 to give it its own separate identity. The Charity holds restricted and unrestricted funds. Separate funds are held for each of the Trust's operational areas

During the year 2020/21 the charity generated **£4,263,000** in income, and we forecast grants totalling **£6,793,000**.

£1,859,541 of funds raised in the year were for a major capital project, the Leicester Children's Hospital Appeal. **£850,000** was raised for the Covid-19 Response fund, including £252,000 from NHS Charities Together national grants.

Our future plans are to continue to grow our income over the next three years to achieve an annual target of £5M a year, allowing the charity to provide more grants to UHL to enhance Leicester's Hospitals.

CONTEXT

The Charity is important because it **directly supports the Trust**, benefiting both patients and staff, helping to improve the quality of care given and received.

Leicester's Hospitals provides care to over 1,000,000 people each year from Leicester, Leicestershire and Rutland, and the wider East Midlands, and employ 16,000+ staff. They are our key partner in fulfilling our charitable aims

The charity is also important because it **represents the generosity and philanthropy of the people of Leicester, Leicestershire, and Rutland**, both as individuals and organisations.

The effects of Covid-19 pandemic pervade our current and future position. There is also a high awareness of the NHS throughout the country, and locally, which is a benefit to our fundraising and may mitigate any negative effects of the pandemic.

We also have some concern that the general public may be confused on the remit of NHS Charities Together vs. giving locally to Leicester Hospitals Charity to support Leicester's Hospitals, as the funds do not flow directly to each local NHS Charity. The grants given by NHS CT do not mitigate the level of the potential loss of income.

CONTEXT (continued)

Responding to the challenges posed to charities by the pandemic means we need to **expedite the digital journey of the charity**, test new ways of digital fundraising across all our income streams, and increase the digital skills of our charity team.

In the coming year we plan to address our reserve fund and a the low level of our unrestricted General Purposes fund. Both of these are important to allow us to respond to adversity, support urgent needs, and innovate.

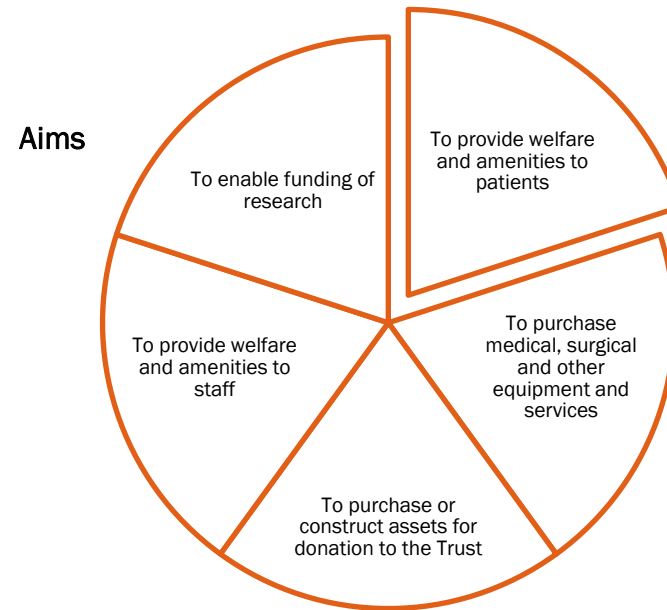
We need to **maintain the growth we have enjoyed over the past 12 months**, and enable financially sustainable growth and scale by continuing investment in the charity's core activity.



MISSION, VISION AND AIMS

Vision: To be the foremost health and well-being charity in the region.

Mission: Leicester Hospitals Charity exists to provide support to patients, their carers and the NHS staff who look after them in Leicester, Leicestershire, Rutland and beyond. It does this through targeted fundraising campaigns and effective management of donations, to provide additional resources, assets and skills, which link closely with the strategic aims of UHL, and the broader strategic aims of NHS healthcare in the East Midlands.



CHARITY PLAN 2021/22

Over the next three years, our overarching **strategic objective** is to increase our income to £5 Million per annum. This strategic objective is underpinned by the following plans:

1. Charity Finance Strategy
2. Marketing and Communications Strategy
3. Fundraising Strategy
4. Supporter Care Strategy
5. Grant Strategy
6. People Strategy

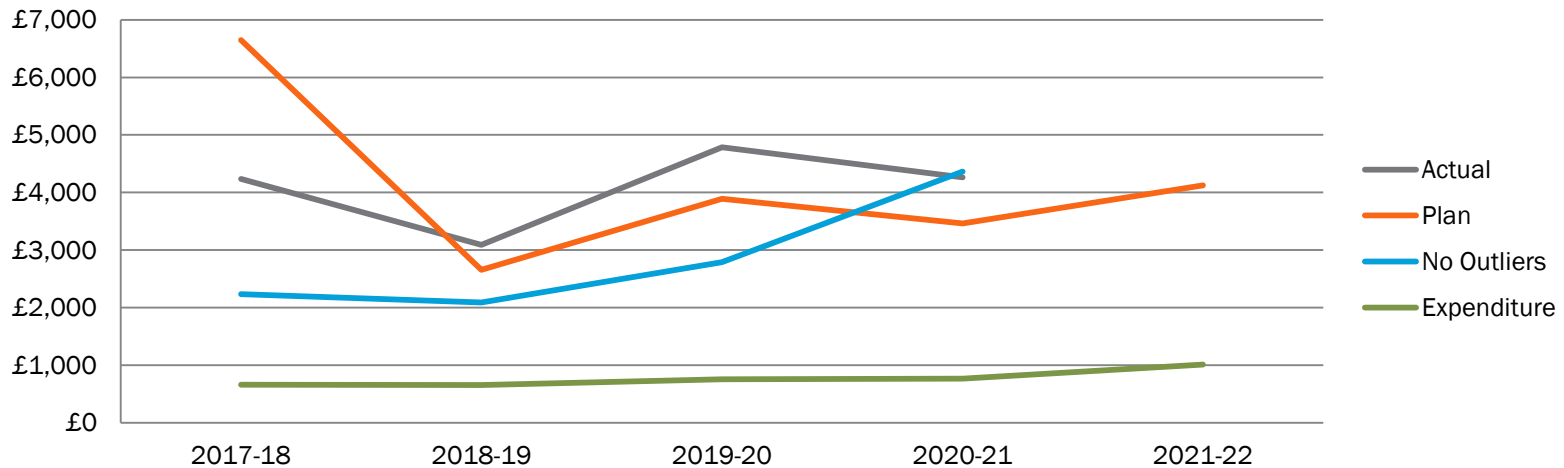


CHARITY FINANCE STRATEGY

A new Charity plan was launched in 2019 to grow annual income to £5M in 2024. In 2020/21 we have not had any unplanned significant “outlier” gifts. The chart shows that since the plan was launched we have delivered above plan (orange line).

The chart shows a **108% growth** in income without outlier gifts (blue line), and a **38% growth** including outlier gifts (grey line). During the same time, the Charity’s expenditure has only increased by **17%** (green line).

Income and Expenditure £'000

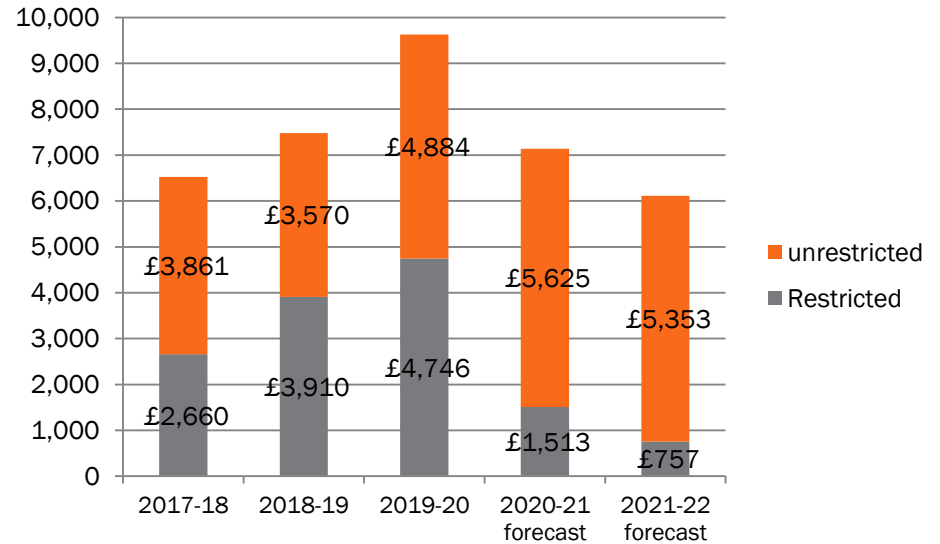


CHARITY FINANCE STRATEGY

We continue to increase our unrestricted funds compared to restricted funds.

Our fund balances projected for 2021-22 assume income and costs per the plan, and an average of grants made over the last four years, excluding the Children's Hospital. The £2M balance for the Children's Hospital appeal will be paid over to the Trust, and 50% of income from new appeals will be spent in year.

Fund Balances £'000



CHARITY FINANCE STRATEGY

Three years into our five year plan we have demonstrated consistent growth of income compared to the two years prior to the current plan.

From this year onwards we will no longer receive RVS lease income or Charity Shop income. We will be projecting to receive NHS Charities Together national grants which will offset that loss.

We are unsure of the effect of Covid-19 on plans for 21/22.

Our immediate financial objectives are as follows:

1. Achieve a minimum of 15% growth in income from 2020/21 Plan
2. Work with Fund Manager to increase investment income
3. Increase the levels of unrestricted reserves
4. Mitigate potential negative effects of Covid-19 on our income streams
5. 20% fundraising costs (Sector average) and 25% overall running costs (under Sector average)

CHARITY FINANCE STRATEGY (CONTINUED)

This summarises our performance against plan for 20/21 and forecast plan for 21/22.

Income to costs	Appendix	19/20 Actual	20/21 Plan	20/21 Forecast	21/22 Plan
		£	£	£	£
Income (1920 Actual and forecast per plan)	2	4,788,366	3,463,000	4,263,000	4,119,000
Cost of Generating Funds					
Fundraising Pay	3	387,190	503,131	413,353	513,710
Non-pay	4	209,280	246,500	193,768	313,800
Investment Manager fees		16,597	15,120	16,582	15,876
		613,068	764,751	623,703	840,386
Cost of Generating funds		13%	22%	15%	20%
Support & Governance costs					
Finance	5	107,644	131,262	106,790	128,263
Finance costs		2%	4%	3%	3%
Other	6	37,271	40,035	37,972	40,721
Other support costs		1%	1%	1%	1.1%
Total Cost		757,983	936,047	768,465	1,013,371
%age Total cost to income		16%	27%	*18%	25%

* The cost to income ratio was lower than projected due to activity not undertaken because of the pandemic and due to posts being filled later than anticipated.

MARKETING AND COMMUNICATIONS STRATEGY

To achieve the targets set out in the finance forecast, within the team we have developed these key objectives:

Marketing and Communications Plan Top Line Objectives 2021/22

1. Raise profile of the Charity with Trust staff.
2. Raise profile with external audiences through celebrating the success of the Children's Hospital and launching three new appeals.
3. Maintain a high media profile of the Charity to support our profile with external audiences.
4. Conduct relevant Market Research of our supporters
5. Publish an impact report and a new supporter newsletter
6. Develop plans to launch three new appeals.

FUNDRAISING STRATEGY (CONTINUED)

To achieve the targets set out in the financial forecast, our key objectives for Fundraising are to:

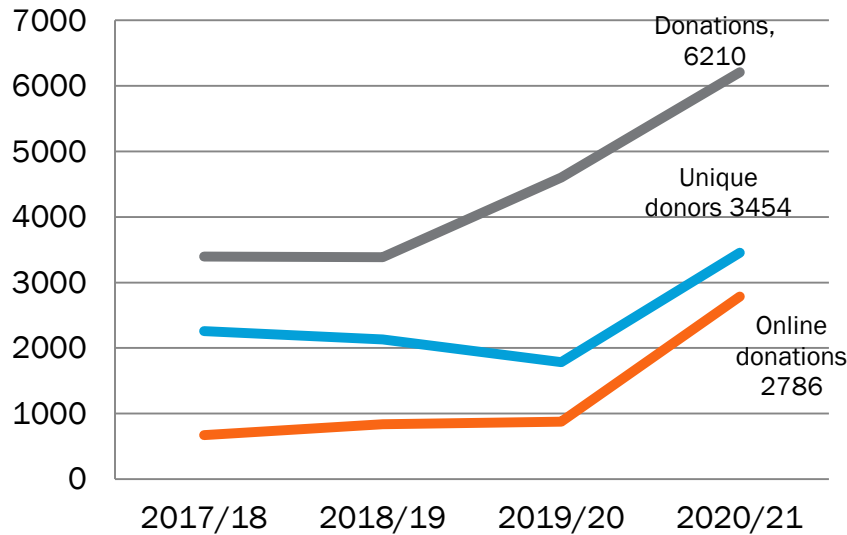
Fundraising Plan	Top Line Objectives 2021/22
Major Giving	<ul style="list-style-type: none">• Provide excellent stewardship for our major donors• Develop new major appeals• Recruit new Development Board members• Establish a group of Philanthropy Advocates
Trust & Foundation programme	<ul style="list-style-type: none">• Conduct research for the agreed annual appeals and major projects• Develop new major appeals attractive to Trusts and Foundations
Community	<ul style="list-style-type: none">• Launch the new Community Champion scheme• Pilot Schools Enterprise fundraiser• Support other community group fundraising• Partner with other charities on mutually beneficial projects
Corporate giving	<ul style="list-style-type: none">• Seek and develop partnerships/COY• Develop Friends of the Fox business club• Develop robust sponsorship programme for LHC events

FUNDRAISING STRATEGY (CONTINUED)

Fundraising Plan	Top Line Objectives 2021/22
Individual Giving	<ul style="list-style-type: none">• Develop a recurring giving product• Implement a patient engagement programme
Legacies	<ul style="list-style-type: none">• Implement a stewardship programme for pledgers
In Memory	<ul style="list-style-type: none">• Develop a dedicated donor journey for in-memory donors• Raise awareness of in memory giving with UHL Staff and patient families
Events	<ul style="list-style-type: none">• Develop digital skills to recruit and retain event participants• Develop one signature virtual event• Deliver the first Gala Ball for the Charity• Develop a year round P2P campaign
Digital	<ul style="list-style-type: none">• Research new online fundraising platform• Expand Facebook giving opportunities

SUPPORTER CARE STRATEGY

Count of donations/donors



The number of donations and unique donors to the Charity has risen steeply over the past year, almost tripling.

This has created a pressure on charity operations. Our supporter care plan addresses the emerging needs in this area.

SUPPORTER CARE STRATEGY

To achieve the targets set out in the financial forecast, our key objectives for Supporter Care to:

Supporter Care Plan	Top Line Objectives 2021/22
CRM Database	<ul style="list-style-type: none">• Liaise with ITS regarding requirements for cloud based CRM
Donation Processing	<ul style="list-style-type: none">• Dedicate more staff time to gift processing• Research online donation processing options
Digital	<ul style="list-style-type: none">• Launch online fundraising platform

GRANT STRATEGY

To achieve the targets set out in the financial forecast, our key objectives for Grants are to:

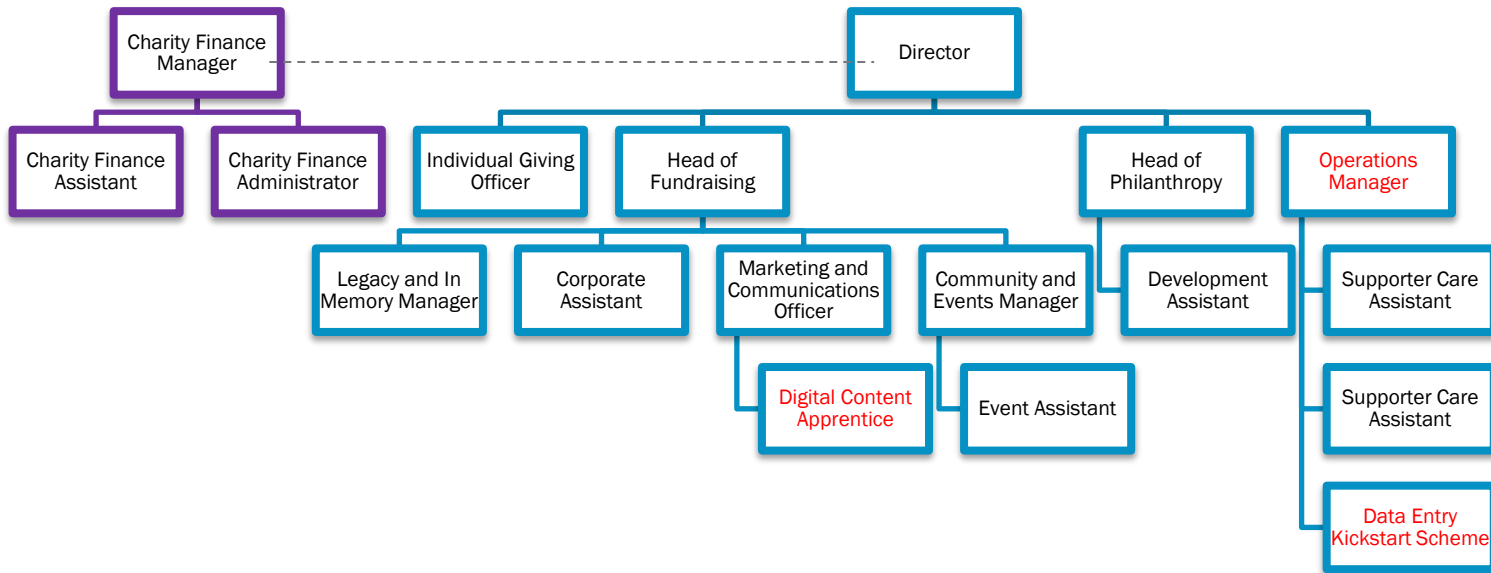
	Top Line Objectives 2021/22
Impact Reporting	<ul style="list-style-type: none">• Put in place new procedures and processes to gather impact reporting from grant recipients
Small Grants to Trust	<ul style="list-style-type: none">• Launch a small grant scheme to engage more staff in using charitable funds more widely• Consult UHL Staff on use of UHLotto funds
Large Grants to Trust	<ul style="list-style-type: none">• Improve engagement with CMGs, departments, units that wish to fund large projects• Co-develop large grant applications
Fundraising Policy	<ul style="list-style-type: none">• Meet with all fund managers to introduce updated Fundraising Policy

PEOPLE STRATEGY

To achieve the targets set out in the financial forecast, our key objectives for People are to:

People Plan	Top Line Objectives 2021/22
Charity Operations	<ul style="list-style-type: none">• Create and recruit to a new role of Operations Manager (Band 5)• Secure two Kickstart Placements (no cost) to support CRM restructuring/clean up and increased data entry pressures• Create a Digital Apprenticeship role in the team to develop new digital content
Fundraising Staff	<ul style="list-style-type: none">• Complete recruitment for vacant roles
Team Training	<ul style="list-style-type: none">• Develop a programme of bespoke in-house training for the entire team (GDPR/Consent, Donor Journey)• Recruit 1-2 mentors for team members• CRM training

PEOPLE STRATEGY: ORG CHART



CONCLUSION

The plan for 20/21 shows how we can make our existing work better, and establish new areas of working to enable the growth of the charity, and increase its impact within the Trust, and raise awareness of the Charity across the Trust and in the Community. The five-year forecast demonstrates that an average 15% growth each year will bring us to £5M in annual revenue by 2024.

