cancer charity force

Registered Charity No. 1140676

Three Year Strategic Plan 2015-2018

In this plan we set out where we will be focusing our activities over the next three years and what we intend to deliver.

It includes:

Introduction
Context and Strategy
Finance Strategy
Support Services Strategy
Fundraising and Retail Strategy
Marketing Strategy
People Strategy

working locally to support anyone affected by cancer ~ face to face

Introduction

Cancer Services have changed considerably since FORCE (Friends of the Oncology and Radiotherapy Centre, Exeter) was first registered as a charity in 1987. Originally a small local Charity, FORCE, because of its flexibility, has been able to respond to these changes and make a significant contribution to improving the lives of local people affected by cancer.

FORCE Cancer Charity (Friends of the Oncology and Radiotherapy Centre Exeter) was co-founded in 1987 by Oncologist Dr Chris Rowland and cancer patient Commander Bernard Simons. The Charity originally funded a highly successful clinical research programme developing low dose ambulatory chemotherapy. This research, carried out in Exeter was to improve treatment for many cancer patients throughout the country. It was also Dr Rowland and his team who set up the first HDR (high dose rate) selectron machine in the world, bringing brachytherapy to local people ahead of major UK Centres.

These early successes firmly established FORCE and Exeter on the national and international research map providing firm foundations for the Charity and enabling it to respond to the rapidly changing field of cancer services. In the last ten years the organisation has grown significantly with the advent of the FORCE Cancer Support Centre.

Today FORCE:

runs a Cancer Support and Information Centre in Exeter, and two outreach support projects in Tiverton and Okehampton, for anyone affected by cancer

funds research within the University of Exeter Medical School and some local clinical research projects

purchases state of the art equipment to improve patient care

The Charity is well placed to look forward to the next 3 years.

Context

FORCE exists because anyone diagnosed with cancer deserves the best treatment and professional support close to home. FORCE recognises that this support should not be confined to the patient but should extend to all those affected by a cancer diagnosis. As a local charity we have strong reach into the community we serve and a good understanding of what is needed by our beneficiaries. We also work closely with our funders and other partners such as the Royal Devon and Exeter NHS Foundation Trust, CCGs, CAB, and other cancer charities.

FORCE's unique and local approach

By understanding and responding to local needs, FORCE has become a charity with a strong local following.

FORCE is unique because it works locally in three areas:

Running a cancer support and information centre, in the grounds of the Royal Devon and Exeter Hospital, offering support and information in the community

Funding successful cancer research at the University of Exeter Medical School and other local clinical research projects

Fund raising to provide state of the art equipment to enhance the treatment offered to local cancer patients

FORCE Cancer Charity has a strong pioneering record driven by a 'can do' mentality. This approach is an inherent part of the organisation's culture, and is the result of our exceptionally committed staff being able to respond quickly to change, being flexible and offering bespoke services to our beneficiaries

The Board of Trustees are all from within the local community and offer a broad range of expertise.

Vision, Mission and Values

FORCE'S Vision is " improving the quality of peoples' lives"

FORCE'S Mission is " We work locally, offering face to face support to anyone affected by cancer, purchasing equipment and financing research to improve patient care "

FORCE's Values are

1. **Encouraging excellence** – providing the best cancer support services delivered by highly skilled staff and volunteers.
2. **Supporting innovation** – through pioneering research and new patient support initiatives.
3. **Sustainability** – the Charity seeks to create sustainable improvements by providing ongoing support to local initiatives to improve cancer treatment and cancer support and advice.
4. **Respect for all** – everyone who touches the organisation will be treated with respect and dignity whether staff, volunteers or Centre users.
5. **Investing ethically** – The Charity has a policy that does not permit direct investment in tobacco companies

Our aims and objectives

We plan to build on the success of the Charity and this three year strategic plan lays out a number of goals, and charts a path for the future, identifying the major themes and key activities. It will help provide clear aims and objectives and allow us to measure our effectiveness.

All our work will be governed by four aims:

To **provide** an accessible range of personalised support for anyone affected by cancer

To **continue** to improve the reach of cancer services within the community

To **provide**, where funds permit, "state of the art" equipment for cancer diagnosis, treatment and care

To **support** cancer research within the University of Exeter Medical School and other local clinical research projects

The Charity's key strategic objectives are a framework to guide us as we move forward and help us measure our success. These objectives are:

- To continue to offer free personalised support and advice to people affected by cancer in our locality and to grow services to meet demand
- To continue improving social and geographical access to our support services
- To fund and ensure a sustainable future for outreach services post 2016
- To develop a new retail strategy, by introducing gift aid and increasing activity
- To promote and increase awareness of all our services and achievements in the community, through local, social, printed and broadcast media, as well as our own website and printed publications
- To support and develop our staff and volunteers
- To build on partnerships with public, private, voluntary and community organisations to deliver coordinated services to our beneficiaries
- To ensure effective and timely responsive audit of our services

Our Plan

A strategy plan will be developed for each service area to deliver these strategic objectives:

1 Finance Strategy
2 Support Services Strategy
3 Fundraising Strategy
4 Retail Strategy
5 Marketing Strategy
6 People Strategy

Financial strategy

- **A three year forecast** has been prepared for the 2015/16 to 2017/18 financial years. A summary is included in Appendix 2.

- **The forecast separates** core income and expenditure from costs to be funded out of existing designated and restricted funds.

- **The forecast generally assumes** relatively modest increases in income. Legacy revenue is difficult to predict - following several years of exceptionally high income the forecast assumes a maximum of 50% of the 5 year average (2010/11 – 2014/15). Shop income is forecast to begin to return to historic level following proposed renovations.

- **The income forecast** assumes that core shop revenues continue to be generated from a single retail outlet. Additional outlets which may be opened during the forecast period are assumed to be linked with Outreach services but we acknowledge that we cannot anticipate similar income/ contribution from new outlets.

- **A deficit** has been forecast on core activities but surplus funds brought forward will be sufficient to cover predicted deficits. This is confirmed by the reserve forecast in Appendix 2.

- **Funding** for the first three years of the Outreach programme has been designated. The appointment of Chemotherapy nurses and the commencement of the third location have been delayed and therefore funding is likely to last for several months into the final year of this forecast. However, unless core surpluses are designated, the Outreach programme will need to become self-funding in order to continue longer term. It is anticipated that the required £150 - £160k will be raised through additional retail activity and local fund raising as well as donation income from those who benefit from the service.

- **If unanticipated surpluses** are recognised these are likely to be designated for further expenditure on donated equipment. As predicted, equipment funding requests are increasing as the NHS faces funding cuts.

- **Restricted reserves** represent the value of the extension to the support centre which is being written off over a 10 year period to 2021/22.

Support Services plan

To achieve the targets set out in the finance plan, our objectives for Support Services are to:

- Manage change and protect the heart of FORCE as we grow
- Appoint staff to match requirements of Support Services
- Work closely with outreach services
- Manage change in line with the NHS

Support Services Plan	2015-16	2016-17	2017-18
Manage change and protect the heart of FORCE as we grow	We will continue to deliver the core support services at the Centre and consider options for outreach	Review our resources in terms of space and people	
Manage change and protect the heart of FORCE as we grow	Review the core services we offer our beneficiaries and implement accordingly	Agree core services and implement change	
Manage change and protect the heart of FORCE as we grow	Develop a strategy for a FORCE presence in community hubs	Ongoing	
Appoint staff to match the requirements of Support Services	Appoint staff to manage service development		
Work closely with outreach services	Set up services in Axminster and move to more suitable location in Tiverton	Expand services	
Work closely with outreach services	Work closely with outreach chemotherapy team to introduce this service where appropriate	Develop services	
Manage change in line with the NHS	Update website to include use by healthcare professionals	Implement any change as a result of General Election	

Fundraising plan

To achieve the targets set out in the finance plan, we need to continue to engage with our donors and supporters by:

- Continuing with our core community fundraising strategy
- Maintaining and developing our close links with corporate organizations to include fundraising, volunteering and awareness campaigns
- Effectively targeting our activities, using the information from the new database system
- Growing support from grant funding, legacies and donations

Fundraising Plan	2015-16	2016-17	2017-18
Community Fundraising	Increase sponsorship levels by promoting on line fundraising platforms Identify new fundraising opportunities in line with outreach Continue to update our fund-raising guide and ensure it is easily accessible Communicate events in all available media	To set up a new in house event, possibly non sporting... on a bi-annual basis Encourage a high degree of 3rd party fundraising	Enhance involvement with 3rd party events Develop a strategy to raise funds for Outreach
Friends of FORCE Groups	Develop a Friends Group in the Okehampton area Revitalize the Sidmouth Support Group	Support the work of FOF groups and promote their activities via internal, local and social media coverage	Assess the FOF group activity

Fundraising plan (continued)

Fundraising Plan	2015-16	2016-17	2017-18
Corporate Organisations, Clubs & Societies	Seek "Charity of the Year" opportunities with local companies Prioritise Centre visits and talks	Continue to develop on the previous year's work	Continue to develop on the previous year's work
Database Management	Utilise the new database to improve our contact and fundraising information and plan accordingly	Improve on previous year development	
Legacies, In Memoriam, Donations and Regular Giving	Raise awareness of FORCE's need for regular giving through online & in house resources Re-evaluate the merits of a Legacy Campaign for FORCE Continue to highlight the importance of In Memoriam Donations in our Newsletters	Develop on the previous year's work	Continue to ensure a range of income streams
Grants and Trust Funding	Identify appropriate funding opportunities	Ongoing	Ongoing

Retail plan

To achieve the targets set out in the finance plan, our objectives for Retail are to:

- Introduce Gift Aid
- Open a shop in the next 3 years
- Diversify our sales through eBay
- Develop a Goods Giving Scheme

Retail Plan	2015-16	2016-17	2017-18
Introduce Gift Aid	Gift Aid Target – introduce gift aid using new EPOS system to coincide with reopening after refurbishment	Gift Aid Target – percentage of donated goods sales that are gift aided to increase by 20%	Gift Aid Target – percentage of donated goods sales that are gift aided to be targeted to increase again
Volunteers	Expand volunteer resource base to include specific expertise and train accordingly	Introduce volunteer reviews	
Expand Retail Activity	Ebay - pilot trials in early spring and beyond Trial Pop Up stalls at events	Ebay - full launch. Possibly use of EPOS systems to sell goods live online and in shop Consider more Pop Up events	Review and build on previous years successes Consider a second charity shop
Targeted Donations	Research targeted street collections - branded bags and leaflet drops Identify business partners across the Exeter area who will engage in 'donation stations' for staff on their premises Use all existing networks and develop innovative ways to attract more donations	Identify new opportunities year on year	
Efficiency and performance management etc	Reduce cost of waste Look at KPIs for areas where improvements can be made	Seasonal storage and rotation of stock between shop and new workshop	Implement plan for potential new shop
Communication/Advertising	Weekly communication updates for all staff and volunteers Include local press for publicity purposes	Targeted communication and advertising to customers using donor database from gift aid	

Marketing plan

To achieve the targets set out in the Finance, Support Services, Fundraising and Retail Plans, we need to to:

- **Build on reputation and awareness of FORCE being a local charity for local people offering local support F2F**
- **Establish clear brand guidelines for FORCE design across the organisation**
- **Expand use of local and social media, as well as existing channels to spread communications to include areas of outreach services**
- **Develop local awareness and support through increased volunteer recruitment and training**
- **Demonstrate the services and running of the charity meet or exceed expectations**
- **Partner with well known/liked brands**

Marketing Plan	2015-16	2016-17	2017-18
Brand Management	Review all retail and on line branding, make necessary adjustments. Continue to review and update all printed materials Recruit a team of FORCE Ambassadors to represent the charity and develop a policy and training plan for them		

Marketing plan (continued)

Marketing Plan	2015-16	2016-17	2017-18
PR and Communication	Identify a Communication lead and develop a PR Campaign to include local and outreach community sites Review, overhaul and update the website to include a page for HCPs Forge closer links with the Trust in terms of FORCE"s commitment to research and equipment and to ensure all oncology related staff are aware of our services and how to refer to them Encourage users to spread the word by sharing their personal experiences Harness the power of storytelling on Facebook, Twitter and other social media platforms	Monitor the effect of PR campaign Review contents and use of Website, FB and Twitter and develop a policy for users	Implement an appropriate PR campaign after review
Local Awareness Programme	Focus on community websites, local events in outreach locations	Focus on community websites, local events in outreach locations	Focus on community websites, local events in outreach locations
Accountability of FORCE	Production of annual reviews and feedback mechanism	Production of annual reviews and feedback mechanism	Production of annual reviews and feedback mechanism

Our People plan

To achieve the targets set, we will ensure that we have the right skills and culture within FORCE. To do this we must:

- Invest in our Leadership Team to ensure they continue to create the right culture to deliver our objectives
- Support our volunteers with a regular induction and training programme
- Deliver ongoing training for our existing and new staff
- Ensure effective governance through support for our Board of Trustees

Support Services Plan	2015-16	2016-17	2017-18
Training and Development OMT	Ongoing coaching for the OMT group, to include recruitment and development of their teams	As appropriate and in line with any changes to NHS	Ongoing
Training and Development Retail	Introduce EPOS system to retail team and train volunteers in line with new retail strategy	Continue with relevant training for all volunteers in retail team	Ongoing
Training and Development Fund Raising	Learn best practice using CRM system for fundraising team		Ongoing
Training and Development Fundraising	Deliver induction programme to all new volunteers as they join Friends of FORCE	Integrate ambassadors and volunteers accordingly	Ongoing
Training and Development Support Services	Recruit new Team members and train accordingly Working with Oncology team, integrate Chemo Nurse to deliver outreach services	Continue to outreach chemo services	Evaluate
Training and Development Finance	Training and support to introduce new CRM to improve information management and reporting	Continue to ensure staff are up to date with financial and regulatory changes	Ongoing
Governance	Select trustee with CCG/NHS background Audit services	Select/reappoint trustees as appropriate Respond to Audit	Select/reappoint trustees as appropriate Audit