

ROY CASTLE  
LUNG CANCER  
FOUNDATION



STRATEGY 2013-2018

# Introduction

The Roy Castle Lung Cancer Foundation's mission is "to defeat lung cancer" and this strategy outlines our five year plan in working towards achieving this. In order for the Foundation to continue its vital work, which has a worldwide reputation, we need to increase our income so we can spend more on our key activities:

- Research
- Support
- Prevention

Our influencing and campaigning work will support everything that we do.

Our strategy is to grow our national profile in all our activities through targeting regional centres. For example over the next five years the research we support will spread nationally through our new open grants process; we will continue to grow our UK wide support groups and develop stronger links with lung cancer nurses. This will give us a strong foothold for fundraising; with the idea that we will develop fundraising groups supporting our research grants and patient support groups. This strategy will enable us to join all our activities together to improve our national profile, increase income and enable us to spend more on our research, support and prevention activities across the country.

## What our organisation is about

Giving "help and hope" to people affected by lung cancer.

## The idea that drives us

The Charity has two purposes; saving lives and supporting people affected by lung cancer (including carers and families) and we do this through our three key activities.

## How we achieve our key activities?

### 1. Research

- Funding lung cancer research
- Funding research into patient experience
- Campaigning for better outcomes for lung cancer patients
- Raising awareness of the importance of early diagnosis

### 2. Support

- Being a major supplier of information to patients, carers and the NHS
- Running lung cancer support groups across the UK
- Supporting nurses
- Providing patient relief grants
- Offering telephone information and online support

### 3. Prevention

- Helping people to quit smoking
- Encouraging young people not to start smoking
- Offering telephone and online support

## Who we are working for

People like you – anyone affected by lung cancer and all those at risk.



## Background to our strategy



Lung cancer remains this country's biggest cancer killer, with more than one person dying from the disease every 15 minutes. Just one in three people diagnosed with lung cancer will live for a year after their diagnosis and the majority of the 40,000 people diagnosed with the disease each year in the UK live less than six months.

The UK lags behind other comparable countries, with patients in some EU countries living much longer with the disease. A major reason for this inequality is that patients in the UK go to their GP too late and are diagnosed too late because of the difficulty of diagnosis. Thus the chances of successful treatment are significantly lower. Lung cancer also has the stigma of being a "smokers disease", despite the fact that around 10% of patients have never smoked).

The Charity's focus and, in particular, its fundraising activity has been focused in the North West of England but we are working towards reinforcing the fact that we are a national charity.

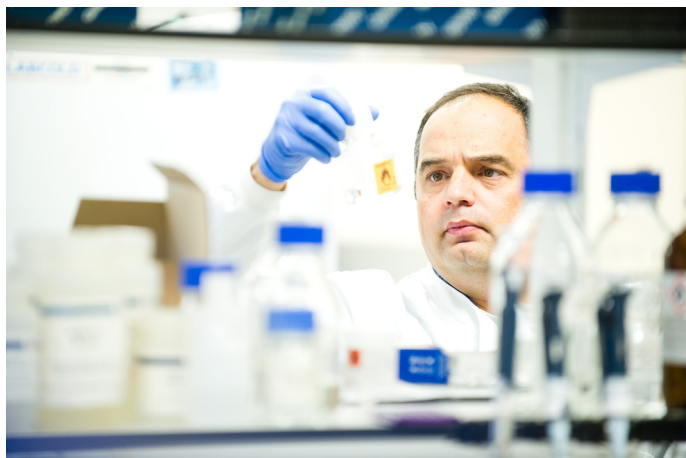
In 2011, the Charity's income was £5.2 million and brand awareness across the UK was around 50% - putting it on a similar level to charities such as Prostate Cancer UK.

In January 2012, research showed around 2% of the population considered themselves a current supporter of the Charity but 20% would potentially support the Charity.

This document outlines how the Roy Castle Lung Cancer Foundation – which is the only lung cancer charity in the UK – plans to tackle these issues over the next five years and follows wide consultation.

Our new open grants process is spread across the country and thus we no longer fund research only in Liverpool. We will be funding grants across the country, on top of this our patient relief grants are allocated through lung cancer nurses and our 44 patient support groups spread across the country. We will be supporting this through local fundraising, marketing and campaigning activities.

# KEY ACTIVITY I: Research and Best Practice



## Why is this important to us?

Ensuring better outcomes for patients with lung cancer in the future and best chance of survival and patient experience is what we are here for.

**Goal 1:** To grow our annual spend on lung cancer research from £0.5million to £2million in the next five years and to increase the spread of grant funding across the UK.

**Goal 2:** To increase the overall lung cancer research spend. Currently lung cancer research funding from government and other charities is around 5%. Increase to 10% in the next five years.

**Goal 3:** To ensure best practice and earlier diagnosis in lung cancer. Lung cancer has, by far, the worse one year survival rate of the “big four” cancers with only 30% of lung cancer patients alive one year post diagnosis compared to 96% of people with breast cancer, 93% of people with prostate cancer and 72% of people with bowel cancer. Over the next five years we aim to see an increase one year survival rates to 40%. There is variation in treat rates for lung cancer patients across the UK.

## How will we achieve this?

- As funds allow, continue our open annual research grant funding programme across the UK.
- Ongoing support of the University of Liverpool LLP Biobank, as a core research grant. Ensuring quality and excellence.
- Appointment of an annual Roy Castle Lung Cancer Foundation Clinical Research Fellow – to encourage clinicians into an academic research career in lung cancer.

- Communicate the results of our research to the wider public and our supporters.
- Achieve at least 1 peer-reviewed publication per research project.
- Campaign for an increase in lung cancer research funding from government and other charities.
- Work with the lung cancer community to build its research capacity, particularly in the area of patient experience.
- Campaign for earlier diagnosis, both around public awareness and signs and symptoms of lung cancer and of lung cancer screening.
- Campaign to increase the number of patients receiving lung cancer treatment with curative intent. Surgical resection rates to increase over the next five years from an average of 13% in England and 11% in Scotland, to 18% overall.
- Campaign to reduce variation in lung cancer treatment rates across the UK.

## Who will do this?

- Research : Medical Director with support from Research Co-ordinator; Research Advisor; Grants Committee and Biobank Expert Advisory Group.
- Campaigning : Senior Management Team in particular; Medical Director, Director of PR & Communications. CEO and Director of Glasgow. Commission specific project work with a Public Affairs Agency.
- Grant holders / Universities

## How we will measure our success?

- Increased number of high quality research projects being funded geographically spread across the UK. (Grants Committee approved)
- Number of peer reviewed research papers published from each project.
- Annual Report showing increases in amount given to research each year until we reach the £2million target.
- Monitor national data sets (eg National Lung Cancer Audit) to ensure improvement in one year survival and treatment rates.



## KEY ACTIVITY 2: Support



### Why is this important to us?

Providing appropriate support and information to people affected by lung cancer is at the heart of our role as the UK's only lung cancer charity. It gives us increased credibility in representing patient and carers and the problems they face. It will significantly help our campaigning for improvements in services for both patients and carers.

**Goal 1:** Increase the funds available for patient relief grants with a potential increase in funding from £10,000 to £100,000 in five years, across the UK (supporting up to 400 people with lung cancer).

**Goal 2:** Increase the level of support by aiming for and supporting 50-70 support groups as well as offering training for up to 30 group facilitators per year.

**Goal 3:** Maintain our position as the preferred provider of lung cancer information direct to people affected by lung cancer and to the NHS.

### How will we achieve this?

- Streamline our grants procedure, advertising the resource via the network of Lung Cancer Nurses.
- Increase patient grant funding year on year, offering an average of 16 awards per month for 2013.
- Provide financial assistance to 200 people with lung cancer diagnosis, who have limited income and poor diagnosis.
- Run facilitator training courses for up to 30 CNS or Allied Health Care Professionals interested in establishing or improving existing support groups.
- Support the set up of 10 -12 new groups across the UK.

- Provide funding for 50 – 70 support groups.
- Share good practice through our updated Facilitator pack and the development on our website of an online forum and resource for facilitators.
- Develop our information and support services via new media, increasing our online resources, telephone and print information.
- Offer people affected by lung cancer opportunities to influence early detection, increased awareness and patient services by involving them as advocates and volunteers.
- To ensure all lung cancer patients have access to good quality information and support.
- To provide a range of relevant support and information services to people across the UK.
- To ensure all 40,000 people diagnosed with lung cancer in the UK every year have access to the best treatment, care and support.
- Campaign for best practice for lung cancer patients.

### Who will do this?

This will involve the Information and Support team, with input from finance and marketing departments. Plans will be led by the Director; individual and team goals will be monitored against targets.

### How will we measure our success?

- Increased update and awareness of patient grants across the UK.
- Achieve 75% satisfaction rate from grant recipients.
- Number of support groups across the UK; including number of new groups and groups in development.
- Audit of support groups to be undertaken in Spring 2013 will provide a baseline for an annual audit.
- Evaluation of all training with 80% of respondents recommending training to others.
- Level of hits on information pages of website increases year on year.
- Evaluation from CNS / Cancer Centre contacts.
- Increase proportion of publication requires from patient / carers from (9% to 12%) and from Cancer Centres (from 8% to 14%).

## KEY ACTIVITY 3: Prevention



### Why is this important to us?

Tobacco smoking is a significant risk factor in lung cancer and is estimated to cause 86% of lung cancer deaths. We want to support people who currently smoke to quit but we want to prevent young people from starting to smoke and becoming the lung cancer patients of the future.

In 2011 33.5% of smokers made a quit attempt but only 1.4% chose to attend an NHS service; fewer people engaged with the NHS than did in 2007 when the smokefree legislation was implemented.

We believe that there needs to be a variety of methods of engagement and that we must continue to educate the public on smokefree issues.

We recognise that funding of stop smoking services as they move from PCT's to the local authorities remains a concern for the Foundation. This strategy is based on funding levels remaining the same from our two current commissioning bodies, however we have developed contingency strategies should funding from the local authority be reduced.

**Goal 1:** Over the next five years we will support 75,000 people to stop smoking via our current stop smoking services in Liverpool and Knowsley.

**Goal 2:** We will develop and grow our online stop smoking service. Over the next five years we will nationally support 25,000 people to stop smoking.

**Goal 3:** Using our "Jenny and the Bear" story book and teachers pack we will educate 30,000 children across the UK under the age of 10 years on how to protect themselves and their families against the dangers of second hand smoke.

### How will we achieve this?

- Continue the provision of our stop smoking services in Liverpool and Knowsley.
- Continue to provide telephone support and access for those enquiring about stopping smoking.
- Develop innovative online support for people who want to stop smoking and would not normally engage with the NHS service provider.

## KEY ACTIVITY 3: Prevention (Continued)

- We will recruit members to our online forum via RCLCF campaigns in which lung cancer awareness and smoking is highlighted by using the MegaLungs as a focal point for engagement.
- Engage with commercial partners who may wish to support these online initiatives.
- Develop innovative awareness / educational campaigns to engage with young people / schools and teachers nationally on the dangers of second hand smoke. Use those campaigns to drive people towards local stop smoking services.
- Aim to integrate “Jenny and the Bear” into the national teaching curriculum.
- We will seek to build upon the “Smoking Gun” research project to engage with the MOD and press for increased awareness of smokefree environments within MOD establishments.
- Continue to lobby government to ensure tobacco control funding remains high on the political agenda.
- Offer advice and consultancy to those supporting people to stop smoking.

### Who will do this?

- Director of Tobacco Control with the support of the PR & Marketing team.
- The whole of the Tobacco Control team including;
- The Service Managers and Liverpool and Knowsley FagEnds teams
- The Tobacco Control Project Manager will develop the QuitSupport online service.

### How will we measure our success?

- We will take a performance management approach to planning and delivering our services.
- We will measure service outcomes to indicate quality.
- Our commissioned services will be monitored and evaluated against the service specification for each contract ensuring robust quality and governance.
- We will recruit members to our online forum via agreed RCLCF regional campaigns where lung cancer awareness and smoking is highlighted by using the MegaLungs as a focal point for engagement.
- We will use the online QuitSupport community to fundraise by asking those who have stopped smoking with us to donate the price of a packet of cigarettes.
- Increase in the number of young people / schools and teachers engaging with our awareness / educational campaign each year.



# Generating Income: Fundraising

## How will we generate income to achieve our key activities?

We need to increase the proportion of income we spend on achieving our charitable objectives. We also need to reach the 20% of people who say they would support the Charity but currently don't and we need to provide help and hope to as many people as we can reach.

In order to achieve this strategy, the Charity needs significant investment to provide a solid foundation for future growth.

In 2011, the Charity's total income was £5.2m. In order to achieve the aims of this strategy, the Charity will need to raise an additional £3.5m over the next five years.

## FUNDRAISING

### Why is this important to us?

To enable us to increase the proportion of our income we spend on achieving our charitable objectives.

**Goal 1:** To increase fundraising from £2.3m in 2011 (44% of total income) to £4.22m in 2018 (49% total income).

**Goal 2:** To implement a five year strategy to achieve income from new areas in the UK and build income within Merseyside and through national campaigns.

**Goal 3:** Implement UK wide fundraising activities – starting with grass roots community support and volunteers and growing to Area Fundraisers to manage Community, Major Donors and Corporate Partnerships.

### How will we achieve this?

- Focus fundraising initiatives and communications to areas of the UK where we already fund research and support to emphasise the need for local donors / supporters.
- Establish fundraising in five new areas throughout the UK so by 2018 we are a truly national organisation capable of securing national Corporate Partnerships.
- Increase investment in legacies through personnel (currently part time person working on this area need to increase personnel to one full time person) and marketing programme.
- Ensure that all fundraising activity has at least a 3:1 income / cost ratio.
- Fundraisers will manage their own Activity Plans each year so they fit into the overall fundraising strategy, maximises income and spreads risk.

### Who will do this?

Director of Fundraising with the support of the Fundraising and Marketing team.

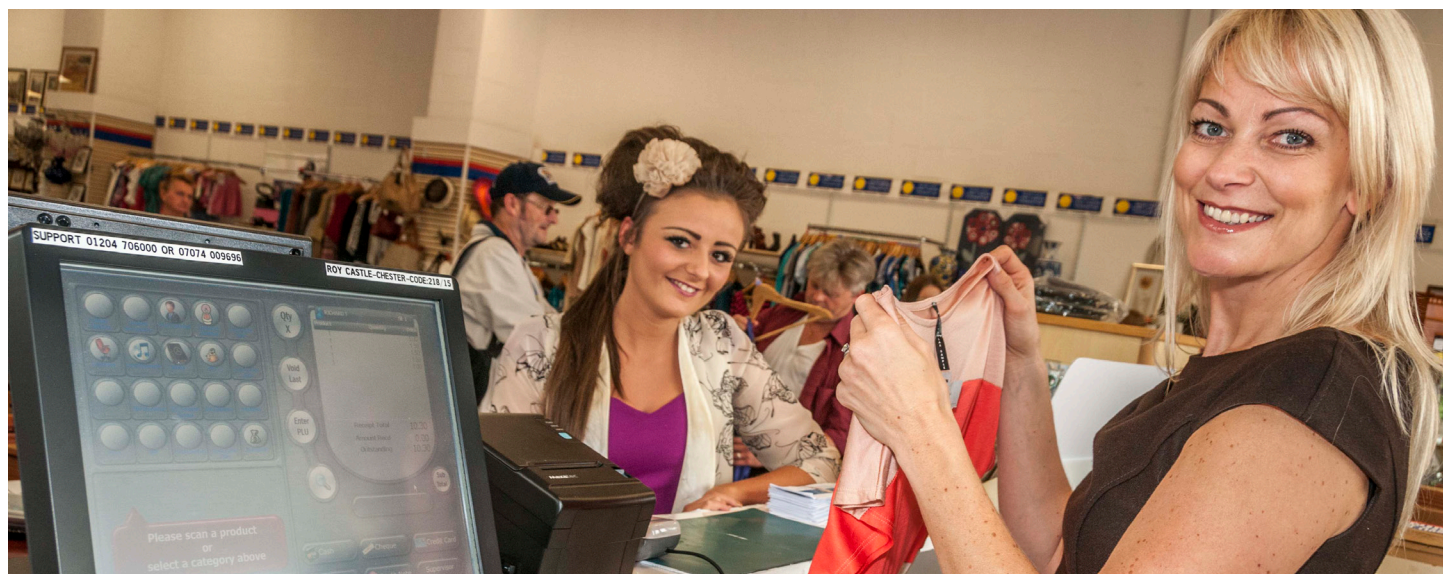
### How will we measure our success?

- Increase in fundraising income year on year.
- Increase in the number of local / regional fundraising income in new areas outside of Merseyside.
- Increase in the number of fundraising groups across the UK.
- Business Development Groups set up in key new areas of the UK.
- Increase in the number of regional and national selections for Charity of the Year with corporate partners.
- Increase in volunteer numbers
- Sustained legacy income.





# Generating Income: Retail



## RETAIL

### Why is this important to us?

It is vital that the Charity has a high street presence to engage and give access face to face with patients, supporters and carers. Retail can provide a regular predicted and stable income stream.

**Goal 1:** To increase retail income from £1.3million to £1.8million by 2018, through a maximum of 15 outlets.

**Goal 2:** To develop an online retail shop with business income stream of £200k (gross).

**Goal 3:** To achieve 25% sales mix from our Gift Aid donors to maximise support income.

### How will we achieve this?

- Restructure of the shop operation to a 50/50 split of eight traditional units and eight larger furniture donation stations.
- Use the shops as the face of the charity to deliver our strategic objectives.
- Investment in the infrastructure to develop and grow the online business.
- Investment in online products, both charity branded and bought in goods, to achieve net profit of £100k
- Grow Gift Aid donors from 5% to 15%, securing income of £450k (net profit £112k).
- Investment in IT infrastructure in stores to allow interactive access to the general public to all our information.

### Who will do this?

Director of Retail with support from retail managers, van operators, volunteers and corporate supporters.

### How will we measure our success?

- Increase in income from the closure of three underperforming shops and the opening of two new profitable furniture donation stations by 2018.
- Increase in income following targeted marketing campaigns within the retail units.
- Increase in income from online business year on year.
- Increase in income from Gift Aid donations year on year.
- Increase in traffic to the website via individual retail IP address.

# Supporting our key activities: Communications/PR

The Charity's strategy is to grow nationally through regionalised activities and we need to ensure that we have the correct support and infrastructure to deliver our key goals.

## COMMUNICATIONS / PR

### Why is this important to us?

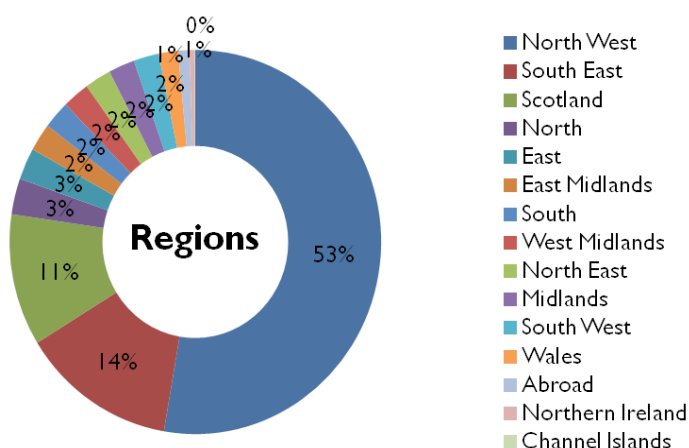
We know that 50% of the British public have heard of the charity but only around 2% consider themselves current supporters. However research shows that around 17% of the British public would support us in the future.

The challenge of the communications team over the next five years is to ensure we reach these people in order to support the growth of income and the take up of our services.

Put very simply, we will not be successful if people have not heard of the charity or are not aware of what we do.

We believe the best way to achieve this is to grow national awareness of the charity via regional campaigns.

Our current database shows the majority of our supporters (53%) are based in the North West, which means we have an opportunity to expand into other areas of the UK.



**Goal 1:** To increase supporter base from 13,000 to 40,000 over the next five years.

**Goal 2:** To maintain brand awareness at 50% or above for the next five years and increase awareness of symptoms of lung cancer from 1 in 10 to 3 in 10 over the next years.

**Goal 3:** Provide communications support to fundraising and retail to enable them to grow the Charity's income from £3.6m in 2011 to £6.2m over the next five years.

### How will we achieve this?

#### Increasing supporter base and raising awareness of the Charity and its work by:

- Producing data capture postcards for use by all staff
- Running regional direct mail campaigns every quarter to gather new supporters
- Buying in email lists to target potential new supporters
- Running incentive campaigns among our social media followers to encourage them to sign up to our database
- Improving the registration page of our website to encourage more online sign ups
- Increasing our data input capacity to ensure all data is captured and transferred onto the Raiser's Edge database
- Developing pay per click & SMS advertising campaigns
- Developing the I Love My Lungs campaign into the annual theme for lung cancer awareness month in November
- Running at least 100 MegaLungs events per year, targeting our four regional areas and across the UK during lung cancer awareness month in November
- Using the Women Against Lung Cancer campaign to promote symptoms amongst women

#### To maintain brand awareness at 50% or above for the next five years and increase awareness of symptoms of lung cancer from 1 in 10 to 3 in 10 over the next years:

- Regionalising marketing activity into four geographical areas - Scotland, North, Midlands, South - to be targeted on a quarterly basis
- Increasing media coverage to at least £2.2million equivalent advertising spend



# Supporting our key activities: Communications/PR (Continued)

- Running direct mail campaigns across the UK promoting research, Christmas appeal, fundraising appeal, one-off events
- Continuing to publish our twice yearly magazine – The News (increasing readership from 12,000 – 18,400)
- Increasing the number of recipients of our monthly e-shot campaigns from 6000 in 2012 to 10,000 in 2013
- Increasing website usage from 25,000 per month to 30,000 per month
- Increasing followers on social media channels from 8000 in 2012 to 10,000 in 2013
- Advertising our services in regional media, in line with our quarterly regional campaigns
- Developing branded merchandise

## **Providing communications support to fundraising and retail to enable them to grow the Charity's income from £3.6m in 2011 to £6.02m over the next five years by:**

- Develop an appeal with the fundraising team, focused on geographical areas where we carry out research and deliver patient support
- Develop supporter journey plan, to ensure we retain supporters & develop their income potential
- Acquire new supporters to boost income for fundraising and retail (particularly via online shop for those supporters not in the North West)
- Provide marketing support for all fundraising activity

- Promote legacy activity
- Develop a comprehensive marketing strategy to grow online shop's income to £200k
- Develop annual promotions for all retail shops & promote opening of two new shops
- Support promotion of Gift Aid scheme

## **Who will do this?**

Marketing team; communications Director with support from Fundraising / Retail Marketing Manager, Database Manager, Graphic Designer, Web Officer and Data Input Officer.

## **How will we measure our success?**

- Quarterly brand awareness reports through nfpSynergy survey.
- Monthly media coverage reports via Durrants cutting service; broken down by topic ie Research, Support, Prevention, Fundraising and Retail.
- Produce ROI reports for all fundraising and retail marketing campaigns.
- Produce monthly website and social media reports via Google Analytics and Hootsuite.
- Annual survey on lung cancer awareness symptoms via nfpSynergy.
- Monthly MegaLungs project report.

# Supporting our key activities: Corporate Services

## CORPORATE SERVICES

### Why is this important to us?

In order to meet the overall purpose of the charity and achieve the goals included in the strategy, it is important that the charity has a solid structure with robust systems, procedures and controls from which to operate. It is therefore vital that the Corporate Services department ensures that the charity is “fit for purpose” and capable of offering the services necessary to support the organisation in delivering this strategy.

In line with the new strategy the Corporate Services department will ensure that the following key goals are met.

**Goal 1:** HR to provide a strategy to develop a flexible and diverse workforce to ensure the organisation has the required skill set.

**Goal 2:** IT to provide high quality, cost effective services, that understand and meets the needs of the organisation, department and user.

**Goal 3:** Finance to maintain internal controls and develop robust financial and non financial report mechanism based on key indicators of the business to measure the success against the strategic plan.

### How will we achieve this?

- Conduct a training needs analysis assessment to identify the current skill set and ensure that staff are trained to meet the needs of the organisation.
- Implement a central administration department to ensure requirements are met across the organisation and not just departmental.
- Up-skill staff with the introduction of a new on-line training system which will offer development and training to all staff (both onsite and offsite) and volunteers. This will also ensure that the Charity complies with all legal requirements.
- Grow the volunteer database. All volunteers will be given an induction in all areas of the business, training via the new on-line system and an annual appraisal. Expectations will be managed in order to engage and retain volunteers.
- Develop IT skills across the organisation.

- Ensure that the IT service meets the changing needs of the charity's objectives and staff and is able to adapt accordingly.
- Ensure the Charity has a practical and robust disaster recovery plan for minimal disruption and downtime.
- Finance will take a proactive role in the creating and development of commercial opportunities for the Charity, linking with other income generating departments and the PR department.
- Finance will drive cost control to maximise operational efficiency, minimise non charitable spend and thus increase the proportion spent on charitable activity thus making the organisation a much more attractive prospect for supporters and donors.
- Finance will ensure that robust systems and controls are in place to match the strategic plan, taking account of the increased risks and pressures relating to a regionalised programme of growth and the increased diversity and complexity of the charity.
- Finance will provide timely and accurate management reporting, financial accounts and general commercial support to other departments.

### Who will do this?

Director of Finance with support from the Corporate Services Department.

### How will we measure our success?

- Adequate staff provision available to work across the organisation during busy periods.
- Positive results from annual Staff Survey.
- Retention of existing staff and volunteers.
- Achieve at least one new commercial partner per year, linked to one of our key activities, in terms of a new business development opportunity.
- Increase in % of spend spent on charitable works.
- Annual external audit.
- Clerical measures eg level of elapses days to input, level of late payments based will measure the internal efficiency of the Finance department.
- Number of calls to IT help desk.
- Zero amount of downtime.



# Conclusion



**Paula Chadwick**  
Chief Executive  
Roy Castle Lung Cancer Foundation

This is an ambitious strategy for the Roy Castle Lung Cancer Foundation for the next five years and beyond. It seeks not only to address our weaknesses, but also to improve every aspect of what we do. It puts a clear focus on our vision of offering “help and hope” to all people affected by lung cancer; not just in setting out what we can offer, but in designing ways of doing it that promote our services nationally. We need to move forward and take the steps to achieve our vision. We cannot do this alone and will actively seek collaboration and partnerships with organisations striving for the same goals as ourselves.

We have a vision of the future, and we have the clear principles and strong proposals that will help us realise the vision.





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