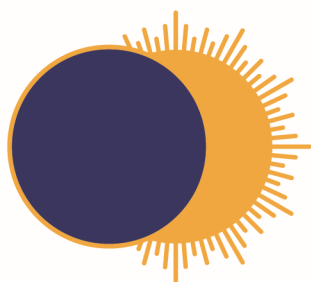


FUNDRAISING STRATEGY

2022–2026



Royal Hospital for
Neuro-disability

Introduction

This strategy provides an analysis and evaluation of the current and prospective situation for income generation and for communications, together with recommendations to improve brand recognition and grow income

Objectives

The key Fundraising objectives are of growth:

Grow income year on year to support activities and services across the RHN

Increase staff awareness and engagement with fundraising through internal communications

Raise awareness of the RHN brand locally, regionally and nationally through external communications

Support market growth

Raise significant funds for capital appeals

Introduce new fundraising income generation tools to support growth and attract and retain new audiences

Context

Since 2017, much has been achieved in terms of growth in fundraising. However the global COVID-19 pandemic which was declared in March 2020 has affected our progress as it has across the organisation, and much further afield.

Pandemic recovery with a view to restoring voluntary income to pre-pandemic levels is a priority, while supporting the RHN's strategic objectives in refurbishment and expansion of site and clinical and service delivery plans. The team will continue to target and engage new audiences through digital channels in order to grow the RHN's supporter base, mindful of the need to appeal to a younger demographic as well as the RHN's traditional supporters.

Internally, communicating with families, volunteers and staff is critical to success. In order to target audiences appropriately, the RHN website has been re-developed (with limited budget) and the RHN presence across all social media platforms has grown significantly. Workplace is a way of engaging with internal audiences.

As a charity, we continue to be committed in delivering best practice in all our Fundraising activities; and as such, we remain registered with the Fundraising Regulator (FR) and continue to adhere to its code of practice for charitable fundraising in the UK. Furthermore, with our compliance to the Data Protection Act of 2018 (GDPR guidelines) and our online privacy notice (www.rhn.org.uk/help/privacy), we are able to lawfully support our need to gather, process and store personal data; all aimed at assuring the public, our supporters and those in our care of our respectful, accountable, open and transparent approach to fundraising.

Fundraising pledge - statement of Declaration to our patients, residents and supporters

To Patients:

We promise to continually seek funding, from every income stream available to us, so that our specialist therapeutic services can continue to provide the best possible care and rehabilitation to every patient.

We promise to actively promote our specialist nursing care and therapeutic services through multiple channels, in the hope of raising awareness of the challenges faced when diagnosed with a neurological disability or brain injury.

To Supporters:

We promise to adhere to the Fundraising Regulator's code of fundraising practices and to be transparent, honest, accountable and responsible for the vital funds we receive. We promise to be respectful of your mailing preferences and to keep you informed of the services you support.

We promise to take every complaint seriously, with the aim of addressing the issue(s) raised and re-establishing confidence and trust in our fundraising process.

Compliance and governance

Funder communication that complies with legal requirements and is aligned with the RHN values is integral to Fundraising, when conveying the RHN's vision and business objectives to our wide and varied audience, consisting patients, patient relatives, staff, volunteers and supporters. It is essential to be consistent in our messaging. As a medical charity, we work to demonstrate exemplar leadership, transparency and good governance in all our dealings with our stakeholder.

This therefore means adhering to both the **Fundraising Regulator's Code of Fundraising Practice** and well as Data Protection Act of 2018, to ensure we are compliant with the law and all the necessary regulations related to the charity sector. Practical steps taken in the handling of data include; ensuring personal data is collected legally, processed fairly and stored/disposed of responsibly. The fundraising team adheres to the **IoF Code of Practice and Charity Commission**.

Many of the activities and services at the RHN are entirely funded through fundraising including:

- Leisure and Family Services (LaFs)
- Chaplaincy and family support
- Music Therapy
- Research and PhDs
- Art Occupational Therapy
- Capital projects
- Gifts for special purchases, e.g. ambulances, specific ward projects, beds
- Unrestricted income for general purposes

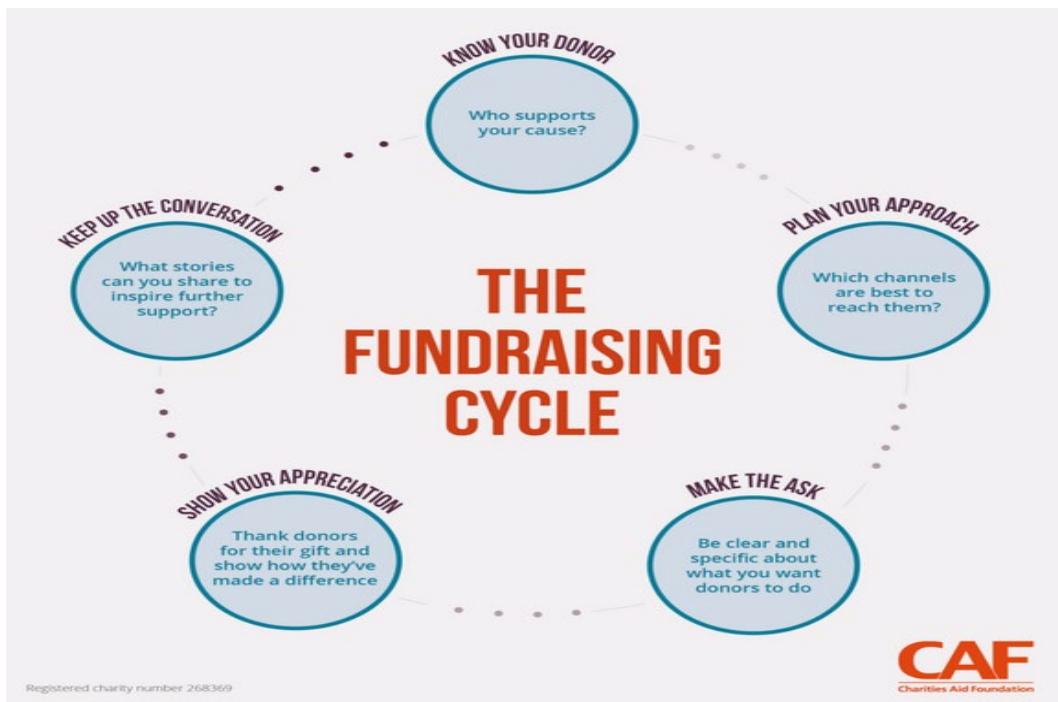
ADD IN NET CONTRIBUTION PER INCOME STREAM – ASK RAD

Team structure

The fundraising team income and expenditure is now allocated to each income stream.

- Community and Events
- Trusts and Major Gifts
- Donor Development (direct mail)
- Corporate fundraising
- Legacies
-

Income raised can be either unrestricted or restricted. In the latter case, gifts which have been secured for a specific purpose, project or for the purchase of equipment or capital project are allocated to a "Gift for Specific Purpose" (GSP) restricted or capital code.



Community and Events

The Community and Events Team will implement an annual events programme and coordinate community support to fundraise for the RHN and raise awareness. The strategic aims are to:

- Mitigating impact of pandemic on fundraising by through increased online and digital channels e.g app usage/QR codes
- Reinvigorating the events portfolio and utilising RHN space and grounds to engage families, staff and new audiences
- Build on success of 'Let it Snow' campaign to and establish it as a flagship event to build community awareness and support (community and corporate)
- Grow our charity volunteer group via LaFs to promote the RHN through presentations, workshops and collections
- Running a new series of events with the previous Gala dinner committee, using the hospitals facilities, 3 times a year.
- Brain Awareness Week – link with annual national campaign to engage new audiences
- Community engagement linked with national and international celebration days and popular trends e.g. 'Knit for a bit'.

Trusts and Major Gifts

2/3 of trust income tends to be restricted to specific services, special items of equipment or capital improvements due to the nature of charitable giving through trusts and foundations. Typically raising £700K- £1M in recent years, growth has been curtailed by COVID-19 in the past two financial years. The strategic priorities are:

- Secure funding for the RHN's core services including, Music Therapy, Leisure & Family Services, Compass Assistive Technology Service, Chaplaincy Service and Research programme through bespoke and generic appeals
- Continue to secure significant gifts in support of the RHN's capital improvement programme

- Utilise the RHN's notable history to secure heritage funding
- Identify and utilise new opportunities for fundraising e.g. Project based fundraising that aligns with clinical and service need, changes RHN's clinical services that present new opportunities e.g. Young Peoples Service, pre-rehabilitation, outreach services.
- Maintain and nurture existing support to ensure continued commitment and nurture DM supporters
- Endeavour to increase income from this supporter group beyond current levels
- Work with the Board to cultivate warm introductions and gently raise awareness with

Corporates

Main corporate supporters are suppliers and those with a personal connection to the RHN. The strategic aims are to:

- promoting RHN's research programme to corporate funders with a view to tapping into CSR strategies and securing grants
- Grow corporate fundraising by extending relationships, offering volunteering, increasing payroll giving and community engagement

Legacy and In Memory

A legacy boom is predicted across the sector over the next decade and it is important that we continue to do everything possible to ensure that the RHN benefits from this. In memory giving also continues to be a very important means of engaging supporters with a very personal connection to the RHN. The aims are to:

- increase legacy enquiries by 10% each year
- continue to engage with pledgers, regular supporters, families and staff
- promote the free will scheme while targeting new audiences
- produce compelling Legacy materials, print and digital and offer stewardship events
- Promote our tribute schemes – online and tangible (visibility throughout the RHN)
- Outreach to local community. Talks at churches, community groups, foundations etc. pandemic permitting

Donor Development

RHN has a sound background in direct marketing and has, prior to the GDPR Act, raised up to £500k each year via this income stream. This sum is made up of income from new supporters, long-term individual givers, and regular givers on direct debit or standing order.

Since 2018, the recruitment of new donors has been primarily achieved through print advertising in national newspapers, local and membership magazines. The result of this switch has been as follows:

The number of new donors recruited through Donor Development has risen steadily since 2016. A schedule is now in place to ensure that all printed materials (cold and warm) are backed up by online content via the RHN website and on social media. Online giving has yet to prove itself however, in terms of income generated. This is likely due to the average donor profile of an RHN supporter.

What we know about our Direct Mail donors is that they are typically;

- Over 60
- Generally female
- Traditional views
- Family orientated
- Daily Mail reader

The strategic aims for DM are to:

- Grow the database and improve demographic reach
- Increase DM income by approx. 2.5 % each year (these figures assume there will be no impact on our donor base from rising NIC, inflationary pressures on household bills and increasing mortgage interest rates.)

- Convert donors to mid-value and major donor prospects
- Adhere to stated mailing preferences in line with GDPR
- Work with the Comms team to ensure all printed materials are reflected in online content.
- Monitor average gift sizes to ensure the ask reflects what supporters are willing to give + a bit more.
- Achieve expenditure within budget to enable growth.
- Operational Support is key to the overall success of the team - database management and professional and efficient financial and data processing.

A 10% increase in the number of new donors recruited every year

- 2022-23 = 2245
- 2023-24 = 2469
- 2024-25 = 2715
- 2025-26 = 2986
- 2026-27 = 3284

Deliver a minimum ROI of:

- £5.54 per £1 spent on warm mailings (currently £3.44)
- £3.09 per £1 spent on newsletters (currently £1.92)
- 48p per £1 spent on cold mailings (currently 30p)
- Encourage an increase in average gift size to:
 - £41.27 on warm mailings (currently £37.38)
 - £36.34 on newsletters (currently £32.92)
 - £45.31 on cold mailings (currently £41.04)

Communications in terms of fundraising

Recognising who our local (East Putney/Wimbledon) audience actually is, and how best to interact with them. Data from local market research.

Category one

- Middle-aged
- Conservative
- Long-term residents
- Asset rich, cash poor
- Families

Category two

- Young renters/shared houses
- Commute to work
- Socialise in and out of the area

Category three

- Older ladies who lunch
- Affluent
- Animal owners
- Fairly active in their communities – tennis / church / interest groups

On the whole our local community is 79% white

What do we need to do to achieve success?

- **Make fundraising more visible and engage our staff and volunteer networks**
- Engage our trustees, fellows and staff.
- **Appoint a celebrity patron and celebrity ambassadors**
- Mobilise people who are local and affluent
- National appeal – requires more DM expenditure to grow our database
- Continue to identify and target new prospects using an emotive, case study based approach. • Trusts – more high value donors (over £50k)

- Quantify in-kind giving
- Organisational buy in – Trustees volunteers, families and Execs
- Appealing projects with clear outcomes
- LaFS/ volunteers

Option one:

Projected steady growth without significant investment in brand:	
Year one	£2.3M
Year two	£2.5M
Year three	£2.9M
Year four	£3.2m
Year five	£3.5m

Option two:

Significant investment in communications and our brand
There is opportunity to grow income with a significant investment in brand and a regional awareness campaign. This would require significant investment in our brand awareness.

Information and data – how we can improve:

- Use of quantitative data and quality of data (internal and wider context)
- Raising our profile internally to help generate stories
- Info on outcomes and impact for fundraising services
- Invest in external promotion of the RHN – through newspapers, adverts and also on boards outside our building
- Consider moving into campaigning to raise the voice for people with disabilities – this brings positive PR opportunities
- For big donors, such as Big Lottery – emotional put is not enough, needs hard info about impact changes numbers reached.

Challenges:

- A range of information for different channels that is relevant to the respective audiences.
- Before and after images of patients - emotive appeal
- Info events – do you know what we do here?
- Build further links with other organisations
- Capital fundraising – time barred from re-applying for significant funding
- Legacies – focused funding – offer that people can leave their gift specifically for capital projects

What can we do to improve our brand profile and as a result generate more income and awareness?

- New fresh branding with an emotional approach if necessary
- Increasing awareness at RHN about what fundraising do
- Realism about who we are and what we do in terms of our brand
- More online and digital fundraising
- Continue to host summer events in the grounds – RHN Summer Cinema
- Opportunity to promote RHN heritage through our building and history – from incurable to incredible

Strategic outcomes – five years from now

- The RHN could have a recognised brand with investment during this period
- Strong engagement with staff and the wider RHN community
- Professional and public awareness
- Department open days
- improved external connections
- Income investments and harness the potential of our heritage
- Stop being humble – tell the world what we have done

Appendix

RHN actual local audiences:

Female audience A.

- European white
- Aged 25–35
- Office worker
- Educated – HR/Finance/Legal – higher than average wage
- Gym goer/commuter/digital native/socialiser/traveller (long haul) yoga retreats
- Family-oriented
- Interests: Arts/music/faddy/wellbeing
- Likely to take part in challenge events – marathon/hikes
- Concerns: ill health/buying property/getting older/settling down

Female audience B

- English white
- Aged 45–55
- Self-employed creative – working because she wants to
- Horse-riding/tennis/coffee shops/yoga/lattes/busy socialising
- Career responsibility
- Potential fundraiser – likes to be seen to do good
- Socially committed/networker/(volunteering)
- Most active on: Facebook/Pinterest/ Twitter
- Sandwich generation
- Concerns: retirement/finances/health
- Ladies who lunch
- Animal owner
- Affluent
- Long-time resident

Male audience

- European white
- Aged 25-35
- Corporate or teacher/AHP/skilled creative
- Interests: fitness – runner/amateur athlete/cyclists
- In a relationship/semi serious
- No career responsibilities/social butterfly city bars
- Most active on: Facebook/Twitter
- Reads: FT/Guardian/Economist/Men's Health/Wired
- Interests: Music/films/computer games/gadgets
- Concerns: Making more money/buying a property/advancing career

RHN Offer – what do we have to offer?

Local audiences

- Feel good factor/volunteering
- Social spaces for use
- Heritage
- Outside there are sports clubs locally that could be interested in using their own event to raise money? E.g. my own club did consider the RHN as a charity about five years ago, but decided to go for a Marlon charity
- You don't have to be affected by something personally to feel empathy for others
- **“Jack was working at the BBC, about to get married. Now the RHN is his home...**

National audiences

- Specialised, expert care
- Hook into personal interest (music/art therapies)
- Tangible fundraising (beds/switches etc.)