



2024
2029

Income Generation Strategy

Outstanding clinical services require the support of outstanding Income Generation.

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Introduction and Context:

In January 2024 the Trust launched a new, ambitious organisational strategy to support our vision and mission until 2029.

To enable the 3 key strategic objectives to succeed, the Income Generation department requires an enabling strategy that supports our work.

The last Income Generation Strategy at St Barnabas concluded over a decade ago, and to address this the following document outlines the enabling key areas our department will support.

Since the previous Income Generation strategy in 2014, the landscape has changed significantly for Retail, Fundraising and Marketing. Therefore, to support fulfilling and delivering the Trust’s ambitious organisational strategy this document has been developed with our knowledgeable and expert teams. In our part we acknowledge the challenges faced by the Hospice to deliver outstanding clinical care. As a reminder the organisational vision, mission and key strategic objectives for 2024-29 are as follows.



Our Vision

Our Vision is a world where dying with dignity, compassion and having choices is a fundamental part of a life.

Our Mission

Our Mission is to ensure all individuals facing the end of their life in Lincolnshire receive dignified, compassionate care when they require it and where they ask for it.

Our 3 key strategic Objectives for 2024-29 are:

- To be the system provider of choice for specialist palliative and end of life care.
- To remain sustainable and resilient for the people we care for
- To grow our services to meet increasing demand for care and support

To understand our department’s role in fulfilling these objectives we must first define the context we find ourselves in as of May 2024.

The context we find ourselves as of May 2024:

Observations	Implications
Our Mission: To ensure all individuals facing the end of their life in Lincolnshire receive dignified, compassionate care when they require it and where they ask for it.	Sustainable, unrestricted revenue is needed. We will need to act flexibly and empower projects long term.
We face a challenging external market and significant deficits as an organisation. There is increased competition and the general public face a squeeze on their finances.	Income Gen will need to change to return to income growth and come back stronger over the next 3-5 years, to support the financial needs of the organisation.
We have a committed and loyal supporter base however unrestricted income through fundraising is stagnant long term.	Maintaining the status quo is not an option in this challenging market if we want to return to growth.
The Cost of Living Crisis has created a huge impact on employment, consumer confidence and disposable income.	We can be inspired by charities creating values-based approaches which regain trust, truly engage and empower supporters and customers alike.
Trust in charities in long term decline across the United Kingdom.	
The Hospice sector in particular has witnessed little growth in fundraised income in the last 20 years.	Our governance processes need to be robust to support donor and customer confidence in charitable giving.
Fewer supporters are contactable due to data protection changes.	We need to be innovative and explore new opportunities for income generation.
Traditional channels less effective, so fundraising models need reinvention.	
Our retail portfolio is strong but without investment we will not continue on the upward trajectory of recent years.	Exploit the skills, knowledge and experience of our internal colleagues such as the Data Protection Officer, Finance and IMT departments.



The context of our audience as of May 2024:

Observations	Implications
Traditional supporters are getting old. New generations behave differently. We haven't cracked how to appeal to them.	Put unique relationship with the people of Lincolnshire at the heart of our strategy and agree core target audiences.
We don't just work with the people of Lincolnshire, we come from the people of Lincolnshire. We're their charity- our key strength.	Define active supporters as our primary audience of individuals.
We are trusted and this is a real strength and something we shouldn't take for granted.	Improve our understanding of supporters/ customers so we can engage more of them, better.
Data insight is not currently a strength and we need a culture that embraces this from within, where staff are trained to gather insight.	Shift the longer term focus on how to unlock new supporters and retain their support.
Our supporter engagement is weak – we don't get feedback of what is good and what isn't working.	

The key opportunities for the next 5 years:

Observations	Implications
For sustainable change, we need to act as one department through Fundraising, Retail and Marketing to have a consistent approach and exploit the talents and skills of the team we have.	We will create sustainable, secure income. We will have a joined-up approach where each member of staff or volunteers will know their role and be able to see a clear path to success.
We need to be data led in our decision making – making use of our unique relationships with our supporters, customers and partners.	We will deliver income through diverse income streams and become less reliant on large scale, resource heavy, one-off events.
We must embrace opportunities through innovation, personalisation and digitalisation.	We will increase retail revenue via multiple profit-making shops.
We must develop a personalised approach to customer satisfaction, public engagement and supporter stewardship – so our customers and supporters feel part of the mission of the Hospice.	

The context of performance in the last 5 years:

Observations	Implications
Over the past decade we have lacked strategic direction, clear goals and accountabilities to deliver income sustainably within the department.	A long term decline in unrestricted, fundraised income .
Our retail team have increased revenue and reduced costs due to a positive restructure but growth will not increase without clear direction.	Fewer supporters (donors, trust and foundations, volunteers) than 5 years ago.
Reduced acquisition investment and no proven way to recruit at scale, particularly in Lottery, Regular Giving, Corporate Partnerships, Legacy Major Donors and Mid-Value Support has led to these areas of fundraising being neglected.	We'll need to be more focussed, rigorous and decisive in the more challenging times ahead.
Supporter journeys not joined up and constrained by systems and insight.	



Our Department's role at St Barnabas

Income Generation has a unique role within the organisation – to support sustainable change and growth; and be the specialist provider of palliative care, we'll need to act as a movement of people, partners and communities.

1.

Build a supporter base in size, voice and impact.



2.

Ensure our mission can be funded now and in the future.



3.

Prioritise unrestricted income to enable flexible action.



What's Next?

To ensure we meet our organisational objectives we will need to create a clear path forward. To enable this, we will aim to increase the size of our engaged audience, increase ongoing actions of support – donations, customers and legacy gifts to generate sustainable income and increase the impact of the net contribution to the wider Trust. We will do this by diversifying our revenue streams so that reliance on large-scale one-off events which require large resource use becomes a thing of the past.

Our aims are to deliver real sustainable income that supports our clinical colleagues to deliver outstanding care within the communities they operate in.

This will be underpinned by our organisational values.

Size of engaged
audience



Ongoing actions
of support



Sustainable
income and
impact

Underpinned by a culture of aiming high, being courageous, having heart, doing it right and working better together across Fundraising, Promotions, Retail and Marketing.

Our income generation strategy 2024-29



The change we'll create:

Working across the 6 key pillars we will deliver change from where we find ourselves in 2024 to 2029.



	From	To
Public and Supporter Engagement	<div>Not seeking regular feedback from our supporters, customers and the public</div> <div>No clear benchmark of what people think of us</div>	<div>Regular feedback across Fundraising and Retail, and Organisational comms</div> <div>Insights we can respond to supporting comprehensive reporting & scrutiny</div>
Data Led	<div>Under using our CRM</div> <div>Not having a customer data base</div> <div>Not using insight to make decisions</div>	<div>Optimising Donorflex or an alternative CRM to its full capabilities</div> <div>Reporting our data to help us make decisions</div> <div>Teams fully understanding the value of data</div> <div>Understanding our supporter and customer behaviour</div>
Personalisation	<div>Good face to face stewarding</div> <div>Using Direct Mails and eshots</div>	<div>Joined up supporter journeys – utilising automation and digital tools</div> <div>Using our CRMs and supportive AI to develop our stewarding of customers and donors</div> <div>Increasing Gift Aid through genuine personalised interactions</div> <div>Personalising our approach for larger donors</div>
Digitalisation	<div>Not reviewing our digital platforms</div> <div>Relying on old technologies – such as server-based software</div>	<div>Working in partnership with our IMT colleagues to bring about change and modernisation</div> <div>Using new platforms to support our supporter and customer stewardship</div> <div>To ensure we meet high standards of digital security ISO20070 where possible</div> <div>Using cloud-based software</div> <div>Improving our website and utilising tools to engage our supporter/customer base</div>
Grow Our Supporters	<div>Support (Regular Giving, Lottery players) from having static/declining areas</div> <div>No proven alternatives to attract support</div>	<div>Multi-channel programme which attracts new support from diverse audiences</div> <div>More active donors in every area of fundraising</div> <div>Increased footfall within our shops - shoppers and donors</div>



Working in *partnership*

We will work in partnership with:

- The Trust Board – to provide assurance to our work and to mitigate risk.
- The Executive Team – to raise the profile of the organisation, its aims and ambitions.
- Clinical services from Directorate to operational teams.
- IMT – to support the IMT strategy and to work in partnership to enable our changes.
- Education – to increase income and engagement opportunities over the coming 5 years.
- Volunteer services – to secure the support we need to operate our shops, increase fundraising revenue and increase the profile of the organisation.
- Estates – to support with room hire and others aspects of the estates strategy.
- HR – to work with our colleagues to improve internal communications.
- Our external stakeholders – customers, donors, corporate partners, suppliers, sponsors, Grants and Trusts to provide transparency and compliance to the highest standards.
- Our Regulators – to provide reporting and monitoring to a high standard where required.



St Barnabas

Delivery Plan:

2024-2029

2024

- Digital Transformation Initiation: Begin the digitalisation process to upgrade technology platforms, focusing on security enhancements and the adoption of cloud-based software – such as a website review.
- Increase Engagement with Diverse Demographics: Develop and launch targeted marketing campaigns to appeal to wider audiences, utilising digital platforms and innovative fundraising events.
- Review KPIs within Fundraising and Marketing Departments and create new scorecard to measure performance.

2026

- Diversify Income Streams: Successfully launch new fundraising programmes that appeal to a broader audience, reducing reliance on large-scale, resource-heavy events.
- Enhanced Digital Platforms: Complete a major revamp of the organisation's website and digital engagement tools, improving user experience and supporter engagement.
- Strengthen Supporter Journeys: Achieve a seamless supporter journey through improved personalisation and engagement tactics, leading to increased repeat donations and volunteer involvement.

2028

- Achieve Financial Targets: Reach an interim financial goal of gross income significantly higher than the 2024 baseline, with a balanced distribution across key income types.
- Optimise Brand Strength: Enhance public perception and brand strength through strategic marketing campaigns, leading to higher media reach and supporter advocacy.
- Comprehensive Supporter Engagement: Achieve high levels of supporter satisfaction and retention through exceptional engagement and stewardship activities.

2025

- Implement CRM Optimisation: Successfully optimise the current Customer Relationship Management (CRM) system or transition to a more efficient alternative to improve data management and decision-making processes.
- Data-Led Decision Making: Fully integrate data analysis into strategic planning, utilising insights from the optimised CRM to guide fundraising and retail strategies.
- Personalisation Strategies: Implement personalised communication strategies for donors and customers, using automation tools and AI for improved engagement.
- Expand Retail Operations: Open new retail shops in strategic locations, aiming for increased foot traffic and revenue generation.

2027

- Sustainable Growth in Supporters: Demonstrate a significant increase in the active supporter base, with particular emphasis on engaging younger demographics and new community segments.
- Innovate Fundraising Products: Launch innovative fundraising products or services that are scalable and set a benchmark within the hospice sector for creativity and effectiveness.
- Retail Profit Maximisation: Implement advanced data analytics to optimise retail operations, focusing on profitability and customer satisfaction.

2029

- Reach Gross Income Goal: Attain the target gross income of £9.41 million, with a diversified income portfolio and strong sustainability indicators.
- Establish Competitive Strength: Solidify St Barnabas's position as a leader in palliative and end-of-life care fundraising, with a significant market share versus competitors.
- Legacy and Long-Term Sustainability: Lay the groundwork for the next strategic period, focusing on legacy giving and the establishment of long-term, sustainable funding sources.

Measuring success

Monitoring and evaluating our progress is key over the coming years. Our aim is to build assurance to our stakeholders that we are heading in the right direction. Our ambition is to grow gross income from £6.69m in 2024 to £9.41m in 2029. To support this, we will measure our success by adopting key performance indicators below.

Level	Goal	Measure			
Financial	Grow income	Gross & net income			
	Diversity	Income distribution between key income types (Regular Giving, Legacy, Gift Aid etc.)			
		Income distribution between key areas (Fundraising / Promotions/Retail)			
	Sustainability reach	£ and % split of income from core sustainable sources			
		£ and % split of restricted & unrestricted income			
Supporter Engagement	Competitive strength	Income share vs. key competitor share			
	Increase scale	Number of new and active supporters. Net growth in supporter base – warm/lapsed/cold – new customers on database.			
	Increase giving	% supporters/customers making a financial transaction in last year			
	Frequency	% supporters/customers repeating an action in the last year			
	Diversity	Split across products			
	Retention	% supporters/customers taking an action in both the last 2 years			
Increase key enablers	Financial value	Average transaction value per supporter/customer over last year and in lifetime			
	Brand consideration	Media reach	Contactable supporter base	Supporter satisfaction	Supporter advocacy



Risks to achieving the strategy

- Workforce: Ensuring the organisation’s workforce strategy aligns with recruiting and retaining the right personnel.
- IMT – Ensuring the organisation IMT strategy aligns with providing the right operational resources.
- Funding: Sufficient funds are essential to support new ideas, foster innovation, and facilitate retail growth.
- Competition: Competition from other charities, including local and national charities, poses a challenge to achieving strategic goals.
- Government Changes: Long-term fiscal downturns or shifts in government policies could impact the department’s ability to execute its strategy effectively.
- Major External events – Pandemic, War, Cost of Living Crisis, etc.
- Brand and Reputation – ensuring our brand and reputation continue to be recognised locally and nationally as trusted and relevant.



Conclusion

In conclusion, as we begin our Income Generation Strategy for 2024-2029, it's imperative to acknowledge the history of St Barnabas as a well-established charity in Lincolnshire. While our past events have enjoyed robust support, we recognise the need for innovation, diversification, and sustainability in our fundraising efforts to effectively support our outstanding clinical services. Simply put, outstanding clinical services requires the support of outstanding Income Generation.

However, achieving our strategic objectives is not without its challenges. Risks loom in various forms, including workforce alignment, the sufficiency of funding, competition from other charities, potential shifts in government policies, and the impact of major external events such as pandemics or economic crises.

To mitigate these risks and navigate the dynamic landscape ahead, we must align our workforce and IMT strategies, ensuring we have the right personnel and operational resources in place. Also, we must remain vigilant in securing sufficient funds to support innovation and retail growth, while also staying ahead of the competition and adapting to potential changes in governmental policies or external circumstances.

Our success hinges on our ability to innovate, collaborate, and adapt to the ever-evolving landscape of fundraising. By staying true to our values and mission, while embracing change and opportunities, we can ensure that St Barnabas continues to thrive, providing compassionate care in Lincolnshire for years to come.