



**Awyr Las
Blue Sky**

Elusen GIG Gogledd Cymru
The North Wales NHS Charity

Making an IMPACT
The Awyr Las Strategy 2016 to 2021

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The Need for a revised Strategy for 2016-21

Since the initial Awyr Las Strategy 2016-21 was drawn up the Health Board's Executive Team has changed and a new strategic plan, 'Living Healthier. Staying Well.' is being developed. This strategy aims to ensure the charity plans for impact, delivers with impact and evaluates its impact.

The Charity's vision

A North Wales Health Service which promotes equality for all with an emphasis on staying well and active.

The Charity's mission

To enhance the Health Board's ability to improve the health and wellbeing of people across North Wales and deliver excellent care

The Charity's values reflect those of the Health Board:

- Put patients first
- Work together
- Value and respect each other
- Learn and innovate
- Communicate openly and honestly

The Charity's Guiding Principles

- Patients are at the heart of Awyr Las
- Frontline NHS staff are the lifeblood of Awyr Las
- Be true to those who support Awyr Las

The Charity's purpose

The charity exists for two reasons, both of which are equally important and both of which have a huge impact on the care and treatment that patients receive:

- To ensure that BCUHB's strategic priorities to improving healthcare can be met
- To ensure that those who want to give back to specific healthcare services are able to do so in a way which supports local priorities.

NHS Charities have been in existence since 1948 and have always played an important role in the above but now more than ever, as we are living longer with many of us living with complex health issues and diseases, there is a very real need for support from charitable sources in order to provide excellent care.

The charity has traditionally focused on supporting secondary care, particularly cancer services but there are two pressing issues which the Health Board needs to address:

1. *90% of the care people receive is from primary care and community services, and with predicted rises in cases of dementia and other mental health issues, cancer, diabetes and heart conditions there will be ever increasing demands on these services.*

2. *There are also evident health inequalities in North Wales, with those living in the least deprived areas likely to live 13 years longer in better health than those living in the most deprived areas.*

The challenge that faces the charity is to support:

- a) wards and departments in secondary care settings AND
- b) Secure the support to address the two pressing issues of improving primary & community care provision and health inequality.

To ensure this strategy is a success it requires the support of the Charity Committee and Corporate Trustee, and leadership teams across BCUHB as well as the important four pillars – the ‘Bens’ – of the charity:

- **Beneficiaries:** the patients and families we serve
- **Benefactors:** the donors whose gifts ensure the charity can continue to enhance healthcare provision
- **Bendigidig:** the NHS Staff across North Wales
- **Benevolent:** the volunteers who give their time to support the charity

The Charity Support Team’s purpose

The charity’s support team, made up of finance, fundraising and administrative support staff, exists to ensure that the charity’s mission can be carried out. The support team will continue to provide assistance to other charities which provide direct charitable support to BCUHB. Such groups and Charities are often at the heart of communities and engagement with them aligns with the Health Board’s strategic aim of care close to home.

The Charity’s Strategic Plan

This document provides the strategic outline for the charity and are underpinned by four key documents:

1. The Awyr Las Communications Strategy
2. The Awyr Las Volunteers Strategy
3. The Awyr Las Information Collation and Reporting Strategy
4. The Third Sector Groups Supporting BCUHB Strategy

Awyr Las' Goals

PRINCIPAL GOALS

1. Transformational change for the most vulnerable across the region

Objective

The Charity will provide support for all patients and service users but will place an emphasis on the following:

- Older People
- Children
- Mental Health

Awyr Las will prioritise the needs reflected in BCUHB's Living Healthier, Staying Well strategy in order to improve the health and wellbeing of the most vulnerable in society. The charity will allocate resource to apply existing funding and assist with securing additional support for the strategic priorities around health improvement and inequalities, care closer to home and acute hospital care.

Achieving the goal

The charity needs to ascertain how it can best assist in helping BCUHB to: become more of a wellness service; narrow the gap in life expectancy; and support those with the poorest health. BCUHB will present a 3-5 year plan by March 2018 which will include more detail about how the Health Board's strategic aims will be realised. The information provided in this will inform the 'Transformational Change' priorities for 2018-21.

Enablers	Anticipated outputs	Anticipated outcomes
Ensure direct communication with representatives from the Programme Executive Group, Planning Team and key staff involved in setting the planning programme agenda and BCUHB's Business Case Register for 2018-21	Detailed information on the 'Well North Wales programme' and similar programmes so funding applications can be drawn up from March 2018. Outline document of Strategic Priorities with business cases to use as a basis for grant and fundraising planning from March 2018	Clear Granting-Fundraising Plans developed by June 2018

Awyr Las grants are considered as part of the business case planning process within the Health Board.	Inclusion in Health Board planning activity from December 2018	Embedding of Awyr Las in the planning culture to ensure effective charitable support for strategic priorities
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Expected impact by 2021

The charity will have played an important role in ensuring that BCUHB's Strategic Plans during this time have been met. This will be evidenced by increased support from the Charity for plans arising from the Health Board's strategy.

2. Impactful change for patients and their families at a local level

Objective

The Charity will work with operational staff, patients and their carers to identify local requirements including new equipment and facilities; special projects; research and education programmes. The Charity will facilitate the allocation of existing funds and assist in developing fundraising plans to support the delivery of these requirements.

Achieving the goal

Enablers	Anticipated outputs	Anticipated outcomes
The Fund Advisor Framework will continue to be rolled out to build on Fund Advisor engagement	Complete Fund Granting-Fundraising 3 year plans by June 2018	Improved impact on patient experiences and improvements on demonstrating impact
The Fundraising Support Managers will develop a Charity Champions Network initially in DGHs then in community hospitals and beyond. These Charity Champions will disseminate information and collate wish lists with the support of the Charity Support Team	Identified and prioritised Cases for support available online from March 2018	Increased support from donors as messages of need become clearer

Expected impact by 2021

Strong support for the charity, and the third sector groups evidenced by increased income and expenditure across the Health Board.

OPERATIONAL GOALS

1. Improve grant quality, monitoring, evaluation and learning

Objective

Assess current systems to ensure all stages of the granting process are robust to ensure compliance with the General Data Processing Regulations, donors are thanked in an appropriate and timely manner and repeat giving is maximised.

Achieving the goal

Enablers	Anticipated outputs	Anticipated outcomes
Mapping exercise of all sections of the granting process and data capture giving consideration to how new methods can be introduced and monitored	Improved system through which all grants can be viewed by all members of the Charity Support Team by June 2018	Improved impact reporting leading to more repeat giving and interest in supporting the charity

Expected impact by 2021

Evidence will be available to prove the direct correlation between quality impact reporting and increased giving.

2. Develop a robust income strategy

Objective

Create flexible resources to achieve the following ambitions

- Increase funds raised through existing income streams: individual and In Memorial giving; events and internal fundraisers, community and corporate support
- Develop regular / committed giving
- Expand on legacy giving
- Trial new giving platforms and methods including digital/mobile fundraising and initiatives like lottery schemes

Achieving the goal

Enablers	Anticipated outputs	Anticipated outcomes
Enlist the help of an External Specialist Advisor (see Appendix 1 for more information) to support the development of operational priorities	A detailed Granting-Fundraising 3 year Operational Plan and monitoring system to be completed by March 2018 Specific marketing plans associated with this developed by June 2018	Defined financial KPIs and plan for all the Charity team to work towards and plan with

Expected impact by 2021

Evidence on the benefits of investing in new and existing income streams to support future fundraising planning.

3. Have a more visible charity

Objective

Increase awareness of the charity within BCUHB and beyond

Achieving the goal

Enablers	Anticipated outputs	Anticipated outcomes
A clear Communications Strategy and Operational Plan.	Examples include: Ward Specific Awyr Las signage from December 2018 Hospital Hubs / Information zones by 2020 Updated social media strategy by December 2018 New website (with possible back office for fund, wish list and grant information collection) by March 2018 Events for key contacts including undertakers from December 2018	A better understanding from all 4 'Bens' what the charity's mission and direction of travel is

Expected impact by 2021

The Awyr Las brand will be recognised by all BCUHB staff, staff will relate to and feel a part of the charity. Awyr Las aims to be one of the top 5 'chosen charities' in North Wales.

4. Ensure effective management and strong governance

Objective

Ensure that all 4 of the 'Bens' get the most out of the charity through strong leadership and sound management of the charity.

Achieving the goal

Enablers	Anticipated outputs	Anticipated outcomes
Well maintained Standard Operating Procedures (SOPs)	<p>Quarterly reviews of existing SOPs to ensure they are fit for purpose.</p> <p>Management information systems to ensure regular reporting at all levels of the Support Team's work and help define achievable KPIs.</p> <p>Documented evidence of amending SOPs to accommodate changes in changes in legislation and guidance, for example the new GDPR</p>	Knowledgeable workforce with a good understanding of team mates' roles and the importance of their own role
Fixed Agenda Items for the Charity Committee to review	Robust quarterly Reports containing the information requested by the Charity Committee Members	Clear understanding of the activity of the Charity Support Team

Expected impact by 2021

The charity will have a good reputation, respected for excellent service.

5. Expand offering for potential supporters

Objective

Encourage more support from new and existing donor groups

Enablers	Anticipated outputs	Anticipated outcomes
An events and initiatives programme which considers the principles of what needs to be achieved, budgets and team time as well as marketing, administration factors, authorisation levels and legislation	<p>Walk for Wards initiatives to be introduced across North Wales by June 2018</p> <p>A continuous supply of places in local and national sporting events</p> <p>Awyr Las Christmas Raffle</p> <p>Staff Lottery to be considered for 2019</p>	Increased awareness of the charity, fundraising and engagement

Updated materials and information for 'in aid of' fundraisers	New materials and information available by March 2018	Increased interest in organising events in aid of the charity
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Expected impact by 2021

Awyr Las will have a simple and maturing well supported events programme with a limited number of charity led events.

6. Include existing supporters in celebrating successes of the charity

Objective

Make sure supporters are looked after appropriately so they feel appreciated, part of the charity and want to encourage others to give

Enablers	Anticipated outputs	Anticipated outcomes
Looking to other NHS charities for recognized best practice, draw up a revised stewardship plan and review it quarterly	New thank you process fully implemented by December 2018 E-newsletter from March 2018 Stewardship events programme in hospitals from March 2018 for specific groups including solicitors, department specific donors and legacy families, major donors and undertakers	Increased regular giving Increased interest in the charity's strategic priorities

Expected impact by 2021

Evidence will show a significant increase in repeat giving and donor recommendations.

7. Create strong network of new supporters

Objective

Awyr Las will become well known and respected among business and community leaders across North Wales

Enablers	Anticipated outputs	Anticipated outcomes
Establish a Professional Supporter Involvement Scheme chaired by the Honorary President of Awyr Las. See Appendix for more information.	Implementation plan to be developed for approval by the March CFC with target completion date October 2018	Increased donations, event participation and Charity of the Year nominations

Expected impact by 2021

Evidence of return on investment and increased support from the business community and high net worth individuals in North Wales.

Monitoring and Evaluating

Two aims are needed for the principle goals

- Impact on BCUHB's strategic priorities
- Impact on patient experience

Success metrics will be included against all goals to measure impact and embed a culture which promotes accountability and constant learning.

Appendices:

Appendix 1: Important Enablers

Appendix 2: Strategic Goals Progress Review Template

Appendix 3: Strategies and Plans Review Timetable

Appendix 1: Important Enablers

The following will enable real change to happen:

External Specialist Advisors

Expertise required to be determined, but examples of possible support needed could include:

- Lottery specialists
- Online fundraising experts
- Database Management Advisors
- Charity copywriting and community engagement professionals

The formal tender process would be followed and recommendations would be sought through the Association of NHS Charities and other UK wide fundraising networks. Expertise may be available within BCUHB and in these cases the relevant expert will be seconded to the team for a brief period to fulfil the team's needs. The annual budget for this, as part of the Fundraising Costs budget, will be £10,000. There is capacity within the existing budget and proposals will be included as part of setting the budget.

As well as providing invaluable support to the Awyr Las Support Team, a contractor may also be invited to be in attendance at Committee to contribute to discussion, with no power to make decisions or vote.

Professional Supporter Involvement Scheme Members

The Charity's Honorary President, Lord Barry Jones, has agreed to support engagement with local business people and community leaders from across North Wales to join a network of 'professional supporters' of the charity.

These 'professional supporters' would be expected to:

- Assist where possible in generating corporate and community based support for charity led initiatives, sponsorship opportunities and event planning
- Become regular donors or provide gifts in kind to help the charity meet its objectives
- Attend quarterly meetings specifically aimed at bringing 'professional supporters' together and providing them with tools and information to help them actively promote the charity

These 'professional supporters' would not be expected to:

- Contribute to discussion on BCUHB Board related matters
- Attend Charity team meetings or shape the broader strategy of the charity

These professionals are:

- Independent
- Volunteers

- Selected by the Head of Fundraising working with BCUHB senior management teams and existing friends of the charity, including the Honorary President
- Recommended as potential 'professional supporters' by friends of the charity
Expected to be influencers in the business and wider community, so may include company directors, senior teachers, solicitors and emergency services representatives

These professionals *are not*:

- BCUHB Employees
- Paid for their support service (though volunteer expenses would be provided in accordance with the BCUHB volunteer policy)
- Able to become 'professional supporters' without the necessary approval of the Head of Fundraising
- Expected to canvass for opinion on additional BCUHB related matters or publicly support other BCUHB led initiatives

These individuals would become active voluntary members of the charity under the guidance provided by the BCUHB Volunteers Policy. These volunteers would be permitted to receive expenses for travel in line with the existing policy, they would be subject to the duty of confidentiality, and would be expected to declare conflicts of interest where appropriate. All 'professional supporters' would have Joint Working Agreements, similar to that signed by Lord Barry Jones and will be listed on the Joint Working Agreement Register which is shared with the Charity Committee every quarter. To ensure that the Joint Working Agreements are fit for purpose, they would include a clause to review the arrangement on an annual basis.

In the first instance the selected individuals would be personally invited to learn more about the charity by the Honorary President and a senior representative of Corporate Trustee. These professionals may also be invited to be in attendance at Committee to contribute to discussion, with no power to make decisions or vote, as part of a programme to involve them in the Charity.

Head of Fundraising

Responsible for:

- Overseeing the strategic development of the charity
- Achieving goal 1: Transformational change for the most vulnerable across the region

Fundraising Support Managers

Responsible for:

- Supporting with the strategic development of the charity
- Achieving goal 2 in their respective areas (West, East, Central): Impactful change for patients and their families at a local level
- Particular focus will be put on developing an effective Charity Champions network

Three continuous 'project areas' to be rotated between the three members of staff on a 6 monthly basis:

- Social Media and Website management
- Database management
- Events and marketing materials management

Partnership Support Manager and the Administrators

The PSM is responsible for overseeing relationships with third sector charities that provide financial support for BCUHB, for example Leagues of Friends. The three part time administrators are all responsible for donor care support. One administrator will additionally provide Goal 1 support, another Goal 2 support and the third will give Partnerships support.

Appendix 2: Strategic Goals Progress Review Template

Progress on achieving the Strategic Goals will be presented quarterly to the Charity Committee by the Head of Fundraising in the following format. This includes progress at December 2017.

Strategic Goal	Enabler	Progress	Requirements for further progress
Transformational change for the most vulnerable across the region	Ensure direct communication with representatives from the Programme Executive Group, Planning Team and key staff involved in setting the planning programme agenda and BCUHB's Business Case Register for 2018-21	Meetings attended, case for needing wish-lists documented.	Commitment from planning and service teams to provide wish-lists of need that the Support Team can use to fundraise.
Transformational change for the most vulnerable across the region	Establish models to ensure Awyr Las grants are considered as part of the business case planning process within the Health Board.	Meetings attended, case for including charitable donations in all business cases put forward.	Involvement from Financial Planning Team.
Impactful change for patients and their families at a local level	The Fund Advisor Framework will continue to be rolled out to build on Fund Advisor engagement	Initial training sessions started.	Follow up - phone calls and meetings to complete budget plans and develop fundraising plans as part of it.

Impactful change for patients and their families at a local level	The Fundraising Support Managers will develop a Charity Champions Network initially in DGHs then in community hospitals and beyond. These Charity Champions will disseminate information and collate wish lists with the support of the Charity Support Team	Charity Champion Survey created and active engagement in Central and East.	FSMs in post to execute plans effectively.
Improve grant quality, monitoring, evaluation and learning	Mapping exercise of all sections of the granting process and data capture giving consideration to how new methods can be introduced and monitored	No progress to report.	FSMs in post to execute plans effectively.
Develop a robust income strategy	Enlist the help of an External Specialist Advisor (see Appendix 1 for more information) to support the development of operational priorities	No progress to report.	FSMs in post to execute plans effectively.
Have a more visible charity	A clear Communications Strategic Operational Plan, utilising the support of internal and external experts where appropriate	Communications strategy with action plans and KPIs completed.	FSMs in post to execute plans effectively.
Ensure effective management and strong governance	Well maintained Standard Operating Procedures (SOPs)	Review ongoing.	

Ensure effective management and strong governance	Fixed Agenda Items for the Charity Committee to review	Presentation of strategy updates and annual plans confirmed. Management Information Reports almost completed on HQ.	Complete all report templates for Fundraising Support Team Report.
Expand offering for potential supporters	An events and initiatives programme which considers the principles of what needs to be achieved, budgets and team time as well as marketing, administration factors, authorisation levels and legislation	Principles drawn up in Comms Strategy. Good ideas being collated and tested, revised event plan template produced.	Programme to be presented to CFC in March 2018.
Expand offering for potential supporters	Updated materials and information for 'in aid of' fundraisers	Ongoing.	Review of other charities new materials.
Include existing supporters in celebrating successes of the charity	Looking to other NHS charities for recognized best practice, draw up a revised stewardship plan and review it quarterly	Part of the Communications Strategy	FSMs in post to execute plans effectively.
Create network of strong network of new supporters	Establish a Professional Supporter Involvement Scheme chaired by the Honorary President of Awyr Las. See Appendix for more information.	No progress to report.	FSMs in post to execute plans effectively.

Appendix 3: Strategies and Plans Review Timetable

Agenda Item	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19
Communications Strategy 2016-21	✓				✓				✓
Awyr Las 5 Year Strategy	✓				✓				✓
Strategic Goals Progress Review	✓	✓	✓	✓	✓	✓	✓	✓	✓
Fundraising Support Team Report	✓	✓	✓	✓	✓	✓	✓	✓	✓
Events and Activities Programme 2018-19		✓				✓			
Digital Communications Plan 2018-19		✓				✓			
Challenge Events Plan 2018-19		✓				✓			
Income Target Plan		✓		✓		✓		✓	
New Appeals Plans		✓	✓	✓	✓	✓	✓	✓	✓
Volunteers Strategy 2016-21			✓				✓		
Information Collation and Reporting Strategy 2016-21			✓				✓		
Third Sector Groups Supporting BCUHB Strategy			✓				✓		