



Neurological Foundation Business Plan 2020-2021

OUR PURPOSE

Be a catalyst to improve the future quality of life for New Zealanders impacted by neurological conditions.

OUR VISION

An aspirational organisation, proudly enabling progress by investing in leading neurological research and education.

OUR VALUES



RESPECT

For our supporters, our stakeholders and each other.



STEWARDSHIP

Of our supporters, our people and our assets for the on-going benefit of New Zealanders.



COLLABORATION

Internally and externally to achieve the greatest impact.



SUSTAINABILITY

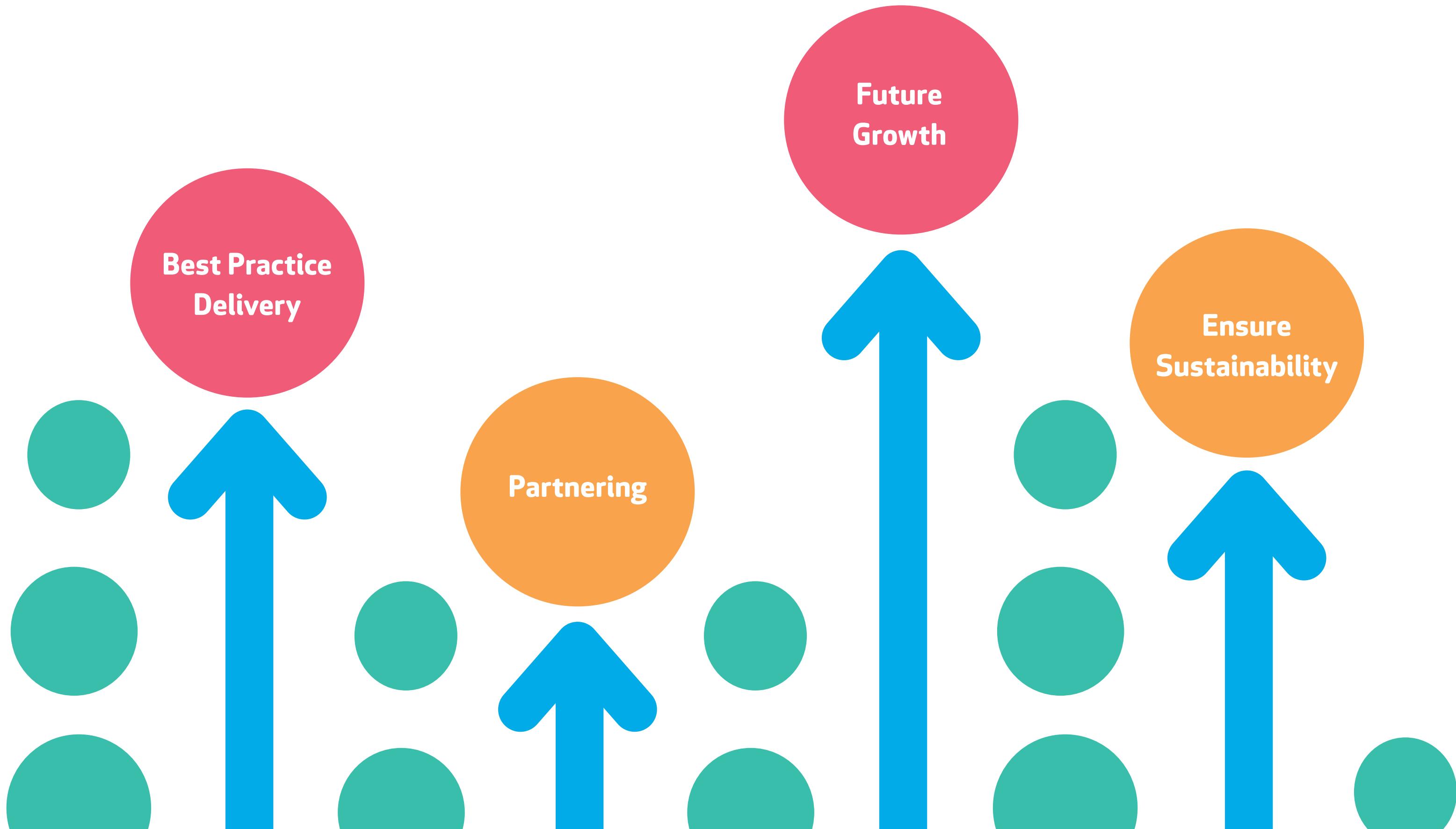
To ensure neurological research and the Foundation continues into the future.



TRANSPARENCY

Of our funding, outcomes and our work.

STRATEGIC FOCUS AREAS



FROM OUR CEO



The year ahead has some significant opportunities for the Neurological Foundation to grow its presence in New Zealand, continue our support of neurological research, and lead education and awareness programmes throughout the country.

Our strategic planning has led to an update of our Purpose and Vision, to ensure our focus remains crystal clear on how we deliver the pathway to hope from the donations our supporters have so generously made to the Foundation. We have also taken the opportunity to refine our strategies, aligning them with our long-term aspirations for improving quality of life for those impacted by neurological conditions.

Developing the next phase of our research strategy, linking it to a longer 20-year vision for the Foundation, will ensure we invest in the best research into neurological conditions. Our grants and fellowships will enable the very best researchers to access funding when they need it. Covid-19 will impact the Foundation in the short to medium term, though the implications are still evolving as NZ moves to a new normal. We are presenting this plan based on what we know and will iterate it quarterly with our Board to ensure it adapts to our new normal."

We will continue to focus on ensuring our work remains relevant to our current supporters, whilst finding ways to attract new people to help support our cause for the future. This is essential to ensuring we sustain and grow the Foundation, staying relevant for future generations. The team will look at new ways of communicating progress on research through public events and the content we publish, with a specific focus on growing our digital channels. Our work will ensure the research progress is accessible to people from across the country in a timely manner.

This year we will refine our scientific review processes, making it easier for the researchers applying for funds, plus those reviewing and evaluating the quality of applications in our evaluation committees.

The business has been on a journey of transformation over the last two years, finding ways to simplify and improve our processes, with the goal of reducing our costs to ensure even more money can flow into research. This year we have a number of initiatives to improve the way we deliver outcomes, further simplifying or automating parts of the business.

To ensure we are successful, we've recruited to get the best skills into the team. Now we're working hard to harness the amazing capabilities through collaborative team working, ongoing development and consistent leadership for our people. We will also be refreshing our policies, processes, and continuing to refine the governing models for the Foundation, to align with best practices.

This year is an exciting time for the Foundation, with many new and exciting projects which will add value to the Foundation long-term.

A handwritten signature in black ink, appearing to read "Rich Easton".

Rich Easton

BUSINESS AREA OVERVIEWS

The Neurological Foundation operates via four specialist business areas: Research, Fundraising, Marketing and Engagement, and Finance and Operations.

Each business area has a plan for the year to achieve goals linked to the Foundation's strategy.

RESEARCH

Over the years the Foundation has focused on building a financial reserve to ensure research is not impacted by short term funding issues. The importance of this has been highlighted by the Covid-19 pandemic, as restrictions have had a significant impact on research. Over the coming year the Foundation is committed to supporting current research to get back on track, without affecting the funding of new research.



Following the migration of our grants management into an online system in early 2020, we now have the capacity to increase the information we are able to gather and report on. In line with our goal to expand awareness of the amazing research that we fund, research reports will follow the internationally recognised Impact Value Chain framework. This framework helps to identify how the research we fund will make an impact on neurological conditions. This will provide opportunities for our supporters to have a greater understanding of the impact of their donations.

We will be developing a research strategy that will provide a pathway to greater opportunities for neurological research. As part of this, we will be working closely with other funders, research institutions and neurological organisations to achieve the greatest impact.

Our focus for 2020/21 will be on:

1. Supporting current grant recipients through the impacts of the Covid-19 pandemic
2. Ensuring that we continue to fund new research despite pandemic restrictions
3. Developing a research strategy for the Foundation that encompasses best practice delivery, partnering, future growth and sustainability
4. Build a longer-term view of our research funding with the aim of:
 - a. Expanding our budget to keep in step with the increasing costs of research
 - b. Communicating the ongoing impact of previously funded research
5. Continuous improvement in the efficiency of the grants management system to reduce risk, administration workload and cost.

FUNDRAISING

The challenge we face in the crowded charity marketplace is to develop a multi-focused strategic fundraising programme, to generate sustainable and viable sources of income, in varied economic and social environments. The Foundation has a strong history of raising substantial funds through significant major donors and large donations from family trusts, as well as through a solid base of loyal and generous individual supporters, but analysis of our donation and supporter figures, as well as national and international giving research, shows some trends we need to address head-on to regain lost ground and secure future income.



To do this, we will use 2020/21 to focus on:

1. Strengthening our engagement with current donors to build a stronger understanding of their needs, interests and giving preferences, with the goal of reducing rates of attrition and improving retention and growing repeat gift figures.
2. Developing and implementing stronger stewardship programmes for both low/mid-level supporters and high value/major donors, focusing on moves management and best practice.
3. Improving our funding offerings available for supporters, thus engaging with younger donors who need different levels of information to encourage giving.
4. Improving our regular giving programme.
5. Creating and implementing a community/peer-to-peer fundraising programme.
6. Growing our baseline number database of supporters through events and community opportunities.
7. Strengthening our current corporate partnerships and engaging further new relationships through renewed focus on this channel and allocation of staff resources.
8. A donor survey to both help build our understanding of our supporter base as well as being part of a refreshed focus on our bequest programme.
9. Reviewing our membership programme to provide better value to our members.
10. Conducting a needs assessment with a view to replacing our current supporter database to a system which better meets the needs of the Foundation.

This programme needs to run hand-in-hand with strong marketing, engagement and awareness-building activities, as outlined next

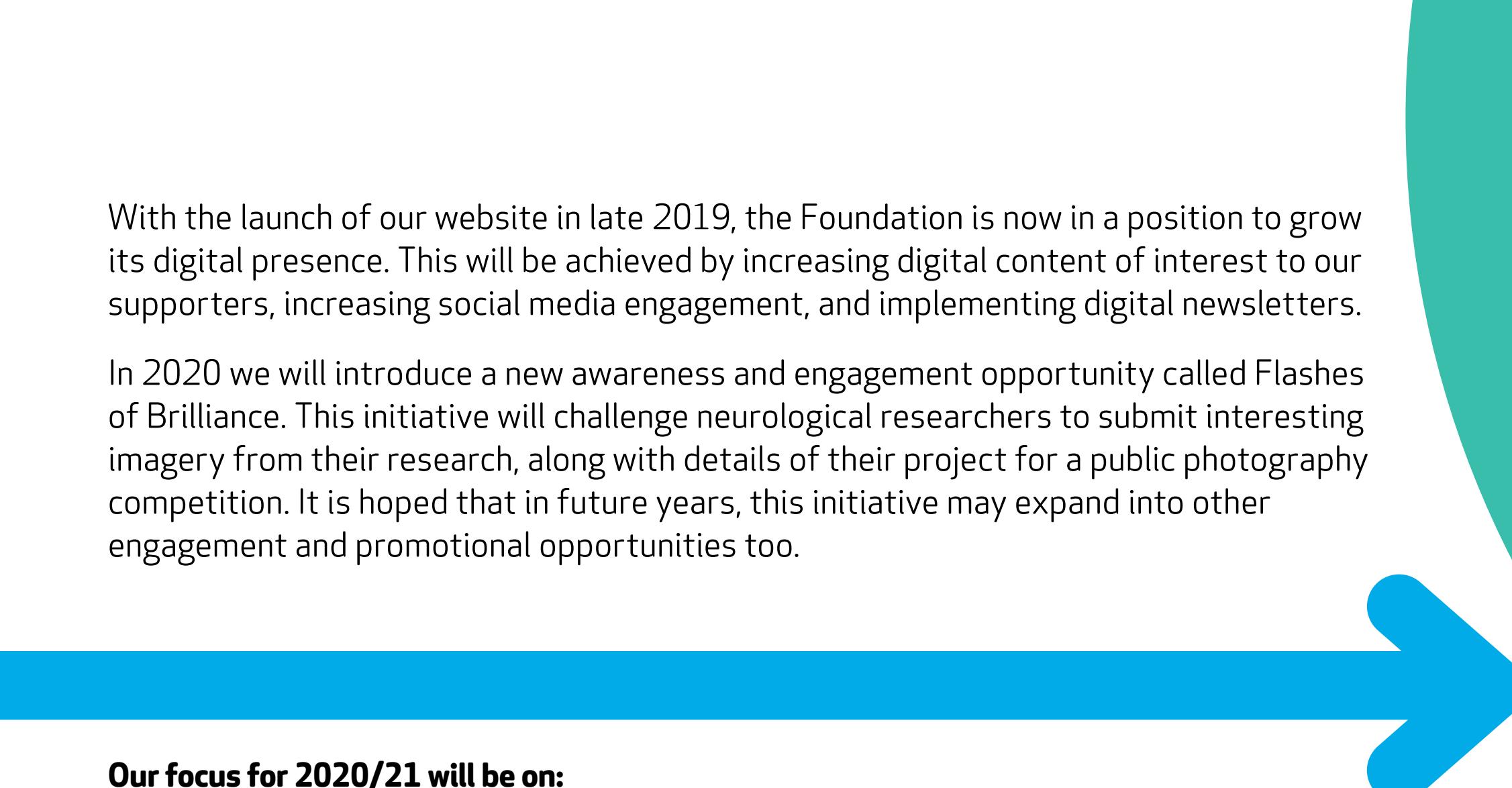
MARKETING AND ENGAGEMENT

With the launch of our website in late 2019, the Foundation is now in a position to grow its digital presence. This will be achieved by increasing digital content of interest to our supporters, increasing social media engagement, and implementing digital newsletters.

In 2020 we will introduce a new awareness and engagement opportunity called Flashes of Brilliance. This initiative will challenge neurological researchers to submit interesting imagery from their research, along with details of their project for a public photography competition. It is hoped that in future years, this initiative may expand into other engagement and promotional opportunities too.

Our focus for 2020/21 will be on:

1. Trial online events to reach supporters across New Zealand.
2. Growing our digital presence through our website, social media and electronic newsletters.
3. Measuring and raising our brand awareness and sentiment through market research, marketing campaigns and public relations.
4. Launching an innovative new engagement opportunity – Flashes of Brilliance.
5. Communicating our funded research and its outcomes;
6. Sharing supporter stories of why they support the Neurological Foundation.



The Marketing and Engagement team aims to expand awareness of the Neurological Foundation, neurological research in New Zealand, and the need to fund this research. We aim to achieve this by promoting the Foundation through public appeals, as well as through growing our digital presence and engagements.

Key activity will involve the further development and implementation of a community/Peer-to-Peer (P2P) fundraising programme with the Fundraising team, to engage new audiences to fundraise on our behalf.

FINANCE AND OPERATIONS



The Finance and Operations team has broad responsibilities which span across the Foundation including financial management, support services for day-to-day operations including building management, risk management and compliance. Our primary purpose is to ensure the efficient running of the Foundation, its accounts and records, and its compliance activities under audit and governance frameworks.

Our focus for 2020/21 will be on:

1. Ensuring that the Foundation is maximising the use of its funds through prudent financial management and control. This includes working closely with stakeholders to get 'value for money' in everything that we do.
 - a. We will be reviewing our supplier agreements to ensure we get the best possible outcomes for the Foundation both in terms of quality and cost effectiveness.
 - b. Fiscally we continue to review the management of our funds in the short and long term, to give us the best returns year on year that will help support the investment in research.
 - c. Developing our reporting further to enable effective financial management across the Foundation as well as to ensure the appropriate level of oversight for the Council and other key stakeholders.
2. Process improvement, implementing digital solutions and developing new ways of working to ensure that we have effective and efficient support services in place to support our donors, staff and other stakeholders.
3. Developing our budgeting and forecasting capability to enable us to develop longer term financial plans to not only support growth in research funding but to also ensure a sustainable financial model for the future.
4. Risk management practices including health and safety, disaster recovery and sustainability of operational activities including IT infrastructure.

OUR STRATEGY ENSURE SUSTAINABILITY



OUR OBJECTIVES	WHAT WE WILL DO	HOW WE WILL MEASURE OUR PERFORMANCE	OUR TARGET
Evaluate costs to maximise delivery of funding outcomes with the greatest benefits to neurological research and education	<ul style="list-style-type: none"> → Review supplier relationships and explore options to reduce costs whilst maintaining / increasing service outcomes 	<ul style="list-style-type: none"> → Annual key supplier review → Reduction of overhead expenses 	<ul style="list-style-type: none"> → A review of our key suppliers will be conducted on an annual basis for on-going/regular business needs
Growing, developing and investing in competent and engaged employees to retain skills and knowledge to build a strong support base for the business	<ul style="list-style-type: none"> → Implement training and other programmes that help the Neurological Foundation team develop their skills and knowledge for the Foundation and their own benefit → Ensure institutional knowledge is captured and retained for the benefit of the Foundation 	<ul style="list-style-type: none"> → Deliver training to the Neurological Foundation Team → Number of Standard Operating Procedures for operational areas reviewed or completed 	<ul style="list-style-type: none"> → At least 80% of Neurological Foundation employees attend an externally facilitated training course or other programme → All staff members attend (in person or online) at least 1 Neurological Foundation researcher presentation during the year → Each Neurological Foundation employee has a personal and professional development plan completed annually → SOP's for functional areas are reviewed bi-annually or developed where needed, with a goal of 50% of current SOP's reviewed in 2020/21

OUR STRATEGY ENSURE SUSTAINABILITY



OUR OBJECTIVES	WHAT WE WILL DO	HOW WE WILL MEASURE OUR PERFORMANCE	OUR TARGET
Cross-skilling of key employees to reduce risk and for improved efficiency within the business	<ul style="list-style-type: none"> → Develop a plan to cross-skill key roles and undertake succession planning to ensure continuity 	<ul style="list-style-type: none"> → Key roles cross-skilled → Succession plans in place 	<ul style="list-style-type: none"> → In each department key processes and activities are identified with continuity and training plans in place for these where required → Create succession plan documents for each department
Staying relevant for supporters and wider public through an active digital presence and ongoing stories, plus improvement programme based on supporter needs	<ul style="list-style-type: none"> → Increase our social media engagement → Develop and implement a digital content marketing strategy → Learn more about the needs and motivations of our current supporters and stakeholders → Learn more about the needs and motivations of our potential supporters 	<ul style="list-style-type: none"> → Facebook analytics → Online stories → Donor survey → Market research 	<ul style="list-style-type: none"> → Grow Facebook followers by 50% YoY → Publish a minimum of 2 online stories to the Neurological Foundation website per month → Conduct a survey of current supporters to better understand them and their needs → Conduct a market research project to better understand motivations to donate from our target audience
Acquire new audiences and supporters through improved targeting	<ul style="list-style-type: none"> → Initiate a programme around community (peer-to-peer) fundraising, both for direct fundraising and to improve donor acquisition 	<ul style="list-style-type: none"> → Acquisition of new/first-time donors 	<ul style="list-style-type: none"> → Conversion of 2% of Everyday Hero (or other third-party online giving platform) donors to Neurological Foundation supporters in 2020/21
Continue to actively cultivate, foster and appreciate our existing supporter base to retain loyal supporters	<ul style="list-style-type: none"> → Supporter-focused model – building on-going profitable relationships with donors and supporters 	<ul style="list-style-type: none"> → Supporter retention rate → Number of second/repeat donation 	<ul style="list-style-type: none"> → Reactivate 5% of lapsed donors → Repeat gifts from 10% of first time donors → Establish current attrition rate for 2020/21

OUR STRATEGY ENSURE SUSTAINABILITY



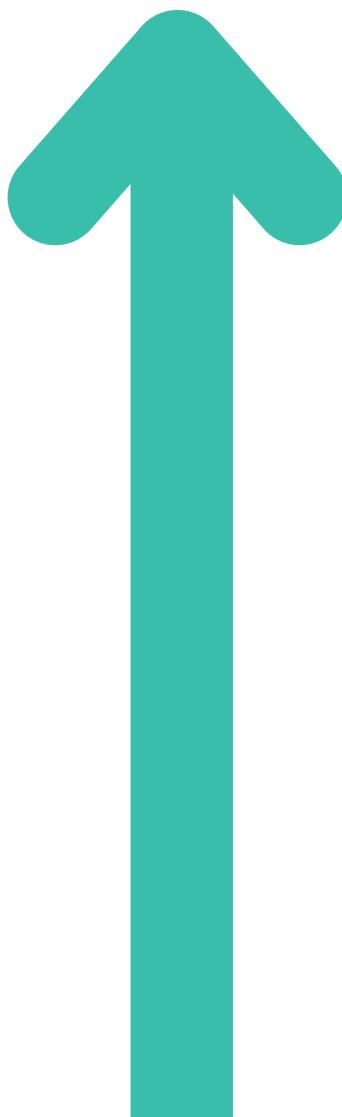
OUR OBJECTIVES	WHAT WE WILL DO	HOW WE WILL MEASURE OUR PERFORMANCE	OUR TARGET
Demonstrating the trajectory and measurable impact of funded research through regular reporting to supporters/stakeholders	→ Implement new impact reporting framework to more effectively communicate outcomes of funded research	→ Impact reporting	→ Utilise new reporting framework in 2020/21 → Receive 50% of impact reports from grant recipients within 2020/21 FY → Link impact reports to Supporter update communications in 2020/21 → Major donors who have funded specific research receive impact reports annually
Review investment strategies to optimise revenue to sustain the increasing cost of research	→ Implement our investment plan to maximise returns	→ Income from investments	→ Alignment with our approved Strategy of Investment Policy and Objectives
Reducing carbon footprint through improved use of technology	→ Reduce need for flights for research funding interviews through use of digital tools → Reduce mailed receipts → Review office energy options → Move governance meetings online	→ Number of flights for research interviews → Number of mailed receipts → Energy consumption → Number of flights for governance meetings	→ No flights needed for applicants for research interviews as all interviews conducted via online tools → Increase percentage of supporters on the database who have opted in to receive electronic receipting by 10% YOY → Explore business case for solar power → 40% reduction in travel costs for governance meetings
Be a leading funder of early-career researchers who will contribute their expertise to NZ research, plus support the Foundation's long-term commitment to funding	→ Increase fellowship opportunities for early-career scientists and clinicians	→ Number of fellowship opportunities	→ Offer early-career fellowships twice per year from 2020 → Develop awareness programme for early-career clinicians and scientists

OUR STRATEGY FUTURE GROWTH



OUR OBJECTIVES	WHAT WE WILL DO	HOW WE WILL MEASURE OUR PERFORMANCE	OUR TARGET
Increase research and education funding pool	→ Build the research and financial strategies	→ Completion and approval of these two strategies	→ Completion and approval by end of March 2021
Maximise partnering opportunities and fundraising activities	→ Build grant income strategy	→ Completion and approval of this strategy	→ Develop grant strategy by end March 2021
Diversify audiences and revenue opportunities through new and developing channels	→ Diversify revenue sources	→ Development of new fundraising programmes → Launch new campaigns to market and provide more opportunities for donations from new audiences	→ YoY increased revenue from development of additional revenue streams such as Regular Giving, corporate partnerships, P2P → Introduce new fundraising campaign opportunities to market
Utilise technology to grow our digital presence and engagements	→ Increase our digital presence	→ Website visits → Events recorded and uploaded → E-newsletter/EDM	→ Website visits to increase by 10% YoY → Minimum of 10 Neurological Foundation events are recorded and uploaded to our digital channels → Development of our email marketing channel with at least 1 EDM sent per month to newsletter subscribers
Broaden geographic reach and engagement opportunities	→ Hold online events	→ Event series	→ Trial and evaluate online events by hosting an online event series in 2020

OUR STRATEGY FUTURE GROWTH



OUR OBJECTIVES	WHAT WE WILL DO	HOW WE WILL MEASURE OUR PERFORMANCE	OUR TARGET
Innovation culture to adapt to achieve best outcomes from our resources	→ Implement a feedback model to capture and action ideas	→ Feedback received	→ Develop a feedback model and associated processes for both internal and external feedback
Develop our underpinning strategies across core disciplines to support the future growth of the Foundation	→ Complete Fundraising, Marketing, Finance, Research and Investment strategies → Lead a 20 year 'our future' strategic thinking workshop	→ Approval of sub strategies → Framework for 20 year strategy	→ Sub strategies completed and approved by March 2021 → 20 year framework reviewed by the Foundation's Council during the 2020/21 financial year

OUR STRATEGY PARTNERSHIPS



OUR OBJECTIVES	WHAT WE WILL DO	HOW WE WILL MEASURE OUR PERFORMANCE	OUR TARGET
Develop mutually beneficial partnerships that positively impact on our service delivery, sustainability and future growth	<ul style="list-style-type: none"> → Engage with likeminded organisations that have similar objectives to the Foundation → Work collaboratively with other organisations to develop engagement and outreach programmes 	<ul style="list-style-type: none"> → Number of collaborative projects 	<ul style="list-style-type: none"> → Develop at least 2 projects and/or programmes with likeminded organisations
Facilitate and empower philanthropic giving from our supporters	<ul style="list-style-type: none"> → Increase the sustainability of funding from major donors - working towards securing multi-year commitments through improved funding offerings 	<ul style="list-style-type: none"> → Completion of plan 	<ul style="list-style-type: none"> → Develop plan for project-specific funding packages by end of March 2021
Build and strengthen relationships with research institutions and other stakeholders in the neurological and research community	<ul style="list-style-type: none"> → Develop guidelines around collaboration and partnership with aligned organisations → Actively engage with research institutions and other funders in the research community 	<ul style="list-style-type: none"> → Completed guidelines and approach to collaboration and partnered activities → Number of engagements to research institutions → Number of co-funded research applications 	<ul style="list-style-type: none"> → Develop guidelines and approach to collaboration and partnered activities by March 2021 → Engage with at least four of the major research institutions or research funders each year → Co-fund at least one research grant in 2020/21
Identify and connect with new corporate partners	<ul style="list-style-type: none"> → Develop and implement a Corporate Partnership Programme, with tiered partnership levels and associated benefits 	<ul style="list-style-type: none"> → Completion of plan → Number of corporate partnerships 	<ul style="list-style-type: none"> → Completion and approval of plan by end of March 2021 → Develop and secure 1 new corporate partnership in 2020/21

OUR STRATEGY BEST PRACTICE DELIVERY



OUR OBJECTIVES	WHAT WE WILL DO	HOW WE WILL MEASURE OUR PERFORMANCE	OUR TARGET
Excellent supporter experience underpins everything we do	→ Provide best-practice supporter experience	→ Completion and approval of supporter journey map → Briefing included in induction process	→ Develop a supporter journey map that notes the touchpoints of how and when supporters engage with the Foundation → All team members briefed on this as part of induction process
Embrace digital in all our ways of working	→ Provide digital options where appropriate	→ Digital options in place	→ Back issues of Headlines available digitally for last 12 months → Utilise business and organisational digital tools aligned to best practice
Focus on continuous improvement	→ Reflective review practices in place to learn from our key activities	→ Develop business process review framework	→ Develop and approve our framework and expectations around what continuous improvement and business process review system looks like by end of March 2021
Deliver best practice for our supporter record management	→ Review CRM database to ensure that it is fit for purpose and meets the needs of the Foundation	→ CRM database meets business needs	→ CRM review undertaken and recommendations presented by end of March 2021
Deliver best practice for our grants management	→ Grant management system utilised	→ Online grants management system	→ Utilise online system so that all grant applications are received and reviewed digitally

OUR STRATEGY BEST PRACTICE DELIVERY



OUR OBJECTIVES	WHAT WE WILL DO	HOW WE WILL MEASURE OUR PERFORMANCE	OUR TARGET
Facilitate a work environment that supports an engaged workforce, embracing the Foundation's values	<ul style="list-style-type: none"> ➔ Implement an employee engagement survey ➔ Utilise a team preferences working model (Herrmann Brain) ➔ Update policies and develop/ refine underpinning processes 	<ul style="list-style-type: none"> ➔ Staff turnover ➔ Staff engagement ➔ Zero harm for staff (physical/ mental) ➔ Lost time through injuries ➔ Number of policies reviewed or completed 	<ul style="list-style-type: none"> ➔ Turnover rate of staff (excluding casuals) reduces from the 2019/20 measure ➔ Staff engagement baseline established ➔ Zero serious harm to employees ➔ No lost time injuries reported ➔ All Foundation's policies refreshed during the year to meet changing needs
Operate with integrity and transparency, building confidence and trust with our supporters and stakeholders	<ul style="list-style-type: none"> ➔ Establish management reporting ➔ Trial Statement of Service Performance reporting prior to audit requirements 	<ul style="list-style-type: none"> ➔ Monthly reports ➔ End of year annual report 	<ul style="list-style-type: none"> ➔ Positive feedback from stakeholders (including external auditors)



Neurological Foundation

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Charity Commission No. CC10341