

Facing Cancer Together

Strategy 2023 – 2025

Visit our website
lookgoodfeelbetter.co.uk





Our Mission

We deliver cancer support services in local communities through a series of face to face and online group sessions along with video tutorials to help people face cancer with confidence, to regain their sense of normality, to make friends and most of all to look good and feel better.

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Welcome – CEO and Chair

We are proud to share our new strategy to 2025,
Facing Cancer Together, with you.



Mark Flannery
Chief Executive
Officer

A handwritten signature in black ink, appearing to read 'M Flannery'.



Geoff Percy
Chair of the
Board of Trustees

A handwritten signature in black ink, appearing to read 'G Percy'.

As we approach our 30th anniversary in 2024, our work and our mission is as important and relevant today as it ever has been as we continue to see a rise in newly diagnosed cancer cases, each year, across the UK.

It is estimated that there are currently 3 million people in the UK living with cancer, a figure rising to 4 million in 2030. It is estimated that in 2019 there were 391,000 newly diagnosed cases of cancer, equating to 1,100 per day (source: Macmillan Cancer Support – Statistics Factsheet October 2022).

We know that demand for our specialist services and support will continue to grow.

A cancer diagnosis can be devastating. We live in a world where hugely talented scientists, researchers and medical professionals are devoting their lives to developing more effective, less harsh treatments with the hope that one day, cancer in all its forms, will be cured.

For many, facing cancer and undergoing cancer treatment is a life-changing event that often has significant impact on a person's health, physical appearance and wellbeing. Often people isolate during this time, feeling that they have lost their identity and all self-confidence, sometimes being afraid to leave the house or to speak to family and friends. Look Good Feel Better UK serves to help support and equip people with the knowledge, skills, friendship networks and peer support to face these issues during their treatment and cancer journey.

Look Good Feel Better UK is about to undertake an ambitious period of growth, built on strong foundations.

As a national cancer support charity, deeply rooted in local communities, we want to help more people, in more places, in more ways. Our services remain free and open to anyone facing cancer and our new strategy places local engagement and growth of our services at the forefront.

As we developed our new strategy and looked towards a very different future, we took the time to refresh and renew the Vision, Mission and Values for Look Good Feel Better UK.

This critical piece of work will set the focus and tempo for the charity for the next three years and it reinforced our commitment to supporting people with cancer but also to outline and highlight the behaviours of the charity that will drive it forward in the coming years.

There is no doubt that the Covid-19 pandemic had a critical impact on Look Good Feel Better UK. Like most charities, the pandemic led to the closure of our core, face to face services, it led to a significant and critical reduction in the charity's income (50%) leading to difficult and impactful cost reduction measures to remain operational whilst forcing big changes in our delivery model to ensure we were still in a position to continue supporting people with cancer during lockdown. As a charity offering such a unique and valued service, we were determined to do everything within our power to help those in need.

We now look confidently to the future and whilst we continue to feel the financial and operational impact of the pandemic, the war in Ukraine and the ongoing financial crisis, we have developed a bold and very ambitious strategy with people facing cancer at its heart.

Our aim is to become an integral part of a person's cancer treatment and recovery journey. We want to remove barriers, deliver an inclusive and impactful service to those needing support and to ensure our services are accessible by local communities, nationwide.

We are committed to helping anyone facing cancer to build back their self-confidence, make friends, gain skills and knowledge to help them on their cancer journey and most of all, to look good and to feel better.

Our Five Key Strategic Pillars

Over the next three years, we will be focussing on and investing in five strategic pillars to support our future growth. **These are:**

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Beneficiary Growth

We are aiming to support more people than ever in the coming years with a strong focus on face-to-face engagement, the creation of networks, formation of friendship groups, peer support and social experiences to help our wonderful beneficiaries to build life-long relationships with each other and Look Good Feel Better UK.

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Financial Sustainability

As a charity, we need to diversify and grow our income generation activities, to allow for financial security, reinvestment, and the development of the charity's infrastructure. We value every piece of support that we receive, and we are fully committed to delivering an exceptional supporter experience to our individual supporters and our amazing corporate partners.

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Web & Digital Innovation

We want to harness the power of technology to deliver innovative, sector-leading digital services and experiences. We want beneficiaries to build their own support packages with Look Good Feel Better, allowing them to create a service that is tailored to their individual needs.

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Volunteer Engagement & Support

Our volunteer workforce is the true 'engine' within Look Good Feel Better, devoting their time and expertise to deliver our outstanding workshops and to provide support and skills to the head office functions of the charity. We want to be recognised as a charity of choice for volunteers offering rewarding roles, comprehensive training, personal development and reward and recognition schemes.

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Inclusivity

We want to deliver services in more communities, to more people. We want to collaborate strategically with partners across the UK to offer our services to hard-to-reach groups, to identify and remove barriers to engaging our support and to increase our inclusivity across the UK. We are proud to be a charity, open to everyone.

Our Vision

To be recognised as one of the UK's leading cancer support charities and the only one dedicated to improving the physical appearance and overall wellbeing of people living with cancer.



Our Values

We are proud to adopt and work to a set of strong values.

These values sit at the heart of who we are and everything that we do and are values that shape our decision making, our behaviours and our performance.



Integrity

Embedding strong ethics as a priority for everyone representing Look Good Feel Better along with governing the charity's behaviour. **We work openly and honestly** for the benefit of those we serve.



Caring

We care about the services we deliver, the beneficiaries we serve, the stakeholders we work with and importantly, **we care about each other** as a team.



Collaborative

People working together, in partnership with key stakeholders to deliver greater, stronger, and more impactful services to people facing cancer.



Passionate

A true belief in who we are and what we do, **to foster a dynamic culture of ownership, innovation and creativity.** We are dedicated to our mission, to help as many people as we can to face cancer with confidence.



Inclusive

Delivering our charitable mission through the drawing together and **utilising lived and professional experiences from a wide range of backgrounds** whilst seeking to ensure our services are accessible to all in need. A wider voice makes us stronger.

Our Strategy in Numbers

Growth, diversification, widening access and increasing our support to those facing cancer are critical components of our strategy.

We have mapped out what we need to achieve in the coming years to provide a clear focus on the numerical performance targets that underpin our strategic delivery. We are transparent. We are focussed. We are accountable. By the end of 2025, we aim to...

1. Grow fundraising income from £1m to £3m



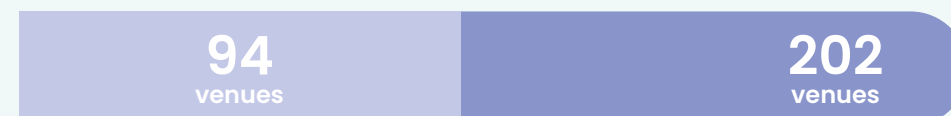
2. Grow face to face beneficiary numbers from 4,700 to 23,000



3. Grow our volume of support sessions delivered from 10,400 to 34,000



4. Grow our venue footprint from 94 to 202 across the UK



Glory Goal Statement

By the end of 2025, we want to raise £3m in fundraised income, delivering face to face services and support to 23,000 individuals through 200 venues across the UK.

	2022	2023	2024	2025
Fundraising (Headline)	£1,050,998	£1,300,000	£2,000,000	£3,000,000
Beneficiaries – F2F (core)	5,616	8,500	16,500	19,800
Beneficiaries – Online (core)	1,875	1,700	1,500	1,500
Beneficiaries – Online (new service)	1,168	755	620	294
Beneficiaries – F2F (new service)	–	–	634	1,268
Total individual people	8,659	10,955	19,254	22,862
Total attendees (multiple attendances)	12,989	16,433	28,881	34,293
Venues current	93	116	126	138
Venues new (skincare & MU)	1	10	12	14
Venues new (new services)	–	–	25	50
Active venues – total	94	126	163	202
Active volunteers (skincare & MU)	966	1,100	2,600	3,120
Active volunteers (new services)	30	30	400	800
Total active volunteers needed	996	1,130	3,000	3,920

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Beneficiary Growth

We will renew our focus on growing the face-to-face delivery of our services, to help people build their self-confidence, to make friends, to benefit from peer support and to have an amazing educational, impactful, and social experience to help their recovery.



We will conduct a full audit of our geographical venue footprint to ensure we are reaching the people and communities we serve.

We will analyse historical workshop data from all venues to identify areas of beneficiary decline and areas of growth opportunity. This data will be used alongside regional cancer diagnosis statistics to ensure we are meeting local demand and making informed choices on new venue locations. We will also deploy 'hybrid' workshops to reach the more remote areas of the UK.

We will expand into new venues to increase workshop capacity and to deliver a different, more socially focussed workshop experience.

Research shows that social interaction and relationships are an important factor in cancer recovery. As we expand our workshop base, we are aiming to deliver services from new, non-medical venues such as luxury hotels, spas and leisure facilities to allow for social networking and a new holistic workshop experience. The aim is to grow by 36 new venues for our core skincare and makeup programme.

By 2025, we will convert our three most popular online services to become established, face to face workshops, increasing engagement and service offering to beneficiaries.

Developed with specific brand partners, in 2024, we will deliver face to face workshops across our venue footprint for both Hand and Nail Care and Styling for Confidence, delivered by highly trained and experienced volunteers. From 2025, we will deliver a programme of dedicated, face to face, Look Good Feel Better, Hair workshops for cancer patients.

We will outsource our Marketing and Communications activity until the end of 2024 to ensure we have access to specialist skills and experience to raise awareness of our services.

Due to the significant geographical coverage and wide beneficiary demographic, the need for effective marketing and communications is critical. We will collaborate with specialist agencies on brand, social media activity, graphic design, and web development to ensure our messaging and service offer reaches the most people, in a cost-effective manner.

We will undertake a full redevelopment and relaunch of our cancer support services for men, working strategically with a brand partner or partners, aiming for a relaunch in 2024.

With cancer affecting as many men as women, it is critical we deliver support where it is needed. A notoriously difficult audience to engage, we will review and redevelop our men's programme to ensure it is appealing, accessible and most of all, an impactful and beneficial part of a man's cancer treatment.

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Financial Sustainability

By 2025 we will create a charity that is financially strong, financially sustainable with significant opportunity to grow and diversify our income generation activities. Our immediate aim is to grow fundraised income from £1.3m in 2023 to £3m by the end of 2025. By 2025, we will...



Conduct a full fundraising audit.

We will engage the services of an external consultancy to allow us to review and appraise our current fundraising performance and future potential. This will identify specific income lines with growth potential to allow for data informed investment decisions.

Implement a structure and process to facilitate fundraising activity in all workshops.

To deliver a pilot project across 11 venues in Q1 of 2023 to (a) test and refine cashless donation technology, (b) to ensure clear messaging that all workshop services are free, donations are voluntary to support future workshop and beneficiary experiences and (c) to ensure volunteers are trained and comfortable to deliver fundraising messages. By 2025, all venues will have fundraising capacity.

Look Good Feel Better will move to a 'regional' fundraising model.

To maximise fundraising opportunities, LGFB needs to be more visible and active in the communities it serves, the model will mirror those at other high performing, national charities. This will see the recruitment and deployment of a minimum of four Regional Fundraising Managers, each delivering regional income targets, collaborating closely with Regional Managers from Programme Services teams, a truly collaborative approach.

Outsource to develop specialist income opportunities.

We will look to invest in the development of three core income streams, using data from our fundraising audit and supported by external agencies. We will look to implement fundraising strategies for Major Donors, Legacies, and a Look Good Feel Better lottery. Upon maturity and development of our own experience, we will invest in delivering this activity directly in future years.

To develop a detailed 'value proposition' to enable LGFB to bid for government / contractual funding to support our service delivery.

Led by the Chief Executive Officer and SMT, develop a clear funding request for government and / or contractual funding underpinned by volume of delivery, beneficiary impact and supporting performance KPI's. Aim to secure workshop / service funding from three NHS trusts by 2025.

Deliver a fundraising strategy to raise awareness and generate income from wider corporate sectors – Financial services, Construction and Legal services.

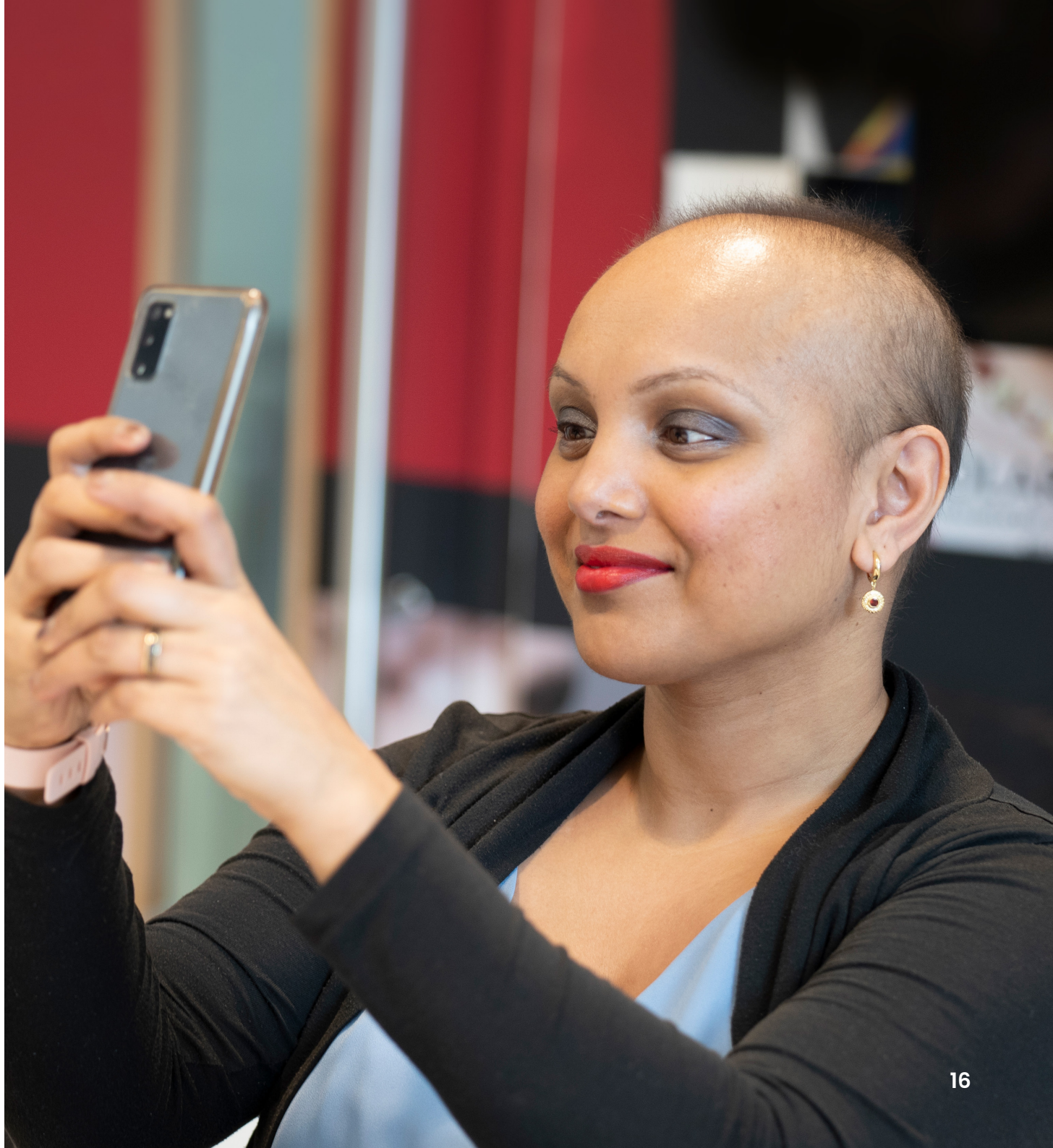
Proactive engagement with the 'Top 100' from each defined sector through both direct contact and through sector specific networking groups to showcase the work of Look Good Feel Better. Building on fundraising plans from the UK beauty sector and translating them into a non-beauty value proposition. We are a cancer support charity, and this mission transcends sector specialism. Aim to secure five new partnerships per year.

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Digital & Web Innovation

We will invest to make Look Good Feel Better a modern, technologically advanced charity, using cutting edge web, AR and digital tools to offer an exceptional and engaging digital experience to our beneficiaries and stakeholders.



We will develop and launch a new, Look Good Feel Better website, fully translatable across all digital platforms.

We will invest in our digital infrastructure to offer beneficiaries and partners a sector-leading website experience. The site development will focus on an exceptional user experience and will give LGFB a more effective window to showcase and promote, to generate income, to offer an exceptional supporter journey and to develop future e-commerce plans.

We will develop and launch a new ‘bundle builder’ (working title) service to allow beneficiaries to book multiple workshops at any one time.

A key service to empower beneficiaries to book multiple workshops (face to face, online or access video tutorials) to give people ownership and control of their own bespoke support package. This will encourage beneficiaries to access multiple programmes, in turn benefitting from increased support during their treatment.

To harness existing AR technology to develop and launch an interactive Look Good Feel Better App.

Incorporating the ‘ModiFace’ augmented reality facial scanning technology, the app will allow beneficiaries to scan their face at any point during their treatment to receive a bespoke skin analysis, highlighting up to twenty skin related concern areas. This can be used to educate and inform beneficiaries as to their treatment related skin challenges prior to attending a workshop. The app will also include product recommendations, virtual skincare and makeup ‘try on’. The app will also facilitate workshop booking and donations.

The implementation of a ‘media hub’ to capture uploaded footage from workshops.

Promotion of our workshops is a vital component to growing our beneficiary numbers. The feeling, emotions and impact felt in workshops is the single biggest advert for our services. The media hub will allow beneficiaries and volunteers to upload photographs and footage to a central portal, from which the communications team can vet, extract and use them to fuel our social media channels and to showcase real life impact.

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Volunteer Engagement & Support

To grow our pool of exceptionally talented, committed, and passionate volunteers across the UK to allow us to realise our growth plans and journey, to significantly increase the number of people we can support during their cancer treatment. By 2025, we aim to have 3,000 volunteers supporting Look Good Feel Better.



To secure or generate vital funds to allow for the recruitment of an experienced Volunteer Coordinator.

To develop and deliver inspiring and successful volunteer recruitment and retention strategies to ensure skills demands are identified across each region, local recruitment and networking is taking place, that we have a consistent and high-quality recruitment and onboarding process and to ensure we become a volunteer employer of choice in the sector.

To develop a brand new volunteer strategy to cover the whole of Look Good Feel Better UK.

A new strategy is needed to clearly outline our approaches to recruitment, development and retention, including the formation of defined volunteering roles across the whole charity, progression pathways to allow lesser experienced volunteers to build skills and knowledge, consistent testing and assessment and the creation of a LGFB volunteer experience.

To fully review our volunteering training and development practices to attract and retain the highest calibre of volunteer.

Volunteers at Look Good Feel Better are critical to delivering our support to beneficiaries facing cancer. It is vital that volunteers are given the highest quality training to allow them to maximise their impact and to ensure that they feel fulfilled and supported in their role. A new training and development package will be produced, in collaboration with beauty brand partners by 2024.

To develop and implement a consistent and meaningful reward and recognition scheme for volunteers.

We will introduce a structured programme of communications and activity to ensure that all of our volunteers are recognised for their contribution and impact. This will include regular news updates, birthday acknowledgement, milestone and anniversary recognition and peer-nominated volunteer awards.

Develop effective partnerships with organisations to raise the profile of LGFB and opportunities to volunteer, to increase volunteer recruitment.

We will create a list of clearly defined volunteering roles by UK region to share with (a) brand partners for staff volunteering, (b) private beauty sector businesses, and (c) relevant academic and national training institutions. We will invest in traditional and digital promotional activity to drive awareness.

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Inclusivity

The services and support of Look Good Feel Better are free and open to anyone facing cancer. As a national charity with a local voice, we want to ensure our message is heard everywhere to encourage everyone to access help and support on their cancer journey.



Ensuring robust data capture processes are in place.

We need to know our communities and our beneficiaries. There are approximately eighteen ethnic groups within the UK. We will implement strong data capture metrics to ensure we can analyse our beneficiary base and our community impact to allow for the shaping of future services, our engagement techniques and delivery models. 2023 date will be the benchmark for improvement.

A full review and audit of our brand and marketing to ensure it is reflective of our activity and rich inclusivity.

We will engage the expertise of an external consultant to review how Look Good Feel Better is perceived amongst the public. The work will ensure our brand is reflective of a modern, all-inclusive charity, using the right messaging, imagery, colour palette and tone to reflect the diverse nature of our work, staff, volunteers, partners and beneficiaries.

To collaborate with large, community facing organisations to promote the work of Look Good Feel Better with a dedicated focus on hard-to-reach communities.

Led by the CEO, a dedicated engagement plan to work closely with local authorities, housing providers and specialist community engagement groups and charities to develop a structured approach to promoting the work of LGFB to under-represented groups. Aim to be collaborating with 10 organisations by 2025.

The introduction of cancer-specific and / or medical representation to the board of Look Good Feel Better

As a growing charity involved in the delivery of key cancer support services, it is vital that our work is directly represented at board level. The CEO and Chair of Trustees will lead on a project to recruit several new board members with specific experience in oncology, radiology and / or cancer nursing. A secondary aim is to forge relationships with both the Royal College of Radiologists and the Association of Cancer Physicians.

To pursue accreditation for the charity's work around Diversity and Inclusion to reflect our commitment to FREDIE practices (Fairness, Respect, Equality, Diversity, Inclusion and Engagement)

By 2025, to have secured the 'Investors in Diversity – Small Charities' award from the National Centre for Diversity and to ensure staff and volunteers are trained and supported effectively in their work. Look Good Feel Better will continue to invest in and promote inclusive practice and behaviours in all our work.



Our strategy is bold, it is ambitious and to deliver, it is going to take huge effort, dedication, and commitment from everyone at Look Good Feel Better, including our amazing team, Trustee's, volunteers and supporters.

We truly believe that Look Good Feel Better is ready to take its next steps to growth, to build on our 29-year history, to become a leading charity, a modern and innovative organisation underpinned by strong values, a clear mission and a culture of care, commitment and performance.

We are very proud of who we are and what we do, we are excited about our future, to help support tens of thousands of people with cancer and we will work tirelessly to deliver our vision and mission and to deliver our new, three-year plan.

A photograph of two women with long hair looking at a smartphone together. The woman on the left is wearing a light purple sweater and has a slight smile. The woman on the right is wearing an orange turtleneck and has a more serious expression. They are both looking at the phone held by the woman on the right. The background is blurred, showing a red wall and some indistinct shapes.

Let us face cancer together.



look good
feel better

FACING CANCER WITH CONFIDENCE



Look Good Feel Better

West Hill House, 32 West Hill,
Epsom, Surrey, KT19 8JD