

FSI Business Plan (Actions)

2018/2019

(Planning Period 1st July 2018 to 30th June 2019)

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Context

This business plan supports the development of the current activities undertaken by the FSI to meet the strategic objectives confirmed and agreed by the Trustees at the annual Trustee Strategy Away Day September 2017 and a subsequent Special Meeting of Trustees on 2nd February 2018. The trustees' strategy is detailed in the "At the Centre of Civil Society' Strategy Review (revision 2018 – 2020)

The business plan is part of the operating process of the FSI and is not a governing document. However, throughout the plan reference will be made to the specific strategies agreed by trustees.

1. Strategic Aim 1: Facilitate Members to Thrive

- 1.1 **Increase membership** by reaching out to as wide an audience as possible to promote the benefits of involvement with the FSI.
 - 1.2 **Continuously improve the 'user experience'** of our members to support their needs.
 - 1.3 **Demonstrate our value** to our members
 - 1.4 Continuously improve the **quality of our services**
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1.1. Increase Membership

- 1.1.1. The target for 2018/2019 is to increase membership by 15%
- 1.1.2. **Reaching a wider audience:** By working in collaboration and partnership with other infrastructure bodies in 2018/19 increase the reach of the FSI.
- 1.1.3. **Reaching the hardest to reach charities:** Working in collaboration and partnership engage with more locally focussed charities and community groups. Consider how more rural charities are able to access our services and deliver an alternative option to attending face to face training.

1.2. Continuous improvement of the user experience

1.2.1. Learner/User Experience:

- 1.2.1.1. Improve the FSI member learning experience in 2018/19 through the creation of a Learning Pathway for each of our learners taking them from Webinar30's through to full day training events, conferences and qualifications and if appropriate on-line full day learning modules.
- 1.2.1.2. Activate the My Skills Profile section of the LMS (Learning Management System)

1.2.2. Learner/User Communication:

- 1.2.2.1. Ensure that members are alerted to FSI programme activities at 12 weeks prior to the activity taking place via our Membership Newsletter.
- 1.2.2.2. Deliver an annual value communication to each member automatically from the LMS this may be in the form of an information dashboard.
- 1.2.2.3. Add 'book course' option to each page of the website.

1.3. Demonstrate value to members

1.3.1. Delivering an Effective and Efficient Learning Programme: The aim in 2018/19 will be to increase the number of interventions delivered by the FSI (with growth focussed around on-line opportunities), reduce the cost per intervention and increase the market value.

TABLE 1: DELIVERING EFFECTIVE AND EFFICIENT SUPPORT TO SMALL CHARITIES				
Year	Interventions	Spend	Intervention Cost	Market Value
2014/15	1800	358,000	198.89	2,200.00
2015/16	3868	424,000	109.62	2,254.540
2016/17	6812	518,000	76.16	2,925,250
2017/18	9724 (includes DCMS)	618,000	63.55	3,088,897
Target 2018/19	8500 (includes DCMS)	555,999	70.00	3,250,000

1.3.2. Post monthly Quick Stats on FSI website: Number of members (total/this month), number of learning interventions (total/this month) and value to sector (total/this month) plus other as identified.

1.3.3. Market Value of FSI Services

TABLE 2: MARKET VALUE OF FSI SERVICES		Market Value	Final Cost to FSI Members
Learning Programme (developed)			
	Face to Face		
	Training face-to-face full day course (average) (delegate)	£315.00	£15.00
	Training face-to-face half day courses (average) (delegate)	£195.00	£7.50
	Workshops face-to-face x 1.5 hours (delegate)	£75.00	£5.00
	Conference Fundraising London (delegate)	£225.00	£15.00
	Conference Fundraising North (delegate)	£195.00	£15.00
	Conference Skills London (delegate)	£200.00	£15.00
	Online		
	Webinar online x 1.5 hour (sign-up)	£45.00	£5.00
	Webinar online (breakfast/lunch and learn) 30 mins (sign-up)	£25.00	FREE
	Advice Session (Volunteer/Staff) x 1 Hour (sign-up)	£45.00	
We also provide a range of video learning accessed freely through the FSI Website			
	Video fundraising refresher videos x 10 (per view)	£5.00	FREE TO VIEW
	Video Essential Trustee series x 6 (per view)	£5.00	FREE TO VIEW
	Video Learning Clips Top Tips (per view)	£1.50	FREE TO VIEW
Qualification Discounts			
	Introduction to Fundraising £360 (No Discount)		
	Certificate (20%)	£1450.00	£1,160.00
	Diploma (20%)	£2290.00	£1832.00

Membership Benefits			
Value of Membership Benefits: Reduced Consultancy/Small Charity Week Opportunities/Member and Policy Newsletters and Alerts/Representation at a National Level/FSI Small Charity Index data etc.			
Members £0 - £50,000	Free		FREE
Members £50,000 - £250,000	£180.00		FREE
Members £251,000 – £500,000	£215.00		FREE
Membership £500,000 - £1,000,000	£360.00		FREE
Tier 1 Associate Membership £1,00,001 - £5,000,000	£400.00		FREE

1.4. Quality of learning interventions

1.3.4. **Measurement** In 2018/19 we will continue to improve the quality of the learning interventions through continuous monitoring and evaluation.

2. Strategic Aim 2: Build skills and knowledge across the sector

- 2.1 Ensure our annual Learning Programme **reflects the learning needs of members** by using the data provided through the bi-annual FSI UK Small Charity Sector Skills Survey 2016/17
 - 2.2 **Increase online learning opportunities** videos, webinars and in 2018/19 full training course modules.
 - 2.3 Continue to **deliver a blend of learning** including regularly updating on-line toolkits and other resources available through the FSI website.
 - 2.4 Improve the delivery of the **Volunteer Charity Advisor Hub**,
 - 2.4 Promote **good governance** by delivering a range of learning opportunities for trustees of our member charities focussing on their statutory responsibilities
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2.1. Reflecting the needs of our members

2.1.1. Programme mix: 2018/19

- 2.1.1.1. Working with our partner charities and other providers continue add financial management to our current business planning and strategy development suit of learning opportunities
- 2.1.1.2. Working with our partner charities ensure that we make available webinar 30's and 90's that cover 'hot topics' for the sector including GDPR and Cyber Security.
- 2.1.1.3. Through the Skills Conference ensure that workshops are again available in Public Policy, HR, Health and Safety, IT and Marketing and Communications
- 2.1.1.4. Continue to ensure that we provide sufficient opportunities for our members to access skills in Major Donors, Corporate and Online fundraising as these were the areas they required the most upskilling in respect of fundraising (Skills Survey 2016/17)

2.2. Increase on-line learning opportunities

2.2.1. **Online learning:** In 2018/19 increase the number of on-line learning opportunities and introduce x 3 online full courses, Fundraising Strategy plus x 2 other fundraising topics

2.2.2. **Review and refresh:** online learning modules, information videos and the General Resources and Fundraising Resources pages of the FSI website

2.3. Deliver a blended and rich learning experience

2.3.1. Continue to offer a mix of face to face and online learning opportunities to ensure all FSI members have access to learning

2.3.2. Signpost members to other providers who are offering value for money learning

2.4. Volunteer Advice Hub

2.4.1. Review and improve the delivery of the Volunteer Advice Hub

2.5. Promoting Good Governance

2.5.1. The Essential Trustee

1.1.1.1. Promote the Essential Trustee video's

1.1.1.2. Develop a series of 5 Webinar30's that focus on governance

1.1.1.3. Refresh the Governance training modules to reflect the Essential Trustee series

3. Strategic Aim 3: Working collaboratively with Partners, contributing to a collective voice to influence locally and nationally.

3.1 Through the **Small Charity Index** proactively work with our members to understand the challenges and opportunities they face. Using data from the index collaborate effectively with sector partners to amplify the issues facing small charities and influence positive change by ensuring that representative bodies are sharing knowledge with each other

3.2 Use **Small Charity Week** to raise awareness with the public, influencers and across sector bodies of the importance and impact of small charities across the UK and those operating internationally

3.3 Undertake **Skills Gap** research to underpin our learning programme and to share with other sector bodies to support skills building across the sector

3.4 Provide **engagement opportunities** for small charities both locally and nationally with each other and with influencers to ensure that their voices are heard

3.1. Small Charity Index

- 3.1.1. Use perceptions and trends data from FSI SC Index to work collaboratively with identified strategic partners
- 3.1.2. Build relationships with key influencers to promote issues and work on projects that will effect positive change for our members and the wider sector

3.2. Small Charity Week

- 3.3.1. Deliver x 6 days of celebrating, influencing and engagement activities to promote the work of small charities registered in the UK

3.3. Skills Gap Research

- 3.3.1. Deliver the 2018/19 Skills Gap Survey

3.4. Engagement/Collaboration

- 3.4.1. Promote networking at FSI events across the UK
- 3.4.2. Invite local influencers and funders to our events to network with our members
- 3.4.3. Develop a minimum of two meaningful collaborations with Sector Partners

4. Strategic Aim 4: Ensure the FSI is efficient, open and transparent, accountable and sustainable

- 4.1 Ensure **financial sustainability** through continued growth in income and a commitment to a mixed income economy and by being prudent with our resources and ensure we maintain sufficient funds to meet our commitments.
 - 4.2 That we invest in **refreshing and renewing the support services** that allow us to deliver high quality services to our members.
 - 4.3 Ensure that the FSI is **managed and governed efficiently and effectively**
 - 4.4 Ensure **continuous learning** by valuing feedback from our members and using this to learn and improve our services.
 - 4.5 As we increasingly rely on statistical data and our systems and processes become more automated ensure that the 'heart' of the FSI, our passion to deliver the very **best opportunities to our members**, is not lost.
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4. Strategic Aim 4

4.1. Financial Sustainability

- 4.1.1. **Reserves:** We had an end of year surplus 2017/18 of £187,218.87
- 4.1.2. **Planning 2018/19**
 - 4.1.2.1. **Mixed Income Economy:** Earned 65%/Voluntary 20%/Statutory 15%

4.2. Refreshing & Renewing Support Services

Accountability/Compliance

- Ensure that FSI policy/procedure are reviewed quarterly and by exception when market circumstances dictate.
- Oversee the regular audit of monitoring and evaluation to ensure compliance with internal procedures
- Successfully deliver the administration of the Quality Processes (ISO9001 and achieve a successful audit annually.
- Deliver Quality Feedback Meetings with senior managers to ensure they are following compliance and quality processes.

Data Protection/GDPR:

- Ensure up to date policies and procedures and deliver spot checks on FSI communications to ensure that the FSI complies with current legislation.
- Deliver GDPR Alerts through lunch and learn opportunities
- Ensure transparent access of Freedom of Information requests and requests for personal information under the Data Protection act
- Respond to and satisfactorily resolving complaints to the FSI.

Cyber

- Ensure password security.
- Secure Cyber Essentials
- Annually review IT processes
- Annual review of FSI data safety

Physical Security

- Comply with security cash/records etc. within FSI offices.

4.3. Refresh and renew management resources

4.3.1. Business Infrastructure: We have completed three years of investment in our programme through the implementation of the Learning Management System, the development of the On-Line Programme and the outsourcing of administrative functions. Our next most urgent challenge is to develop a new FSI website to better reflect the work of the charity. Our second challenge is to implement a new CRM system that better meets our current needs

4.4. Management and governance

4.4.1. Governance: CEO Responsibility to the Board

4.4.1.1. Carry out its purposes for the public benefit

- Demonstrate that the FSI is carrying out its activities as directed in the current Business Plan
- Ensure the consultancy activities of the FSI focus on the charities Primary Purpose
- Regularly measure the impact and value of the services delivered by the FSI

4.4.1.2. Complying with the governing documents and the law

- Continue to improve induction processes for new Trustees

4.4.1.3. Ensuring accountability

- Ensure that records and regulatory reporting is up to date and that we are compliant
- Ensure transparency by making strategies and business plans available through the website

4.4.1.4. That all decisions are in the best interests of our beneficiaries

- Hold a minimum of four Trustee meetings
- Hold one Strategy Away Day and update the Trustee Strategy annually
- Ensure that all actions and plans are focussed on the needs of our beneficiaries

4.4.1.5. Resources are managed responsibly

- Follow the FSI Risk Management strategy and review at each Trustee Meeting
- Ensure x 4 Quality Review meetings are delivered annually
- Ensure that Conflict of Interest Forms are completed annually
- Ensure all processes, controls and procedures are managed on a day to day basis and that the Treasurer undertakes at least one spot check/audit each year

4.4.1.6. Ensure that staff are managed appropriately

4.4.2. Act with reasonable care and skill

- Ensure that each Board Member has responsibilities commensurate to their skills
- Continue to review and when necessary update the closure plan
- Continue to review and update succession plans

4.5. Continuous Learning

4.5.1. All events will have a project book in which learning is captured and is registered through the compliance function.

4.5.2. Pre and post -event briefings take place with all team members involved in the delivery of the event

4.5.3. All evaluation from events will be reviewed and used to improve our services

4.6. Keeping the FSI focussed on its members

4.6.1. Ensure we are listening to our members

4.6.2. Ensure that all complaints are handled appropriately and feedback is given to complainants.

4.6.3. Ensure that all decisions taken are in the best interests of our members



Charity No. 1123384

www.thefsi.org