

Trustee Strategy

2018 - 2019

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Foreword

Improving society is at the centre of the work of the FSI. The relationship between civil society and the state is a measure of the political and social health of the UK. Is it flourishing? Does it have the support and space to grow? Does the Government respond to the concerns raised by civil society and the organisations that represent it?

If society is to be supported and if individuals are to be empowered to achieve and contribute to their full potential all civil society organisations must be able to deliver their services at the highest level. Their ability to be well managed, efficient and effective will be what makes the difference between organisations that fail their beneficiaries and excellent high performing organisations that are ready and able to meet all of the needs of their beneficiaries. The programmes and services offered by these organisations must be developed to compete in today's, and tomorrow's, globally competitive world.

The critical question for small charities and their future is how they build strong, resilient and sustainable organisations that are able to manage complex relationships with the public sector, the private sector and other civil society organisations. A key factor in their ability to deliver services to those in society who are the most vulnerable will be their ability to act autonomously in the best interests of those they seek to serve. They can only do this by retaining their independence and through securing their long term sustainability.

The FSI has been created to give support to become more efficient, effective and sustainable. This strategy sets out how the FSI will support small charities to meet the challenges they face.

Our Vision

A World filled with independent, effective, accountable and sustainable small and local charities and community groups, with the belief, passion and capacity to achieve their objectives

Our Mission

To enable small and local charities and community groups to fulfil their potential

Our Values:

Sense of the Possible: **Be entrepreneurial**, create our own opportunities that are consistent with the values and goals of the FSI

Energetic: **Be passionate**, keep the cause at the centre of all we do, seeing always to do the right thing for small charities that enables them to improve society

Excellence: **Be best in class**, use existing and emerging technologies to widen our reach whilst maintaining quality outcomes

Persistent: **Be consistent**, do it right and don't stop doing it

Respectful: **Be collaborative**, be a trusted partner to small charities, collaborating widely on all issues and through teaching also learn so that everyone benefits

Empathetic: **Be a trusted friend**, be there to listen when a sympathetic ear is needed and be a critical friend when necessary.

The Principles and ways of working that underpin our values

Respect and Value our members by ensuring that all of our decisions and actions are based in a deep understanding of their needs

Continuous Improvement, we will ensure that we focus our development resources in areas that will have the greatest impact on our members

Collaborate working with partners to increase the value of the support offered, recognising that we can achieve more by working together

Lead by Example, we will challenge ourselves to do better and challenge our members to do better also.

Five Strategic Aims for the Small and Local Charity and Community Group Sector

- We will deliver maximum access to services that facilitate members to thrive
- We will build skills and knowledge across the sector
- We will provide a collective voice to influence locally and nationally
- We will work collaboratively with others to champion our members and the wider sector
- We will campaign to drive change that benefits our members and the wider sector
- We will ensure the FSI is efficient, open and transparent, accountable and sustainable

1. Strategic Aim 1: Ensure we deliver maximum access to services that 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

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.
- 2.5. Promote good governance by delivering a range of learning opportunities for trustees of our member charities focussing on their statutory responsibilities

3. Strategic Aim 3: Provide a collective voice to influence locally and nationally through engagement, campaigning and collaboration

- 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

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 to ensure we maintain sufficient funds to meet our commitments.
- 4.2. Ensure 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 members and use this to learn 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.

The forward strategy will make the FSI viable and fit for purpose by developing and maintaining highly valued and credible services that are focussed on the needs of our stakeholders and are targeted on excellence and continuous improvement