

Support
Build
Champion

Trustee
Strategy
2019 - 2021

Content

Content	2
Foreword	3
Our Vision	3
Our Values:	3
Strategic Aims for the Small and Local Charity and Community Group Sector	4
• We will deliver maximum access to support services facilitating our members to thrive	4
• We will provide opportunities to build skills and knowledge	4
• We will work collaboratively with Strategic Partners and other Sector bodies contributing to a collective voice to influence locally and nationally	4
• We will ensure the FSI is efficient, open and transparent, accountable and sustainable	4


Foreword

Improving society is at the centre of the work of the FSI. From the very beginning of the FSI over 12 years ago we have sought to share learning and knowledge with small and local charities and community groups coming together to learn and be inspired by each other.

Voluntary organisations collectively across the UK work to solve society's challenges, each is a vital cog in the provision of support to some of the most vulnerable in society. These small, but vital organisations must be able to deliver their services at the highest level and their ability to be well managed, efficient and effective is crucial to ensure a vibrant, powerful and independent voluntary sector that meets the needs of its beneficiaries.

The critical question for voluntary organisations is how they build resilient and sustainable organisations able to manage complex relationships with the public sector, the private sector and other civil society organisations. They can only do this by retaining their independence and securing their long-term sustainability. The FSI has been created to support voluntary organisations to build resilience, to become more efficient, effective and sustainable.

This strategy sets out how the FSI will support small charities to meet the challenges they face.



*Created to build
resilience, to
become for
efficient,
effective and
sustainable.*

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 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.

Our work

We **support** small and local charities and community groups delivering a range of knowledge and learning opportunities

We **celebrate and champion** the work of local charities and community groups delivering national awareness raising activities and compiling robust research that demonstrates their true value.

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

- We will deliver maximum access to support services facilitating our members to thrive
- We will provide opportunities to build skills and knowledge
- We will work collaboratively with Strategic Partners and other Sector bodies contributing to a collective voice to influence locally and nationally
- We will ensure the FSI is efficient, open and transparent, accountable and sustainable

1. Strategic Aim 1: We deliver maximum access to support services facilitating members to thrive

- 1.1. Increase the reach of the FSI ensuring that services are available to all small and local charities and community groups no matter their location or ability to attend face to face learning opportunities.
- 1.2. Continuously improve the 'user experience' of our members to support their needs.
- 1.3. Demonstrate our value to our members and the impact of our work to a wider audience.
- 1.4. Continuously improve the quality of our services.

2. Strategic Aim 2: Build skills and knowledge

- 2.1. Ensure that we deliver a balanced range of learning opportunities that are easily available both online and face to face and meet the needs and reflect and respect the challenges of small and local charities and community groups.
- 2.2. Ensure that professional knowledge is shared as effectively as possible through the Advice Hub working collaboratively with both Sector and Business Partners to be the trusted Advisor of Choice. Ensure we cover a range of topics that are of importance to small charities.
- 2.3. Promote good governance by delivering a range of learning opportunities for trustees of our member charities focussing on their statutory responsibilities.
- 2.4. Undertake Skills Gap research to underpin our learning programme and to share with other sector bodies to support skills building across the sector.



3. Strategic Aim 3: Work collaboratively with Strategic Partners other Sector Bodies contributing to a collective voice to influence locally and nationally

- 3.1. Use and share data collected via the Small Charity Index to proactively demonstrate the value of small and local charities and community groups to government, influencers and policy-makers representing their value and experience.
- 3.2. Work with Sector Partners to deliver Small Charity Week an opportunity to raise awareness with the public, influencers of the importance and impact of small charities across the UK and those operating internationally.
- 3.3. Support national initiatives that elevate the voice and importance of the work of small and local charities and community groups.
- 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 delivering a balanced budget and by being prudent with our resources to ensure we maintain funds to meet our commitments.
- 4.2. Continue to ensure that the FSI is digitally mature using all digital means available to manage the day to day activities and operations of the charity.
- 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.