



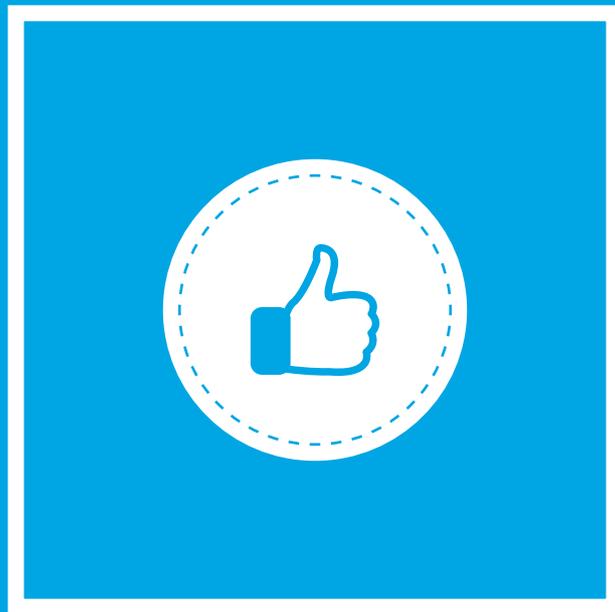
OUR STRATEGIC FRAMEWORK 2017-2021



EXCELLENT FUNDRAISING FOR A BETTER WORLD

The Institute of Fundraising (IoF) is the professional membership body for fundraising in the UK. Our vision is excellent fundraising for a better world. We support fundraisers through leadership and representation; best practice and compliance; education and networking; and we champion and promote fundraising as a career choice. We are also a charity, and we support charities and public benefit organisations in connecting donors and supporters with the causes they care passionately about.

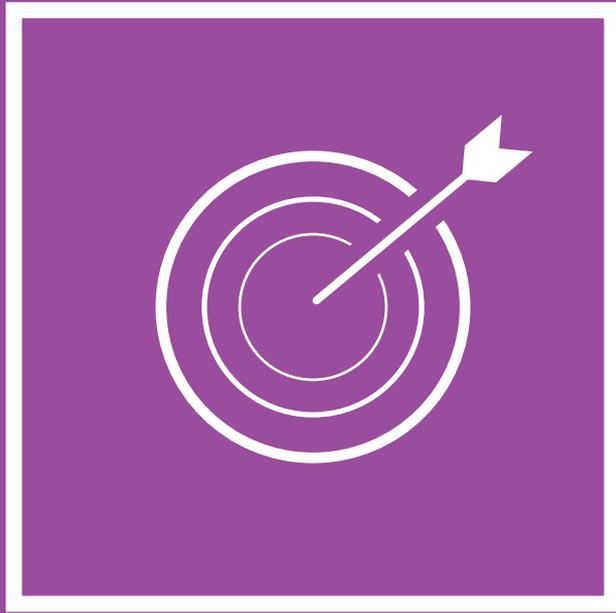
Excellent fundraising is the essential ingredient that enables us to make the world a better place.



WHAT DO WE MEAN BY EXCELLENT FUNDRAISING?

Excellent fundraising is fundraising that inspires people and organisations to give, and provides the resources in order that those organisations fulfil their objectives. Excellent fundraising is values-driven, ethical and effective and treats donors fairly and with respect.

An excellent fundraising organisation is one that adopts a strategic approach to achieving its objectives; embeds excellent fundraising throughout its organisation, including in its staff, volunteers and trustees; continually reviews its practices and makes improvements, innovates through ideas and technology, and invests in staff, volunteers and systems.



OUR STRATEGIC OBJECTIVES

In order to deliver excellent fundraising we have set ourselves the following strategic objectives:

1 We will represent and serve the fundraising community

We will do this by:

- Raising the understanding of fundraising and its impact amongst supporters and donors, decision makers, the media, funders and the general public
- Representing and presenting the voices of fundraisers and fundraising organisations to government, policy-makers and the media
- Growing our reach into the fundraising community, ensuring we support and develop excellent fundraising in all types and sizes of organisation

2 We will achieve higher levels of excellent fundraising across the UK

We will do this by:

- Ensuring our members' insight and knowledge of donor and supporter experiences contribute to the development of fundraising standards which raise public trust in fundraising

- Supporting our members to deliver truly excellent fundraising which inspires people and organisations to give and makes donors feel good about giving
- Offering sector-leading training, qualifications, conferences and networking opportunities for fundraisers at all stages of their careers

3 We will champion fundraising and the fundraising profession

We will do this by:

- Championing and sharing excellent and innovative fundraising, and fundraising thought leadership, across our membership and to the wider fundraising community
- Developing fundraising as a respected profession that attracts and retains talent from diverse backgrounds
- Working to become the Chartered Institute of Fundraising in the UK



OUR DESIRED IMPACT

Through delivering against our strategic objectives we believe:

✓ Fundraising will be better perceived as a profession and the techniques used by fundraisers and fundraising organisations to raise money will be better understood. We will monitor this through polling and public-perception surveys.

✓ We will develop and champion fundraising as a profession. More of our members will have completed qualifications and will be committed to their own professional and personal development. We will become the Chartered Institute of Fundraising in the UK. We will monitor this through the number of people undertaking qualifications and engaging in learning and development.



We will grow our reach within the fundraising community. We will count not only the number of our members but the number of people engaging with us through social media channels and our website and through our events and Academy programmes; the number of people engaging with our National, Regional and Special Interest Groups; and the size and type of organisation engaging with us.



There will be fewer complaints about fundraising and our members will be delivering fundraising to a more consistently high level. We will monitor this through data published by the Fundraising Regulator and through data collected by IoF Compliance from mystery shopping.



Our Net Promoter Score from our members will increase year on year.



WORKING IN PARTNERSHIP

Collaboration is vital

We understand that both fundraising itself, and the Institute, are components within a complex system through which people come together to make the world a better place. Our strategic objectives therefore focus on our specific role within that system, based on our vision. For us to achieve what our members want us to achieve, we need to be involved in the right collaborations and be an excellent partner to organisations who can help us fulfil our strategic objectives, and for whom we can be an important ally as we help make the world a better place.

Increasing public trust

It is essential that donors have high levels of trust in the charities they support, and that the general public can feel confident that charities connect them with the causes they care about. Delivering the outcome of increased trust and confidence is, however, not something the Institute, or our members, have control over delivering on our own. We do believe that through our work promoting excellence in fundraising, and our members' commitment to respect and listen to donor preferences, we can contribute to delivering greater public trust in charities, and greater donor satisfaction. We will monitor this through

publically available data from the Charity Commission, OSCR (the Scottish Charity Regulator) and the Charity Commission for Northern Ireland as well as other public polling.

Increasing giving

The general public and businesses are already generous in their support for charitable activities. However we believe that both the general public and businesses could contribute even more. Whilst we believe our activities to promote excellent fundraising will generate increased levels of giving, we understand that other bodies, including government, and other external factors, including economic ones, are important.

Where we see an opportunity to directly intervene to increase giving, as we have done through Remember A Charity - our long term campaign to increase legacy giving - we will do so.



OUR VALUES AND HOW WE APPROACH OUR WORK

We will be an organisation that's passionate about fundraising – knowledgeable and interested and resourced to be able to clearly demonstrate our impact.

We will be well connected to sector leaders and innovators; close to the issues of the day and the future; agile and empowered to react quickly to developments with insight, opinion and advice that will position us at the heart of the fundraising community.

We will harness and develop the passion of our volunteers by being entrepreneurial and cause-focused; we will embrace and live our values and make a positive impact on our members, the fundraising community and all those connected to the organisation.

The values that drive us as an organisation are:



Passionate – We take pride in what we do and are driven by our successes



Enabling – We empower people to take ownership, find solutions, make decisions and collaborate



Professional – We achieve high standards and are governed by our professional integrity



Enterprising – We are open to new solutions and committed to delivering where we already excel



Respectful – We are honest and fair and treat everyone with consideration and respect



WHO ARE WE FOR?

Our individual members

We are the professional body for fundraisers in the UK, and our support to individual members flows throughout our activities. Through belonging to the Institute our members show the greatest level of commitment to the profession and to the highest standards of fundraising. Members are an integral part of our networks across the UK, receive the latest briefings and are able to contribute to developing our policy positions as well as having preferential access to our training, qualifications and conferences. We will listen to and represent members' views and provide a collective voice to champion your priorities.

Our member organisations - charities, fundraising organisations and corporate partners

Our member organisations benefit from, and contribute to, our work on policy, standards and compliance. Members become a part of our extensive networks, learning from each other, and sharing expertise. Members receive the latest briefings and contribute to developing our policy positions as well as having preferential access to our conferences. We will listen to and represent your views and provide a collective voice to champion your priorities.

Through membership, members show their commitment to best practice fundraising and to the profession.

The fundraising community as a whole

Our vision is to develop excellent fundraising across the whole of the UK. To this end we offer a range of fundraising services, events, training and qualifications, as well as advice and guidance that is open to any fundraiser or fundraising organisation, whether they are members or not.

We will ensure we provide appropriate advice and guidance to charity trustees, chief executives, team members and volunteer fundraisers, to help them understand and support excellent fundraising, so that they too can contribute in a positive way to our vision of excellent fundraising for a better world.

General public and donors

Both as a charity, and as a membership organisation focused on excellent fundraising, our activities directly benefit donors and the general public through enhancing their understanding and experience of fundraising and linking them, through our members, to the causes they care about.

Our commitment to excellent fundraising means that we are committed to listening and responding to the needs of donors and the general public.



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2017-2021

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Excellent fundraising *for a better world*