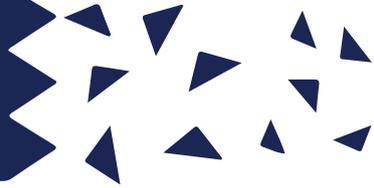




The Family Trust, January 2020

Vision 23 - Strengthen

Overview



The end of 2019 has seen some significant changes in the personnel within The Family Trust, with a new chief executive joining in October, a new team leader in Medway joining in July and the departure of the fundraising manager. Therefore, in the early period of this plan the organisation needs a time of calm and bedding in as our teams adjust to new personnel.

Change is not always easy for an organisation to absorb, but as we reflect on the 2020 vision, and its success in several areas, notably CAP lessons, and CAST Prayer Spaces, this also seems to beckon a period of establishment.

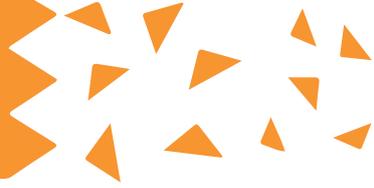
However, this is not to say that we should not endeavour to develop new activities and refresh our existing services to continue to make ourselves just as relevant to children in this generation.

The core theme for this season is to strengthen the charity both internally and externally:

Strengthening the charity externally will primarily include improving our relationships and communication with church leaders, congregations and other supporters through personal contact as well as through other regular communication. Church visits will play a key role, but all aimed at building a stronger sense of partnership. It is important to understand how church leaders perceive the Family Trust as well as helping them understand the added value that the charity brings to the kingdom of God in the areas in which we operate and thus building partnership and accountability. Clearly, we also need to maintain and develop our relationships with the schools we serve.

There is also a need to continue to strengthen our internal relationships and level of communication, with a view to developing an increased team ethos and sense of collaboration.

The Family Trust



There will be ongoing development of our frontline work. This includes a conscious requirement to supply support to the school curriculum in areas that border Christian ethic, but that are also more broadly social and moral issues. We need to ensure that our focus remains grounded in the message of the Gospel, but as we have seen in the development of CAP lessons, this has become a carrier of the Gospel message through the activity itself. We will also listen to the schools about lessons, clubs, prayer spaces, mentoring and other activities that meet their curriculum needs to see if we can contribute as we progress through the next three years.

We will discern those areas which require our attention; the environment and climate change, sexuality and gender, race and equality and issues around mental health are subjects that, among others, will continue to be prevalent.

We also need to recognise the regional context of our territory in terms of geography, demographics and culture and to be aware of the different demands made on our three teams and how we cater for this.

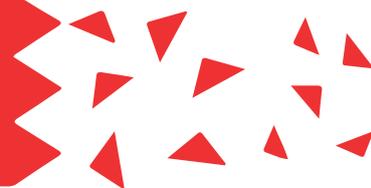
Assemblies: In the latter half of 2019 we set the assemblies topics for 2019/20 around wellbeing. This has initially been well received, and the whole issue of compassion, wellbeing and mental health having been high on the OFSTED agenda, meets the SMSC requirement in schools and fits naturally with our Christian beliefs. We will use 2020 to review and consider the success of the assemblies, and how lessons may be evolved, hand in hand with schools and partners, like CAP, to potentially introduce any new services in the Autumn of 2020. This will all depend to some extent on whom we partner with and the ability to raise funding for such work. It is a crowded space, we are not and will not be experts, but ad hoc lessons on self-esteem show there is a need, and this could fit neatly into our portfolio.

Lessons: Apart from the CAP courses we have delivered several ad hoc lessons (RE, SACRE, Wellbeing and other bespoke provision). Where demand is demonstrated we will seek to strengthen this into a more structured formal offering within our services menu, and where appropriate we will partner subject matter experts to provide guidance, assistance or materials, but this will be a fluid approach dependent on the topic and requirement.

Kingsquads: Kingsquads remain a key priority to growing children's understanding and trust in Jesus and as such are a key priority. We will continue our mission to increase the number of active Kingsquads, and particularly those led by (church) volunteers, supported by FT, rather than the reverse. We will actively seek the mechanisms to achieve both. Growth will be driven out of the relationship development envisaged in the months ahead. Our intention is to nurture local relationships and engagement and based on this significantly increase the number of Kingsquads.

Geographic Expansion: There are several opportunities which may be leading us to develop stronger links in Faversham and Gravesham, beyond those that exist through the stretch of the current Medway, Swale and Maidstone team boundaries. This will be explored, but in the immediate future this is not seen as a priority.

CAST



In Maidstone the sense is that we need to strengthen the support of churches and schools by reminding everyone this is 'Churches and Schools Together'. We will do this through personal contact with the Chief Executive as he visits churches, and also alongside the team leader during 2020.

Prayer Spaces: Within the constraints of existing resources and new volunteers and funding we will seek new relationships with new schools in the area, and to increase the number of prayer spaces. Additionally, we will encourage and equip churches to have greater ownership of, and responsibility for, Prayer Spaces in schools by training and supporting volunteers to host Prayer Spaces independently, but remaining under the CAST banner.

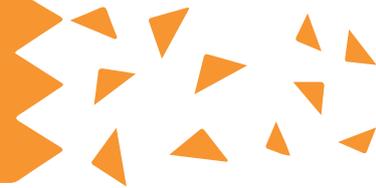
Mentoring: Mentoring remains a key element of our strategy - and we will continue to recruit and train volunteers to offer mentoring.

Safe spaces: Safe spaces will continue to be developed and it is hoped with increased volunteers the number of Safe Spaces will also increase over the next three years.

Additional initiatives: A 'CAST Additional Initiatives' programme will be created which schools can select sessions to be delivered. These sessions will include CAP Money courses (for older students), Focus Days, RE lessons and interview skills sessions.

Future planning: There is the possibility that the CAST model could have value in Medway. As part of increased networking we will, throughout 2020, establish the appetite to develop this as an initiative with volunteers and finance, developing an outline plan and budget, and if proven viable, look to establish first roots in 2021.

Chequer Tree Camp



The 2019 Camp was successful, both in attendance and finance, albeit on a smaller scale than the past. However, we benefited from a better location, with no repeat of the major issues encountered in 2018. CTC will return to Boughton Monchelsea in 2020. The day camper trial was a success, and this will remain part of the camp offering.

At the time of writing the CTC coordinator will leave at the end of 2019 on maternity leave. The intention in the short term is to not replace this role, but provide temporary cover with a school's worker, and then putting camp programme development and delivery into the hands of the designated Camp Leaders and the teams in general, led by a Camp Manager. Much of the structural planning work will be complete before Christmas 2019; school contracts, budgets, 2020 bookings will open in mid-December, with a specific CTC website providing online bookings.

Our objective remains to rebuild camp numbers to historical levels and increase numbers through additional capacity at Boughton Monchelsea in 2020. Also, in 2020 we will run the CTC Big Party again to encourage attendance. We will also examine the possibility of running a mini camp (a weekend residential) before the summer holidays as a bridge to attracting children to the main camp, although this may only come to fruition in 2021.

The other consideration we will make in 2020 is what happens to children once they have completed their CTC life. How do we help to maintain their spiritual growth, either through seeing how we can connect them with a local church (for those who are not already part of one), run a series of events or a more senior camp, noting that the latter might be in partnership with another organisation.

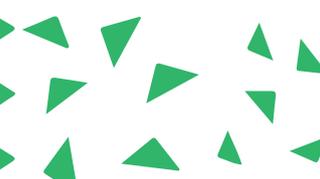
Fundraising



We have successfully recruited a new fundraising manager and she will take up her position in January 2020. Her appointment will help us build on our fundraising capability established over the last three years, where we have seen increasing returns from grants and trusts. Although the channel of opportunity is narrow for Christian organisations seeking funding we have been successful in navigating our way through these for specific projects. We need to focus on developing core funding support with larger donors, as we continue to try to reduce our dependence on Hillier Trust.

There are undoubtedly two opportunities more locally; one of these is to attract local business to our cause, and the other is church support. We will increase our effort to make strategic alliances with sympathetic business leaders and churches. This will be supported by a greater awareness of what we do and the value we offer through our marketing and communications plan, but also with new Chief Executive as he builds and develops church relationships in known church networks and beyond, seeking regular giving. Similarly, on the back of the 'Big Give', we will seek to strengthen relationships with our individual donors, again to encourage regular support, rather than 'one off' contributions through specific campaigns.

Trustees, Staff, Associates & Volunteers



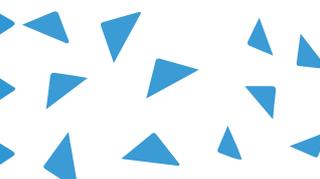
We have been blessed with the addition of Lynne Turner-Graves to our Trustee board. She brings many additional skills and insights, not least finance. Scope remains to source new members with pastoral and fundraising backgrounds with a view to strengthening our board, where suitable candidates are identified.

Training: Our staff are our front-line contact. Quite apart from the training they need to deliver our services, they are our champions. We need to equip them to deliver our message and requirements effectively, in helping to raise financial support and volunteers from both church and schools. There is also a need to continue to develop team strengths and capabilities.

Administration: While the combined administration, HR and finances roles with Katie Reynolds and Bex Ratchford has worked well, in practical terms there is a sense we could be better organised with a specific bookkeeping process, and in 2020 we will explore ways and means of doing this.

Team Pastors: There is a need to define the role, to make it specific, more engaged and to provide pastoral oversight. Helping to provide theological support in development of our programmes would also be positive, as well as support individual team knowledge development, help with training the teams, both during team days as well as ad hoc team ventures. This will be overseen by the Chief Executive.

Marketing & Communications

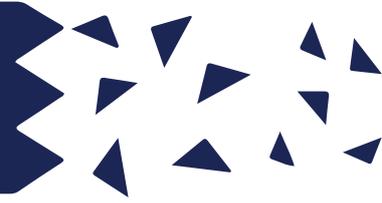


This was part of the 2020 vision, but now becomes more important in supporting the messaging to schools, churches and individual supporters. This continues to be an area where we can make a real difference to our marketplace through more focused communications as well as more general information sharing.

It is not easy to simply allocate this task without additional cost. We will review all our existing communications channels from FT Index to Social Media to develop a full communications plan with benefit and resource impact statement by June 2020. Meanwhile we will consciously and intentionally step up our social media activity.

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Summary



As mentioned at the outset the next three years will be a period of strengthening and continuing development with the vision of further establishing the work of Family Trust, summarized as follows:

- Ensuring we continue to be aware of the needs of the schools we serve and the services we provide
- Establishing and building relationships with local churches, particularly at a leadership level
- Strengthening external relationships through occasional events, digital communication and social media to help foster a deeper sense of partnership
- Strengthening internal relationships, establishing an increased sense of collaboration