

# Components of success

## 01 BEING PEER DRIVEN

## 02 GROWING FUNDRAISING TO MEET OUR AMBITION

## 03 DRIVING EFFICIENCY AND EFFECTIVENESS IN ALL THAT WE DO

## 04 HARNESSING TECHNOLOGY

## 05 DEVELOPING AND EMPOWERING OUR PEOPLE

## 06 VOLUNTEERS AT OUR HEART

## 07 BEING INCLUSIVE

## 08 COMPELLING COMMUNICATIONS

## 09 COMMITTED TO COLLABORATION

## 10 OPEN AND ACCOUNTABLE

We have clear goals and a set of values to guide how we will achieve them.

**Our success will be built on:**

### 1) BEING PEER DRIVEN

The majority of our team either have, or are affected by, spinal cord injury. This lived experience shapes every service we offer and our approach. We will continue to engage with people affected by spinal cord injury about what matters to them so that we can ensure that Back Up provides the right support at the right time.

### 2) GROWING FUNDRAISING TO MEET OUR AMBITION

Our strategy is ambitious. To achieve our goals, we will need to significantly increase our investment in our charitable objectives. We will implement a sustainable fundraising plan that adds £1 million to our income per year by 2025. By making better use of our data we will gain new insight into our donors and improve our donor journey. We will diversify our income streams offering flexible ways for people to support us.

### 3) DRIVING EFFICIENCY AND EFFECTIVENESS IN ALL THAT WE DO

We will continuously look for ways to become more efficient so that we can reach more people and have an even greater impact. We will improve the quality and understanding of our data to support our fundraising and to ensure we maximise the impact of our services. We will drive down our ratio of charitable to non-charitable spend from 65: 35 to 70:30

### 4) HARNESSING TECHNOLOGY

Using new technology we will innovate to increase impact, by creating digital versions of our key services so we will be able to reach more people virtually. These will complement our face-to-face services and increase our insight of the changing needs of our service users. We will build on learnings from virtual events to offer a mix of ways people can engage with Back Up and pilot the use of new platforms to drive competitive fundraising in challenge events.

### 5) DEVELOPING AND EMPOWERING OUR PEOPLE

We will embrace a learning culture to increase knowledge and performance. We will do this through peer-to-peer learning experiences, encouraging staff development through innovative working practices and creative thinking. We will align our staff development plans with our strategy and business plans to ensure our staff have the skills and tools they need. We will learn openly from mistakes, celebrate success and apply these principles to our wider volunteer team and board of trustees. We will actively continue to ensure that wellbeing is central.

### 6) VOLUNTEERS AT OUR HEART

Back Up was founded by volunteers and volunteering remains at the heart of everything we do. The contribution of our team of over 400 volunteers is felt throughout the whole organisation in all aspects of our work. We will find more ways for our volunteers to get involved across all departments, and strengthen the journey from service user to volunteer, ensuring volunteers are supported with the training and resources they need to succeed.

### 7) BEING INCLUSIVE

We want Back Up to be a place where everyone feels welcome. We will do more to reach a diverse range of people affected by spinal cord injury and ensure that we are more reflective of the population we serve. This will be reflected in the stories, images and videos we use for communications and marketing, as well as in our partnerships and volunteer recruitment.

Our newly established Diversity and Inclusion group will work to remove barriers which prevent people from engaging with Back Up. Our board will continue to have at least 50% representation of people affected by spinal cord injury. We will continue to ensure our calendar of fundraising and services events are inclusive for all those we serve.

### 8) COMPELLING COMMUNICATIONS

Engaging and targeted communications tell the stories of those we support and help to raise national brand awareness. We will focus on our digital and social media presence, encourage user generated content and initiate high-profile PR campaigns which positively challenge the perceptions of all that is possible with a spinal cord injury.

### 9) COMMITTED TO COLLABORATION

We will learn from others and work with partners to develop our services. By introducing share and learn sessions we will learn from other organisations about their experience of what works. By working more closely with other charities, the spinal cord injury centres and other organisations which can help us achieve our mission we will reduce duplication of effort and be able to target resources where needed.

### 10) OPEN AND ACCOUNTABLE

We will be transparent, measurable and accountable in all that we do. We will embrace our values in our day-to-day work, and keep the needs of people affected by spinal cord injury central to all we do.

**Find out more about our components of success**

<https://www.backuptrust.org.uk/about-us/the-back-up-strategy>