



**Funder  
Safeguarding  
Collaborative**

# Strategic Plan

2024-2027

## Our Vision

A world where safety and wellbeing are at the heart of every organisation.

## Our Mission

Together we are transforming the role of funders in safeguarding, by driving action that creates safer organisational cultures and practices.

## Our Values

### Champion Safety

We believe everyone has the right to be safe and a duty to take action to prevent harm and promote the wellbeing of others.

### Promote Continuous Learning

We acknowledge what we don't know, value the knowledge that diverse voices bring, and commit to continually learning, adapting, and then learning some more.

### Build Trusting Relationships

We cultivate relationships based on mutual trust and respect, creating inclusive spaces where individuals feel safe to ask questions, learn from mistakes, and improve their practices.

### Challenge Power Imbalances

We actively identify and challenge power imbalances and structural inequalities that get in the way of building safer organisations.

# Introduction

**Every year, philanthropists invest billions aimed at achieving positive change in the world.**

Unfortunately, the impact of this investment is undermined when organisations, through their actions or omissions, cause harm to people or communities. Without safety the ability of philanthropy to achieve positive impact is limited.

The Funder Safeguarding Collaborative (FSC) aims to build a world where safety and wellbeing are at the heart of every organisation. Our work focuses on grant-making organisations as we recognise the unique opportunity philanthropy has to promote and support safer practice.

Over recent years, there has rightly been increasing debate about the power funders hold and ways to redress that power imbalance. But imagine a world where funders harness their power to make the world safer. When funders say that safety matters, organisations listen. When funders provide resources to improve practice, they make safety possible. Debates on power, equity and participation are shifting traditional models of giving, and as funders explore new ways to engage with the communities they support, safeguarding has never been more important.

At FSC, we passionately believe in the important contribution funders make to keeping people safe. In just three years since our launch in 2021, we have been joined by over 80 funders who share our commitment to a safer world, and are driving positive action to prevent harm and abuse. As the only philanthropic network specialising in safeguarding, FSC is in a unique position to identify, share and help funders implement practices that make their organisations, and the work they fund, safer.

Our achievements so far are just the beginning. Our ambitious four-year Strategic Plan sets out our roadmap for transforming the way funders approach safeguarding. We know that change will take time, but this plan sets the foundation for achieving safer grant-making and higher impact through:

- Focusing attention on the role of funders in safeguarding, and dedicating time and resources to understanding how they can promote and support safe organisational cultures and practices.
- Championing the importance of funders in keeping people safe, leveraging the knowledge of those who are already making changes and engaging those who are still unsure about what actions they need to take.
- Walking alongside funders as they progress on their safeguarding journey, helping them to implement changes and address any challenges that may arise.

We cannot achieve change in isolation. We welcome conversation with those affected by funder policies, and centre the knowledge and experiences of funded organisations and communities in everything we do. We will work alongside and support the efforts of other networks and safeguarding specialists to strengthen the system wherever we can.

Ultimately, our success will be measured by whether organisations and communities are safer as a result of our work.

**We hope you will join us on this journey.**

# How we achieve impact

Wider Philanthropy



## Evidence

*for a stronger evidence base and alignment on safeguarding in grant-making organisations*



## Awareness & Understanding

*for increased commitment to safeguarding among grant-making organisations*



## Prioritisation & Action

*for improved safeguarding practice among grant-making organisations and their funded partners*

Funded Partners

People and communities develop and thrive when safe from harm

FSC Members

**Through their influence, reach and resources, funders have incredible potential to make organisations (and the world) safer.**

Generating new knowledge and strengthening the evidence base, allows us to confidently champion safeguarding among the wider philanthropic community. We build awareness, understanding, and influence grant-making organisations to prioritise keeping people safe.

Awareness must be matched by action, and we accompany our members on a journey to implement changes that build a culture of safeguarding, in their own organisations and the organisations they fund.

Ultimately, our work supports funded partners to keep people and communities safe by building a philanthropic ecosystem that prioritises safeguarding and recognises its importance in ensuring higher impact.



# Strategic Goals

Three strategic goals steer our work, turning our vision and mission into action. Each goal has specific objectives and activities. A monitoring and evaluation framework will support us to document our progress towards achieving each goal.



## Knowledge Generation

*Strengthen the evidence base for safeguarding in grant-making organisations.*



## Influence

*Increase awareness, understanding and commitment to safeguarding among grant-making organisations.*



## Implement

*Increase action to improve safeguarding practice within grant-making organisations and the organisations they fund.*



## Strategic Goal #1

# Knowledge Generation

*Strengthen the evidence base for safeguarding in grant-making organisations.*

## Why is knowledge generation important?

Although there is extensive guidance on safeguarding, very few grant-making organisations have systematically defined good practice. Without a clear evidence base, funder approaches may be inconsistent, lack impact or result in unintended harm. To help funders achieve a positive social impact, FSC will help build a robust evidence base to improve funder practices.

### SPECIFIC OBJECTIVE 1.1

**Act as a centre of knowledge for safeguarding in grant-making organisations through collating, curating, and disseminating research, guidance and good practice tailored to the needs of funders.**

#### Target Stakeholders:

Safeguarding leads in grant-making organisations (FSC members only).

#### Activities:

- Document and share positive funder practices through podcasts, written briefings, and presentations at FSC learning spaces.
- Monitor and share key changes in guidance or legislation on safeguarding, highlighting relevance to funder audience.
- Co-create essential guides on different aspects of safeguarding, such as funding specific populations or new approaches to grant-making.
- Maintain a curated, online library of safeguarding resources that is tailored to the needs of funders.

### SPECIFIC OBJECTIVE 1.2

**Develop agreed good practices for safeguarding in grant-making, based on research and learning from funders, sector experts and grantee partners.**

#### Target Stakeholders:

Safeguarding leads, grant managers and leadership within grant-making organisations (members and non-members).

#### Activities:

- Commission research to better understand the impact and effectiveness of funder approaches to safeguarding.
- Develop evidence to better understand the costs and savings of implementing safeguarding to inform resourcing decisions by funders.
- Harvest, document and share learning from FSC engagement with funders.
- Co-create good practice examples for grant-making, involving funders, sector experts and grantee partners.





## Strategic Goal #2

# Influence

*Increase awareness, understanding and commitment to safeguarding among grant-making organisations.*

## Why is influencing important?

Many funders have a limited understanding of safeguarding and the positive role they can play in keeping people safe. Even where awareness exists, progress can be hindered by a lack of understanding and commitment at a leadership level. To help change this, FSC will create spaces for dialogue, reflection and learning among funders and will act as an advocate for the positive role of funders within the sector more broadly.

### SPECIFIC OBJECTIVE 2.1

**Encourage critical reflection on the role of funders through facilitating spaces for learning and exchange.**

#### Target Stakeholders:

Safeguarding leads and leadership within grant-making organisations (members only).

#### Activities:

- Host regular learning events, encouraging dialogue and exchange with sector experts and grantee partners.
- Promote evidence-based good practice and secure commitment from funders to implement these in their grant-making practices.

### SPECIFIC OBJECTIVE 2.2

**Advocate for the role of funders in the wider ecosystem by participating in and contributing to relevant networks and coalitions, including with funder networks, government, regulators, and other standard-setting bodies.**

#### Target Stakeholders:

Safeguarding leads, grant managers and leadership in grant-making organisations (members and non-members); wider sector.

#### Activities:

- Raise awareness of safeguarding by sharing learning in blogs, articles, and other publications.
- Regularly present at funder conferences and network gatherings.
- Proactively participate in various steering committees and forums to shape and influence decision-making processes across different regions.



## Strategic Goal #3

# Implement

*Increase action to improve safeguarding practice within grant-making organisations and the organisations they fund.*

## Why is implementation important?

Many organisations have limited access to specialist safeguarding expertise. This can hinder progress and may result in safeguarding measures which are ineffective or potentially harmful. FSC will provide specialist technical support to funders to help them implement safeguarding effectively and will work with others to ensure access to high quality safeguarding support for grantee partners.

### SPECIFIC OBJECTIVE 3.1

**Enable funders to embed a culture of safeguarding through providing technical support and training.**

#### Target Stakeholders:

Safeguarding leads, grant managers and leadership within grant-making organisations (members and non-members).

#### Activities:

- Offer a menu of bespoke technical support services to support the implementation of safeguarding, promoting alignment around evidence-based good practice (members only).
- Deliver tailored training and technical support to leadership and boards of grant-making organisations to promote their engagement and support for safeguarding (members only).
- Develop and deliver a range of open access training courses for grant-making organisations, promoting alignment around evidence-based good practice.

### SPECIFIC OBJECTIVE 3.2

**Improve funder support to grantee partners through promoting access to high quality, contextually relevant safeguarding expertise.**

#### Target Stakeholders:

Safeguarding leads and grant managers in grant-making organisations (members and non-members); grantee partners.

#### Activities:

- In collaboration with others, identify and increase the availability and capacity of safeguarding specialists in different contexts and regions.
- Increase opportunities for learning and exchange between funders and safeguarding specialists to promote a shared understanding of what constitutes effective support to grantee partners.
- Act as a facilitator in connecting funders with safeguarding specialists in different contexts and regions.



# Internal Priorities

The Funder Safeguarding Collaborative is a young initiative which has garnered a lot of interest and engagement in a short space of time. With growth comes the need for strong foundations, systems and processes.

Alongside our strategic goals, we therefore have three internal priorities that strengthen our organisational infrastructure, allowing FSC to scale and grow in a sustainable manner.

During this strategic period, we will:

## Develop a scalable organisational model for FSC

During the first year of this strategic plan, we will review our operating model and adapt our organisational infrastructure. This will include:

- A review of our staffing so we can grow a team that can best deliver our strategic goals.
- A review of our governance structure so FSC can be led effectively, through this period and beyond.
- An audit of our internal systems and processes to ensure we have suitable and efficient systems for managing staff, finances, and day-to-day work.

## Build financial sustainability

As a network we rely on the commitment and buy-in of our members to sustain us. We need to maximise this commitment to support our future growth by:

- Implementing a new financial model, including a revised membership fee structure.
- Developing a comprehensive investment pipeline for the duration of this strategic plan and beyond.
- Leveraging existing support and driving increased investment, not just in FSC but in the field of safeguarding.

## Maximise member potential

The value of FSC is its membership. To improve our members' experience, we plan to:

- Analyse our existing membership to better understand members' needs and enhance the member experience and impact.
- Build a diverse membership and contextualise the offer to meet the needs of members across different regions.







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**Safer grant-making. Higher impact.**



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