

BFSS

BRITISH & FOREIGN SCHOOL SOCIETY
Educational Opportunity for All

BFSS MEMBERSHIP CONFERENCE, 22nd May 2015, London

REPORT



Construction workers working on completion of the rebuild of Shin Kalay School, Helmand, Afghanistan, for which BFSS gave a grant to Afghan Appeal Fund in 2014

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1. Overview

On 22nd May 2015 BFSS held its first ever Membership Conference. The Conference was opened by BFSS Vice-Chairman and Conference Chair, **Reverend David Tennant**.

The BFSS Chairman, **Professor Steve Hodkinson**, then summarised strategic developments in 2014. His presentation covered implementation of the Society's new elections requirements, admission of new Members, Member engagement, and strategy. He invited comments on the Council's strategic priorities and also on a draft Members' Charter. He also reported on the proposal to extend Membership, on a pilot basis, to a small number of charities who had received at least three grants from BFSS.

Following Professor Hodkinson's report, **Dr Ben Ramm**, Chair of the BFSS Grants Committee, briefed Members on the Society's grant giving strategy, along with information on the range of grants given in terms of geographic location, value and themes. He also reported on the successful Grants Workshop that had been held in November 2014.

The next presentation was from guest speaker **Dr Paul Dornan**, Senior Policy Officer at University of Oxford, Department for International Development, who spoke on the Young Lives study, an international study of childhood poverty following nearly 12,000 children in 4 countries (Ethiopia, India (Andhra Pradesh & Telangana), Peru and Vietnam) over 15 years. The title of his presentation was "From infancy to adolescence: growing up in poverty".

After lunch, a joint presentation was given by guest speakers **Sharath Jeevan**, Founder & CEO of STIR Education and **Daan Gerretsen**, Director of Programmes at Build Africa. STIR is a teacher-led movement to improve children's learning in developing countries and Build Africa is a charity working in remote areas of Kenya and Uganda, combining education and livelihoods projects to provide children and their families, with the opportunities to live more fulfilled lives. BFSS is funding a project run in partnership between Build Africa and STIR Education to support Build Africa's "Teacher Empowerment" project in rural Uganda.

There was opportunity for Questions and Answers after each session and Members were asked, in their feedback, to comment in particular on the BFSS's strategic priorities, the proposed Members' Charter and BFSS's grant giving.

The overwhelming view of those who gave feedback was that the Conference had been effective in meeting its objectives. Nearly 79% regarded it as having been very or extremely effective in doing so. The vast majority of respondents regarded the Conference as a very valuable opportunity for Members to meet each other and to meet Council Members/Trustees. 85% agreed without any comments that the strategic priorities presented by the Chairman were the right ones. 79% agreed without any comments that the BFSS's grant giving strategy was the right one, while another 15% agreed, with comments. The Members' Charter was welcomed and some helpful comments were offered on how BFSS could increase the benefits of Membership. In particular, the idea of a regular e-Newsletter was welcomed.

2. Welcome by Reverend David Tennant, BFSS Vice-Chairman and Chair of the Conference

Rev Tennant welcomed those present to BFSS's first ever Conference for Members. He said that its objects were as follows:

- To share with Members BFSS's strategic priorities, especially its grant giving.
- To strengthen the BFSS Membership community.
- To offer Members an opportunity to engage with Trustees and each other outside the formal structure of the AGM.

He said that there would be opportunity for Qs and As after each presentation.

3. Presentation by Professor Steve Hodkinson, BFSS Chairman, on the Council's strategic priorities followed by Qs and As

Professor Hodkinson spoke under four headings: Implementing the new elections requirements; Admission of new Members; Member engagement; and Strategy.

Implementation of the new elections requirements

He began by reporting that the revised Royal Charter and Statutes had received Royal Assent on 8th October 2014, after which a first priority had been to devise detailed procedures and a timetable for the introduction of a new election process. For the first time the election procedures gave sole responsibility for nominations to Members and an opportunity for every Member, through a postal ballot, to elect the Society's President, Vice-President, Officers and Councillors. In the elections around 34% of the 140 eligible voting Members returned their ballot papers, of whom only 6 exercised their vote on-line. Whilst this was the first time there had been

such a ballot and the turnout was 41% higher than those who attended and voted at last year's General Meeting, the fact that almost two thirds of the Membership did not take part showed the distance still to travel if the wider Membership were to be "activated". On a positive note the votes cast in this election better represented the geographic spread of BFSS Membership than when attendance at the AGM was a requirement for voting in elections.

Associated with receipt of the Royal Assent was the need to agree on a set of Bye-laws to cover process issues that had been removed from the old Statutes on the advice of the lawyers. These two priority tasks were completed at the December Council meeting and all Members were informed of the detail of the developments soon after.

Electoral Reform Services were contracted to handle the election process on BFSS's behalf but ensuring the accuracy and success of the administrative side of the ballot process proved to be a far greater task for BFSS than anticipated. Checking that the Membership list was as accurate as possible for the election involved trying to contact or find out about Members who had been out of touch or moved home or in some cases passed away, which



Professor Steve Hodkinson addresses the Conference

was a necessary but time consuming task. The newly elected BFSS Council would review the whole process at its meeting in June 2015 to ensure that any lessons to be learnt from this year's election processes were incorporated into procedures for 2016.

The admission of new Members (individuals and organisations)

Professor Hodkinson said that, in December 2014, a Membership application form was agreed and had been used since then by Council to consider applications. Seven new Members had been accepted in the past few months, only a few but their experience and skills bode well for the future.

At meetings held in March and April Council discussed a wide range of Membership issues and agreed the following.

- The terms of reference for a Council Membership Advisory Group to advise Council from time to time on the criteria by which individuals and organisations might apply for, or be invited to apply for, Membership of the Society, on any statement of the mutual rights and responsibilities of the Society and its Members, and to consider applications received.
- A draft Members' Charter for Members' comments. He explained that the draft Charter referred to the rights and responsibilities of Members and of the Trustees towards Members as set out in the Statutes. It required the commitment of the Trustees to ensure that Members had timely, accurate and sufficient information about the proceedings of the Society to carry out their role in the Society. It emphasised the basis for Membership of the Society - an interest in promoting and contributing to the charitable objects of the Society - and provided examples of the forms that interest might take. It also required of all Members an undertaking not to act in any way that might bring the Society into disrepute. *[Note: a final version of the Charter, which takes into account comments made in feedback following the Conference, is attached at Annex 1.]*
- A 'pilot' organisational Membership scheme by inviting some nine charities with whom BFSS had an established relationship (a minimum of 3 grants received) and shared values to join BFSS for an initial term of 3 years. An organisation, through its authorised representative, would be eligible to vote in elections and attend Member events/the AGM. An authorised representative who wished to stand for election to Council would have to do so in a personal capacity.
- To accept as Members all BFSS Representative Trustees on external bodies during their period of office with the external body.
- To admit as Life Members all other individual applicants whose applications were approved by the Membership Advisory Group of Council.
- Not to reintroduce subscriptions on the grounds that the administrative costs of doing so would most likely outweigh the revenue received.

Membership Engagement

Professor Hodkinson reported that, in its budget for 2015, Council had agreed the appointment of a part-time Communications and Membership Officer with a remit 'to promote and publicise the work of the BFSS in order to help generate more grant applications of high calibre, engage current Members more actively and attract new Members'. The new Communications Officer would undertake a full review of BFSS's Communications Strategy/ Membership Engagement over the coming months establishing

Members' views on, for example, the Society, its work, and how Members wish to be involved in the Society's work.

A first Conference for Members

Professor Hodkinson noted that the present Conference provided the first opportunity, other than at an AGM, that Members had had to hear reports from the Chair and the Chair of Grants Committee and to ask questions of them about the Society's work. The format for the day came from the agreement at the 2014 AGM that there would be a report on progress. The Conference also incorporated a 'lecture presentation' by Dr Paul Dornan, an Oxford Academic, who was not connected to the Society but whose work had a direct bearing on its goals as a charity, and a report from a project run by two charities, Build Africa and STIR Education who had come together in a joint proposal, something that Council was encouraging.

Information for Members

During the year the Director had taken every opportunity to provide information about grant-giving on the Society's web-site. Reports from projects were now provided in full and Members should see the difference as projects reported more fully on outcomes using a newly introduced Report Template. This year's Annual Review of Grant-Giving Brochure had been redesigned to emphasise project outcomes and to be more appealing in its format and style. Regular news items on the web-site also provided interesting insights into activities and events.

Membership Involvement in the Society's core work

During the course of the year a number of Members had helped to assess grant applications, had assisted in Council's review of its strategic priorities and had helped in the work of various Trust Funds that fell under the BFSS umbrella. In total some 20% of the Membership had been involved in the work of the Society over the past year and that figure was expected to grow over the next year as new Members joined and work on Member engagement took shape.

Strategy

Finally, Professor Hodkinson said that Council had held a Strategy Review Day in early November 2014 and intended this to be an annual event. Outcomes of the day were:

- A revised and more concise statement of BFSS's Vision, Mission and Values (*See Annex 1*).
- A strong consensus that the current Strategic Priorities were serving the Society well as the basis for annual target-setting and in evidencing its vision and mission. Council had agreed a series of actions in relation to each of them. (Council's Strategic Priorities are set out in *Annex 2*.)
- That the organic process of development through which the Society was still going was the right approach to ensure that it protected its heritage for future generations of Members and potential beneficiaries.
- That the Society should continue to protect its capital base but be prepared to set aside monies from capital for special projects as and when needed.
- That the Society should use its contacts to leverage connections/funds for grant recipients/the project deliverers.

- That if another charity with a similar mission and values were to seek merger with BFSS, then the opportunity should be explored.
- That the principle should be supported of using the Society’s assets and expertise to build groups of grant applicants working on common projects to achieve greater impact than if they worked independently.

In conclusion the Chairman expressed his thanks to his colleague Officers and Councillors for their commitment to the Society and to the administration which had successfully dealt with an unprecedented heavy workload over the past year.

Following this presentation a Question and Answer session gave Members the opportunity to seek clarification on any point raised. One Member expressed the view that the Vision - “Educational Opportunity for All” was no more than a motherhood and apple pie statement. He said that he considered that the Society’s grant giving was serendipitous santaclausism and that, with 84% currently going overseas, the proportion given to the UK was disgraceful. However, it was pointed out by the Archivist that the overseas side of the Society’s work had always been very important and that a high proportion of BFSS’s activity and funding had always been overseas. The BFSS Chairman, Professor Steve Hodgkinson, reassured the Member that all BFSS’s funding was focused on the disadvantaged and deprived, whether overseas or in the UK.

4. Presentation by Dr Ben Ramm, Chair of the BFSS Grants Committee, on the Society’s approach to grant giving followed by Qs and As

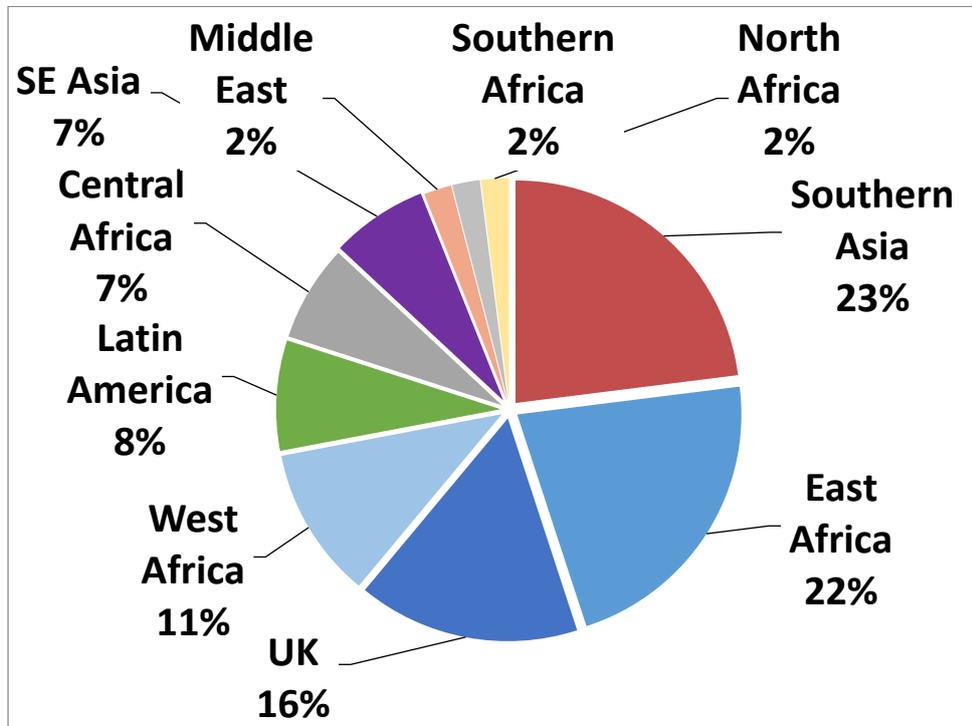
Following Professor Hodgkinson’s report, Dr Ben Ramm, Chair of the BFSS Grants Committee, briefed Members on the Society’s grant giving strategy, along with information on the range of grants given in terms of geographic location, value and themes. He also reported on specific projects and the grants workshop.

An overview of grants given 2012 to 2014 is outlined below. A significant increase in grant applications was noted following a move to an on-line application process. Steps were being taken through the development of an online eligibility filter to screen out future applications that were ineligible in order to save the time of applicants and the office.

	2012	2013	2014
No of applications	216 (includes applications for individual funding)	153 (from when the GMS came online spring 2013)	270
Total grants awarded	£463,568	£471,251	£630,082
No of new grants	26	33	37
No of countries where BFSS funded projects	20	21	25

The geographical spread of grants had changed, with a lower proportion of funding than in the past going to East Africa. The percentage of grant funding for UK projects had increased from 8.5% in 2013 to 16% in 2014.

BFSS Grant Giving in 2014



The main themes of grant giving in 2014 were:

- School Construction
- Teacher Training
- Learning Resources and Equipment
- Community and Supplementary Education including raising aspirations
- Education for Street Children and Vulnerable Children
- ICT

Projects supported in 2014 included completion of the rebuild of a 24-classroom school at Shin Kalay in Helmand Province, Afghanistan, for which BFSS had given a grant to Afghan Appeal Fund. The Fund had successfully supported the build, renovation or expansion of 11 schools in 6 different Afghan provinces, ensuring in every case that the school is adopted by the Afghan Ministry of Education to ensure its longevity.



Chhahari Nepal classes under the trees in the mid west of Nepal

Dr Ramm also reported on a grant for Chhahari Nepal for classes to help poor and disadvantaged children in the Mid West of Nepal to acquire the necessary skills, including the Nepali official language, to enrol into Government schools, as well as grants for a number of projects in Africa.

Other projects funded by the BFSS during 2014 included:

- A programme to provide sustained access to education for street and vulnerable children in the barrios of Guayaquil, Ecuador (*International Children's Trust*).
- A fast track transformational teacher training programme in Southern Ghana (*The Sabre Trust*).
- Establishing a community based pre-school education centre in a slum community in Beira, Mozambique, including teacher training for a number of women (*Oasis International*).
- A young carers' project in Salford to offer study and development programmes to 75 young carers aged 16 and over who are not accessing education, employment or training (*The Manchester YMCA*).

Moving on to the grant giving strategy, strategic decisions taken over the last couple of years were:

- To maintain a broad and diverse portfolio of projects both in the UK and overseas, with a clear focus on our vision and values.
- To put a new focus on "brokerage", helping to build capacity by bringing together grant recipients to work in a more holistic way eg Build Africa in partnership with STIR Education.
- To look at identifying occasional "themes" and inviting applications for an earmarked sum of money.
- To develop the principle of "associateship" through an invitation to organisations which had received at least three grants and shared BFSS's values to become Members of the Society.

Decisions taken to improve effective grant giving included:

- To focus time on applications that stood a real chance of success by introducing an eligibility filter.
- To nominate lead Members of the Grants Committee to consider and lead the discussion on individual applications.
- To invite the Secretariat to identify "starred items" – more straightforward applications – to help the Committee to focus its collective time on larger/more complex applications.
- To introduce a streamlined Report Form for grant recipients with more focus on reporting against planned outcomes.

Another successful Grants Workshop had been held for Trustees and grant recipients in November 2014, the purpose being:

- To bring together grant holders
- To share good practice
- To learn from experience
- To facilitate networking

Feedback from attendees was very positive and key points taken away by grant holders included:

- Value and importance of developing robust, long term partnerships with like minded organisations and colleagues.



Dr Ben Ramm addresses the Conference

- Importance of effective sustainability plans and exit strategies.
- Key role of teacher training in improving teaching and learning in developing countries.

Dr Ramm's presentation ended by looking forward, with key strategic priorities identified as:

- Focus the collective time and effort of Trustees on making effective decisions about grant giving in pursuit of BFSS's grant giving strategy.
- Encourage collaborative projects.
- Improve reporting on grants.
- Look at the possibility of "special funding rounds".

Questions were invited and these included concern about the impact of the earthquakes in Nepal. The Chair explained that Grants Consultant Mr Vic Craggs would be updating Members at the afternoon's AGM with a short presentation about the impact of the earthquake on BFSS funded projects.

One Member asked about plans for inspection of projects and expressed doubts as to whether it was possible to have a credible grants programme without inspection and the use of video and smartphones to capture evidence on the ground. Dr Ramm assured the Member, and this was corroborated by another Member present from a charity which had received a grant from BFSS, that grant recipients were required to produce evidence of progress on the ground before further grant instalments were paid. Moreover, the new Report Form was focused on outcomes. The important point for BFSS was to build up a long term relationship with grant recipients, which in many respects was more difficult than getting evidence on the ground. In fact some of the most effective relationships had been developed where beneficiaries had been very open and honest about challenges they had faced in meeting the objectives and lessons they had learned.

In response to questions about how BFSS ensured that girls benefited from BFSS funded projects, both Dr Ramm and the Chairman, Professor Hodgkinson, reassured Members that BFSS was very focused on gender equality and had funded projects such as dormitories for girls to ensure that girls could continue their education. Professor Hodgkinson described how, in the context of a school construction project in Afghanistan which BFSS had funded, he had met the inspirational founder of the school who had reported that 500 girls were being educated at the school with the consent of the Taliban. Now the aim was to encourage girls to go on to be teachers and for the school to attract and employ more women teachers.

There was then some discussion about the quality of applications and Dr Ramm explained that BFSS was seeking to filter out unsuitable/ineligible proposals before they reached the application stage. The Member who had expressed the view that the Society's grant giving was serendipitous said that it was essentially a lottery and that the Society was dependent on applications submitted. In response Dr Ramm pointed out that BFSS was building a network of charities with which it had already worked effectively and further it had stringent criteria in place. In future it would be able to filter out proposals that would be ineligible or unsuitable.

5. Presentation by Dr Paul Dornan, Senior Policy Officer, University of Oxford Department for International Development on the "Young Lives" study

The next presentation was by guest speaker Dr Paul Dornan, Senior Policy Officer at University of Oxford, Department for International Development. Dr Dornan presented "From infancy to adolescence: growing up in poverty", part of the Young Lives study following nearly 12,000 children in 4 countries: Ethiopia; India (Andhra Pradesh & Telangana); Peru and Vietnam, over 15 years.

He explained that this multi-disciplinary cohort study aimed to improve understanding of childhood poverty and provide evidence to improve policies & practice with two age cohorts in each country: 2,000 children born in 2000-01 and 1,000 children born in 1994-95.

Quotes from three female students highlighted the aspirations of the children studied; children want better jobs than their parents

"We're not going to suffer like this in the mud ...it's better that I go and study." (Marta, 15 years, Peru)

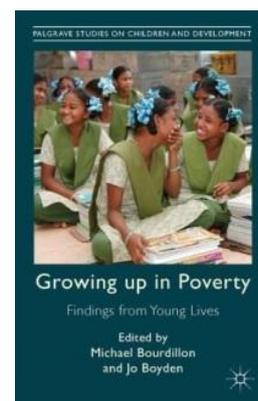
"If one can learn and study hard, they will always have a good job at the end that can change their family's life." (Fatuma, 15 years, Ethiopia)

"We see our parents working... they work in the fields, and work hard daily... we feel we should not be like that." (Harika, 16 years old, rural Telangana)

He said that an assumption was generally made, both by policy makers and by children and parents, that education would lead to social mobility, but a more complex picture had emerged which showed that, while improved enrolment rates were widespread, they did not necessarily lead to good learning. It had become clear that learning was also influenced by household factors, not just the school, and that there were unequal opportunities to learn. Differences in gender equality had also emerged between the different countries, with Andhra Pradesh becoming more pro-male students as enrolment age increased, while in Vietnam more girls remained in school than boys at older ages. The importance of early years learning was also emphasised, along with the importance of engaging with community and family, especially mothers.

Dr Dornan fielded a number of questions including about the impact of nutrition and environment on learning, as well as the importance of teacher training, parental aspirations and socio-economic background. He said that all the evidence pointed to nutrition and sanitation as being very important factors; there was a clear link between stunted growth and education performance. However, it was to be noted that, with support such as feeding programmes, there was some evidence of the potential of children to recover physically. So, whilst early prevention of risk factors clearly offered the best outcome, late interventions such as school feeding programmes were very helpful. The evidence in the study pointed to the strong impact of early childhood and socio economic background on child development and performance. Dr Dornan questioned citing low aspirations as a major reason for poor performance.

More information on this study can be found at www.younglives.org.uk.



Findings from the "Young Lives" study

6. Presentation by Sharath Jeevan, CEO of STIR Education, and Daan Gerretsen, Director of Programme Quality, Build Africa

After lunch, a joint presentation was given by guest speakers Sharath Jeevan, Founder & CEO of STIR Education and Daan Gerretsen, Director of Programmes at Build Africa. STIR is a teacher-led movement to improve children's learning in developing countries and Build Africa is a charity working in remote areas of Kenya and Uganda, combining education and livelihoods projects to provide children and their families, with the opportunities to live more fulfilled lives.

BFSS had encouraged both charities to work together. Reasons for doing so included:

- Both using teachers as agents of change
- Both recognising the value of good teachers
- Both improving teaching practices based on existing good practice
- Build Africa works with 100+ schools in rural Uganda
- STIR Education has developed an innovative approach to teacher development

Build Africa submitted a joint project with STIR Education in 2015, which BFSS had agreed to fund over two years, subject to annual review. BFSS's grant would support Build Africa's "Teacher Empowerment" project in rural Uganda. Project objectives were:

- Establishing networks of teachers
- Identifying "micro-innovations" – context specific proven good practice
- Enabling teachers to become "influencers" to train and support other teachers at school level
- Offering continuous support to Teacher Changemakers addressing specific challenges such as early grade reading, pupil absenteeism or parental involvement

Raising the perceived value of teachers within their own communities, encouraging and facilitating teacher-led innovations, and enabling teachers to share these ideas, along with best practice, were key elements of the collaborative project.

Future plans included:

- Growing the number of teacher networks in Build Africa supported schools
- Wider use of micro-innovations
- Measuring results
- Integrating approach in new projects
- Learning what works and what doesn't work



Richard Omukata, St Aloysius Primary School, Uganda, introduced school attendance cards, which encouraged both children and their parents to ensure that daily attendance at school was a priority

Florence Adeke, teacher, Eastern Uganda produces her own learning materials for her sizeable class.



The subsequent Question and Answer session picked up on the marked difference in numeracy and literacy scores in remote areas, with some literacy scores being exceptionally poor. Daan Garretson highlighted the challenges of working across areas where several native languages may be spoken, with the teacher possibly only fluent in one. Literacy teaching was often very basic, with primary class sizes often very large and teaching methods often based on rote.



Daan Gerretsen presents for Build Africa

The low social standing of teachers, along with low pay which was often late, were given as contributory factors in a survey which found significant teacher absenteeism and over 80% of teachers wanting to quit. However, while it was frequently assumed that pay loomed large as a contributor to low morale, the project found that a bigger factor appeared to be the lack of respect and recognition from the community. The project was initiating the provision of certificates to teachers as a means of raising professional esteem and recognising achievement.

7. Conclusion

The Conference Chair, Reverend David Tennant, concluded the meeting by thanking all those who had attended and encouraging them to fill in feedback forms so that BFSS could follow up on points made.

8. Feedback

The Members' Conference was a successful event, judging by the feedback. Of the 13 respondents who answered the question about the effectiveness of the Conference in meeting its objectives, 23% rated it as extremely effective, 46% as very effective, 23% as effective and 8% as slightly effective. There was one entirely negative set of comments from a Member who saw it as a top-down exercise with no significant interaction and whose response was negative on all of the conference in general and on the content of the programme and the actions of the BFSS during the year. All the other comments, however, indicated that it was regarded as a very valuable opportunity for Members to meet each other and to meet Trustees and that it was much appreciated.

85% said "Yes" without further comment when asked if the strategic priorities outlined by the Chair were the right ones.

79% agreed that BFSS's grant-giving strategy was the right one, with a further 14% agreeing, with comments. Apart from the one negative set of comments, the main points made were about the importance of emphasis on evaluation and long-term sustainability.

On Member engagement there was considerable support for the idea of a regular email newsletter.

Suggestions for the content of future conferences included the following:

- More about long term sustainability of projects and how evaluations can be tailored to include external objective evidence. Sharing good practice and experiences. Analysis of unsuccessful endeavours and how pitfalls might be avoided.
- How to extend and increase Member engagement.
- A presentation from the Archives team - to maintain the link with our past and early objectives and achievements? A session for member-suggested topics - but notified in advance and agreed by Council?
- It would be good to focus on different things each year largely related to grants and development issues rather than constitutional issue. Could a theme, for example on girls' education, act as the catalyst for a discussion group, something that breaks up presentations. Members do not know each other in the main- a short group session to exchange experiences etc might help them.
- ... organising future events around specific themes or geographic areas in order to drill down into greater detail we need to involve organisations that have delivered their objectives/outcomes and can describe the evaluation of their work.

The organisation and location received very positive comments with differing views on whether an earlier/later start/finish time would have been preferable.

BFSS

July 2015

BRITISH & FOREIGN SCHOOL SOCIETY

MEMBERS' CHARTER

The rights and responsibilities of Members & of the Trustees towards Members of the Society are set out in the Statutes approved by the Privy Council in October 2014, in particular Statutes 13 to 18. The Statutes may be viewed on the Society's website.

Members are responsible for nominating and electing from the Membership the President, Vice-President(s), Chairman, Vice-Chairman, Treasurer and Councillors. (The Chairman, Vice-Chairman, Treasurer and Councillors are the Trustees of the Society.)

The Trustees have a commitment to ensuring Members of the Society are provided with timely, accurate and sufficient information about the proceedings of the Society.

The Trustees issue from time to time a statement of the Vision, Values & Mission of the Society, derived from the Charter & Statutes. The current statement reads:

'The British & Foreign School Society was formed in 1808 by Christian social reformers to carry on the work of Joseph Lancaster, a pioneer of school and teacher education. It is governed by a Royal Charter. Today the Society gives grants for education projects in the UK and around the world.

Vision

Educational opportunity for all.

Values

We believe in education as a driver for personal development and social improvement. Building on our heritage, we value effective teaching, commitment to learning and sharing of good practice. We are committed to inclusivity, integrity, tolerance and respect for others in everything we do.

Mission

We seek to achieve our vision by providing funding and support for educational projects in the UK and throughout the world.'

Members of the Society, whether individual or corporate (ie authorised representatives of other charities in Membership), must be interested in promoting the charitable objects of the Society.

In joining the Society, individuals and organisations undertake to contribute to the continuing work of the Society, giving of their time, skills and resources to support its charitable activities and contribute to its effective governance, for example through participation in the AGM, or in the work of a committee, or through promotion of the Society in the wider world. Events (other than the AGM) may be held from time to time which Members will be invited to attend.

Members of the Society undertake not to act in any way that might bring the Society into disrepute.

BFSS STRATEGIC PRIORITIES

1. To pursue a strategic approach to grant giving in the interests of ensuring value for money, maximising the impact of our funding on the organisations and communities we support and leveraging connections/funds for our grant recipients/project deliverers.
2. To build capacity
 - a) within BFSS to be able to network with other organisations, attract good bids, analyse and disseminate the lessons learnt from projects, gain knowhow and learn to improve;
 - b) within grant beneficiaries (especially small organisations) by helping them to network and share good practice;
 - c) in a community via grants and as 'value added' to a project.
3. To raise the profile of the BFSS in the interests of attracting more applications of high calibre.
4. To ensure that the Society's governance procedures are in line with good practice.
5. To refresh the Membership and increase its involvement in the Society.
6. To ensure that the Trustee body contains/has access to the skills and expertise needed and that the right staff with the right skills are in place in the organisation and that a smooth transition will be possible in the event of staff leaving.