

SUMMARY of the WHITE PAPER

High Court 2021 mandated that the Membership Committee undertake development of a future strategy for the Courts. The 'White Paper', which is the third report on the strategy project, is available from your Court Secretary.

This summary has been prepared to introduce some of the key points in the 'White Paper' to the Members. Court Secretaries are encouraged to share it with their Members as widely as practicable and to encourage debate and discussion about it in meetings, workshops, and conferences.

The 'White Paper' provides assessments of the current position of the Society, from the perspective of the Courts and some aspects of the insurance business. It seeks to help Members to:

- **understand** the challenging issues which the Society faces,
- **consider** how Foresters might transform itself into a revitalised community, and
- **debate** what would be required to achieve such a transformation.

This is the culmination of months of research and analysis. Input has been obtained from Members, Staff, Courts, Areas, Board members and people considering becoming members. Competitor offerings were tested, opinions sought from IFAs in the market and published commentary reviewed. Highlights from this extensive body of work are summarised below.

The Challenge Summarised

- Volunteer led Courts and Areas
- Historic variation between Courts in membership, assets, operation and activities
- Key responsibilities for improvement are not clear
- Processes need review and some need updating to make them fit-for-purpose
- Improvement initiatives need to drive toward positive goals
- Lack of formal volunteer management and leadership development processes
- Head Office and Courts/Areas are disconnected

Transforming the Court System – Proposition 18

Support Not Policing

- A system of emergency 'Blue-light' teams that respond quickly to requests for help
- More effective on-line training for COM, secretaries, and assistant secretaries
- Improve Accreditation (replace 'sticks' with 'carrots')
- Establish a Helpline for practical support and mentoring
- Review the services provided by the CDO function and supplement as appropriate
- Proactively identify and help weak or failing Courts/Areas
- Review and update Court/Area data collection and its use
- The Society's website to promote Courts more prominently

Making the Court System Robust, Relevant and Viable

- Review, identify & Promote Successful Models
 - Court COM roles & Succession
 - Court business management & meeting content
 - Area management

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- Develop more effective support, development, and recognition for Volunteers
- Review Fraternal/Court membership arrangements
- Revitalise the ethos of the Courts: Community, charity, and mutuality
- Revisit the role of Courts in growing the Membership
- Be clear on the purpose of Courts and what they should focus on
- Leadership – effective process to grow and develop future generations

The Society as a Whole

The Membership Committee has proposed a strategic framework that it believes offers a realistic opportunity to transform the Society by setting a vision and proposes to embark on an improvement path that prioritises, plans and implements in realistic stages.

The intent is to build on the historic capabilities of Foresters, to simplify to the extent this is practical and to address improvement needs within both the Court network and the profitability and market positioning of the insurance business. The strategic framework is product and service led and aims to ensure the business will have a strong capital position and deliver the profitability needed if the Society is to have a viable future.

Return to the Historic Foresters' Ethos & Develop a five-year plan to get there

- Be Known for One Thing – Member Care
- Build on existing member support services (incl. Help at Home, Red Arc)
- Invest to grow the Group business
- Use of 'White-label' targeted products & improved public face
- Rationalise & leverage unprofitable business
- Refresh & support the Court network (training, aiders, links)
- Redesign & relaunch Court Introducers
- Build a Member's Board & leadership structure

Next Steps

The above summary is a brief introduction to the White Paper. The Membership Committee asks you to please read the full White Paper which is available from your Court Secretary.

Members are asked to reflect on the assessments and consider potential solutions and issues which have been described. **Members are encouraged to suggest alternatives not yet identified.**

Finally, please **discuss and debate priorities** and consider the appetite for pursuing an improvement path which will require considerable investment in time, effort and money if it is to achieve a significant transformation of the Society. You are invited to feedback your comments through your Court, the Regional Conferences, area meetings and workshops prior to High Court, or to send them directly to the Membership Committee via this email: MemComChair@forestersfriendlysociety.co.uk