



# The Impact Report 08/09



# The most inspiring people walk through our doors each year,

...coming from small charities across the country in search of answers to their burning questions. How can I raise more money? How can we do what we do better? How can I get my trustees to see how important a fundraising strategy is? How do I keep going when I have three different roles and no support? Why are we struggling to get our message out there, when what we do is so incredible?

What they find at the FSI is a shared belief in small charities and their importance along with a determination to help them be better charities. We know there is nothing to be gained from unconstructive criticism, instead the FSI is a place to grow, unite and strengthen charities, even the smallest ones. There is the odd sweet jar, herbal tea and purple wig too.

The figures this year have reminded us again, that our services are essential. 97.4% of charities in the UK are small (166,529) and yet they only receive 25.2% of the sector's £33.2 billion each year. This means of course that 2.6%, the largest household charity brands, are attracting 74.8% of all donations. Why? Because fundamental decisions like how much money to spend on generating income in small charities is still undermined by a lack of fundraising knowledge and experience. Whilst the larger charities are spending 12.5% of expenditure on generating funds, small charities are still only spending 5.2%.

It is this lack of experience and knowledge that the FSI continues to address. Small charities identified fundraising as the third most important skill to implement after strategic use of IT and legal knowledge, and it was the only skill of all those listed as missing that was specific to the charity sector. Further evidence tells us that 57% of charities say a lack of funding for training and development is the main reason they don't close skill gaps. This is more than enough for us to fight to keep knowledge free and accessible to small charities.

In a year that has seen a global economic downturn, many people predicted devastating impacts on the charitable sector. Whilst it has not been without its casualties, there has risen from within the small charities the FSI works with, a resounding sense of opportunity and determination to keep going against all the odds. After sharing with them the tools and techniques they need, they are taking the opportunity to rethink strategy and to find new and diverse ways of attracting income. Taking the opportunity to talk of the continued need for their activities and shout about their successes, without undue humility or hesitation that hides their remarkable impact.

<sup>1</sup> All figures this year taken from 'The UK Civil Society Almanac 2009', NCVO, and differ to those figures quoted on the Charity Commission because they do not take account of charities' subsidiaries and their income which can be assumed to be double counted in Charity Commission figures.

<sup>2</sup> Third Sector Skills Research 2008: Further Evidence and Recommendations on skills gaps', Jenny Clark and Veronique Jochum.



Another amazing year, I can't tell you how fabulous it is to see the FSI supporting so many small charities. I never dreamt, after years of thinking there must be a better way to give my support, that the FSI would grow into what it is today and be achieving so much. I'm so pleased I was able to find others who

thought the same as me and do something positive for small charities.

FSI Trustees and everyone who supports the FSI are really making a difference. When you read the impact statement you will be blown away by what your support has made possible – thank you.

All of us believe that small charities make a huge difference to the lives of millions of people each day. There are over 166,000 small charities in the UK and the numbers are growing. Almost all will at some point struggle to secure the funds they need to keep going. This is why I've set the FSI a challenge to look at how they can encourage small charities to work together in partnership. It's important they use their limited resources effectively and if by coming together they can avoid waste and duplication that will be a great result. If small charities band together and share their resources, they will make their voices heard and change society.

I want to thank the team at the FSI for their fantastic work. They have trained hundreds of delegates, given advice and support, mentored and encouraged and cheered small charities on to achieve great things. They have had a phenomenal year and when you read through this report I know you will agree with me that they have done a brilliant job.

Read on and if you like what you read, get in touch. Join us in reaching out to thousands more small charities to give them the skills they need, the encouragement they deserve and the determination to fight harder for their cause.

**Emma**  
Chairman of Trustees

The FSI is a great place to work, each day I meet passionate, dedicated and determined people who, in innovative and creative ways, have a huge impact on those they support.



This year, in every way, the support we give to small charities has increased but the demand keeps growing. The Workshop in April was booked out within 4 hours of going on line. Training sessions have become renowned for their level of excellence and delegates continually feed back that FSI training is the best they have experienced. They can't believe it's donated free by our donors. The style of delivery, the tools we share and the after session support we offer makes the training experience at the FSI unique.

Our vision pushes the FSI and small charities to be independent, accountable and effective, and we are determined to uphold the central principle of the FSI - that our services are donated freely and without charge to small charities.

I am amazed at the opportunity we have been given to develop the FSI into the organisation it is and will become. Thanks must go to our founding donor A4e, who had the vision, commitment and faith in the FSI to invest £1 million and to Emma and the Trustees who are truly amazing.

I want to thank everyone who has donated and supported or been involved in some way with the FSI this year. Thanks for being a friend to small charities, it's great to have you with us on our journey. I want especially to thank the team who have grown from four to seven. With each new member we have added to our store of passion, skills and creativity; they truly are the FSI.

But it's really all about small charities so I want to give them the last word.

**Pauline**  
CEO

“ I find that I understand the guiding principles of everything that you teach with ease because you always use such clear working examples of the points you are explaining, the depth and breadth of your experience is clear, and I watch other trainees around the table lose their nervousness and relax into the training very quickly because of the way you make sometimes complex information very easy to grasp.

What always strikes me after your training sessions is how easy I find it to actually implement everything that I have learned and the laminated crib cards help enormously.

I just wanted to tell you how much use these sessions really are to me and therefore to my organisation. Thank you. ”

Linda Pawlowski (Small Charity)

“ Thank you so much for a fantastic day today. What a wonderful collection of workshops you set up and delivered. I got so much out of it, and only wish that I could have gone to all of them. As ever, they were professionally put together and delivered, with useful and practical information to take away. The atmosphere was lovely – friendly and encouraging. And it was great to catch up with people I've met at the training sessions.

Congratulations. And as ever, thank you. You have taught me so much, and given me so much support. I miss the training sessions, and all of you! ”

Annabel Harris (Jubilee Action)

# Case Study

In December 2008, Pippa Hockton of Street Talk heard our CEO speak at a conference and was, after a few months of feeling low, inspired to come along to one of our Drop In days. Pippa's journey to help vulnerable women working and living on the streets of Kings Cross had been a frustrating one. Pippa had been told repeatedly, that trying to offer counselling, advice and help to prostitutes was of no use. 'These were women that were beyond help'. More driven than ever not to give up she found herself sitting with the FSI team and talking through her frustrations.

For Pippa it was the start of a relationship that would see her attending FSI Training courses and gaining confidence in fundraising.

**It cost the FSI donors £170 to train Pippa on this course. Her fundraising wins just two months later amounted to £26,000.** That's an uplift we are incredibly proud of. Well done Pippa for your perseverance and determination.

Two months after attending the Trust & foundation course Pippa wrote to us:

“ I could not wait to get back to work, following the course and to make some applications for funds, using the expertise I had picked up on the day. That alone was a gift because I do find it difficult to keep up enthusiasm for applications.

I wrote two applications in the two weeks following the course. I have heard this week that both of them have been successful!

I put the success down to the boost to my confidence which the course provided, I left feeling entitled to ask for funding rather than guilty for asking. That was a huge mind shift for me. The second reason for the success was the clarity and the detail which the course provided. When I did those two most recent applications I felt I had the necessary skills, rather than muddling through in a fog of uncertainty. Now I've got a new problem! How to thank you enough! ”



# Building Our Greenhouse

## OUR VISION

A world filled with independent, effective and accountable charities, with belief, passion and capacity to achieve their objectives.

## OUR OBJECTIVES

- To build and share knowledge
- To invest in creativity and achievement
- To build leadership in small charities
- To leverage global learning

In our first Impact Report we introduced you to the FSI Small Charities Greenhouse Project. Our Greenhouse will open up a whole new world of support to small charities who are either at the visionary or emerging stages of their lives. Why, because we know how important it is at these two crucial times to get good advice, fantastic back room support and training to capacity build your charity.

We have moved our vision forward and have real progress to report.

**Here's what we have achieved so far....**

**STRATEGY ONE** Deliver a balanced suite of capacity-building services (training, forums, mentoring, income generating opportunities etc.) that meet the needs of and can be easily accessed by small charities.

#### GREENHOUSE

We believe it's the expertise, passion and belief in small charities that really makes a difference and not bricks and mortar. So we've started to build our greenhouse focusing our efforts on sharing as much expertise with small charities as possible, building their confidence to believe they can achieve more than they have before and igniting their passion for their cause.

**But we like a challenge** and in this Impact Report we are setting the FSI a goal for the first Greenhouse to be open by 2013, although sooner would be great.

#### TRAINING

In 2008 small charities identified that they had a skills gap in fundraising and so the FSI has concentrated its efforts on delivering fundraising training.

**We said we would** increase the number of training days to 40 each year.

**In 2008/09, thanks to our donors we delivered** 284 places on 36 training courses. We took away the barriers to accessing knowledge by making the training courses absolutely free and covering costs such as accommodation and travel. The value of this donation to those charities that benefited was a staggering £121,061.19. We delivered training in raising money from trusts and foundations, major donors, special events, and capital appeals as well as training in stewardship and health and safety. To ensure that small charities are able to tell their stories effectively we delivered a two day course in developing your core case for support.

**In 2009/10 we will** add to the above programme, introducing two new one day courses in either corporate fundraising, accessing government grants, delivering government contracts, creative leadership or developing your funding strategy.

#### FORUM 'SHARING THE BEST'

Our Forum 'Sharing the Best' reaches for the stars and succeeds. The Forum gives small charities the opportunity to learn from very best fundraising experts. We make sure our speakers present to small charities in a way that can easily be adapted to their situation and size and give them the tools they need to make it happen.

**In 2008 we said we would** hold our second Sharing the Best Forum entitled 'Innovation' which would focus on new ideas and opportunities in fundraising.

**We successfully brought you** Sharing the Best Forum: 'Innovation'. We explored the new face of legacy fundraising, raising funds from companies in a changing and challenging economic climate and much more. Our delegates were particularly inspired by Apprentice winner Tim Campbell who spoke passionately about setting up his own charity the Bright Ideas Trust.

118 delegates and 16 speakers took part. This event was hosted by our donor Credit Suisse at their Canary Wharf offices. The feedback from delegates was overwhelmingly positive, an excellent event, and one that would help them support their beneficiaries more effectively.

“This was such an excellent and useful day. Quality of speakers and focus were superb.”

“More stuff for small charities – it's great that we are the focus. It was great to feel like small charities were understood.”

“I attended the 'Innovation' forum yesterday with a colleague and we had an incredibly inspiring day and we have returned to work buzzing with plans and wisdoms to share. So thanks.”

“Well done for yesterday. Excellent. Informative, vibrant and good to feel part of a larger family of other 'do gooders' all trying to change the world. Gave me the incentive to keep going.”

**In 2009/10 we will** hold our third FSI Sharing the Best Forum: 'Perspectives' at which we will look at fundraising from the perspectives of volunteers, sector leaders and donors. We will be joined by an international speaker, who is a world authority on turning fundraisers into 'dream brokers'.

“ I wasn't sure that the course would live up to all the good things I'd heard from my colleagues, but it did; and it was free, there was plenty of opportunity to use the relevant search engine, and, most importantly, it was interesting, engaging and eye-opening. ”

Shoaban Nair (School-Home Support)

“ Definitely one of the most inspiring courses I've taken in my 16 years of working! And nice to have some thinking time. ”

Tracey Cooper (artsdepot)

“ This course has been fantastic. As the only fundraiser in a small organisation it is encouraging and hugely beneficial to turn this classroom based information into a reality that enables an increase in funds to our organisation ”

Tracey Tingey (Headway Cambridgeshire)



## WEBSITE

Our website is at the centre of all we do, it's how we let you know about the training programmes and how we keep you informed of up to date news items and opportunities. This year we have had 15,614 visits in comparison to 3,829 visits in 07/08. This is a total of 9,282 visitors, up from 2,186 the year before. They have come from over 101 countries, up from 60 in 07/08.

**In 2008/09 we said we would** develop the website to include the opportunity to host on-line forums and have a private web space for FSI donors. This is still our aim but it hasn't happened yet.

**We added** a resources page to start sharing information on free or discounted events, services and goods. Small charities are certainly benefiting from this.

**Special Effect** a small charity we have supported were successful in being chosen as the IT for Communities Volunteer Award winners after the FSI posted a news item telling them about the opportunity. With a £500 prize it was a great way for their team to celebrate the success they have had.

We hosted 16 job postings – 11 for small charities to give them free recruitment space – saving them approximately £700.

**In 2009/10 we will** upgrade the website and our intention is still to develop an on-line forum space for small charities as well as a dedicated donor space for FSI donors.

## DROP-IN DAYS

Our doors are open to small charities when they want to discuss a great opportunity and how to maximise it, or a challenge they face and how to overcome it. Whatever their question, whatever their issue, whatever their problem we are there to listen.

We said we would open up our doors one day each month to small charities.

**In 2008/09 we** successfully held 8 Drop-In Days through which we supported 34 small charities. We helped with questions about core funding, marketing, event planning, resource management, stewarding donors, trustees, HR, premises, equipment, websites and the list goes on. In fact we covered over 37 topics. From these sessions we learnt that the most pressing problems for small charities were how to develop funding strategies, review and support trust applications and how to tell their stories and advocate on behalf of their charities.

**In 2009/10 we will** improve the efficiency of our Drop in Days by channelling small charity questions to different members of the FSI team who have the greatest experience in the area where support is needed. The restructure of this service will deliver a more flexible and cost effective approach to the number of charities being supported.

“By the way, I think I gave you feedback but just in case it didn't get to you, my session with you was incredibly useful, and led to us completely changing how we presented ourselves. We now headline appeals etc with successful case studies and use direct, positive language rather than business speak. Thank you!”

Annie McDowall (SHARE Community Ltd)

## FSI CHALLENGES

We know just how difficult it is for small charities to resource events. Events are great at immediately filling a shortfall in funding but the resource needed to plan and support them is really extensive. This alone often stops small charities organising events. The FSI make it easy through our commitment to provide an annual calendar of fundraising events for small charities to use that we resource. Their only responsibility is to take part, and we do the rest.

**We said we would** continue to develop our running programme including the FSI Challenge which is a 10km run or 4km walk held in the Derbyshire Dales and would launch our second event; the Small Charity Car Draw, which we hoped would raise hundreds of thousands of pounds for small charities.

**We held** the FSI Challenge and were excited that seven small charities from Nottinghamshire, Yorkshire, Derbyshire, London, Merseyside and America took part. We had 61 competitors with ages ranging from 3 months to 80 years - a real family event.

**We moved forward** with our Small Charity Car Draw and secured an on-line partner Everyclick. We secured our licence to be a lottery promoter and on-line lottery manager, we even secured our sponsor Zurich Insurance but missed the deadline for 2008/2009.

**In 2009/10 we will** repeat the FSI 10k Challenge, hosted by Thornbridge Hall and Thornbridge Outdoor Centre; we will launch the Small Charity Car Draw and explore the possibility of an event for Christmas 2009.

Excitingly, as we go to press, we are in negotiation to bring you National Small Charities Day, a day that will elevate the causes of small charities through: raising public awareness; speaking with influencers on behalf of small charities and supporting small charities to fundraise – fantastic.

“We were delighted to receive today, a cheque from a participant in the FSI Challenge. We will of course be writing to them separately but wanted to thank you for hosting the event and let you know that a sum of £110 enables us to provide our helpline for a day, maintain our website and interactive message forums for a week or send out more than 120 leaflets having funded their review, printing, postage and packaging. Efforts like the one made on our behalf, through events like the one you hosted through the FSI, are the mainstay of our organisation and we wanted you to know how much we appreciated your help.”

Anonymous (Small Charity)

“Thank you so much – sometimes people imagine that unless it's a large amount we as a small charity don't value it but let me assure you we do - £8 will enable us to supply a dozen leaflets including the review, reprint, and postage to 12 people who really need to read our information to help them understand what has happened to them.”

Izzie Oakley (The Ectopic Pregnancy Trust)

“We would like to say thank you very much for all the organisation and hard work that went into the run - we really appreciated the fact that all we had to do was turn up! (And get the sponsors of course). For a small charity like ours that is really helpful - we could never have done it on our own. It was in such a lovely setting too.”

Jackie Waters (SCILLS)

## COALITIONS

At the FSI we know that what underpins our society is the abundance of small charities providing local solutions for local people in creative, innovative and effective ways. However, we also know that there are some real benefits to small charities working together to address issues either through informal alliances, formal coalitions or mergers.

We know that small charities often feel that their voice is drowned out by the larger charities, those who have the resources to run high profile campaigns and lobby government.

We know that donors often feel there are too many charities out there and wonder if they are all doing the same thing. They question whether there is a more cost effective way of addressing their causes by coming together. For this reason the FSI focuses on bringing small charities together to form coalitions.

Our first Coalition, Through UNITY, led by the inspirational Rani King came of age in 2008/09 and the Home Office recognised the need for their work by seconding six Home Office staff to work in the coalition to bring it to maturity. The FSI was able to step back from direct support and watch Through UNITY grow and become the coalition it was meant to be.

**We said we would** launch a coalition of charities working in the field of HIV and Aids.

**We didn't** meet our target but the first groups did come together in the spring of 2009/10 and we will report further on this in our next report.

## FSI SCHOLAR

As the FSI has grown, as we have come to know more small charities, we have been blown away by the creative, innovative and passionate determination of the people who work in them. We believe the sector can learn from those working in small charities and our way of encouraging this was to create the FSI Scholarship. In 2007/08 we chose our first scholar Kate Jackson and over 18 months we have worked with Kate to inspire and elevate her to contribute her learning, skills and insight into the sector.

Since taking up the scholarship Kate has attended national training programmes with Institute of Fundraising Managers, is working towards achieving her Level II Management Certificate from the Institute of Management, has regularly blogged on Professional Fundraising's on-line site, has spoken out on behalf of the FSI and small charities at various events and as we go to press Kate is progressing her career using the skills learnt by taking over the reins of a small charity. The value of our scholarship is difficult to calculate but we estimate that in 2008/09 the FSI invested upwards of £15,000 in training, support and mentoring and contributed significantly to her career development.

**We said we would** take our second scholar in 2008/9.

**We missed** our target but we are incredibly committed to our scholarship programme.

Kate Jackson said “This is an opportunity to gain qualifications, attend otherwise unaffordable international fundraising conventions and be mentored by the leading experts in fundraising – quite simply something that does not exist in the sector for smaller organisations. I am so thrilled to have been given this chance to build on my skills for The Lancashire Wildlife Trust.”

**We will** launch our second scholarship at the FSI Forum in October 2009.



“ ‘Thank you’ doesn’t cover how we feel about you after our successful launch of Through UNITY. As we reclaim communities and free children from fear and retribution from gangs, knives or guns, AND save lives our efforts will be due to you. Your vision, support, friendship and hard work has helped make us happen. We love you and thank you from the bottom of our hearts. ”

Rani King CBE (CEO, Through UNITY)

**STRATEGY TWO** Work as a partner to selected charities guiding them towards a more sustainable operating base

#### PARTNERSHIPS

Partnerships are important to the FSI as they give us the opportunity to support small charities in a more hands on way and learn how to make our support for them more effective.

**We said we would** increase the number of partners to 20

**We succeeded** and not only increased the number of partners to 20 but also developed the FSI Life Stage Assessment Model. This ensures that we have a planned programme of learning and activities with each of our partners that help inspire and elevate their charities to a new level of performance.

We have used the model to assess a further 34 charities helping them focus on the areas that need development or improvement.

In 2008/09 we donated almost £50,000 of hands on support to our partners.

**In 2009/10 we will** put the FSI Life Stage Assessment Model on-line so that small charities can undertake their own self assessment. FSI will provide the background report from which they will continue to grow their charities.

We will also develop a simple impact reporting model which will be delivered to small charities live on-line.

**STRATEGY THREE** Offer financial support to individuals/groups/charities at the visionary or emerging stage of their lives to complement and underpin the capacity building support offered.

#### TRAINING AND MEETING ROOMS

This year we have hosted meetings for Through UNITY, Donate 8, BIGKID and the newly forming coalition around HIV and AIDS.

**In 2009/10 we hope to expand the number of small charities using our facilities.**

#### LEVERAGING INVESTMENT

It's important for the FSI to support charities as they grow their skills and fundraise on behalf of their causes. We do this through a mixture of training, mentoring, hands on support and encouragement, helping charities reach their fundraising goals themselves. At the FSI we believe it's the fishing rod and not the fish that builds confidence and leads to long-term success.

**In 2008/09 we said we would** work with partners and other charities to leverage income on their behalf.

**We succeeded** and have been responsible for supporting charities to achieve more than they thought possible.

**In 2009/10 we will** ensure we record as much of this success as possible in order to learn where our support is most effective and share the learning with other small charities.

“Thank you so much for the help that you provided us today in finding our new fundraiser. Thanks also for the fantastic booklet of potential funders and for the Positive offer of support detailed in your letter. What did we ever do before you let us become a partner!”

**Mark Santos, CEO (Positive East)**

“Huge thanks for the help and advice you gave us on the BBC appeal, wonderful news that we have been offered a slot”

**Sarah Jackson (Working Families)**

“I have had some more success with my fundraising for the climbing wall – totalling £72,000 now! So I am thrilled with that. And we held a Fun Day here last weekend which saw about 380 people on site and raised £2,000. I just wanted to share my highs with you as you have helped me get to them!”

**Ali Bull (Lambourne End)**

“Just heard from the Tudor Trust I got £75K over 3 years. Thank you for your help and support.”

**Jocelyn Hillman (Working Chance)**

“I just wanted to let you know that our Christmas “Build a puppet” campaign – which you gave me some invaluable advice on – raised a total of £9,125. We're really pleased and it's only just shy of our target of £10,000. I didn't quite get my top-of-the-gift-table a £2,500 donation, but I did get two at the £1,000 level which is great. Thanks again for all of your help – it's so fantastic to have your expertise to call on.”

**Lynette (Little Angels Theatre)**

“I wanted to tell you that I finally received a response from one of my grant requests- a 10,000 BP grant for three years! I hope all is well with you”

**Shoshanna (Carmei Ha'ir – Jerusalem caring for the needy – with dignity)**

“The support from the FSI has been amazing for me and my team - far beyond the quality of anything I have attended in the sector before, which considering it is free makes it even more amazing.”

**Kim Sutton (School-Home Support)**

## STRATEGY FOUR

Develop co-operative working relationships with other organisations supporting the small charity sector

### STRATEGIC PARTNERSHIPS

It's so important not to replicate what others are doing. We know that the FSI isn't in this alone and that there are others out there who want to develop the capacity of small charities.

**We have** developed a close working relationship with the Small Charity Coalition. The FSI believes in the coalition and all it is trying to achieve and we believe that our two organisations work co-operatively together - each with a clear vision to support small charities in the UK and each complementing the other on how it delivers this support. It is our intention to continue to develop this close working relationship.

**In 2009/10 we will** build more strategic partnerships and signpost more small charities towards organisations that can give them the support they need to grow.

## STRATEGY FIVE

Influence policy makers by raising public awareness of the issues facing small charities in the UK and elsewhere.

### INFLUENCING

Our first two years have been solidly focussed on building up a range of services that would meet the capacity building needs of small charities. When possible we have influenced on behalf of small charities but this has not been the focus of our activities. All this is about to change.

**In 2009/10 we will** undertake the necessary research and armed with the knowledge of what issues face small charities, the FSI will take a lead role in bringing those issues to the attention of government, policy makers, influencers and the general public.



# FSI Consultancy

This year, we launched an exciting new consultancy service that adds value to the FSI's portfolio of support for individual charities and the charitable sector as a whole.

We recognise that when a charity, large or small, needs extra hands-on support to develop they are faced with choices: put their plans on hold until resources are available, do as much as they can with their current resources, make a long term investment in new resources or buy-in temporary external consultancy.

FSI consultancy shares its wealth of passion and expertise with charities that require external support – helping them deliver projects that fall outside of our free services. Staying central to our charitable ethos we deliver consultancy on a sliding scale of charges - offering discounts, gifted as a donation, to all charities with a turnover of less than £20 million. The biggest discounts are given to charities within our less than £1.5 million turnover beneficiary group.

## Typical consultancy activities

- Fundraising support –strategic and operational
- Fundraising Training
- Organisation building – life stage assessments, system development, strategic & business planning, trustee board development and publication production

## Some of the wonderful charities we have supported so far

- The Royal Wanstead Children's Foundation
- Combat Stress
- World Association of Girl Guides and Girl Scouts (WAGGGS)
- The Meningitis Trust
- Classics for All
- Age Concern
- Hull Homeless & Rootless Project



## CASE STUDY

Combat Stress is enjoying a fantastic year of success; their fundraising team are beating all time fundraising records and wonderfully, 2009 marks their 90th Anniversary. Combat Stress rightly wanted to celebrate this special anniversary with a prestigious tribute event with HRH Prince of Wales and HRH The Duchess of Cornwall, 1,200 veterans, donors, prospects and key influencers at Westminster Abbey and the Palace of Westminster. Their Director of Fundraising, Robert Marsh, asked the FSI to help deliver this event.

Robert said “What a day – it was just brilliant and I hope that the whole team at the FSI feel proud to have delivered such an epic event. It has been a lot of hard work, most of which we Combat Stress did not see. We undoubtedly cemented a huge number of relationships today, in no small part due to the FSI team. You have collectively cued us up for our 90th Anniversary Appeal. I wouldn't hesitate to recommend working with the FSI, and indeed we are continuing to do so to shape the Appeal.”

# Public Sector

Since 2007/08 the FSI has worked in partnership with Central and Local Government, Regional Development Agencies including the Home Office, the department for Communities and Local Government (CLG) and the East Midlands Development Agency.

We have delivered a wide range of services which can best be demonstrated through our management of the CLG's Connecting Communities Plus (CC+) initiative and a £15 million grant program, aimed at third sector organisations working to tackle racism and extremism and promoting community cohesion. The FSI delivered this from inception to completion. It involved a number of separate yet integrated activities including promotion and marketing of the fund, process development, design of application forms and guidance. The project included assessment of completed applications, final selection of grant recipients and the ongoing administration, monitoring and capacity building of funded groups. It also covered management of networking and training events and the overall evaluation of the program.

Building on this portfolio of skills and experience, the FSI will continue to engage with Central, Regional and Local Government and other public sector bodies, offering strategic advice and guidance combined with direct delivery of services.



# Why are we needed

The following has been taken from the Voluntary Sector Skills Survey 2007 and it tells us that around three in ten charities reported that they employed staff they considered under-skilled. Across all charities, specialist skills gaps were most frequently identified as below. Significantly fundraising is third on the list of skills needed and is the only skill specific to the charity sector. This is why the FSI currently focuses its training activity and Forum on developing this specialist skill.

“ Too many times, the distribution of key resources fails to be targeted at the most disadvantaged or focussed on helping build a critical core of capability, and fails to act in changing the culture and stimulating enterprise and regeneration. That is why we welcome a new initiative - The Foundation for Social Improvement, and its principle objective of working in partnership to learn, share learning and help build long-term sustainability and capacity into the Third Sector. This helps make it possible for small not for profit organisations to access what might otherwise be out of reach... ”

**Author Rt. Hon. David Blunkett MP**

FABIAN Society Report: 'Mutual Action, Common Purpose: Empowering the Third Sector'

<b>Skill Gap Identified</b>	<b>By All Charities</b>	<b>By Small Charities</b>	<b>FSI Activity</b>
Strategic use of IT	27	30	Workshop
Legal knowledge	26	28	Workshop
Fundraising	25	26	Training/Forum
Strategic planning	23	24	Drop-In/Partnerships
Health and Safety	22	23	Training
Marketing and communication	21	22	Workshop
Leadership	20	22	Workshop/Partnerships
Monitoring and evaluation	19	23	Workshop/Partnerships
Finance	19	21	Workshops/Partnerships
Working in partnership	15	16	Coalition
Campaigning	13	14	Small Charity Day/Coalition
Team working	19	22	The FSI will actively seek out other support organisations offering these skills and signpost small charities to them. If we are unable to find strategic partners to deliver these skills we will factor them into FSI activities when resources allow.
Negotiating and influencing	19	21	
HR and personnel	16	19	
Management of paid staff	16	16	
Project Management	15	17	
Management of volunteers	14	13	
Contract Management	12	14	



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