I CAN’T CHANGE THE DIRECTION OF THE WIND,
BUT I CAN ADJUST MY SAILS TO ALWAYS REACH MY DESTINATION

JIMMY DEAN
Our Values

Empathy

“My advice session hit the spot and my advisor did a great job of listening and being a sounding board. Very much appreciated”

Excellence

“The training was really excellent! The trainer was clearly an expert in their field and delivered a lot of information with a great combination of professionalism and accessibility. I was particularly impressed by how every stage of legacy giving was covered, from understanding key terms right through to applying techniques and measuring success”

Respect

“Coming from a different sector and being new to charity I am blown away by the help and support your organisation gives. Thank you :-(”

Persistence

“The Springboard Project has been a member of the FSI since 2012 and our staff members have attended countless training sessions, workshops and events since then which we have all found really helpful and instructive. We owe the FSI a tremendous amount of thanks for giving us the expertise to build our collective skills which has helped our charity to progress. Keep doing what you do FSI, small charities are really grateful.”
Sense of the possible

“Over the last two days I’ve attended FSI training in Manchester which I would highly recommend. FSI training is aimed at small charities, they offer a wide range of courses for all levels; yesterday I attended a full day on Grants & Trusts and today I attended a three hour Strategic Corporate Masterclass each one cost just £10 which covered the administration and booking fee. At first I was sceptical thinking ‘what quality could be delivered for just £10?’ But I’d heard good reports and decided to try it for myself, I am glad I did. The trainers for both courses were highly experienced and the course was high quality with course books, slides and lots of practical advice to take away. Lunch was also included! How do they do it?”

Energy

“I attended the Skills Conference, the experience was very positive, it was well organised, with workshops that were challenging, interesting and full of energy. It was great to meet people from other voluntary community sector organisations with whom we could share ideas and experiences of working in the sector, the challenges of funding and some of the bold steps that people had taken to face the cold climate of funding cuts”.
Content

Foreword from one of our members

Welcome from Emma and Pauline

Our Impact

Sharing our knowledge

Advocating on behalf of Small Charities

Small Charity Week 2016

How we are funded

THANK YOU to our supporters

FSI Accounts

Facts

4269 Members
(as at 30th June 2016)

3868 Learning Interventions

£ per Intervention

2.2 Million
of Value of Support
Delivered to Small and Local Charities and Community Groups
Welcome from Pauline and Emma

This has been an interesting, hectic and incredible year to reflect on, if we have had time to reflect at all! Over the years the FSI has continually increased the volume of support we give to our members and 2015/16 was no exception. In January 2016 we were awarded a grant from the Office of Civil Society to deliver the Small Charity Fundraising Training Programme and so alongside business as usual we increased the support we delivered by over one hundred per cent.

And it didn’t end there. In 2010 just a few years after the FSI started, we realised that there wasn’t a day to celebrate the amazing work our members undertake and so, with our usual sense of the possible we set about creating not a day, but a week during which the work of our members would be rightfully celebrated. As we look back on Small Charity Week 2016 we realise just how far we have come. The week is now embedded in the sector calendar of events, thousands of our members across the UK take part and as our media reach extended to over one million and #I♥smallcharities trended we know that the public are truly behind celebrating the work small and local charities and community groups do.

Our continued promise to our members (as we write this we have 5417) is that we will be there for you, now and in the future. We will never cease to believe in what you do and never waver in our efforts to give you the very best of support, each year widening our offer and keeping it accessible to all.

We are so grateful to be on this journey with you and alongside you, as you improve the lives of people, communities and the environment.

Emma and Pauline
Chairman of Trustees and CEO, the FSI

What our members say

The FSI training days were all very well run and professional. All the facilitators are very knowledgeable and are happy to help you work through any specific questions or queries. There is a great atmosphere – relaxed and friendly. It’s also enables you to meet people from a range of different charitable backgrounds – many of those who you would never normally cross paths with, and share experiences giving you a different perspective and allowing you to make positive links.

The information and tools you receive are very beneficial and there is ongoing support offered – which is amazing considering the very small cost. There is a wide range of topics to choose from. I would highly recommend the FSI training courses to others – I have found them so worthwhile and very enjoyable. I would definitely recommend other small charities to join and see the benefits.”
Why we do what we do

At the FSI we get to meet some of the most awesome, inspiring, talented, and committed people on the planet, and if that wasn’t reason enough to support the Small Charity Sector, well there is more.

We know that every charity that walks into one of our training sessions, advice clinics, conferences, policy events or gets involved in Small Charity Week started because someone, somewhere saw an injustice and decided to take action. Today that charity may still be small in resource and size but all are big in determination, creativity, value and most importantly in delivering the best possible outcome for the cause they support.

In the UK small charities make an enormous contribution and play a critical and diverse role in delivering solutions to some of the most difficult societal problems facing us today. Now, more than ever, society is facing difficult challenges and in communities across the UK and indeed across the globe, we believe it will be small civil society organisations that stand up to meet these challenges. Why? Because one of the biggest strengths of a small charity is that it is at the heart of the community or issue it serves and being so understands what is needed now and what will be needed in the future. For this very reason steps must be taken to build strong, sustainable small charities. This is why the FSI exists.

We have been working with charities for almost a decade, delivering affordable strategic support to the UK’s vibrant Small Charity Sector. Their needs change and we are therefore continually evolving to meet those needs. Like our members, it is our ability to diversify our programmes that is the hallmark of the FSI approach, we aim to ensure that the support we offer is relevant, time and issue appropriate and is, above all, accessible to the many.

The FSI is proud to play its part supporting small charities to be the best they can be for those they serve.

Learning Programme

What we do

Training

We deliver high quality training in fundraising, strategy, governance, impact measurement and much more. Our training is delivered across a wide geographical area and is heavily subsidised to ensure that as many of our members as possible are able to access it.

Advice Clinics

Each month, the FSI offers one-to-one advice clinics delivered by a team of experts. We know from talking to our members that they value this service highly as they get the chance to receive tailored advice on issues that are of concern to them.
Our impact

Charities across the UK are under pressure, since June 2013 they have seen an astonishing 91% increase in the demand for the services they provide (Small Charity Index Report to February 2017) unfortunately this has not been matched by an equal increase in funding. Indeed funding is at best flat-lining and for some charities declining. One of the most urgent problems facing our members and all charities today is the pressure this places on those who deliver services. It is in this environment that our members are looking to increase income, work smarter and work more collaboratively together.

The FSI delivers opportunities that support our members to develop sustainable organisations that in turn are able to meet the increased demand from those they exist to support. Membership of the FSI is free and gives access to free and heavily subsidised support.

Now is the time to become a member of the FSI so that you can take advantage of not only the learning opportunities provided across the UK but are also able to engage with us to leverage the voice of small charities with those who influence policy in the UK.

“The best time to plant a tree was 20 years ago. The second best time is now.”

Chinese Proverb

Conferences

Skills

The Skills Conference provides delegates with the chance to listen to expert speakers on areas that are vital to the effective running of a small charity.

Fundraising

Our Fundraising Conference brings together experts in a range of fundraising methodologies with 200 small charity delegates. The conference gives delegates the chance to engage with passionate and insightful experts from across the sector.

Affiliates

In partnership with The Guardian Small Charity Awards the FSI offers the five winners the opportunity to receive a year of intensive support, including pro bono consultancy.
What we said we would do

Training

• Deliver 1400 delegate places at training events across the UK
• Deliver a series of half day courses tailored to meet the needs of trustees
• Develop two Master classes one in ‘Making the Ask’ and the second in ‘Developing Strategic Corporate Relationships’
• Expand our suite of learning topics to include a full day course in Direct Donor Marketing
• Introduce online ‘refresher’ courses covering our core fundraising subjects

Advice Clinics

Continue to deliver this very popular service to our members.

Conference

Skills

Deliver 180 delegate places available at a London event

Fundraising

Make 200 delegate places available at a Fundraising Conference held on Fundraising Day during Small Charity Week 2016

Affiliates

Continue to work with the Guardian Small Charity Awards team to support five small charities each year.

“The training was of a high standard and I felt the workshop leaders had good, solid experience in the field. I would certainly recommend the training to others and, in fact have done so.”

Liz Hawkins
Home Start South Yorkshire
What we did

Training

• 2344 delegate attendees
• 97% rate the value for the time spent away from work
• 100% would recommend to a colleague
• 100% said the trainer was good – excellent
• 80% reported an improvement in skills
• 92% reported an improvement in knowledge
• 90% reported an improvement in confidence

We also met our other targets by delivering a series of half day courses tailored to meet the needs of trustees. Our two Master classes have proved very popular and the new course in Direct Donor Marketing has been well attended.

A real success has been the introduction of our online ‘refresher’ courses, covering ten subjects and enabling our members to refresh their knowledge of the subjects covered at training.
Advice Clinics

- 93% rate the value for the time spent away from work
- 98% would recommend to a colleague
- 95% said their advisor was good – excellent
- 80% reported an improvement in skills
- 77% reported an improvement in knowledge
- 89% reported an improvement in confidence

Conferences

Skills

We met our target and delivered 181 places at our 2016 Skills Conference.

- 91% rated the event as good or excellent
- 86% rated the content as good or excellent
- 80% rated the value of time away from work as good or excellent

Fundraising

Didn’t quite make it but we did host 195 delegates and with 99% reporting an increase in their confidence and 98% an increase in their knowledge we think it was pretty successful.

One delegate attending the day said.....

“Utterly inspiring, very useful, really helpful and very interesting”.

Affiliates

We delivered over £6,000 worth of pro bono consultancy to the winning charities including support on impact measurement, income diversification and strategic planning.
The Future

Training

• Deliver 1600 delegate places at training events across the UK
• Develop a series of 1.5 hour workshops on fundraising topics and add these to our delivery across a minimum of nine locations in the UK
• Launch a series of Lunch & Learn webinars
• Increase the learning programme for Trustees through the development of a series of on-line ‘refresher’ videos covering the six Essential Trustee areas.
• Develop a series of 1.5 hour interactive webinars covering ten fundraising topics

Advice Clinics

Continue to deliver this very popular service to members, however, in 2016/17 we will test out a pilot to run this through a network of volunteers.

Conference

Skills

Deliver Conference in central London targeting 180 delegates.

Fundraising Conference

Deliver conference in central London on Fundraising Day of Small Charity Week 2017
Put plans in place to deliver a Fundraising Conference in the North of England in the 2017/18 Calendar

“Great day. Thank you for providing an opportunity for smaller charities to undertake such useful training”.

Sarah Inglesy
Tools for Self Reliance

“The training was really excellent! The trainer was clearly an expert in his field and delivered a lot of information with a great combination of professionalism and accessibility. I was particularly impressed by how every stage of legacy giving was covered, from understanding key terms right through to applying techniques and measuring success”.

Jack Richardson
SILA
Advocacy on behalf of our Members

What do we do

Small Charity Index
The Small Charity Index is a quarterly survey of our members, resulting in evidence based “pulse of the sector” report highlighting key issues facing small charities in the areas of Workforce, Governance, Financial Stability and Service Delivery. The Index is unique in using a consistent data set which tracks trends as they arise.

Research
Each year we keep our ears to the ground to see what issues, challenges and trends are influencing the ability of our members to deliver against their mission. Our aim is to undertake research that informs our programmes, throws a spotlight on issues and raises awareness with those who are able to influence support and policy.

Influencing
We collect and accurately represent the views of small charities to various government, Charity Commission and other consultations.

What we said we would do

Small Charity Index
Continue to use the Small Charity Index to deliver a clear picture to those with influence to change activities and policies on behalf of small charities.

Research
Following 24 months of research through the Small Charity Index we became aware that our members were not, to any significant level, working collaboratively together. The FSI has advocated that the development of strategic alliances, formal partnerships and consortiums, joint ventures and mergers can lead to a stronger civil society. We therefore undertook to engage in more in depth research to support this premise.

We also undertook to launch a Campaign in 2017/18 to encourage more collaboration, as I write this report the campaign has been shelved due to the increased activity in policy post Brexit.

Influencing
We committed to working with partners, government and other organisations to highlight the issues faced by small charities and to amplify the voice of our members making sure that their voices are heard and that their view’s are represented.
What we did

Small Charity Index

Data was collected and by the end of May 2016 we had 36 months of comparative data.

We used information gathered through the Small Charity Index to issue a Trends Analysis: *Finding a way, no matter the cost.*

The report clearly demonstrated that the demand for services from small, medium charities both national and local was not going to end any time soon, given that it had consistently risen over all 12 quarters to May 2016 and was standing at an astonishing increase to 64%. The report urged government and other funders to support small and local charities and community groups to give their support, help break down barriers and encourage them to maximise their resources by developing strong and diverse income sources and working more collaboratively together.

The analysis suggested focussing on three key areas:

Volunteering: A strong positive from the data showed that volunteering was increasing year on year and as at 30th May 2016 volunteering numbers had increased by 25% (average quarterly increase of 2%). We recommended that our members used this positive trend to maximise their resources and encouraged them to build and develop their skills in volunteer engagement and management in order to retain and build their volunteer base. We asked our members to seek out activities that would offer volunteers the opportunity to build their own skills and we further recommended that trustees invest in solid volunteer programmes that were tailored to meet the needs of volunteers both individuals and those from the business community.

Diversification of income: we have encouraged our members to strive to diversify their income, building a mixed income economy that will increase their ability to manage financial risk and drive long-term sustainability. Charities cannot do this alone and we have challenged funders who are in a position to invest in sustainability programmes to do so. Ensuring our members’ organisational effectiveness is critical to ensuring their ability to realise their mission and contribute to stronger communities.

Working in partnership: Our last recommendation is perhaps the most important in respect of future development. We have been clear, through the Small Charity Index and through our most recent research *Collaboration: more than the sum of the parts*, that our members must strive to collaborate in a meaningful way. We also encourage government to support the efforts of small and local charities and community groups to investigate meaningful collaborations from partnerships right through to merger.

Alongside the report, the FSI used data from the Index to consistently inform conversations and input into government departments on the issues facing small and local charities and community groups; local, national and international.
Research

In June 2016 we published our research *Collaboration: more than the sum of the parts*. The research identified that whilst collaborations are by no means easy, they can be delicate and complex to navigate, it was necessary for our members to take steps to collaborate more.

We looked at five key areas:

**Networking:** this was by far the largest area of collaboration with 65% of respondents undertaking some form of networking. However, networking was not leading to more significant forms of collaboration.

**Strategic Alliances:** Only 39% of our respondents reported taking part in strategic alliances. The research showed that this type of collaboration yielded significant benefits and that more of our members should look at how to develop strategic alliances around service delivery.

**Formal Partnerships:** 20% of respondents indicated that they had a history of working in formal partnerships, the rationale behind this was that they were better able to meet the needs of beneficiaries.

From the research we concluded that not enough small charities are committing sufficient resources to the development of significant collaborations when the benefits of doing so could prove vital to their continued success and improve the quantity and quality of the services they deliver to those they support.
Influencing

The FSI was asked to sit on the working group for the Fundraising Preference Service. This activity came about as a result of poor fundraising practices which were highlighted in the media over the previous 18 months. The FSI was able to successfully put across the view of smaller charities who, by and large, had not been responsible for poor practices.

Throughout the year we worked closely with the Charity Commission’s Counter Fraud Stakeholder Group and also the Fraud and Risk Resilience subcommittee. Small charities can be the target of fraudsters, according to estimates fraud costs the charity sector nearly £2 billion a year. It is important that we are part of these conversations and can adequately support our members through disseminating fraud alerts and best practice.

We have also been working closely with CASS Business School on the Effective Trusteeship campaign. Upskilling and ensuring that trustees of small charities have the tools they need to govern is vital. To this end, this year we developed six half day training courses covering a range of governance topics.

Finally we presented to the Charities and Volunteering All Party Parliamentary Group on the ‘State of the Small Charity Sector’ based on findings from the FSI Small Charity Index.

The above are only a few of the areas that we work on in order to influence change on behalf of our membership.

The Future

Small Charity Index

We are committed to the continued delivery of the Small Charity Index. It has proved an invaluable tool to use to leverage change and open the door to influence on behalf of small charities. As we move forward we will endeavour to use more regional data and highlight issues on behalf of charities across the UK.

Research

In June 2016 the UK made the historic decision to leave the European Union and the term Brexit became common language. Our next big research project will seek to understand the implications and highlight the challenges and opportunities that Brexit will bring to small charities and community groups.

Influencing

We will continue to use every opportunity at our disposal to accurately represent the opinions of small charities and community groups in whatever forums we are invited to attend. Our aim as always will be to build awareness of the amazing work undertaken by these organisations whose impact is huge but whose voices are seldom heard collectively at a national level.
Supporting our Members

Members at the heart of the FSI

2015/16 was a year of reflection and listening to the feedback given to us by our membership. Access to our services is a common request, and whilst we will continue to expand the number of locations and courses we deliver to reach a wider audience, we also reflected the need to consider how we grow our impact through the use of new technologies.

The Future

Recognising the importance of making learning available to all members we will grow our online learning delivery through the use of new technologies such as webinars and make an investment in a bespoke Learning Management System (LMS) for members to better access both classroom based and e-learning from one hub.

We will also provide further resources, videos and toolkits via the new LMS and website and we will signpost to other resources through our partners and organisations that we collaborate with.

The FSI will also continue to develop greater partnerships with other organisations, supporting our members, to enhance the learning and experience of our members in the coming year.

We are also aware of a growing request to broaden our eligibility criteria from non-registered charities and Community Interest Companies, as well as our smallest members asking for greater access to online learning. To this end in the next financial year we will expand our eligibility criteria and add online learning opportunities to our learning programme.

We know that our members want to invest in developing their fundraising skills and that they need a qualification that is flexible and can be delivered within a timeframe that meets their needs. With this in mind we have invested in the development of fundraising qualifications accredited by SQA, at Diploma, Certificate and Introductory level.

A key aim in 2016/17 is to further develop the relationship we have with local infrastructure bodies in order to ensure that their members are able to take advantage of the membership benefits we offer to small and local charities and community groups.
Building a Sustainable Organisation

All small charities must develop a ‘mixed income economy’ securing income from sources that are most appropriate to the aims and skills of the organisation. At the FSI our aim is to enable small charities to be more effective, efficient, accountable and be self sustaining. With this in mind a key source of income comes from the consultancy arm of the charity through which we are able to support those charities that require more from us than the services we deliver through our Learning and Influencing Programmes.

Pro bono
This year we continued to be a partner to the Guardian Charity Awards in 2015, offering pro bono consultancy to the award winners. The five winning charities were Hand on Heart, Environmental & Management Solutions, The Brilliant Club, Action Foundation and Working Chance.

We delivered over £6,000 pro bono consultancy to the winning charities including support on impact measurement, income diversification and strategic planning.

Trusts & Foundations
We continued to receive excellent support from key Trusts, Foundations and Livery Companies some of whom, including Leathersellers Company, Santander Foundation and the Westminster Foundation have supported the FSI for many years as they are committed to improving the skills within the small charity sector.

Consultancy
We worked with over 30 clients supporting them through Trustee Strategy Away Days, Business Planning, Impact Measurement and Fundraising.

This year we supported a pilot project the Communities Can programme, by the Young Foundation. We provided consultancy support targeted at below the radar local community groups.

We now how much our members value the consultancy support we are able to provide and so this year we will review and refine our offer and develop partnerships where they add value to what we are able to deliver to small charities.

Partners
This year a significant number of businesses whose products are tailored to the needs of smaller charities worked with the FSI, sponsoring and exhibiting at events held across the UK.

Statutory Funding
We were successful in bidding for and securing a grant to deliver the Small Charities Fundraising Training Programme, from the Office of Civil Society. We partnered with the Small Charities Coalition and in total delivered over 1,500 new learning interventions to small and local charities and community groups.
2016 was the most successful Small Charity Week to date with 2088 charities across the country taking part in 80 events and initiatives. This was only possible due to the commitment, help and support of organisations around the country. We have put some of the highlights of the week below:

**MONDAY 13TH JUNE**

**I LOVE SMALL CHARITIES DAY**

Small Charity Week trended on Twitter for over 7 hours and at one point both #SmallCharityWeek and #ILoveSmallCharities were trending!

Over 300 organisations and people signed up to the Thunderclap and we had a social media reach of over 1.1 million (over double the previous year!)

Three social media campaigns were run with 220 charities getting involved and 1165 messages of support delivered to them.

**TUESDAY 14TH JUNE**

**BIG ADVICE DAY**

The National Big Advice Day event was hosted by Team London and held in City Hall, London, where expert advisors were paired with small charities and delivered 306 hours of advice!

Alongside this, another 17 events were run from Scotland to East Devon and Chichester. In total 564 hours of advice were given away to 273 small charities.
Policy Day was a chance for small and local charities and community groups to engage with policy makers and influencers. To start the day we released the FSI research Collaboration: More than the sum of the parts which was widely covered in the sector and in the Guardian.

An international debate was held in the House of Lords where international charities debated The Future of International Development: will small international development charities survive. A blog covering the debate from the Huffington Post.

The day concluded with a reception held in Admiralty House attended by the Minister for Civil Society, Rob Wilson MP. Fifty eight charities attended representing a cross section of charities from the environment to health and from animal sanctuaries to humanitarian aid. Local authorities in several areas across the UK also hosted engagements focussed on increasing collaboration across the Small Charity Sector.
**Fundraising Day**

Fundraising Day proved incredibly popular this year with 972 charities taking part in 13 initiatives which raised £64,702.

195 small charity delegates attended the FSI Fundraising Conference where 99% saw an increase in their confidence and 98% saw an increase in their knowledge. One delegate added the day was “Utterly inspiring, very useful, really helpful and very interesting”.

In partnership with the PayPal Giving Fund and eBay for Charity two initiatives were run. One to give charities the chance to have fundraising messages displayed on the checkout page of eBay and the ever popular Small Charity Week auction. Combined these initiatives raised £18,878.

A #GiveMe5 campaign was run by Localgiving to encourage people to give £5 donations to local organisations. A total of £27,500 was donated with another 1,400 people getting involved and donating to 352 different groups.

Alongside this a £5,000 matched fund was given by Localgiving and the FSI which doubled 1000 x £5 donations.

Toolkits were released to support charities gain knowledge in numerous aspects of fundraising as well as others which aimed to help them run their own events. Additionally at least 21 events were held.

**Volunteering Day**

205 charities were involved in Volunteering day, taking part in 4 events as well as registering volunteering opportunities on the Small Charity Week website.

Events included a Trustee Matching and Networking event with the I Am Group, Speedmatching event with The Media Trust, the Reach Volunteering Advisory Panel and a seminar on partnerships with Third Bridge.

**Celebration Day**

Small Charity Week closed on Celebration Day with small charities registering their own events across the country to celebrate the vital work undertaken around the UK and across the world.
Thank You

to our supporters

The Santander Foundation
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The Westminster Foundation
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Givergy
Kreston Reeves
LL Accountants
The Rank Foundation
Fujitsu

All of the trainers, speakers and advisors who have given their time and expertise to our members
The natural way in which the FSI joins the voluntary and commercial sectors together for mutual benefit is what first attracted us to them. UK Charity Insurance (UKCI) has partnered with the FSI for a couple of years now. This has benefited its charity members in terms of the sound risk management and insurance advice a number have received via formal learning opportunities or through one-to-one client reviews. Many have also seen insurance premium savings.

One memorable case in 2017 was that of a London-based Community Greenhouse project. Following the FSI’s introduction at its February training event, UKCI was asked to review the charity’s cover needs. This involved taking the time to understand the organisation’s aims and its activities. On inspection there were a number of gaps in their existing cover meaning they were exposed in some key areas.

As a result of the review UKCI was able to advise on and arrange the correct protection, adding cover for computer equipment, charity contents and legal expenses. The charity also accepted our proposal to include Business Interruption cover to guard against loss of income and increased costs following a catastrophe. We also added Trustees Indemnity cover to protect the trustees as they carry out their duties. To top it off, all this was arranged for less than the existing insurance provider’s invited renewal for the wrong/incomplete cover.

Would this have happened without the FSI’s partnerships with sector experts in the business community? We doubt it. It’s more likely that the Greenhouse charity would have continued paying too much for not enough.

“UKCI provided our charity with an excellent, efficient and friendly service. Gordon was always quick to respond to my questions and clear in his explanations. I would not hesitate to recommend him and UK Charity Insurance to other charities.”

Kate Sebag, Brockwell Park Community Greenhouses
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