## Our Values

<table>
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<tr>
<th>Empathy:</th>
<th>Excellence:</th>
<th>Respect:</th>
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<tbody>
<tr>
<td>“Always something to be learnt at the FSI events. Really appreciate the free advice and time given to my questions. I found the 1 to 1 sessions cathartic.”</td>
<td>“Giles offered superbly experienced advice. The most important thing was it was inspirational but practical. I can put it into practice tomorrow and make a significant and sustainable impact on the charity.”</td>
<td>“I enjoyed the session and refreshing opportunities because it is always helpful to talk about my organisation to new people - conveying our message succinctly and passionately. It's great to hear others and their challenges, and share ideas over solutions.”</td>
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<tr>
<td>Nick Handley</td>
<td>Chris Bath</td>
<td>Catherine Clarke</td>
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<tr>
<td>West Sussex Mediation Service</td>
<td>Unlock</td>
<td>Royal Commonwealth Society</td>
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<tr>
<th>Persistence:</th>
<th>Sense of the possible:</th>
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<tr>
<td>“Keep doing what you’re doing - it’s great!”</td>
<td>“I found the atmosphere really positive and there was a definite buzz in the air at lunch and during the breaks.”</td>
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<tr>
<td>Keith Everest</td>
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<td>Cherry Lodge Cancer Care</td>
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<th>Energy:</th>
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<tr>
<td>“Forgot how much I love @TheFSI, awesome free training for small charities #fallinginloveagain #inspired #Innovation Lizzie Bond (@lizibond).”</td>
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Why we do what we do?

Case Study: Sutton Mencap

We say:
“We train charities to fundraise in a diverse way, to set them on their way. We also provide opportunities for them to fundraise without the hassle of organising an event.”

They say:
“The FSI provided us with an opportunity to raise our profile within our wider community through Small Charity Week. As eBay Give at Checkout winners we were not only able to raise a considerable one off donation but were able to attract additional new supporters via eBay. Our involvement has encouraged us to consider ways to diversify our income, helping us to create sustainable income streams creating a lasting impact that will enable us to grow in the longer term.”

Their Beneficiaries Say:
“From a parent’s perspective, Sutton Mencap has been a lifesaver for us as a family. It has given us a much needed break from the stresses of caring for a child with considerable needs. It has enabled us to catch our breath and to experience some normality as a family, albeit for a few hours only.”
The FSI are our little Matryoshka Doll. Without them at the centre of our charity we wouldn’t have been able to build our charity as quickly and securely as we have. SkBadger has had fantastic support in the last year, but our successes are in no small part because of the FSI.

This report will tell you about all the other thousands of charities that have been able to achieve so much more because of the expert help from the FSI.

Sky Badger was launched in 2012 to find help and adventure for disabled children and their families all over the UK. We started with one unpaid full time staff member and three passionate trustees. Now we have 1 full-timer, 2 part-timers, 17 volunteers and 4 trustees and are growing all the time. Support from the FSI has allowed us to reach over 150,000 families and professional helping disabled children in the last 15 months.

The FSI training, information, networking and moral support has let us avoid hundreds of time consuming and expensive mistakes. Their training in particular has given us, and continues to give us, an extraordinary foundation to develop our own best practice. Fundamentally, people that start charities know what they need to do to make the world a better place, the FSI gives them the skills to concentrate on delivering that help rather than drowning in complex but very necessary, structure and paperwork.

Each new layer we add to Sky Badger wouldn’t be possible without having the FSI at the core of our ‘Matryoshka Doll’.

Naomi Marek
Chief Executive, Sky Badger
Welcome from Pauline and Emma

Each year we both write our sections of the Impact Report; it’s a great opportunity to sit back and reflect on the year past.

This year, having sat back, we decided that it would be more powerful, and more fitting, to let our members tell the story of the FSI in their own words.

However, we would like to reaffirm our joint commitment to stand by the charities we support. We will stand beside you as you strive to be the best you can be: to support more children, more young people, more families, more communities.

We can’t be with you on the ‘front line’. But we are here supporting you and making sure you have access to as much support as you need. We will help you keep your charities working hard in these ever more challenging times.

We have had a great time working with you and look forward to continuing on this great journey.

Emma and Pauline
Chairman of Trustees & CEO of the FSI

Membership

March 29th 2008 0 Members

April 1st 2012 1,315 Members

June 20th 2013 2,161 Members
“Ginger Rogers did everything that Fred Astaire did, but backwards and in high heels.”

Frank and Ernest, 1982

Sometimes, the charity sector can feel a bit like that. You can find yourself running on a tiny budget, with no staff and a seemingly endless series of obstacles to overcome. It can be easy to get so absorbed in the workings of a charity and forget about the positive impact that you are having on the world.

At the FSI we are constantly astonished how much our members improve the lives of millions of individuals, communities and causes. We encourage them to celebrate it as much as possible.

We also like to practice what we preach. This report draws together everything that the FSI has done over the last 15 months.

It will hopefully tell the story of how the gifts that our funders kindly give us have been put to good use; how every single pound that we receive has been spent supporting the Small Charity Sector.

Read on to see the impact we’ve had over the year, backwards and in high heels.

“We offered £2.2 million of services to small charities entirely for free. We do all of this on an income of approximately £400k.

Small Charity Week is a great way to showcase the hard work that small charities, as the backbone of the voluntary sector, are doing to support communities around the country. Their vital contribution cannot be underestimated.”

Nick Hurd, Minister for Civil Society
SHARING OUR KNOWLEDGE

National Training
Every year we deliver free training for hundreds of delegates. Our wide range of topics is based around the skills our members tell us they need the most.

Advice Clinics
Every month, the FSI offers one-to-one advice sessions with our team of experts. These give members the chance to get tailored advice on the issues that are concerning them the most, free of charge.

Regional Training
Throughout the year we travel across the UK, bringing our training to charities. This reduces expensive, time consuming and environmentally damaging travel for charities who can’t afford to travel to London.

Affiliates
We offer ten charities the chance to become our Affiliates for a year’s intensive mentoring. This includes a complete assessment of their organisation which helps us develop a bespoke, informed development plan.

Online Resources
We’ve filled our website with online resources that small charities can access and use at their leisure.

Skills Conference
Our skills conferences allow delegates the chance to develop the ‘back office’ techniques to help them run their charities as effectively as possible.

Fundraising Conference
This conference gives delegates the chance to engage with the cutting edge of fundraising. Our speakers are drawn from the most passionate and insightful experts from across the sector.

Small Charity Week: Advice Day
In addition to our monthly sessions, we set aside an entire day in SCW for intensive advice sessions.

Scholarship
Four rising stars from the small charity sector are selected for their drive, passion and potential. We provide them with a professional development programme and pro bono training and qualifications to help them become inspirational leaders.

Our training programme is developed based on the results from our biannual Skills Survey.
We said we would

National Training
Continue to expand and deliver our training courses in London.
Listen to feedback to ensure that what we offer is relevant to our members.

Advice Clinics
Continue to offer our monthly advice clinics.
Use Skype, phone interviews and face-to-face to ensure that they are as accessible as possible.

Regional Training
Continue to grow our regional training series, offering events in hubs across the UK, including Cambridge, Basingstoke, Chester and Brighton.

Affiliates
Support up to 15 Affiliates through our programme, including the winners of the Guardian Charity Awards.

Skills Conference
Hold two high-quality conferences in the year, offering 160 delegate spaces with access to 12 expert speakers.

Fundraising Conference
Run a further FSI Fundraising Conference providing innovative expert speakers on a range of fundraising topics for up to 250 small charity delegates.

Scholarship
Take on four new scholars for 2012/13.
So what did we do?

**National Training**
We trained 657 delegates throughout the year, our highest number ever.

**Affiliates**
We were delighted to select and support 5 charities in addition to the 5 Guardian Charity Award winners in 2012.

Overall, we offered over £22,000 of free consultancy to these charities over the year.

**Scholarship**
We supported 4 Scholars in 2012, who received monthly mentoring and preferential access to FSI training.

**Advice Clinics**
We delivered monthly expert advice sessions to 92 small charity representatives, receiving overwhelmingly positive feedback.

**Regional Training**
We ran five roadshows throughout the year across the UK. 544 delegates came to our events:
- Cambridge: 129
- Brighton: 74
- Basingstoke: 127
- Manchester: 137
- Chester: 77

**Skills Conference**
We hosted 141 delegates over two events in September 2012 and February 2013.

**Fundraising Conference**
In November 2012 200 people attended our biggest Fundraising Conference yet. The keynote speech was delivered at The Goldsmiths’ Company by Nick Hurd, the Minister for Civil Society.
What were our impact and highlights?

**National Training**

We expanded our programme of training, based on the results of our Skills Survey, which now features 20 different courses.

99% of delegates said that the course would help them do their jobs better.

72% of delegates said that the course had increased their skills.

89% of delegates reported that the course had increased their knowledge.

87% of delegates said that the training had increased their confidence.

**Advice Clinics**

Our members love these sessions. 91 of our 92 attendees said that our expert advisors answered their question and that we had helped them do their job better.

95% of our attendees said that their confidence has increased as a result.

**Regional Training**

Overwhelmingly positive feedback.

86% of the delegates reported that their confidence had increased as a result of the training as well as 89% reporting an increase in knowledge.

“Great course – flew by as it was so engaging and well-paced”

Sam Fillingham

PIP-UK (Chester Training)

**Regional Training**

86% of the delegates reported that their confidence had increased as a result of the training as well as 89% reporting an increase in knowledge.

“Great course – flew by as it was so engaging and well-paced”

Sam Fillingham

PIP-UK (Chester Training)

**Affiliates**

All of the participants rated our services as either ‘Excellent’ or ‘Good’.

“All of the participants rated our services as either ‘Excellent’ or ‘Good’.

“The opportunities for high quality staff development are huge”

Paul Silvester

Foresight

**Skills Conference**

Overall, 97% of attendees rated the conference as either ‘Excellent’ or ‘Above Average’ (up from 93% last year).

One delegate said, “Another fantastic day from the FSI, who support us so well we feel they are part of our volunteer team!”

**Fundraising Conference**

The numbers speak for themselves. 99% of delegates reported an increase in their fundraising knowledge following the day. 96% stated the content was above average or excellent and 94% said that their fundraising confidence had increased.

One delegate said, “It’s access to expertise I otherwise wouldn’t get”

**Scholarship**

“Without this FSI programme I would not have been able to take the organisation forward in the way I have over the last year”

Anna-Joy Rickard

The Humanitarian Centre
What about the future?

**Regional Training**

We will make our training more accessible by expanding to 8 regional training events.

**National Training**

In 2013/14 we will continue to deliver a core training programme that meets the needs of the Small Charity Sector.

We will aim to expand our membership by 25%, ensuring that as many charities have access to our free services as possible. We will deliver 80% attendance at training courses.

**Advice Clinics**

Our drop-in sessions will continue monthly. We will investigate new and more effective ways of delivering this advice, making it as accessible as possible for all our members.

**Regional Training**

We will make our training more accessible by expanding to 8 regional training events.

**Advice Clinics**

Our drop-in sessions will continue monthly. We will investigate new and more effective ways of delivering this advice, making it as accessible as possible for all our members.

**Skills Conference**

We will run another two Skills Conferences, delivering high-quality training for 160 delegates.

**Fundraising Conference**

We will run another similar Fundraising Conference next year.

We will ensure that the event is fully attended.

**Affiliates**

We will continue to deliver strategic support to 8 charities, including our partnerships with the Guardian Charity Award winners.

**Scholarship**

The Scholarship programme will be discontinued after the current group in order to redirvert resources into our wider Learning Programmes.
Small charities were able to access one-to-one advice and knowledge by being paired with experts from the private, public and not-for-profit sectors.

2012: 103 hours of free expert advice was given by 41 advisors. Feedback was positive all round, with 99% of participants having their questions answered and 100% stating an increase in their skills in the topic area thanks to their advice session.

2013: Our team of expert advisors gave 160 hours of one-on-one sessions to 74 people from 66 charities.

99% of participants had their questions answered
98% stated that they felt the session had helped them to do their job better.
99% saw an improvement in both their knowledge and confidence in the topics discussed.
100% of attendees rated the overall event as good or excellent.

“Lots of ideas were bounced around so there’s a lot of homework to do - but it is great to explore ideas with a knowledgeable outsider with fresh perspectives.”

Catherine Clark, Royal Commonwealth Society
MAKING YOUR VOICES HEARD

Every day, small charities work to improve the lives of millions of people. Sadly, with the complex rules and regulations of the third sector it can often feel like they are dancing to somebody else’s tune.

We listen carefully to what our members say, and work hard to amplify it so that their voices are heard and their impact understood.

Small Charity Index
The Index is a monthly survey of our members that provides a ‘pulse of the sector’ report. This allows us to see trends as they occur as well as providing the most up to date information available in the Small Charity Sector.

Research
We undertake annual research to give us a better understanding of small charities. This gives us the evidence we need to develop and improve our services for our members.

Representation in Whitehall
Throughout the year, we consult small charities and coordinate responses to Government Bills on their behalf, ensuring that their needs are at the forefront of policy creation.

Federation of Small Charities Council
The Council was launched during Small Charity Week 2013. Its 36 members represent a cross-section of the small charity sector. We support them to meet four times a year to discuss changes and trends in the sector.

Small Charity Week: Policy Day
This day brings together delegates from small charities to meet with policy makers and engagement experts from around the country.
We said we would

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<tr>
<th>Small Charity Index</th>
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<th>Federation of Small Charities Council</th>
<th>Research</th>
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<tbody>
<tr>
<td>Create a stronger voice for charities by providing a monthly ‘pulse of the sector’ report.</td>
<td>Provide an effective, strategic channel between Whitehall and the small charity sector.</td>
<td>Build coalitions, alliances and network groups between charities that share a common purpose in order to elevate their voice in the public arena.</td>
<td>Continue our research, including looking at the localism agenda along with the continued biennial Skills Gap Survey.</td>
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So what did we do?

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<tr>
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<tr>
<td>We launched the Small Charity Index in June 2013 and have had a great take up of our members. We have already collected 4 month’s worth of data with some key trends appearing.</td>
<td>We responded to a number of Government Consultations on behalf of the Small Charity Sector. We have also briefed ministers and regularly attend the All Party Parliamentary Group for Civil Society and Volunteering.</td>
<td>The Council met for the first time in June 2013 with a membership of executives from a cross-section of the Small Charity Sector.</td>
<td>We published three major pieces of research, all of which we have made publically available on our website. We also conduct a quarterly Perceptions Survey, which looks at how small charities can improve how the public regards the sector.</td>
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What were our impact and highlights?

Small Charity Index
By the end of June 2013, 188 members had responded to the survey, giving it a solid statistical backing.

Our initial finding that 1 in 10 small charities worry that they will close within a year attracted national attention from the BBC News.

Representation in Whitehall
Cathy Jamieson MP thanked us in Parliament for our contribution to the Small Charitable Donations Bill.

We briefed MPs on how VAT affects small charities and responded to consultations on the reform of offender services and the ‘Lobbing Bill.’ Coverage of small charities increased with mentions in The Metro and BBC Breakfast London.

Federation of Small Charities Council
The inaugural meeting of the Council was chaired by Gareth Thomas MP, the Shadow Minister for Civil Society.

“The work of small charities often offers the most inspiring articulation of these values, and the FSCC should be seeking outlets in which we can showcase this to demonstrate Britain at its best.”

Andy Shipley
FSC Council Chairman

Research
We published ‘GRIDLOCK’, in June 2013 to coincide with Small Charity Week. The report looked at the experiences of small charities in the procurement and commissioning process.

What about the future?

Small Charity Index
Continue to research issues that impact the Small Charity Sector. Use our research to inform and adapt the services that we and our partners offer.

We will also start to look more in depth at the qualitative responses on a quarterly basis.

Representation in Whitehall
Continue to collect and distribute this information. We will ensure that this data is considered and acted upon by policy makers in Whitehall.

Use events run by the FSI to engage policy-makers.

Federation of Small Charities Council
Continue to provide support for the Council, as well as providing an online forum for members to discuss issues.

We will facilitate 4 meetings a year as well as one campaign.

Research
The FSI’s research for 2014 is entitled ‘Transforming the Sector’. The research will gather the views of small charities on how the charity sector is changing, from the independence of the sector to its identity.
Charities were given the opportunity to engage with policy makers, to learn more about policy processes and meaningfully contribute to policy debates.

**2012:** 3 major events took place starting in the morning with the Small Charity Sector Policy Forum, moving on after lunch to present the Small Charities, Communities and Localism Report 2012 to the All Party Parliamentary Group for Civil Society and Volunteering, then in the evening onto the House of Lords where over 100 small charities attended the official launch of the Report.

6 separate policy events took place across the UK hosted by local councils.

**2013:** The FSI were hosted by the Cabinet Office in a policy event in Admiralty House in which policy makers and charities came together.

We also launched the GRIDLOCK report as well as hosting the inaugural meeting of the FSC Council in Portcullis House on the day.

“The event was well organised and provided an excellent opportunity to meet policy makers and peers in a relaxed atmosphere.”
GRIDLOCK: Breaking through the barriers to the commissioning services from the Small Charity Sector

The report aimed to identify the problems faced by small charities in the commissioning process.

How did we conduct the research?
A survey was completed by 239 small charities. All organisations in the study had annual turnover of less than £1.5million; 56% had a turnover of less than £250k.

Key Findings
1. There is a weak relationship between small charities and commissioners.
2. Small charities look for advice to improve the experience of bidding for contracts.
3. Small charities feel uninformed about the latest reforms to health and social care commissioning.
4. There is a lack of confidence in the ability of small charities to use the Localism Act 2011.
5. There are still major barriers to effective collaboration for small charities in commissioning.

Moving Forward?
Clearly, the current situation is not sustainable. Only a quarter of respondents indicated that they felt they could carry on bidding for – and carrying out local authority contracts over the next 5 years.

The recommendation is that Commissioners must provide the targeted support which is needed for small charities. Equally, small charities must consistently integrate feedback measurements into their bid preparation.

The FSI will campaign:
1. To achieve an open dialogue between commissioners and small charities.
2. For commissioners to take on board the views of small charities in the commissioning process.
3. For small charities to demonstrate their social value to beneficiaries and social impact in the community.
4. For local authorities to ‘look local’ when commissioning to secure the best services.

Commissioning: The process by which local government services are monitored and allocated. In theory, what’s offered through the various services should perfectly match up with the needs of the population.
SC Index: taking the pulse of the charity sector

What is it?
Every month we ask our members a series of questions that are currently relevant to small charities. Although it only takes them a couple of minutes, it gives us accurate, up-to-the-minute information on the state and feeling of the small charity sector.

Who completes the Index?
By the end of June, 188 members were represented in the Index. The data can be split by income, cause type, and geographical location, meaning that we can draw key conclusions about types of charities as well as sector trends.

What next?
The longer that the Index runs, the more useful it will become. The information that it produces will be considered by the FSC Council, as well as given to key policy makers. After collecting six months of robust data we will move to a quarterly regime.

Our early results show:

Around 1 in 10 (9%) small charities in the capital say they fear closure in 2014

Nearly Two Thirds (63%) of London-based small charities are experiencing an increase in demand for their services

Around 1/4 (23%) dipped into their reserves in the last month

At the same time 14% of small charities in the capital have seen a drop in voluntary income
HELPING YOU FUNDRAISE

The two things that are always in short supply for small charities are time and money. We aim to try and make our members’ lives easier by giving them a hand with their fundraising.

Throughout the year we run a range of fundraising initiatives which offer our charities the chance to raise money without the hassle, risk and cost of setting them up themselves.

In 2012/13 we ran three main events.

The Great Big Small Charity Car Draw
We provide the car, the gambling licence and all of the marketing materials our charities needed. All our charities had to do was sell tickets. We collect the tickets and carry out the prize draw, making one supporter the lucky winner of a Kia Piccanto.

FSI Challenge
Our annual 4k and 10k run in Derbyshire which is a great fundraiser and social event. As we don’t charge the charities for the spaces, they get to keep every penny they raise.

The Small Charity Christmas Challenge
On the run up to the festive season, we sent out fundraising packs to give our members a boost with their fundraising. To add a competitive edge, there was a cash prize on top for the charity that raised the most money.

SCW Fundraising Day
The day supported small charities to increase their ability to fundraise in their local area and nationally through online initiatives.
We said we would

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<th>Small Charity Christmas Challenge</th>
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<tr>
<td>Keep the draw open for even longer so that the charities had the opportunity to fundraise for a longer period.</td>
<td>Organise another successful event, keep entry free for charities and increase the number of runners.</td>
<td>Have another Christmas Challenge fundraiser.</td>
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So what did we do?

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<td>193 charities took part, raising an enormous £52,750 for the small charity sector. On average, each charity raised £273 from ticket sales alone.</td>
<td>We celebrated our fifth anniversary with our biggest challenge yet. 30 charities participating, 11 more than last year, with 213 runners taking part and many more coming to support.</td>
<td>Charities across the country took advantage of the fundraising packs and set up events ranging from selling decorations to organising carol singing.</td>
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What were our impact and highlights?

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<tr>
<td>The Animal House Rescue received £3,680 as a result of the huge amount of tickets that they sold. To date, the Draw has enabled our members to raise £277,000 for their respective causes.</td>
<td>Because the FSI organised the event, charities could keep every penny that they raised. We enabled our charities to raise almost £37,000, an average £173 per runner.</td>
<td>Charities reported back that the events helped them to raise over £8,000 in the run up to Christmas.</td>
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What about the future?

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<tr>
<td>We will run another free raffle with a wider range of prizes, giving more than one winner. We will keep prize values to the same level.</td>
<td>We will run another event but with capacity of up to 300 runners.</td>
<td>We will run a unique event to support Christmas fundraising whilst offering another cash prize.</td>
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Small Charity Week

Fundraising Day

This day provided small charities with the chance to raise funds and promote their fundraising initiatives.

2012: Thanks to a very generous public over £36,000 was raised for small charities in one day. The eBay Checkout raised £17,522 for the lucky winners of the eBay for Charity competition. The Biggest Small Charity Week eBay Auction was held and it raised just over £12,500 for 42 small charities.

2013: We followed on from the success of the online fundraising with another eBay auction and eBay online checkout service. Our charities also took up the challenge with events organized across the country. Volunteers took to the streets, bucket shaking on the streets and stations of London and across the UK.

Overall the day helped small charities raise an incredible £36,689.
Since its inception in 2010, Small Charity Week has been the cornerstone of the FSI’s year. It’s a major celebration of the Small Charity Sector and its impact on every community in the UK, and beyond.

(Due to a change of dates, this report covers Small Charity Week from both 2012 and 13)

In addition to the three days devoted to Policy (p.16), Advice (p.12) and Fundraising (p.21), we also held three stand alone days celebrating the work of Small Charities.

I Love Small Charities Day
The week kicked off with a day to raise public awareness of small charities. In 2012, 860 messages of support for over 96 charities were pledged on I Love Small Charity Day. 10 Charities took to the streets right across the UK to have their pledge boards signed by those living in their local communities. The causes small charities support were also promoted on the Community Channel’s UK360 show.

Volunteering Day
This day provided small charities with the chance to raise funds and promote their fundraising initiatives.

Celebration Day
Celebration Day brings the week to a close by promoting the wonderful work of small charities everywhere. Over both years we held a mini festival in Russell Square attended by 30 small charities to raise awareness and engage with the public. Fantastic entertainment was provided for the attending charities and the general public.

“Small charities provide essential support to those who need help the most. Without them, millions of people would be left to struggle with little hope … It is vital that we continue to support volunteering in London and throughout the UK, and Small Charity Week is a great opportunity to do this.”

Boris Johnson, Mayor of London during Small Charity Week
Mission Led Enterprise

We recommend that small charities are sustainable by making sure their funding sources are diverse. As a small charity ourselves, it would be hypocritical of us not to follow our own advice.

When they are not delivering services to small charities for free, our team of experts run a consultancy for larger charities.

And the best bit? All the profit we make goes back into the FSI, allowing us to offer more free services every year.

“The Emerging Executives programme is proving to be a fantastic opportunity for our Talented Leaders. Each of them has gone in with both a passion to make a difference and also some personal leadership development goals. I know that the charities are benefiting from meaningful contributions and different perspectives in their “boardrooms” but we are also seeing some significant Leadership growth back in the workplace as a result!”

Rachel Rose, Head of Talent, Leadership and Engagement, Fujitsu UK

Case Study: Emerging Executives
This programme matches up talented individuals from the private sector with charities looking to improve their governance. Executives get active experience and the chance to give something back. Charities gain access to specialist knowledge for free. All money raised goes back into the FSI’s programmes. Everyone wins.

What next?

Hopefully by now you’ve seen the range of the work that we do at the FSI. Also, you should have a flavour of what we are planning to do next year.

This is no time to rest on our laurels. We are proud that we’ve nearly doubled our membership in the last 15 months. However, there are still thousands of charities out there that need our help. Similarly, we have filled only 80% of the spaces that we offer at our training events. Sadly, this still leaves one in five seats empty which could be used by another delegate needing help.

Next year, we will work hard to ensure that every last penny of the services that we offer are taken up. Why? Because every penny that we spend helps charities improve and develop.

2014/15 is going to be a good year.

We can’t wait to get started.

THANKS
The FSI would like to thank all of our Trustees and supporters both individuals and organisations whose hard work enables us to support small charities.