Impact Report
2013/2014

theFSIO
Our Values

Empathy “I feel less alone and more confident seeking funding now. I feel the Demonstrating Your Impact course was very helpful as it made things very simple and understandable to others. Our annual report and AGM were much improved by that knowledge, thank you.”

Helen Crossan, Central Lancashire ME/CFS Support Group

Excellence “Thank you so much for a truly wonderful inspirational training day. In many years of working and as someone who is a firm believer in, and participant of, lifelong learning, I can honestly say that your session was one of the best I have ever attended. I am most certainly considering undertaking further training with you.”

Julia Moss, Norfolk and Norwich Music Club

Respect “I attended my first FSI conference and can confidently say that they are a real draw for being a member and a huge benefit; not only to getting support from experts but also for an opportunity to meet other small charities who you can build up a rapport with to support each other down the line.”

Fundraising Conference Delegate, 2013

Persistence “Quality training with a small charity perspective is difficult to find. The FSI approach is concise, highly practical and motivating.”

Abby White, Daisy’s Eye Cancer Fund

Sense of the possible “The delivery was very captivating so that there were bits all the way through that caught my attention and to be honest, it’s sending me away excited.”

John Sadler, Newcastle Cathedral Trust

Energy “I had an unbelievably interesting and exciting 3 days at your National Training event and came away with my head buzzing with thoughts and ideas. It was great mulling things over with the other delegates. I may even have found a new trustee who is a musician, has worked for several children’s charities and seems to want to write grant applications with me!”

Julia Walport, The Amber Trust
Why do we do what we do?

We say:

“We train small charities and give them the tools and the confidence they need to diversify their income and make their organisations sustainable.”

They say:

“I want to say Thank You. I greatly enjoyed the training we did in Newcastle (and Preston) and it has made all the difference to our organisation. We've been re-thinking our fundraising, and how we position our organisation. Thanks to our FSI training and support, we've learned and built enough confidence to go out and try new ways of fundraising. A very heartening start for us which has shown there is an appetite for individual giving for our charity. Thank you for your help on the way.”

Susannah Bleakley, Morecambe Bay
MS-UK put people affected by MS at the heart of our work; recognising that each one is an individual who has needs, rights and choices.

The charity has encountered many challenges in delivering the services to those we support, most of which are down to resources – finance, logistics and time. As a small charity MS-UK finds it hard to always achieve credibility within the MS community especially as other MS charities are more of a household name.

We won the opportunity to be part of Fundraising Day during Small Charity Week with a local bucket collection. The FSI organised the space for us as well as a balloon modeller as an ‘attraction.’ We also organised a free competition so we could take a data capture. This gave us the chance to raise some much needed funds and simply reach more people.

Beyond this it gave the team a boost. We have had two years of turmoil as an organisation so being able to go out and meet people, and show us and the world that we are making a difference was a great morale boost. Since the bucket collection we have arranged a second collection in Cambridge and were invited to be part of the giant jigsaw the Grafton Centre were organising as part of their 30th birthday celebration. It helped us face some of the problems we have as a small charity, it raised essential money and additional awareness of the services we offer. We met some people who could take advantage of our services and allowed them to talk face to face with an advisor.

Our involvement with the FSI has had such a positive impact on MS-UK and Small Charity Week is only the tip of the iceberg. As a small charity it is essential we make the most of our resources and that includes our staff. The training and opportunities provided to small charities is truly remarkable and would be out of our reach without the FSI's support. Our fundraising and our marketing has improved remarkably due to their help. MS-UK works hard to change the world for those living with multiple sclerosis and with the FSI's help we are making a bigger difference.

Samantha Harper
MS-UK
Here we are again, twelve months on as we both reflect on another year of change for the Small Charity Sector. Be assured we feel even more committed to supporting the work of small charities here in the UK and across the Globe.

We are astonished at what has been achieved when we reflect on the past year. We have supported charities in nine cities across the UK from Newcastle to Brighton. We have delivered 109 one day training courses to our members. We have hosted conferences to support the development of essential skills and we have amplified our member’s voices through our policy activities and the Small Charity Index.

Today, more than ever before, as we speak to our 3,000 plus charity members we continue to be amazed by the impact of their work and dismayed by the many challenges they are left to face on their own. It is our empathy with the issues they face, and our respect for the work that they do that drives us to persistently deliver excellent high quality support that our members tell us is essential to help them in their work.

Our promise to you is that we will never cease to believe in our vision of endless possibilities to support you to overcome the challenges you face each and every day.

 Needless to say we have also had a fantastic year working with you, being enthused by your work, being astounded by your creativity, passion and determination and we look forward to continuing on the journey with you to build a better and more just world for all.

Emma and Pauline
Chairman of Trustees and CEO, the FSI
Our Impact

‘Come to the edge.’ ‘We can’t. We’re afraid.’ ‘Come to the edge.’ ‘We can’t. We will fall!’ ‘Come to the edge.’ And they came. And he pushed them. And they flew.

Guillaume Apollinaire, French Poet

The core Learning and Development Programme is often the only high quality training that many of the smaller charities in the UK can access. Even those charities with significant income often don’t have the resources to allocate to staff development, instead every penny donated and earned goes back to supporting the beneficiaries of the charity. That is why, in these difficult times when funds are scarce, it is important that small charities have the ability to increase the skills of their staff, widen their fundraising horizons, look at new ways to raise and earn income and to network with each other to share experiences, and if possible, come together to work co-operatively in partnership with others.

When we meet our members we are inspired by the work they do, by the passion they have to make a difference and by the dedication they show to those who need their services. We are also often astonished by the reaction to the learning experience. At conferences and on courses throughout the UK, covering over 20 subjects, we have the huge pleasure of seeing ‘light bulb’ moments as delegates are given the tools to do their jobs more effectively and to achieve greater results from a wider range of income streams.

I often think of the quote by Guillaume Apollinaire when I experience a delegate who thinks that what they are being asked to do is impossible. They are too small, they don’t have the knowledge, they don’t have the networks or contacts, the list of why they might not be able to succeed can be endless. But as a course progresses, as they share experiences with other small charity delegates, as they realise that they can, using the tools given to them, increase the amount they raise and the ways in which they raise it, as they gain knowledge and build confidence I see them ‘come to the edge’, and they do fly.

Last year we offered £2.2 million of free services to small charities and we did it all on an income of £333,000.

Pauline Broomhead
CEO, The FSI
Sharing our knowledge

**National Training**
We deliver free training to hundreds of delegates in London every year. We cover a wide range of topics based around the skills our members tell us they need the most.

**Regional Training**
We travel around the UK to eight major cities throughout the year, bringing our training to charities. This allows charities who cannot afford to travel to London to access our free services.

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

**Affiliates**
We offer selected charities the chance to become our Affiliates for a year of intensive support, including pro bono consultancy. This involves a complete assessment of their organisation which helps us develop a bespoke, informed development plan.

**Skills Workshop**
Our Skills Workshop provides attendees with the chance to develop the ‘back office’ skills to help run their charities as effectively as possible.

**Fundraising Conference**
Our Fundraising Conference gives small charities the chance to access learning from experts in a range of fundraising fields, and the opportunity to engage with the cutting edge of fundraising.
We said we would

**National Training**
Continue to deliver the core training programme to meet the needs of the Small Charity Sector. Expand our membership and increase the number of training courses delivered in London.

**Affiliates**
Support up to 10 Affiliates through our programme, including the winners of the Guardian Charity Awards.

**Regional Training**
Continue to extend the regional training series, offering events in hubs across the UK.

**Skills Workshop**
Run two workshops, delivering high quality training to 160 delegates.

**Advice Clinics**
Continue to offer monthly advice clinics. Investigate new and more effective ways of delivering this advice to ensure that they are as accessible as possible.

**Fundraising Conference**
Run the “Sharing the Best” Fundraising Conference allowing up to 250 small charity delegates access to a range of expert fundraising knowledge.

So what did we do?

**National Training**
We trained 562 delegates at our two National Training events, each offering 15 full day workshops across three days.

**Affiliates**
This year we were pleased to select and support 3 charities alongside the 5 Guardian Charity Award winners.

**Regional Training**
We delivered 8 Regional Training events throughout the year across the UK with 939 charities attending our events.

**Skills Workshop**
We hosted 81 delegates, giving them access to expert knowledge across 12 workshops. We failed to reach our target of 160 places - **we will do better!**

**Advice Clinics**
We ran monthly advice clinics sessions with 41 small charity representatives.

**Fundraising Conference**
We hosted our conference in September 2013, with 220 delegates attending. The keynote speech was delivered by influential fundraiser, Bernard Ross.
Impacts and highlights

National Training
Our training courses have proved to be essential to helping small charities’ sustainability. As a result of the training, 96% of delegates said that the courses would help them do their jobs better, 88% of delegates reported that the training had increased their skills, 98% of delegates said that the courses had increased their knowledge and 95% of delegates stated that the training had increased their confidence.

Regional Training
We received overwhelmingly positive feedback from our small charity delegates. As a result of the training, 96% of the delegates told us that their knowledge had increased, and 91% reported an increase in confidence. “The high quality and depth of experience of the FSI trainers was obvious, as a result the advice and insight they gave throughout the course was excellent.” Hilary Jones, Borderlands (Cambridge Training)

Advice Clinics
Our members have told us this is one of the most valuable services we offer. 100% of our attendees said that our expert advisors answered their questions and that we have helped them do their job better.

Affiliates
Over the year, we have provided over £12,000 of pro bono consultancy to our Affiliate charities. “We now have a fundraising plan that we have used in bids. Having a fundraising plan has cut down our workload. The advice on Core Case has helped with developing our business plan.” Sita Brand, Settle Stories

Skills Workshop
100% of the attendees rated the Workshop as either “Excellent” or “Good” (up from 97% last year). “Very useful, workshops were all very helpful and meeting other delegates always good. We were all very well looked after, will totally recommend FSI - thanks very much!” Gill Stringer, Plymouth Guild

Fundraising Conference
Our Fundraising Conference just keeps getting better and the numbers prove it. 100% of delegates reported an increase in their fundraising knowledge, while 95% said that their fundraising confidence had increased and 98% rated the content as either “Good” or “Excellent”. “Some good nuggets of information throughout the day, particularly for charities with no money!” J. Hales, RISE
The future

During 2014/15 we will continue to consolidate the services delivered by the FSI ensuring that they remain relevant to our membership based on the findings of the 2013/14 Small Charity Skills Survey. We will focus our activities on delivering programmes that deliver the highest impact to small charities and the best return on investment for our donors and supporters.

National Training
In 2014/15 we will increase the number of National Training places available to our members from 600 to 900. These will be delivered via three, three day National Training Events each facilitating 300 delegate places across 15 training subjects.

Regional Training
In 2014/15 we will continue to deliver a core training programme, and we will review the geography of our delivery to ensure that we are facilitating the ability of as many small charities as possible to access our free support. This programme delivers 1280 one day delegate places across the UK.

Advice Clinics
10 one hour drop-in sessions will continue to be available once a month to the members who need one to one support and advice.

Affiliates Programme
We will support up to five charities who have secured their places on this programme through the Guardian Charity Awards scheme.

Skills Conference
Building on the success of the Skills Conferences over the past five years we have taken the decision to increase the capacity of this event to more than 160. The impact of this is that we will deliver the conference over one day at a larger venue. We want to take this opportunity to thank Legal & General for their commitment to this conference over the previous five years.

Fundraising Conference
This is one of the most popular events in our calendar and we are committed to delivering, for our members over 200 delegate places to learn from the very best and most innovative talent in the charity sector.
Making your voices heard

Small charities strive to improve the lives of millions of people every day. Yet with the complex rules and regulations imposed on the third sector, it can often feel like they are dancing to somebody else’s tune. We listen closely to what our members say and work hard to strengthen their voices to make sure they are heard and their impact is understood.

Small Charity Week
One of the largest events on the FSI’s calendar, Small Charity Week raises the profile of the small charity sector and is a celebration of the work of small charities. It shines a spotlight on their invaluable impact on individuals, communities and causes across the UK and the rest of the world.

Small Charity Index
The Index is a quarterly survey of our members which provides a “pulse of the sector” report. This presents us with the most up to date information available, in addition to revealing trends as they occur within the Small Charity Sector.

Research
Each year we conduct research to give us a better understanding of small charities. This provides us with the information we need to develop and enhance our services for our members.

Federation of Small Charities Council
The Council members represent a cross-section of the Small Charity Sector. We facilitate four meetings a year to discuss issues and trends in the sector.

Representation in Whitehall
We regularly consult small charities and coordinate responses to Government Bills on their behalf, ensuring that their needs inform and influence new policies that will affect the Small Charity Sector.
We said we would

**Small Charity Week**
Build on the amazing success of this week in 2015 ensuring that even more small charities take part and are able to showcase their activities to a wide audience.

**Small Charity Index**
Highlight issues that impact the Small Charity Sector to inform influencers and **campaign for change**.

**Research**
Undertake research on how the Small Charity Sector is adapting to changes in Commissioning.

**Federation of Small Charities Council**
Provide support for the Council, providing a forum for members to discuss issues and campaign for change.

**Representation in Whitehall**
Collect and distribute information from the Small Charity Sector to inform and influence policy makers in Whitehall.

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So what did we do?

**Small Charity Week**
This year we were delighted to receive the Big Society Award from the Prime Minister, David Cameron. It is a resounding endorsement of the work of small charities throughout the UK and beyond.

**Small Charity Index**
We collected data to build an accurate representation of the sector. In 2014 we launched Small Charity Index Report: 12 Months On (see separate publication)

**Research**
We published The Relationship between Small Charities and Public Sector Involvement: **Missing Pieces**, (see separate publication). This research will form the basis of our 2015 Campaign

**2014 Campaign GRIDLOCK**
We used six FSI events to engage with both national and local policy makers. Small charity members were able to air their views on the key challenges they are facing, how government can help fill skills gaps in the sector, and how local commissioners could work more closely with local charities, identifying the added value they bring to their local communities.

**Federation of Small Charities Council**
We facilitated the Council to meet four times this year to build a coalition to raise the voice of small charities in the public arena.

**Representation in Whitehall**
Raised issues and contributed to Government Consultations on behalf on the Small Charity Sector.
Impacts and highlights

Small Charity Week
I Love Small Charity Day had a social media reach of over 260,000. Big Advice Day delivered 203 hours of free advice. On Policy Day we hosted a reception for Small Charities in the Churchill Room in the Cabinet Office. On Volunteering Day 296 charities took part in six different volunteering events. On Fundraising Day an enormous £53,308 was raised or donated to small charities. On Celebration Day the work of small charities was highlighted to the public through the Big Screens in cities across the UK.

Small Charity Index
The Index highlights the challenges and opportunities facing small charities yet reports how the Small Charity Sector has stood steadfast in its support, has renewed itself and continues to be a crucial part of the economic and social fabric of the UK.

Research
Our Missing Pieces report provides a platform for small charities to inform the development of policy and practice, and stimulates a debate around the key challenges facing the sector.

Federation of Small Charities Council
In June, the Council held their “one year on” meeting in the heart of Westminster, hosted by Lisa Nandy MP, Shadow Minister for Civil Society.

“As a representative group of UK small charities our views and needs are diverse. I’m excited to move into our second year with new energy to ensure small charities in the UK receive the support and voice they deserve.” Rachel Smith, GlobalGiving UK

Representation in Whitehall
The FSI also regularly inputs on behalf of its members into all Government Bills that affect the sector to ensure that the needs of our members are at the forefront of policy creation. We regularly attend the All Party Parliamentary Group on Civil Society.

In 2013/14 we made submissions in respect of Gift Aid, the Lobbying Bill and the Protection of Charities Bill. By harnessing the collective views of our members we were able to demonstrate to Ministers the implications of the Bills on the Small Charity Sector.

We also hosted two Round Table events attended by Nick Hurd MP, Minister for Civil Society who took questions from FSI members on issues that affected them in the areas of skills and on key areas of concern including Pensions, the Transition Fund, increased demand for services and how to encourage graduate trainees and interns into the sector.
The future

Small Charity Index
The Small Charity Index has become one of the crucial evidence-based platforms for the voice of small charities. We will continue to use this tool to deliver a clear picture to those with influence the challenges facing small charities. Our goals for 2014/15 are to increase the use of the data collected via the Index to raise awareness of the issues facing small charities, and to increase the number of charities responding to the Index.

2014/15 Campaign: Missing Pieces
Using all of the resources available to the FSI, we will build a platform for small charities to engage with policy makers and commissioners to lobby to adopt a standard impact measurement tool when assessing public sector contract delivery. The Campaign will encourage small charities to work co-operatively together, not only working when appropriate in partnership but also to share resources to facilitate the long-term sustainability of small charities. The Campaign will launch in the autumn 2014.

2014/15 Research
The focus of our research during 2014/15 will be to determine to what extent the Small Charity Sector believes their independence is valued by the State. We will look at how they value their independent voice and their ability to remain independent in respect of the actions they take on behalf of their beneficiary group/cause. We will also ask small charities by what means they feel they are able to challenge the status quo as they increasingly become involved in the delivery of public sector contracts.

Federation of Small Charities Council
We will continue to support the Council in their work to represent and raise awareness of the challenges facing small charities.

Representation in Whitehall
We will continue to collect and accurately represent the views accurately of small charities to various Government consultations. We will use events run by the FSI to engage with influencers across the sector.
2014 Campaign
Following on from our 2012/13 Research GRIDLOCK: Breaking Through the Barriers to the Commissioning of Services from the Small Charity Sector we launched a Campaign to ask:

- MPs: Are your constituents getting the best possible local services? Ask the question.
- Councils: Are you looking and asking locally for the help you need to support local communities? Ask the question.
- Communities: Are you supporting local charities? We need their help but they need ours too.
- Small charities: Are you demonstrating, are you shouting about the value that you add to your local community? Start shouting!

We took our campaign to an audience of 1,300 small charities across eight UK cities: London, Manchester, Sheffield, Bristol, Brighton, Cambridge, Preston and Birmingham. We engaged with local Commissioners, MPs, Councillors and the CEOs and Trustees of small charities. We launched a video supporting the Campaign that was used to focus on the issues and we connected small charities directly with commissioners.

The GRIDLOCK Campaign was the FSI’s first foray into campaigning on a public level and we will build on our learning from this as we get ready to launch our 2014/15 Campaign: MISSING PIECES.
# Helping you to fundraise

## We said we would

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<tr>
<th>Great Big Small Charity Car Draw</th>
<th>Small Charity Christmas Challenge</th>
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<tr>
<td>Run another free raffle with a wider range of prizes, giving more than one winner.</td>
<td>Organise a unique event to support Christmas fundraising whilst offering a cash prize.</td>
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## So what did we do?

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<th>Great Big Small Charity Car Draw</th>
<th>Small Charity Christmas Challenge</th>
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<td>234 charities took part, raising an incredible £33,357 for the small charity sector. On average, each charity raised £155 from ticket sales.</td>
<td>With the fundraising packs, small charities up and down the country organised events ranging from putting on a Mulled Wine and Mince Pie evening to setting up a Santa’s Grotto.</td>
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## Impacts and highlights

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<tr>
<td>The Animal House Rescue raised £1,380 from ticket sales, an additional £500 for being the charity to sell the most tickets.</td>
<td>The Challenge helped small charities raise nearly £4,500 in the run up to Christmas.</td>
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Since 2010, the Draw has enabled our members to raise over £310,300 for their causes

## What about the future?

Having evaluated the programmes and after careful consideration the decision has been made to focus our resources on our Learning and Represented programmes. The Sustainability programme will now be delivered through fundraising opportunities that are part of Small Charity Week.

We will continue to support our members to take part in relevant external fundraising initiatives, which include the Giving Tuesday Campaign.

We also pledge to continue to assess potential fundraising opportunities, and those we believe to be of benefit to small charities will be publicised via our regular member newsletter.
How are we funded?

The FSI has a ‘mixed income’ economy. Securing funding from different sources is something we encourage all of our members to do and it is something we do ourselves.

We secure funds from voluntary sources, from Corporate Donations to Major Donors and Trusts and Foundations. As a small charity with limited resources our voluntary fundraising concentrates on those methodologies that deliver a greater return on investment.

We earn income to support the delivery of our activities and we earn this from a variety of sources. We are an Accredited Learning Centre delivering the Award, Certificate and Diploma in Fundraising Practice, we work with large corporates who purchase our Emerging Executives package as part of their staff development programmes, we have a paid for membership programme for medium-sized charities with an income above £1.5 million but below £5 million, and we run a consultancy delivering strategic support to charities. All income from these initiatives goes back into supporting small charities across the UK.

These are just a few of the ways the FSI secures income to support the delivery of over £2.2 million of free support to small charities.

If you are interested in supporting the FSI please get in touch and let us share with you how we can, and do, turn every £1 of income donated into £7.16 of free support to small charities.
How do we work in partnership with others?

The FSI has an extensive programme of activities and we work in partnership with FSI experts in their own field to deliver the very best support and service to small charities through our training and conference programme.

This year saw the first of the Round Table events hosted by the FSI at which the Minister for Civil Society was able to engage with small charities and hear their views on the issues, challenges and opportunities that concern them.

For the fifth year the FSI was a partner in the Guardian Awards through which we are able to support five small charities to up-skill their organisation.

We were also delighted to continue our relationship with CaSE Insurance who are experts in charity insurance and, through their programme of activity with the FSI, advise our small charity members on their insurance needs.

Over the past four years the FSI has successfully partnered with the Marketing Academy each year matching 20 Academy Scholars with our small charity members to deliver one day pro-bono marketing expertise.
THANK YOU to our supporters

This year the FSI would like to thank all of our supporters, including our Trustees, staff, major donors, trusts and foundations, corporate supporters, sponsors and volunteers all of whom make the work of the FSI possible.

FSI Major Donors
Guess2Give
Action Challenge
In Kind Direct
Advantage NFP
Independent Examiners
Alan Salter
JustGiving
Blackbaud
Lawson Lewis Blakers
Business in the Community
Legal and General
Cabinet Office
Management and Leadership Academy
Cambridge Networks
NCVO
Case Insurance
Premier Choice IT
Central Technology Ltd
Prentis
Chrysos HR

Rathbones
Coutts Charitable Trust
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Goldman Sachs
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