

---

# Fundraising LEADERSHIP ASSEMBLY

## Annual eBook 2026

Fundraisers demonstrate a signature resilience, creativity and ambition - these traits deserve to be nurtured & strengthened in collaborative and challenging space. The Fundraising Leadership Assembly (FLA) is a network of senior fundraising leaders across the UK that brings its members a forum for thought leadership, inspiration...and catharsis!

The FLA curates a series of virtual and in-person events throughout the year, with member-driven content that speaks to critical strategic challenges faced. Members benefit from sharing experiences with peers and hearing from sector experts about how these challenges can be overcome.



As we enter our fourth year, this invite-only network continues to grow as word gets out about the strength and openness of our sessions.

With fundraising strategy & priorities changing faster than ever, peer support is fundamental as fundraising leaders steward their teams through a series of challenges & opportunities. With a safe place to explore ideas and exchange knowledge, we can be more than the sum of our parts & together push boundaries to fund social impact.

---

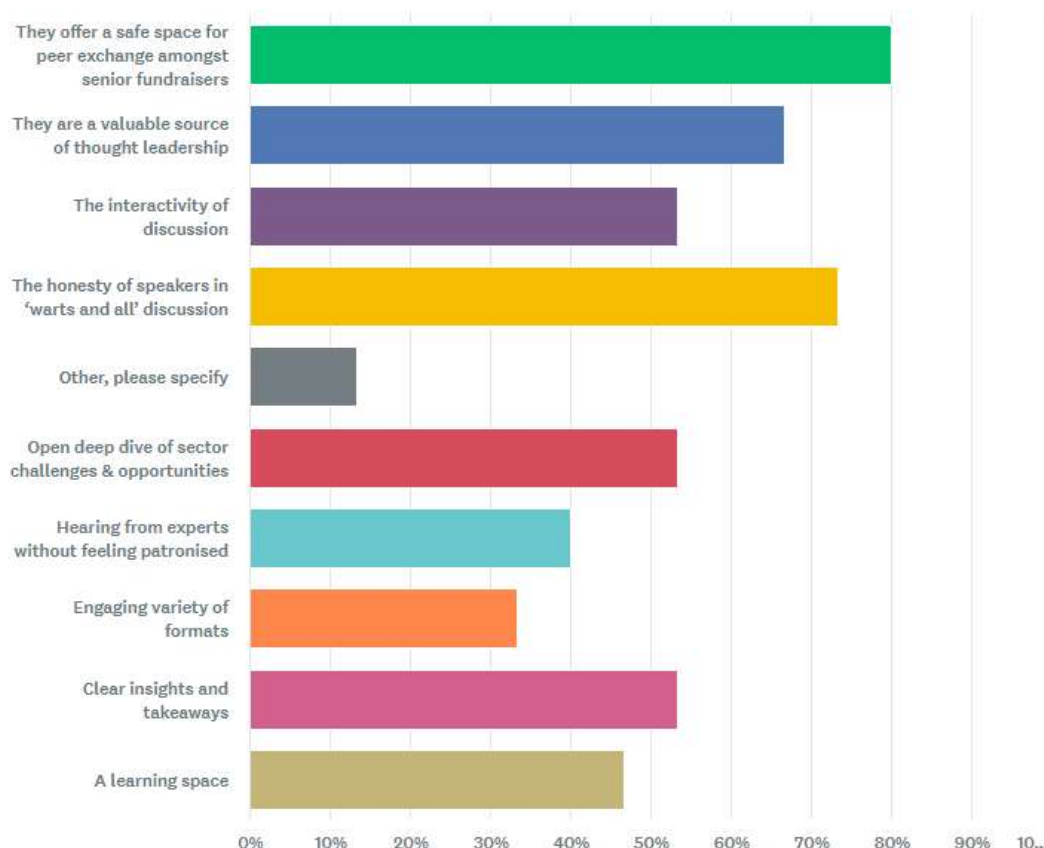
## Stepping Back - Q1 Member Research

To keep sessions a valuable use of your precious we started the year with a member survey and consultation. With your input, we can keep our events member-led, exploring relevant themes through impactful formats. The good news is that members surveyed gave a **9 out of 10 score for recommendation of our forum** - here's just some of what they had to say...

### Member Feedback

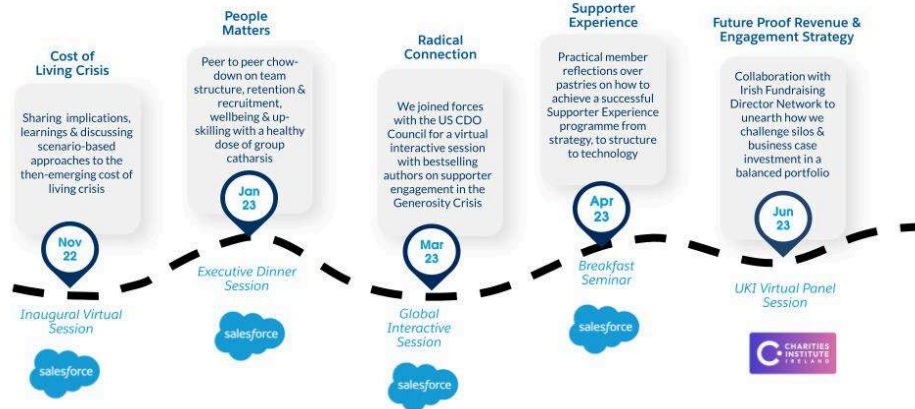


### What do you like most about this forum?



# What a Journey! Our Sessions To Date...

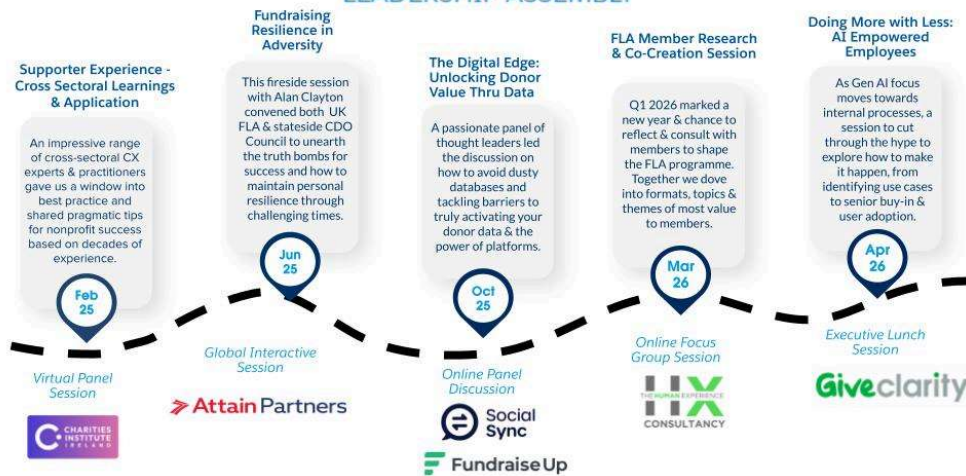
## Fundraising LEADERSHIP ASSEMBLY



## Fundraising LEADERSHIP ASSEMBLY



## Fundraising LEADERSHIP ASSEMBLY



---

## 2025 - A Year in Review

Together this diverse and powerful group have explored a range of key strategic topics - so here is our annual opportunity to spin through a recap of our recent sessions! We have done so through a variety of different formats for our quarterly sessions throughout the year...



### Supporter Experience: Cross Sectoral Learnings & Application

#### *February 2026 - Annual Collaboration with Irish FR Director's Network*

Customer Experience represents a massive opportunity for the nonprofit sector, but too often it is misunderstood as something fluffy or just the remit of a donor care team. Dedicated roles to this space are starting to crop up in larger charities, but in reality it is usually down to a dedicated individual and cross-functional team doing this as just part of their day job. Why should they bother? What is the value? And what should they focus on to drive it effectively?

In this context, we looked both within and outside of the sector to drive adoption and best practice. The principles and learnings have the potential to be applied in the nonprofit sector, through a pragmatic lens, with huge potential dividends for donor acquisition and retention. We heard from a super panel of experts from different sectors to better understand customer/supporter experience - what it is, why it's important and how to apply it.

As always tough to do justice to a session in summary but here are my Top Ten Take-Aways from the morning...

1. At its heart, supporter experience (SX) is about **creating advocates** for your organisation - stewarding them from that initial attraction to delight.
2. SX opens up short & medium term impact in income and efficiency, and ultimately long term impact and financial resilience - but you must **invest in capabilities & capacity**.
3. **Emotional drivers are at the core of experience**. Clunky business processes aren't just inefficient - supporter interactions impact how they feel about your organisation.
4. Embarking on ambitious supporter experience programmes often necessitate going **back to the basics of your data and platform foundations** before continuing the journey.
5. **Internal silos of teams, platforms & data will undermine** progress and require a focus on culture with clear leadership & executive sponsorship essential to success.
6. Supporter experience is not limited to the remit of donor care, or indeed the fundraising team - by definition it must be **embraced cross-functionally** to succeed.
7. **Seeking and celebrating quick wins** will help to engage stakeholders - 'pilot and prove' is key, giving both psychological safety and evidence to business case further investment.
8. A **grounding in insight** is fundamental and doesn't have to cost the earth - collate what you know about your supporters and their pain points & don't stop listening.
9. Making **achievable changes** to supporter journeys of a key persona is a place to start - measure results and communicate value. Kick-off conditions will never be perfect!
10. **Walking in the shoes of your service users** can often open minds to how we speak to those with lived experience, and how we ask and engage cross-functionally.



**Fundraising LEADERSHIP ASSEMBLY**

**Supporter Experience**  
Cross Sectoral Learnings & Applications

9am - 10.30am Online  
27<sup>th</sup> February 2025

Annual collaboration with  
**CHARITIES INSTITUTE IRELAND**

Moderated by  
Jane Trenaman

Join our cross-sectoral panel of experts with interactive break-out groups to brainstorm with your peers

 <b>THE CX ACADEMY</b> Siobhan Mallen Director of Learning CX Academy	 <b>Irish Cancer Society</b> Jennifer Clark Head of CX & CRM Irish Cancer Society	 <b>THE Mater Hospital FOUNDATION</b> James Sullivan IG & Legacy Fundraising Manager, Mater Foundation
 <b>RNIB</b> Debbie Miller Director of Customer Advice & Support, RNIB	 <b>Musgrave</b> Siobhan Hennessy Former Head of Customer Experience Design, Musgrave	 <b>tribecx</b> Mark Harrison CEO Tribe CX

Huge thanks to our amazing panellists! Debbie Miller RNIB, Jennifer Clark Irish Cancer Society, Mark Harrison TribeCX, Siobhan Mallen MBA The CX Academy, James Sullivan Mater Foundation, Siobhan Hennessy Musgrave Group

---

## Fundraising Resilience in Adversity: Sustaining & Scaling The Money & The Mission

*June 2026, Annual Collaboration with Sterrin Bird & The US CDO Council*

Our annual convening of fundraising leaders from the US and UK came in the wake of a tsunami of challenging events in the sector globally. With unprecedented expectations on income generation, it has perhaps never been so critical to drive organisational and personal resilience.

The Fundraising Leadership Assembly and CDO Council hosted an intimate virtual session of our global community. We were joined by Alan Clayton, author of Great Fundraising Organisations and Colin Skehan, CEO of Revolutionise. Together we explored behaviours of successful fundraising organisations through research, insights, case studies and a summary of the skills, thought patterns and behaviours.

There was plenty of thought provoking discussion around the ‘truth bombs’ emerging from decades of research. And how to drive a growth mindset by turning our emotional focus outward in this time of uncertainty.

**Fundraising LEADERSHIP ASSEMBLY**      **Attain Partners**

**2025 GLOBAL CDO COUNCIL**

**Fundraising Resilience in Adversity: Sustaining & Scaling The Money & The Mission**

**ALAN CLAYTON**      **COLIN SKEHAN**      **JANE TRENAMAN**      **STERRIN BIRD**

Join us virtually on **Thursday, June 12** →

---

Top Ten Takeaways:

1. **Organisational recovery** in times of crisis has four key success components which have been revealed through decades of research.
2. We need to **get out of our internal world of worry** & instead direct an outflow of emotional energy into the external world of other people and action.
3. Too often nonprofit organisations are structured around one **mission but two businesses** with a culture clash between fundraising & services.
4. This gives rise to **communication and investment conflict** as fundraising focus on the emotional problem while services focus on the rational solution & theory of change
5. You four key differentiators are your **problem, proposition, personality and passion** - be honest and direct.
6. When an organisation is flatlining or declining, usually the employees are **tired & confused**.
7. Moving with certainty and confidence as leaders is not only about delivering strategy - it is about empowering **organisational mental health**.
8. **Make the dream bigger than the fear** and define the best problem solution and ambition.
9. After organisational resilience comes **individual resilience - nurturing wellbeing** and creating motivation.
10. Check out the new **EmPower** for more detail!

## The Digital Edge: Unlocking Donor Value Through Data

*FLA October 2025*

In a digital era, we hungrily capture donor data, we organise and categorise it and we mine it for insight through analysis and visualisation. But do we risk stockpiling our data in dusty databases, admiring our outputs, but potentially restricting data activation? While simultaneously facing increasing pressure to deliver return on investment and lifetime value against a backdrop of rising cost per acquisition?

In this session, we explored how to truly move from business intelligence to data that is actively working for you to unlock donor value. We considered the obstacles that can hold us back and explore some of the platforms that can empower fundraisers to make the most of data as arguably their most valuable resource.

What does a truly audience centric approach look like, and what does it take to get us there? How do we move from personas to personalisation at depth, from database storage to a power platform. How do we move beyond imports and integrations and get to the true potential that lies under the data hood. And how do we build the business case for growth?

---

## The Digital Edge: Unlocking Donor Value With Data

Virtual Lunchtime  
Session 20th October  
13:00 - 14:30

Registration required  
Limited spots available

## Fundraising LEADERSHIP ASSEMBLY



Gavin McDonald  
Founder & CEO



Emily Pyper  
Head of Supporter Data & Insight



Salvatore Salpietro  
Chief Community Officer



Jane Trenaman  
Founder FLA

Interactive panel session to explore with experts & peers how charities can move beyond dusty databases & dashboards to leverage the opportunity of true data activation

Our panel of peers and experts brought bucket loads of inspiration and some provocation!  
Here are my Top Ten Takeaways from the session:

1. **Are we here to count money or make money?** With top down income reporting and siloed management accounts, there is seldom time to deepdive other metrics, reassign precious data resources or explore powerful platforms - to empower rather than hinder income growth.
2. There are disparities between the US and UK attitudes to data, from cultural to anthropological, where **UK regulatory and reputational backdrop** has fostered risk aversion that can be an obstacle to leverage the income value of charity data.
3. While **the ultimate why** is the organisation's mission and impact, a level down the why to choose to activate your data is rooted in an understanding of the power of supporter insight & supporter experience. Which requires appetite for true supporter centricity.
4. **Organisational design can be a game changer** with relevant leadership roles that drive a holistic approach to data, digital and finance - for decision making rooted in income potential and growth, as well as costs.
5. Driving **growth in data-driven fundraising requires bravery** - putting yourself out there to more directly challenge risk aversion and make sure that DPO advice is followed within the law, while balancing action with the organisation's core values.
6. **Stakeholder engagement is a massive proportion of driving data & systems** change within an organisation - while we all wish it wasn't so hard, engaging cross-functionally from leadership to operational teams is paramount to drive successful implementation.
7. Part of the reason for this is **poor ownership of data strategy** - there is a pivotal need that this be 'business' informed by fundraiser requirements, but balanced and with appropriate guardrails from a technical perspective to avoid technical debt.

- 
8. Too often CRM's are used as databases, with so much focus and resources on data import and reconciliation that the actual **'relationship' and automation benefits are barely tapped into** and the value of significant investment is therefore unrealised.
  9. **We're not that special** - while nonprofits are diverse and their processes complex, too often excessive customisation of platforms presents significant issues - accessing valuable updates, future integrations & centralised training materials to name a few.
  10. **"We've always done it that way"** - from archaic or unmapped processes to *"we don't have that dropdown"* - the tail is too often wagging the dog and impedes progress. Pilot and prove to demonstrate benefits and piggy back on success to break down barriers.

## *Phew...What a Year!*

### Thanks to our Corporate Sponsors

In addition to keeping sessions free of charge to fundraising leaders, corporate partnerships continue to add huge value to our sessions.

**VRP Consulting**

**Giveclarity**

**dataro**

**Attain Partners**

**Social Sync**

**Fundraise Up**

**CHARITIES INSTITUTE IRELAND**

**REVOLUTIONISE**  
ACCELERATING PEOPLE WITH PURPOSE

**salesforce**

**manifesto**

A big shout out to our corporate partners to date for helping us to make our online and in-person events happen.

### And our Annual Collaborations



A big shout out to Charities Institute Ireland and the US CDO Council for the valuable annual partnerships across a series of super events!

## Annual UKI Collaborations in Partnership with Cii

The image displays three promotional posters for Fundraising Leadership Assembly events in partnership with Charities Institute Ireland (Cii).  
 - The top-left poster is for 'FUTURE PROOFING REVENUE & ENGAGEMENT STRATEGIES' on 14th June 2023, featuring speakers like Luke Mahell and Nicola Harty.  
 - The top-right poster is for 'INCOME GENERATION A FRESH PERSPECTIVE' on 5th June 2024, featuring speakers like Aileen Kelly and Andrew Rodgers.  
 - The bottom-center poster is for 'Supporter Experience Cross Sectoral Learnings & Applications' on 27th February 2025, featuring speakers like Gillian Mallon and Jennifer Clark.  
 A grid of logos for partner organizations is shown at the bottom, including CX Academy, Irish Cancer Society, Irish Cancer Society, Marie Curie, RNIB, and others.

## Annual Collaborations in Partnership with CDO Council

Stay tuned for details on our next transatlantic virtual session with the inimitable Sterrin Bird and the CDO Council in the second half of this year!

This poster promotes a 'Virtual Global Session Oct 24' in partnership with Attain Partners and dataone. The session is titled 'Something Old, Something New: Integrating Generative & Predictive AI'. It is a 'Global Virtual Leadership Session' on October 17th, from 11:30 EST to 16:30 CET. The session is hosted by Sterrin Bird and Jane Trenaman. Speakers include Jon Thompson (Vice President, Philanthropic Strategy & Technology, Children's Hospital of Philadelphia), Elin Stråkendal (Deputy National Director, UNHCR Sweden), and Irwin Fernandez (Chief, Global Individual Giving, UNICEF).

This poster promotes the '2025 GLOBAL CDO COUNCIL' with the theme 'Fundraising Resilience in Adversity: Sustaining & Scaling The Money & The Mission'. The event is hosted by Alan Clayton, Colin Skehan, Jane Trenaman, and Sterrin Bird. It is a virtual session on Thursday, June 12th.

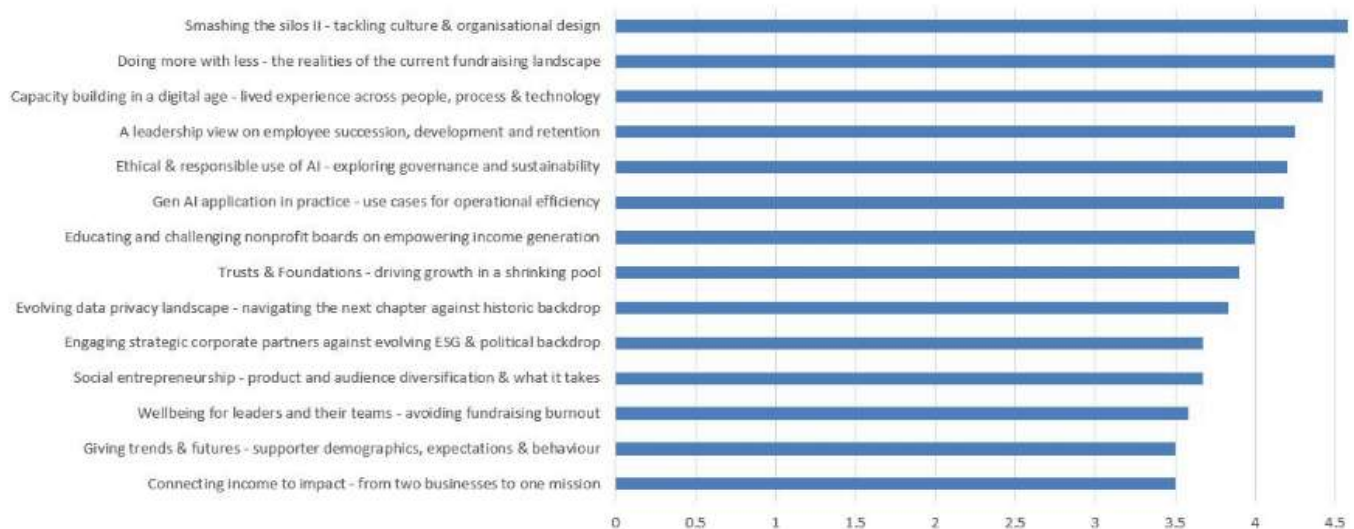
---

## What Next?

A massive thank you to all our members for engaging so openly in our sessions and to our speakers in particular who have given us much food for thought throughout the year. And to all members for your positive feedback throughout the year to spur us on!

We have two upcoming Executive Lunch sessions on 27th April (waiting list) and 17th June (registration launching soon!). We continue to value your feedback to make sure our content is relevant and our formats are impactful. Here's just some of the ideas from recent research & conversations with members.

### Survey ranking of proposed topics



Other suggested topics from members that we could dive into!

- Nonprofit fundraising partnerships - collaboration for impact
- Sustainability & climate change - ESG, walking the walk
- Generational differences in the workplace
- Public apathy & fundraising cynicism
- Digital leadership - creating the conditions for transformation
- Regulation & compliance - AI Policies and Soft opt-in

**What else would you like to see featured?**

Drop me an email or a calendar invite at [jane@fundraisingleadershipassembly.com](mailto:jane@fundraisingleadershipassembly.com)



In the meantime, do continue the conversation and [join our LinkedIn group](#) if you haven't done so already. I will be sharing details of our 2026 programme in the coming weeks



**Jane Trenaman, Chair & Founder FLA MD, The HX Consultancy**



*Thank You!*