



INSPIRING  
FINANCIAL  
LEADERSHIP

# FOCUS

FINANCE

The magazine for CFG members

March 2020



CFG ANNUAL  
CONFERENCE



CREATING  
A BETTER  
FUTURE **2020**

Join us for the  
CFG Annual  
Conference 2020

**ALSO THIS MONTH:**

---

SECRETS TO SUSTAINABILITY

---

WHAT CAN WE DO TO  
SUPPORT DEI?

---

THE POWER OF LOCAL  
INFRASTRUCTURE

---



**edentree**  
investment management

**INVESTING RESPONSIBLY  
FOR YOUR CHARITY'S  
BRIGHTER FUTURE**

As a responsible and sustainable investment manager with a charitable heritage, our specialist funds for charities are designed with you in mind. And, because of our rigorous screening process, you can be sure that your investments will align with your charitable values, whilst protecting your charity's reputation. Be illuminated on how we can deliver profits with principles for your charity.

Find out more at [www.edentreeim.com](http://www.edentreeim.com), email at [charities@edentreeim.com](mailto:charities@edentreeim.com) or call 0800 032 3778

The value of an investment and the income from it can fall as well as rise as a result of market and currency fluctuations, you may not get back the amount originally invested. Past performance should not be seen as a guide to future performance. If you are unsure which investment is most suited for you, the advice of a qualified financial adviser should be sought. EdenTree Investment Management Limited (EdenTree) Reg. No. 2519319. Registered in England at Beaufort House, Brunswick Road, Gloucester, GL1 1JZ, United Kingdom. EdenTree is authorised and regulated by the Financial Conduct Authority and is a member of the Investment Association. Firm Reference Number 527473.

Dedicated relationship banking for the Charities Sector

Our specialist team proudly serves over 25,000 charities in the UK across a range of products and with expert technical support.

We're a committed banking partner to the Charities Sector, supporting organisations with their strategic plans and providing innovative solutions to help them prosper.

Speak to a specialist today:  
Leo Jones, Head of Charities and Not For Profits  
[leo.jones@hsbc.com](mailto:leo.jones@hsbc.com)



**HSBC UK**

Together we thrive

HSBC UK Bank plc. Registered in England & Wales with number 09928412. Registered Office: 1 Centenary Square, Birmingham, B1 1HQ, United Kingdom.  
HSBC Group 2020. All Rights Reserved. AC52910

## EDITOR'S NOTE

# Join us to create a better future

**When brainstorming themes for this year's Annual Conference we started to play around with the idea of 2020 and the idea of 20/20 vision and visual acuity (rather than the brightly-coloured alcoholic beverage which is likely to lead to anything but!)**

The start of this new decade which arrives on the tailcoat of a stormy and divisive couple of years is also a chance to pause, take stock and think about the future world we want to create. Unity is an emerging theme, and if there's one thing that unites us (apart from SORP and management accounts) is that we want to change the world. And we're well-placed to do just that. As Gary Forster said in his speech at our Annual Dinner: "The people in this room want to change the world – you just happen to be accountants. I want to change the world – I just happen to have logistics skills. It's about using the skills and qualifications you have for the heroic mission or cause you are drawn to."

For this month's cover story, we've asked four speakers and three delegates from this year's Annual Conference three key questions about how to create a better future for the sector, what we can do as finance leaders and what the government now needs to do. Their responses are really insightful (common threads include confidence, collaboration and climate change) and pave the way for discussion and debate beyond the day itself (pages 8-10).

In her column this month, Caron looks at what CFG and others have done to address diversity, equality and inclusion, and how culture is the starting point. While CFG has taken steps internally to improve diversity, how can we use our position and privilege to greater and more visible effect? What role can we play and what do you need from us? Read the full article on page 12 and please, get in touch with your thoughts and ideas.

Within weeks of joining CFG, our membership and data officer Natalie John was awarded a place on the Beyond Suffrage trustee training programme to increase the number of women from ethnic minority backgrounds serving on charity boards. In her first article for Finance Focus on page 13, Natalie sifts through the research to get to the reality of diversity in the sector, and looks at the lack of diversity in the sector, and particularly on boards, where 92% of trustees in charities are white.

In February's Community Accounting conference, Jane Ide, CEO of NAVCA reflected on the role community accountants have in supporting, professionalising and creating sustainable local charities. While community accounting all too readily is eclipsed by frontline delivery, the work, the values, the commitment and the contribution it has in supporting local infrastructure is the stuff of superheroes! Read more on page 14.

That's all from me, and sadly my last editorial for Finance Focus, so for one last time...

Happy reading!

**Kate Bines**, Head of Marketing & Communications, Charity Finance Group



## Contents

### Member Matters 04

We're delighted to welcome WellChild as our member of the month.

### What's the big issue? 07

Challenges for social care.

### Cover story: Creating a better future 08

Ahead of the CFG Annual Conference this May, our speakers and delegates share their perspectives of what a better future for the sector looks like.

### Caron's Comment 12

What can we do to create a more diverse sector?

### Diversity Focus 13

CFG's Natalie John takes a look at diversity statistics in the charity sector.

### Sector Focus 14

Jane Ide, CEO at NAVCA shares her view of the vital role of local infrastructure.

### CFG Events 16

Book now for our spring and summer events; don't miss our Annual Conference this year; our sell-out Technical Update Conference comes to Cardiff, and book now for our latest training sessions.

**Production and editing:** Abby Warren  
**Design:** Steers McGillan Eves

If you have any queries about *Finance Focus* or are interested in writing for us, please contact [kate.bines@cfg.org.uk](mailto:kate.bines@cfg.org.uk)

Neither CFG nor the authors of individual articles can accept liability for errors, omissions or any actions taken as a result of the content and advice contained within *Finance Focus*.

© Charity Finance Group  
A Company Limited by Guarantee.  
Registered in England No. 3182826  
Registered Charity No. 1054914  
15-18 White Lion Street,  
London, N1 9PG  
[www.cfg.org.uk](http://www.cfg.org.uk)



## MEMBER OF THE MONTH

## Q&amp;A

**WellChild**   
the national charity for sick children

We're delighted to welcome WellChild as our member of the month. WellChild work to enable children and young people with serious health needs to thrive and be fully supported in their home environment. Here we speak to Director of Operations Emily Henderson to find out more.

**What is your organisation's biggest achievement?**

WellChild fills a critical gap in services for children with serious health needs and their families in the UK. It's a growing population, with many constantly challenged by a lack of care and support. We now have more than 40 WellChild nurses across England, Northern Ireland, Scotland and Wales. Our Helping Hands home improvement programme, family training and support services are transforming conditions for families. We are putting critical services in place that otherwise simply would not exist.

**What is the largest source of support your organisation has gained from CFG membership?**

We find the CFG events are a great support. We attend technical updates and seminars when we can and make use of the opportunity to quiz the experts while they are in the room. These events also provide a wonderful opportunity to network with other charity professionals and share experiences and knowledge.

**What have been the biggest changes to the charity sector since you started working in it?**

There is more pressure on the voluntary sector as a whole, as each year passes, to support the most vulnerable people in our society. Areas of work which used to be funded by central or local government are increasingly becoming the province of the charity sector, which in turn means more pressure to find funding to meet increasing demand.

**What is the biggest issue facing your sector right now?**

An uncertain economic climate, especially with the impact of Brexit still to be seen,

particularly when it comes to corporate fundraising. This is married with an increasing demand for services as the number of children with complex needs in the UK increases year on year. Due to the advances in medical care and the great success of the NHS, children with complex needs are living longer and this means that they and their families need the support of organisations like WellChild.

**If the government could change one thing that would make your charity's life easier, what would it be?**

It is vital that more government funding is provided for disabled children's services. The Disabled Children's Partnership, of which WellChild is a part, has calculated that there is a funding gap of £434 million in care provision for disabled children which is having a devastating impact on vulnerable families.



*There is more pressure on the voluntary sector as a whole, as each year passes, to support the most vulnerable people in our society.*

**What positive changes has your organisation seen in your sector?**

We are pleased to see greater sector-wide recognition of the needs of this growing

population of children. There is now more collaboration between voluntary sector organisations to address common challenges. We are members of the Disabled Children's Partnership, for example, which is a major coalition of more than 60 organisations campaigning for improved health and social care for disabled children, young people and their families.



*There is a funding gap of £434 million in care provision for disabled children which is having a devastating impact on vulnerable families.*

**What is the one piece of technology your organisation couldn't do without?**

The internet and social media have allowed us to reach more and more families who need our support. A great example is the WellChild Family Tree online group, connecting families with children who have complex needs across the UK for mutual support, advice and friendship.

Find out more about WellChild at [www.wellchild.org.uk](http://www.wellchild.org.uk).



## Renew your membership for 2020/21



Your membership is coming up for renewal at the end of March, so if you haven't had a chance to renew yet make sure you don't miss out on your member benefits this year. Just follow these steps to renew –

1. Go to [cfg.org.uk/renew](http://cfg.org.uk/renew).
2. Log in (if you don't know your password, put a ? in the password box, and you'll

be emailed a password reset link within a couple of minutes)

3. Update your organisation's gross income
4. Fill in the required details about your organisation
5. Select payment method
6. Select submit

**Renew with the team**

Call Zoe, Jessica and Natalie in the Membership team on **0845 345 3192** or by emailing [membership@cfg.org.uk](mailto:membership@cfg.org.uk).

## Make the most of myCFG!

Manage your membership online with myCFG. It's available to anyone who has set up a web account; you can view and edit details we hold about your organisation, update and add contacts, and sign up to the emails you want to receive.

We have a handy guide on how to use myCFG at [www.cfg.org.uk/GuideMyCFG](http://www.cfg.org.uk/GuideMyCFG), or if you have any questions email [membership@cfg.org.uk](mailto:membership@cfg.org.uk).

## Members' feedback box

We've created a quick, open survey which you can fill out with all your feedback, comments, ideas and experiences on being a CFG member. We want to hear from you, so please do get in touch so we can continue to improve what we do for you – [www.surveymonkey.co.uk/r/CFGfeedbackbox](http://www.surveymonkey.co.uk/r/CFGfeedbackbox)

## Free coaching offer for ICAEW members



If you are a past or present ICAEW member or employee, CABA Charity is offering free coaching to past and present ICAEW members and employees, and possibly also carers or relatives of a chartered accountant. This is a great way for our members with limited budgets to gain access to this important personal and professional training.

Find out more at [www.caba.org.uk/personal-and-professional-coaching](http://www.caba.org.uk/personal-and-professional-coaching) and choose the Contact Us option to get in touch with the team.

## Welcome to our new members



## Caron Bradshaw appointed as new SORP Committee member

CFG's Chief Executive Caron Bradshaw has been appointed to the new SORP Committee. There are 14 new members of the Committee which will oversee the rules for financial reporting by charities, and advise the charities SORP-making body.

CFG will be keeping members informed on the engagement process for the development of the new SORP, and

Caron will be joined by Nigel Davies at the CFG Annual Conference 2020 to set out the approach to developing the SORP, and the opportunities you have to get involved.



Ashton Centre Development Limited	The Marine Society and the Sea Cadets
Vision Foundation	Thames Valley Air Ambulance
Action for Pulmonary Fibrosis	The Orchard Project
Open Age	Royal Voluntary Service
Grey Coat Hospital Adventure Trust	Mountview Academy of Theatre Arts
Contemporary Dance Trust Ltd	The Southover Partnership
Tempus Novo	Wikimedia UK
Institution of Civil Engineers	

## News in brief...

### Private members' bill proposes body to measure charities' impact

Simon Fell MP has introduced the Third Sector Organisations (Impact and Support) Private Members' Bill, to set up a new government agency that would help measure the impact of charities and enable them to secure more funding. NCVO and the Small Charities Coalition have since held meetings with the MP to explain their work and understand more about the intentions of the Bill.

### Consultation on expanding the Dormant Assets Scheme launched

The government has launched a public consultation on the use of Dormant Assets, as called for by CFG and others in our Charity Finance Manifesto. This may lead to millions of pounds worth of unclaimed financial assets being used for good causes. The plans will expand the release of unclaimed dormant assets from bank and building society accounts to also cover products related to insurance, investment and wealth management, and securities but yet pensions. The expansion of the scheme was first announced in 2015 and in 2017, it was claimed that up to £2bn was available. CFG will be responding to the consultation and would be happy to hear members' views – get in touch at [policy@cfg.org.uk](mailto:policy@cfg.org.uk).

The consultation documents can be found at [bit.ly/DorAssets](http://bit.ly/DorAssets).

### Commission on Social Investment

The Adebowale Commission, set up by Lord Adebowale CBE, Chair of Social Enterprise UK will examine the current state of the social investment market and the wider products and services available in mainstream finance to establish how the sector could gain better access. Oral witness sessions will be held in the House of Lords alongside interviews and a call for written evidence. The Commission aims to issue a report in the autumn, including practical recommendations for government, social investors and social enterprises on how to make the most of the potential of social enterprises.

### Scottish Budget

Frontline services funding for NHS boards will increase by £333m, with additional support for social care going up from £120m, to £220m.

## Research and reports

### Social care providers cut support for vulnerable adults

Research from charity HFT has shown that social care providers have resorted to offering care to fewer people to manage the increasing cost of care. One in five organisations reported offering care to fewer individuals as a means of balancing the books (a rise of 12% from 2018), with 95% citing rising wage bills as the main drain on resources. See the full results of the Sector Pulse Check Report [bit.ly/HFTsocial](http://bit.ly/HFTsocial).

### Findings from Making Diversity Count project

Following a 12 month research project funded by the National Lottery Community Fund, the Association of Chief Executives of Voluntary Organisations (ACEVO) and Voice4Change will launch the findings of 'Making Diversity Count'. There are three parts; a review of the existing research on diversity in the charity sector; BAME charity workers sharing experiences and views through an online survey; exploring how to make change working with charity leaders and thought leaders. Contact [policy@acevo.org.uk](mailto:policy@acevo.org.uk) for more information – [bit.ly/MakingDiversity](http://bit.ly/MakingDiversity).

## Guidance and Support

### Free Webinars:

#### Ethical and value-led investment practices

Following their roundtable on responsible investing, CFG corporate member Brooks Macdonald has recorded a 30 minute webinar discussing ethical and value-led investment practices. From experienced investors to those new to the area, this is a really useful way of updating your knowledge and getting your key questions answered.

#### Maximising charitable status

This webinar helps charities make the best use of your charitable status and ensure greater financial sustainability. From Gift Aid, small donation schemes and increasing the value of charitable donations, to business rate reliefs and exemptions for primary purpose trading, there are numerous ways for charities to explore and optimise their status.

Contact [webinars@cfg.org.uk](mailto:webinars@cfg.org.uk) for the webinar recordings.  
Register for our next webinar: VAT Webinar, Tuesday 7 April – [www.cfg.org.uk/VATweb](http://www.cfg.org.uk/VATweb)

## Voice your views



Email [policy@cfg.org.uk](mailto:policy@cfg.org.uk) to contribute to any of our policy work

#### Gift Aid Awareness Day 2020

CFG will be holding our campaign day again on 8 October. If you're interested in finding out more about this year's campaign and how you can get involved email [policy@cfg.org.uk](mailto:policy@cfg.org.uk).

#### The impact of cuts on your organisation

With Brexit taking up lots of time amongst civil servants, there are still the beginnings of preparations being made by government departments, we are really keen to hear from our members on the potential impacts that further cuts, or cuts that have already taken place might have both on your charity, but also

in your region as a whole. Let us know via email at [policy@cfg.org.uk](mailto:policy@cfg.org.uk).

#### CFG regional engagement forums in the north and midlands

As part of our work to engage more with our members in the regions, CFG is relaunching our regional engagement forums, to hear more from you on the concerns that your organisations are having and what we can do to improve our offering to our members. We are initially trialling this approach in the midlands and the north of England. So if you are interested in taking part, please let us know as we would be delighted to tell you more – [policy@cfg.org.uk](mailto:policy@cfg.org.uk).

## What's the big issue?

### Challenges for social care



Charities in the social care sector will be used to dealing with challenging financial situations, but 2020 will likely see these challenges increase further, facing additional pressures to stretched budgets. There are a range of factors as to why we're in this crisis. Let's look at a few of the most pressing:

#### Cuts to local authority budgets

Since 2010 funding to local authority funding has faced the brunt of austerity with real term cuts in per capita resources of up over 50%. The authoritative thinktank on the public finances, the Institute for Fiscal Studies has calculated that the amount spent on adult social care for adults aged over 65 has fallen by 18% since austerity began, this is despite even more people needing these services. Even if your charity does not deliver social care, adult and children's social care taking up an ever increasing amount of council budgets means that other services have had to be reduced even more, with culture and leisure spending facing some of the biggest reductions in spending.

With a new focus on the levelling-up agenda it is difficult to see how the government can square increased austerity for local authorities.

When Boris Johnson first became Prime Minister in his first speech he said: "we will fix social care once and for all." Since then we have yet to see the government's action match this. The Conservative Party manifesto did not mention a social care green paper (even though it has been promised for almost three years) and there was scant detail on how social care funding will be reformed to accommodate increasing demand and a lack of resources.

#### New immigration system creates further difficulties

In February, Home Secretary Priti Patel announced the new points-based immigration system for the UK. Of greatest concern for charities was the lack of a 'low-skilled' route for non-UK citizens. Research that CFG commissioned found that the majority of migrant workers in the charity sector are employed in either social or residential care. With skills shortages and a squeeze on income already reported in social and residential care, this will exacerbate the difficulty our members are already finding in filling roles and potentially

also increase the cost of recruitment. The Voluntary Organisations Disability Group (VODG) went as far to say that the new proposals were essentially closing the immigration system to care workers at a time where the social care sector was "chronically short of staff".

#### Pay in the sector and sleep-in shifts

April 2020 will already see increases in the National Living Wage and National Minimum Wage at four times the rate of inflation, with the hourly rate for over 25s set to increase from £8.21 to £8.72. It goes without saying that without further increases in central funding for local authorities this will mean even less money available for beneficiaries in the frontline. On top of this is also the prospect of a large pay out on sleep-in shifts. The Mencap case (Tomlinson-Blake v the Royal Mencap Society) on this issue (which we have previously talked about in these pages) has reached the Supreme Court with a ruling set for the summer.

While a number of legal experts have signalled cautious optimism that the Supreme Court will accept the case put forward by Mencap – that in all cases of where someone is required to sleep at a place of work and are provided with suitable facilities for sleeping, they are only working when they are awake and working. It is by no means certain, and with charities in care estimating liabilities of £400m if all time spent at sleep-ins is found to be working. If the case does go against them, this would have profound impacts on the finances of charitable care providers, with some warning that they would go bankrupt.

#### The impact on beneficiaries

As one would expect, this lack of funding combined with increasing expenses for the sector it has not just affected the organisations themselves, but is having a detrimental impact on beneficiaries. According to a survey from disability charity Hft, almost half of all social care providers have had to hand back contracts to local authorities because of adverse financial pressures. For these reasons CFG will continue to make an increase in funding to local authorities a key policy objective, to meet an increase in demand for services, and ever-increasing costs for our members.

## Policy progress

### CFG Budget letter

CFG led on a joint submission to the Chancellor for the budget on 11 March. ACEVO, CFG, Children England, Locality, Local Trust, Lloyds Bank Foundation and NCVO, who together represent thousands of charities across the UK, put forward four key proposals focusing on local government funding and post Brexit funding – [cfg.org.uk/2020\\_budget\\_statement](http://cfg.org.uk/2020_budget_statement).

### Seeking clarity on the UKSPF

CFG is one of a number of charity infrastructure bodies who have written to Simon Clarke MP, the minister with responsibility for devolution and 'levelling up', to seek urgent clarity on the UK Shared Prosperity Fund, specifically on the long awaited consultation and on the time period the fund would be spread over, calls which we also made in our Charity Finance Manifesto and Budget submission.

### Meeting with HMRC on Money Laundering Directive

Alongside NCVO, Bond and ACF, CFG has responded to the technical consultation on the transposition, providing evidence to reassure government that charities are low risk for money laundering and terrorist financing, and placing the additional requirements of the trust registration system on charitable trusts is unnecessary, as there is already a robust system of regulation in place already.

### Charity Commission scoping exercise on responsible investments

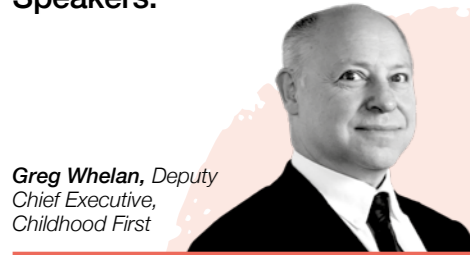
The Charity Commission are currently conducting a scoping exercise on responsible investment and are seeking stakeholder views on the barriers to pursuing responsible investments and the issues posed by the legal framework for investments and trustee duties – [bit.ly/CCResInv](http://bit.ly/CCResInv). CFG is holding a roundtable in London in March with members to discuss and would also like to hear your views if you are not able to come along – get in touch at [policy@cfg.org.uk](mailto:policy@cfg.org.uk).

# Creating a Better Future



The CFG team are looking forward to an inspirational day at our Annual Conference in May – and we hope you are too! Ahead of the event we've asked a few of our speakers and member delegates what they think is key to a positive future for the sector. Here they share their own perspectives and key discussion points.

## Speakers:



**Greg Whelan**, Deputy Chief Executive, Childhood First

**‘What do you think the vital ingredients to creating a better future for the sector are?’**



**Ray Ayivor**, Director of Finance and Resources, Young Citizens

**Greg Whelan (GW):** The charity sector I am most closely involved in is the care sector. Here, some charities have taken on responsibilities previously undertaken directly by local authorities. The commercial arrangement can feel one-sided, with a large customer (local authority) pressurising a smaller supplier to provide more for less. One ingredient is a charity's ability to say 'No' to commercially unviable arrangements. This is easier said than done; the prospect of losing a contract can have significant impact – but so is losing money forever. Another ingredient is to be more confident in our value; local authorities now face a shortage of the service providers in certain areas as constant squeezing has led to suppliers exiting the market. It may not be easy for a local authority to find an alternative to you, and a change of provider carries its own risk for them.



**Nicki Deeson**, Business Mentor, Leadership Coach, Senior Charity Finance Adviser

**Ray Ayivor (RA):** In the emerging post-Brexit UK society trust, reliability and quality will be vital in improving the sector's future. It will be essential for the sector to demonstrate that it can be an effective partner to all stakeholders



**Rohan Hewavisenti**, Director of Finance and Corporate Services, NHS Confederation

in the delivery of essential services. The sector needs to evidence adequate stewardship of resources entrusted to it and show that it can be relied upon to maintain and deliver accessible and quality services.

**Nicki Deeson (ND):** Firstly, be **supportive and curious**. Start to focus on each other's strengths and assume the best of our colleagues and of other charities. There's enough criticism of our sector from the outside – internally, can we practise a different message? If I don't agree with someone, then can I ask questions privately to understand their perspective, while trying to support them publicly? By championing each other, the charity sector will start to be seen as more confident, dynamic and trustworthy...which is what CFG and all of us are trying to achieve.

Secondly, **collaboration**. Whatever level you are at, recognise the value of building external relationships and working with similar charities and with CFG to address the issues that are keeping you awake at night. Be brave and contact your counterparts in other charities (CFG can help you with this, or you will meet people at members' meetings). You'll be amazed how often someone you talk to has already solved a challenge you are struggling with. Encourage others in your team to do the same. Although our never-ending to-do list makes us feel 'too busy to network', I think external relationships are essential to help us do our job more effectively, and create a better future for the sector and those we aim to help.

“

*While it is not always easy to demonstrate causality, we need to track outcomes and produce the evidence that interventions are working.*

**Rohan Hewavisenti (RH):** Beneficiaries will have a better future if the sector delivers evidence-based impact. The sector is a vital player but not the only player. While anecdotes and stories are lovely for communications, donors and the public, data is king. While it is not always easy to demonstrate causality, we need to track outcomes and produce the evidence that interventions are working. It's not a bureaucratic add on, it's a fundamental part of what we do.

**‘What do you believe finance leaders should be doing right now to strengthen their organisation's sustainability?’**

**GW:** Firstly, finance leaders should be looking at ways to diversify their income streams, including reducing their individual customer exposure. Large monopoly customers can create a real threat. An alternative is to work with a larger provider to add to the bargaining power. Even if you are a charity who receives most funds as a service provider, try and sustain a fundraising activity, however small. This can help when margins are tight.

“

*Firstly, be supportive and curious. Start to focus on each other's strengths and assume the best of our colleagues and of other charities.*

The second is to plan for succession. We all know how critical key staff are to the smooth running of an organisation. Do we have a plan for their development and succession? Creating a "route map" for all key staff is an important exercise which will show where gaps are appearing.

**RA:** The economic environment for charities continues to be high risk, with reduced funding and income opportunities coupled with increasing costs and regulations. Finance leaders need to enhance the resilience of their charities through emphasising the need for income diversification and proactive financial and risk management, alongside spreading business awareness and building cooperation across all areas of their charity's operations.

As a charity which lost significant amounts of grant funding in the last decade, we at Young Citizens have had to downsize strategically while diversifying income streams, removing "silos" within our operations and making strong value

arguments to our stakeholders and beneficiaries. We have also enhanced the awareness of our board on challenges and perspectives of thinking as a social enterprise while being careful to avoid mission drift. We revised our reserves policy, bringing it more in tandem with the current stage in our evolution. Our board discussions around business planning, risk and cross-project working have become more focused and productive as a result.

**ND:** As a member of the ICAEW's sustainability committee, I believe the top priority is to ensure your organisation is 'green'. There are no charities on a dead planet. I believe finance leaders should be pushing the sustainability agenda to their charities, to umbrella bodies and to government. Is your charity driving down its use of fossil fuels and reusing/recycling as much as possible? If not, then if your charity is well-known locally or nationally, you may have a PR risk – the public expects charities to set a good example for society, and putting my donor hat on, in this instance I would expect that too.

**RH:** Organisations will need to focus more ruthlessly on what they are best at, where they have a unique selling proposition (USP) and what their users or beneficiaries need.

Fundraising and other income generation is becoming more challenging and expensive. Returns on investment are different depending on your specific sector (cancer, children, animals, social care etc), your brand and your existing base of donors, staff and volunteers. The ROI needs to be constantly scrutinised. Similarly pricing and margins on contracts need ongoing review. A portfolio of income streams provides improved resilience.

As income becomes more uncertain and volatile, the cost base of organisations will need to become more flexible. Look at the Three Ps: People, Property and Procurement. This may mean more fixed term or temporary roles. This isn't great in employment terms or for job security but reflects the financial reality. Hold on to or buy freehold property if you can. Look at the use of space. With better tech, there's more opportunity to use less space: hot desking, working from home and enable other types of flexible working.

“

*Fundraising and other income generation is becoming more challenging and expensive.*

Look at your big procurement spend. As well as tender exercises, tighter contract management is essential as supplier margins tend to expand over time. We should also consider environmental sustainability. We need to measure and look at minimising our environmental footprint.

**‘What actions would you like to see from the government?’**

**GW:** Government should look at ways to ensure that charities are treated fairly in respect of pension liabilities. Some charities have been saddled with large debts because they were historically admitted members in public sector schemes. And now these schemes have acquired large deficits which the charity has had no influence over – but are expected to service. Also, these large schemes are classing charities as "risky" and demanding additional payments and security – even if the risk is perceived rather than real. The additional demand for funds might even precipitate the risk they fear – the charity going broke. I would like government to provide some assurance arrangement to these schemes in respect of such charities resulting in reduced cash demands and more charity money available for good causes.

**RA:** I would like to see the government improve its partnership with charities in the delivery of its social contract. A significant step in that direction would be improving support for charities through the revisiting of the current regulatory frameworks for charities. The introduction of proportional regulations that enhance rather than reduce mandatory charitable reliefs, increasing opportunities for charities to recover VAT, making it easier for charities to claim Gift Aid and reducing the complexity around rules for charity trading subsidiaries are all areas in which the government can assist the sector.

**ND:** Continuing the same theme: incentivise renewable energy, sustainable transport and home insulation. Work with banks and other country governments to promote new green economic strategies, improving quality of life for everyone and protecting our planet's resources.

**RH:** A more collaborative approach to working with the sector would be helpful. The sector is doing lots of great work. At the same time, it has many areas to improve on. There is a double whammy for providers of services: increasing regulation with higher associated costs coupled with reducing income. That is not a sustainable position in the long term.

Member delegates:

**Lindsey West**,  
Head of Finance  
and Operations,  
Heart of Glass



**Daniel Chan**,  
Trustee and Honorary  
Treasurer, UK Youth



**Alan Carr**, Finance  
Director, UK Youth



range of stakeholders, the charitable purpose must be at the heart of everything we do and stand for – we must be able to answer the ‘why?’ as well as the ‘what?’. For us at UK Youth, it’s all about the young people.

Confident leadership that is clear on what the charity sector can offer is key, particularly in our ask for wider support and resources. There should be a golden thread between strategy, finance and impact. The UK Youth Fund in partnership with the Department for Digital, Culture, Media and Sport (DCMS) is an example of this, where clear and consistent messaging from UK Youth won investment for the whole youth sector. This leadership, complemented with good governance, will help to build a brighter future for the charity sector.

A mindset where working together, rather than in competition, should be the default. There should be more opportunities to facilitate greater collaboration. As individual charities and as a sector we need to be agile and innovative.

**‘What do you think the vital ingredients to creating a better future for the sector are?’**

**LW:** Traditional funding streams continue to be more challenging to access and the impact of Brexit is still being worked through, so we have to work with what we have and what we know now. In my view it is critical that finance leaders work effectively with other members of the management team and board of trustees to update the business plan, agree the annual budget, write a realistic fundraising plan, and ensure the risk register is reviewed regularly.

Moving forward for us, externally this means reviewing who we connect with to champion our work locally, regionally, nationally and internationally. Our stakeholders range from members of the public and community groups, local councillors and council staff, to funders and MPs. For us a better future for the charity sector comes with our responsibility to work with these stakeholders to deliver programmes of activity that respond to the needs of society now and in the future.

**Daniel Chan & Alan Carr (DC & AC):** In an environment where there is more competition for funding, greater need from beneficiaries and higher expectations of charities by a

Everyone comes to these areas with different perspectives, concerns and opportunities. True collaboration will result in a stronger organisation.

As a relatively new organisation developing financial sustainability, for us, also means: having a realistic reserves policy and setting annual targets to achieve this; reviewing our approach to savings and/or investments; and for me to effectively communicate our financial position regularly to the management team and board of trustees to ensure that all members of leadership are able to see our progress against budget. We need to be proactive in our response to the ever-changing landscape.



*We have to recognise that the landscape that affects charities is always shifting and therefore we can’t stand still in our approaches to strategy nor delivery.*

**DC & AC:** As finance leaders, we have a pivotal role in an increasingly uncertain, challenging and changing world. A deep understanding and proper oversight of our finances is a key enabler in strengthening the sustainability and success of our charity.

We should challenge others and be open to challenge ourselves, which will facilitate effective decision-making. Having robust discussions about our strategy and the associated finances has helped to drive our charity forward.

We can make a real difference by providing a finance lens to the risks faced by our charity and how we manage these risks. We should not shy away from identifying opportunities and mitigating against threats.

We should be empowered to instil a performance culture within our charity. We have an essential role in holding others accountable – to ensure that our charity does the right thing and everyone involved is proud of the work we do.



*We can make a real difference by providing a finance lens to the risks faced by our charity and how we manage these risks.*

Don't miss the CFG Annual Conference 2020! Book now with your member discount at [www.cfg.org.uk/ac20](http://www.cfg.org.uk/ac20)

CFG ANNUAL CONFERENCE

CREATING A BETTER FUTURE 2020



**THURSDAY  
14 MAY 2020  
QEII CENTRE,  
LONDON**

**Join sector leaders and professionals from across the charity and corporate worlds at CFG’s Annual Conference 2020, *Creating a Better Future.***

With five streams to choose from and over 25 speakers from across the sector, attending the essential charity finance event of the year will set you on a forward-looking journey, galvanise you into creativity and empower you to play an active and informed role in creating a better future in the non-profit sector.

**FIND OUT MORE AND BOOK YOUR PLACE AT [CFG.ORG.UK/AC20](http://CFG.ORG.UK/AC20) FOLLOW @CFGTWEETS #CFGAC20 FOR UPDATES**

# What else can we do to support DEI in the sector?



**Caron Bradshaw,**  
Chief Executive,  
Charity Finance Group



This month Caron reflects on the progress on the issue of diversity, equality and inclusion at CFG, and asks what else we should be doing to support DEI in the sector.

Diversity, equality and inclusions (DEI) is an issue that should be on everyone's agenda, it's certainly on mine. At the tail end of last year we were contacted by a DEI advocate interested to know what CFG is doing.

IoF, ACEVO and NCVO have all launched initiatives to tackle the sector's diversity problems, whereas we have not – and that got me and my team thinking.

Anika Mohideen's research<sup>1</sup> on current barriers in racial diversity in the charity sector is really interesting. What it highlights in the context of racial diversity can, in my view, be applied to DEI generally. You need to get the recruitment right (recruit for potential not for perfection and value a wider range of experience), recognise and address privilege, tackle practices which exist and might exclude diversity (like always socialising in the pub), increase entry level pay and promote/recruit diverse candidates into leadership roles more readily.

Lynne Berry's words when she opened our Annual Conference in 2018 struck me. She said that people often asked her 'how do you empower your teams?' But she believed this was the wrong question. Instead we should be asking 'what are we doing that disempowers them?' She was spot on. It is so easy to disempower – even when you have the best of intentions – so I believe it starts and ends with culture.

At CFG we have focused increasingly on 'How do we wish to work? Who do we want to recruit in CFG? How do we maximise talent?' These are facets of culture. We don't require degrees for every job, we've significantly increased pay for our entry level jobs, we don't

offer unpaid internships, we strive for less hierarchy (everyone's voice should be heard) and have delegated budgeting and decision-making as close to the activity as possible. In other words, we try to 'get out of the way' of our talent and dismantle the barriers to progress.

We are not perfect by any stretch and there is more to do, but I believe this has been instrumental in driving greater diversity in our workforce. Over a third of staff are BAME (50% of current SMT), 92% are women (we need more men!) and we have made reasonable adjustments for mental and physical health for 12% of our team.

For a membership body there is a natural tendency for members to vote for faces they recognise, and that can lead to a less than diverse field. We have worked to overcome the lack of diversity in age, seniority, ethnicity, by drawing in candidates to non-trustee roles and including them in activities designed to increase exposure and raise profile.

Amongst our membership we have introduced training and travel bursaries for our coveted inspiring financial leadership course (with Sayer Vincent and CASS business school), showcased up and coming leaders and have introduced our 'Inspiring Financial Leadership Awards' amongst other things, designed to increase the diversity of visible role models.

Despite all this we can still 'get it wrong'. A member challenged the team on the mainly male line up on the opening page of our 2020 Annual Conference programme. It's true to say that the line-up confirmed and secured at time of going to print was not as diverse as

the final speaker selection. However that glosses over a legitimate issue. Getting a broad range of speakers is challenging for CFG and sometimes our speakers are not as diverse as we'd wish for.

We question ourselves whether there are other things we might do and why it seems easier to get more diverse speakers from our corporate members than from our charities? Are we doing enough to break down the barriers to progress for our members? Can our corporate members share their lessons for success?

Together with my SMT we've been reflecting on whether we should be more proactive and visible with our DEI efforts and we've come to the conclusion we should. To date whilst we have been active behind the scenes with reasonable levels of success, we need to use our privileged position to greater and more visible effect.

So my final thought in this piece is a question for you all. When I first started at CFG we had considered and rejected the idea of a diversity forum or specific groups like 'women in finance'. I'd discussed the idea with a number of members and concluded, at the time, that such an approach was not the best way to bring about change or support members. But has the time come to revisit that conclusion – have we deprived members of a safe space to explore the issues?



*Whilst we have been active behind the scenes with reasonable levels of success, we need to use our privileged position to greater and more visible effect.*

Do you want CFG to draw together activities and resources across the sector and provide a platform to support your exploration of the issues creating barriers to DEI? If so what does that look like? What are your ideas? What role should we take? Instead of guessing what you want or trying to create a CFG version of other organisations' initiatives we'd really like to hear from you. Please do get in touch; help us unpick the barriers and inequity which appear stitched into the fabric of our sector.

<sup>1</sup> [bit.ly/AnikaMohideen](https://bit.ly/AnikaMohideen)

# What do the numbers on diversity tell us?



**Natalie John,** Membership and data at Charity Finance Group and trustee on the Beyond Suffrage programme



CFG's Natalie John takes a look at key research on the issue of diversity in the charity sector, what positive outcomes are created through developing a diverse culture, and the role of individual responsibility in effecting change.

I've been working at CFG for seven months now, and although I've experienced diversity at networking opportunities in my role, it's fair to say that there is room for improvement. As someone who does not fit the demographic at all (a 24 year old woman of colour) it can be uninspiring. Do these characteristics of mine hold me back from bigger opportunities? They shouldn't.

We need to ask why there is a lack of diversity within the charity sector. Third Sector's recent analysis of ethnicity and gender in senior positions in the top 50 charities across the nation showed that only 30% of CEOs are women and 36% are trustees. A further 12% of CEOs and 8% of trustees are people of colour. 19 out of the 50 have no non-white employees in senior management or within their trustee boards. The message this is portraying to those who do not fit the 'standard criteria' is that this is a hard goal to obtain, an uphill battle.

The government's Governance Jigsaw resource<sup>1</sup> specifies six key pieces to developing *The Essential Trustee*. These are:

1. Ensuring your charity is carrying out its purposes for the public benefit

2. Comply with your charity's governing document and the law
3. Act in your charity's best interests
4. Ensure your charity is accountable
5. Manage your charity's resources responsibly
6. Act with reasonable care and skill.

This covers a vast range of knowledge and personality-type skills that cannot be present in just one or two specific kinds of people,



*The Charity Commission's research into board effectiveness highlighted the lack of diversity, stating 92% of all charity trustees are white.*

so why do some trustee boards consist of more 'typical' demographics? The average trustee board member is a white male aged 50 and above.

The Charity Commission's research into board effectiveness highlighted the lack of diversity, stating 92% of all charity trustees are white. The top 100 income charities have a combined percentage of 9.6% trustees from ethnic backgrounds. How can we expect diversity of thought without diversity on the board?

There are schemes in place to aid young adults get the training and knowledge to apply and succeed within trustee recruitment. Social Practice Ent is currently running their first cohort of their Beyond Suffrage programme, giving young women of colour the knowledge, experience and opportunity to apply for trustee positions. I am extremely lucky to be a part of this cohort and will utilise this chance to campaign for better diversity within the charity sector.



*How can we expect diversity of thought without diversity on the board?*

Inclusivity and diversity can aid enhancement within an organisation. Diverse individuals bring different views, experiences and ways of thinking, and allow others to develop communication skills. In seeing points of view through a different lens and learning from others it can help to prevent unhelpful ideologies and mitigate against groupthink.

Additionally, research shows that diverse organisations tend to attract more talent. PwC conducted a survey directed towards millennials which demonstrated that 76% of those in a financial services sector said they considered an employer's record on equality and diversity when accepting a role offered to them.

Challenging current systems may not be the easiest thing for you to do within an organisation, especially when employed in a junior role. However, it is important to know that your voice needs to be heard and you need to be able to express and implement ideas that might be taboo in your organisation in order to drive results and change. It can be daunting and intimidating to operate in an area where you are not necessarily familiar or comfortable but that is the first step to change.

<sup>1</sup> [bit.ly/GovJigsaw](https://bit.ly/GovJigsaw)

# The power of local infrastructure

Jane Ide,  
Chief Executive Officer,  
NAVCA



Jane was asked to close the CFG Community Accounting Conference this February with an informed and inspiring perspective on the value, importance and future of community accounting in relation to the local voluntary sector and the communities we serve.

I don't think there's a single person I've met or spoken to in the three and a half years since I joined NAVCA that doesn't absolutely recognise the essential value of the local voluntary sector in this country. Whether it is a government minister or a member of the public I'm talking to, the work done by the vast network of small charities and voluntary organisations is appreciated and acknowledged.

In the public eye, the conversation around charities big or small always puts the focus on the mission, the beneficiaries, the funding and the governance of a charity or voluntary organisation. Quite rightly so – they are on the frontline of meeting the needs of the disadvantaged, undervalued, frightened and at risk members of our society.

But little attention is paid to what those charities and organisations need in order for them to be the best they can be, and to work to the greatest effect for their beneficiaries.

Having come into the sector so recently I am very familiar with some of the less informed views that the wider general public (and even some people who should know better, including politicians and their advisers) holds about the voluntary sector.

"The clue's in the name. It's the voluntary sector so surely it's all done by volunteers working for free?"

"I give to my favourite charity and I don't want a single penny of my money to be spent on anything other than the people it's there to help. I could probably live with some people being paid for the work they do but only if they are actually on the front line working with the homeless people/sick people/abandoned animals that I care about. But they definitely shouldn't be spending it on overheads – that's just another name for overblown bureaucracy and fat cat salaries for managers."

"I think charity is really important, but you can't trust charities to do the right thing, just look at xxxx [fill in the name of the latest big name charitable scandal]"



*We have fallen prey more than any other part of the sector to the assumption that the only thing that matters is frontline delivery.*

"Everyone that works in it is a saint and beyond any suspicion so we don't have to worry about anything."

I'll let you draw your own conclusions about all of those statements!

But what those perceptions miss is that probably the single greatest challenge in running a charitable endeavour, of any size and for any purpose, is the management of risk.

The risks that come with working with vulnerable people.

The risks that come from managing volunteers and staff.

The risks of relying for your income not on having a tangible product that you can sell to someone who wants it, but of offering badly needed support to people that CAN'T afford to pay for it and having to rely on others to support you out of the goodness of their heart or to meet a corporate objective of their own.

Those risks are as real and burdensome for the major national and global charities as they are for the small local ones.

Self evidently, the big guys have the resources, the staff structures, the time and the ability to focus on these risks and manage them effectively. Regardless of the tabloid headlines, the vast majority of large charities do this stuff day in day out and they do it well.

For the greater part of the charitable sector, the hundreds of thousands of small and micro organisations that do amazing, challenging and difficult work, the management of risk is itself the biggest risk they face.

When you are chief cook and bottle washer and you have people badly in need queuing at your door for the support you offer, putting in place effective governance procedures may not be the first thing at the top of your list of priorities.

At NAVCA we've been closely involved in the past couple of years with programmes to improve safeguarding and cyber security aimed at small local charities and voluntary organisations. We've worked with the Fundraising Regulator to make sure fundraising guidance is as accessible and relevant to the 'kitchen table' end of the sector as it is to the Macmillans and the Save the Childrens.

And throughout the country local infrastructure bodies work directly with those small and micro organisations to help them manage their risks effectively, put in place good governance processes and ensure that they are sustainable.

The reason for all that work is really, really simple: if those risk management processes aren't in place, there is every chance that the organisation will trip up and fall, or worse,

be the victim of deliberate activity that will destroy it financially and reputationally. And that would be disastrous for its beneficiaries.

In my role at NAVCA I'm often asked about the future of local infrastructure. I start my response to that question by looking at where I think we are now, and where we have been. There is no question at all that for a long time 'infrastructure', or as I prefer to call it, sector support and development, has been deeply undervalued by many, even perhaps by those working within it.

We have fallen prey more than any other part of the sector to the assumption that the only thing that matters is frontline delivery.

In a world where overheads and costs of management have become dirty words, and in an age of austerity where even the most basic of human needs are subjected to funding cuts, you can be sure that the concept of a second tier organisation that exists solely to support other organisations has become more and more easily dispensed with.

Let's face it: local infrastructure is about as far away from the sexy end of the voluntary sector as it is possible to be.

And I have to be honest – local infrastructure hasn't always helped itself. In the past we haven't been as effective, as well run or as impactful as we might have been, and we certainly haven't made our own case as strongly as it needed to be made.

BUT. The need for good, place based, local infrastructure for the voluntary sector is growing all the time, and I believe firmly that the tide of perception is just starting to turn.

Politically, there is no doubt that 'place' is the place to be. Parties of all stripes have recognised that the biggest single domestic political challenge of this decade is to effectively engage with, listen to and where necessary transform local communities, addressing division and deep inequalities within those communities.

The health system is moving more and more rapidly away from traditional models of healthcare and into a world that talks about social value, population health, and hospital trusts as anchor organisations for their local communities.

And NAVCA is no longer the lone voice arguing that local infrastructure organisations are the 'front door' to those communities, the ones that can help connect with and engage with the local voluntary sector and, through them, our amazing, diverse, active, capable and challenging communities, the people and organisations that create and are deeply embedded in the unique personality of any place.

We are hearing others, including some funding bodies and policy makers, join us in making that case. They are coming from a place where they have seen the

gap that arises where those infrastructure organisations don't exist. They have seen first hand how much value these gateway organisations can offer. And they have realised that those bodies need support themselves if they are to survive and thrive.

At NAVCA we have just launched a new five year strategy that is directly focused on changing the narrative and powerfully making the case that every community in this country needs and deserves to have access to the best quality local infrastructure support for their local voluntary sector.



*Throughout the country local infrastructure bodies work directly with those small and micro organisations to help them manage their risks effectively, put in place good governance processes and ensure that they are sustainable.*

There is much to do to achieve that. We cannot and will not achieve it alone – it is essential that we bring others along with us to help make the case. And every single one of us that works in this hidden, undervalued world of local infrastructure has our role to play in demonstrating how much essential value our organisations provide. But if ever there was a moment for this work to be done, that moment is now.

You may have noticed that I haven't actually mentioned community accounting yet. I promise you that is not because I don't think it is important. In fact, just the opposite.

As the CEO of a small charity myself I am incredibly aware of how essential it is to have good, effective financial management processes in place. When you have little headspace to spare, it really matters that something so fundamental to the survival of your organisation is managed well.

And in a world that, understandably and rightly, places us under so much scrutiny and perhaps too often holds us to a higher level of account than other sectors, in which there are the inevitable and ongoing technical changes and challenges, we need skilled partners in our endeavour to make sure we just get things right and report things right and understand where we're really at

financially and what we might need to be worrying about and what we can actually perhaps stop worrying about.

But more than that – given the values of our sector, it also really helps if those partners come at their work from a basis of shared values and ethics. That they understand the context and the difficulties within which we work. That they know what it feels like to be in the sort of organisation we are in, and why we might sometimes get the details wrong.

It is essential that they are willing to challenge, not just from the perspective of a technical accounting matter but also from the value base of the sector.

That they are willing, in fact actively keen, to work with an organisation to help them improve, not just abandon them and move on to a higher value client.

But that they are also willing to take action if necessary. Not just because technically it is the right thing to do, but because it really – really – matters – to the people that most need us to do right by them.

And if we are to radically and irrevocably shift the misperceptions of the intrinsic value of local infrastructure, the work of delivering highly professionally, deeply values based and utterly effective community accountability is a key plank in the case we need to make.

So I want to finish with one simple message to all of you. The rest of the world may see your work as dull but necessary. The rest of the world may not see your work at all. You may sometimes feel that you are wearing an invisibility cloak that completely hides you from view, compared to your colleagues across the sector who can more easily answer the questions, 'so how do you help people?' But I'm here to tell you that your work is essential. The way you do your work is vitally important. The values you bring to that work lift you above the norm of even the best private sector accountability practice, and the charities and voluntary organisations you support would be at real and potentially terminal risk without your commitment, your skills and your knowledge. And the fact that you play a key role in the delivery of effective local infrastructure is invaluable.

So when you go back to your offices tomorrow and open up the next spreadsheet or set of accounts, remember this: you make a difference, every single day, to the lives of hundreds and maybe even thousands of people, and you play a crucial role in helping us make the case for local infrastructure.

And that's not an invisibility cloak you are wearing.

It's a superhero's cape.

Wear it with pride.

Our events, training and members' meetings can count towards your continuous professional development (CPD). Contact your association for further information, or email [events@cfg.org.uk](mailto:events@cfg.org.uk) for further details.



# ANNUAL CONFERENCE 2020

**Date:** Thursday 14 May 2020  
**Time:** 08:15 – 18:00  
**Location:** The Queen Elizabeth II, London  
**Price:** CFG members £287, Non-members £489  
 Full programme and bookings: [www.cfg.org.uk/ac20](http://www.cfg.org.uk/ac20)

CFG's biggest event of the year returns on Thursday 14 May with the theme **Creating A Better Future**.

At a time where nothing has been certain, organisations in the sector have been on a journey of ups and downs, ambiguity and change. The 2020 Annual Conference aims to instil a new confidence and a fresh perspective in a transforming landscape.

Last year over 550 charity finance professionals attended, and this year is set to be even bigger! We are proud to bring you an exciting line up of speakers and exhibitors with whom you can network, and you can customise your day by choosing from across five streams of content. Members save over £200 off the full price. This conference is very popular so book early to avoid disappointment.

**Book your place at [www.cfg.org.uk/ac20](http://www.cfg.org.uk/ac20)**



Our events, training and members' meetings can count towards your continuous professional development (CPD). Contact your association for further information, or email [events@cfg.org.uk](mailto:events@cfg.org.uk) for further details.



## TECHNICAL UPDATE CONFERENCE – CARDIFF

**Date:** Thursday 26 March 2020  
**Time:** 09:00 – 16:15  
**Location:** Brewin Dolphin Cardiff, 2nd Floor, 5 Callaghan Square, Cardiff, CF10 5BT  
**Price:** CFG members £119, Non-members £152  
 Full programme and bookings: [www.cfg.org.uk/techcardiff](http://www.cfg.org.uk/techcardiff)

After a sell-out event in London, we're bringing this comprehensive full day conference to Cardiff. The day will provide all the essential technical developments in charity finance that impact you and your organisation. Expert speakers will share updates on all the big issues in the sector, including:

- Regulation developments
- Fraud and cyber crime
- VAT and tax
- Governance
- HR and legal issues
- Accounting and reporting

The day will provide you with all the important updates you need to know in one concise day, with the opportunity to discuss them with your peers in the sector.

**Who should come to this event?**

This event is especially useful for finance directors, finance managers, CEOs and trustees.

Kindly hosted by Brewin Dolphin



## LARGE CHARITIES BREAKFAST

**Date:** Thursday 23 April 2020  
**Time:** 08:30 – 10:35  
**Location:** haysmacintyre, 10 Queen Street Place, London EC4R 1AG  
**Price:** Free, available to CFG members only with organisation turnover above £25m or with a large finance team.  
 Full programme and bookings: [www.cfg.org.uk/LargeCharitiesBreakfast2020](http://www.cfg.org.uk/LargeCharitiesBreakfast2020)

We are delighted to announce the Large Charities Breakfast Networking Sessions, a series of morning events which will tackle key issues facing large charities in the UK.

The first breakfast is focused on effective workforce development.

Every charity's most important asset is its people. Without the right people providing the right skills charities would not be able to deliver their mission and services to their stakeholders. This session is focused on networking giving delegates the opportunity to discuss how a charity can assess their workforce and invest in continuous learning and skills development to enable their employees to stay relevant.

**Who should attend?:**

Senior managers, heads of finance, finance directors. Delegate organisations will need to have over £25m income or have a large finance team.

Book your place [www.cfg.org.uk/LargeCharitiesBreakfast2020](http://www.cfg.org.uk/LargeCharitiesBreakfast2020) – more breakfast dates coming soon!



## NORTHERN MEMBERS MEETING

**Date:** Wednesday 25 March  
**Time:** 13:00 – 16:30  
**Location:** Mazars Leeds, 5th Floor, 3 Wellington Place, Leeds, LS1 4AP  
**Price:** Free  
 Full programme and bookings: [www.cfg.org.uk/NMMLeeds20](http://www.cfg.org.uk/NMMLeeds20)

Is it time to improve your financial processes?

In the first Northern Members Meeting of 2020 we will look at ways you can optimise your internal systems and processes to improve efficiency, reduce waste and safeguard your charity against fraud.

Join us at Mazars in Leeds city centre for lunch, followed by three presentations from expert speakers.

This is a great opportunity to network and connect with your peers from across the sector and region, and have your key questions answered by the speakers.

Book your place at [www.cfg.org.uk/NMMLeeds20](http://www.cfg.org.uk/NMMLeeds20)



## LUNCHTIME VAT WEBINAR

**Date:** Tuesday 7 April 2020  
**Time:** 13:00 – 14:00

Rob Warne, Partner at Crowe's specialist VAT Group, will provide an update on all the latest changes to VAT, both from case law and developments from HMRC. There will also be plenty of time for Q&A. Everything you need to know!

To register follow the link [bit.ly/CFGVatWeb](http://bit.ly/CFGVatWeb)



## FOUNDATION INVESTMENT TRAINING

**Date:** Wednesday 15 April  
**Time:** 13:45 – 17:30  
**Location:** Sarasin & Partners, Juxon House, 100 St. Paul's Churchyard, London, EC4M 8BU  
**Price:** CFG members £75 / Non-members £95  
 Full programme and bookings: [www.cfg.org.uk/FoundationInvestmentApr](http://www.cfg.org.uk/FoundationInvestmentApr)

This half day seminar is a solid introduction to charity investment for those who are new to this area or would like to refresh their knowledge. The course will provide attendees with an outline of charity finance, their obligations within this and how to make responsible decisions regarding charity investments.

This course is for charities only and is suitable for anyone in the finance function responsible for investments, as well as charity trustees and CEOs.



Our events, training and members' meetings can count towards your continuous professional development (CPD). Contact your association for further information, or email [events@cfg.org.uk](mailto:events@cfg.org.uk) for further details.

## UPCOMING TRAINING

**CFG's programme of training enables finance professionals in the charity sector to develop leadership and financial management skills, develop your understanding of topical finance issues, and network and share knowledge with peers.**

**If you have any questions on upcoming training, get in touch with the events team – [events@cfg.org.uk](mailto:events@cfg.org.uk).**

**Foundation Investment training**  
Wednesday 15 April – London  
Wednesday 15 July – London

This half day seminar is a solid introduction to charity investment for those who are new to this area or would like to refresh their knowledge. The course will provide attendees with an outline of charity finance, their obligations within this and

how to make responsible decisions regarding charity investments.

This course is for charities only and is suitable for anyone in the finance function responsible for investments, as well as charity trustees and CEOs.

*In association with Sarasin & Partners.*

**People Management for Finance Professionals – London**  
Tuesday 19 May – London

This course is for finance professionals with line management responsibility who would like to improve their people management skills. It will offer insights into how to get the best from your team and improve their level of understanding and confidence in managing staff and dealing with a range of common issues.

*In association with HR Services*

**Advanced Investment Training**  
Wednesday 10 June – London

This advanced half-day course provides participants with a deeper understanding of fund management and the wider investment classes enabling them to confidently take responsibility for investments.

If you have any questions on training, get in touch with the events team – [events@cfg.org.uk](mailto:events@cfg.org.uk).

The training is suitable for professionals with responsibility for investments or those who want to develop a greater understanding of the management of their funds.

*In association with Sarasin & Partners.*

**Advanced Charity Finance**  
Wednesday 17 June – London

This training will examine some of the more complex areas of charity finance, aimed at charity finance professionals with experience in the sector. By using case studies and participating in group work, you will review how to use accounts effectively and consider the key risks which surround tax and VAT.

This course is aimed at charity finance professionals with experience working in the sector and builds on the knowledge gained in the Introduction to Charity Finance Course.

*In association with BDO.*

**See the full training programme and new courses available at [www.cfg.org.uk/events\\_and\\_training](http://www.cfg.org.uk/events_and_training)**

## Events at a glance

For further information on all CFG events or to book, please visit [www.cfg.org.uk/events](http://www.cfg.org.uk/events) or email [events@cfg.org.uk](mailto:events@cfg.org.uk)

### Conferences

**Technical Update**  
Thursday 26 March  
Cardiff

**IT Conference**  
Monday 16 March  
London

**Annual Conference**  
Thursday 14 May  
London

### Members' meetings

**LONDON AND SOUTH EAST**  
Audit update  
Wednesday 1 April  
Personal and team resilience  
Tuesday 5 May  
London

**NORTH**  
Optimise your internal systems and processes  
Wednesday 25 March  
Leeds

### Training

**Advanced Investment Training**  
Wednesday 18 March  
Wednesday 10 June  
Tuesday 6 October  
London

**Foundation Charity Finance**  
Tuesday 24 March  
Monday 12 October  
London

**Foundation Investment**  
Wednesday 15 April  
Wednesday 15 July  
Wednesday 18 November  
London

**Finance for Fundraisers**  
Monday 11 May  
London

**People Management for Finance Professionals**  
Tuesday 19 May  
London

**Advanced Charity Finance**  
Wednesday 17 June  
Monday 30 November  
London

**Foundation Charity Finance**  
Monday 12 October  
London

**Audit Committee Training**  
Friday 6 November  
London

### Roundtables and Webinars

**VAT Webinar**  
Thursday 7 April  
1-2pm

**Risk in an uncertain world Roundtable**  
Wednesday 27 May  
London



## When it comes to charity finance, you're always our number one.

Other finance recruiters are available of course, but there's only one where you're guaranteed to be star of the show.

At Harris Hill Finance we only have eyes for the charity sector, so you don't have to battle the bright lights (and big bucks) of banking, commerce or anything else for attention, assistance, or the very best jobs and candidates.

As 100% charity specialists, not only do we know and love the sector, but when you need a fantastic finance role or the right person to fill one, we're perfectly placed to ensure you succeed.

**Contact the team or check our website for the latest opportunities:**

**Simon Bascombe • 020 7820 7311**  
[simon.bascombe@harrishill.co.uk](mailto:simon.bascombe@harrishill.co.uk)

**Belton Bass • 020 7820 7310**  
[belton.bass@harrishill.co.uk](mailto:belton.bass@harrishill.co.uk)

 [www.harrishill.co.uk/finance](http://www.harrishill.co.uk/finance)



## CRM in a Box Affordable, expert help - when you need it

Selecting a new CRM system is risky. Statistically the failure rate is very high, and so, for charities with modest resources, the prospect of implementing a new CRM system can be daunting.

'CRM in a box' is the Adapta product that opens up to give you the very best expert guidance, insight and practical CRM know-how. Inside the box is a collection of project templates and other practical resources, together with vouchers for support from Adapta's experts in not-for-profit CRM. All for an affordable fixed price to make sure your investment in CRM is a success.

### CRM in a box, includes:

- Half-day CRM workshop tailored to your organisation.
- CRM Toolkit – templates, analysis and example documents to support your CRM project.
- Navigating not-for-profit CRM – our very own expert guide to successful CRM in the not-for-profit sector.
- 20 hours of independent consultancy to help you through your project.

**Draw on a total of more than 250 years' combined experience of systems selection and implementation.**

**Email [help@adaptaconsulting.co.uk](mailto:help@adaptaconsulting.co.uk) or visit [www.adaptaconsulting.co.uk/CRM-In-A-Box](http://www.adaptaconsulting.co.uk/CRM-In-A-Box)**

- Information Systems Strategy
- Programme & Project Management
- Outsourcing
- Business Case Development
- Supplier Management
- Virtual CIO/IT Director
- Process Improvement
- Project Reviews
- Data & Systems Security/GDPR
- CRM
- Software Specialisms
- Advice & Support

t: 020 7250 4788 e: [help@adaptaconsulting.co.uk](mailto:help@adaptaconsulting.co.uk) [www.adaptaconsulting.co.uk](http://www.adaptaconsulting.co.uk)

# haysmacintyre

**haysmacintyre is an award winning top 25 firm of chartered accountants and tax advisors, with one of the largest charity and not for profit teams in the country.**

**We have the resources, expertise and commitment to deliver an excellent service with a deep understanding of your charity.**

**We audit more of the top 5,000 charities than any other UK accountancy firm**

*Charity Financials' league table February 2020*

[www.haysmacintyre.com](http://www.haysmacintyre.com)

 [@haysmacintyre](https://twitter.com/haysmacintyre)



Winner: Audit Team of the Year



BRONZE Best Professional Services Firm in Sport

Winner of the Bronze Award for 2018 and 2017



Top adviser to the top 5,000 charities, Charity Financials' league table 2019



Top ten by audit fees in the 2019 Charity Finance Audit Survey