



INSPIRING
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FINANCE

The magazine for CFG members

March 2017

Championing women in 2017

International Women's Day special



ALSO THIS MONTH:

SPRING BUDGET
2017

COST OF BUSINESS
RATES SET TO DOUBLE

GENDER PAY GAP
REPORTING

RESPONSIBLE
RECORD KEEPING

fig 1.

What Harris Hill Finance do



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Recruitment industry schmoozing in high end city style (financed by high end city fees)

Harris Hill's Finance team has just one goal: bringing the very best people and jobs in charity and not-for-profit finance together.

If you're working in the third sector, you might already know Harris Hill as one of the UK's leading specialists in charity and not-for-profit recruitment. But did you know that besides the likes of fundraisers, marketers and data managers, we have an equally successful team dedicated purely to roles in charity finance?

No question, we're not one of your big-name finance recruiters. No designer suits, BMWs and flashy city offices here. But we're in the highly appropriate setting of Vauxhall's 'Charity Towers', home to fantastic organisations like Marie Curie, Macmillan Cancer Support, Comic Relief and Care International, who we're very proud to have worked with regularly.

And instead of Michelin-starred lunches on large expenses (there's a café downstairs but trust us, let's not go there) - we throw ourselves wholeheartedly into supporting big sector events like the Charity Softball League, part of our Harris Hill Charity Series, that give something back to the sector and really do bring some remarkable people together.

Whether you're after a manager or director who truly understands charity finance, the ideal analyst or assistant for your team, or a fantastic career move for yourself, there's simply no-one better placed than Harris Hill to help.

We know the sector's challenges and requirements, and literally thousands of its talented people, because it's where our whole business comes from. And since we can only thrive by helping you to do the same, we're genuinely invested in delivering the best possible results for your long-term success.

So if you'd like any assistance with your finance recruitment, your job search, or even just some expert advice on the market, please get in touch with Sam or Simon and we'll be delighted to help.

Our charity finance recruitment specialists

Simon Bascombe

020 7820 7311

simon.bascombe@harrishill.co.uk

Sam Kondic

020 7820 7310

sam.kondic@harrishill.co.uk

We recruit for permanent, temporary and interim roles in charity finance, including:

Director of Finance & Operations

Finance Director

Finance Manager

Financial Controller

Financial Accountant

Management Accountant

Finance Administrator

Finance Assistant

Head of Finance & Support

Head of Finance & IT

Purchase Ledger

Payroll Manager

Credit Controller

Championing the contribution of women in 2017

Earlier this month we celebrated International Women's Day (IWD), and March is also now designated as Women's History Month. This year's IWD celebrations took on even greater significance than previous years', possibly in response to the threat on women's and girls' wellbeing posed by Donald Trump's 'global gag rule' and the worldwide Women's march in January.

Women's equality has come a long way and we've still a long way to go, but the prevailing concern is that of recession, so the renewed interest and protest is unsurprising.

This month's Finance Focus is an International Women's Day special, with all but one of our contributors being female! We often think of finance as a man's world, but, as Caron points out on page 10, in finance, women outnumber men – at least when it comes to junior and middle roles – but asks why this isn't reflected in senior and governance roles.

Of course, 8 March was also significant as it was Philip Hammond's first Spring Budget. Like the economy, CFG's budget response is growing – as well as the live blog and our famously-quick budget briefing, this time we broadcast a live analysis and comment on Periscope and Twitter.

On page 8, CFG's Anjelica Finnegan has the latest analysis on what this budget means for our members and the wider sector, including women's charities. It is vital we invest in jobs and services for women, and ways in which we can advance women's equality and economic independence. CFG believes that the gender pay gap reporting legislation is one step towards greater equality – find out more about what it means on page 12.

What do voluntary organisations need to know when it comes to responsible record keeping? Quite a lot actually says Dr Charlotte Clements, Research Assistant on the British Academy project *Digitising the Mixed Economy of Welfare*. On page 13, she looks at looks at the imperative for charities to have robust archives and effective record management.

On page 11, Martin Hoskins from Grant Thornton explores the latest marketing and consent guidance which has recently been published by both the ICO and the Fundraising Regulator and looks at what it means for charities.

CFG's Policy Team has been hugely busy this month, and in preparation for the introduction of the Apprenticeship Levy in April for charities with a £3m plus paybill, is holding an Apprenticeship Levy Conference on 27 March. Read Anjelica's overview on page 15 – details of the Conference are on page 16.

In other news, CFG's Small Charities Programme is in full swing with great engagement from a wide range of charities, many of whom work in the women's sector. This month, as we launch the next wave of training, we've shone a spotlight on one of those women's charities that benefitted from the training: domestic violence charity Respect (page 14).

We're very lucky that we work in a tolerant, caring sector that values opportunity and equal representation, so we know that you'll join us in wishing everyone a very happy (belated) International Women's Day!

Kate Bines,
Head of Marketing
and Communications



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Apprenticeship Levy Conference, CFG's Annual Conference 2017: 30 years of championing strong financial leadership across the sector.

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

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Organisation of the month

theWI
INSPIRING WOMEN

This month we welcome the National Federation of Women's Institutes. The WI was established to educate women and bring women in isolated rural communities together.

Why did you join CFG?

CFG is a great way to keep abreast of current and emerging policy matters and we value its role in representing the sector's views. The information and resources available are of great practical use to our finance team.

What is your organisation's biggest achievement?

WI members across England, Wales and the Islands celebrated the organisation's centenary in 2015 to mark 100 years of achievement and inspiration.

What is the most useful support your organisation has gained from CFG membership?

Practical learning and networking from attending conferences and workshops which also provide the opportunity to reflect on what we do and incorporate new ideas to improve the way we work.

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

WI members increasingly expect a more professional service, and they are more interested in knowing how their membership fees are spent to deliver this.

What is the biggest issue facing your sector right now?

As well as the NFWI, the WI movement includes approximately 6,300 WIs and 69 county federations all run by trustees elected by the members. The NFWI provides support and guidance, but a big issue is attracting women who are willing and able to make the commitment to serve as trustees.

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

On the finance side irrecoverable VAT is a high cost to the organization, particularly for Denman, our residential training college. A reduction in this cost would mean more people could benefit from this unique facility.

What positive changes has your organisation seen in your sector?

An increase in engagement with our growing membership through digital technology – members have been reaching out to get in touch with us through social media channels in a way that previously wasn't possible.

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

Online technology is becoming increasingly more important to the WI with much communication now taking place through social media – both between members and WIs, and between the NFWI and members – and a new members' only website about to be launched to make communication quicker and easier than ever before.

What are the main obstacles preventing your organisation carrying out its charitable objectives?

People's misconceptions of what the WI is. Women join the WI for a whole host of different reasons, and if we can keep offering the WI as somewhere where women have the space to do exactly what they want to do surrounded by other supportive women, we will keep achieving what our predecessors hoped for and more.

What outcomes has your organisation seen through its work?

WI members have campaigned on a host of diverse topics from asking for better information on the spread of HIV and AIDS in the 1980s; calling for more midwives, to the introduction of breast cancer screenings, calling for an increase in the number of women in the police, and legal aid protection for victims of domestic violence to name just a few. Most recently our campaign work looking at midwifery care has been used by Government to look at real-life experiences of women; when the WI speaks out on an issue representing the voices of 220,000+ women, stakeholders listen.

Voice your views

Visit the CFG website for more information:
Policy > Have Your Say > Consultations

CFG Pensions Forum

The next Pensions Forum will be held on Wednesday 19 April at 1.30pm – 3.00pm at CFG's offices.

DB pension schemes have been described as a ticking time bomb for the charity sector. The focus of the Forum will be the Government's new Green Paper, *Security and Stability in Defined Benefits Pension Scheme*, which sets out what evidence the government has around the key challenges facing DB schemes and highlights the options that have been suggested to improve confidence in the system.

There are a number of key areas that CFG believe are relevant to charities – not least the call for further information around the impact of Section 75 cessation debt on employers. This forum will discuss the key issues raised in the paper and discuss what improvements charities would like to see in the system.

Places are limited. If you would like to attend please contact events@cfg.org.uk

Business Rate Increase

Charity Finance Group continues to press Government to increase business rate relief for charities to 100%. We want to hear from you if your charity will struggle to pay for increases in business rates due to revaluations or are currently facing difficulties due to funding pressures. By sharing this information we will be able to get the real impact of this issue across to policy makers, journalists and other opinion formers. If you are facing difficulties or business rates increases will undermine your ability to fulfil your charitable objectives, please email andrew.o'brien@cfg.org.uk as soon as you can.

Would you like to contribute to Finance Focus?



Articles need to be around 700 words in length, and can include charts or infographics.

The cover story themes for 2017 are:

May: Large Charities special

June: Annual Conference round-up

July: VAT and tax

August: Accounting and reporting

September: Risk and data protection

October: Social investment

November: Governance/Trustees' Week

December: Investment

Please contact Holly Noonan, CFG's Marketing Officer if you'd like to contribute: holly.noonan@cfg.org.uk or call 020 7871 5466.

Ensure your organisation's fundraisers are supported!



Don't forget that fundraising professionals can also take advantage of CFG membership. As securing funding is of utmost importance to not just women organisations but all charities, it is essential your fundraisers are supported.

That is why CFG is opening up its event programme to fundraisers. CFG has put together Finance for Fundraisers to enable fundraisers to feel more confident when

reading accounts and reporting financial elements which are critical to their roles. Fundraisers can visit our events page to book on <http://bit.ly/2m7Zmzt>

CFG's Brexit Survey 2017

CFG is regularly engaging with the Government to ensure that the operating environment for charities is not damaged and any opportunities for improvements are taken. Repeated demands are being made for more information about the potential impact of Brexit on charities. To support this, we have launched a CFG Brexit Survey 2017 to gather early information about the potential impact of Brexit on members and the charity sector. If you would like to complete this survey then please use the following link <http://bit.ly/2ID7QA2>

Speaking opportunities – share your experiences

CFG holds a variety of events across the UK covering a range of topics such as risk, Gift Aid, investment, VAT and trading, IT and many more, reaching over 1,000 delegates annually. We encourage members to share their knowledge with delegates by presenting at events so that others can learn from their experiences. If you have knowledge on a particular topic or would like to share a particular experience and speak at one of our events, please contact nadine.cameron@cfg.org.uk

Last reminder to renew your 2017/18 membership!



If you haven't renewed your CFG membership will expire on 31 March. Ensure your access to CFG benefits is uninterrupted, renew now.

Thank you to those who have already renewed.

If you haven't received your invitation to renew please call the CFG membership team on 020 7871 5467 or email membership@cfg.org.uk

New members

SS Great Britain

Oxfordshire Community Churches

Enham trust

Herefordshire Wildlife Trust

Joseph Rowntree Reform Trust

Basis Yorkshire Limited

CleanupUP

Abbeyfield Wey Valley Society Ltd

The Surrey Wildlife trust

Drive

New on the CFG blog blog.cfg.org.uk/

Budget Focus: Warning signs for charities in years ahead

Head of Policy and Engagement, Andrew O'Brien analyses the economic trends from the Office for Budget Responsibility's *Economic and Fiscal Outlook*. <http://bit.ly/2maBbkR>

Apprenticeship Levy – How to register for the apprenticeship service

Are you one of the 1,200 charities that will be paying the levy? If so, read this blog <http://bit.ly/2meOIkG>

IFS 2017 Green Budget – the good, the bad, and the worrying?

This blog looks at how the economy might impact charities. <http://bit.ly/2ms3XwX>

Five things to look forward to in 2017

Andrew O'Brien looks at his top five issues for 2017 that charities should discuss internally and potentially at their next board meeting. <http://bit.ly/2l6WOB4>

News in brief...

Charity Commission and Met Police issue joint alert on using cash couriers

Since 2015 around £4 million of suspected illegal cash has been seized from UK ports. The Charity Commission and the Metropolitan Police have issued a joint alert for charities that use cash couriers. The Commission recommends that charities should use formal banking methods to transfer cash overseas with cash couriers a final option for charities. The Commission lists 7 minimum safeguards that Trustees should put in place on their website: <http://bit.ly/2lCOs9M>

Four charities criticised by the government for not paying the national living wage

Department for Business, Energy and Industrial Strategy (BEIS) recently published a list of 360, including four charities, employers who have underpaid staff who are over 25 years old. For the first time BEIS has included employers who failed to pay eligible workers the new National Living Wage. Since 2013, more than £2 million in fines has been issued to employers and the Government are currently investigating a further 1,500 cases of employers failing to comply.

Research and reports



UK's charitable giving up overall by 2.8% in 2016

Blackbaud's 2016 Charitable Giving Report, which analyses giving trends in the US, Canada and the UK found that the UK's overall giving was up by 2.8% and digital giving was up by 2.2% in 2016. The report found that approximately 17% of online transactions were made through a mobile phone, nearly double of the percentage in 2014. The report noted that December was the most popular month for donations, followed by November and September. The report also looked at #GivingTuesday and found that 2016 saw an increase of 20% in online giving compared to 2015.

NCVO publishes their annual report on the changing operating environment for charities

NCVO's *The Road Ahead* identifies and explains the key influencers on the charity sector in 2017. With the average UK's household disposable income expected to grow by 0.1% in 2017 and with inflation expected to hit above 2% in 2017, NCVO warns that donations will be worth significantly less by 2020. The report also warns that as government departmental spending cuts continue so will spending cuts from government to charities in 2017.

Guidance and support



Fundraising Regulator produces guidance on consent and data protection

In light of the General Data Protection Regulation coming into force in May 2018 and continued scrutiny of fundraising practices by the media, the Fundraising Regulator has produced guidance to help charities understand their responsibilities in relation to donor consent, data protection and legitimate interests. Alongside the guidance, the Fundraising Regulator has published 6 example case studies of charities at different stages of the process to help show best practice for the sector. An accompanying checklist and self-assessment toolkit is designed to help charities develop practical solutions to consent and personal data processing.

Navigating the charity pensions maze

The latest edition of Charity Finance Group's flagship pensions publication is out now. 'Navigating the charity pensions maze' has been produced in partnership with the leading charity pensions experts. Getting your pension provision right can be a challenge. This publication will help you navigate the pensions landscape so that your charity can find the right balance between equitable and fair pensions for staff while maintaining donor and beneficiary support. Whether your charity has a DC or a DB scheme or both; whether you have already auto-enrolled, or if you are a small charity yet to auto-enrol; if you have employees in a local government pension scheme; or if you are thinking about your scheme's investment funds, this is the ideal place to start. Download your copy from the CFG website. <http://bit.ly/2nMxar1>

What's the big issue?

Cost of business rates set to double by 2020

Analysis of the latest data from the Department for Communities and Local Government (DCLG) has shown that in 2010–11, charities received just over £1bn in mandatory rate relief, and around £10m in discretionary rate relief.

This means that charities had an overall 'business rates bill' of £210m. This is the total cost of business rates minus the amount of discretionary rate relief received.

As the graph below shows, the predicted cost of business rates for 2017–18 will be £1.76 billion, with discretionary rate relief worth £51 million. This means that the total 'business rates bill' for charities will have risen to £391m a year.

If the rate of growth in rate relief and discretionary rate relief over the past five years continues at the same pace, by the end of the decade (2019–20) charities will be paying £432m a year in business rates – double the cost at the start of the decade.

As readers of Finance Focus will be aware, this comes time when there is increasing and more complex demand on services, increased pressure on funds and increased uncertainty. The Managing in the New Normal 2016 (carried out by Institute of Fundraising and CFG alongside PwC), found that 70% of charities expected demand for their services to increase over the past year.

Indeed, with policies such as the Apprenticeship Levy and increases in Insurance Premium Tax on the horizon there is no doubt that charities' funds are coming under increasing pressure.

CFG has repeatedly called for the government to raise mandatory charitable rate relief from 80% to 100%. This would

make the tax fair, cut red tape from every local authority having to develop individual business rates policies for charities and put it on par with other tax reliefs such as Gift Aid which do not change depending on the location of the charity.

It would also eliminate the risk of charities being negatively impacted by business rate evaluations which could see some organisations seeing significant increases in their business rates.

Moreover, it would mirror public attitudes towards charities paying business rates. ComRes, commissioned by CFG and Institute of Fundraising, interviewed more than 2,000 British adults online. It found that only 17% of the public believed that charities should pay business rates, with similar proportions saying they should not pay VAT (15%) and Insurance Premium Tax (11%).

In the Spring Budget the Chancellor announced a new £300 million fund for local authorities to provide discretionary relief to individual cases that need it the most. HM Treasury have confirmed to CFG that charities will not be excluded from this fund. However, it does not go far enough.

CFG has consistently engaged with government on this issue and wrote to the Chancellor ahead of the Spring Budget. We will continue to press the Government to introduce the more equitable policy of 100% rate relief for charities.

CFG submits budget proposals to the Chancellor

CFG in partnership with eight other voluntary sector bodies have written to the Chancellor ahead of the Spring Budget on 8th March 2017. The six proposals are focused on strengthening the economy. They offer concrete policy options that could build a truly shared society. The policies are designed to: support charities by reducing the tax burden and strengthen the strategic funding for the whole of the charity sector. You can read the full statement and six proposals on CFG's website at <http://bit.ly/2IDf1Z8>

CFG writes to the Chancellor urging 100% business rate relief to be mandatory

CFG's Chief Executive, Caron Bradshaw, has written to the Chancellor as part of CFG's on-going lobbying work on mandatory 100% business rate relief. The charity sector is facing a business rate bill of £432m by 2019/20 (more than double in 2010/11). For 2017/18 the bill is expected to be £390m, using figures from DCLG. Charity Finance Group, along with ComRes and Institute of Fundraising, has conducted a poll of 2000 people that shows that support for charities to pay business rates is low at only 17%. This letter comes at a time when charities are facing increasing financial strain from the burden of paying rising taxes.

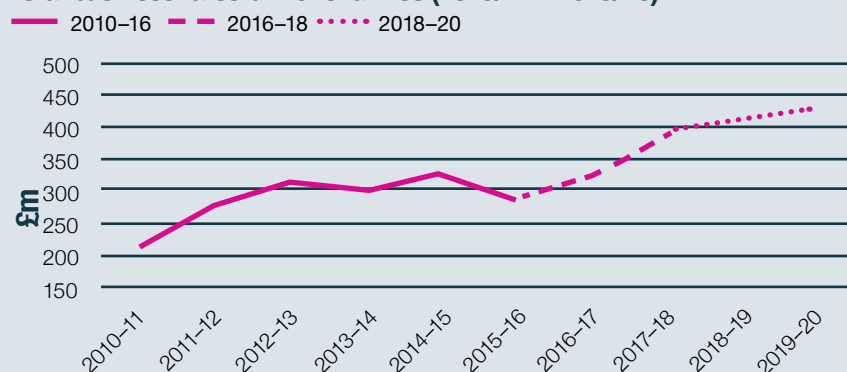
CFG working with Home Office on banking issues for NGOs

CFG has been engaging with the Home Office on the impact of bank de-risking for charities working in conflict environments, by hosting a meeting for an independent Home Office consultant last month to discuss the issues and identify case studies. We are hopeful that the Government will take steps to preserve banking services for charities working in these environments which are critical for successful operations. If you have any challenges getting access to banking services, then please contact the CFG policy team at policy@cfg.org.uk

CFG publishes comprehensive analysis of the Spring Budget

On 8 March the Chancellor delivered the first of two Budgets this year. The CFG policy team works hard to provide timely analysis of what the announcements, as well as the data and forecasts from Office for Budget Responsibility, will mean for charities. You can download our comprehensive Budget briefing on the CFG website – <http://bit.ly/2m2lgTK>

Total business rates bill for charities (2010/11 – 2019/20)



Source: DCLG, *National non-domestic rates to be collected by local authorities in England 2017-18*
*Forecast by DCLG | **Forecast by Charity Finance Group

Blink and you'll miss it



What charities need to know about the spring budget

*Anjelica Finnegan,
Policy and Research
Manager, Charity
Finance Group*



CFG's Anjelica Finnegan brings us the latest analysis from the Chancellor's last Spring Budget and what the budget means for the charity sector.

The budget was a relatively subdued affair. The scale of the policies and the size of their impact was the smallest we have seen for a very long time – indeed the document itself was remarkably sparse.

For some, no news has been good news. Given the plethora of changes that have previously been announced that are coming our way, it is perhaps helpful that the Chancellor did not introduce significant changes that charities need to adapt to. These changes include, but are not limited to, an increase in the National Living Wage, the introduction of the Apprenticeship Levy and a rise in Insurance Premium Tax.

Despite its relative brevity, the budget gives us an insight into what the priorities of this Government are, and what the

concerns are for the future of the economy. Information that is essential to charities' future planning.

Making the economy 'match-fit' for Brexit

The Chancellor made clear his ambition to ensure that the UK is in the best possible position as it gets ready to enter Brexit negotiations with the EU. The economy has fared relatively well, especially if we consider concerns that the UK would fall back into a recession in the case of a vote to leave the EU.

However, he did not focus all that much on Brexit, most likely in a bid to placate his backbenchers who have been frustrated at the negative forecasts around the post-Brexit economy.

What the forecasts tell us about the economy

The figures from the Office for Budget Responsibility (OBR) show the economy has grown by just 2% in total over the last 9 years – before the recession we would have expected this rate of growth per year.

What is concerning to me is that the OBR has said that growth is above the economy's potential. As Paul Johnson, the director of Institute for Fiscal Studies stated in his post-Budget speech, this suggests that we should not expect any income growth in the foreseeable future – indeed if forecasts are correct, by 2020 households in Britain will not have seen a pay rise for 15 years.

Some commentators believe that this is too conservative an estimation of economic growth – only time will tell how we will fare and our cautious Chancellor will not be taking any risks and betting against the OBR.

The forecast that I am particularly concerned about is inflation (CPI) which is set to reach 2.4% in 2017 falling to 2% by 2019 where it should remain through to 2021. For those that remember when inflation was in double figures, this may just seem like inflation returning to normal and the good news is that inflation is not predicted to rise any faster than reported at the end of last year.

It is important that charities keep an eye on and plan for increased inflation for three reasons:

1. Buying in goods and services will become more expensive and so running costs will increase.
2. As household income falls, so too do charitable donations. This may mean that some charities will face challenges in raising income through individuals. CFG's Economic Outlook Briefing has analysed the data on this previously – <http://bit.ly/2fSBXPP>
3. For charities working with people on low incomes or in deprived areas, there may be an increased demand on services as people struggle to make ends meet.

A third parliament of austerity

Although borrowing is down by £16 billion this year, the UK is still on course to borrow £20 billion in 2020 and to reach 'budget balance' by 2025. This commitment to have a cost neutral budget means that austerity will continue into a third parliament.

This will translate to more spending cuts and more post-election tax rises. On the one hand this means that charities will face potential funding cuts, and on the other a continuing high level and complexity of needs as more people turn to charities for support.

The good news for charities

We are certainly a long way away from any strategic support for the sector that other sections of the economy benefit from. However, there were a number of announcements that will be welcome.

Business rate relief

Business rate revaluation was the story of the Budget – after pressure from businesses and parliament the chancellor introduced a number of measures to ease the cost of the changes on businesses, some of which could be of benefit to charities.

The Chancellor confirmed that councils will start to keep 100% of the business rates income that they raise by 2020. Local government will also fully compensate for loss of income from the changes and discretionary relief granted by central government.

Given that councils are facing ever increasing funding pressures, this income is needed and for charities that receive local government grants or contracts from councils this could be welcome news. However, we have seen the sector's business rates bill increase, and it is on course to double by 2020, as local authorities have removed discretionary rate relief for charities, or at least place more stringent conditions on eligibility (see page 7 for more in depth analysis of this increased costs in business rates).

A new £300 million fund will be introduced in English local authorities to provide discretionary rate relief for "hard cases" in their local areas. The Treasury has confirmed to CFG that charities will not be excluded from the policy, and so if charities can make the case to their local authority, there may be funding to cover discretionary charitable rate relief.

Plugging the gap in social care funding

The big spending announcement was the £2 billion for adult social care over the next 3 years. CFG estimates that given the size of the sector and the number of charities working in social care, this could translate to £200 million – £300 million in additional funding. It is important to keep in mind that this will not make up for previous cuts or fully compensate charities for increased costs (including, but not limited to, increases in National Living Wage, Auto-enrolment contributions, and the apprenticeship levy).

This funding will also taper out over the course of the 3 years and so we can expect the funding crunch to return towards the end of the Parliament.

The Chancellor also announced a social care green paper. Charities working in social care will need to ensure that they

engage with this consultation and make sure their own views and expertise and that of the people they support, are heard.

No rise in Insurance Premium Tax (IPT)

There has been talk of the government wanting to bring IPT in line with VAT and increase it to 20%, but for now at least that has not been put on the table. However, the planned increase of IPT to 12% in June this year is still going ahead and will cost charities £50 million each year. This will impact charities of all sizes. For example, average IPT bill for a charity with an income of under £500k has increased from £80 a year to £190 a year.

Targeted support for women's charities

An extra £12 million from the Tampon Tax will be made available to women's charities. Whilst welcome, for those charities that receive the funding, this announcement is somewhat bitter-sweet for women's charities as many of them campaigned to remove the tax altogether.



Given the significant economic contribution the sector makes to the economy and the vital work that we do in delivering public benefit, charities should not be afraid in putting forward the business case for strategic support of the sector.

Over the course of this parliament £100 million will also be given to charities and campaigns that will help the Government's strategy to end violence against women and girls.

Aside from these measures, we haven't seen the usual giveaways for specific charities.

Disconnect between government objectives and policies

We can see that measures that will support charities are thin on the ground, and are a far cry from any strategic support that is necessary to ensure the sector can deliver the biggest possible impact.

The Chancellor's method of getting the economy 'match fit' for Brexit was to focus on reducing costs for, and making the UK attractive to, businesses, and investing in physical infrastructure. But this strategy ignores the role that charities can play in making Britain more competitive. Some of the biggest challenges that Mr Hammond spoke about are social care, making sure local communities thrive and developing skills – all are areas where the charity sector surely plays a pivotal role.

We need to show that if the tax burden on charities is more equitable, then charities can invest more funds on delivering public benefit and will put money into the real economy. They will not sit on this money to derive private profit.

Looking ahead to the Autumn Budget

Given the significant economic contribution the sector makes to the economy and the vital work that we do in delivering public benefit, charities should not be afraid in putting forward the business case for strategic support of the sector.

CFG has developed its own Charity Tax plan that carefully outlines the rationale for reform of the charity tax system and provides concrete proposals for change. This includes, reducing the burden of irrecoverable VAT, cutting business rates and removing IPT for charities. We have also worked with partners across the charity sector to develop proposals to improve the operating environment for charities, and will continue to do so ahead of the Autumn Budget.

What last years Autumn Statement and this Budget has shown is that the Chancellor is able to find money available when there is political will for it – see, for example, the Government's u-turn over rising National Insurance Contributions for the self-employed. I and my colleagues in the policy team will continue to positively put forward the case to Government that supporting charities and their beneficiaries makes good business sense.

Where you can read more of CFG's coverage of the Budget?

The spring budget live blog, which includes expert commentary from CFG's corporate subscribers <http://bit.ly/2mAgRMU>.

Andrew O'Brien's blog post analysing the OBR figures and what this means for charities <http://bit.ly/2maBbkR>.

CFG's budget briefing in which you will find a list of the key announcements and analysis on what this means for charities <http://bit.ly/2mZ7OoM>.

Are women making progress evenly across roles in the work place?

Caron Bradshaw,
CEO, Charity
Finance Group



We've just celebrated another International Women's Day. Is it just me or did this year feel more significant than previous years? Perhaps because of the election of Donald Trump or maybe it's because we have a significant number of women leaders across the globe, including our own Prime Minister?

ACEVO recently appointed the exciting Vicky Browning as its new Chief Exec and this year, CFG is likely to have a predominantly female set of officeholders.

It does seem that we are breaking through that glass ceiling in greater numbers. But I ask – are women making progress evenly across roles in the work place? Are we being seen as 'equal' by our peers? Are we making it to the most senior roles? And in the charity sector, particularly in charity finance roles, are we making headway?

I last wrote on this topic two years ago on the heels of Dame Stephanie Shirley giving a closing key note speech at our annual conference – sharing her experience as a female entrepreneur. Unsurprisingly a major slice of Dame Stephanie's address related to the challenges that she faced as a woman in a predominantly male world. Incredibly, she had changed her name, in business communications, to 'Steve' in order to get her foot in the door!

The environment she described seems alien to us now – no equal pay, no anti-discrimination legislation, women even needed their husband's permission to open a bank

account! While we've come a long way, it would be naive to think challenges don't remain. In 2017, true gender equality at all levels, of all professions, is still a long way off.

Take charity finance for example. Whilst women make up the majority of the workforce in the sector, it is not in the most senior roles.

“

More widely, we need to challenge what we reward. There is a tendency, particularly in finance, to reward the analytical, the process and financial results.

Women are entering the finance profession in greater numbers; indeed, female students make up an equal proportion of new intakes into accounting qualifications. So it seems it isn't 'finance' itself that puts women off. Maybe there is something about the senior finance roles, or at least the perception attached to them that are putting women off? We know it's not an issue of competence – nothing in my experience has ever shown women finance professionals to be any less technically competent. Maybe it's that women see these jobs as too demanding and inflexible? But maybe we, as a sector, are simply failing to appoint willing candidates?

Some of the solutions undoubtedly lie with women themselves. We still have a tendency in our culture to undertake the lion's share of childcare and thus maybe shy away from more senior roles that we perceive may become difficult to juggle with the demands of being a parent. Maybe if men were equally valued for sharing childcare responsibilities, if we were to have a more parent-friendly working environment generally, this might assist in driving up numbers of women in senior roles. Perhaps even, we're not ambitious or competitive enough? Are we guilty of undervaluing our capabilities and skills, ultimately doing ourselves a disservice? CFG is working hard to change the image and narrative around finance and finance professionals. Senior roles should never be seen as burdensome and inflexible – they should be exciting business partnerships, strategically placed and connected to the cause.

More widely, we need to challenge what we reward. There is a tendency, particularly in finance, to reward the analytical, the process and financial results. Increasingly, however, we need to champion and reward innovation, influencing and diplomacy skills together with the ability to connect people as equally, if not more, important. Our great partnership with CASS and Sayer Vincent, and the *Inspiring Financial Leadership** course, seeks to address some of these issues.

We think that by supporting finance leaders with a wider range of so-called soft skills not only will we serve the sector better and have more rounded and creative people running our charities, but that it will also ultimately deliver diversity.

We all have a responsibility to make workplaces attractive and flexible to accommodate all the demands of modern life. In particular, to stop seeing senior finance roles as all about the hard numbers – they are so, so much more! If we achieve this, we will not only see more women taking financial leadership positions but also improve the productivity and impact of the sector as a whole. And that can't be a bad thing. Happy (belated) International Women's Day!

*If you are interested in joining the 2017–18 cohort for Inspiring Financial Leadership, please email events.team@cfg.org.uk

Data Protection:

Will the latest marketing and consent guidance result in a financial shortfall for charities?

*Martin Hoskins,
Associate Director,
Grant Thornton*



New guidance about how charities should obtain consent to contact supporters and how this consent should be used, has recently been published by both the ICO and the Fundraising Regulator. Martin Hoskins from Grant Thornton asks are the regulators really raising the bar? Or are they just reminding charities what the rules actually are?

In the eyes of some, the Information Commissioner, together with the Fundraising Regulator, are enforcing privacy standards that make life much more difficult than should be the case for reputable charities to carry out fundraising initiatives. Pre-ticked boxes are out. Consent for direct marketing must clearly relate to each of the different methods that charities plan to use. Silence does not indicate consent.

In the eyes of the regulators, however, it is important that charities should be observing the rules that have been in place for many years, as well as preparing for new requirements, to be introduced in May 2018 by the General Data Protection Regulation. Specifically, much more light needs to fall on the opaque practices of marketing, data matching and tele-appending.

As far as the ICO is concerned, data matching and tele-appending are different practices to those of purely direct marketing. So, supporters must be informed about these practices. Such views were met with considerable alarm by some

charities, who were concerned about what their supporters might think (and how they might act) if they really knew how their personal data was being used.

When speaking at a Fundraising & Regulatory Compliance Conference in February 2017, Information Commissioner Elizabeth Denham reminded delegates that:

“The Data Protection Act is a principles based law. It doesn’t address the legality of particular activities. You won’t find a clause that says wealth screening is against the law, for example. But you will find principles that say data must be processed fairly and lawfully.

“Some of the activities that we investigated charities for will never be accepted as being fair. It’s hard to imagine, for example, a circumstance where searching out phone numbers or addresses that have not been shared could be fair.

“Wealth screening, at least how we have seen it being done, is not fair either.

Let me be clear. It’s not that the activity is against the law but failing to properly and clearly tell your donors that you’re going to do it, is.”

So, whether charities like it or not, the transparency bus has rolled into town. For good.

A number of charities revised their contact preference strategies, and aim to be more transparent about how they use their supporters’ details.

Before doing so, however, the lack of empirical evidence as to the likely effect of changes to existing contact strategies, or in being more transparent, caused some fundraising executives great concern. Fortunately, evidence is emerging to support the contention that a transparency-based agenda is not such a disastrous strategy – for highly-regarded organisations, at least.

In 2015, for example, the RNLI decided to change the way it raised money for its lifesaving service. Initially, it was very concerned about the potential financial impact when it changed its practices and moved to opt-in communications for its supporters.

By late 2015, the RNLI’s supporter database held about 2m contacts. But, many of these contacts had not been active for some time, and it only had regular communications with and responses from around 885,000 people. So, would a change to an opt-in model ensure that the charity would continue to be able to rely on sufficient numbers of engaged supporters? It had braced itself for a potential reduction in income, after all mitigating factors were taken into account, of £35.6m over 5 years.

That’s a lot of money, potentially, to lose.

However, the RNLI had a pleasant surprise. The original assumptions proved to be wrong. The opt-in rate did not drop to 25% of the original database; the actual rate was closer to 40%. The charity exceeded its original intention of opting in 250,000 supporters by the end of 2016. By February 2017, over 375,000 have said that they still want to keep in touch.

And, it wasn’t just their existing supporters that responded –the charity also attracted new support, with over £175,000 in unsolicited donations via the opt-in marketing campaign.

As far as Elizabeth Denham is concerned, what charities now have to do is to find a way to excel within the boundaries of the rules. They can cling to the belief that regulators have got the law wrong, or that it doesn’t apply to the charitable sector, or that the regulatory burden is too great. Or, they can commit to positive change.

Change that, in her view, is not only achievable, but will reap its own rewards.

What is the gender pay gap and why do we have to report on it

Heather McLoughlin,
Policy and Public
Affairs Officer,
Charity Finance Group



The gender pay gap reporting legislation has been introduced by the government to in a bid to address the average (mean or median) pay difference between all men and women in a workforce. CFG's Heather McLoughlin highlights the reporting requirements for charities.

The latest figures from the European Commission show that the overall earnings gap between men and women in the United Kingdom stands at 45.7%, the average for the EU is 39.8%.

There are various causes cited as reasons why the gender pay gap exists. These can range from fewer women employed in certain areas, such as STEM careers, to unconscious bias and discrimination against pregnant women.

The government hopes that because private and voluntary organisations have to publically publish their gender pay gap that this will work as a motivation to reduce the gap.

Does your charity need to comply?

If your charity employs at least 250 employees as of the 5th April 2017 then you have to comply with gender pay gap reporting.

Be aware that some self-employed people might fall under your total number of employees so be sure to check the definition used from the Equality Act 2010.

What do you need to do?

If your charity falls under the regulation then you will need to perform six calculations to find out your gender pay gap. These calculations are:

1. Average gender pay gap as a mean average
2. Average gender pay gap as a median average
3. Average bonus gender pay gap as a mean average
4. Average bonus gender pay gap as a median average
5. Proportion of males receiving a bonus payment and proportion of females receiving a bonus payment
6. Proportion of males and females when divided into four groups ordered from lowest to highest pay.

What should be done with the calculations?

Once a charity has performed the six calculations these figures must be published on their website and a government website (which will be confirmed in April 2017). It is important that they are signed off by an appropriate member of staff, such as a chief executive. A supporting statement must be produced to be published alongside the publication of calculations.

The government is also encouraging employers to produce a more detailed

narrative describing what the employer understands about their results and how they aim to address any gender pay gap issues.

All data and supporting statements must be completed and published within one year of the review being conducted and/or before 4th April of the following calendar year.

It is important to note that gender pay reporting is a separate requirement to an equal pay audit and charities should ensure that they conduct both.

Where can you find out more?

There are resources available to charities to help them navigate this additional reporting requirement. The Government Equalities Office and Acas have published a guide and template for organisations to use – this can be downloaded for free from the Acas website.

Reporting duties should be accompanied by sufficient support from government

CFG believes that this reporting is one step of many that is needed. The challenges are embedded in societal norms and mandatory reporting for selected employers alone will not break down these barriers.

There needs to be greater investment in increasing knowledge and awareness of the complex barriers that women face. CFG has previously recommended the Government set up a partnership project, similar to Close the Gap in Scotland, to provide direct support (for example, around how to conduct pay audits, online toolkits, and so on) and guidance. This will help educate employers on the myriad of factors that lead to gender pay gaps and how they can meaningfully address them.

If this support was in place, there would certainly be value in widening the scope of the legislation. There is concern amongst women's groups that as the requirements stand, women who work for employers with fewer than 250 members of staff will be excluded from the benefits of gender pay gap reporting. Given that the majority of our sector has an income under £1 million, we can presume this will be the case for a substantial part of the charity sector.

The charity sector is recognised and often praised above the private sector for being a good place for women to work. It is important that an innovative and thriving sector works to reduce the gender pay gap.

CFG is partnering with Russell Cooke to provide training exploring the legal aspects of family friendly rights and gender equality. The session will be running on 13 September and will cover what you need to do to comply with gender pay gap reporting. If you would like to find out more, or to book a place on this training please email events.team@cfg.org.uk

Responsible Record Keeping: what do voluntary organisations need to know?



Dr Charlotte Clements,
British Academy project

Dr Charlotte Clements, Research Assistant on the British Academy project ‘Digitising the Mixed Economy of Welfare’, looks at the need for charities to have good archives and record management.

Voluntary organisations want to use their archives for heritage projects, to celebrate their volunteers, or in fundraising and marketing. These are all great reasons to have and use an in-house archive, but there are a range of policy issues that make good archiving and record keeping vital to all charities and voluntary organisations.

Your records are a vital asset

Good archives and record management processes are more important to voluntary organisations than many might think. They are an asset to any charity as they tell people who you are, the decision making processes of your charity, what your charity has achieved and why donors and the public should trust you.

The need for voluntary organisations to have well-ordered archives and records can be directly linked to pressing challenges facing the sector, such as building public trust and confidence, tackling fraud and ensuring your charity complies with a range of legal and regulatory requirements. These issues have been highlighted by recent developments such as the Independent Inquiry into Child Sexual Abuse, the failure of high profile charities (e.g. Kids Company in 2015 and

their lack of good record keeping) and the introduction of a new Fundraising Regulator in 2016.

Charities are used to the idea that registered charities need to have audited accounts, but in reality a much wider range of records are needed to make sure voluntary organisations comply with regulation and can show evidence of good governance. This evidence is all held in paper and digital archives and it is vital that voluntary organisations are able to draw upon it to show that they comply with legal requirements and have robust decision making and governance procedures in place.

Do you know your responsibilities?

It is important that voluntary organisations ask themselves the following questions:

- Do you know what your responsibilities are when it comes to archives and record keeping?
- Can you provide evidence of your decision making processes?
- Can you provide evidence of how your organisation meets its aims?
- Can you demonstrate the steps you have taken to meet your regulatory and

legal obligations in areas such as data protection and accounting?

- Can you trace all these threads back through the history of your organisation and show how you have developed?

A new project to support charities

I know many organisations might struggle to provide a continuous account of their work and that there are parts of the voluntary sector that need advice on archives and records management. I know that resources can be scarce for charities and that the day to day running of the organisation is the most pressing priority. However, good record keeping (including digital records) can make charities future day to day work easier by allowing charities to know what information they hold and where it is when it’s needed.

A new partnership between CFG and the British Academy Research Project ‘Digitising the Mixed Economy of Welfare in Britain’ will produce guidance that will address these issues.



Charities are used to the idea that registered charities need to have audited accounts, but in reality a much wider range of records are needed.

This partnership, supported by funding from a UCL Public Policy Engagement Grant will allow researchers at UCL to work with CFG to launch new guidance aimed at helping voluntary organisations to fulfil their obligations and manage risks via best practice in archives and records management. We are excited to be able to draw additional expertise from UCL into the partnership by consulting with **UCL Department of Information Studies** and the **Special Collections and Archives** team at UCL.

Get Involved

The project is based at UCL Institute of Education and we are keen to hear from people who might like to be involved. Perhaps you are a voluntary organisation facing a particular challenge with records and archives at the moment or maybe you work with voluntary organisations data and want to offer advice on what you think we need to include. If you would like to engage with this project please email Dr Charlotte Clements at c.clements@ucl.ac.uk.

The Small Charities Programme and the Women's Sector



The Small Charities Programme is well underway. As we develop the programme it has been interesting to see the response we've had and also the types of charities booking onto the training. Charities from the women's sector are the second most common type of charity to book onto the training, as part of the Small Charities Programme. So we asked one of those charities – Respect – about their experience.

Respect is a UK wide domestic violence charity which focuses on three main areas of work: perpetrators of domestic violence, male victims of domestic violence and young people using violence and abuse.

What do you think the environment is like for small charities in your region?

Respect is a nationwide charity, and this poses challenges in itself. Currently, funding for domestic violence services varies significantly across the country, and many specialist domestic violence service providers are struggling as a result. The support that victims, perpetrators, and their families are able to access is often dependent on where they live in the country, and this needs to change.

What are your charities biggest challenges?

One of our biggest challenges is securing funding for core activities. Increasingly, funders accept less of the grant they offer to be used for overhead costs. These costs, however, are essential for any organisation to survive and thrive. We appreciate that we all have to operate in an environment where 'doing more for less' is taken for granted, but without strong infrastructure, organisations will not be able to offer beneficiaries the vital services they need.

What's been one thing that your charity is really proud of?

Keeping victims and children affected by domestic violence safe is the primary aim all of our work, and this is reflected in the

Respect Accreditation Standard. The Standard audits organisations providing Domestic Violence Prevention Programmes, or DVPPs as they are often known, to ensure that the services they offer are safe and effective.

There are over 20 accredited and safe minimum practice organisations across the country that have met our safety specifications, and this number is growing every year. We are incredibly proud of the work we do to ensure the safety of these services, and of each of the member organisations that has reached this high level of practice.

What one thing could the government do to make your life easier for a small charity?

The Government could offer sustainable funding with a life cycle of more than a year.



The best part of the course was the experienced Trainer who has worked for charities of different sizes and understands the challenges we face.

Your charity attended one of CFG's Small Charities Programme training courses. Why did you attend and what was the best part of this course?

Three members of staff attended the Cash Flow, Budget and Financial Management 1 day course. This was part of our ongoing training and development around financial competence. The best part of the course was the experienced Trainer who has worked for charities of different sizes and understands the challenges we face. We also took away a lot of practical ideas to help us improve our financial efficiency and we were pleased to see that many of our processes are fit-for-purpose!

For more information on The Small Charities Programme please visit smallcharityfinance.org.uk.

If travel costs are a barrier, we are offering a travel bursary of up to £100 per organisation, find out more here smallcharityfinance.org.uk/travel-bursary-form.

Is your charity ready for the Apprenticeship Levy?

Anjelica Finnegan,
Policy and Research
Manager, Charity
Finance Group



1,200 of the largest charities in the UK will be required to pay the Apprenticeship Levy from April 2017, estimated to cost charities £200 million collectively. CFG's Anjelica Finnegan gives an overview of how the levy will work ahead of CFG's half day Apprenticeship Levy Conference.*

All employers, including charities, with a pay bill of over £3 million will pay the Apprenticeship Levy from April 2017.

If you are one of the 1,200 charities that are captured by the levy, from **6 April** you will need to tell HMRC how much Apprenticeship Levy you owe each month (see www.gov.uk/guidance/pay-apprenticeship-levy, for more details).

Calculating your levy

The Levy rate is 0.5% of your wage bill and will be paid monthly through PAYE. You will receive an allowance of £15,000 to *offset* against your Levy payment.

The Levy applies to all UK employers. However, Scotland, Wales and Northern Ireland will have their own arrangements for how the levy will be used.

To the right are two examples to illustrate what this will mean in practice – you can also visit the Skills Funding Agency website which has a calculator to help you estimate how much levy you will pay and how much training your apprentices will cost – <https://estimate-my-apprenticeship-funding.sfa.bis.gov.uk/>

Sign up now for the digital apprenticeships service (DAS)

Employers who pay the Apprenticeship Levy, will access funding through the new DAS to pay for training and assessing their apprentices. You should sign up for the service now.

Charity A

- Charity A only has employees in England.
- Charity A has a payroll of £3.2m.
- 0.5% of this is £16,000.
- The government then gives Charity A £15,000 to offset this cost.
- The total amount in Charity A's Digital Account is **£1,000**.

Charity B

- Charity B has a payroll of £5m – 80% of which is in England.
- 0.5% of £5m is £25,000.
- The government then gives Charity B £15,000 to offset this cost.
- 80% of £10,000 put in its Digital Account.
- The total amount in Charity B's Digital Account is **£8,000**.

To be able to set up your account you will need to have:

- Government Gateway login details for the PAYE schemes that you want to include in your account.
- Details for each organisation that will be making an agreement with a training

provider for apprenticeship training, including the charity number.

The Department for Education has produced a Step-by-step guide to apprenticeship service for levy payers – <http://bit.ly/2nr9uIS>.

Using your levy

Levy funds will expire after 24 months and on the basis of first in, first out through either payment or expiry. This has increased from 18 months after lobbying from CFG with partners from the private sector.

After 24 months, any unspent funds in a charity's digital account will be redirected by the government to other employers. This means that if a charity cannot spend the levy we will be faced with the perverse situation where charitable funds will be redirected to subsidise apprenticeships in the private sector.

Charity Finance Group has lobbied hard to make the levy work for charities. We have been successful in extending the amount of time that charities have to spend the levy before their funds expire, and a mechanism to allow employers to transfer 10% of their levy to other employers will be made available in 2018. However, we know that these changes do not go far enough.

The overwhelming message from CFG members is that charities will not be able to spend their levy in full. This is predominately because the levy can only be spent on training and assessing apprentices against approved standards and frameworks, and cannot be used to cover the costs of setting up apprenticeships, recruiting apprentices or managing them.

Pushing for change

CFG will continue to press government to make the changes necessary for levy to have the impact the government argues it will – i.e. improving productivity and increasing skills – in a meaningful way for charities.

If you are willing to add to our evidence base, and are able to share the challenges that your charity will face, please email me on anjelica.finnegan@cfg.org.uk.

Supporting charities

*Alongside this policy work CFG is also hosting a half day Apprenticeship Levy Conference on 27 April in London. Delegates will gain an overview of how the levy will work and how it might affect your charity, as well as providing practical sessions on how to integrate apprentices into your workforce, and how your charity can become a registered training provider. To register please contact events@cfg.org.uk.

In the mean time, if you have any questions about the levy you can get in touch with me via email anjelica.finnegan@cfg.org.uk.

Apprenticeship Levy Conference

**27 April 2017,
London**

Book now
at [cfg.org.uk/
AL17](http://cfg.org.uk/AL17)



1,200 of the largest charities in the UK will be required to pay the Apprenticeship Levy from April 2017, estimated to cost charities £200 million collectively.

CFG's Apprenticeship Levy Conference will provide an overview of how the levy will work and how it might affect your charity, as well as providing practical sessions on how to integrate apprentices into your workforce, and how your charity can become a registered training provider.

The above costs charities will incur do not include the additional costs of developing apprenticeship schemes, becoming registered, or recruiting, paying and managing apprentices.

As the levy can only be spent on training apprentices, many charities are concerned that they will not be able to spend their levy in full. Ultimately employers – including

charities – will lose any unspent funds which the government will then redirect to subsidise the cost of apprenticeship training for other employers.

The conference will give delegates a full introduction to the Apprenticeship Levy and use a charity case study demonstrating how you can introduce apprentices into your organisation.

This conference is particularly suitable for Finance Directors, CEOs and those with responsibility for HR within your organisation.

Visit cfg.org.uk/AL17 to view the full programme and book your place.

CFG's Annual Conference 2017

**18 May 2017,
London**

This year CFG celebrates 30 years of championing strong financial leadership across the sector, supporting and guiding our members and others through many challenges and changes over the past three decades.

CFG's Annual Conference returns to the QEII Centre in London on 18 May 2017. The conference is the must-attend event of the year for all finance professionals working in the charity sector.

We have a diverse range of speakers confirmed, for presentations, workshops and panel discussions, in addition to three thought-provoking plenary sessions.

Simon Hopkins, CEO of national poverty charity Turn2us, will share his thoughts on how the changing narrative on the role of finance has made it much more natural for the charity CFO to break the glass ceiling and step up into the top job.

Nicki Deeson, Finance Director, Amnesty International will focus on what a finance team talent strategy is, why it is important to have one and what you can do to enable the development of your approach.

Using Amnesty International as a case study, we follow their journey and the development of their plan, focussing on the challenges of retaining and motivating staff and sharing clear strategies for you to use in your own organisation.

Visit cfg.org.uk/AC17 for a full list of speakers, conference programme and to secure your early bird place before 14 April 2017.

Kindly sponsored by Grant Thornton and supported by Third Sector.

New training course: Finance for Fundraisers

19 April 2017, *London*



CFG's new Finance for Fundraisers course will enable fundraisers to feel more confident when reading accounts and reporting financial elements which are critical to their roles.

Attendees will leave with an understanding of the key principles of financial reporting for charities, how to analyse and use charity accounts, and knowledge of tax and VAT areas that will impact them.

The course will cover:

- Principles of fund accounting
- Statutory requirements when reporting finances
- How to explain and communicate accounts effectively

- Using cost theory and management accounts to forecast effectively
- VAT and Tax specific to fundraising projects.

Who should attend

Fundraisers, funders and finance professionals who work with fundraising teams.

Book now at cfg.org.uk/events

Foundation Charity Finance

9 May 2017,
Manchester



**Bookings
open soon**

Looking at the differences between charity accounts and corporate reporting.

Key topics:

- Preparation of information
- Interpreting accounts
- Charity VAT
- Direct tax

In association with Saffery Champness

Small Charities Programme

**Training for
charities
under £1m!**

CFG's Small Charities programme provides practical finance training and resources for charities with an income of £1m or less across England and Wales, developing their knowledge and capabilities.

CFG has added new dates which are now available for booking:

Budgets, Management Accounts and Cash Flow Forecasting

26 April 2017, Rhyl
9 May 2017, Birmingham
10 May 2017, London
13 June 2017, Birmingham
14 June 2017, Cardiff
20 June 2017, Stoke-on-Trent

How to Prepare Your Annual Reports

4 April 2017, Bournemouth
4 May 2017, Bridgwater
16 May 2017, Stoke-on-Trent
23 May 2017, London
15 June 2017, London
22 June 2017, Wrexham
27 June 2017, Oldbury

Legal and financial responsibilities of employing staff

25 April 2017, Stoke-on-Trent
6 June 2017, Bournemouth

Bank Accounts, Record Keeping, Risk & Outsourcing

21 April 2017, London
27 April 2017, Birmingham
18 May 2017, Carmarthen

Gift Aid and How to Claim it

6 April 2017, Birmingham
7 April 2017, London
3 May 2017, Bournemouth
25 May 2017, Oldbury
29 June 2017, London

You can find full course descriptions and free resources at **smallcharityfinance.org.uk**



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

Finance for Fundraisers
19 April 2017, London

Enabling fundraisers to feel more confident when reading accounts and reporting financial elements which are critical to their roles.

Key topics:

- Principles of fund accounting
- Statutory requirements when reporting finances

- Communicating accounts effectively
- Using cost theory and management accounts to forecast effectively
- VAT and tax specific to fundraising projects

In association with Crowe Clark Whitehill and supported by Institute of Fundraising

Finance for Decision-making
4 May 2017, London

Looking at different finance tools used for decision-making.

Key topics:

- Costs and when they are relevant to a decision
- Assembling the right information for new ventures, growth and expansion
- Decision-making about investment as income generation
- Planning ahead in a time of uncertainty

In association with Sayer Vincent.

Trading & the Law
14 June 2017, London

Covering the main legal and VAT considerations affecting charities carrying out trading.

Key topics:

- Trading through the charity or a subsidiary trading company
- Obligations under charity law
- Structuring a trading company
- Sharing resources with a trading subsidiary
- VAT implications of trading through the charity or a subsidiary company

In association with Hempsons and Haysmacintyre.

Events at a glance

For further information on all CFG events or to book, please visit www.cfg.org.uk/events or email events@cfg.org.uk

Conferences

Apprenticeship Levy Conference
27 April
London

CFG Annual Conference
18 May
London

CFG Conference: Leeds 2017
4 July
Leeds

Members' meetings

LONDON & THE SOUTH EAST
20 April
London
11 May
London
8 June
London
11 July
London

THE NORTH
20 April
Manchester

MIDLANDS
14 June
Birmingham

SOUTH WEST & WALES

6 April
Cardiff
12 July
Cardiff

Training

Foundation Investment Training
19 April
London
11 July
London
17 October
London

Foundation Investment Training
19 April
London
11 July
London
17 October
London

Advanced Investment Training

5 July
London
8 November
London

Foundation Charity Finance

24 April
London
9 May
Manchester
12 September
Bristol
26 September
Manchester
28 September
Birmingham
18 October
London

Advanced Charity Finance

20 June
London
22 June
Manchester
1 November
Birmingham
21 November
London
28 November
Manchester
5 December
Bristol

Finance for Fundraisers

19 April
London

Finance for Decision-Making

4 May
London

Data Protection
6 June
London

Preventing Fraud

7 June
London
31 October
Birmingham

Trading and the Law

14 June
London

Finance for Non-Finance Managers

21 June
London
8 November
Birmingham

Transforming Your Finance Function

12 October
London

Audit Committee Training

8 November
London



INSPIRING
FINANCIAL
LEADERSHIP

Charity Finance Group Members' Meetings 2017/18

CFG supports members in England and Wales with a programme of members' meetings in each of the four regional hubs - **London & the South East, the North, Midlands and South West & Wales.**

In response to member feedback, we've changed the format of some of the members' meetings to be smaller and to allow for more discussion and debate between delegates and speakers. Importantly, the meetings will still include our popular networking receptions.

The new format will be rolled out in 2017 at all regional meetings and most of the London meetings. We hope you like it!

First dates announced for 2017 members' meetings:

London & the South East

20 April 2017, London
11 May 2017, London
8 June 2017, London (old format)
11 July 2017, London

The North

4 May 2017, Manchester

Midlands

14 June 2017, Birmingham

South West & Wales

6 April 2017, Cardiff
12 July 2017, Cardiff

Limited places available.
Don't miss out,
book your place:
cfg.org.uk/events



INSPIRING
FINANCIAL
LEADERSHIP

NAVIGATING THE CHARITY PENSIONS MAZE

Updated for 2017

Your essential guide from our experts to the latest changes in the world of pensions, and how to effectively manage your charity's pensions.

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INSPIRING
FINANCIAL
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CFG Annual Conference 2017

**18 May 2017,
QEII Centre, London SW1**

This year CFG celebrates 30 years of championing strong financial leadership across the sector, supporting and guiding our members and others through many challenges over the past three decades.

The Conference is the must-attend event of the year for all finance professionals working in the charity sector. We have a diverse range of speakers confirmed, for presentations, workshops and panel discussions, in addition to three thought-provoking plenary sessions.

Confirmed speakers include:

- **Sacha Romanovitch**, CEO, Grant Thornton (opening plenary)
- **Fabian Picardo** QC MP, Chief Minister, HM Government of Gibraltar (lunchtime plenary)
- **Kathryn Burton**, Partner, haysmacintyre
- **Linda Cherrington**, Director of Finance, MNDA
- **Nicki Deeson**, International Finance Director, Amnesty International
- **Sally Flatman**, BBC Charity Appeals Advisor, BBC Lifeline
- **Simon Hopkins**, CEO, Turn2Us
- **Jenny Howard**, Finance Director, Muscular Dystrophy UK
- **Paul Knight**, Partner – Head of NFP tax, BDO LLP
- **Judith Miller**, Partner, Sayer Vincent
- **Imelda Redmond**, Grant Giving Charity
- **Benn Richards**, Insolvency Specialist, Russell-Cooke LLP
- **Adam Stephens**, Smith & Williamson LLP
- **Andrew Studd**, Partner, Russell-Cooke LLP
- **Cara Turtington**, Partner, Saffery Champness
- **Adrian Warburton**, Director of Finance, WWF-UK
- **Helena Wilkinson**, Head of Charities and NFP, Partner, Price Bailey

Our event exhibition offers a comprehensive marketplace of over 50 suppliers and service providers who can assist in tackling the issues your charity faces and help you manage your charity more efficiently.

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