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The magazine for CFG members

Nov/Dec 2019

Out with the old, in with the new?

A General Election and a
manifesto for the future

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EDITOR'S NOTE

Is it time to ring in the changes?

Ah – 2019. It really has been the gift that has kept on giving, and what an exciting journey it's been, culminating in a general election where traditional party lines, and the centrist politics that have prevailed for the past 20 years have been well and truly reimagined.

So much has been spoken about Brexit, not least on these pages, and inevitably there will be so much more to be said. But the end of the year is a time to reflect, and the December election is an opportunity for us to get back to basics, and double down on the unparalleled value of the voluntary sector and set out our stall for the new government on what they need to do to enable civil society to thrive.

Together with the other leading sector organisations (NCVO, ACEVO, Children England, IoF, NAVCA, Lloyds Bank Foundation, Local Trust and Small Charities Coalition), we have launched our charity finance election manifesto, with four key asks focusing on public spending and funding. Richard Sagar, CFG's Policy Manager walks us through the key areas on page 8.

In her address to CFG's Annual Fundraising Dinner, Caron Bradshaw spoke about the growing spectre of the narrative on 'public trust'. Absolutely the sector must be trustworthy, but what the public wants and what is in the public interest should not be conflated. Moreover, low public trust does not mean that we are not trustworthy. Read her full speech on page 10.

As we nurse our collective malaise over the parlous state of politics, it's always good to find ways to cultivate resilience. On page 11, Alastair Thompson and Andre Smith from Positive East, a CFG member charity whose mission is to improve the quality of life of individuals and communities affected by HIV, look at how mindfulness can help build resilience in the workplace. Resilience is also one of the benefits of adopting a more human-centred approach to financial management. Like people, says Graham McKay (p12), organisations are complex and unpredictable but with devolved and real-time financial management, you can achieve a balance between agile and adaptive ways of working without controls becoming a barrier.

As funding streams and grants are squeezed, people who bring finance skills from the commercial sector can be worth their weight in gold. But how do you attract delegates? In his article on page 13, Robert Anderson from Altum Consulting tackles three big barriers: pace, pay, and the ability to return to the private sector.

This year, Newton Investment Management conducted a survey into charity investment. Climate change and sustainability are increasingly driving decision making says Newton's Stephanie Smith, who outlines the key findings on page 14.

Finally, with 2020 nearly upon us, employer specialist Hilary Stokes looks at the implications for charities of IR35 – the requirement from 6 April that all medium and large charities are to determine the employment status of workers. Read more on page 15.

That's all from us for 2019. Have a great festive break, and see you in January.

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



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Don't miss your early bird discount for Midlands Conference 2020, plus Technical Update Conference 2020 in London and Cardiff.

Production and editing: Jenny Stapleton
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

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MEMBER OF THE MONTH Q&A



gendered intelligence
increasing understandings of gender diversity

Wednesday 20 November is Transgender Day of Remembrance so we are delighted to feature new member Gendered Intelligence as our organisation of the month. Director of Operations Moya Wilkie tells us how their holistic approach aims to increase understanding of gender diversity and improve the quality of life of trans people, and young trans people in particular.

What is your organisation's biggest achievement?
Since Gendered Intelligence was formed in 2008, we have prided ourselves on our joined up approach: each year we improve the lives of over 500 young trans, non-binary and gender-questioning young people through youth groups, residencies, and our work in education; and our experience with these young people informs our policy and gender diversity training work. This year we celebrated training our 15,000th person, which, as we work across the public, private and not-for-profit sectors, means we are having a really positive impact on the life of thousands of trans people across the UK.

What have been the biggest changes to the charity sector since you started working in it?
I was first involved in the LGBT sector over 25 years ago, when we were still fighting Section 28. Now there are different challenges, so the sector has adapted. A big issue – which can be both positive

and negative – is the proliferation of social media. We can share messages, spread positive news, and reach new audiences faster, but scaremongering and false news stories can go viral too. While professionals want to ensure they are doing the right thing to support trans people, polarised media debates are confusing. Which creates a challenge – how do we educate the wider public about gender diversity? It's all about providing a safe learning environment for professionals to ask questions.

What is the biggest issue facing your sector right now?
GI only became a registered charity earlier this year, so we are working hard to diversify our funding so we can continue to support our young people for the next decade and beyond. LGBT organisations have traditionally received less money than the rest of the sector, so combined with austerity and a toxic anti-trans media environment, that can make financial sustainability a challenge.

If the government could change one thing that would make your charity's life easier, what would it be?
Just one?! I can think of three off-hand: at a policy level they need to respond to the Gender Recognition Act (GRA) consultation – it closed over a year ago, having received over 53,000 replies, but there has been no news on when a report will be produced. Investment in the NHS is crucial: waiting lists for Gender Identity Clinic appointments are over two years in some parts of the country, which obviously has an impact on the mental health of trans people. And very practically, they could allow people to select a non-binary gender identity marker for legal and employment documentation.

What positive changes has your organisation seen in your sector?
Many individuals, organisations and large institutions, right up to government level, are increasingly keen to engage with us and support trans inclusion. They want to ensure that they are welcoming, including and treating gender diverse people fairly; meeting their legal obligations and improving their practice. That's the long game and we are going in the right direction!

Find out more about Gendered Intelligence at www.genderedintelligence.co.uk

Voice your views



Email policy@cfg.org.uk to contribute to any of our policy work

Are you having issues with recruitment and retention of staff?

CFG is seeking views from our members on retention and recruitment of staff within their organisation. With historically low unemployment, skill shortages in the sector and the wider economy, many of our members are voicing concerns about finding the right staff, and then retaining them.

In the new year, we will explore how we can best support our members in addressing these challenges, both in terms of innovative approaches in overcoming skill shortages and methods to improve retention of staff.

Please email policy@cfg.org.uk with any challenges you've had with recruitment.



Email policy@cfg.org.uk to have your say in our policy work

Join us for members' Christmas drinks and the CFG Awards



Come along to our Christmas drinks and networking event in The Gherkin on 5 December – don't miss it, places will go quickly!

This year we will also be announcing the winners of the first CFG Awards, celebrating excellence in charity finance.

There will complimentary drinks, music and canapés. Join us for a celebration with your peers, after a busy year.

Places are limited so book early to avoid disappointment. Book your place now at www.cfg.org.uk/xmas19

Kindly hosted by Aberdeen Standard Capital

Save the date



CFG ANNUAL CONFERENCE
CREATING A BETTER FUTURE 2020

CFG's Annual Conference is the charity finance event of the year, where finance teams and leaders from across the voluntary sector come together.

Next year's Annual Conference is on **Thursday 14 May 2020** with the theme – Creating a Better Future. There will be five streams of content, so you can tailor the programme to suit you, plus over 50 exhibitors bringing specialist knowledge to address your challenges.


EIRIS foundation to help align money and mission

The EIRIS Foundation is consulting on a new tool for charities to help them better align their money with their mission. The Charity Ethical Money Action Plan is intended to help charities and foundations navigate the process of establishing and implementing policies and processes which enable them to use the power of their money and their influence on the financial system to build a more sustainable world. Visit www.eirisfoundation.org/charities for further details.

National Living Wage

CFG are interested in hearing about member's experiences in implementing the National Living Wage where in receipt of grants or contracting with Local Authorities to deliver services. Have you had to bear the burden of overcoming wages to staff or have these increases been built into contracts? Are there occasions where you have had to negotiate with Local Authorities and funders over staff wages? Please get in touch at policy@cfg.org.uk

Finance Count 2019 – Deadline for completion



Finance Count gives you the chance to tap into a community of charity finance professionals, to see how you measure up when it comes to financial performance, and ensure that your charity is on track to have the strongest possible finance function. **Make sure you've completed your entry by 27 December.**

If you have any questions or issues around completing your questionnaire, email membership@cfg.org.uk

CFG webinars misprint

We're sorry to say there was a misprint in our previous issue of Finance Focus for the webinars contact address.

If you would like a copy of any of our webinars, please contact webinars@cfg.org.uk

Welcome to our new members



Community Integrated Care	Money and Mental Health Policy Institute
Cleveland Independent Theatre Company	Sport in Mind
The Worshipful Company of Cordwainers	Wren Music
Chartered Institute of Environmental Health	BRAC UK
New Vic Theatre	Vision for a Nation
Create	Sussex Rural Community Council
SCI Foundation	Institute for Strategic Dialogue
British Home	Faithful Companions of Jesus
Herefordshire & Worcestershire Earth Heritage Trust	Longleigh Foundation
Central England Law Centre Ltd	The House of St Barnabas
The Thoroughbred Breeders' Association	Calibre Audio Library
Prayer Storm Trust	Blue Ventures
Playskill	Woking URC
International Food Information Service	International Longevity Centre – UK
Fidelity UK Foundation	Teens in Crisis
	The Case Centre

News in brief...

Charities may have extra time on Making Tax Digital

HMRC have announced that charities may be able to apply for extra time to put in place digital links in order to comply with the requirements of Making Tax Digital. To help meet the requirements HMRC will allow a one year soft landing period; they are aware that some charities may require a longer amount of time (those with more complicated IT systems, for example). These applications must be received by HMRC prior to the start of the soft-landing period on either the 1 April 2020 or 1 October 2020 depending on whether you are deferred. Full details on how to make an application, can be found in VAT Notice 700/22 section 4.2.1.3 here bit.ly/making-tax-digital-gov

International Development Committee report says the sector has been too slow on safeguarding standards

An influential committee of MPs has made clear that to date and since the independent commission on Oxfam in June 2019, the progress made by aid organisations on safeguarding has been disappointing, and that “The era of self-regulation must also come to an end.”

To help remedy some of their concerns the committee directly calls for safeguarding funding to be included in every DFID programme where there's potentially a safeguarding risk. There's a call for improving the effectiveness of whistle-blowing policies and the introduction of an independent aid ombudsman for the sector. See the full report here bit.ly/publications-parliament-uk

Charity Commission survey indicates charities affected by fraud has fallen

A survey of over 3,000 in England and Wales has shown that the number of charities who have experienced at least one fraud in the last two years has fallen from 7 per cent in 2009 to 4 per cent now. Although the report says the impact of fraud is greater now, with 69 per cent of charities reporting fraud to have had an adverse reaction on their organisation, compared to 27 per cent ten years ago. View the full report at bit.ly/preventing-charity-fraud-gov

Research and reports



Latest CAF World Giving Index released

The Charities Aid Foundation has released the tenth edition of their World Giving Index which shows that globally, giving is on a downward trend. The report which examines aggregate data for each country, showing trends over the last 10 years, also shows that the UK remains one of the highest scoring European countries and is the seventh most generous country overall, with 54 per cent of people committing a generous act in the last year.

For more information on global giving trends visit bit.ly/wgi-caf

Research indicates that income is the biggest concern for charities

Investment firm Brewin Dolphin surveyed 110 charities to understand the concerns charities face in their report *Charity Investment: navigating uncertain times*.

One significant finding from the research is almost half of the charities surveyed are confident they cannot meet charitable objectives due to concerns over income. With low growth in markets cited as the primary investment risk for 48 per cent of those surveyed.

There are some more positive findings from the survey, with a rise in the proportion of charities who rate trustee knowledge and experience as being good or extremely good.

Read the full research here bit.ly/investment-research-brewin

Guidance and support



HMRC Gift Aid webinars

To support Gift Aid Awareness Day CFG hosted a webinar with HMRC allowing our members to ask any questions they might have. Over a hundred of our members participated to put their questions to HMRC, on everything from the administration of the Gift Aid Small Donations Scheme to potential changes to retail Gift Aid. Not only is there a full recording of the webinar, but there is also a summary of the questions and answers available on our website.

While for those with less experience of the Gift Aid scheme our Policy Manager Richard Sagar and accountant and trainer Rachel Cooper introduce how a charity can sign up for Gift Aid and some of the basics of administration including; registration, declarations, how to make claims and common errors to avoid. You can find out more on the Gift Aid Awareness Day webpage here: www.cfg.org.uk/tickthebox

Maximising Charitable Status – free CFG webinar

CFG and corporate member, BHP have recorded a webinar to help charities make the best use of their 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 as an organisation.

Please contact webinars@cfg.org.uk to request a recording.

What's the big issue?

There are more significant issues for charities than Brexit



With Brexit continuing to rumble on (and with this writer having since given up presuming that this will change for many years to come), not only has it ground parliament to an abrupt halt and led to a winter general election, unless somehow in the time between me writing these words and their publication, all loose ends with the European Union get resolved, although I can scarcely express how low a probability I give to this state of affairs, it has led many urgent political and social causes being parked until further notice. Headlines have been dominated by the latest political maturations around Brexit and the corresponding constitutional mess which has ensued, but as charities will know all too well, what the Lloyds Bank Foundation described as the ‘Quiet Crisis’ of cuts to frontline services continues. Countless CFG members have told us about the consequences of them having to try to cope with a dual concern of less money on the one hand, and increases in demand due to reductions in local authority budgets on the other. A much needed budget has been cancelled and a Spending Review which could have put local authority finances on a sustainable footing provided only a years’ worth of clarity, with the more fundamental decisions being put off until there is something resembling a resolution on Brexit.

It is with this context in mind that CFG has put together a series of asks for the charity sector, trying to address the longer term challenges our members face with their finances, and help the fundraising challenge charities face. This will form the basis of a submission that CFG will be making to political parties in the run up to the general election. They are as follows:

- To help reduce the significant financial strain that many public services are facing, government should increase funding for local authorities over the next year, and fully consider the longer-term financial sustainability of councils as it prepares for next year’s full three-year Spending Review. It is important that this additional funding takes the form of core government funding, rather than solely providing additional mechanisms for local authorities to raise revenue themselves.

- Given the economic impact that Brexit has already had and is projected to have on communities, a ‘Resilient Communities Fund’, should be set up, specifically for charities working with and supporting local communities directly. In addition, in the circumstances of a no-deal Brexit, any funds made available in preparation for a no-deal Brexit must be available to civil society organisations.
- More details about the UK Shared Prosperity Fund (UKSPF), including the amount of money designated to the fund and the consultation on how the programme will be designed and delivered, are urgently needed. It is important that the funding provided is at least commensurate to the levels of funding currently provided by the EU, to ensure the most disadvantaged do not lose out. There should also be assurances that other smaller funds outside of ESIF and ERDF are replaced.
- Priority should be given to the creation of a Community Wealth Fund, using dormant assets to help deprived communities rebuild their social infrastructure and re-establish social and civic capital. We are aware that this process will not occur overnight, but at a minimum, we seek further details on the progress that is being made.

While many of these asks are not new, unlocking the funds from dormant assets has been a perennial issue for the sector for a decade or so. It has been helpful to reiterate these concerns, as former number 10 Director of Communications Alastair Campbell has observed “just as the politicians are getting tired of saying something, and the media are getting bored of hearing them say it, is the point at which you have to keep going with an argument”, the same applies to campaigning on any issue. So it will be on these issues that CFG will continue to campaign, well beyond the current political cycle, regardless of who wins the General Election.

As with all of CFG’s advocacy and policy work, we are really keen to hear from our members, both to help shape this work, but also to see how you might be able to help campaign on these issues. Get in touch via policy@cfg.org.uk.

Policy progress

CFG submits evidence on our post-Brexit Migration System

Following consultation with our members, CFG has submitted evidence to the Migration Advisory Committee’s consultation on a salary threshold and an Australian points-based migration system (PBS). We have been keen to emphasise that the current proposed salary threshold of over £30,000 would not be suitable for most charities, particularly those in social care, and that any future system should ensure that charities are able to hire the people they need, in a way which is affordable and which doesn’t place too great an administrative burden on the charity.

CFG joins forces with civil society organisations to prioritise charities at the General Election

CFG, alongside a range of charity bodies, has come together to create some joint asks for charities on finance. These are:

1. Prioritising local government funding – to ensure there is sufficient central government funding for local authorities to help with the crisis in adult and children’s social care, not just additional powers to raise revenue locally.
2. Create a resilient communities fund to help mitigate the negative economic impact which delays on Brexit has already had, and may continue to have in the future. Additional money is needed to mitigate the pinch points which charities are facing on the ground, and support communities directly.
3. Alongside further clarity on the UK Shared Prosperity Fund, we are calling for a clear demarcation of funds so that the most disadvantaged do not miss out.
4. A Community Wealth Fund should be created (in line with proposals from the Local Trust) from unlocked dormant assets, to help communities re-build their social infrastructure.
5. Consideration should be given to the proposals laid out in the independent charity Tax Commission.

A Charity Finance Manifesto to enable civil society to thrive



Richard Sagar,
Policy Manager, CFG

This General Election campaign is a key opportunity for all political parties to recognise and respond to our ongoing priorities and signal a new approach to working with and funding the sector. With that in mind, we call for the new government to work with civil society organisations to empower communities and create a just society by supporting our manifesto.

To help reduce the significant financial strain that many public services are facing, government should increase funding for local authorities over the next year, and fully consider the longer-term financial sustainability of councils as it prepares for the next Spending Review. It is important that this additional funding takes the form of core government funding, rather than solely providing additional mechanisms for local authorities to raise revenue themselves.

Research from Lloyds Bank Foundation has shown that while councils have tried to reduce the effect of cuts on people facing the greatest disadvantage, their impact has fallen on the most vulnerable in society. This has coincided with a marked increase in demand for services, particularly amongst the most deprived communities, which has seen councils spend on crisis need rather than preventative services.

It is crucial that whichever party wins the election, offers a respite to local authorities by increasing funding. However, a longer-term approach is also needed to put local authorities on a more sustainable footing so they can continue to help support the most vulnerable in society. We urge the government to consider the long-term sustainability of local

government finances and the public services they fund as we approach a Spending Review.

Given the economic impact that Brexit has already had and is projected to have on communities, a 'Resilient Communities Fund', should be set up, specifically for charities working with and supporting local communities directly. In addition, in the circumstances of a no-deal Brexit, any funds made available in preparation must be available to civil society organisations.

Credible economic forecasts are consistent that exiting the EU with or without a deal would have a negative effect for the wider economy. As the Office for Budgetary Responsibility has pointed out "A disorderly exit could have severe short-term implications for the economy, the exchange rate, asset prices and the public finances." Similarly, the Bank of England has said that even with the preparations that have taken place, this "cannot eliminate the fundamental economic adjustments to a new trading arrangement that a no-deal Brexit would entail."

OBR forecasts have indicated that since the Brexit referendum there has been slower growth and weaker productivity than there otherwise would have been, meaning that Brexit has already had a significant impact

on the UK economy, and a corresponding negative effect on the charity sector's finances, and the wellbeing of the most vulnerable in society.

A 'Resilient Communities Fund', specifically for charities working with and supporting local communities post-Brexit, would help mitigate these impacts. Charities will be on the frontline offering support to communities, and more broadly bringing communities together, helping to bridge the Brexit divide. They have the expertise to provide advice and support to people and communities, helping them increase their resilience and have the greatest chance of thriving post-Brexit. But to ensure this they will require sufficient resources to mitigate the potential financial impacts for both charities and wider society.

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It is important that the funding provided is at least commensurate to the levels currently provided by the EU.

In addition to information on changes to taxes and public sector expenditure, many charities will be awaiting more details of the UK Shared Prosperity Fund (UKSPF). It is important that the funding provided is at least commensurate to the levels currently provided by the EU, to ensure the most disadvantaged do not lose out. There should also be assurances that other smaller funds outside of ESIF and ERDF are replaced.

It is essential that the UKSPF is designed and delivered correctly. Unless funding is managed and distributed appropriately it is unlikely to have the desired impact for communities and help address the UK's productivity problem. Communities and the charities that represent them must be at the heart of the UKSPF, including the delivery and design of the programme, with significant devolved funding community control. We urge the government to launch its consultation on the UKSPF, which has been repeatedly delayed since 2017, as soon as possible to help avoid gaps in funding and therefore the loss of vital support for disadvantaged communities across the country.

We support the creation of a Community Wealth Fund; using dormant assets to support deprived communities re-build their social infrastructure and re-establish social and civic capital. Developing new approaches in communities that have not benefited from growth will be key to addressing the UK's low productivity in the coming years as the country seeks to achieve its post-Brexit potential.

What I want for Christmas

Jo Thompson,
Volunteer Coordinator,
women@thewell

Mark Preston,
Finance and Business
Manager, Blackpool
Grand Theatre

Sarah Woodcock,
Founder, The Kids
Network



As 2019 draws to a close, we ask our charity members from different sectors what changes they would like to see from the government, the key challenges they face, and what they wish for their organisations this Christmas. Jo Thompson from women@thewell, Sarah Woodcock of The Kids Network, and Blackpool Grand Theatre's Mark Preston share more.

What is the biggest issue facing your sector right now?

MP: As a Grade II* Listed heritage building we are in constant need of investment in the physical upkeep and development of the theatre to meet the needs of twenty first century theatregoers. Fall in Lottery ticket sales and other changes to the funding system have meant a dramatic drop in the proportion of money now available for capital development for theatres across the country.

JT: Many charities have closed due to funding problems, and restricted government funding. This paired with the mistrust of the charitable sector has found us in a tough environment. Whilst women@thewell has experienced a growing support in funders and public trust, we are acutely aware of the importance of transparency, and of demonstrating our impact and value.

What positive changes would your organisation like to see in your sector?

MP: A positive change we have seen in our sector has been the new partnerships that have sprung up in the face of challenging economic times. For instance, we have been commissioned by the Children Theatre Partnership to produce learning and engagement materials to support a 14-week tour of a new production.

JT: Recognition of the vulnerabilities of women who have experienced sexual violence, and a specialist route into support services.

SW: I'd love to see the focus shift to grassroots charities. We need to be amplifying the voices of the unrepresented and advancing conversations around funding new initiatives which might be more risky, with less resource. Working with smaller, more dynamic organisations can lead to some

interesting partnerships and there is huge potential for innovation. The Kids Network has been successful in working with brave funders who recognise the importance of core costs and the value that they can add in terms of wider impact for children. I encourage more funders to come out and support early intervention projects working in community spaces.

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

MP: Changes to the education system and the introduction of the English Baccalaureate has down-graded the importance of arts subjects in schools. We believe every school child should have the right to creative learning and arts experiences that will help them understand the world they are growing up in. Our charity would benefit if the government would recognise the transformative power of the arts and support their teaching in schools.

JT: Ring-fencing of funding for specialist women's services and awareness-raising campaigns, aimed at the general public – to dispel myths about 'fat cat' charities/the

“

We need to be amplifying the voices of the unrepresented and advancing conversations around funding new initiatives

amount of charity fraud. Campaigns such as this would educate the public about the difference between small and large charities, providing longevity for smaller organisations which are vital in supporting women.

SW: The dramatic increase of mental health crisis for our children and young people has been exasperated by the cuts to local services. The average council has cut youth services by 40%, half of children referred to CAHMS wait an average of 18 weeks to be seen, and school budget cuts have seen primary school support staff being laid off. Without services and support, there is loneliness, compounding the effects of poor mental health. In a recent report by ONS 14% of 10 to 12 year olds said they were lonely.

Investing in our early years, children and young people is vital to the future wellbeing of the UK and I would encourage the government to support all institutions and organisations to do so at good capacity.

What would be the perfect gift from the Chancellor?

MP: The Theatre Tax Credit has been a great stimulus to the producers and producing theatres in our industry. It would be great if the Chancellor would extend it to support the wider distribution of work by offering similar benefits to venues to be able to afford to programme the high quality incoming shows that the Credit has generated.

JT: The perfect gift from the Chancellor would be a commitment in the budget for funding into women's exiting services, funding specialist drug and alcohol services, physical and mental health services, access to therapy, housing and routes into employment.

What is the biggest wish your organisation would like for Christmas?

MP: This year is our 125th birthday, and our biggest wish for Christmas would be to still be an operating theatre for the benefit of the people of Blackpool throughout the next 125 years.

JT: Our five year strategic plan focuses on supporting women to exit prostitution. For Christmas we would ask for long-term, specialist, safe accommodation – managed with a therapeutic model, providing women with much needed support and stability to exit the sex trade.

SW: On The Kids Networks wish list, along with many other small charities, would be Santa's sleigh full of unrestricted income! For many, Christmas can be a difficult and lonely time of year, which isn't spoken about enough. London is still a very unequal city, and we know that many of the children that we support may struggle around this time. We want all children to feel confident about themselves and their futures. Our mentors who work one to one with them will continue to support them throughout the winter holiday break from school, providing them with fun, adventure and humour – a gift of time spent, which is the best gift of all.

Public interest transcends popular opinions

Caron Bradshaw,
Chief Executive,
Charity Finance Group



In Caron Bradshaw's speech at the CFG Annual Dinner this November and shared below, Caron reflects on the changing political climate, and why we must not forget our focus on public interest and public benefit.

We live in changeable and unpredictable times.

This time last year who would have thought that not only would the first deadline for Brexit have passed, but that the second and then third deadlines would have too?

The recent past has highlighted not just the challenges inherent in our democratic structures but also the ease with which opinions can be divided.

I don't need to tell you that this changing political environment has impacted our sector too. We have been wrestling with some tough questions. We've had reviews and enquiries on the future of civil society, new ministers a plenty and we've had to navigate a very challenging economic climate.

There has been lots of change. But there has been one constant that has given me cause to feel increasingly uncomfortable – a narrative that underpins our sector. This narrative, which lurks in the background, like a saboteur, is public 'trust'.

No please don't get me wrong. I absolutely believe that the sector must be trustworthy, after all it features in CFG's own purpose statement. We should aim for the highest standards of conduct and behaviour, act in the public interest and deliver public benefit. We should do no harm.

However, I have a real problem with the continued focus on trust driven solely by what the public say they want and how much they say they trust charities in any given moment. It assumes that what the public wants is in the public interest and will deliver public benefit, and that if we are not trusted it is because we are not trustworthy.

I believe instead we should be focusing on public interest and 'public benefit'. The public interest is something that transcends popular opinions. It is about the good of society, the welfare and well-being of the general public.

We all know that the value to society which flows from charity is so much more than financial. There is recognition that charities play an important role in social cohesion, wellbeing and civic engagement.

In the current environment, thinking about charity as a solution to the deep economic and social divides that exist in our society is a must. Charity is at the heart of society.

This isn't about us arrogantly sitting in judgement and telling our beneficiaries we know best. Public interest isn't about charities being paternalistic or what the privileged do to those in need. It's also not about trying to please everyone. The spaces we occupy and the causes we serve will be inherently uncomfortable and even offensive to some.

Our beneficiaries may not be seen as deserving and that may mean some parts



We all know that the value to society which flows from charity is so much more than financial.

of society judge our work to be unworthy in their eyes. To quote Julia Unwin, 'Charities are born from anger and a desire for change.' That anger and drive to change the status quo may not be welcomed.

We are not a comfortable or easy sector. We are hard, challenging and difficult. And we shouldn't kid ourselves that our future is entirely dependent on this subjective notion of trust.



Thinking about charity as a solution to the deep economic and social divides that exist in our society is a must. Charity is at the heart of society.

The wicked problems society faces will not be effectively resolved on the cheap yet we continue to be pressed for 'low cost or no cost' solutions. We are told that we cannot be trusted because we waste resources or because our answer to political challenges is to hold out our begging bowl and ask for more.

Forgive me – but is any other sector penalised for setting out its stall? If you don't ask you don't get. We must keep asking.

Trust or the supposed lack of it is being used to keep us in check. To silence our complaints and inhibit us from speaking truth to power. To keep us so worried about what the public might think that we keep our heads below the parapet and stick to our knitting. We've got to stop being complicit in this narrative. We must speak up. We owe it to those we serve.

A fundamental shift is required which will need investment and radical change, whoever gets in (or whichever coalition of parties forms the next government).

A new flavour of government won't necessarily bring an easier narrative to work with, a sudden injection of funding or a realisation that politicians need to focus more on kindness and compassion if we are to rebuild confidence in politics.

It's a simplistic notion that we should respond to what the public wants and it is a flawed assertion that the public alone should be able to set the parameters of what it should mean to be a charity.

Together we should push back. So in the run up to the election and beyond let's refocus on our work, public interest and what we do for public benefit. And let's leave the pursuit of popularity and polls on trust to the celebrities and politicians.

Using mindfulness to improve resilience at work

Alastair Thompson,
Finance Director,
Positive East



Andre Smith,
Counselling
Coordinator,
Positive East



Are you practising mindfulness in your role? Alastair Thompson, and Andre Smith at Positive East discuss how this technique can be used to increase resilience in you and your team.

We recently gave a 45-minute presentation at a CFG members' meeting on the subject of mindfulness; and for those of you who were unable to attend but have a nagging suspicion that there is more to mindfulness than meets the eye, we are here to inform.

Mindfulness, whilst based on the eastern concept of meditation and building self-awareness, is not sitting on the proverbial yoga mat and chanting Omm.

Rather, it is all about clearing your mind of unnecessary, unproductive thoughts to allow you space to focus on what is important and in front of you. As a layman it as a simple as ABC:

- a. Practicing mindfulness exercises reduces the traffic in the brain, thus freeing up mental space and reducing stress.
- b. Reducing stress on the individual minimises the time that person spends dwelling / thinking about and reacting to the stressors, and therefore allows them to increase their focus on the matter in hand.
- c. Not stressing about other things allows space for presence, i.e. an ability to attend to the here and now, which automatically improves your ability to focus, concentrate and listen to what the person in front of you is actually telling you. If you are able to actively listen, then naturally you hear better and communications between staff improves.

The consequence of this brain declutter, stress reduction and focused awareness is that the staff will be able to apply a new and invigorated focus to the important matters within their role and come up with crisper solutions that reflect the inputs of their work colleagues. As they focus more, then the likelihood of error or rework is reduced, and a more productive and creative work environment ensues. It has also been recorded in the All Party Parliamentary Group report of 2015 that "mindfulness enables improved decision making and that the resilience of the mindfully trained person was significantly higher than not mindfully trained."

This all sounds too good to be true... so what is involved?

The answer is not simply putting people through a mindfulness program because it's good for them, but rather helping/teaching them into an understanding of what mindfulness is, what it isn't, why we need it, why it matters and why it might matter to them. Equal importance is, of course, given over to demonstrating how mindfulness can be practically applied through easy to learn practice techniques and interactive exercises.

We live in a 'progress' orientated world. That means we want to invest our time and energy in something and we want a result

– we want an outcome, we want things to be worth the investment of our time and energy.

Mindfulness turns that whole thing upside down, in a certain way, because when we are being mindful we are not trying to get somewhere else – even though there is an impulse, an intuition that there is another way to be – both in our working and wider lives.

This other way to live is to actually embrace how you are now and see that there are more dimensions to it. So, it's not about improving yourself – mindfulness is not self-improvement, but rather a practice and indeed an attitude that cultivates self-awareness. This enhanced self-awareness leads us to an understanding and recognition of how our thought processes and reactive emotions compound the external stressors already challenging us, and inevitably affect our behaviour and our ability to cope.

In the absence of stress, anxiety, pressure and overwhelm, there is naturally more room and space for the emergence of those innate resources like confidence, creativity, focus, clarity, spontaneity and productivity to flourish, to enhance our relationships with our jobs and our colleagues, and to bring about a whole new sense of wellbeing.



The resilience of the mindfully trained person was significantly higher than not mindfully trained.

Effective mindfulness courses should offer an unusual but fresh engagement for our stress-based, go-getting culture because we have to in some sense give up wanting to get someplace else and learn how to 'drop in' and be in the only place we are ever in – the present moment. When we operate out of the present moment, when we drop into the here and now, there is no 'improving' that needs to happen because we are naturally connected to those hitherto untapped resources.

If any of this (from "dropping in to the here and now" to "more focus and enhanced productivity at work as well as home") resonates and you would like a piece of it then call your local mindfulness provider and talk to them about how to start on the road to declutter, self-awareness and a better life both at work and home.

For more information see www.positiveeast.org.uk

A human approach to financial management

Graham MacKay,
Chief Operating
Officer, Bond

Using a financial perspective to apply complexity theory, or adaptive and agile management to an organisation, is a useful approach for finance professionals to consider. Bond's Graham MacKay shares more.

Organisations do not work like machines. They are full of people who work in quirky and unpredictable ways. We try to organise them as best we can with departments, strategies, ways of working, performance indicators and a host of other sensible organising tools and techniques. However, if we regarded organisations instead as complex systems we might get a better understanding of how things actually work and therefore how we should run them. This is the application of complexity theory to organisations.

You can have a huge impact on the working culture of an organisation if you think about the human side of financial management and use it to steer how you think an organisation should be run. One body that has done a lot of work on this is the 'Beyond Budgeting Institute'. They have built a model with worked examples that encourage a human approach to financial management.

One of the benefits of this approach is that it is very good at managing uncertainty and helps make organisations more resilient. If funding streams are unreliable, or the future looks unpredictable, then to have the organisation and especially the finance system geared to assume uncertainty makes sense. It would detect early

indications of worrying changes and be able to move money to where it can do most good, maybe either as investment in a funding stream or to respond to a clear need that meets the charitable objectives such as a humanitarian emergency.

To complement this, we also need to look at appropriate controls. Controls can often tend to work against agile and adaptive goals if they are set up to present hurdles. So, the question is how do we balance the adaptive culture with control. The answer is in the financial strategy, the systems that are employed, the way it is structured and, to hold it all together, the working culture and leadership.

First the strategy or purpose. This does not need to be a detailed map but instead a strong direction that can be articulated in a single phrase; like an internal mission statement. This could be to grow or diversify income, to reduce costs, to grow reserves. As long as it is clear and staff can understand the logic and see it actually happening in practice.

The finance system needs to provide a single point of truth on the finances no matter who is requesting it. In practical terms, online finance systems that focus

on providing good information to all users in real time, providing multiple perspectives on the same numbers are very good at this. This does away with the need for staff to produce their offline spreadsheets. An added benefit of real time online access is that it yields a strong sense of control and power to anyone that has a budget knowing that they can log on and know exactly what they have spent and can adjust their forecasts accordingly.



One of the benefits of this approach is that it is very good at managing uncertainty and helps make organisations more resilient.

The structures also matter. These are a reflection of how we think things should be grouped and the scope of decisions within those groups. Having a strongly devolved finance system, for instance with lots of project budgets, allows lots of responsible decisions on current expenditure and, importantly, lots of brains actively considering forecasts, which is much better than a single six monthly round of forecasting.

There is an added benefit of moving away from big teams towards a more fragmented budgeting approach in that it is less prone (but not immune) to siloed budget management. To counter attitudes around budget protection it is important to overlay a culture of responsibility that can connect each budget manager to the financial health of the organisation. This trust and devolved responsibility would also have the benefit of being good for morale. The role of leadership here is support, educate, and encourage ownership while also counteracting any tendencies to overly protect one's own budget. Taking money away from one and moving to another is an important benefit of the adaptive approach and needs to be part of the culture.

To make all this work the leadership needs to ensure there is transparency and financial literacy. Staff will be able to connect their role in managing the finances to the financial health of the whole organisation. They would understand that continuous forecasting and flexible allocation will create the best, clearest financial picture and allow decision makers to steer the organisation achieving resilience in what can be very uncertain times.

How to attract commercial finance candidates into a charity



Robert Anderson,
Charity Finance Recruitment
Team Manager,
Altum Consulting



As government funding tightens, candidates with a commercial mindset are in demand. So how can charities leverage this specialist talent? Robert Anderson from Altum Consulting shares some tips.

Finding passive candidates

To reach talent others may miss, LinkedIn can be a valuable tool. By looking at volunteer experience, you can identify candidates with a clear interest in supporting a cause, but who might not have considered moving to a charity. It's often when volunteering that candidates realise the power that working for a cause can have.

Patrick Barker, CEO at Twin & Twin Trading, explains: "While volunteering in Sudan, I discovered my understanding of numbers and an ability to communicate them clearly meant I could make a huge impact." Emphasising the impact to be made for your cause is the key to attracting commercial candidates to the charity sector.

Attracting applications

There are three main concerns shared by commercial candidates about moving to a charity. To attract an application, charities need to address each one:

1. "I won't be able to return to the corporate environment after working for a charity"

The financial make-up of a charity is different to a for-profit organisation. Charities aren't designed to make money – there are different regulations, and measuring success can be complicated. However, the fundamentals are the same, as Helen Bull, COO at BirdLife

International explains: "Essentially finance is finance and there's only one way to do that really! The drivers are different but the requirements are the same."

Charities should emphasise the broader nature of their finance roles and the opportunities that these present, not just for the position itself, but for future career progression. Most charities offer far greater autonomy than a corporate environment, with clearer progression paths. Finance professionals in charities tend to be more client-facing and integrated with the rest of the business. This experience is highly sought-after in the commercial and charity sector alike.



It's often when volunteering that candidates realise the power that working for a cause can have.

2. "The pace in the charity sector is too slow"

This is a misconception that many charities would disagree with, especially as they become more commercial. While the misconception may work to some organisations' advantage in attracting commercial clients looking to 'slow down', others will be put off.

Candidates should understand that their impact is results-based and the way that it's achieved is less important. You're dealing with public money and donations, which need to be managed properly, and there will still be a busy year-end period. However, most charities can offer truly flexible working which will be refreshing to many commercial candidates.

If you do have what Patrick calls "a more collegiate approach to decision making", then highlight the advantages of that. Candidates are far more likely to be involved in the decision-making process than they were in previous roles, which can be very appealing.

3. "The salary isn't attractive"

Few charities can offer a salary that competes with for-profit organisations. Instead, charities need to clearly articulate their alternative benefits. For some, these are tangible. Wellcome Trust, for example, offers a free gym and a subsidised canteen. Ronald McDonald House Charities gives staff Friday afternoon off all summer, a generous training allowance and time off to spend with the charity delivery team.

For others, the benefits are "more qualitative than quantitative" as Patrick explains. These might include a clear progression path, autonomy in the role, and working directly with service delivery teams. Most people choose to work for a charity because of the cause it represents, as Helen states: "I wanted to do something that felt more worthwhile – something that I could be really passionate about". Make sure it's clear what you stand for, and candidates can see how their work will make an impact on it.

Interview approach

Increasingly, charities are adopting a less formal approach to interviewing, where at least one stage involves an informal meeting off-site. This is a great opportunity to address some of the misconceptions above, to impart passion for your cause and to hear about the candidates' motivations for joining so you can both decide if it's the right match.

Retaining your staff

Continue sharing how employees are making a difference to your cause. This makes staff more engaged in their work and far less likely to look for another role. Patrick shares: "Completing payroll or paying invoices on time might not feel like much, but you are helping other people succeed. Whatever the charity is doing, it's important that all finance people understand their work has a direct impact, even if it feels removed – it does save lives."

Burning issues: the 2019 Newton Charity Investment Survey

Stephanie Smith,
Business Development,
charities, Newton
Investment Management



Charities' investment decisions are increasingly being influenced by issues such as climate and sustainability, as they start to see the financial benefits of engaging with companies on environmental, social and governance (ESG) factors. These are among the conclusions from the 2019 Newton Charity Investment Survey, which was conducted among leaders and decision-makers in the UK charity sector.

Shaping outcomes

When we asked charities in 2018 about how ESG engagement influenced investment performance, 70% of respondents felt that ESG engagement did have an impact, but the majority (59%) thought that the impact was negative. However, in 2019, the perception of the effect of ESG engagement on investment performance has completely turned around. Nearly two-thirds (63%) of respondents feel that ESG engagement has an impact on investment performance – down 7% on 2018 – but of those 63%, 62% now feel that ESG engagement has a positive impact on investment performance, a 21% increase compared to the previous year.

Furthermore, charities increasingly believe that it is better to engage with businesses to change their behaviour than to shut the door on them completely. The majority of respondents (80%) in our 2019 survey feel that when companies do score 'badly' on ESG criteria, they should be engaged with and pressured to change rather than excluded from investment portfolios.

Climate change

With climate change thrust into the media spotlight by the actions of Extinction Rebellion, Greta Thunberg and others in 2019, it is perhaps unsurprising that it presents a key concern for charities as they look to the management of their investments over the year ahead.

In terms of ensuring that climate-change factors are considered in the management

of investment portfolios, 70% of survey respondents feel that engagement is the best approach. Moreover, 73% of respondents identified investing in companies with sustainable business practices as a form of sustainable investment, with 58% identifying investment in companies that contribute to sustainable development goals – goals which include 'affordable and clean energy' and 'climate action'.

Academic evidence

Charities' mounting conviction that pursuing a sustainable investment approach need not be detrimental to returns is backed up by academic research. A growing body of evidence suggests that, by focusing on actively engaging with companies on responsible and sustainable investment factors, returns may actually be enhanced. For example, the Centre for Endowment Asset Management at the

University of Cambridge's Judge Business School undertook an Active Ownership study¹, the results of which revealed that successful ESG engagements can have a positive impact on returns, with very limited risk if an engagement is unsuccessful. This illustrates the value of active engagement not just for society, but for firms and shareholders too.

The value of active engagement

Actively engaging with companies allows investors to monitor changes in management processes and remuneration, as well as social and environmental issues. By taking a proactive approach to engagement activity, it is possible to work with companies to increase the sustainability of their businesses over time. In this context, we believe that the demand for sustainable strategies will continue to grow as charities become increasingly aware of the need to make progress towards a more sustainable approach to investment. A forward-looking, active investment approach, which puts ESG factors at the forefront of decision-making, could help charities to achieve a dual outcome of investment returns and positive societal outcomes.

More about the Newton Charity Investment Survey

The Newton Charity Investment Survey covers diverse aspects of the management of charitable portfolios, and provides an industry benchmark to see how aligned charities' investment experience and intentions are with those of their peers. A total 102 charities, with investment assets of almost £14 billion, responded to the 2019 survey, with fieldwork taking place between April and July. Our 2018 survey saw a total of 97 respondents, representing investment assets of £11.4 billion. For the majority of questions in the survey, six years' worth of data has now been collected, allowing for trend analysis, as well as an analysis of the impacts of political and social developments on investment performance and strategy over time.

To download the full version of the survey report, visit newtonim.com/charitysurvey

Your capital may be at risk. The value of investments and the income from them can fall as well as rise and investors may not get back the original amount invested.

Important information

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¹ Dimson, Li and Karakas (2015)

Get Ready for April 2020



Hilary Stokes,
Employer Solutions
Specialist, Menzies



From 6 April 2020 all medium and large-sized charities (by Companies Act size thresholds) will be responsible for deciding the employment status of workers.

Previously where the individual was engaged via an intermediary, in most cases the contractor's limited company (often called a personal service company) the responsibility for deciding if they were an employee would rest with the individual. This responsibility now shifts to the engager.

To determine the employment status of your workers, you'll need to:

- Decide the employment status – you must do this for every contract you have with an agency or worker.
- Keep detailed records of your employment status determinations, including reasons for the determination and fees paid under the contract.
- Pass your determination and reasons for the determination to the worker and the person or organisation you contract with.
- Have processes in place to deal with any disputes that arise from your determination.
- Review your on boarding processes to ensure that employment status is checked for each new engagement.

This change will only apply if there is a large or medium entity within the supply chain, otherwise the responsibility for determining whether IR35 applies remains with workers and not the engager.

IR35 checklist: how to determine the employment status of these workers

In general, IR35 won't apply if the contract is for services rather than employment. To understand the difference, you should see whether the contract specifically mentions these principles:

1) Supervision, direction, control:

This is about how much control you have over how they complete the work. For a contract to fall outside of IR35, contractors should have freedom over how they complete their work. A contract that specifies the days and hours they work is one that indicates employment.

Other elements of an employment contract that HMRC look for include overseeing the contractors work and giving guidance on completion.



For a contract to fall outside of IR35, contractors should have freedom over how they complete their work

If they are not only providing their services for the agreed job but work on different tasks as required, the contract is likely to be within IR35.

2) Substitution:

If they can't bring someone else in to complete the contract, they are more likely to be within IR35.

For a contract to fall outside of IR35, they should be able to send a substitute to complete the work instead.

The contract should state that someone else can provide their services for completion. The contract can't be so restrictive that they essentially need to do the work themselves.

3) Mutuality of obligation:

If mutuality of obligation exists, the contract falls within IR35.

If the charity is obliged to offer paid work and they are obliged to take it, this is a contract of employment. A self-employed contract means working on a project-by-project basis. Once they have completed a project, they are under no obligation to work on further tasks or to be offered further work.

You need to consider whether they may work for other clients. If the charity and contract prohibit that, it points towards them being an employee rather than self-employed.

There are further criteria to consider when determining IR35 status:

Equipment

Who provides the necessary equipment?

Financial risk

Self-employed contractors usually take a degree of financial risk.

How they are paid

Self-employed people commonly are paid on a project basis, which might mean when the work is completed or at specific project milestones.

Intentions of the parties

The contract should ensure the relationship between contractor and the charity is one of supplier and customer.

Part of the organisation

If contractors become so ingrained that they become part of a charity's structure, this points to employment rather than self-employment.

Business 'on their own account'

Essentially this determines whether they actually run their business as a business.

It is essential that the contract mirrors the actual situation and there is clear definition between those treated as employees and as self-employed.

There will be indicators of both employment and self-employment in engagements and it can be difficult to reach a definitive conclusion.

It is also important the review of contracts commences as soon as possible.

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 for further details.

Early bird now on!

MIDLANDS
CONFERENCE
2020

Date: Thursday 6 February 2020

Time: 09:00 – 17:00

Location: Mills & Reeve – Council House, Victoria Square, Birmingham B1 1BB

Price: CFG members early bird £109/ Non-members £152

Full programme and bookings:
cfg.org.uk/Midlands20

CFG's biggest conference in the Midlands returns in 2020 with a full day designed to keep you up to date with charity finance, policy and regulatory changes.

The day will equip you with the skills and knowledge you need for strong financial leadership.

Sessions include:

- Culture and leadership, inspiring change for greater impact
- Financial planning in challenging times
- Working with non-finance professionals
- Managing safeguarding processes
- Cyber security and fraud
- How to engage with the board

Who should come to this event?
If you're responsible for financial management in your organisation or want to understand more about the charity finance regulation landscape for your role, this event will be valuable to you.

Book your place at www.cfg.org.uk/Midlands20

FINANCE FOR
NON-FINANCE
MANAGERS
TRAINING

Date: Wednesday 27 November

Time: 09:00 – 17:00

Location: The Bristol Hotel, Prince Street, Bristol BS1 4QF

Price: CFG members £115/ Non-members £135

Full programme and bookings:
cfg.org.uk/FFNFMbristol

On the same day, at the same venue (The Bristol Hotel) as the South West and Wales Conference, is our Finance for non-finance managers course, with trainer Jen Gerrard from charity finance training consultancy Gerrard Financial.

This course is a practical introduction to charity finance for those from a non-financial background. By the end of the day participants will have more understanding and greater confidence when working with budgets and accounts.

The sessions will cover:

- The essentials of charity accounting including funds, reserves and legal requirements
- The difference between statutory and management accounts
- How to interpret accounts (with practical examples)
- How to prepare a budget and consider cash flow implications
- How to use management accounts and monitor performance
- An introduction to controls and managing risk

Who should attend?
Managers new to budget-holding, fundraisers and project managers in charities.

Book your place at www.cfg.org.uk/FFNFMbristol

TECHNICAL
UPDATE
CONFERENCE
2020

Date: Thursday 27 February and Thursday 26 March 2020

Time: 09:00 – 16:15

Location: Barings, 20 Old Bailey, London, EC4M 7BF; Brewin Dolphin, 2nd Floor, 5 Callaghan Square, Cardiff, CF10 5BT

Price: CFG members early bird £109/ Non-members £152

Full programme and bookings:
www.cfg.org.uk/techlondon and www.cfg.org.uk/techcardiff

This comprehensive full day conference brings you all the essential technical developments in charity finance that impact your organisation.

Expert speakers will share updates on all the big issues in the sector, including:

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

The day will provide you with all the important regulatory 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 particularly useful for finance directors, finance managers, CEOs and trustees.

Kindly hosted by Barings and Brewin Dolphin

LARGE
CHARITIES
SPECIAL
INTEREST
GROUP

Date: Wednesday 4 December

Time: 16:00 – 18:30

Location: CCLA Investment Management, Senator House, 85 Queen Victoria St, London, EC4V 4ET

Price: Free to large charity members

Full programme and bookings:
www.cfg.org.uk/LargeChDec

It's now over two years since the Levy was introduced, but are you using the scheme to its full potential?

In this last Large Charities meeting for 2019, we're looking at apprenticeships, and how you can use funds from the levy to invest in apprenticeships that attract talent and build a diverse workforce.

The Large Charities special interest group is exclusively for finance directors, finance managers, CEOs, treasurers and trustees in CFG member charities with an income over £25m.

Kindly hosted by CCLA

SOUTH-WEST
AND WALES
CONFERENCE
2019

Date: Wednesday 27 November

Time: 09:00 – 17:00

Location: The Bristol Hotel, Prince Street, Bristol BS1 4QF

Price: CFG members early bird £139/ Non-members £169

Full programme and bookings:
www.cfg.org.uk/SWW19

The largest charity finance event in the region will bring you the very latest information on financial management, with two streams of content from top speakers including:

- **Diane Bassett**, Director of Corporate Services, South West Lakes Trust
- **Henry Stewart**, Chief Happiness Officer, Happy LTD
- **Richard Bray**, Finance, Regulatory & Tax Manager, Cancer Research UK
- **David Hawes**, Director of Finance and Infrastructure at Devon Air Ambulance

The day includes:

- Making Tax Digital: a case study
- VAT and Tax update
- Benchmarking, impact and your charity
- Cyber security – be prepared
- Financial planning in challenging times
- Bid writing – win bids through better writing
- Let's create a happy, productive workplace

There will be valuable takeaways for those responsible for financial management in your charity.

If you are a member, you can book one additional place on this event for just £99 – to do this, email events@cfg.org.uk with your attendee details.

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 for further details.

Upcoming training

If you have any questions on training, get in touch with the events team – events@cfg.org.uk.

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.

Finance for Non-Finance Managers
Wednesday 27 November – Bristol

This course is a great, practical introduction to charity finance for those from a non-financial background. By the end of the day participants will have more understanding and greater confidence when working with budgets and accounts. The sessions will cover:

- The essentials of charity accounting including funds, reserves and legal requirements
- The difference between statutory and management accounts

- How to interpret accounts (with practical examples)
- How to prepare a budget and consider cash flow implications
- How to use management accounts and monitor performance
- An introduction to controls and managing risk

This course is ideal for managers new to budget-holding, fundraisers and project managers in charities.

In association with RSM and Gerrard Financial.

Foundation Investment Training
Wednesday 27 November 2019 – London

This intensive half-day seminar is designed to give participants a thorough understanding of the fundamental principles of charity investment, as well as their responsibilities as finance manager or trustee. We aim to 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

Advanced Charity Finance
Wednesday 4 December – Bristol

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 those with a working knowledge of the current SORP who are looking for an update on the latest reporting requirements as well as expanding their knowledge.

In association with BDO and Saffery Champness.

See all training and book at cfg.org.uk/training

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

South-west and Wales Conference 2019
Wednesday 27 November – Bristol

Risk Conference 2019
Tuesday 10 December – London

Midlands Conference 2020
Thursday 6 February Birmingham

Technical Update Conference 2020
Thursday 27 February London

Thursday 26 March – Cardiff

Members' meetings

MIDLANDS
Thursday 28 November
Local authority finance – Birmingham

LONDON AND SOUTH EAST
Thursday 14 November
Governance and optimising your board meeting London

NORTH
Wednesday 4 December
Local authority finance – Manchester

CFG members' Christmas drinks and awards
Thursday 5 December

Training

Foundation investment
Wednesday 27 November – London

Advanced Charity Finance
Tuesday 12 November – London

Wednesday 4 December – Bristol

Finance for Non-Finance Managers
Wednesday 27 November – Bristol

Webinars

What is keeping charity investors up at night?
26 November 13:00

Ethical and value-led investment
9 December 13:00

Roundtables
Is cash still king?
28 November

Responsible investing and returns
2 December

Save the date

Annual Conference
Thursday 14 May 2020 – London

For further information and full programme information on CFG's training and events, visit cfg.org.uk/events_and_training

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 or visit www.adaptaconsulting.co.uk/CRM-In-A-Box

- Information Systems Strategy
- Programme & Project Management
- Outsourcing

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- Process Improvement
- Project Reviews
- Data & Systems Security/GDPR

- CRM
- Software Specialisms
- Advice & Support

t: 020 7250 4788

e: help@adaptaconsulting.co.uk

www.adaptaconsulting.co.uk

Specialists in charity and not for profit finance recruitment

Thank You!

We've been delighted to help all kinds of charities to appoint top finance talent this year, including these great organisations.

And whether it's the first time or the 40th, we look forward to working with you in 2020!

At Harris Hill Finance we only recruit for the third sector, so you're always our first priority.

It's how we've built exceptional knowledge of the market, a real understanding of requirements, and a stellar network of charity finance professionals.

And it means we're 100% committed to bringing you the best possible results, because we only succeed by helping you do the same.

So if you're looking for a great new job in charity finance or the ideal person to fill one, there's no-one better placed than Harris Hill to help.

To find out more, just contact our specialists:

Simon Bascombe • 020 7820 7311
simon.bascombe@harrishill.co.uk

Belton Bass • 020 7820 7310
belton.bass@harrishill.co.uk

2019

Age UK Campaign to Protect Rural England
Care International Citizens UK Unicef UK
Garden House Hospice Global's Make Some Noise
House of St Barnabas UNIVERSITY OF EAST LONDON
Media Legal Defence Initiative Pen International
National Deaf Children's Society Plan UK
RAF Benevolent Fund Ramblers' Association
Safe Passage Save the Children The Sutton Trust
World Animal Protection Vision Aid Overseas
Victory Service Club Young Gamblers Education Trust

www.harrishill.co.uk

Harris Hill

charity recruitment specialists

CVA20



MOORE Kingston Smith CREATIVE VISION AWARD

The Moore Kingston Smith Creative Vision Award 2020 for charities is now open!

Win a short animated film worth £150,000 created specifically to promote your charity's message – completely free of charge. The film will be suitable for any medium, including TV, social media and online.

Now in its sixth year, the award is recognised as bringing true value to the not for profit sector, with more than 500 charities entering since its launch in 2015.

The films will be created by students and recent graduates of animation and visual effects who represent the exceptional rising talent of the industry across the UK, as part of Bournemouth University's BFX Competition.

The production of these films will be under the guidance of award-winning specialists from top production studios, whose work includes Star Wars, Avengers, Thor, Shaun the Sheep, X Men and Pirates of the Caribbean.



(Film stills shown are from this year's winners: Kentish Town City Farm, #iwill, Child Bereavement UK and SANE).

Due to the popularity of the award, we have extended the deadline to Friday 10 January 2020.

To find out more and to apply for CVA 2020, visit our CVA hub at cva.mks.co.uk

