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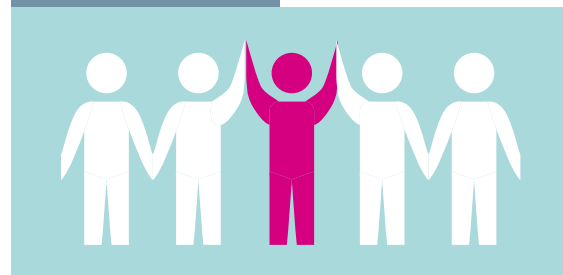
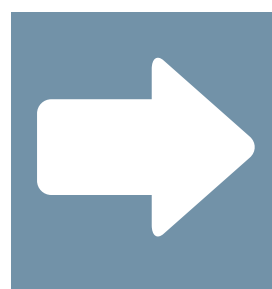
# FOCUS

FINANCE

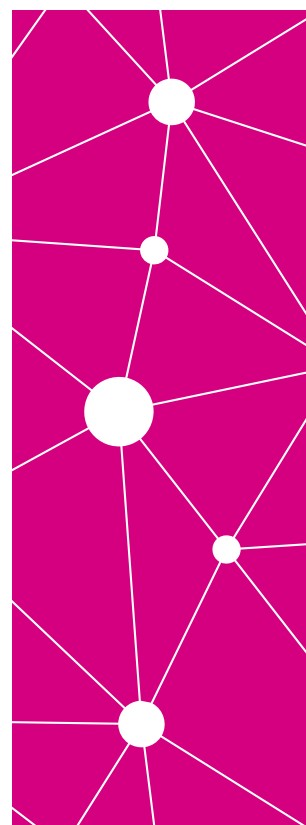
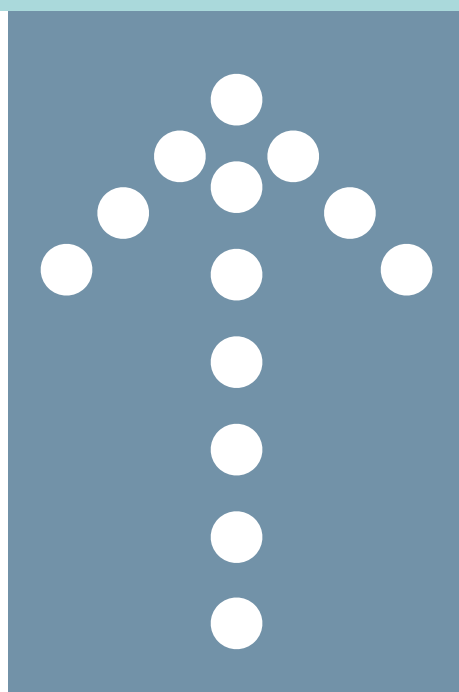
The magazine for CFG members

July 2018

## Your leadership journey



Driving  
change from  
the finance  
function

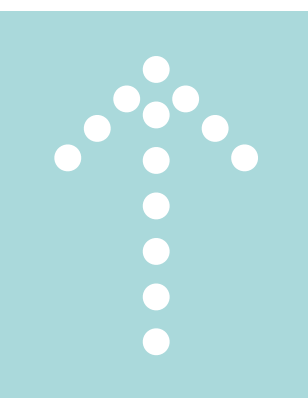


### ALSO THIS MONTH:

THE VOLUNTARY  
SECTOR PAY GAP

MAKING FLEXI WORKING  
WORK FOR YOU

CFG'S MENTORING  
PROGRAMME



## A SHINING LIGHT FOR CHARITY INVESTMENTS

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## Beyond the bean counter

**As England fans wait with baited breath to see if football really is 'coming home', one aspect of England's tournament has stood out more than any other for me: the leadership credentials shown by the team's manager Gareth Southgate.**

Whether it's taking risks, not dwelling on mistakes but learning from them, seeing the bigger picture, or praising the team, the prevailing view is that it's these qualities that have propelled the team into the semi-finals – fingers crossed that, by the time you read this, they've gone all the way!

For me, this example distils the difference between leadership and management. While management is generally held to be about the processes which allow an organisation to function, leadership is about bringing people with you to realise a vision. Both are important of course, but stepping into leadership requires a different skillset, which brings us to this month's cover story.

Now in its fifth year, CFG's Inspiring Financial Leadership programme has supported more than 200 finance professionals on their leadership journey. To celebrate this milestone, this summer we're launching the IFL Alumni Network for graduates of the programme. In our cover story on pages 8-9, past graduates and course speakers explain why it continues to be a stand-out programme for the sector. In her regular column for Finance Focus, Caron Bradshaw explains how the ability to spot and nurture talent within your team is a vital requisite for an effective leader.

As the Brexit juggernaut hurtles towards March, CFG has published a report with IPPR about what it means for the sector's workforce. Read more on page 7. It's been a year since large employers were required to report on their gender pay gaps. Jane Klauber and Harriet Collins from Russell Cooke take a look at how the voluntary sector compares to others, and why they'd also like to see greater scrutiny of the ethnicity pay gap (page 11).

You may remember Frances Lang from our Careers Corner at the Annual Conference in May. On page 12 she writes for Finance Focus from experience on the need to banish the stigma of flexible working and how, as leaders, we need to judge people by what they deliver, not by the hours they work.

Our Annual Conference 2018 also saw the launch of CFG's mentoring programme. Corporate members MLC Partners and Goodman, alongside senior charity leaders, were on hand to offer guidance to delegates on their career journey. Read more about some common themes from the day on page 13.

Digital VAT returns are also on the horizon for 2019. SOC VAT consultants have written an essential guide which not only outlines the changes, but sets out what charities need to do to prepare for the transition to digital.

Finally, in Pensions Focus on page 15, the pensions team at Stephenson Harwood LLP tackle the thorny issue of discrimination in guaranteed minimum pensions (GMPs), as a decision from the High Court on a key case is imminent.

Happy reading!

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



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Gift Aid Conferences in Birmingham and Manchester, VAT, Pensions, South West and Wales Conference and more.

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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](mailto:kate.bines@cfg.org.uk)

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# Organisation of the month



Emmaus is a UK based charity and community with a commitment to end homelessness. For many who experience homelessness, loss of self-esteem is a major obstacle they must overcome. People who live in Emmaus communities, known as companions, carry out meaningful work in the charity’s social enterprise, making a real contribution. As well as a stable home, Emmaus provides purpose and a chance to make a difference.

**What is your organisation’s biggest achievement?**  
Emmaus Cambridge was founded in 1991, making it the first Emmaus community in the UK. The biggest achievement for each Emmaus community is the opportunity to support people out of homelessness through its social enterprise. During a companion’s time at Emmaus each individual is provided with a home for as long as they need and the opportunity to learn new skills. This combination helps companions to regain their self-esteem and confidence.

Our biggest achievement most recently at Emmaus Cambridge has been the growth of our community from 34 to 44 companions, with an additional 10 new rooms. We are

fortunate enough to be in the position to do regular forms of solidarity, which is a key ethos of the Emmaus movement. This solidarity allows us to help other Emmaus communities across the world; this involves providing furniture and goods to low income families and individuals to furnish their homes, and on a local scale, continuing to support charities in the Cambridgeshire area.

**What is the largest source of support your organisation has gained from CFG membership?**  
CFG membership has helped us in providing a hub of information related to charity finance. We are finding it easier to find relevant courses for training for our governance and finance teams. CFG also

enlightens us on developments, changes and campaigns within the charity sector.

**What have been the biggest changes to the charity sector since you started working in it?**  
The reduction in statutory funding for the charity sector, and with more competitive tendering processes, there is increased competition for an ever-diminishing pot of money. The sector is therefore doing much more for less.

**What is the biggest issue facing your sector right now?**  
The biggest issue facing the homelessness sector is that of changes to welfare benefits. This has resulted in more homelessness and a corresponding increase in the amount of people who need support from organisations like us.

**If the government could change one thing that would make your charity’s life easier, what would it be?**  
To allow organisations like Emmaus to continue to receive housing benefit under the new welfare reforms.

**What positive changes has your organisation seen in your sector?**  
Growing homelessness and the need for change is prompting charities to look for innovative ways of working together.

**What is the one piece of technology your organisation couldn’t do without?**  
We use WhatsApp in our internal teams, this enables us to keep in touch with immediacy and allows us to communicate on a very different level.

*To find out more about Emmaus Cambridge and the work that they do visit [www.emmaus.org.uk/cambridge](http://www.emmaus.org.uk/cambridge).*

## Voice your views

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

### Charity Property Matters Survey 2018

The charity property survey in England and Wales is ran every two years by the Ethical Property Foundation. The survey is supported by the Charity Commission of England. This survey should only take around 10 minutes to complete but does require someone with a good understanding of your charity’s current property portfolio. If you have any questions about the survey, please email [policy@cfg.org.uk](mailto:policy@cfg.org.uk).

### Local banking access

We are increasingly hearing from members having problems keeping access to local banking branches. This is creating issues for members who have local volunteers raising money for fundraising, charity shops or are small charities that are dependent on local branches.  
If you are struggling to keep access to local branches or are having challenges with your banking more broadly, get in touch. Email the policy team [policy@cfg.org.uk](mailto:policy@cfg.org.uk).

### Keep it Local survey

Locality want to hear the latest thinking and practice shaping the future of public services. Local authorities and community organisations are welcome to take the survey – [bit.ly/2IY7yhc](http://bit.ly/2IY7yhc)  
Locality are inviting written responses to a consultation on:  
• latest trends shaping public services  
• examples of ‘scale fail’ – where large outsourcing contracts haven’t delivered desired outcomes  
• role of local community organisations in delivery of public services  
• examples of local areas doing things differently to harness the power of local organisations  
Read the call for evidence – [bit.ly/2KR6oJt](http://bit.ly/2KR6oJt)

The latest updates for CFG members plus opportunities to contribute to CFG’s policy work.

# CFG launches its brand new mentoring programme



Charity Finance Group is delighted to announce the launch of a brand new mentoring programme. Joining up leaders in the sector with professionals keen to progress in their career, the programme is designed to support the professional development of CFG members and inspire our finance leaders of the future.

As we progress into the second year of our leadership-focused strategy, we have created an exciting new mentoring programme to help better support our members in their professional development. We are excited to introduce a mentoring pilot scheme bringing mentees together with leading figures in the sector.

Being a part of the CFG community enables you to gain from peer to peer learning, via networks established at our member meetings and various events and training.

The addition of the mentoring programme will offer personal 1-1 support focused on particular areas of development to help our members set and attain their professional goals and unlock their potential – equipping them with skills required to be as effective as possible in their roles today and in the future.

CFG is here for all areas of your finance and leadership team and dedicated to providing the services and support you need to continue making the biggest impact possible.

CFG’s talented group of member mentors are on hand to assist mentees with strong skills development, guidance and inspiration in their careers. The pilot programme will have around 20 mentees based in the London area, with plans to roll out the programme on a larger scale subject to capacity.

**Interested in finding out more about becoming a mentee or mentor?**  
Although we can’t guarantee a place on the pilot scheme we would love to hear from you if you want to register an interest! Contact us at [hr@cfg.org.uk](mailto:hr@cfg.org.uk) or on 020 7871 464 for more details.

## The IFL programme’s bursary scheme

Inspiring Financial Leadership (IFL) is a series of monthly breakfast seminars run in association with Charity Finance Group, Cass Business School and Sayer Vincent. Discover more about the programme in our cover story on page 9.  
Our Diversity Access Bursary Scheme aims to increase diversity within charity finance. The bursary scheme supports promising people from underrepresented groups, who might not otherwise be able to afford to take part in the Inspiring Financial Leadership Programme.  
Successful applicants will be offered a free place on the programme, which runs from October 2018 – April 2019. Find out more at [www.cfg.org.uk/IFL](http://www.cfg.org.uk/IFL).

## CFG appoints new trustee

CFG is delighted to welcome Stella Smith who has joined CFG’s Board as an Appointed Trustee. Stella is an independent consultant specialising in leadership and strategy in the charity sector. Since setting up her practice in 2006, she has worked with a wide range of organisations, from large household names to small community groups in the UK, Europe and Africa. She has written numerous articles and guides on charity sector management and is currently a columnist for Third Sector magazine.  
Samantha Husband, Kerry Shea and John Tranter (Treasurer) will be staying with CFG for another three years. To find out more about the board visit: [www.cfg.org.uk/trustees](http://www.cfg.org.uk/trustees)

## Welcome to our new members

Attitude is Everything	Spinal Injuries Association
SBA The Solicitors Charity	Youth Federation Limited
Scripture Union	Lumos Foundation
	EFL Trust





News in brief...

Launch of Charity Digital Code of Practice consultation

The consultation on the charity sector's first Charity Digital Code of Practice was launched in July. The code, funded by Lloyds Banking Group and the Co-op Foundation, will seek to be the go-to guide for charities looking for digital support, creating professional guidelines to enable all charities to improve their digital skills and impact.

The final code will include best practice guidelines alongside practical tips and advice for charities. The consultation is set to run until the 25 September and the final code launched in November.

The steering group, including CFG, are keen to hear from all charities – visit the Charity Digital Code website at [www.charitydigitalcode.org](http://www.charitydigitalcode.org).

New strategy launched by Lloyds Bank Foundation

The Lloyds Bank Foundation has launched 'Reaching Further', its new strategy for 2018-2022. Within the strategy they have pledged to increase the foundation workforce from 32 staff to 50 by 2020. They will also offer more unrestricted grants to small charities, helping to cover core funding costs. This will be alongside an expansion of their mentoring scheme where staff from Lloyds Bank offer their expertise to the charities that the foundation help fund – [bit.ly/213SRJa](http://bit.ly/213SRJa)

£20m fund pledged to tackle loneliness

The Prime Minister has announced three separate funds for charities and community groups to help isolated people and those suffering from loneliness. In partnership with the Big Lottery Fund and the Co-op Foundation £11m will go towards the 'Building Connections Fund', to be distributed to organisations that can demonstrate success in bringing communities together. This is an additional £5m from the People's Postcode Lottery to top up existing grants to charities combating loneliness, and £4m from the Health Lottery to charities that work to improve links in disadvantaged areas. Funding applications for the 'Building Connections Fund' will open between July 2018 – December 2020.

Government strengthens commitment to increase social impact investment

In response to industry-led report *Growing a Culture of Social Impact Investment in the UK*, the government has pledged to work with the financial services industry to increase support for social impact investing, with plans to encourage more investment for disadvantaged areas and create investment for social issues. There will be a further consultation by the government on allowing a broader set of issues for consideration by investors, and a further short progress update in winter 2018.

Research and reports



AI will have profound implications for the charity sector states Charities Aid Foundation

According to a new report by Rhodri Davies for the think tank Charities Aid Foundation the rise of artificial intelligence will have profound implications for the sector. In response to these changes it is urged that charities have greater engagement with AI, which may mean there should be additional support from funding bodies, infrastructure organisations, the government, and technology companies developing these technologies. The report also calls for the industrial strategy to include an assessment of the impact that AI might have on the third sector. See *Machine-Made Goods: Charities, Philanthropy and Artificial Intelligence* for more information.

Survey of 1,500 community groups finds that a quarter are worried about the future

A survey of 1,500 local community groups, which have received money from the Co-op's local community fund, has found that half of these groups feel confident about their

future, while a quarter report feeling worried. The Co-op's report *Causes and effects: A report exploring the challenges and opportunities facing local causes across the UK*, also found that over half were worried about a growing demand for their services, but with more than 40% finding that they have more volunteers than five years ago.

New research finds that small and local charities have distinctive impact in tackling social issues

Research commissioned by the Lloyds Bank Foundation, and carried out by the Centre for Regional Economic and Social Research (CRESR); the Institute for Voluntary Action Research (IVAR) and the Centre for Voluntary Sector Leadership has found that small and local charities can generate roughly three times more in additional funding compared to public funding. It also highlights significant challenges facing smaller charities, including convincing funders of the value of their work, and a funding environment that sometimes favours larger charities over smaller ones.

Guidance and support



Free GDPR training for CFG members

Corporate supporter Quilter Cheviot has given CFG members free access to a GDPR e-learning tool which can help charities to understand the rule, particularly important now the new regulations are in place. The tool is online and so can be taken by a range of staff, volunteers and trustees. After completing

the tool, staff can get a certificate which they can use to evidence taking part in the training. As part of the GDPR, one of the biggest changes is evidencing the steps that organisations have taken to inform staff and keep them up to date with the new rules. This new e-learning tool will be very useful to CFG members in demonstrating this requirement. For more information, visit <https://qc.datapartners.co.uk/>

What's the big issue?

How can we design a post-Brexit immigration system that works for the third sector?

It's fair to say that our current information on the post-Brexit landscape is uncertain at best. There has been some clarity on EU citizen's right to remain, and that free movement will continue during the transition period, but little else besides. It is in this context that CFG commissioned the think tank the Institute for Public Policy Research IPPR to write *The Charity Workforce in Post-Brexit Britain: Immigration and Skills Policy for the Third Sector* (find at [www.cfg.org.uk/brexit\\_and\\_the\\_charity\\_workforce](http://www.cfg.org.uk/brexit_and_the_charity_workforce)) to consider what might happen when freedom of movement comes to an end, and how the government might best mitigate any negative impacts.

The report focuses on three main areas; the current contribution on EU workers to the charity sector, the potential impact of a new post-Brexit migration system on charities, and a number of recommendations on both skills and immigration policy to safeguard against changes that might take place.

The findings of the report make for interesting reading. While EU workers only make up 4% of the total charity workforce (the percentage is higher for charities that focus on health and social care), they have more than doubled in the last two decades, increasing from 14,000 to over 31,000 since 2000. Unlike many other sectors, EU workers in charities are on average younger, better qualified (and by any measure highly qualified) and better paid than their UK counterparts. It is important to note that even though EU nationals are on average better paid than other workers in the sector, rates of pay are still relatively low, so with an increasing need for skilled candidates and a restriction on EU migrants, charities may need to increase pay to compete with other sectors. This will in turn create further challenges for an organisation's finances.

Though immigration policy post-Brexit is in no sense finalised. If the points-based system presently used for non-EEA workers was expanded to cover EU nationals, then up to 82% of EU nationals currently working for charities would not be eligible to work in the UK. It goes without saying that the implications this might have for those who rely on EU workers would be disastrous.

From a charity employer perspective, there seems to be a lack of preparedness for further changes to the immigration rules, with 46% of charities surveyed being

concerned or very concerned about recruiting future workers if free movement ends post-Brexit, and 62% have never used the Tier II system previously (the visa offered for skilled jobs). It's clear that merely transposing the Non-EEA migration system on to the EU workforce would not work in the interest of charities. We also encourage charity employers, where possible, to support existing EU staff by paying any fees which may be required to remain in the UK, and also help them with any forms that might be required. We would hope that any system of providing documentation would be as simple as possible.

If the government does pursue a visa system, then charities would need a Trusted Sponsor Scheme where employers can recruit a wider array of workers than the current non-EU nationals system allows (those who fall below unnecessarily high salary thresholds or don't meet stringent skills requirements).

On the skills challenges facing the sector, survey evidence from the charities surveyed in the report found that 55% of charities want to provide more training, but also have concerns about lack of available funds to do so. A core recommendation of the research is for government to provide a more joined up approach to immigration and skills policy, which could be included in the civil society strategy. This greater collaboration between government and charities would help ensure there are enough funds in the sector to assist with the skilling up of existing workers that might be required. As has been stated by most organisations in both private and third sectors, greater flexibility in the Apprenticeships Levy is needed so that charities can give all their unspent levy funds to other charities, keeping investment in the sector.

On the whole, infrastructure bodies in the charity sector have remained somewhat reticent to engage on the Brexit debate. This is particularly surprising when, on nearly all issues for which Brexit will affect our sector, nearly everything is still up for grabs. With enduring questions on what will replace previous funding arrangements, to what will happen to tax and regulation, important questions have yet to receive an answer, which means there has never been a better time to work in partnership with government to make practical and clear demands on what the post-Brexit landscape should look like.

Policy progress

CFG calls on government to be bold in reforming tax system

Charity Finance Group gave evidence to the All Party Parliamentary Group on Charities and Volunteering, on how the next budget could support the sector, calling for the government to be clear on what it thought the purpose of civil society is. CFG urged charities to be bold in calling for a fundamental reform to the tax system, as there had been too many changes in recent years which have made it more expensive for charities, because they have been overlooked in decision-making.

CFG ask that charities are not ignored when moving to a cashless society

In responding to a consultation on cash and digital payments in the new economy, CFG has outlined a number of steps to create a transition to a cashless economy. This can be achieved by government creating a clear roadmap for when different coins are taken out of circulation, updating the GASDS from £20 to £30 (the maximum amount that can be given via contactless payment), to keep it in line with changing donation patterns. In addition, we should work in partnership with technology companies for free or discounted contactless payment technology.

CFG launches report on impact of Brexit on charity workforce

In partnership with the All Party Parliamentary Group (APPG) on migration, CFG and the Institute for Public Policy Research (IPPR) launched our new report *The charity workforce in post-Brexit Britain: Immigration and skills policy for the third sector*. The report has found that if the current rules for non-EU nationals applied for EU nationals in the charity sector, 82% of EU workers would not be eligible to work in the UK. CFG emphasised that the voice of charities have not been heard on this issue and that we should be more vocal. Parliamentarians in the room agreed that now was the right time to engage with government on Brexit, as so many important decisions affecting our sector were yet to be finalised.



# Your leadership journey

**The Inspiring Financial Leadership programme, ran in partnership with CFG, Sayer Vincent and Cass CCE, is designed to support finance managers in playing a leading role in your organisation, equipping you with the latest leadership principles and helping you to combat key challenges.**



**Natalie Keppler,**  
Training and Content  
Manager, Charity  
Finance Group

**CFG's Training and Content Manager, Natalie Keppler, shares what the IFL programme is all about – plus what's new in the pipeline for 2018.**

In 2013 the Inspiring Financial Leadership (IFL) programme hosted its first cohort, with big aspirations of transforming the impact of finance professionals in the sector. The course, aimed at experienced finance leaders looking to make the next step up, has been going from strength, with places running out fast.

IFL aims to change the way the sector views the role of the finance professional, and encourages finance staff to reconsider their contributions by harnessing their unique skills and insights, and encouraging confidence in outward-facing, vocal roles. We recently opened applications for the next cohort, starting in October. The programme will run over seven modules, with each focusing on a key area of development such as communication, leading change and managing high performing teams. The sessions offer a mix of theory and practical exercises, as well as insights from senior leaders within

the sector. Previous attendees also really valued the opportunity to set aside time away from their day-to-day job, recognising that as busy leaders, building in time for reflection can be a challenge.

Beyond the formal learnings, the less tangible benefit of building a network of peers to share common issues and insights with is not to be underestimated. In support of this element, we are delighted to be launching our IFL Alumni network this year. The group will offer all those who have progressed through the programme the opportunity to build their network even further, and meet with like-minded peers.



**Rachel Pigott,**  
Head of Finance,  
Brightside

**Rachel Pigott, Head of Finance at Brightside and participant on the IFL programme, tells us which aspects of the course she has found to be most impactful.**

I've been lucky enough to benefit from lots of excellent training in my career to date and the IFL course is up there with some of the best. I think it plays a vital role in the leadership journey of finance leaders, empowering and helping us to use our skills to ensure our organisations maximise impact – what we are all here for after all.

**There are a few things that really stood out for me**

#### The facilitators

These guys really know their stuff! They managed to achieve the right balance between explaining concepts and models, drawing on their experience and getting us to reflect on and share our own experiences – crucial to an effective learning environment. They also delivered it in a very accessible, entertaining and engaging way, which made it a lot of fun!



**The course gives you immediate access to a cohort of people in similar positions across the sector, which is actually quite a rare opportunity.**

#### The network

The course gives you immediate access to a cohort of people in similar positions across the sector, which is actually quite a rare opportunity. Being in a senior finance role can sometimes feel quite lonely, so I've found it really useful to have other finance people to discuss challenges, bounce ideas off and ask for advice – both during and after the course itself.

#### Practical ideas

The way the course is structured ensures that there were things we could take away and implement immediately. The regular case studies and outside speakers were also a great way to hear and learn from other leaders in the sector.



**Simon Hopkins,**  
CEO, Turn2us

**CEO of Turn2us, trustee of CFG and guest speaker on IFL, Simon Hopkins shares his view on why the IFL programme is so important and what makes it stand out from the crowd.**

Expectations placed on charity finance professionals are changing – the old, stale notion of the back office is being replaced by a recognition that we are crucial to organisational strategy, effectiveness and relevance. IFL was established to support talented colleagues to make that transition. In the five years since we started I've seen so many examples of inspiring personal development from those who have been through the programme.

Our sector is changing – we are more heavily regulated and the public are rightly showing a healthy scepticism towards the sector. But at the same time, well-run and sustainable charities are more needed than ever. IFL is a genuinely pivotal programme in helping finance people lead the way in that regard.



**Judith Miller,**  
Partner, Sayer  
Vincent

**Judith Miller of Sayer Vincent discusses what she sees as the key benefits of the course.**

IFL is valuable because it is one of a kind – a bespoke programme, specifically for finance professionals in charities. It's about you, it's focused on supporting you on your leadership journey. We do not cover anything technical, in an accounting sense, but rather provide technically sharp individuals with the tools needed to be truly effective leaders in the work place.

The programme covers a great range of topics from change to communications, culture to coaching. Each module includes a variety of activities including input from facilitators and coaches, plus group work as well as the perspective of experienced FDs.

We are so privileged to get FDs along to each session and many are in CEO roles. They freely share their experiences, wisdom and tips plus there's always the opportunity to question them.

The course provides you with ideas, peers, time and space. It gives you the time to think about the important "stuff" basically. It is the stuff we never get time to address when we're busy with the day job but know we really should. It is about that relationship that is not working, and you know you need to address it, but you are not sure how; it's about that big change you'll have to lead but you still don't have a plan.

The structure of the sessions creates a safe space to allow everyone to explore challenges. The peer group, that is created on the programme, means that trust is built. With the advantage of the programme being split into monthly modules there is time to act in-between, reflect at the next module and get further input from peers and coaches.



**We provide technically sharp individuals with the tools needed to be truly effective leaders**

I have heard feedback confirming it's made a real difference to the performance of finance teams as well as attendees saying it has given them the confidence to move role.

Sayer Vincent have been involved since the start of the programme. I have been involved since then and more actively involved in the last couple of years as a coach as well as inputting into the sessions.

It is a delight and a pleasure for me – I have never seen numbers as an end in themselves so I am keen to support fellow "number crunchers" become leaders and enablers in their organisations. Plus, I am always learning too!



**Maggie Smith,**  
Associate at The  
Centre for Charity  
Effectiveness at Cass  
Business School

**Maggie Smith of Cass CCE talks about how the programme was set up and what it means to Cass to be involved in running the course.**

We're delighted to be planning the next series of Inspiring Financial Leadership (IFL). After attending the general series at Cass CCE – Outstanding Leadership (OSL) – Kate Sayer and Judith Miller of Sayer Vincent wondered if we could create a series for finance leaders. We could and so Cass, Sayer Vincent and CFG joined forces.

The focus of our work is often in working with individuals to recognise their roles as organisational leaders rather than limiting

themselves to the leadership of their individual teams. This matched well with the vision of our Sayer Vincent colleagues that finance leaders be recognised as more than 'bean counters' and IFL set out to encourage finance people to step into a wider leadership role equipping them with some tools and techniques to do that with confidence.

Until Feb of this year, both OSL and IFL were led by our friend and colleague, Ian Lawson. His untimely death midway through the 2017 season left colleagues to carry on his work. Ian's approach was all about making a difference and the way that he did that was by improving leadership capability in organisations and individuals. In the work he delivered, he believed that theories and frameworks should be made as simple as possible and above all be of practical use.

Those of us who have worked with Ian for a number of years are proud to carry on his legacy and to keep on spreading the word about what outstanding leadership looks like and how we can all keep moving forwards towards it.



**It's a privilege to be part of a programme which sees people make real shifts in their attitudes about leadership**

We are also very lucky to be joined by a series of inspirational guest speakers – all leaders with a finance background. Their personal stories and shared experiences bring the learning to life and encourage participants with their own leadership development.

Each year, it's a privilege to be part of a programme which sees people make real shifts in their attitudes about leadership and in how they show up as organisational leaders. The modular nature of the programme allows for practice and refinement as we go along and all participants gain a great deal from everyone in the room.

*If you would like to find out more details about the programme, contact Natalie Keppler at [natalie.keppler@cfg.org.uk](mailto:natalie.keppler@cfg.org.uk) or on 020 7871 5470.*

*CFG offers two bursary places for outstanding applicants from under-represented groups through our Diversity Access Bursary Scheme. For more information email [events@cfg.org.uk](mailto:events@cfg.org.uk).*



# Commit to nurturing talent in your charity



**Caron Bradshaw explains why spotting and developing existing talent in teams is the responsibility of an effective leader and crucial for a sustainable charity and sector.**

You cannot attend an HR briefing or leadership course without talk of diversity, talent management, pipeline and empowerment. Whilst these might feel like clichés or easy to say but hard to do catchphrases, behind the buzzwords are really important principles.

Do we all give sufficient thought, time and energy to creating brilliant places to work, that help us to thrive or do we settle for less? Do we accept poor practice, tolerating unexciting and demotivating places to work until we can escape? Do we take responsibility for our own, and our teams', joy, well-being and progress? It's in our power to change things for the better – and I challenge you to grasp the nettle.

Lynne Berry, during her opening plenary at our 2018 Annual Conference, challenged 'when we ask about how we empower our staff should we really be asking what it is we do to disempower them?' It was a super provocation. Henry Stewart, in his exciting closing session, spoke to creating workplaces where people are energised and motivated by being in control of the work they do. The pressure to do things differently is increasing exponentially, as our staff expect more and simply won't tolerate poor leaders. I'd recommend Simon Sinek's talks on 'the problem with millennials' as a nice summary of the challenges that society faces.

I strongly believe that too many of us overlook the talent and resources

already at our fingertips. We want ready-made and polished. Just pick up a job advert or two and I am sure you won't have to look far before reading phrases like 'proven track record' or 'hit the ground running'.

My belief that title, previous experience and qualifications are not the only guide for talent comes from my own experience. Prior to becoming CEO at CFG I worked for 16 years at the ICAEW. During my time there I was privileged to be supported to change direction and take on new and exciting responsibilities (despite having no proven track record at the 'right' level) on a number of occasions. The ICAEW were willing to see what I had done and what I had the potential to do; giving me the opportunity to stretch and grow personally and the determination and loyalty to do the best job I could for my employer.

**“I strongly believe that too many of us overlook the talent and resources already at our fingertips.”**

I believe that spotting potential and offering opportunities to shine should be the duty of every leader at every level – not just senior leaders or CEOs. Not only do you get excellent value for money from staff you support (your investment in their growth is far more sustainable when those skills can be put to the advantage of your own organisation for longer) but you also send a strong message to those individuals who you have not spotted that progress and reward awaits people with talent.

It is this later point that I have become more passionate about over time. However much we try not to, we are all liable to unconscious bias. We filter what we think about potential through our own experiences and values. This can give us blind spots. It can make us fail to see talent that, with the right support and encouragement, could excel and deliver truly wonderful things for our organisations. So we need to remove barriers to progression.

Not all individuals show themselves at the same pace. Some jump at opportunities, others are held back by self-doubt or fear. Such self-limiting narratives are not the exclusive story of women (be aware of that unconscious bias!). Men can also be guilty of believing the stories they are told; whether that's about their sporting prowess, strategic skills or perhaps a lack of the hard-nosed, focus on outputs (stereotypically male) approach to leadership.

As leaders we have to be patient and invested in our staff. More often than not what our employees need is guidance, coaching and opportunity. If we always focus on the instant success we risk missing out on longer term performance. We might fear that our investment will be rewarded by staff taking those skills elsewhere. But in my experience the payback you get from being part of someone's development is worth the risk that they might prematurely depart your employ. I am certain that the alternative (of depriving them of the development and opportunities they need) practically guarantees their early flight.

One last thing; think about how you harness and develop talent. We too often make the mistake of promoting people to lead others on the basis of the quality of their work not their ability or potential to lead. Or we promote them and fail to teach them leadership skills – assuming that these will spontaneously develop from raw potential. We set our people up to fail if we confuse expertise for the ability to lead others.

My messages for those wanting to develop their future leaders; lead with an open mind, invest in your people, lead with compassion and understanding. In my view, it's the route to happy, thriving and successful organisations.



**One year has passed since large employers were required to publish their salary data – so how does the voluntary sector compare? And what do we know about the ethnicity pay gap?**

The deadline has now passed for all employers who have 250 or more employees to publish data on the gender pay gap in their organisation. Various statistics have also been published following the deadline and the voluntary sector, on the whole, is outperforming both the private and the public sector. Although this is good news for the voluntary sector this does not mean there is any room for complacency.

**The requirement to report**  
The Equality Act (Gender Pay Gap) Regulations 2017 (the 'Regulations') came into force on 6 April 2017 and required all employers (including in the charity, not-for-profit and voluntary sectors) who have 250 or more employees to publish data on the difference between male and female average pay on the 5 April each year. This information must be uploaded to the government's dedicated website – and displayed on the organisation's own website.

The calculation is based on the median average (rather than the mean) as this figure is less likely to be distorted by a small number of individuals in high paying roles. The purpose behind the legislation is to introduce transparency and encourage employers to take action to reduce the gender pay gap.

**First year results**  
Research published in Third Sector showed that the private sector reported an average gender pay gap in favour of men at 15% with the public sector coming in with an average of 13%. The average among the voluntary sector was 8% in favour of men.

The results reflect well on the voluntary sector overall and some charities have reported a very low gender pay gap (St Mungo's reported a 0.1% pay gap and Crisis a 0% pay gap).

Other statistics demonstrate that the pay gap in larger charities is much closer to that of the private and public sector, the largest being a median pay gap of 44.3%. This suggests that the bigger the charity the closer it mirrors organisations in the public and private sector.

There are of course a number of factors that influence the results including the profile of employees including the number in part-time work and the number of men and women in senior positions. Across the board, women make up a large percentage of the workforce in the voluntary sector yet, despite this, there remains an under-representation of women in more senior positions. This is one area for improvement which could assist in addressing the gender pay gap.

Although we have seen positive results in the voluntary sector, a gender pay gap still exists. Charities and organisations need to understand the reasons for their pay gap and consider how it can be addressed – is it a lack of women in more senior positions and would flexible working help provide a solution to this or are there other underlying reasons?

**The ethnicity pay gap**  
The Regulations shine light on the gender pay gap – but what about the ethnicity pay gap?

In 2017 the McGregor-Smith review concerning the issues affecting black and minority ethnic (BME) groups in the workforce called on all companies with more than 50 employees to publish a breakdown of their workforce by race and pay band. The government commissioned a review in February 2018 to scrutinise actions taken by employers following the report including whether any had published a breakdown.

**“Across the board, women make up a large percentage of the workforce in the voluntary sector yet, despite this, there remains an under-representation of women in more senior positions.”**

Some organisations in the private sector did decide to disclose their ethnicity pay gap data in addition to the gender pay gap data. For example, a KPMG report disclosed an 11.7% median difference in average pay between white and BAME employees.

Within the charity sector, it has been reported that a third of the largest charities have all white senior leadership boards and a study carried out on the top 100 charities identified that only 8.1% of senior positions were held by people from ethnic minorities.

These figures alone show that there is significant room for improvement in the voluntary sector and if ethnicity pay gap reporting does become a legal requirement, the results may not reflect as positively on the sector.



# It's time to banish the 'flexibility stigma'

Frances Lang,  
former Interim  
CEO of Media Trust



Frances Lang, former Interim CEO at Media Trust, discusses her experiences of flexible working and how this has interacted with her career – and gives some tips on how your organisation can work towards a flexible working culture.

Five years ago, I made the decision to move into the charity sector. I was a partner of a private equity business. I loved the small team I worked with but I knew that something was missing and that something was passion. So, off I went in search of a role with an inspirational charity.

The very first person I spoke to as I embarked on my quest was Kai Adams, a partner specialising in non-profit recruitment at Green Park. Kai asked me to run through my career to date. Since having my first child nearly 19 years ago, I have worked in a various ways that fitted around my ever-evolving family life. Permanent, interim, part-time, full-time, office based and working remotely plus the odd career break. I was overly focused on explaining this.

Kai didn't spend too long listening before holding up his hand and saying, 'Can I stop you there for a moment. Why do you sound so defensive about your career? You should be confidently explaining that you are currently a partner of a private equity business and that you have worked successfully in a variety of different senior roles in a variety of sectors and countries. If you must, you can say that since having children you have worked in a variety of different ways. End of story.'

This was a lightbulb moment for me. Although I remember thinking that he had used the word 'variety' a lot!

Since then, I have become more vocal about both the need to accommodate flexible working to avoid mind-boggling levels of untapped potential, and the need for those who have been successful while

working flexibly to shout this from the rooftops to encourage others. Flexible working needs to be normalised.

Su-Mei Thompson, the CEO of Media Trust, agrees. She urges senior women to advertise that their careers have not been linear and not to airbrush out a career break from their CV or from their conversations with others. It is so important for women to know that they can take a break and still come back to a successful career. And clearly, in 2018, flexible working should not be confined to women with children.

I am delighted that much has changed since I first tried, unsuccessfully, to negotiate flexible working in 1999. I now know that there are almost always creative ways around this, particularly with ever-evolving technological solutions. Also, where a full-time physical presence is truly critical, there are other options such as job-sharing.

Nearly 20 years later there is increasing recognition that working flexibly doesn't mean you are any less driven. The Power Part Time Top 50 is a wonderful testament to this.

There is, however, more to be done. A recent survey by Deloitte with Timewise, a recruitment consultancy specialising in part-time work, found that 30% of flexible workers felt they were regarded as less important and 25% said they were given fewer opportunities than those who worked conventional hours. 25% believed they had missed out on promotion.

In the past, I have accepted roles where I have compromised enormously on salary in exchange for flexibility. This has to stop.

Provided we all have clear objectives and are judged on what we deliver, the where and the when of how we deliver is less important. The full time equivalent salary should never be lower in exchange for this flexibility.

Trust is critical, it should not have to be earned, it should be presumed. The flip side is that trust can be lost if it is abused; but it is also something which can be regained.

I don't, however, advocate a free for all with everyone working where and when they want at all times. Much collaboration and creativity relies on people coming together in person on a regular basis. Strong working relationships are critical to a team's success and these are built more easily with face-to-face interactions. While few studies suggest that remote working means people are more likely to slack, many conclude that productive collaborations are much harder to achieve.

Repeated studies that rank economies by average hours worked and average productivity show that average hours worked in the UK are higher than many of our competitors but without a corresponding higher level of productivity. Germany, for example, has a shorter average working week and yet higher productivity.

Presenteeism is an issue in the UK. Some people confuse being first at their desk in the morning and last to leave with being the most productive. I'll say it again, judge people by what they deliver.

I know from experience that when working less than full-time, I worked hard from the moment I arrived at work. I was also driven to find ways of making my working hours really count.

Organisations should focus on creating environments where staff can fulfil their potential and deliver what is needed regardless of their contracted working hours or the need to work remotely at times. A manager should be like a coach, providing ongoing feedback to address issues and to recognise achievements and successes as they arise. Never leave all this to an annual appraisal.

Create an environment where the staff enjoy what they do, where there is a common purpose and shared values combined with clear objectives. Leave people to be self-determining but able to ask for help and collaboration when they need it. Get this right and you won't need to worry that someone isn't working just because you can't see them at their desk today.

So, create the right environment. Judge people by what they deliver. Banish the 'flexibility stigma' once and for all.

Frances Lang is the former Interim CEO at Media Trust and has recently been appointed CEO of a charity which is to be announced shortly.

# The CFG mentoring programme

Corporate members MLC Partners and Goodman Masson supported CFG in the Careers Corner held at the recent CFG Annual Conference. The Corner focused on giving advice to finance professionals transitioning on the FD-CEO pathway, and marked the launch of CFG's pilot mentoring programme. Here they share their highlights from the day.



Head of Practice at MLC Partners, Mark Crowley, talks about their involvement in the programme launch.

Having recruited across the charity sector for more than seven years, I'm often asked by people whether they should move out of the sector at any stage to progress their career.

This is always such a shame to hear and is one of the main reasons I partnered with CFG to support them in Careers Corner at their Annual Conference in May, as part of their wider goal to launch a mentor scheme across the sector. Through this, I want to see people across the sector be supported and demonstrate that there is a clear career path for charity finance professionals.

I'm so lucky in my job that I get to speak to some of the sector's best talent and I'm

passionate about making sure that these individuals have a clear route to FD should they wish. The appetite for a CFG mentor scheme has been huge, not just from those wishing to be mentored, but also from FDs across the sector who are keen to pass on their own knowledge and experiences to support our rising stars.

We were at CFG's Annual Conference in May throughout the day with three senior sector leaders, Nigel Armit (CFO, Cancer Research UK), Jo Keaney (Director of Finance, St John's Ambulance), and Frances Lang (previously Interim CEO, Media Trust) to offer insight to people interested in mentoring and wishing to ask advice.

The common theme coming through on the day was; "I feel stuck at my level and wondering how I make the leap to FD".

My favourite comment from the day was from Jo, when approached by someone who told her they felt ready for a FD role, to which she simply replied "why?". The person was stumped and admitted to not being able to answer the question. It was clear that this was the first time they had really been challenged on this and got them really thinking about what truly makes them ready?

For me, this is one of the most promising takeaways from the day and for the mentor scheme. The route to FD can sometimes be a lonely one without the right support and critique, so having someone to mentor you, who can be subjective in your development, is an exciting prospect.



Executive Consultant at Goodman Masson, Amber Windley, shares her top tips from the mentoring programme launch at the CFG Annual Conference.

Careers Corner was held in support of CFG's mentoring programme launch which aims to bring together professionals and leaders in the sector.

Some of the top pieces of advice which came out throughout the day for those looking to make a move from finance director to CEO were:

- 1. Get as much operational exposure as you can
- 2. Look into becoming a trustee for another charity – this will give you excellent experience at the highest level
- 3. Network – go to events to build a network across the sector, you never know it could lead to a referral in future!

We would like to extend a big thank you to Simon Hopkins, Kathryn Dowlat and Frances Lang who provided excellent advice throughout the day. Thank you also to everyone who came over to the stand, we hope you found it useful and gained some valuable career advice.

For more details on CFG's mentoring programme contact [hr@cfg.org.uk](mailto:hr@cfg.org.uk) or call on 020 7871 5464.





# Countdown to making charity VAT digital



**In April 2019 digital VAT return submissions and records for VAT registered businesses will come into play. Linda Skilbeck of SOC VAT Consultants tells you what your charity needs to prepare for.**

It's less than a year until April 2019 when all VAT registered businesses (including charities, unincorporated businesses, companies, and LLPs) must start keeping business records digitally, and submitting their VAT returns using third party MTD compatible software. This will take effect from the first VAT return period beginning on or after 1 April 2019.

HMRC's current online portal will remain available to all other VAT registered with turnover below the VAT threshold, but they can opt in and file their VAT information via MTD if they wish. The exemptions that currently apply for electronic VAT filing will be extended to cover MTD for VAT.

**What are the changes charities need to make to VAT record keeping?**

**Whatever software is used it must be able to:**

- Keep records in digital form (no more paper records will be allowed)
- Preserve digital records in a digital form
- Create a VAT return from the digital records
- Provide HMRC with VAT data on a voluntary basis
- Receive information from HMRC via the API (application programme interface)

Invoices and receipts can still be made and stored in paper form, but transactions will need to be stored digitally.

**The following records will need to be kept digitally:**

- The business name
- The address of the principle place of business

- VAT registration number
- A record of any VAT accounting schemes used

**For each supply you make (business income) charities must record:**

- The time of supply
- The value of the supply
- The rate of VAT charged

Charities must also have a record of the outputs value for each period split between standard rate, reduced rate, zero rate, exempt and outside the scope outputs.



*The 1 April 2019 deadline is a very challenging timeframe, particularly as the software trials are currently on a small scale with the simplest of businesses. As readers will be aware charity VAT is anything but "simple".*

**For each supply received (purchases) charities must record:**

- The time of supply
- The value of the supply including any VAT that is not claimable
- The amount of input tax that will be claimed

Many charities will not currently capture this level of detail, and so additional work/new processes may be necessary, and some information might not be available at the point of capture e.g. the amount of input tax to be reclaimed on an expense, because charities commonly have to carry out partial exemption and business/non-business adjustments after expenses and income have been posted to the accounting records. The MTD changes therefore represent additional record-keeping requirements.

**Spreadsheets and adjustments**  
**After lobbying by businesses and advisers, HMRC will permit use of spreadsheets, but there appear to be two alternatives:**

- Adjustment calculations can be done outside of digitally enabled software (e.g. on a spreadsheet or manually), and then the effect of the adjustment must be journalled back into the software, or
- Via data export from the software into a spreadsheet (via digital link because such data must be kept digitally) so adjustments and VAT return calculations can then be done in the spreadsheet, and then 'bridging software' or an API-enabled spreadsheet (ie a digital link) must be used to extract the VAT return figures and transfer the data and submit it to HMRC

A VAT Notice is expected to explain where a digital link is required, and where an adjustment can be made outside of functional compatible software. The 'spreadsheet question' is of great importance to charities with complex VAT arrangements, and HMRC's answer so far is that commercial developers will provide the bridging software in time for the April 2019 go-live.

**Timing**

HMRC are currently piloting the MTD service in an initial 'private beta' period with invitation-only volunteers to test the key elements on a small scale before opening the pilot up more widely. The 1 April 2019 deadline is a therefore a very challenging timeframe, particularly as the software trials are currently on a small scale with the simplest of businesses. As readers will be aware charity VAT is anything but simple. More complex businesses are unlikely to be able to join the pilot until around October this year.

**Software and planning**

There will be no free software, so MTD will inevitably involve cost, even if this is limited to the cost of moving to digitally enabled software. Questions should be directed now at software providers as to when products will be updated for MTD, and also what if any bridging software for spreadsheets will be available. We advise that charities should prepare by mapping current processes to identify the gaps between what happens now and the MTD processes required, and review any manual adjustments made to VAT returns which might be made within the accounting system, rather than via spreadsheet.

# The impact of possible GMP equalisations on pensions

**Dan Bowman and Philip Goodchild,**  
Pensions Team,  
Stephenson Harwood LLP



**Dan Bowman and Philip Goodchild of Stephenson Harwood discuss the background of GMPs and what factors charities may need to consider in the outcome of a pivotal pensions law case.**

Many not for profit organisations who have occupational pension funds for their staff which provided staff with a Guaranteed Minimum Pension as a result of being contracted out of SERPS (the Government State Earnings Related Pension Scheme) which operated between 1978 and 1997 will need to be on standby for the result of a key pensions law case which will appear very soon and require action. Lloyds Bank, the Lloyds Trade Union and the trustee of the three Lloyds pension schemes have asked the High Court to decide if the Guaranteed Minimum Pensions (GMPs) provided by those schemes need to be equalised for men and women. The case will have far-reaching financial implications for all schemes with GMPs.

GMPs are by their nature discriminatory because men and women accrue GMPs at different rates and are entitled to them at different ages reflecting historically differing state retirement ages for men and women. This all flies in the face of the 1990 ECJ ruling in the Barber case, which concluded that pensions have to be equal between men and women.

Various Governments have struggled to come up with a viable solution for achieving GMP equalisation. A recent Government consultation response proposed a value-based method for equalising GMPs but the method was scant on detail and the Government stopped short of providing a statutory "safe harbour" for schemes which use it. For reasons like this, most schemes have decided to do nothing until a more definitive position is reached.



*A recent Government consultation response proposed a value-based method for equalising GMPs but the method was scant on detail*

The same consultation response stated that the Government would consider its position on GMP equalisation in the light of any legal decisions resulting from action taken by the Lloyds Trade Union. However, it isn't just the Government that will be awaiting the outcome of this case with baited breath.

**Whilst it is specific to the Lloyds schemes, the case is expected to provide much needed clarity on the following fundamental questions:**

- Is the trustee obliged to increase benefits in excess of GMP to give equal treatment in the overall pension?
- Is the equal treatment obligation only engaged if the affected member has an actual comparator?
- Is there a single correct method of equalising or a choice of acceptable methods?
- If there is a choice, which one should the trustee adopt?

The answers to the above questions may have far-reaching implications for all schemes with GMPs. For the Lloyds schemes alone, it is estimated that 230,000 women are around £2,000 a year worse off as a result of the current discriminatory position and that it could cost the Bank around £500 million to rectify the position. The cost of equalising GMPs in the 2,400 or so contracted-out pension schemes has been estimated at a further £20 billion.



*GMPs are by their nature discriminatory because men and women accrue GMPs at different rates and are entitled to them at different ages*

Scheme sponsors and trustees should therefore be steeling themselves to take action on GMP equalisation once the outcome of this case is known.





# GIFT AID CONFERENCE

**Date:** Wednesday 12 September – Birmingham / Wednesday 3 October – Manchester

**Time:** 10.00 – 16.00

**Location:** Hyatt Regency Birmingham, 2 Bridge Street, Birmingham B1 2JZ / RSM Manchester, Baker Tilly, 3 Hardiman Street, Manchester M3 3HF

**Early bird:** CFG members £99

**Full cost:** CFG members £119/ Non-members £152

Full programme & bookings: [cfg.org.uk/GABirmingham](http://cfg.org.uk/GABirmingham) [cfg.org.uk/GAmanchester](http://cfg.org.uk/GAmanchester)

Did you know there is almost £600m unclaimed Gift Aid each year in the voluntary sector? Getting the most out of Gift Aid is essential for increasing your charity's fundraising income and maximising the value of donations.

This conference aims to provide attendees with a good understanding of the main issues in Gift Aid and practical advice on topics such as Gift Aid and membership

schemes, online giving and Gift Aid fraud. There will also be Q&As sessions at the end of each session to give you a chance to put your Gift Aid questions to the speakers.

**Conference sessions for the day:**

- Gift Aid and membership schemes
- Online giving and intermediaries
- Gift Aid and small donations schemes
- Gift Aid fraud
- The impact of GDPR on Gift Aid declarations

**Who should attend?**

This event would be useful for all those working in roles that work with Gift Aid on a daily basis including Finance Directors, Treasurers, Finance Managers, Senior Accountants, Charity Consultants and Trustees.

See the full programme and secure your place for Birmingham at [cfg.org.uk/GABirmingham](http://cfg.org.uk/GABirmingham) and [cfg.org.uk/GAmanchester](http://cfg.org.uk/GAmanchester) for Manchester.

*Kindly hosted by Investec in Birmingham, and RSM in Manchester.*



# VAT CONFERENCE

**Date:** Tuesday 25 September

**Time:** 9.30 – 15.45

**Location:** RSM Bristol, Hartwell House, 55-61 Victoria Street, Bristol BS1 6AD

**Early bird:** CFG members £99

**Full cost:** CFG members £119/ Non-members £152

Full programme & bookings: [cfg.org.uk/VATBristol](http://cfg.org.uk/VATBristol)

Charities are subject to VAT just like any other organisation. However, unlike other organisations, many charities undertake activities that are either exempt from VAT or outside the scope of VAT, which means that they cannot reclaim VAT costs on purchases. There are a number of exemptions that may be available if your organisation meets certain conditions. VAT knowledge and planning is crucial to minimising irrecoverable VAT and budgeting for remaining amounts that can't be recovered.

For many charities, raising income through trading activities has become an increasingly important source of revenue. However, there are certain restrictions that can apply and charities may still be liable for tax depending on the nature and level of activity.

This conference will begin with current issues around charity VAT and trading, and will continue with topics such as fundraising and zero-rated activities, partial exemptions and recovery, using a trading subsidiary, as well as the latest VAT updates and developments.

See the full programme and secure your early bird place for £99 at [cfg.org.uk/VATBristol](http://cfg.org.uk/VATBristol)

*Kindly hosted by RSM.*



# PENSIONS CONFERENCE

**Date:** Wednesday 14 November 2018

**Time:** 9.30 – 15.15

**Location:** RSM, 25 Farringdon Street, London EC4A 4AB

**Early bird:** CFG members £99

**Full cost:** CFG members £119/ Non-members £152

Full programme & bookings: [cfg.org.uk/pensions](http://cfg.org.uk/pensions)

Following the Pensions Act 2008, all charities are required to enrol certain staff on to a workplace pension scheme. Managing staff pensions continues to present challenges, such as financing potential deficits, and how to strike the right balance between delivering fair pensions to your staff, whilst demonstrating good financial stewardship to beneficiaries and donors. This full day conference will support charities in understanding what their legal responsibilities are with regards to governance requirements, alongside sharing options for managing the challenges you may face.

Charity trustees and managers who are responsible for the administration of staff pensions, or who would like to contribute to strategic decisions related to pension management.

See the full programme and secure your early bird place for £99 at [cfg.org.uk/pensions](http://cfg.org.uk/pensions)

*Kindly hosted by RSM.*



# SOUTH WEST & WALES CONFERENCE

**Date:** Thursday 22 November

**Time:** 9.00 – 17.00

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

**Early bird:** CFG Charity members £109

**Full cost:** CFG Charity members £139/ Non-members £169

Full programme & bookings: [cfg.org.uk/swwbristol](http://cfg.org.uk/swwbristol)

CFG's flagship event in the South West and Wales takes place in Bristol this year, offering two streams of sessions for attendees to choose from, including essential industry and technical updates, as well as inspiring discussions on leadership and how to become more innovative as an organisation.

**The programme for the day includes:**

- VAT and tax update
- The role of finance in digital technology
- Re-enrolment auto-enrolment pension schemes
- Tenders and full cost recovery
- How to promote your charity
- Business partnering
- Design thinking
- Governance and risk

**Who should attend?**

Finance directors, senior managers, accountants, administrators and finance assistants.

See the full programme and secure your place at [cfg.org.uk/swwbristol](http://cfg.org.uk/swwbristol)



# LARGE CHARITIES CONFERENCE 2018

**Date:** Wednesday 26 September 2018

**Time:** 9.00 – 14.00

**Location:** Charles Russell Speechlys, 5 Fleet Place, London, EC4M 7RD

**Early bird:** CFG Charity members £109

**Full cost:** CFG Charity members £142/ Non-members £183

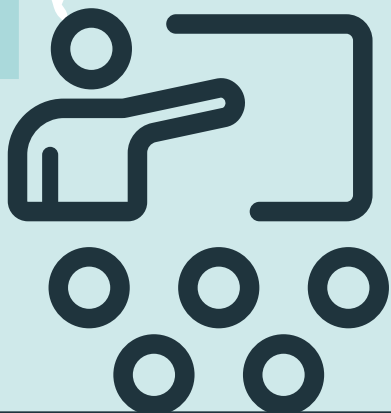
Full programme and bookings available soon at [cfg.org.uk/events](http://cfg.org.uk/events) – but for now save the date in your calendar.

Charity Finance Group's Large Charities Conference returns this year, once again bringing together the sector's senior finance leaders for a day of networking and knowledge-sharing, tailored especially for large charities.

With reduced funding creating more pressure on charities to be more innovative and strive to achieve more with much less, the day will include how to maximise effectiveness by improving quality and efficiency; new ways of thinking about risk in your charity; and will also be looking at themes of strong leadership and resilience.



## UPCOMING TRAINING



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

### Essential charity finance training for trustees

Thursday 6 September, London

This course highlights some of the differences between charity accounts and reporting and that of the corporate sector. It considers some of the particular aspects of charity reporting such as fund accounting and income recognition as well as the narrative trustees report. The course aims to combine the theory and principles with the practical application, using examples and case studies to involve all delegates.

### Foundation charity finance

Tuesday 18 September, Manchester  
Thursday 27 September, Birmingham  
Tuesday 9 October, Bristol

Foundation Charity Finance highlights the differences between charity accounts and reporting and that of the corporate sector. This introductory one day course considers some of the particular aspects of charity reporting such as fund accounting and income recognition as well as the narrative trustees report.

### Advanced investment training

Wednesday 10 October, 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 trustees.

See more training and book now at [cfg.org.uk/training](http://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](http://www.cfg.org.uk/events) or email [events@cfg.org.uk](mailto:events@cfg.org.uk)

### Conferences

**Gift Aid Birmingham**  
Wednesday 12 September  
Birmingham

**VAT Conference**  
Tuesday 25 September  
Bristol

**Large Charities Conference**  
Wednesday 26 September  
London

**Gift Aid Manchester**  
Wednesday 3 October  
Manchester

### Pensions Conference

Wednesday 14 November  
Manchester

**South & West & Wales Conference**  
Thursday 22 November  
Bristol

### Members' meetings

**MIDLANDS**  
Thursday 27 September  
Birmingham

**NORTHERN**  
Tuesday 9 October  
Leeds

### Training

**Advanced Investment Training**  
Wednesday 10 October  
London

**Foundation Investment Training**  
Wednesday 7 November  
London

### Foundation Charity Finance

Tuesday 18 September  
Manchester  
Thursday 27 September  
Birmingham  
Tuesday 9 October  
Bristol  
Wednesday 17 October  
London

### Advanced Charity Finance

Tuesday 30 October  
Manchester  
Tuesday 6 November  
Bristol  
Thursday 8 November  
Birmingham  
20 November  
London

### Finance for fundraisers

Monday 12 November  
London

**Data analysis for finance professionals**  
Monday 26 November  
London

**Procurement**  
Thursday 11 October  
London

**Essential charity finance for trustees**  
Thursday 6 September  
London

For more information or updates on events, follow CFG on twitter @CFGtweets

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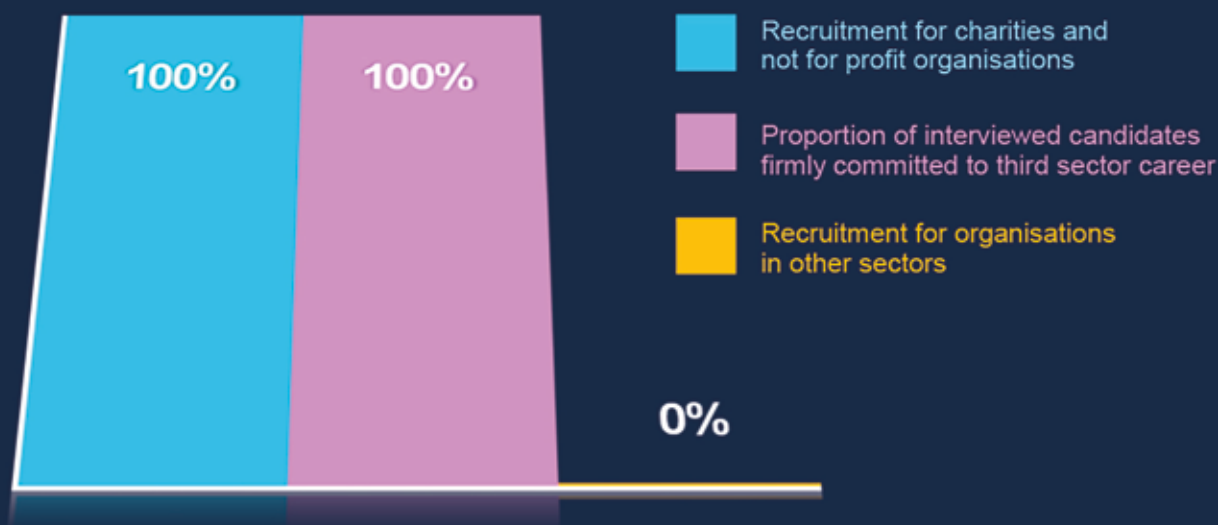
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fig 2.

## Harris Hill Finance, year to date



These days, plenty of finance recruiters cover charity vacancies, but most cover plenty more besides. And if you're vying for attention (and candidates) with sectors where salaries and fees are much higher, you won't need a graph to guess where resources might go.

But at Harris Hill Finance you can be sure of being our top priority, because recruiting for charities and not-for-profit organisations is the only thing we do.

100% of our time, every organisation we visit, and every candidate we meet is with a view to filling vacancies in charity finance. This simple and singular focus means we'll genuinely understand your requirements and the challenges you're likely to face.

Better still, it means that we're always connected with the kind of talented finance professionals who can help you resolve them.

Most importantly though, our specialised, dedicated approach really works, and it's already paying dividends for charities like **Care International**, **Girlguiding**, **Landaid** and the **RSPCA**, plus **The Children's Trust**, **Royal Society of Arts**, **Vinspired** and the **International Fund for Animal Welfare**, to name just a few.

So from junior assistants to senior directors, PQs to FDs, permanent, temporary or interim, if you're recruiting or considering a move, why not see how our specialists can help?

**Contact our charity finance team**



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The Harris Hill 2018 Salary Survey has the latest market rates for all key charity roles.

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