



# GIFT AID

## LET'S RAISE OUR VOICE TO RAISE GIFT AID!



# GIFT AID

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# New beginnings

Welcome to the September edition of *Finance Focus*!

I'm writing this column up against the wire, having been in post as CFG's communications manager for less than ten days. I'll be candid. Since I was offered this role in July, I've been a bag of excited energy, but this September edition has been nagging away at me: *Will it pass muster? How can I bring my experience and ideas to bear? What value do I add?* On and on, ad infinitum...

I've worked in non-profit media and comms most of my (25+ years) career, so naturally I've written countless letters, articles and blogs, many with my name on, but most signed off by people at the top of their profession. So why the self-doubt? I thought long and hard and then it occurred: I'm suffering from that affliction known as 'imposter syndrome'.



Awareness is half the battle and, although I don't thrive off schadenfreude, it's comforting to know I'm not alone. In fact, the third sector is no stranger to it at all. This time last year, 1,000 staff in non-profit organisations were asked about their feelings at work. Nearly every one of them (85%) admitted they felt incompetent at work despite having at least three years' experience.

This got me thinking: If so many professionals in our sector admit to feeling like a fraud, could the syndrome exist *collectively*? Does the charity sector experience it more than others? Has Covid-19 affected these feelings?

When we experience imposter syndrome, we're less likely to speak out and ask questions for fear of looking stupid. We back away, try to figure it out for ourselves, go it alone. From here we find it increasingly difficult to recognise and internalise our successes and this makes us feel like an even greater fraud. It can feel isolating. We can feel stranded.

This was perfectly explained last September by The King's Fund's David Naylor, who wrote: 'If, in a group, 50 per cent of people are privately struggling with their sense of being imposters, it will have a profound impact on the way the group works; what it notices and what and whom it ignores. Speaking up despite feeling like an imposter is an important skill for all of us, if we are to remain thoughtful, curious and help others to keep learning.'

We can't afford to be riddled with self-doubt because if ever there was a time to speak up and remain thoughtful, it's now. As Paul Streets wrote this month in *Third Sector*: 'All of us must play a crucial role in helping to set out together what we believe the country, our society, economy and communities need to recover and rebuild'.

So, can we find enough space and time to actively recognise our **successes**? Do we really understand the **skills** we each bring to the table? Do we **speak up** and lead where others fear to tread?

I feel incredibly lucky to be working in a supportive and open organisation, one that nurtures a learning environment. By openly sharing our collective experiences, we can inspire greater self-belief and worth.

It's already clear to me that CFG offers the perfect antidote to those feelings of fraudulence that can creep in from time to time. In this edition, there's lots of **professional support**, including how to audit trustees' skills ([page 10](#)) and how to collaborate effectively with other organisations ([page 8](#)). There are personal **reflections** and **updates** on how we've collaborated with others so we can all **speak up**, together. We even have a chocolate teapot, courtesy of Caron! (Turn to Caron's must-read on [page 4](#)).

From now on, I pledge that when I start to feel like the proverbial teapot, I will reach out and share. I invite you to do the same. In December we're holding our Annual Conference where the sector will come together to reflect on the past and present, and build for the future. Turn to [page 12](#) to find out how you can join us if you haven't yet registered.

In the meantime, if there is any aspect of our communications you'd like to discuss, or if you'd like to contribute to *Finance Focus*, please get in touch: [emma.abbott@cfg.org.uk](mailto:emma.abbott@cfg.org.uk). I look forward to working with you!

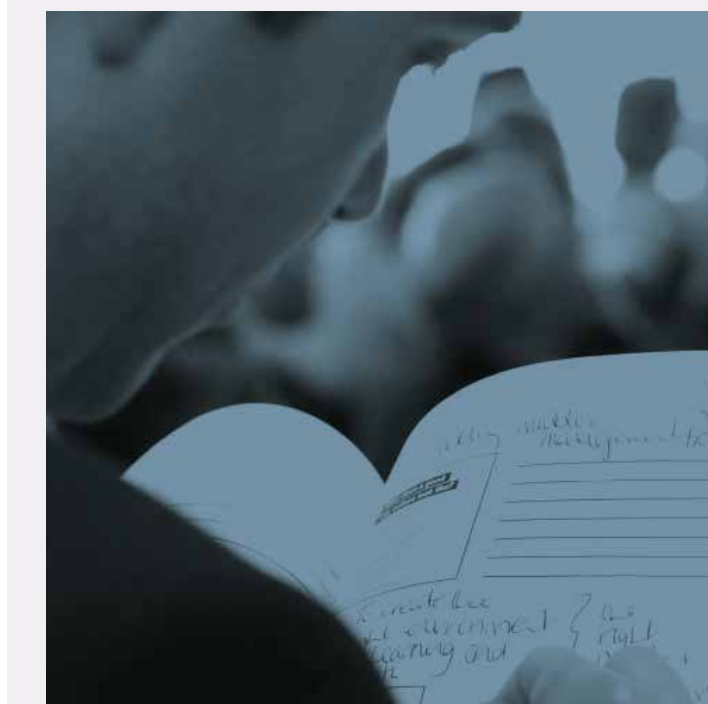
## CFG ANNUAL CONFERENCE TO BE HELD 7-11 DECEMBER

The 2020 CFG Annual Conference will be held from Monday 7 – Friday 11 December.

Against the backdrop of rising cases of Covid-19 infections, the conference will be hosted online, in partnership with CFG's generous sponsors and supporters.

If you registered to attend earlier in the year, you should by now have received information on the updated event, including our offer to existing delegates.

Not yet registered? It's not too late! To find out more, turn to [page 12](#) or visit [www.cfg.org.uk/ac20](http://www.cfg.org.uk/ac20) where you can book your place! If you have any questions about the event, please get in touch with the team: [events@cfg.org.uk](mailto:events@cfg.org.uk).





## MEMBER MATTERS

# CFG HELPLINES

It's vital to stay connected to the advice and support you need right now. Fortunately, you can find help through our corporate member specialists.

CFG's expert corporate members support us with their helplines dedicated to CFG member enquiries on a range of vital topics.

Login to the CFG website at [www.cfg.org.uk/helplines](http://www.cfg.org.uk/helplines) to access further information and contact details.

**Accounting and tax**  
[Crowe UK](#)

**Managing financial difficulties**  
[MHA MacIntyre Hudson](#)

**Legal – general advice**  
[Russell Cooke](#)

**HR and employment**  
[Hempsons Solicitors](#)

**Pensions – general advice**  
[Spence & Partners](#)

**Property**  
[Ethical Property Foundation](#)

**Recruitment in Covid-19**  
[Goodman Masson](#)

**Treasury**  
[CFG](#)



# BECOME A CFG MEMBER CHAMPION

Could you help us spread the word about our new member offer this month with your sector peers?

The power of CFG belongs in our vibrant community of members – that's you – who share their passion, experience, skills and expertise, and play such an integral role in the success and sustainability of their organisation. Your support helps us to reach out to other finance professionals, particularly as we face the challenges of Covid-19 together.

Help us to help other finance teams in the sector and share our new member offer with this link [www.cfg.org.uk/joinus](http://www.cfg.org.uk/joinus).

Thank you.

# WELCOME TO OUR NEW MEMBERS!

The Peter Jones Foundation

Citizens Advice Merton and Lambeth

Exceed Worldwide

Kent Music

Brent Wandsworth and Westminster Mind

SignHealth

Solving Kids' Cancer

# MAKE THE MOST OF MEMBERSHIP WITH myCFG

Don't miss out on the communications you find most valuable from us, especially as we tackle the challenges of Covid-19 together. Sign up to your preferred emails through your myCFG account, available to you, your colleagues and trustees.

myCFG is available to CFG members through your website login, so you can sign up to your preferred emails from CFG, and manage your account online, giving you access to your monthly magazine, events and training launches, and policy and campaign news.

If you do not have a website login yet, register here [www.cfg.org.uk/login](http://www.cfg.org.uk/login)

Login to the CFG website and go to myCFG at the top right of the page.

Sign up to our emails to receive *Finance Focus* magazine, events information, news about your membership, policy updates and more.

CFG membership is open to your whole organisation, so everyone from the finance team to your trustees can benefit too. If you're the primary user on the account, you can add other contacts from your organisation.

Find out more about how to use myCFG with our guide [cfg.org.uk/GuideMyCFG](http://cfg.org.uk/GuideMyCFG) or drop our membership team an email if you have any questions [membership@cfg.org.uk](mailto:membership@cfg.org.uk).

# SPECIAL INTEREST GROUPS

CFG has been hard at work to create new special interest groups for members this year.

These free forums help members connect in specific ways, helping to deepen understanding and resilience in key areas, and gain support through CFG and the membership community.

The new **ARTSIG** is designed to support arts sector organisations with their unique sector challenges as they navigate the turbulence of 2020 and their role in the cultural and community landscape. Ran in association with CFG member Pascale Nicholls, Director of Finance and Governance at The Orchestra of the Age of Enlightenment.

The Corporate Treasurers group ran in partnership with the Association of Corporate Treasurers will support those with responsibilities in this area of charity finance. The first meeting is coming up this November. Email for more details.

### CFG Special Interest Groups

- Arts sector (ARTSIG)
- Association of Independent Museums (AIMSIG)
- Community accountancy (CASIG)
- Finance in grantmaking (FIGSIG)
- Overseas (OSSIG)
- Large Charities (LCSIG)

Whether you're new to CFG or one of our long-time members, you can find out more about all our special interest groups by visiting our SIG page [www.cfg.org.uk/special-interest-groups](http://www.cfg.org.uk/special-interest-groups) and you can join in at [membership@cfg.org.uk](mailto:membership@cfg.org.uk).

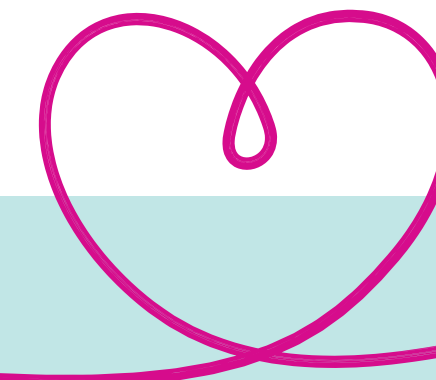
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As a responsible and sustainable investment manager with a charitable heritage, our specialist funds for charities are designed with you in mind. And, because of our rigorous screening process, you can be sure that your investments will align with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

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

# A HEARTFELT THANK YOU



In August, CFG launched an appeal to ask for donations. Since then, £1,565 has been raised through the extraordinary generosity of members and supporters who responded to that appeal.

**A huge thank you for your incredible support!**

It will come as little surprise to know that Covid-19 has put at risk a significant portion of CFG's income, as it has most organisations.

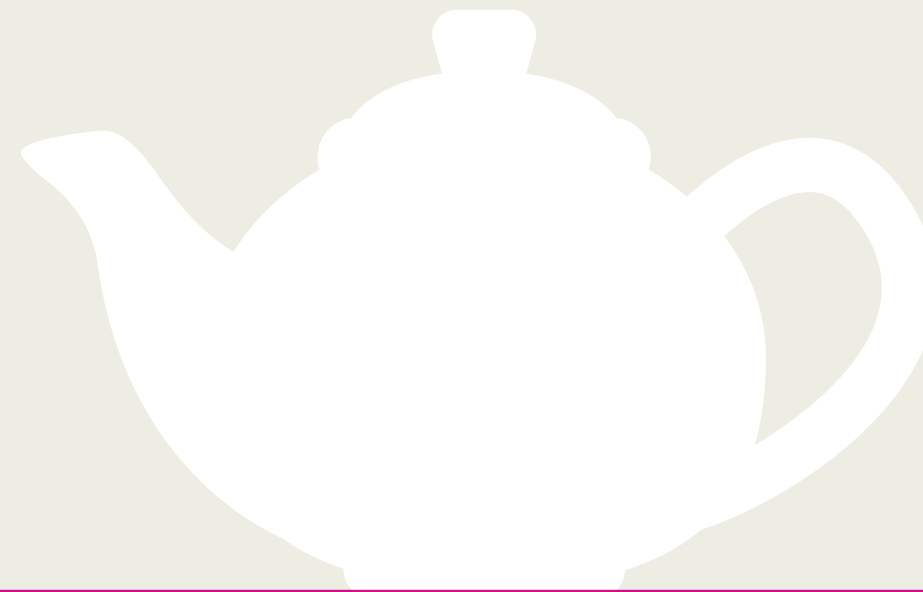
In March, CFG acted quickly to cut costs and not impact services and staff but, as [CEO Caron Bradshaw explains in her recent letter](#), the funding gap is real.

CFG wants to be able to keep championing the needs of our #NeverMoreNeeded vital sector. If you would like to support our work, please follow [this link](#) to find out more.

Thank you once again for all your help to ensure we can keep helping the sector through these torrid times.



# Tight spots and teapots



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

**My late, great, dad used to love the phrase ‘it’s about as much use as a chocolate teapot’. This was deployed to describe ineffective politicians, useless gimmicks and tools that were unfit for purpose. It was his short-hand for the thing in question having been assessed and, in his opinion, determined to be ‘neither use nor ornament’.**

Now that some of the intense crisis management of the first days and weeks of this pandemic have passed and apparent lessons start to be drawn from those early experiences, it’s important that we avoid chocolate teapot ‘solutions’.

Those of you who have spent any time with me know that I have a real thing about risk management. I don’t like the ‘industry’ of it and I believe that it is often more about assessing, recording and covering our backsides than it is about genuinely managing risk.

I have a particular dislike for traditional risk registers – particularly those that suck time and resource but have little impact on behaviour. You see, in my view there is a fatal flaw in how we approach risk management; we are incentivised to think about minimising harm and not to maximising impact.

Humans are emotional beings. We tend to react less rationally, or over-react, to serious crisis. We want to make sense of a situation and will make links between act and outcome that may not stand up to scrutiny.

We want to do, and be seen to be doing, something in response to failure and catastrophe so that (being positive) something good comes of the bad experience or (being less charitable) we avoid criticism for inaction. This is true whether those doing the reacting are running an organisation, regulating a sector or running the country!

Done well, risk management means teams are equipped to look out for early warnings, to listen to understand rather than to reply. It helps an organisation create headspace for finding rapid solutions and it ignites imagination that capitalises on the opportunities that frequently accompany even the worst of disasters. Great risk management is ongoing, embedded and just part of what you do.

In response to this current crisis are you able to assess the effectiveness of your risk management, make adjustments, do more of what is working and let go of what is not serving you? Or are you giving in to the desire to reach for things that look like they should work?

It’s important that we avoid the temptation to put in place measures that, whilst perhaps not quite worthy of my dad’s ‘chocolate teapot’ label, won’t deliver the improvements you hope for.

With the catastrophic impact of the pandemic on the finances of the sector and its very survival there is a risk that erroneous lessons will be applied at sector level too.

For example, even the most able and prepared of charities anticipating a black swan event like this were unlikely to have adequately predicted the breadth, depth and length of financial constraint. So, our lesson shouldn’t be all about reserves and we definitely shouldn’t be incentivising organisations to squirrel away as much cash as possible. Such an action will divert funds from our beneficiaries, arguably when they need us most, and would in my view be an over-adjustment of the type Gerd Gigerenzer, the German psychologist and academic, warned in his [TEDtalk on risk literacy](#).

Gerd used the example of Americans whose decisions brought about their premature death in the aftermath of 9/11 by reaching the conclusion flying was not safe. Their perceptions and fear of a repeat terrorist incident led to many opting to drive long distances. A significant number consequently died in road accidents when the alternative flight would have safely delivered them to their destination. In our understandable desire to avoid such widespread future disaster we should avoid inadvertently doing the same.

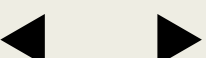
There is no doubt risk management is really tough. Our ability to navigate tricky situations is rarely examined when things are going well and our choices are often only examined after the event and in the cold light of failure!



*Our ability to navigate tricky situations is rarely examined when things are going well and our choices are often only examined after the event and in the cold light of failure!*

But as many of us are sat in the relative quiet of the eye of the current storm, having survived the original disaster but knowing that the worst of the weather is yet to hit us, do reach for that cuppa and reflect. Test the assumptions you’ve made and are making, determine what you need to get through the next few months and start to think about what you might need in 12-18 months’ time (they might not be the same). Think about what is working well, as well as the things that are scaring you senseless.

**Feel the emotional response and let it inform you. But don’t overshoot; make sure that when you put the kettle on your teapots are not of the chocolate variety.**





# The fight goes on...



**Richard Sagar**  
Policy Manager, CFG

**Roberta Fusco**  
Director of Policy & Communications, CFG

**Welcome to September’s policy update and while we’d like to say that it’s been a good summer and that we’re all ready and refreshed for ‘back to school’, we all know that this year has been different to all others and the challenges of working from home adds further complexity.**

As well as the issues covered below, we’ve been busy setting up in our role as Convenor of the SORP Professional, Audit and Technical Strand and as UK Country Champion for the development of International Financial Standards for Not for Profit Organisations (see article by Sam Musoke on [page 7](#)). There was some welcome news on the Local Government Pension Scheme change to regulations and we look forward to holding a webinar to explore how your charity can best make use of this welcome development. [Booking is free.](#)

Our focus remains on the impact of Covid-19 on financial sustainability in the sector, and our regular charity tracker survey with Pro Bono Economics and the Institute of Fundraising helps us to build a clear picture. The survey that ran from 3-7 August found that 58% of charity respondents planned to further reduce services while 68% expected demand for their support to rise in the next six months, set against a context of increasing job losses in the sector expected once the [Coronavirus Job Retention Scheme](#) comes to an end in October.

Thank you for your support in continuing to support the survey and help us provide government and policy makers with the data necessary to influence. We will share the results of the next iteration of the survey in due course. [The Kickstart Scheme](#) is the latest government initiative to help create jobs and we are busy working with other sector bodies to understand how the scheme might apply to charities and whether charities themselves can be supported to become intermediaries. Please look out for more information on this in our newsletter, social media and on our website as soon as we are able to share more.

### Treasury Select Committee ‘Tax after Coronavirus’ inquiry

Alongside the Charity Tax Group, National Council for Voluntary Organisations and Chartered Institute of Fundraising, we submitted a joint response to the Treasury Select Committee inquiry into tax after Coronavirus.

Our joint response outlines a number of core principles that should underpin any reform of tax that could occur in the financial difficulties which have resulted from Covid-19. At an absolute minimum, we argue that existing charity tax reliefs should be protected, and the administrative burden for charities should be reduced. In addition, that there is improved consultation with the charity sector on tax policy and any future reforms, so that we are no longer in a situation where charities miss out on reliefs or are subject to tax rules which were not designed with them in mind. See our [response](#).

### NeverMoreNeeded Spending Review submission

In response to the government’s much anticipated Comprehensive Spending Review, which will determine the overall spending limits of government departments for the next few years, CFG has co-ordinated a coalition of civil society organisations under the NeverMoreNeeded umbrella.

*Chief amongst our asks of government is an increase to funding for local government to strengthen the long-term financial sustainability of local authorities, after years of austerity. Many charities, including many members of CFG, have reported on the impact that cuts to local authorities have had on their funding, and as a result, the grants they receive.*

An additional ask we included concerned the funds which will replace EU funding (which for most charities is ESIF), the so-called United Kingdom Shared Prosperity Fund (UKSPF). We have advocated that the fund invests in employment and skills programmes aimed at addressing economic inequalities within and between communities.

### Fundamental Review of Business Rates

In response to the government’s fundamental review of business rates promised at the last budget, we have produced a joint response with the Charity Tax Group and NCVO. We argue that at the very least, charities should retain the existing reliefs they currently receive, so that charities should receive an 80% retention of business rates, with 20% up to the discretion of the local authority.

However, we have additionally called for further clarity from local authorities on who should receive the reliefs, ensuring that reliefs should be available to all charities, so that tax relief should not be separated from charitable status.

We also call for more frequent revaluations within our response, and that if a new kind of tax is introduced to replace business rates, such as a land value tax, charities should receive an equivalent relief. To read our response, [click here](#).

### NeverMoreNeeded Budget Response

Alongside our response to the Spending Review, we are also co-ordinating the charity sector’s response to the upcoming budget (although at the time of writing, there is some speculation that the chancellor might not hold a budget this autumn). In keeping with the NeverMoreNeeded joint five-point economic plan; we have focused on:

- the creation of a Community Wealth Fund using dormant assets.
- repurposing and ensuring access to the National Fund to support charity services.
- introducing a Gift Aid emergency relief package so that the effective tax rate at which Gift Aid is paid for a two-year period to 25%, so that charities can claim £133 on a £100 donation rather than the current £125.



*58% of charity respondents planned to further reduce services while 68% expected demand for their support to rise in the next six months*

We have also reiterated our asks to put local authorities on a more sustainable footing. If, for whatever reason, the Chancellor does postpone the budget until after the autumn, we will still look to submit our response to Treasury.



To find out more about our work, read full responses or ask a question, please get in touch! Email the team: [policy@cfg.org.uk](mailto:policy@cfg.org.uk) and we’ll get back to you.





# Get ready for Gift Aid Awareness Day!



Share our message to government:  
Raise gift aid for the benefit of all

In 2018, CFG launched the very first Gift Aid Awareness Day to encourage donors to 'tick the box' and explain why it is vital to charities. Word spread quickly and today the #TickTheBox hashtag has become synonymous with Gift Aid in the minds of many.

Not only is the campaign widely recognised by charities and the public, it has helped to strengthen the message that Gift Aid is a vital source of income for charities.



*Gift Aid Awareness Day 2020 is dedicated to raising even greater awareness of Gift Aid. Together, we will help more people than ever before #TickTheBox*

Importantly, it is starting to change behaviours, but we can't rest on our laurels just yet!

Donors and volunteers still often misunderstand what Gift Aid is and why they should #TickTheBox. In 2020, it's vital that we change that.

- Charities miss out on **£560 million in unclaimed Gift Aid** every year.
- Around 25% of all donations made do not have Gift Aid added to them.
- Half of all donors aren't sure if they're eligible to add Gift Aid.

This year, we're looking for Gift Aid Awareness Day to go even further and wider. With around 14m people volunteering for charities and a sector workforce of around 900,000, charities are encouraged to use the day to equip their staff and volunteers with the essential facts, so that they are confident in answering questions from existing and potential donors.

All the resources are available online: [www.cfg.org.uk/tickthebox](http://www.cfg.org.uk/tickthebox). Keep an eye on our website, social media and newsletter for updates.

If you have any questions or suggestions, please get in touch!



**Daniel Ferrell-Schweppenstedde**  
Policy Manager, [Charities Aid Foundation](http://Charities Aid Foundation)

**Daniel Ferrell-Schweppenstedde, Policy Manager at Charities Aid Foundation, explains how a campaign to raise the level of Gift Aid could help many charities maximise the benefit they deliver during the Covid-19 crisis.**

Despite people going back to some sort of normality following the spring lockdown, many charities across the country know that this crisis is far from over. Civil society continues to be at the heart of community responses to the crisis: helping the most vulnerable to withstand the impacts of the pandemic; releasing pressure on our public services; continuing to provide vital support, and connecting people and communities across the country.

But we also know that many charities are under immense financial strain while at the same time they are being asked to do more due to the impact of Covid-19 on their beneficiaries.

CAF's charity polling three months into lockdown found that demand for charity services was still increasing, and that half surveyed were reporting that they would not survive more than a year without further support.

A more recent survey by the IoF, CFG, and NCVO, found that charities were expecting a reduction of 24% to their total income for the year, equivalent to a £12.4bn loss of income for the whole sector.

Charities have benefited from some general measures, such as the furlough scheme, as well as a dedicated £750m package of support. However, it is clear that the sector requires further support if it is to weather this storm.

Government needs to utilise every tool available and provide temporary additional relief – as it has done and is continuing to do for other sectors.



## Our proposal: A Gift Aid Emergency Relief Package

A coalition of leading voices in the UK charity sector is calling on the Government to increase temporarily the level of Gift Aid that can be claimed on donations (the proposal is for this to take effect from the beginning of the 2020-21 tax year and stay in place for two full tax years). This Gift Aid Emergency Relief Package can go some way towards keeping charity services running and enable many charities to get through the crisis that otherwise might have to shut their doors.

The proposed Gift Aid change would mean that a £100 donation from a UK taxpayer would increase to £133.33 (from £125) for the charity, once Gift Aid had been claimed. Raising Gift Aid from one-quarter to one-third on donations could secure an extra £450m for charities and benefit over 70,000 charities, as they return to fundraising activity and re-open charity shops.



*Raising Gift Aid from one-quarter to one-third on donations could secure an extra £450m for charities*

It would seem likely that charities will also see a fall in the amount of donations on which they can claim Gift Aid. If, for example, the level of donations fell by 20%, as some charities are predicting, then the measure would only cost the government £360m. This is less than the net amount of eligible Gift Aid that has previously gone unclaimed each year.

And for comparison, the 'Eat Out to Help Out' scheme is so far reported to have cost £522m, a figure likely to rise even further as businesses have until the end of September to claim.

A temporary increase in the rate at which Gift Aid is paid represents a simple, practical means of ensuring that more money gets to charities at this vital time; and one that has clear precedent in the recent past (in the form of the Gift Aid Transitional Relief scheme introduced in 2008).

In effect, it would act as a match for individual giving, and offer a powerful tool for further fundraising to bring in even more money for charities.

More than 300 charities (small, medium and large) have supported the campaign so far. But given that tens of thousands will benefit from the proposed change, we aim to increase the number of supporters to over 1000. You can sign up and get more information here:

[www.cafonline.org/gift-aid-emergency-relief](http://www.cafonline.org/gift-aid-emergency-relief)

Once you sign up as a supporter, you will receive a campaign pack to help you write to your local MP asking them to support the campaign, add your voice on social media and reach out to your local press.

Gift Aid Awareness Day is also coming up on 8 October which will be great opportunity to talk about the campaign and gather support.

For more information, please email: [campaigns@cafonline.org](mailto:campaigns@cafonline.org).





# Finally, international guidance is within reach



**Samantha Musoke**  
ACA | IFR4NPO Project Director, Humentum

**Imagine trying to do your job without the Charities SORP. At first you might be tempted to relish the freedom? But globally, non-profit organisations (NPOs) that operate without sector-specific guidance, are calling out for just that.**

A study commissioned by CFG and others in 2014 had respondents from 179 countries, with 72% agreeing or strongly agreeing that an international standard would be useful. This is not surprising, because the benefits would be profound for NPOs, funders, regulators, and beneficiaries. If done well, consistent high-quality financial reporting could have a

positive impact on grant-making, regulation, due diligence, consolidation, audit, fraud, software, fundraising, and recovery of indirect costs.

Both the IASB and IPSASB acknowledged the need for sector-specific guidance but conceded they had neither the mandate nor the capacity to take it on.

So Humentum (formally Mango) partnered with the Chartered Institute of Public Finance and Accountancy (CIPFA) to develop a proposal, and last year two US-based foundations provided funding to launch the IFR4NPO project to develop the world's first internationally applicable financial reporting guidance for NPOs.

*The ultimate aim is to transform the accounting and regulatory landscape for the non-profit sector. This should lead to greater trust in the sector globally and put it on a par with the private and public sectors, which should in turn also increase access to resources for social justice.*

Once developed, the Guidance can be adopted by jurisdictions at their discretion and recognised as best practice by funders. Countries with existing national guidance (the UK and about 20 others) will have the option to adopt or align to it in time, thereby creating greater international consistency.

But with so much variation in types of NPOs, donor reporting requirements, and jurisdictional regulation, who should decide what the best accounting treatments are? The project has convened Advisory Groups to support the guidance development process:

- The Technical Advisory Group brings the rigour of 13 national standard setters (including the UK's Financial Reporting Council), and has an official observer from the IASB.
- The Practitioner Advisory Group draws on the experience and perspectives of a diverse range of sector stakeholders (NPOs, donors, auditors and academics) from all over the world.
- A Donor Reference Group is also being convened to ensure their needs are heard, and also minimising possible conflicts between donor project reports and entity-wide financial statements.

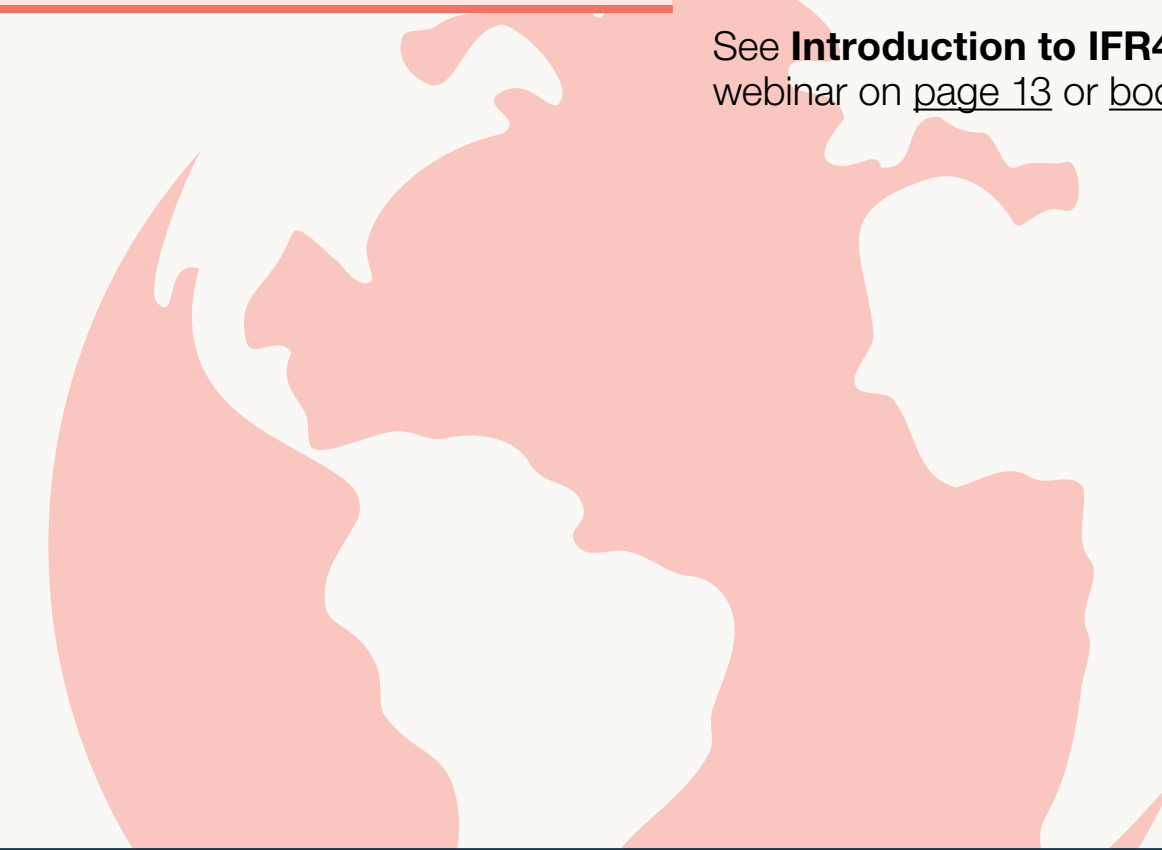
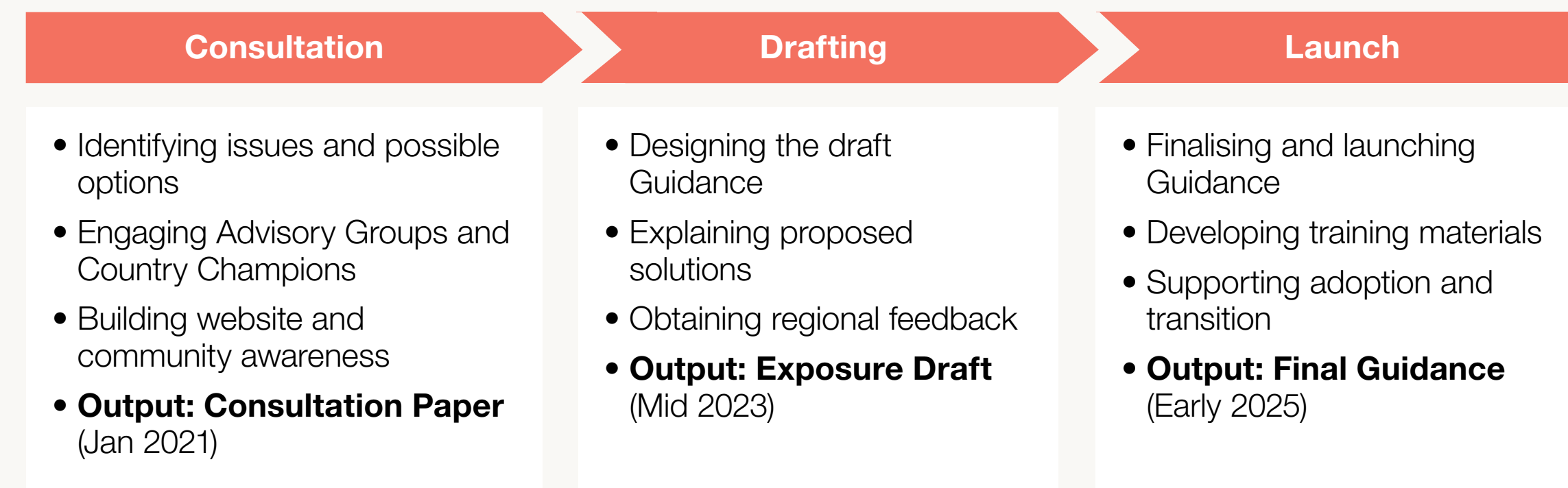
“  
*Once developed, the Guidance can be adopted by jurisdictions at their discretion and recognised as best practice by funders.*”

Beyond these groups, the 3-phase project design includes a broad and deep consultation process to make sure everyone with a stake gets a voice. See the table opposite which explains the three phases.

We are delighted that CFG have accepted to be 'IFR4NPO Country Champions' in the UK, with the role of encouraging stakeholders to contribute so that their views are reflected. We look forward to partnering to offer an introductory webinar on 6 October 2020, and a more in-depth online meeting on 4 November 2020 for those interested in participating in the consultation process.

Check out the project website and subscribe to the newsletter for more information.

See **Introduction to IFR4NPO** free webinar on page 13 or book now.





# Campaign win



**David Davison**  
Spence & Partners

## A concerted pensions campaign on the local government pension scheme (LGPS) has finally resulted in a positive outcome. David Davison of Spence & Partners explains...

The recent publication by the Ministry of Housing, Communities & Local Government of a 'Review of employer contributions and flexibility on exit payments' at last seems to offer some hope for charities seemingly trapped in LGPS.

The problem has always been that when charities run out of contributing members, or look to exit LGPS, a cessation (exit) debt will be calculated. This is carried out on a 'nil risk basis' which means that the liabilities, and therefore any deficit, is much higher than on an 'on-going' or FRS102 accounting basis.

Many third sector organisations therefore find themselves with the Hobson's choice of continuing to build additional unaffordable liabilities or an unaffordable exit payment. A number have recently found themselves driven in to insolvency by the weight of their pension liabilities. In order to help with this, the Government is now planning to amend the LGPS Regulations in two key ways:

### 1. Greater flexibility on exit payments

This would allow exiting employers to enter into agreements with LGPS to fund any cessation debt due over a period of time. This would allow uncertain pension liabilities to be turned in to a stream of fixed payments to be set over an affordable agreed term.

### 2. The introduction of a Deferred Debt option

This would allow schemes to defer any exit payment and to permit the employer to carry on in the scheme on

an on-going basis. The employer would retain all the same obligations to the scheme with future payments uncertain.

However, immediate costs are likely to be lower and therefore much more affordable, allowing employers to better manage the risk of future benefits building up. Valuations would be carried out regularly and contributions adjusted if necessary.

These changes will be hugely welcome for many charities. Fortunately, a number of funds had already seen the common sense in making pragmatic arrangements to deal with exits. However, to date they have been in the minority, with the vast majority choosing to await a formal change in Regulation which hopefully now should not be far away.

It is proposed that the new Regulations will provide funds with a lot of discretion over how they are operated based upon their local experience. To ensure consistency and transparency, funds need to consult with their professional advisers and to publish their approach in their Funding Strategy Statement.

Given the imminence of the changes, the level of control this is likely to provide funds, and the value in dealing with further accrual as quickly as possible, I would like to think that they should be prepared to engage with charities to look at their future options straight away, especially given that any solution is likely to take a number of months to agree.

Charities should engage with their professional advisers and the funds to consider what approach would best suit them.

David Davison will be running a [Pensions Webinar](#) on Wednesday 30 September. Find out more [here](#).

# The perfect match



**Ian Hempseed**  
Head of Charities and Social Enterprise, [Hempsons](#)

## If ever there was a time for collaboration this is it. Ian Hempseed, Head of Charities and Social Enterprise at Hempsons explains how.

Charities are looking for new ways to deliver and collaboration could be one solution. Boards can sometimes perceive barriers which, on analysis, are far more imagined than real. Therefore, boards should not readily discount collaborations when setting a new strategy.

However, there can be pitfalls! When done in haste and without early planning, unresolved issues can surface, fester and later debilitate what you have set out to achieve.

Be clear from the outset:

- WHY are we doing it?
- WHO should be our partners?
- WHAT do we need to know about our partners?
- HOW will we structure and make it work?

## What to consider

### 1. Be clear on the rationale

Is there more than one purpose? The collaboration may be time-limited for a project or a framework for an ongoing relationship.

### 2. Partners

Your focus should be on who can best help you achieve your objectives. Do not exclude the possibility of working with the private or public sectors or investors (or a combination of them).

### 3. Know yourself

Are your charitable objects wide enough for the collaboration? If not, you may need to apply to the Charity Commission for their approval to amend them.

### 4. Confidentiality

Get all the partners to sign a non-disclosure agreement before you start disclosing any sensitive information.

### 5. Know your partners

Do due diligence but keep it proportionate to assess risk and ability to deliver to your expected standards. Highlighting and managing reputational risk can be a key concern.

### 6. Key assets

If success is dependent on being able to use assets provided by a partner, make sure they own them or have necessary rights to make them available. You don't want to be accused of infringing intellectual property (IP).

### 7. Risk and control

How you decide to share risk will help define the levers of control held by each partner. Be clear whether you have liability for default by another; that might also take you outside your objects.

### 8. Governance

You must have a robust system for decisions, management, reporting and monitoring. If you create a 'board', they should be entrusted to act, as speed could be of the essence. Decide on the appointment process.

### 9. Funding and shared resources

What does each partner supply at set-up and ongoing? Could there be binding calls for future funding? Beware of exposure to losses by giving very wide indemnities. If staff are seconded, how is the employer's risk shared?

### 10. Conflict of interest

Identify early any serious conflict situations and agree a policy for managing these.

### 11. Safeguarding against failure

Consider how you can preserve the collaboration against a partner failure, and of course protect your beneficiaries. Have a system for identifying and managing problems early – relying on the power to expel may not resolve the problem.

### 12. Evolution

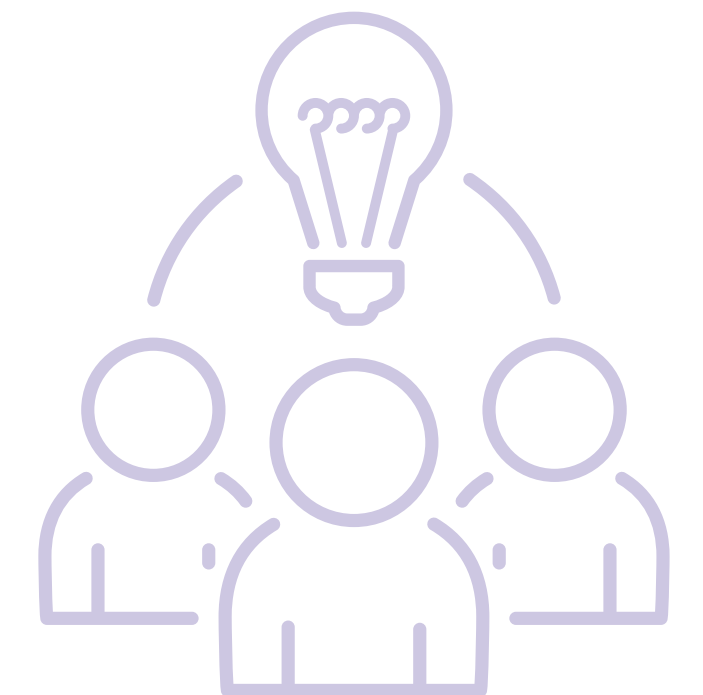
Build in flexibility to allow your collaboration to evolve, e.g. to take on new partners or projects.

## Legal structures

Only when you have identified your key features should you decide on the most suitable structure. There are various options:

- Lead contractor and sub-contractors where one organisation takes the ultimate control and risk. That risk is then shared with sub-contractors to the extent of the service they agree to provide.
- A contractual joint venture – where the advantage of flexibility may outweigh the downside of not being able to ring fence risks.
- A separate company – where the partners want to ring fence risk or to build up a trading history. The board would have statutory responsibilities which may lead to more robust governance.

Finally... Don't forget VAT, tax and accounting! These issues are equally important – so speak to your accountants early in the process to avoid any unwanted surprises!





# Fraud Awareness Week

**Claire Parris**

Policy Development Manager, [Charity Commission](#)



## Now, more than ever, it pays to be fraud aware

Charities, like businesses and other organisations, can be targeted by fraudsters. And those charities that provide vital services and support local communities during Covid-19 may be especially vulnerable.

Figures from the National Fraud Intelligence Bureau reveal that between 1 January and 31 July this year, nearly £1m in charity funds was reported lost to fraud and cybercrime. Sadly, this is likely to be just the tip of the iceberg.

Recent analysis carried out by the Institute of Fundraising and the Charity Finance Group suggests the sector could suffer in the region of 60,000 job losses and experience a £10bn drop in income because of Covid-19. This means that now, more than ever, charities need to be fraud aware and take important steps to protect their money, people and assets from harm.

Whilst the sector is undoubtedly being hit hard by the impacts of the pandemic, strong financial management and good governance will be the twin levers that charity managers can pull in order to come through the crisis.

\*Preventing Charity Fraud, Insights & Action, published Oct 2019; a Populus research survey for the Charity Commission and Fraud Advisory Panel

*Extensive sector research\** has shown that two thirds of charity frauds were identified either by financial controls or by audit, highlighting the importance of strong defence and detection. Even charities with relatively small reserves to call upon can take simple steps to boost their resilience to fraud and cybercrime. In times like these, prevention really will be better than cure.

For charity managers, a good place to start will be this year's Fraud Awareness Week, running from 19 to 23 October. Now in its fifth year, the international awareness-raising campaign, run jointly by the Charity Commission and Fraud Advisory Panel (together with a coalition of sector partners) aims to help charities fight fraud on all fronts and access a range of free resources via one handy [information hub](#).

Through mini-tutorials, on-demand webinars, videos and factsheets, the 2020 campaign will focus on three simple messages:

1. Be fraud aware
2. Take time to check
3. Keep your charity safe



*Strong financial management and good governance will be the twin levers that charity managers can pull in order to come through the crisis*

If you'd like to get actively involved in Fraud Awareness Week, you can download and use the [Supporters Pack](#) which contains a range of campaign posters and social media assets to boost promotion via your networks.

**Join us and help to #keepcharityfraudout**

**CHARITY FRAUD AWARENESS WEEK**  
19-23 OCTOBER 2020

# How are we evolving?



**Joyce Materego**

Director of Finance & Resources, [SignHealth](#)



*With the next IFL course by CFG and Cass Business School about to begin, I've been thinking about how the role of a finance director has evolved, and how that relates to different leadership styles.*

Traditionally, the role of a finance director was very much about managing the financial wellbeing of the organisation, through analysing past financial data, ensuring completeness, accuracy, and the application of accounting principles for the purpose of a clean bill of health by the auditors.

The role was expected to provide information for the CEO and the board of trustees with little input into discussions about which direction the organisation was travelling, or how the organisation achieved its objectives and mission.

Because of what was expected, the prevalent leadership style was mainly directive and delegative. Finance team members would receive directive training and tasks, and areas of work would be delegated with minimal support from the leader. The finance team was mostly stand-alone, very process and data driven, with little to no interaction with other departments.

In recent years, the role has become more of a business partner for the CEO/ leadership team and the board of trustees. The finance director is not only expected to be well-versed in the technical aspects of finance, such as the SORP and Charity Commission's guidance, but is also expected (required) to be involved in the strategic aspects of running the charity, and even be responsible for some of the initiatives for moving the charity forwards.



*It has become imperative for all leaders to trust their teams to perform their jobs independently*

As such, the leadership style that is most effective is a coaching and supportive one, where there would be capacity-building both in the finance team and upskilling the wider organisation. The finance team would employ the use of accounting software to automate the more routine and data-based tasks leading to free resources

for business-partnering with the budget holders. However, in most organisations, a combination of all four leadership styles may need to be utilised depending on the team, the type of organisation and the resources available.

Within the charity sector where resources are scarce, there needs to be a more supportive and coaching leadership style. The finance director is required, more than ever, to build strong relationships across the organisation and to upskill budget holders so that they become an extension of the finance department. In this way, more commercial capability and business acumen is established within the organisation. This enables the charities to take advantage of opportunities by using their own intellectual property to create initiatives. This strengthens the fundraising function and its bid creation process, and also increases the proportion of unrestricted funds attained.

In these unprecedented times, coupled with greater IT possibilities enabling remote and isolated working, it has become imperative for all leaders to trust their teams to perform their jobs independently. As a result, the coaching and supportive leadership style is what achieves the best results. The role of finance director has become more about building relationships through trust and empowering others to lead in their own areas of work.

**The Inspiring Financial Leadership course is run by CFG and Cass Business School.**

The course will run from 14 October 2020. To find out more, visit: [cfg.org.uk/IFL20](http://cfg.org.uk/IFL20).





# Getting to know you...



**Michael Cooper-Davis**  
Charities Director, Price Bailey LLP



The skills audit needs to consider functional skills— such as retail experience, fundraising, events, finance, governance, strategic planning and even change management. However do not overlook other aspects such as ethnicity, age, gender, disability as well as if being a beneficiary or service user is helpful.

It is important that skills are ranked by level of aptitude through the self-assessment process to grade the trustee's expertise, say using a scoring system out of 5. Trustees will have multiple skills but with varying degrees of expertise and experience.

### Step 3 – Analyse the data

Collate and analyse the data in a meaningful way for presentation to the board. Assess overall scores for key skills and map against the skills requisite for the board to flag up areas of weakness.

It's important not to overcomplicate things. It should be possible to see at a glance where the board is missing skills – so planning of these required skills on the board at the start is crucial.

### Step 4 – Take action

Once the board has reviewed the results the next steps should be clear. Perhaps there is a need to recruit new trustees, move current trustees into more suitable positions on committees, update its role descriptions, committee structures and reporting to retiring some board members.

Outside training or support could also be an alternative solution to recruitment.

In conclusion, the process should have highlighted to the board where it needs assistance and where it can make effective change in the future. A skills audit is not a requirement of charities, but it's a powerful tool to set the charity up to make decisions in the future based on the best knowledge and experience.

Whoever completes the exercise might also consider a wider governance review – using the Charity Governance Code – to review other governance arrangements such as the number of committees and reporting structures. It is also worth involving the senior management team and using the charity's strategy and future plans to make the process more rounded. Are there any new activities that need specialist advice or help? New skills may be required like digital presence, activity and security.

All of this determines the process to follow and which questions are key to the task ahead.

### Step 2 – Gathering the data

Next decide how to gather meaningful data back from all trustees in an honest self-assessment of their skills. Either as a group exercise, through individual questionnaires, or even interviews with the appointed individual leading the process.

There are many skills audit free tools available online to help give an idea of the process but these really need to be tailored to the charity's circumstances –using the board to choose the skills needed together or using a consultant. Using online tools increases the risk in gathering generic information which is not relevant to your charity.

**A skills audit is a valuable tool for any trustee board. Not only can it identify previously hidden and underutilised skills already present in a board but also more importantly highlight any weaknesses or skills gaps.**

An audit can make sure the right people are in the right place and using their experience where it really counts to make well informed decisions.

The board will see constant change as trustees join and depart, and being able to react quickly to meet skills gaps and fill new positions with the right experience is crucial. Skills audits are often undertaken when a board is looking to fill a vacancy.

### So where do you start?

#### Step one – Set up the task

The first step is to decide how the audit will be conducted. For example you could appoint a member of the board to direct the exercise, collate responses, and present the outcome to the full board; or use an externally appointed consultant. At the outset ensure everyone understands the goals of the exercise (is it to appoint new specific skills or roles, or to assess the current set up entirely).

# ICAS guidance for trustees



**Christine Scott**  
Head of Charities and Pensions, ICAS



charity's accounts, auditors and independent examiners have an obligation to consider the trustees' going concern assessment and its outcome.

There is no set process for undertaking a going concern assessment, but a charity's independent auditor or independent examiner will ask the trustees for evidence to demonstrate that their conclusions about their charity's going concern status are reasonable in the circumstances.

The following sections of the guide are designed to help trustees undertake their going concern assessment and to manage their charity during times of significant uncertainty or national emergency:

- How can the trustee board make a formal going concern assessment?
- How can the trustee board reflect the future in cash flow forecasts at times of significant uncertainty, including at times of national emergency?
- What are the specific considerations for charity trustees?
- Can different assumptions be equally valid?
- What is the relationship between cash flow forecasts and budgets?

Not all the issues covered by the guide will be relevant to every charity and for some there will be additional issues to consider. The key to using the guide is for trustees to apply the content to the particular circumstances of their charity.

**ICAS has published a new guide for the trustees of UK charities preparing their accounts in accordance with FRS 102 and the Charities SORP (FRS 102), including charitable companies.**

- Assess their charity's ability to continue as a going concern and to prepare a trustees' annual report and accounts which properly address the relevant requirements.
- Understand the work of their charity's auditor or independent examiner on going concern.

robust assessment during more normal times too. The guide includes commentary on the trustees' annual report and accounts requirements relevant to the going concern status of the charity. This includes linking the accounts requirements to the trustees' annual report requirements set out in the Charities SORP (FRS 102).

Charity trustees must ensure that disclosures about the going concern status of their charity in the accounts are consistent with the commentary in the financial review section of their trustees' annual report. The guide will also help charity trustees understand the role of their



*The trustees should consider all available information about the future*

auditor and independent examiner in relation to the going concern status of their charity. In order to complete their work and issue their independent report on a





# Solving Kids' Cancer



Gemma Wadsley  
Head of Strategic Finance

Solving Kids' Cancer has a vision to fight for a future where no child dies of the childhood cancer neuroblastoma or suffers due to its treatment. *Finance Focus* speaks to Gemma Wadsley about the charity's work, CFG membership and the future.

### ► What is Solving Kids' Cancer's biggest achievement?

Our primary aim is to improve outcomes for children with neuroblastoma, an aggressive childhood cancer. We do this by providing direct support to families and by funding innovative and pioneering clinical research.

One of our greatest achievements is the establishment of our research strategy, forming our Scientific Advisory Board (SAB) and becoming accredited members of the Association of Medical Research Charities. This has enabled us to drive clinical research forward more effectively, collaborate with national and international partners and become one of the principal funders of neuroblastoma research in the UK.

### ► What is the biggest issue facing your sector right now?

It has to be the Covid-19 pandemic. For us, the impact is felt across every part of the charity. With fundraising decreasing, demand for our services growing and increased complexity of supporting our families through these unique times. Perhaps most significant is the impact on research programmes in terms of delayed starts and pausing of clinical trials and travel barriers for those seeking to access trials, particularly overseas. The impact of the pandemic may well have a lasting impact.

### ► What is the largest source of support Solving Kids' Cancer has gained from CFG membership?

We have a small but very busy team at Solving Kids' Cancer so knowing we have access to all of the expertise of CFG through the helplines and resources makes all the difference.

### ► What do you find most helpful/ enjoyable about the CFG community?

Whilst Solving Kids' Cancer have just joined CFG, I have always found the network of support it provides hugely helpful across all of my roles within the sector. CFG really is a community and it is great to keep up-to-date by attending events (in person eventually, I hope!) and keeping in touch with colleagues from across the sector.



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

Right now, I would say to support medical research charities with emergency grants to ensure their vital services and research pipelines are not significantly impacted by Covid-19.

### ► What positive changes has your organisation seen in your sector?

The increased ability and willingness to collaborate is a huge positive change we have seen in recent years. For us, this includes working with other charities, both nationally and internationally to deliver much-needed research programmes such as our recent partnership with Neuroblastoma UK to fund participation in the next European Phase 3 Clinical Trial for all newly diagnosed children in the UK which will open in 2021.

### ► What technology could you not do without?

To switch from being office-based to completely agile working due to the pandemic has been relatively simple. In particular, we couldn't do without zoom – we've used it for international video calls, leadership away-days and surprise birthday parties (fancy dress, no less!). As someone who likes to be connected, I certainly could not be without it currently.

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

I have worked in the charity sector for 16 years in a number of finance roles and the single biggest change for me is the impact of technology. It has changed how we fundraise, how we communicate, how we deliver services and almost overnight during the pandemic how we work. Technology has allowed us to extend our reach, fundraise at distance and stay connected with the families and children we support.



Thanks for taking the time to speak to *Finance Focus*, Gemma!  
[www.solvingkidscancer.org.uk](http://www.solvingkidscancer.org.uk)





# Annual Conference 2020

## Creating a Better Future

In response to Covid-19, CFG is transforming our one-day, five stream event into a bigger and better week-long virtual event for 2020. The conference will now be hosted online to ensure attendees can participate safely from anywhere across the UK.

The Annual Conference will take place 7-11 December 2020.

You'll be able to attend **all five streams** of the digital Annual Conference, giving you the chance to fully make the most of the event.

[Find out more and book your place today](#)



There'll be more than **12 hours** of inspiring speaker sessions, as well as time for networking and seeking out expert advice. This is also a fantastic opportunity to boost your CPD.

CFG's Director of Commercial Services, Sarah Lomax, comments: "We are hugely excited about making this flagship event a week-long, digital experience. We're working hard behind the scenes with our speakers, exhibitors and sponsors to bring you even more expert insights, updates and chances to connect with finance leaders from across the sector."

If you have any questions about the event please get in touch with our team at [events@cfg.org.uk](mailto:events@cfg.org.uk)



*The CFG Annual Conference is a great opportunity to be among "my people". I always meet someone interesting, learn something practical and hear something inspiring or challenging*

### ABOUT OUR SPEAKERS

We have an incredible line-up of speakers this year. Among them are:



**Ray Aviyor** is Finance Director for Young Citizens. His experience includes charities that have run mental health services, care home and respite services, international water and sanitation health services and educational and campaigning services.



**Nigel Davies** is a qualified accountant and Head of Accountancy Services at the Charity Commission and is Joint Chair of the Charities SORP Committee. He oversees the work of the team of accountants who cover all accountancy aspects of operational and inquiry activities for the Commission.



**Nicki Deeson** has worked in the charity sector since qualifying with PwC in 1992. As a leadership coach and business mentor, and having been International FD at Amnesty International until December 2019, she loves the challenge of developing leaders.



**Hannah Keartland** runs a consultancy practice, helping senior finance leaders make better decisions about innovation investment. Prior to this, Hannah was Director of Innovation at Cancer Research UK. Hannah originally trained and worked as a Chartered Accountant.



**Nick Waring** is a Chartered Accountant and is Director of Finance & Resources at Disasters Emergency Committee. During his time at the Refugee Council, Nick led on financial strategy to transition from Government funding dependency to a sustainable model.

**Meet many more inspiring people! Book today.**



**7-11 DECEMBER 2020 ONLINE**

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

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

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





# EVENTS

We have moved our events online while we adjust to the conditions created by Covid-19. Full access details will be provided upon booking your place. If you have any questions about our events and training programme in the meantime do get in touch with our team at [events@cfg.org.uk](mailto:events@cfg.org.uk).



## TECHNICAL UPDATE CONFERENCE

**Date:** Thursday 24 September 2020

**Time:** 09:30-16:00

**Member and individuals rate:** £95; non-member £116

Aimed at finance directors, finance managers, CEOs and trustees, this comprehensive conference brings you all the essential technical developments in charity finance that impact your organisation, ranging from fraud to VAT and tax to accounting and reporting. Our expert speakers will share updates on all the big issues in the sector, as well as 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.

**Full programme and bookings**  
[www.cfg.org.uk/techupdate](http://www.cfg.org.uk/techupdate)



## LARGE CHARITIES CONFERENCE

**Date:** Monday 28 September 2020

**Time:** 09:30-12:40

**Member rate:** £95; non-member £116

CFG's online Large Charities Conference offers leaders, senior finance professionals and trustees of large charities the opportunity to explore their unique challenges in 2020, and how to optimise effectiveness and efficiency in a rapidly changing world.

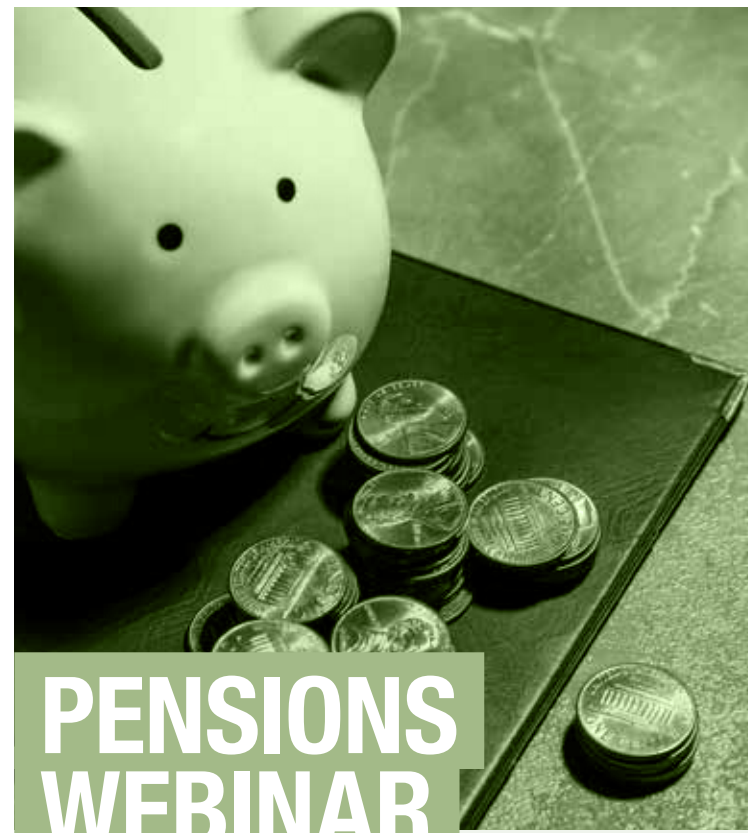
This event will support you in revitalising your strategic vision.

Speakers will examine:

- Dealing with the changing financial and social landscape
- Effective leadership – how to be an adaptive strategic leader
- How governance needs to evolve in the post-Covid-19 world.

Open to charities with £25m+ income.

**Full programme and bookings**  
[www.cfg.org.uk/LargeCharitiesCon](http://www.cfg.org.uk/LargeCharitiesCon)



## PENSIONS WEBINAR

**Date:** Wednesday 30 September 2020

**Time:** 10:00-11:00

After many years of campaigning by CFG, Government has decided to update the LGPS Regulations to allow for more flexible withdrawals from schemes, including the introduction of a 'deferred debt' option. This could offer a much more manageable and affordable solution for many.

To provide charities with information on the changes, and explore the options which will be available, we will be holding a webinar hosted by CFG member David Davison, a director at consulting actuaries Spence & Partners. David has supported CFG throughout the campaign and has long been an advocate for change. If you are a member of LGPS we would encourage you to attend this event to understand how this may impact your organisation.

**For more information and bookings**  
[www.cfg.org.uk/PensionsWebinar](http://www.cfg.org.uk/PensionsWebinar)



## INTRODUCTION TO IFR4NPO

**Date:** 6 October 2020

**Time:** 10am, UK time (BST)

**Place:** Zoom. We will send the webinar link to delegates before the event. By registering you agree for your data to be shared with the IFR4NPO project. ([www.ifr4npo.org/](http://www.ifr4npo.org/))

Back in 2014, a study commissioned by CFG and others with respondents from over 179 countries unequivocally concluded that the development of an international standard would be highly desirable and we are delighted to see this now come to fruition in the IFR4NPO project. CFG are proud to be the UK Country Champions, alongside others globally.

Once developed, the Guidance can be adopted by jurisdictions at their discretion and recognised as best practice by funders. Countries with existing national guidance (the UK and about 20 others) will have the option to adopt or align to it in time, thereby creating greater international consistency.

Come along to this short taster webinar to find out more about the project, its background, aims and timeline and to ask any questions. This event is for you if you have an interest in the development of international financial standards for non-profit organisations, whether a practitioner, professional or observer.

**Full programme and bookings**  
[www.cfg.org.uk/IFR4NPOWebinar](http://www.cfg.org.uk/IFR4NPOWebinar)



## INSPIRING FINANCIAL LEADERSHIP

EARLY BIRD AVAILABLE FOR LIMITED TIME!

**Dates:** Wednesday 14 October 2020, Tuesday 3 November 2020, Tuesday 8 December 2020, Wednesday 20 January 2021, Tuesday 23 February 2021, Thursday 18 March 2021, Thursday 22 April 2021, Tuesday 18 May 2021

**Time:** 08:30-11:00

**Member rate:** early bird £545, then from £635; non-members £635

Inspiring Financial Leadership (IFL) is a dynamic, interactive series of online seminars run in association with Charity Finance Group, The Centre for Charity Effectiveness and Sayer Vincent. The course combines the latest leadership models with practical advice and support through interactive sessions, discussions and individual coaching.

Centred on the role of the charity finance professional, drawing on robust leadership research and grounded in the challenges that finance professionals face, this course is highly interactive using a mix of practical experience, research and best practice. Attendees gain the skills and expertise to take them to the next stage of their leadership journey.

**Full programme and bookings**  
[www.cfg.org.uk/IFL20](http://www.cfg.org.uk/IFL20)



## RISK CONFERENCE

**Date:** Coming soon!

CFG's popular Risk Conference returns in a new four-day format soon, covering all aspects of risk management with expert speakers and charity leaders. You can book for a day or for the whole programme.

We'll be launching the event very soon with a limited number of early bird places so keep an eye on our events emails (make sure you're signed up to CFG emails through your myCFG account) or the CFG website.

SAVE THE DATE!