

8.15-9.15	REGISTRATION				
9.15-10.00	<p>Chair's welcome – Nicki Deeson, Chair, CFG</p> <p>Introduction by Caron Bradshaw, CEO, Charity Finance Group</p> <p>Opening plenary - Leadership and developing a culture of change - Lynne Berry Chaired by Carol Rudge, Grant Thornton</p>				
10.00-10.10	MOVE TO REQUIRED SESSION				
	LEADERSHIP	FINANCIAL MANAGEMENT	TECHNICAL	GOVERNANCE	INNOVATION / INNOVATIVE LEADERSHIP
10.10-10.55	<p>1A – Empowering the finance team</p> <p>The organisational benefit of developing your team is widely acknowledged, but when resources are limited, and pressure is high, it may feel like a luxury many cannot afford. In some cases there is also the issue of training staff up, only for them to move on due to limited opportunity for progression within the charity.</p> <p>This session will explore these challenges, and offers practical solutions, such as the use of apprenticeships, low cost interventions for development and ways to lead your team to feel empowered so that they are giving their best and achieving the most for your charity.</p> <p>Cara Turtington, Partner, Saffery Champness and Charity Client</p>	<p>1B - 7 levels of revenue</p> <p>In the tough economic conditions where charities are finding that revenue is hard to come by and costs keep going up it is important to understand what constitutes revenue. To many, revenue means sales and cash – but there is more to this factor. For accounting professionals in leadership (or not) it is important to understand how revenue can be protected and nurtured; and understanding the levels of revenue is key to this.</p> <p>Joyce Materego, Director of Finance and Resources, Child Poverty Action Group</p>	<p>1C – Tax update</p> <p>This session will offer an update on tax regulations, common tax issues and any key updates and changes in case law.</p> <p>Helen Elliott, Partner, Sayer Vincent</p>	<p>1D – GDPR: Troubleshooting</p> <p>GDPR is the topic of the moment. Charities have been told that they will need to make huge changes to meet the regulatory requirements. Much has been focussed on what needs to change, but very little information on how to do this is available.</p> <p>This panel discussion turns it focus to the practical implementation that is needed for GDPR, and allows you to pose your questions to a panel of experts as new regulations come into force.</p> <p>Richard Evans, Partner, Crowe Clark Whitehill, Mark Burnett, GDPR Specialist, Kingston Smith & Buzzacott</p>	<p>1E — Digital leadership</p> <p>Digital technologies are constantly changing and the need for charity leaders to understand these technologies is more important than ever. This session will help develop your understanding of digital leadership, and how you can use these new technologies to grow your organisation.</p>
10.55-11.25	REFRESHMENTS				
11.25-12.10	<p>2A – Delivering difficult messages with confidence</p> <p>Finance staff are expected to deliver difficult messages, with far reaching consequences at both an individual and organisational level. The scope of their roles often requires these conversations with various stakeholders, from their own teams to trustees at a board meeting.</p> <p>Delivering these messages in a way that that won't jeopardise motivation, or raise unnecessary concern is key to ensuring the continued success of their organisation.</p> <p>This session will help finance leaders structure these conversations using tools and techniques that will enable they deliver messages with confidence, manage emotions and stay in control.</p> <p>Eliot Glover, Director of L&D, Buzzacott LLP</p>	<p>2B – Creating a financial plan that drives your strategy forward</p> <p>Finances can make or break an organisation's strategy, but as you move towards your strategic goals, there can be times of turbulence, creating questions and challenges around your plans and whether they can be achieved.</p> <p>Hear how you can link your financial plan to each stage of your wider strategy, whilst being responsive to challenges from sector, giving your charity the confidence that the mission can be sustained in harder times.</p> <p>Anna Williams, Chief Operating Officer, Birmingham Royal Ballet</p>	<p>2C – The value of changing investment managers</p> <p>This panel session will look at when the best time to change managers is, what benefit there is in doing so and what questions to ask when you do change.</p> <p>Julie Hutchison, Charities Specialist, Standard Life Wealth, Kate Rogers, Head of Policy and Co-Manager - Charity Multi-Asset Fund Cazenove Charities, Neville White, Head of SRI, EdenTree</p>	<p>2D - Diversity in the workforce</p> <p>Sector reports highlight the lack of visible diversity amongst charity boards, whilst analysis of charity data reflects that the same is true within executives and staff.</p> <p>For the charity sector to grow and thrive, it is essential that lack of visible diversity is overcome allowing for an increased diversity of thought within their organisation.</p> <p>This session offers an insight of where charities stand at present, and offers practical interventions that you can take now to increase diversity in your workforce.</p> <p>Carla Whalan, Associate, Russell-Cooke</p>	<p>2E – Developing an agile approach to team management</p> <p>Agile team management is well used in other sectors, such as IT and engineering – how can charity teams embed this approach to improve their efficiency?</p> <p>At its heart agile methodology is about achieving your goal whilst being responsive to changes. It prioritises interaction and collaborations above rigid processes, with a focus on developing the most appropriate solution to a need, presenting great opportunities to be more customer centred and purpose driven.</p> <p>Hear what this approach entails and how you can apply it within your team.</p>
12.10-12.20	MOVE TO LUNCHTIME PLENARY				
12.20-13.00	LUNCHTIME PLENARY – TBC				
13.00-14.00	LUNCH				
14.00-14.45	<p>3A – WORKSHOP - Growing your vision to create a more vibrant charity</p> <p>A workshop led session which will give you an opportunity to reflect on your organisation in a holistic way, determine areas that can be improved, and produce a clear change framework to help you increase your organisation's vibrancy.</p> <p>You will hear inspirational, relevant and practical</p>	<p>3B – Managing supplier relationships to increase your bottom line</p> <p>Charity expenditure is under scrutiny from multiple stakeholders and the need to deliver value for money is essential. A good relationship with key suppliers can aid this objective, but are there more ways that this relationship can create savings?</p> <p>Amnesty international recently conducted a large piece of work to explore how existing supplier relationships could be leverage to deliver better</p>	<p>3C –The challenges of using benchmarking information</p> <p>Benchmarking your organisation is a useful tool if the information that comes out of the process is used effectively. This session will explore the challenges of using such data and what you can do to make the most of it.</p> <p>Andrew O'Brien, Director of Policy and Engagement, CFG</p>	<p>3D – Effective working between the FD and the Finance and Audit Committee</p> <p>The Finance and Audit committee's responsibilities are a fine balancing act between shaping strategy whilst managing the hands on elements of internal financial controls. This brings with it a unique set of challenges, for both those on the committee and within the charity's management team.</p>	<p>3E –Embedding innovation in your organisation</p> <p>To help embed innovation in any organisation it is essential that one looks at culture and ideas. This session will offer insights into the best ways to embed innovation and ensure that those in your organisation are on board.</p>

	<p>stories from the Eden Project on how the theory works in practice, and an opportunity for an introduction to the practice of improvisation, as relevant for financial directors.</p> <p>Belina Raffy, CEO Maffick and David Harland, Executive Director, The Eden Project</p>	<p>value for money. They found that alongside the expected areas, some surprising learnings emerged.</p> <p>Pascale Nicholls, Head of Central Finance, Amnesty International Limited</p>		<p>This session will explore how these two parties can work together to overcome these challenges, including how to determine the right level of risk, managing the need for innovation, and how to create an environment that encourages productive challenge.</p>	
14.45-14.55	MOVE BETWEEN SESSIONS				
14.55-15.40	<p>3A cont. – WORKSHOP - Growing your vision to create a more vibrant charity</p>	<p>4B – Designing a good chart of accounts</p> <p>In April 2017 Prostate Cancer UK implemented a new chart of accounts. During roll out there were learnings around what worked well, and what didn't. This session will outline how they did it, from designing the new coding to implementation.</p> <p>It provides an honest account offering attendees an opportunity to learn from a first hand account, giving you confidence about commencing a project to improve your own charity's management information.</p> <p>Attendees will go away with a realistic idea of timelines, potential pitfalls and the benefits to be gained.</p> <p>Heather Dunlop, Head of Financial Accounting and Governance, Prostate Cancer UK</p>	<p>4C – Impact made easy – how any organisation can evidence its social value</p> <p>In the last two years, Kent-based disability charity Compaid has moved from a focus on service outputs to a focus on social impact. Through the development of a theory of change, social impact indicators and social value measurements, the charity has proved its worth with commissioners and seen an exponential growth in service development. This session will take the delegate through the this process, illustrating at each stage how any charity can apply the same approach to make a positive difference to its financial sustainability and greater delivery of its charitable objects.</p> <p>Fiona Condron, Partner, BDO LLP and Stephen Elsdon, Chief Executive, Compaid</p>	<p>4D – Understanding the business</p> <p>In order for trustees to make informed and appropriate strategic decisions for their charity it is key that they fully understand all aspects of it's running, including the business model, operational delivery and finances.</p> <p>With heightened awareness of this responsibility, how can executives ensure that information provided to their board is accessible and appropriate?</p> <p>This session explores the challenges faced when trying to distill such a vast amount of information into meaningful documents and tools to maximise accessibility.</p> <p>Suzanne O'Brien, Trustee, CXK – send her the new overview</p>	<p>4E – Shared leadership</p> <p>This session will look at shared leadership as a new way to manage an organisation and look at what elements from this idea that could be translated to your organisation.</p> <p>Angela Lockwood, Group Chief Executive, NorthStar Housing</p>
15.40-16.10	REFRESHMENTS				
16.10-16.50	CLOSING PLENARY: Building a happy workplace – Henry Stewart, Chief Happiness Officer, Happy				
16.50-17.00	Closing remarks by the chair				
17.00-18.00	Drinks reception				