



PUTTING TOGETHER A BUDGET

a funding information leaflet from *funderfinder*

What is a budget?

A budget is your group's plans for the coming year set out in money terms. It helps you ensure that you have the money to do what you want to do, and it enables you to make financial decisions and keep control on a concrete set of figures rather than relying on pure guesswork about where you are.

Why is a budget important?

- it is part of overall management, not a separate activity, and is a key tool in financial planning
- it ensures the organisation has the resources to carry out its objectives
- it is a way of being accountable
- it enables you to do a cashflow projection.

Whose responsibility is budgeting?

Producing the budget for an organisation is the responsibility of the management committee. They may delegate the nuts and bolts work of putting the budget together to the Treasurer or member of staff, but the committee must agree the final budget.

When should we start?

New groups should start now. Existing groups should start halfway through their financial year. Don't underestimate the time it will take to do the work needed to get accurate figures. It may take three months to get all the figures together and agreed by the group. Start work as soon as you can on the budget, don't wait for grant application forms as you may well have to fill them in quickly.

How do we begin?

Start off by thinking about what your group's aims are. What finances will you need to achieve those aims? Ask yourselves "What will the organisation be doing next year?" You may be doing the same as this year but it's likely there will be some changes - maybe new services, perhaps an expansion of some activity. So the first stage of drawing up the budget is planning and making decisions about what your group will do next year. Once you've thought about what you want to do, you can write down all the likely categories of expenditure and income - your budget headings.

Budget headings

Your budget is divided into two halves: income - the money you expect to come in; and expenditure - the money you will spend on running the organisation, all its activities and services.

Expenditure

The expenditure budget may be further divided into capital and revenue budgets. The Capital budget is the financial plan for buying new fixed assets - medium to long-term. The Revenue budget is the working budget of the organisation which relates to its daily activities, its running costs and project costs, for example:

- the basic costs that nearly every group has - such as postage, stationery and perhaps rent, heat and electricity
- expenditure particular to the work a group does - such as transport or catering.

There is a checklist on page 3 which may help ensure you've covered everything.

Income

In many organisations income is more sensitive and subject to change than expenditure. You should record the assumptions on which your decisions are based - why do we think we will get this amount from this source? Try and be clear, for each source of income, whether that income is:

- confirmed
- probable
- possible

Step-by-step

- Work out how much you need under each heading.
- Visit other groups similar to yours and be prepared to learn from their experience.
- If you are in a building with other groups, find out what their heating bills are like - DON'T GUESS - there is no need, and you may get it wrong and find yourselves with a shortfall that could have been prevented.
- If you can find out the precise cost of something - do! DON'T GUESS the price of a photocopier or other equipment, get quotes from a few different suppliers or use catalogues to get prices.
- If you employ workers tie them in to relevant local authority pay scales, making sure you have an up-to-date copy of the scales. Don't forget to include costs of Employer's National Insurance, pension contributions, salary increments, annual pay rises. For detail on costs of employing people see *Voluntary but not Amateur*, by Jackie Reason, Ruth Hayes & Duncan Forbes, pub. Directory of Social Change, 8th ed., 2009, £35.
- If you're planning expenditure for next year you need to take into account price rises so don't forget to add on inflation at the current rate.
- Keep notes on how you reach your figures, so that you can explain them if asked.
- Repeat the process for the Income side of the budget, look at all the possible sources of money and estimate realistically how much you will get from each.
- Now look again at the figures. Have you left anything out?
- Is there an income shortfall - that is, are you going to spend more than you are expecting to get in? If so how are you going to meet the shortfall? Make sure that the income budget is linked to a fundraising plan. This may be the point at which you set your fundraising targets for the next year.

Using the budget

Budgets aren't simply there to get a grant. They are your guide to whether you are spending your money as you had planned. They can warn of overspend, underspend, or spending in unexpected areas. If you have this information, you can act on it.

Every month or so compare your expenditure to the budget. If you are not spending your funds as originally planned, you must find out why. Does it mean that you are not operating as you want to, or does it mean that your budget should be revised?

Future budgets

About nine months in to the financial year, you should start working on next year's budget. You will, by then, have a clear idea of how your expenditure and the budget match up, and what adjustments you will need to make for the next year. You will also have time to do the work involved before the new year starts. If you are making changes in the way you operate (e.g. increasing the number of sessions you run) or if you have decided that equipment needs replacing, make sure that you cost the changes accurately into the new budget.

Suggested budget heading check list

INCOME	EXPENDITURE	
	<u>Revenue</u>	<u>Capital</u>
Grants	Staff wages, National	Office equipment
- from local authorities	Insurance and recruitment	IT equipment
- from other statutory bodies	Rent	Minibuses etc
	Heat and light	Buildings
- from charitable trusts and foundations	Cleaning	
	Training	
- from companies	Postage, printing, stationery	
Legacies	Telephone	
Other gifts	Insurance	
Membership subscriptions	Transport and travel	
Sales of publications etc	Repairs and renewals	
Fundraising events	Maintenance of equipment	
Fees for services	Volunteer/committee expenses	
Bank interest	Accountancy/audit	

Next steps

Putting together and managing a budget is just one part of the overall process of financial management and planning. Financial management is about making sure that the group has funds available at the right time, and that they are used in the most effective way. This includes having policies, procedures and systems in place and developing a financial strategy to help plan for future developments. You will also need to have some sort of book-keeping system and internal controls, and auditing or independent examination of your finances at the year end.

Further help and information

FunderFinder has produced a piece of free software - *Budget Yourself* - which helps groups to write effective budgets. It includes lots of general advice about the process of making a budget and as well as specific advice about the various headings and how to work out accurate costs. It also does the calculating, so that if you change any of the figures, your budget will still add up. The program can be download from FunderFinder's website: www.funderfinder.org.uk, and freely distributed to others.

Many Councils for Voluntary Service/Voluntary Action and charities advice agencies will help or give advice to groups about budgeting and costing. They may also run training sessions or have information about training courses in the local area. In some areas there are Community Accountancy Services; sometimes these are independent and sometimes part of a CVS (Council for Voluntary Service) or RCC (Rural Community Council). The kind of help offered may be one-to-one advice for your organisation, examining of accounts or access to training courses. There is a National Network of Community Accountancy Services; find your nearest community accountancy service at their website www.communityaccounting.org/

The **Finance Hub** website: <http://www.financehub.org.uk> contains a lot of advice and information about funding in general, including a section on budgets. Although aimed at the English voluntary sector, groups in other parts of the country are free to use the information and advice. However, as the Finance Hub has now finished the website is not being kept up to date.

Community Accountancy Self-Help (CASH) has a website at www.cash-online.org.uk/ which provides help, advice and articles on financial management.

NCVO's Funding Central website: www.fundingcentral.org.uk contains a large amount of information, advice and publications on funding and financial management.

Useful books

CASH publications are available from Community Accountancy Self Help (CASH), 1 Thorpe Close, London W10 5XL, tel: 020 8969 0747, website: www.cash-online.org.uk

DSC publications are available from, Directory of Social Change, 24 Stephenson Way, London NW1 2DP, tel: 08450 77 77 07, website: www.dsc.org.uk

NCVO publications are available to order online at: www.ncvo-vol.org.uk/publications, or by phone on 0800 2 798 798.

The Charity Treasurer's Handbook, by Gareth Morgan, pub. DSC, 2nd ed., 2008, £14.95, ISBN 978 1 903991 96 1.

Community Money Matters, by Paul Boielle, pub. CASH, 2007, £19.95. is a comprehensive guide to financial management and accounting for small charities and community organisations. It is downloadable from their website and comes with more than 30 examples and illustrations (which are downloadable as separate documents).

The Complete Guide to Business and Strategic Planning for Voluntary Organisations, by Alan Lawrie, pub. DSC, 3rd ed., 2007, £18.95, ISBN 978 1 903991 70 1.

Full Cost Recovery: a guide and toolkit on cost allocation, by Carol Fiennes, Cathy Langerman and Jeni Vlahovic, pub. New Philanthropy Capital & ACEVO 2004, book and programme. Downloadable from:

www.philanthropycapital.org/publications/improving_the_sector/improving_charities/full_cost_recovery.aspx Helps calculate and understand the total cost of your activities, including an appropriate portion of overhead costs.

The Good Financial Management Guide for the Voluntary Sector, by Paul Palmer, pub. NCVO, 3rd ed., 2005, £25.00 (£17.50 members), ISBN 0 7199 1662 3.

A Practical Guide to Financial Management by Charities, by Kate Sayer, pub. DSC in association with Sayer Vincent, 3rd ed., 2007, £24.95, ISBN 978 1 903991 72 5.

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