



Better Budgeting and aligning budgets for impact.



Introductions



Mark Salway

Bayes Business School
Thought Leader and Consultant



Guy Burton

Solutions Consultant
iplicit



Marc Brady

Director of Resources,
Walking with the Wounded



Agenda

1. Introductions
2. A budgeting maturity framework
3. What does good budgeting look like?
4. Aligning budgets with impact
5. iplicit demonstration on good budgeting process
6. Q&A



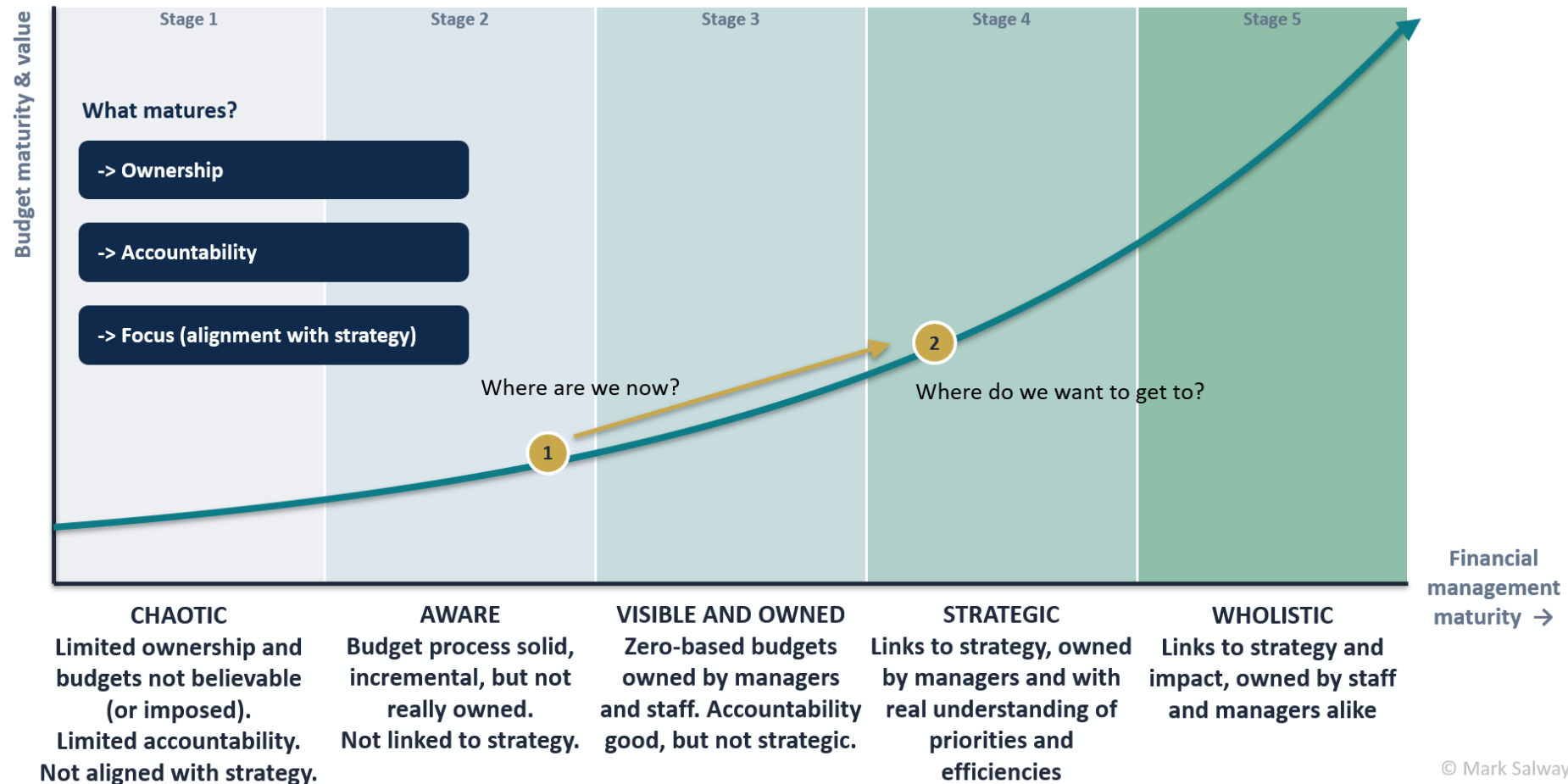


Budgeting maturity framework



Budgeting maturity framework

From ad-hoc budgets to strategic whole





Good budgeting... simples!



Annual Budgets cycle and templates

- Budget sign-off
 - Target -> surplus, breakeven, planned deficit?
- Forecasts to build on
 - The static, once-a-year budget was designed for a predictable world nonprofits don't operate in
 - Need good financial discipline from management every month, this transfers to budget planning
- Budget templates
- Impact on cash and reserves

Events Budget 2026		
Income (Event/Organisation/Stream)	Q4 2025	January
Cumbrian Challenge	£30,000.00	£5,000.00
GNR		
LLHM		£640.00
Swim Serpentine		
Royal Parks Half		
GMR 10KM		
Skydive		
Longest Day		
Marathon Des Sables 2026	£15,000.00	£5,000.00
Overseas Treks		
Walking Home For Christmas		
Gala Dinner		
Total	£45,000.00	£10,640.00
Expenditure (By Event/Activity/Stream)	Q4 2025	January
Cumbrian Challenge	£19,000.00	£15,000.00
GNR	5875	£250.00
LLHM	2540	£50.00
Swim Serpentine	1100	£250.00
Royal Parks Half	2339.25	£250.00
GMR 10KM	260	£20.00
Skydive	2200	
London Marathon		
Marathon Des Sables (2026)	£10,400.00	
Marathon Des Sables (2027)		
Walking Home For Christmas		
Longest Day		
Overseas Treks		
Gala Dinner	£5,000.00	£1,000.00
Team & Discretionary Spend (inc. apparel)		£2,500.00
Total	£48,714.25	£19,320.00
Net		January
		-£8,680.00

Events Budget Template - CC27		
		
Income		
Stream / Description		£
Fundraising		300,000
Sponsorship		100,000
Team Entries		7,500
Camping		2,500
Total Income		410,000
Expenditure		
Item / Description		£
Catering		36,000
RAW Adventures		35,803
Kit / Merch		20,787
Travel / Accom / Subsistence		12,751
Toilets		10,635
Transaction Fees		7,925
Marquee		7,566
Ground		7,462
Youth Hostel		4,160
Cleaning		1,538
Security		1,202
Other		5,981
Total Expenditure		151,810
Net Income		258,190



What is the plan?

- When – start and end points
- Who – top-down vs bottom-up
- How – zero-based vs incremental
- Contingency / flexibility
 - Risk tolerance
- What is critical

	A	B	G	H	I	J
1			Fundraising			
2			Events	Community	Individual Giving	Trusts & Foundations
21	50170	Philanthropic Giving Events				
22	50180	Sharegift				
23	50190	Gift Aid Tax Reclaimed	(77,940)	(15,626)	(5,569)	
24	50200	Trading Gift Aid Received				
25	510	Statutory Income	0	0	0	0
26	51010	Statutory Income - Op Courage				
27	51020	Other Contract Income				
28	51030	CMS Income				
29	520	Other Income	0	0	0	0
30	52010	Other Income				
31	52020	Commercial Income				
32	52030	Bank Interest Received				
33	52040	Investment Interest Received				
34	60	Direct Costs	0	0	50,000	0
35	600	Direct Costs Fundraising	0	0	50,000	0
36	60010	Mileage - Event Specific				
37	60020	Travelling - Event Specific				
38	60030	Hotels - Event Specific				
39	60040	Overseas Travelling - Event Specific				
40	60050	Subsistence - Event Specific				
41	60060	Equipment - Event Specific				
42	60070	Postage & Packaging- Event Specific				
43	60080	Sundry Expenses- Event Specific				
44	60090	Event Places - Event Specific				
45	60100	Events Costs - Events Specific				
46	60110	Individual Giving - Specific			50,000	
47	610	Direct Costs MarComms	0	0	0	0
48	61010	Direct Costs MarComms				



Components of good budgets

- Budget report
- Budgeting vs reserves and cash
- Budgeting for assets / investments
- Discretionary / non-Discretionary
- Project budgets
- Restricted / Unrestricted -> Cost Recovery and the gap



Income and expenditure variance analysis (2026 budget vs 2025 forecast outturn)

The analysis below provides narrative for the variances in each category shown on page 1.

Income

- Events to increase by £175k, based on:
 - full participation and the achievement of individuals' fundraising targets at CC26

Contents

1. Background
2. 2026 Budget vs 2025 Forecast Outturn
3. 2026 Cashflow
4. 2026 Budget vs 2025 Forecast Outturn Variance Analysis
5. Key Themes
6. Stretch Budget

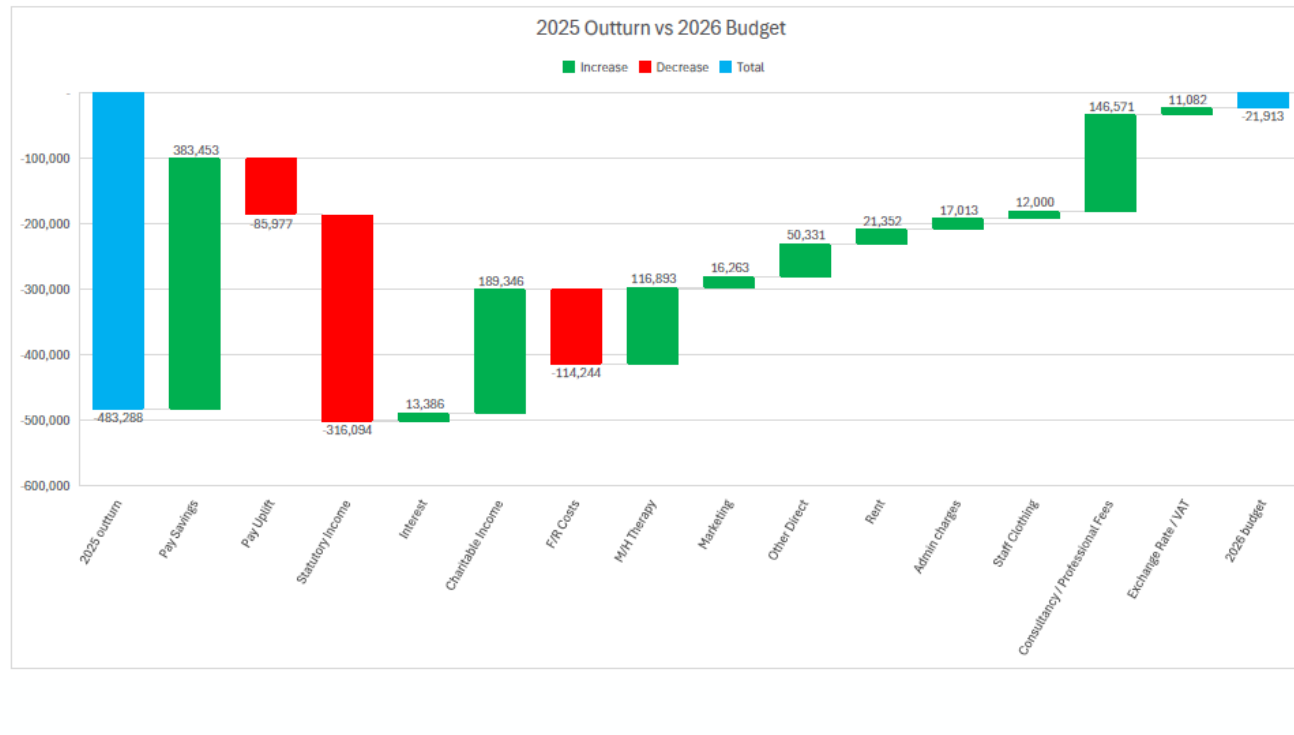
Appendices

1. Detailed I&E
2. 2026 Budget vs 2025 Forecast Outturn Waterfall Chart



Managing the process

- Including and managing staff -> deadlines
- Consolidation
- Trustees



2027 Budget Template



Marc Brady (WWTW)

To: Martin Lynn (WWTW); Elle Hughes (WWTW); Tom Grimshaw (WWTW); Tom Wilsc
Cc: Nicola Gunn (WWTW)

Official

Fundraising Budget Template.xlsx
21 KB

Events Budget Template.xlsx
52 KB

Dear all,

Thanks for your work so far on the forecast, it's greatly appreciated.

I attach high level templates for 2027 budget – this is slightly different in how we've done me to accurately badge the income against the income codes and also means that you come later, I just need to answer two questions for each area:

- What is the total income against each code for 2027?
- What are the direct costs you will incur to generate this income?
 - I know about current licences / subscriptions, mobile phones, other gen

@Martin Lynn (WWTW) for the Events overall budget my intention is to add together th

@Tom Grimshaw (WWTW) I've attached the event template Martin is using for his ever

Please can you return to me by COP on Tuesday 6th October.

Thanks

Marc



Marc Brady
Director of Resources

07511 878 770

walkingwiththewounded.org.uk

Stretch Budget

The analysis below explains the rationale behind the stretch budget. The intention with this is to show what income is possible to achieve if every bid was successful and all income streams were maximized, with the Board then being in a position to decide on what to do with the surplus.

2026 Budget vs 2026 Stretch Budget

	2026 Budget	FR	MarComms	Services	Stretch 2026
Charitable Income	2,666,351	520,363			3,186,714
Statutory Income	2,054,683				2,054,683
Other Income	50,000				50,000
Income	4,811,034	520,363	0	0	5,331,397





Mind the Gap

- Test your assumptions
- SLT discussion
- Board decision





How good is your budgeting process?



Beyond budgeting

- Budgets should not be just an annual event – they should be lived and owned.
- Accountability, ownership and linkage to strategy is key (as per maturity model)
- What is your purpose and aim from budgets?

Bjarte Bogsnes, architect of "Beyond Budgeting", argues traditional budgets conflate target-setting, forecasting and resource allocation — and therefore do each badly.
- I think budgets should link to impact (or at least what you do as an organisation)





Defining Impact

- Impact is the **long-term change** that charitable activities make to the people, communities, or the environment
- It must be attributable to the charity less the deadweight of what would have happened with no intervention.
- It answers the deeper question: "**So what?**" — not just what happened, but why it matters.
- SORP 2026, all charities must at least answer (Tier 1):
 - ① In what way has the charity's work made a difference to beneficiaries?
 - ② Has the charity's work provided wider benefits to society?



Not just activity

Running a programme ≠ making a difference



Not just output

100 people trained ≠ 100 people transformed



Change + Attribution

Change that is real, lasting, and caused by us



The impact chain

From resources to real-world change — each link builds on the last



Outcomes and Impact



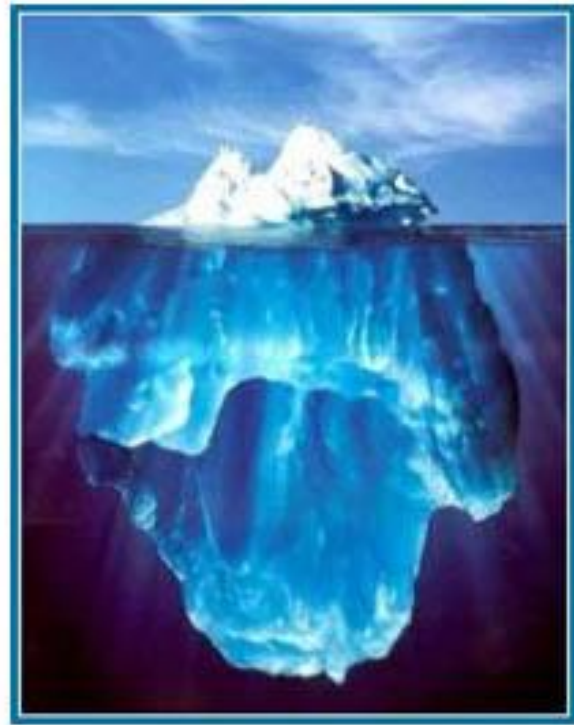
© dreamstime

Think of a well in Africa ...

Can you tell the story just with numbers or data alone?



But its like an iceberg



VISIBLE WITH
FINANCIAL DATA

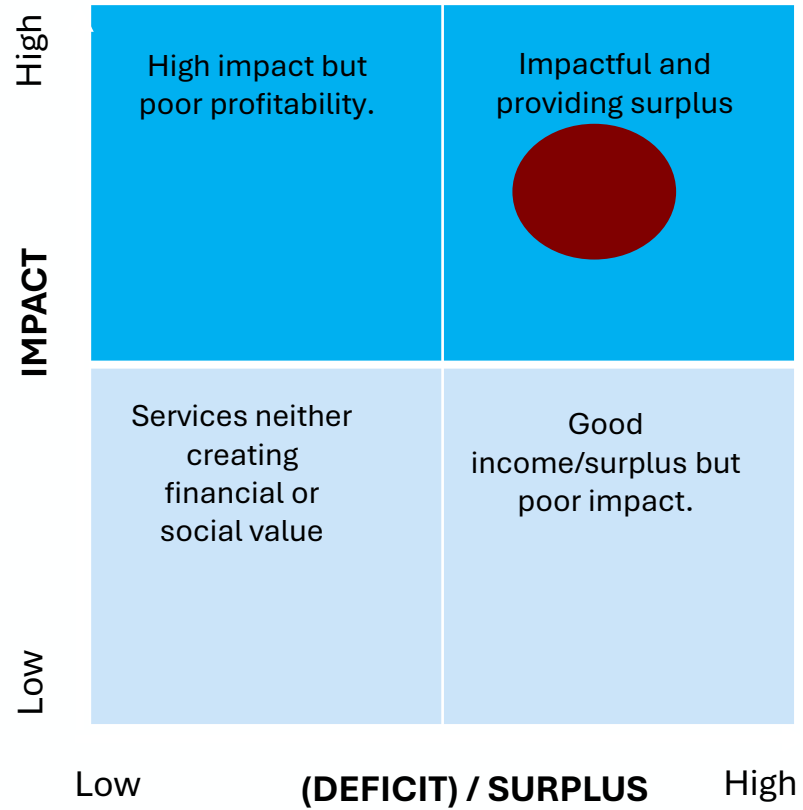


Impact data

Accountants do money, they don't do impact

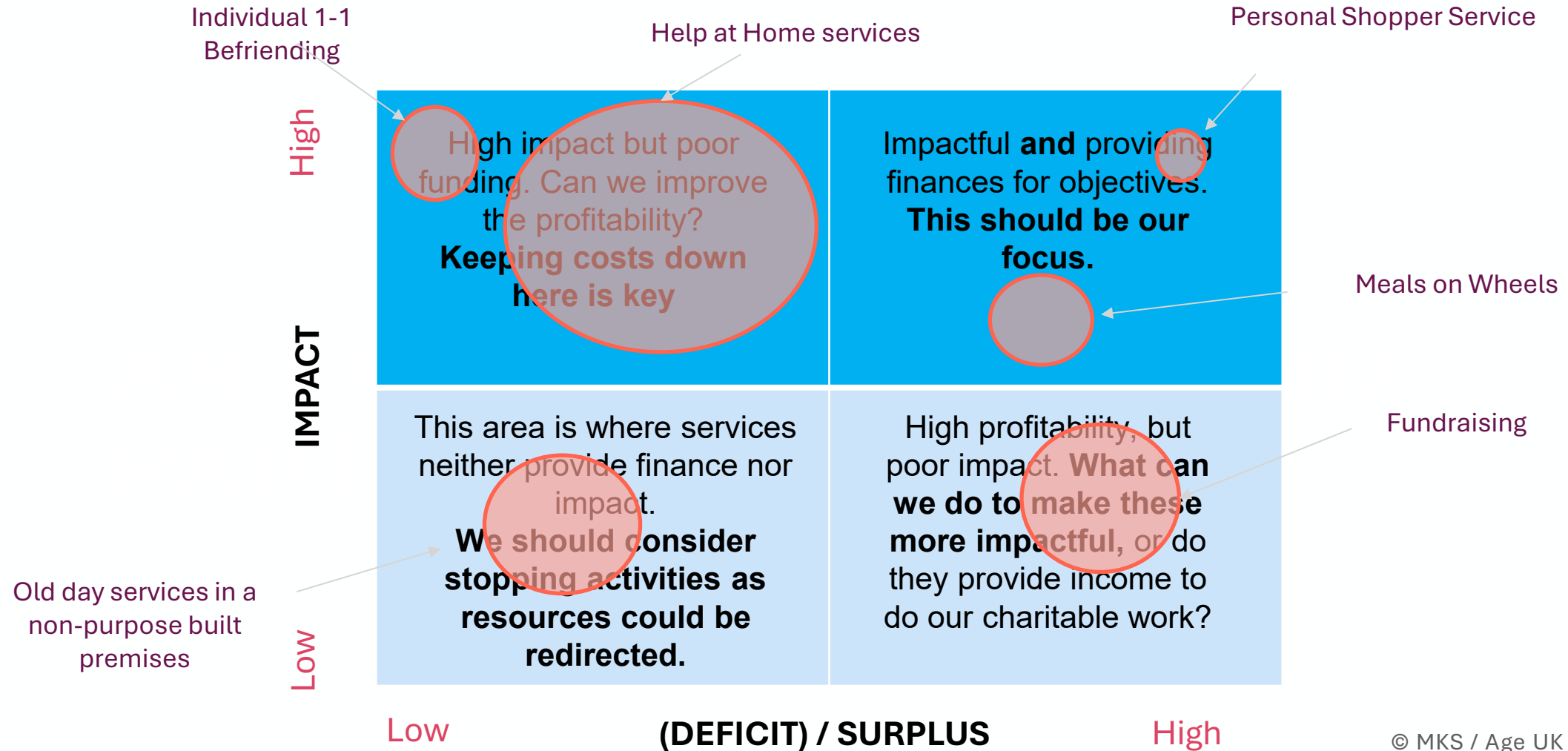


Getting the balance right - activities





A real example – Age UK





In SORP

About CARE International UK

► Phong, a farmer in Vietnam supported by CARE.



OUR VISION:

We seek a world of hope, inclusion, and social justice, where poverty has been overcome and all people live in dignity and security.



OUR MISSION:

We work around the globe to save lives, defeat poverty and achieve social justice.



OUR FOCUS:

We put women and girls at the centre of our work, because we know that we cannot overcome poverty until all people have equal rights and opportunities.

Who we are

501(c)(3) non-profit organization, registered in England and Wales as a charity. Registered office: 100 Broad Street, London, W1P 3JQ. Registered number: 1090800. Charity number: 1090800.

In 2023/24, CARE International UK reached

1,475,167 people across:
43 countries **91** programmes

Numbers of people participating in impact area programmes:

 Gender equality programming: 181,690	 Humanitarian crisis: 1,116,948
 Healthcare and support: 353,360	 Food, water, and nutrition: 668,746
 Women's economic justice: 116,816	 Climate justice: 90,855

53.7% of the people reached by CARE International UK programmes were women and girls.

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 30 JUNE 2024

		Unrestricted funds 2024 £000	Restricted funds 2024 £000	Total funds 2024 £000	Total funds 2023 £000
	Note				
Income from:					
Donations and legacies	3	5,969	8,684	14,653	15,071
Charitable activities	4	3,237	29,921	33,158	25,038
Other trading activities	5	431	-	431	313
Investment income		396	-	396	138
Other income		330	-	330	110
Total income		10,363	38,605	48,968	40,670
Expenditure on:					
Raising funds:	6				
Trading subsidiary costs		399	-	399	309
Costs of raising voluntary income		3,602	100	3,702	4,136
Charitable activities	7	6,208	45,394	51,602	33,961
Total expenditure		10,209	45,494	55,703	38,406

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

7. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2024 £000	Restricted funds 2024 £000	Total 2024 £000
Humanitarian response	2,881	23,146	26,027
Development work	2,872	22,206	25,078
Advocacy	455	42	497
	6,208	45,394	51,602

We should align throughout the TAR and FS



Star Chamber

- Originally a Cabinet Office device, "star chambers" are formal, safe-space sessions where leaders and finance jointly interrogate proposals
- Bring together CEO/CFO, service heads and a "challenge" voice
- Giving people a voice e.g. IT team
- Ask each proposal to show what it delivers, what it costs, and what happens if it's cut or delayed
- Use it to surface disinvestment options too: what should stop, not just what should start
- Honest, learning environment





Practical budgeting ... “must do” lists

Can only
afford
to here



1. Change model of day care centres
2. IT systems and AI / Security
3. Fundraising ask
4. Link into local authority partners
5. Advocacy upgrade
6. Communications image database
7. Scope work with nature and older people



Don't do.

The organisation will often find the time / money (if important enough)
People are often happy to stop things or prioritise!



Three takeaways

1. Do the basics well
2. Good budgets link to ownership, accountability, and strategy
3. Try and align your budgets against what you actually do (as a charity)



Q&A

Ask any questions to the panel





Using iplicit as an integral part of your good budgeting process



Let's take a look ...

- Analysis in finance
- Self service
- Budgeting and forecasting
- Automation and AI





Thank you.

www.iplicit.com

info@iplicit.com

