

# How do charities plan for a future that is so uncertain?

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**MOORE** Kingston Smith  
Fundraising & Management

# STRUCTURE OF WEBINAR

- Introduction and who we are
- Head and heart: the constant issue for charities
  - What do charities exist for?
- How we evolve, not just survive
  - Impact versus profitability
  - Charities in a dynamic world
  - Bringing it all together: A different way to plan
- Questions
- Future MKS Events: What's on the horizon?

# INTRODUCTION





**No.1** for  
charity expertise  
in Charity Finance's 2019/20  
Audit Survey!

Over  
**700**  
charity clients



Grown from  
formation in

**1923**

OVER 90 YEARS OF EXPERIENCE



**14** charity  
specialist partners

**62** PARTNERS



609 offices  
in 112  
countries

An independent member firm of Moore  
Global Network Limited, a global  
accountancy and consultancy network

# MOORE KINGSTON SMITH FUNDRAISING AND MANAGEMENT



## Impact



- **Impact Measurement**
- Predictive impact modelling
- Strategic decision making
- Stakeholder engagement

- **Good Financial Management**
- Cash flow and scenario planning
- Business model reviews
- Cost Recovery
- Finance function reviews



## Finance



## Fundraising

- **Strategic Fundraising Advice**
- Resourcing immediate fundraising needs
- Writing proposals and bids
- Strategy and case for support reviews
- **Bid writing services**

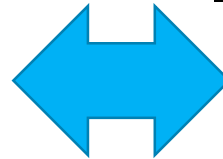
# CONSIDERING HEAD AND HEART



# WHAT DO CHARITIES EXIST FOR?



## Head and Heart



- “Charities have a lack of motivation to change or explore new tools and models ...” Will Coronavirus change this?
- “Charities need stable and predictable income streams for long-term financial sustainability.”
- We will be driven by money more than impact for some time to come ...

# EVOLUTION



## A more considerate economy?

Post pandemic only 10% of adults questioned want world to go back to the way it was...

Opportunities for a more considerate economy?

Role of charity sector - influencing trends towards accounting for value in future

How will technology change our world?



# HOW DO WE ACCOUNT FOR SOCIAL VALUE?

## Charity sector role in accounting for value

British PM speech at Greenwich – 3<sup>rd</sup>  
February 2020

(UK taking free trade advantage in world  
situation like a Pandemic)

What basic values will underpin a new  
emerging economy?

Charity sector – opportunity to influence on  
this front



# IMPACT VERSUS PROFITABILITY



## Money / income vs. lasting good works

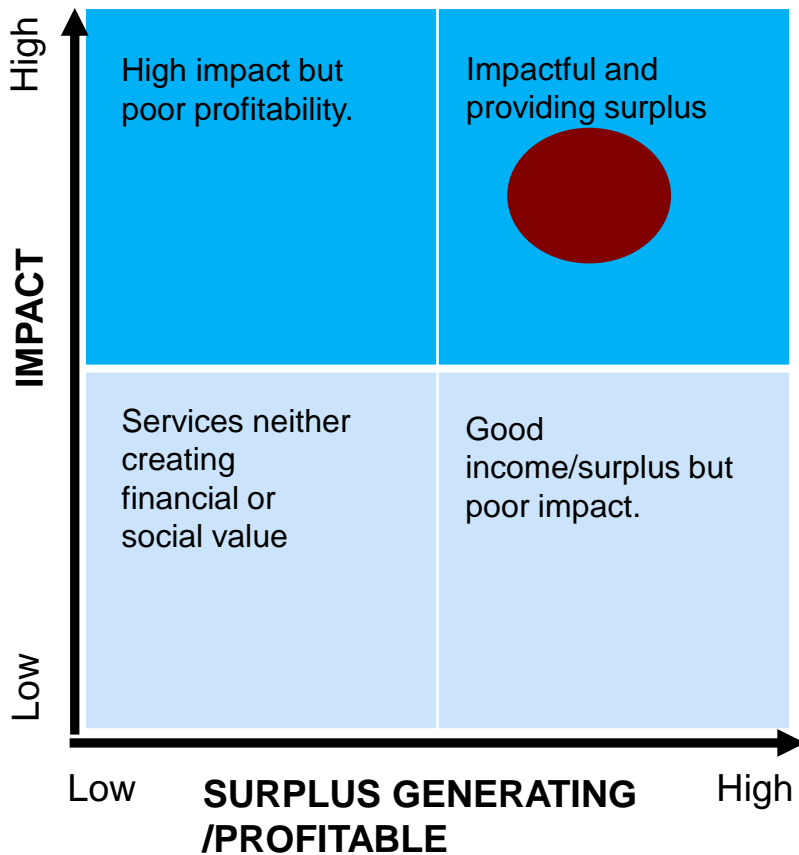
Longer term social value

Are you led by Impact or Income/Funding?

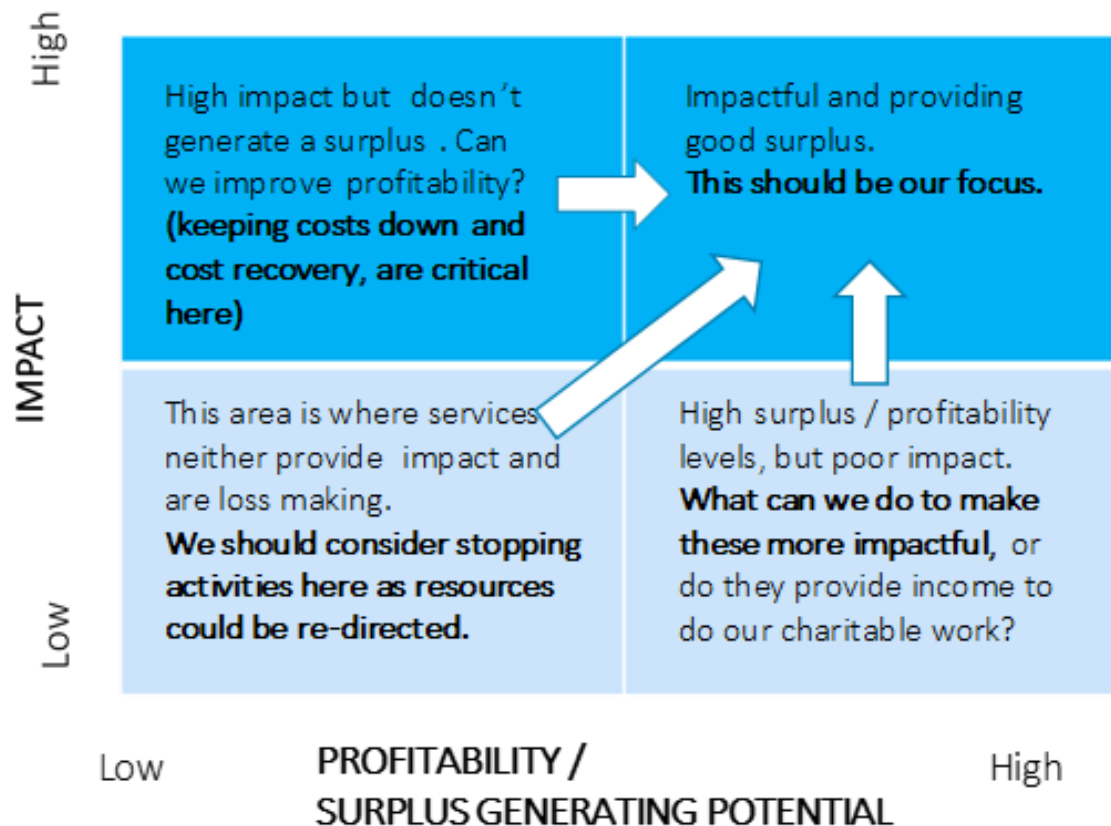
Costing services – what does your impact cost?

Sweet spot of services that provide income/attract sustainable funding but are also impactful

# GETTING THE BALANCE RIGHT



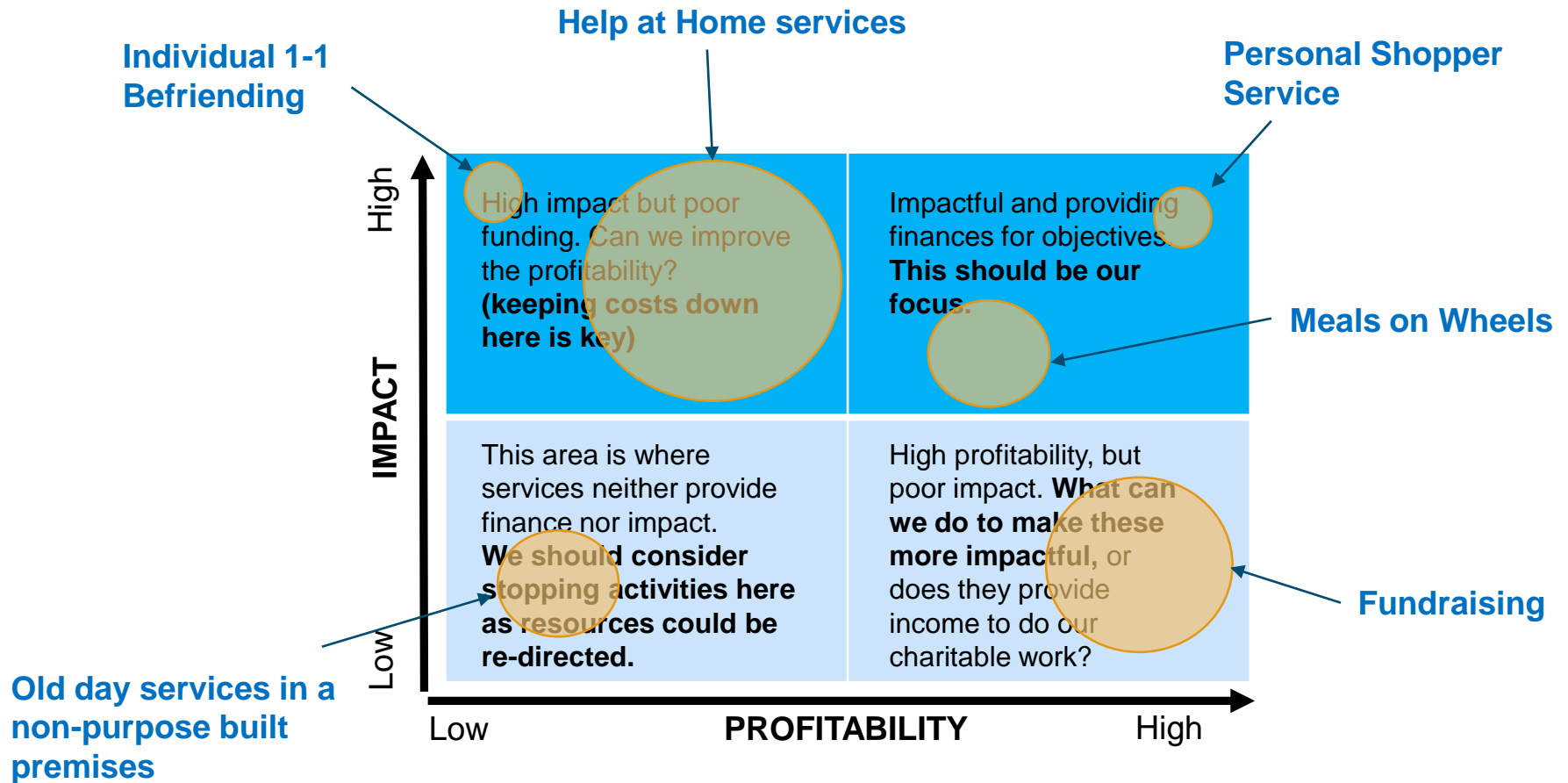
# ANALYSING YOUR SERVICES AND ACTIVITIES



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# AN EXAMPLE



# CHARITIES IN A DYNAMIC WORLD

## Barclays CASS report:

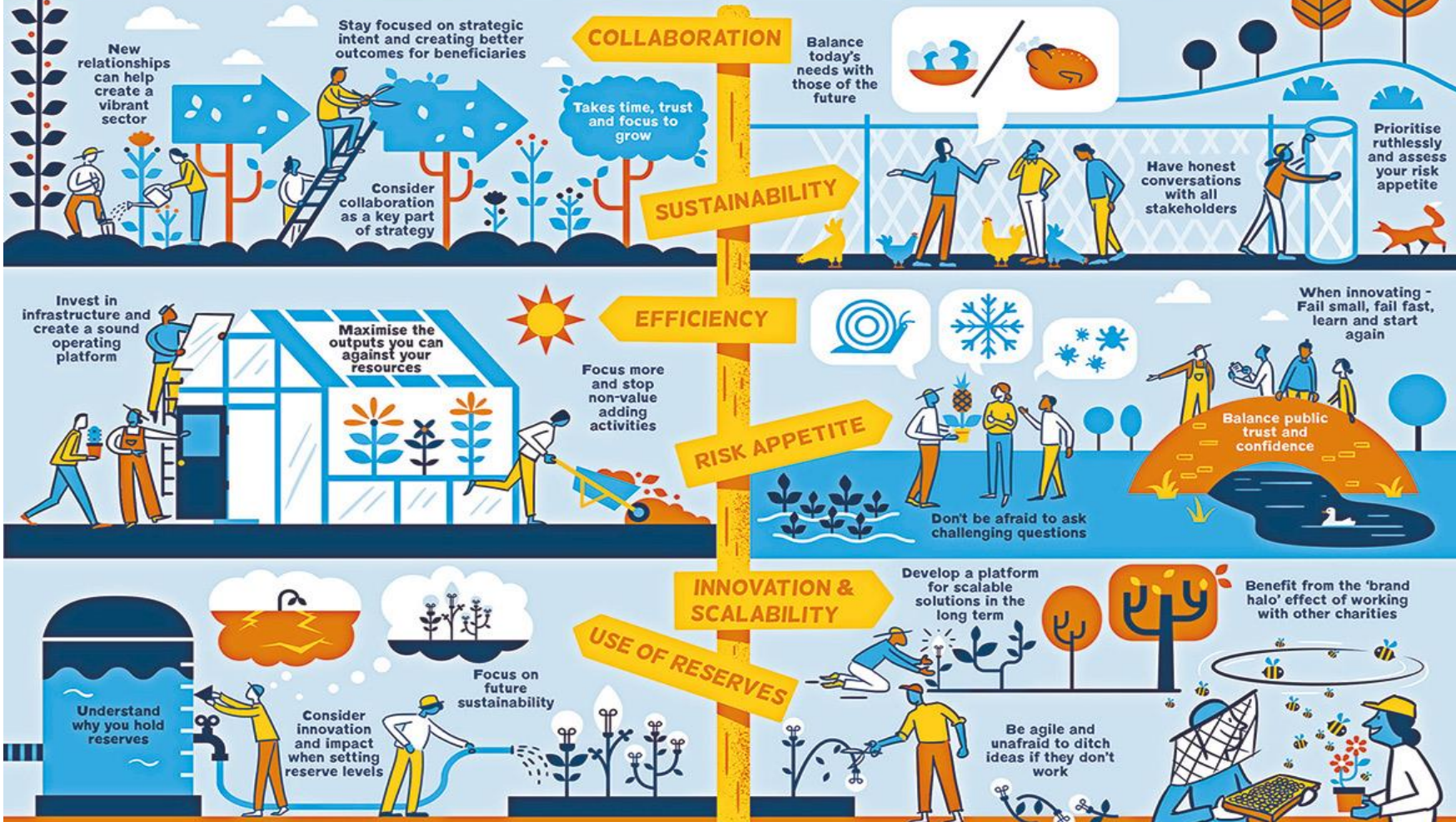
- Doing right by stakeholders in the short and long term
- Focus on core purpose
- Able to evidence and demonstrate impact
- Not just growth – strategic and sustainable development
- Competition or partnership
- Prepared to ditch what doesn't work

### **Charities in a Dynamic World:**

<https://www.cass.city.ac.uk/faculties-and-research/centres/cce/resources/barclays-dinners>



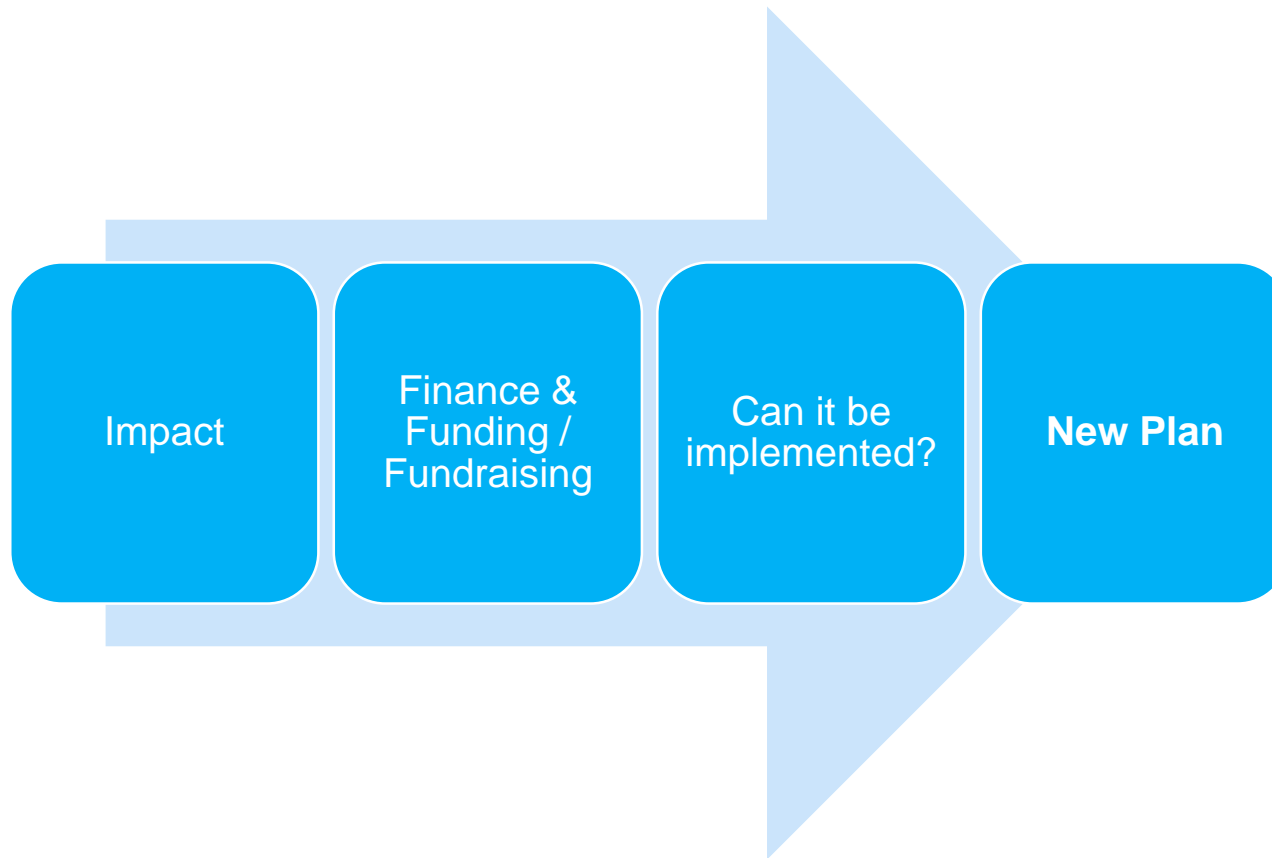
# CHARITIES in a DYNAMIC WORLD





The background of the slide is a composite image. It features a dark, star-filled sky with a vibrant aurora borealis in shades of green and purple. The scene is divided into four quadrants by a large, dark, diamond-shaped graphic element that meets at the center. The text is centered within this diamond.

# BRINGING IT ALL TOGETHER: A NEW WAY TO PLAN





## The future – moving from survival to evolution

- What do charities think about when they plan for the future?
- Getting a feel for quickly assessing likely impactful actions
- Focus on impact – keep the main thing the main thing!
- Knowing your finances and margins

## LOTS OF EVENTS COMING UP... STAY CONNECTED!

- Next webinar: 30 April at 4pm
- Ongoing services, including bid writing, cost recovery, impact/engagement and fundraising support
- Regular articles and thought pieces – [watch this space!](#)
- 30-minute clinic slots – contact us to sign up
- [charityfinance@mks.co.uk](mailto:charityfinance@mks.co.uk)

### Thought Pieces and Previous Webinars:

- [Grant fundraising in a crisis](#) by Dan Fletcher
- [Effective grant applications in the Coronavirus crisis](#) – Webinar
- [What I have learned from Humanitarian Response](#) by Mark Salway
- [Responding to tough times](#) by Mark Salway