

Simple is Beautiful:

Small Charity Accounts as if Trustees Mattered



Small Charity Support is a registered CIO 1161963

www.smallcharitysupport.uk

Budgets & Cash Flows

One of a Series of Guidance Leaflets for Small Charities

The Scope of These Guidance Leaflets

The title of this series of leaflets has been inspired by the 1960s (but even more relevant today) iconic book, [*Small is Beautiful: Economics as if People Mattered*](#), by E.F.Schumacher.

This leaflet is one of a series which give a quick overview of the various things that you will need to consider in managing the money of a small charity.

They are NOT a full and comprehensive guide to Charity Law and all the associated regulations. They are just an overview, in simple everyday language (rather than legalistic/accountancy jargon) of the main points for those who want to run their small charity efficiently and effectively for the benefit of their local community, or to help trustees who have encountered a common difficulty.

So, if you are expecting your charity's annual income to be more than £150,000/yr, or to own property, or to employ more than the equivalent of 3 full-time staff then you will probably need to seek professional guidance elsewhere.

The topics covered in this series are:

What Accounts ALL Small Charities MUST Keep

The Role of the Charity Treasurer (and assistants)

Recording & Managing Your Charity's Funds

Budgets & Cash Flows *{This Leaflet}*

Financial Controls Checklist

Preparing the Annual Report & Accounts – Receipts & Payments

A Bank Account

Other guidance leaflets for small charities (or people looking to set up a new small charity) available elsewhere on the Small Charity Support website (www.smallcharitysupport.uk) include:

Outputs & Outcomes

Governing Documents

The "Minute Book"

Business Planning & Risk Management

Registering with the Charity Commission

Charitable Purposes/Objects

Trustees & Officers

Policies & Procedures

Gift Aid Registration with HMRC

Your comments and suggestions (to comments@smallcharitysupport.uk) as to how these leaflets could be improved to make them simpler and clearer would be much appreciated.



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Budgets & Cash Flows

(Reviewing the Charity's Financial Performance)

1. Introduction

Budgets and Cash Flows are often talked about as if they were separate financial entities.

That is simply accountancy “mystical speak”

The practical reality is that they are identical twins – “two sides of the same coin”. There’s no point in having a budget if you don’t compare it to what is happening in practice – is the money coming into and going out of your charity in line with what you expected?

And there’s little point in counting the money coming into and going out of your charity (your charity’s cash flow) if you don’t have a budget to tell you whether it is consistent with what you anticipated and, in particular, whether you are going to have enough money to carry out all your planned activities.

A usual reason why budgets and cash-flows are not recognised as twins is because “budgets” are traditionally thought of as being “yearly” – the figures for income and expenditure being seen as the totals for the year in each category. By contrast – Cash Flows are traditionally thought of as working to much shorter time-scales – a month; a week; in extreme cases a day.

The preparation and use of budgets and cash flows will be described in greater detail later.

In the meantime it is important for Trustees to remind themselves that, as noted in some of the other leaflets in this series:

- ☛ **Charity officers (including the Treasurer) don’t automatically have any extra powers or legal duties than their co-trustees.**
- ☛ **All trustees share responsibility for finances (not just the treasurer)**

In the event that a charity’s finances “find themselves in troubled waters” its Trustees will NOT get away with excusing themselves of personal responsibility for the consequences by simply saying: “Oh, it’s not our fault – we leave all the financial matters up to the Treasurer”.

One valuable way of keeping the responsibility for financial matters firmly in front of the Trustees is for a review of the charity’s finances – ie: a review of the current budget AND cash flow – to be on the Agenda automatically for EVERY Trustees’ meeting.

It DOESN’T have to be long !

Hopefully in most cases it will simply be a case of presenting the financial performance figures – ie: the budget and cash flow figured to date – to reassure the Trustees that “all is going to plan”.

BUT the budget and cash flow figures DO have to be simple enough for ALL the Trustees to be able to understand them AND make appropriate decision as a result. Simple is Beautiful !



How budget reports are produced and what they display will vary from system to system. But a format for the regular budget and financial report which is close to (if not exactly) the format which will appear in the final end-of-year accounts is useful. That enables the Trustees to see how the accounts are building up throughout the year, thereby avoiding any end-of-year unwelcome surprises.

The illustration shows the Budget Report produced by the Small Charity Support Simple Accounts Spreadsheet. The

Better Living Charity		Budget Report: 31-Dec-16			
RECEIPTS	Prev Yr Out-turn	This Yr Budget	Budget to 31-Dec-16	Actual To 31-Dec-16	Variance
R1-VOLUNTARY INCOME					
R1-Membership	1,230	2,500	2,500	2,550	50
R1-Donations	1,904	3,000	3,000	2,864	-136
R1-GiftAid	0	800	800	0	-800
	3,134	6,300	6,300	5,414	-886
R2-INCOME GENERATION					
R2-Fundraising	0	240	240	0	-240
	0	240	240	0	-240
R3-INVESTMENT INCOME					
R3-Interest-Bank Accounts	0	12	12	0	-12
	0	12	12	0	-12
R4-CHARITABLE INCOME					
R4G-GENERAL FUNDS					
R4G-ConfRegistrations	0	0	0	1,350	1,350
R4G-Miscellaneous	0	0	0	0	0
	0	0	0	1,350	1,350
R4R-RESTRICTED FUNDS					

layout of the categories of Receipts and Payments replicates the layout used in the Annual Financial Statements. That way each presentation of the Budget Report shows the Trustees how the financial performance is progressing to what will actually appear in the final Annual Report.

The columns in the report show the information which will help the Trustees to understand better the implications of the various numbers for each category of receipts or payments.

B – Prev Yr Out-turn: shows the final figure for the previous year for comparison purpose;

D – This Yr Budget: shows the budget for the whole year;

E – Budget to {date}: shows the budget to the date of the report *{as selected at the top-right of the screen}*;

G – Actual to {date}: show actual receipts/payments to the date of the report;

I – Variance: shows the difference between the budget and actual at the date of the report.

Columns C, F & H are blank to improve the readability of the screen.

On those occasions when there is a significant variance between the budget and the actual performance to date the Budget-Holder for that category, or the Treasurer, can provide an explanation of the reason for that and what is being done to address it. That is key to reassuring the Trustees that the matter has been picked up promptly and is being dealt with before it becomes a crisis.

And the regular financial review SHOULD NOT be the last agenda item so that by the time that item is reached the only thing that the Trustees are interested in is “switching off the lights and going home”.

2. Financial Performance – Setting the Budget

2.1. The Role of the Treasurer

It is axiomatic that, in order to review its financial performance (*ie*: make sure that its resources, particularly money, are being used wisely and effectively) the charity should have realistic and carefully planned & approved budget for the financial year.

And it is equally axiomatic that the budget should be central to the Trustee’s review of the charity’s financial performance at each Trustees’ meeting.

It is NOT the role of the Treasurer to set the budget – *ie*: decide what figures should go where. That is the role/responsibility of the Trustees as they approve the budget.

Having said that, it **IS** the role of the Treasurer is to take the lead in collecting and collating the budget proposals from those taking the lead responsibilities for the different aspects of the charity’s activities. And that includes helping and supporting those who are putting the proposals together.

The range of activities involved will, of course, vary considerably from charity to charity. But “activities leads” will typically include:

- ✓ the person(s) looking after fundraising, donation, subscriptions, grants, *etc.* for what receipts they expect the charity to be getting in the current year;
- ✓ the person(s) looking after activities for beneficiaries, administration, maintenance, publicity, *etc.* for what payments they expect the charity to be making in the coming year;

It is important when seeking budget proposals that high-profile activities – the latest project or big fundraising campaign – don't overshadow the more mundane aspects of the charity's activities – the cost of postage or the income from a donations box – so that they get overlooked.

Getting those figures for the Treasurer to collate depends on the charity (the Trustees, not the Treasurer) having first put together a Business Plan outlining what it wants to achieve in the coming year. Business Planning is NOT a specific role/responsibility of the Treasurer (though the Treasurer will usually be highly involved). So Business Planning is dealt with in separate guidance notes (see: <http://www.smallcharity.support/BusPlan.html>)

The Treasurer then “puts all those numbers together” to see what they add up to in terms of the charity being in surplus¹ or deficit at the end of the year. The initial draft budget can then be looked at “in the round” to check whether what is being proposed – both in money terms and activity terms – is consistent with both the charity's objects and its priorities in addressing those objects.

It will, of course, happen that the first draft figures “don't add up”.

There might be rather more income proposed than expenditure, creating an unjustifiable surplus.

Or, perhaps more likely, more expenditure proposed than income, creating a deficit (which may or may not be acceptable). But whatever the initial proposal figures add up to, it is likely that several revisions of the proposals will be needed to achieve an acceptably balanced budget.

2.2. The Role of Budget Holders

The notion that “those taking lead responsibilities....” for the various activities of the charity are also responsible for identifying and putting forward for approval the amount of money that they expect to raise from, or spend on, the activities for which they are responsible effectively makes them the “Budget Holder(s)” for their activities. So the budget-setting process – allocating money-raising targets or spending limits based on what was proposed, effectively allocates “Budget Holder” responsibility for ensuring that those targets/limits are adhered to those who proposed them.

This is a good way of building into the culture of the charity the shared responsibility of Trustees for its effective financial management.

It is not uncommon in small charities for the Treasurer to be asked for “permission” to spend money on a particular item or activity. And sometimes that is appropriate, particularly when there is a temporary cash-flow issue (eg: an unexpected delay in incoming funds). But in many cases that question should properly be asked not of the Treasurer but of the relevant Budget Holder. Provided that the regular financial report to the Trustees is showing that the charity's finances are generally running to budget, the approval of the budget was the Trustees' authorisation for the charity's money to be spent in the way which had been proposed. If “asking permission” to spend money really means that permission is being sought to spend MORE money than was authorised in the budget the question must come back to the Trustees for consideration and further approval, particularly if the amount is significant.

2.3. Setting the Budget – Where do I start? What do I have to do?

Budget setting is NOT an exact science.

Some figures may be defined and predictable.

But much of budget setting is often seen as a “Black Art” of opinion, guesses and approximations.

Setting a budget will therefore generally require several attempts, particularly if there are any inconsistencies or conflicts of priorities which need to be resolved before a final budget can be approved by the Trustees.

So, leaving “budget setting” to the week before the end of the financial year is NOT a good idea!

If your charity has been in existence for more than a year or two then the obvious place to start is your records of your charity's receipts/income and payments/expenditure over previous years.



¹ Charities, being “Not-for-Profit”, don't make profits – despite the number of times that charity guidance refers to charities' “profits”. Instead they only make surpluses.

But if you are starting up a new charity then obviously you won't have previous years' data – unless you have been “testing things out” on an informal basis. If you don't have any previous data to guide you, it is just a case of “serious head-scratching” to try to think of all the things that you might need.

But whether you are “scratching your head” to a new/start-up charity, or reflecting on the accounts of one which has been in existence for a while, in both case it is important to focus of being realistic when creating your new budget.

Of course it is important to avoid being over-optimistic – *ie*: creating a budget on the basis that your income will be as high as possible and your expenditure as low as possible. That is clearly inviting trouble as the slightest “wobble” in the figures will either push your charity's finances into a “loss” position or, worse, will mean that you have the embarrassment (and associated loss of credibility and donor/volunteer confidence) of having to cut back on some of the things you said you would do.



But it is equally important to avoid being over-pessimistic – *ie*: creating a budget on the basis that your income will be low and your expenditure high. In the event that your financial position turn out to be significantly better than you expected you could have the embarrassment of having missed opportunities as a consequence of not having enough of the right resources at the right time. And that, too, can have a detrimental effect on the charity's credibility and donor/volunteer confidence.

The thing to do is:

- a: set a budget which is as pragmatically realistic as you can make it.
DON'T be afraid to ask for the opinions and suggestions of ALL the Trustees, and also of any high-contributing volunteers (if you have them). Getting such supporters involved in creating the budget not only brings in items that you might have over-looked but also creates a shared sense of ownership of the budget so that people will work that much harder to ensure that it is achieved (and be “more understanding” if it is not).
- b: go through the initial draft budget and do a risk analysis – which items in the budget are the most likely to be significantly different from what you have put?
And in that event, what difference will it make to the charity's finances?
And what can you do to minimise the risk of the “reality” being significantly different from what was expected?
And if you do have to cut something back because of insufficient resources, what can you cut back that will cause the minimum disruption? Or, perhaps even more importantly, is there one (or more) of your intended activities which is/are of a lower priority so that you can plan to delay the start of those particular activities until it is clear that the charity has enough resources for them;
- c: Whether or not they were actually involved in creating the budget, make sure that it is presented to a Trustees' meeting where it is formally approved and signed off.

2.4. Budget: Surpluses & Deficits

It is often assumed that a budget which shows a significant deficit is always a bad thing while one which shows a significant surplus is always a good thing.

BOTH THOSE ASSUMPTIONS ARE WRONG.

A large deficit budget is a GOOD thing if, for example, it is due to the charity planning to spend some of the money it had been building up in its designated funds to pay for a major investment in its resources (*eg*: setting up a new project or activities, or re-furbishing its dilapidating accommodation).

A large surplus budget is a BAD thing if, for example, it is due to the charity making charges for its charitable services which are inappropriately high thereby excluding those beneficiaries who need those services most, or it is making over-optimistic claims to donors about what the charity is achieving (or will be achieving) – effectively fundraising under false pretences.

Of course, if a surplus budget has been set specifically to raise money to go into a designated fund to provide the resources for a major development in the future, that is a different matter – provided, of course, that that is properly and clearly explained in the charity's annual financial review.

But whether the final outcome is agreed to be a surplus or deficit, the budget should always include provision for a margin of error – a realistic allowance for “contingencies” – receipts being a bit lower or payments a bit higher than expected.

This should be part of the charity's policy on maintaining uncommitted reserves carried forward from year to year, as described in its financial review in the Annual Report.

3. Financial Performance – Monitoring the Cash Flow

An annual budget is simply a tool for forecasting and monitoring cash-flow based on the premise that a charity's money comes in yearly chunks.

Returning to the example (earlier, in section 3) of bank manager's attitudes. We all know that if a cheque is written for £30 when there is only £20 in the bank there is the risk of the cheque "bouncing" or of us being charged overdraft fees, even if a week later our wages/salary, sufficient to clear any overdraft, get paid into account.

So we all know about "cash flow" and the necessity to manage it effectively, even if we don't know that's what accountants and "bean counters" call it.

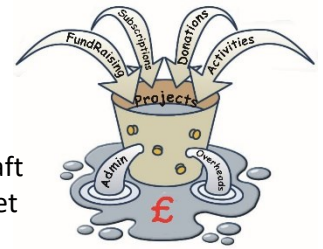
And we all know that managing – ie: "budgeting" – our annual income and expenditure just on a yearly basis is insufficient. It can be very "disappointing" to have booked, and be looking forward to, a nice holiday if it then has to be cancelled because the day on which the final balance has to be paid comes before the day that we receive the salary that will pay for it.

So people on monthly salaries know, from personal experience, they have to manage – ie: "budget" – their "cash flow" on a monthly, rather than yearly, basis to keep in financial balance throughout the year – people on weekly wages perhaps weekly.

CHARITIES ARE NO DIFFERENT – and neither are the principles and practices of cash-flow management that charities, rather than individuals, need to follow (ie: we don't need accountants and financial wizards to tell us how to do it).

Annual budgets are just CashFlow monitoring on a yearly basis

Monthly or weekly CashFlow monitoring is just Budgeting on a monthly (or shorter) basis.



3.1. Creating a Monthly Cash Flow/Budget

Some charity receipts and payments come in or go out on a regular monthly basis. eg: subscriptions or payments for activities; utility bills; staff salaries. For those, setting and managing the monthly cash-flow (ie: the monthly "budget") is easy – it is just the annual budget (cash-flow) figure divided by 12.

At the other end of the scale, some receipts and payment also come in or go out on a "regular", but yearly or quarterly, basis. eg: major grants, insurance, MOT on vehicles.

Those, too, are "easy" in that the amount and date are known in advance.

But they still have to be dovetailed with all the other receipts and payments to ensure that the money needed to pay those bills will have come in before they need to be paid.

In the middle are those receipts and payments which are less well defined: eg: the amount of money expected to be raised by a fundraising event. and the costs of the event, may be rather speculative. In addition, the dates on which money will received in and paid out may also be "loosely defined" and spread over several months, perhaps with some of the costs going out before the money comes in if participants in the event want payment in advance. In such cases even the most carefully considered cash-flow predictions will be subject to significant margins of error.

And that why it is important for charities to manage their reserves carefully, too. A charity's reserves are not just for "the doomsday scenario" – ensuring that the charity can close down successfully if its funding unexpectedly dried up. Reserves are also necessary to provide the safety-net which ensures that the charity is not put into financial difficulty when some of its cash-flow projections don't turn out as expected -ie: expenses arrive earlier than expected or receipts arrive later than expected.

In essence – such differences as there are between a "budget" and "cash flow" are simply due to differences of time-scale. Aggregated over the year the sums of the monthly ("cash flow") figures for receipts and payments are the same as the yearly ("budget").

For example: a charity is proposing to hold a fundraising event half way through its financial year.

Looked at on a yearly (ie: "budget") time-scale the event is expected to have more receipts than payments (ie: to make a net surplus) and all seems well. But, when looked at on a monthly (ie: "cash-

flow”) time-scale it can be seen that the event will create a period of significant deficit in the month or two before the event as advance deposits have to be made and materials bought. A charity which only budgeted on a yearly basis would therefore have found itself in a serious financial crisis as it was unable to pay bills in the run-up to its fundraising event – while a charity which budgeted on a monthly (ie: cash-flow) basis would have seen the problem coming and taken steps to avoid it.

It therefore makes good sense for charities, small as well as large, to “budget” on a monthly (“cash flow”) basis as a matter of routine – rather than having “cash flow” as a separate exercise. And why not, given that it very simple to do – rather than an “esoteric accountancy skill”.

The Small Charity Support “Simple Accounts Spreadsheet” illustrates just how easy it is.

The “Categories” worksheet (illustrated on the next page), where the amounts of the transactions relating to the individual categories are added up, includes not just a column (D) where the full year’s budget/cash-flow for each category can be entered but also columns (H-S) for entering the monthly cash-flow/budgets.

Monthly Budget - FYE: 31-Dec-16																
	Actual To 31-Dec-16	Full Year Budget	Budget to 31-Dec-16	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	SumCheck: Year Total
Better Living Charity																
RECEIPTS																
R1-VOLUNTARY INCOME																
R1-Membership	2,550.00	2,500.00	2,500.00	1,500.00	750.00	250.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	OK
R1-Donations	2,863.70	3,000.00	3,000.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	OK
R1-GiftAid	0.00	800.00	800.00	0.00	0.00	0.00	0.00	600.00	0.00	0.00	0.00	0.00	0.00	200.00	0.00	OK
R2-INCOME GENERATION																
R2-Fundraising	0.00	240.00	240.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	OK
R3-INVESTMENT INCOME																
R3-Interest-Bank Accounts	0.00	12.00	12.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	OK
R4-CHARITABLE INCOME																
R4G-GENERAL FUNDS																
R4G-ConfRegistrations	1,350.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	OK
R4G-Miscellaneous	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	OK
R4R-RESTRICTED FUNDS																
R4R-SafeAtHome	11,832.46	11,250.00	11,250.00	0.00	7,500.00	0.00	0.00	0.00	0.00	0.00	3,750.00	0.00	0.00	0.00	0.00	OK
R4R-BetterEating	12,500.00	12,500.00	12,500.00	4,500.00	0.00	0.00	4,000.00	0.00	0.00	0.00	4,000.00	0.00	0.00	0.00	0.00	OK
R4R-HealthMatters	3,905.39	4,000.00	4,000.00	0.00	0.00	2,500.00	0.00	0.00	1,500.00	0.00	0.00	0.00	0.00	0.00	0.00	OK

For categories (eg: Donations, row-3, in the example) where the receipts/payments are expected to be regular throughout the year, the monthly amount is just 1/12th of the annual amount and, by default, is calculated/entered by formulae.

For categories (eg: Membership, row-2 in the example) where the receipts/payments are dependent on the time of year, the expected amounts in each month (including zero) are entered by hand (overtyping the default formulae).

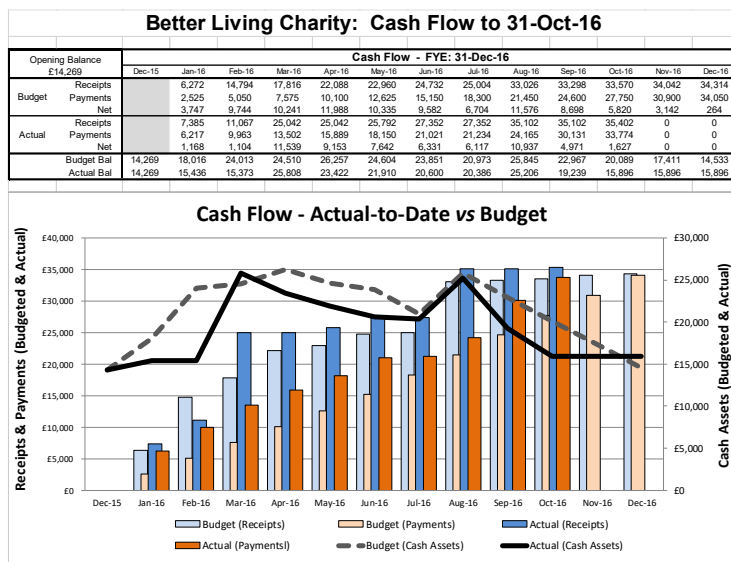
The “OK” in the right hand column is just a sum-check to ensure that the “cash flow” amounts entered for each month do actually add up to the “budget” amount entered for the year.

That’s it. That’s all that is necessary.

Once the monthly CashFlow/Budget figures have been set up (usually just once, prior to the start of the financial year) all that is required is that the transactions records are kept up-to-date. The figures for actual receipts and payments to date for the CashFlow/Budget reports are updated automatically “in real time” as the transaction records are being entered. And the corresponding figures for the expected receipts and payments to date are calculated from the relevant columns in H-S of the Categories worksheet – the relevant columns being determined by the Budget Report Date selected at the top of the Budget worksheet.

And the Cash Flow worksheet shows the same figures aggregated into a summary table and displayed in a graphic form.

The vertical bars show how the total receipts and payments are progressing as the year progresses. The lighter coloured bars represent the cash-flow/budget and the darker-coloured bars the actuals. The broken line represents how much money the charity was expected to have month-by-month (including its reserve brought forward from the previous year) and the solid line represents how much money the charity actually has.



The illustration shows that the charity had set itself a balanced budget – over the year it was expecting total income to match total payment, leaving the charity at the end of the year with roughly the same amount of reserves as it started with (the broken line). But much of its receipts come in the early part of the year, creating an early rise in reserves which then gets used up as the year progresses. In the event, receipt of one of the early grants was delayed, causing the actual reserves (the solid line) to fall significantly below the predicted until the following month. Thereafter, although the charity’s receipts were slightly higher than expected, so too was its payment, leaving its actual reserves lower than expected. This improved a bit around the middle of the year – helped by the receipt, as expected, of another tranche of grant. But as the year progressed the deficit widened again. The illustration is just an interim report (as at the end of October, with another 2 month of the year remaining), so the actual figures for November & December are not known. But what the cash-flow/budget report shows is that, with no more significant receipts expected at the end of the year but, with significant payments still to be made, the financial year looks like ending with a net deficit, *ie*: with less money in reserves than it started with.

The “good news” is that, having started the year with more than sufficient reserves, the charity is not going to end the year in financial difficulty. But, when setting the budget/cash-flow for next year, the Trustees will certainly be wanting to look carefully at why they had under-estimated the charity’s expenditure for the current year.

4. Within-Year Budget Adjustments

It is a matter of contention whether or not budgets (*ie*: the anticipated cash flow) should be adjusted to adapt to variations in the actual cash flow as the financial year progresses. For example: if by month 3 the income to date is higher than expected (*ie*: higher than set in the year budget) should the budget for the rest of the year be adjusted upward to reflect the month 3 position?

There WILL be occasions from time-to-time where such adjustments are appropriate. For example: if the charity were to receive a one-off large unexpected legacy.

But in general it is strongly recommended that month-by-month anticipated budget figures should NOT be adjusted to follow the month-by-month actual cash flow.

Monitoring the month-by-month differences between the anticipated budget figures and the actual cash flow figures is an important and valuable tool for monitoring and managing financial risk. The difference between the anticipated and actual figures draws the attention of the Trustees to the fact that some of their assumptions in setting the budget had not been met. That then provokes and allows them to consider the reasons for the discrepancy and, in particular, to consider whether the discrepancy highlights an ongoing change in the charity’s financial environment with significant implications for the charity’s long-term plans and intentions?

By adapting the anticipated month-by-month budget figures to correspond with the actual cash flow figures tends to mask the discrepancies and, therefore, their significance and long-term implications. That, in turn, can reduce the effectiveness of planning subsequent years’ budgets. In extreme cases

Treasurers have been known to brag that they brought their charity's finances "in on budget" by regularly adapting the budget to match the actual cash flow.

5. Simple is Beautiful ?

Budgeting and, particularly CashFlow, ISN'T "rocket science" – as it's sometimes made to appear.

It's simple and straightforward – something that we all do naturally in the normal course of our lives.

It can become rather tedious and time-consuming when a charity has decided that it wants its receipts and payments broken down into a rather large number of categories.

So, as indicated elsewhere, when designing the structure of the charity's accounts it is advantageous to try to maintain a pragmatic balance between creating an excessive number of categories which makes their management and interpretation cumbersome and creating too few categories leaving all but the largest variations obscured.

It is true that designing a spreadsheet or other accountancy software to do all the calculations automatically requires more than "typical amateur" programming skills.

But, as the Small Charity Support "Simple Accounts System" illustrates, once the core design has been established that does NOT mean that any special expertise – particularly external expertise – is required to create, understand and manage budgets and cashflows on a day-to-day basis.