



Our charity and not-for-profit solutions

How our specialist advisory team can support you



Whatever your needs, we will work with you to tailor our service offering to suit you, with an ultimate focus on helping you prosper.

Helping you prosper



A broad range of specialist charity and not-for-profit services

We like to work in partnership with our clients, maintaining close, supportive relationships that provide valuable input.

Our work with not-for-profit (NFP) organisations forms an integral part of our business. We are proud to have experience advising a wide range of clients across the sector, including grant making trusts, international charities, educational bodies, academies, membership associations, and many other charities and trusts across the UK. The spectrum of organisations in the not-for-profit sector is what makes it unique and what makes us passionate about the services we can offer.

We provide tailored audit, accounting and taxation services to help you maintain a financially sound organisation, allowing you to focus on meeting your core objectives.

This document sets out our key offerings with information on each service. You will also find contact details for the relevant expert at UHY Hacker Young who will be able to assist you.

Whatever your needs, we will work with you to tailor our service offering to suit you, with the ultimate focus being on helping you prosper.

Our national specialists are committed to providing a comprehensive range of audit and accounting services specifically tailored to meet the needs of charities and not-for-profit organisations.

Our key NFP service offerings

The following are just a few of the specialist areas that our team can support you with. A list of key members of our team and their profiles and contact details can be found at the back of this booklet.

ASSURANCE

External audit

You need external auditors who understand your operations, your strategic objectives, and your sector, and who are committed to your success by providing proactive advice that adds value to your operations.

Our annual audit provides far more than just statutory compliance. We audit NFP organisations across the spectrum of the sector, from local charities of varying sizes to major national organisations, including three of the UK's top ten grant giving foundations. We bring a wealth of experience to each engagement and will draw on our expertise to provide real commercial advice.

We are proud of the diverse nature of our ever-growing audit client base, but also of our partners' sector capabilities and their ability to bring real insight and acumen for the benefit of their clients.

We offer an effective and timely audit service, tailored to your timetable, with the benefit of our supportive approach. We are very familiar with your financial and regulatory environment and will use our knowledge and experience to guide you through the process and keep you up-to-date with forthcoming regulatory changes.

We make it our business to stay abreast of changes to the Charity SORP and other regulatory guidelines that charities must adhere to. We use this knowledge to proactively advise you of any necessary adjustments or developments

within your operations, and to support the smooth running of the organisation.

Independent Examinations

Under current legislation, if your charity has income that exceeds £25,000 per year, it is required to have an Independent Examination.

We offer cost-effective Independent Examinations and we will ensure that your financial statements comply with all the legal and financial reporting requirements.

Grant audits

From time to time, donors may require charities to undergo a grant audit. When this situation arises, we are on hand to offer a range of grant audits. We will spend time understanding the precise requirements and then offer a tailored service to ensure that you comply with the conditions imposed by the donor.

Our reports are clear and will conform with the relevant audit framework required; giving you confidence that you have fulfilled your responsibilities.

MANAGEMENT SERVICES

Bookkeeping

We offer a range of bookkeeping services to suit your precise requirements. We tend to recommend cloud accounting packages so that we can offer real-time support and you can review your accounts remotely at any time of the day.

Management reporting

We can review your accounting systems and the chart of accounts during the year to ensure that they are producing the information and reports required and advise you of any improvements that can be made.

Based on your information, we can work with you to produce management accounts in intervals that suit you, whether it be monthly, bi-monthly or quarterly. Before starting any assignment, we will discuss what information is important to you so we can tailor your reports accordingly.

Where possible, we will also consider your year end statutory accounts to ensure that they are joined up with your management reporting, helping your Trustees to link the two.

You will also receive advice from us during the year on the typical accounting challenges that charities face so that they are identified and dealt with before the audit.

Accounts preparation

We recognise that a charity's statutory accounts are more than just numbers on a page.

It is important that your statutory accounts tell the story of the activities of your charity, with a consistent, balanced message flowing from the Trustees' Report right through to the Statement of Financial Activities, Balance Sheet and notes.

We ensure that our clients' statutory accounts are produced to the highest standard and that they comply with the necessary disclosure requirements of the Charities SORP (FRS 102) and the

underlying Financial Reporting Standard in the UK, as well as Company and Charity Law as applicable.

Budgeting and cashflow projections

We are also able to help you develop budgets and cashflow projections. They may be required as part of finance arrangements, such as bank covenants, or they may be required for your own governance reasons. We will ensure that we understand each aspect of your organisation to make sure budgets and cashflow projections are as accurate as possible.

Payroll

As a charity or not-for-profit organisation, your staff costs may be your organisation's largest cost. You may have limited payroll resources and yet there are increasing complexities of payroll through legislative changes which affect your organisation.

We offer a full payroll compliance service using modern payroll software with BACS facilities. Our dedicated and highly professional payroll team works with accuracy, confidentiality and compliance on all payroll matters, ensuring your employees are paid correctly and on time. We are able to support you with a full range of services, including the regular payroll, whether at weekly or monthly intervals, as well as providing a full compliance service with RTI filings, and auto enrolment and pension obligations.

You can be sure that our payroll experts are up-to-date with the ever-changing legislation that affects both the execution and reporting of your organisation's payroll activities.

"UHY Hacker Young's team is responsive and has a good understanding of our organisation. At all levels of the audit team they have been friendly and have worked hard to maintain continuity and build a good relationship with us."

**Philippa Charles,
the Garfield Weston
Foundation**



We are proud of the diverse nature of our ever-growing audit client base, but also of our partners' sector capabilities and their ability to bring real insight and acumen for the benefit of their clients.

"Following a competitive tender process, UHY were unanimously appointed as our auditors. We were particularly impressed by their enthusiasm, as well as their obvious expertise in the charity and NFP sector. The team's ability to add value and their passion to work with us was clear during the tender process and continues to be evident since appointment."

Tim Hollingsworth,
British Paralympic
Association

Managing financial difficulties

If you are finding that your charity is facing financial difficulties, our team can advise on the best steps to make sure that your charity remains viable. We have a strong Turnaround and Recovery department who can also advise on such measures. If appropriate, the team can advise on a winding down of your charity and can discuss the various options that are available.

GOVERNANCE

We often provide our charity clients with tailored governance training. A selection of the most popular topics are below, which we would adapt to the circumstances of your organisation.

- Trustees' responsibilities
- financial responsibilities (aimed at the Trustees)
- conflicts of interest

We would usually recommend that our training sessions are held at the beginning or end of one of the regular Trustees meetings for your convenience and to ensure maximum attendance. We would also be happy to present on any other topics that may be of interest to the Trustees.

TAXATION

Corporate tax planning, including Gift Aid

Charities and some NFPs are exempt from corporation tax on any surpluses generated through charitable activities. However, any surpluses generated through other trading income may be subject to corporate tax.

We can assist you with all aspects of your UK tax compliance. Our dedicated tax team can advise you on tax liabilities and tax payment dates, as well as any relevant changes to the taxation system so that the impact of any change is known and planned for in advance. Our

team of tax specialists are able to provide you with a wealth of practical advice on mitigating tax exposure and can work together with you to make your strategic plans as tax efficient as possible.

Our team provides tax support to a wide range of businesses, from NFP organisations and small owner-managed businesses to publicly listed companies and multinational groups.

From completion of tax returns and tax compliance to strategic tax planning and complex problem solving, we can provide a full tax compliance and advisory service. Our range of corporate and other tax services includes:

- preparation of corporate self-assessment returns
- Gift Aid advice
- advice on tax payments
- advising on ensuring adequate structures are in place
- R&D claims and tax planning
- capital allowance claims
- assistance with tax investigations.

VAT healthchecks and advice

Charities and NFP organisations are increasingly finding that VAT is proving to be one of the most difficult taxes with which to be fully compliant, as complex rules must be applied to every purchase and sales transaction as it occurs and systems must exist to capture all of the required data. Mistakes can be hard to avoid and tax assessments and penalties may arise when they occur.

In many cases, a healthcheck will deliver VAT savings, but our primary aim is to provide peace of mind, either immediately or via a carefully evaluated route map that addresses any potential problems we find and looks at the steps that may be taken to mitigate future risks.

We can help you understand the VAT issues that affect your organisation and assist you to set up your accounting systems in the right way to produce the information you need. Going forward, you will probably be able to deal with the routine VAT returns by yourself. However, to ensure you are protected from a VAT liability in the future, we would always recommend seeking advice when anything unusual needs addressing or you are considering a new project.

Our dedicated national VAT specialists will be available to provide advisory support with any VAT-related queries that you have, including in relation to property lease issues or VAT on different income streams.

We would be happy to review your current VAT position to ensure that you have the correct compliance procedures in place, that you are maximising your cash flows, and are not exposed to material errors and unnecessary penalties.

PAYE and NIC advice

Employers are facing increasingly aggressive pursuit by HMRC over PAYE and National Insurance. As well as daily interest building up on all unpaid amounts, a late payment penalty will also be charged if less is paid than is due. A PAYE healthcheck can help you avoid these fines by reviewing your payroll procedures, checking for any potential issues with your P11d and Benefits in Kind policies, and identifying any compliance issues with National Insurance regulations.

Trusts and charitable planning

Our clients tell us that what really makes us stand out is that we actually listen to their needs and tailor our service to suit them. We are fully committed to ensuring we provide the necessary services required to manage your Trust's financial needs.

Company secretarial services

We offer a comprehensive company secretarial service. This includes ensuring that all of your filings at Companies House are up to date. We can also provide a registered office address for your charity if you consider this to be appropriate.

Technology and cloud accounting

MTD has fundamentally changed the way taxpayers report and process accounting data. It obliges the maintaining of business records in approved electronic formats and the submission of data to HMRC from that software via HMRC's Application Programming Interface (API). Businesses will be required to submit their figures on a quarterly basis.

We have a specialist MTD team who can help guide you through the changes and keep you informed about future developments.

Our clients tell us that what really makes us stand out from the crowd is that we actually listen to their needs and tailor our service to suit them.



Why UHY?

Our approach to each client is tailored to recognise your unique circumstances.

We have considerable experience in helping charities and other NFP entities deal with the financial aspects of running their organisations, from advising on the use of trading subsidiaries to sorting out the VAT position on property and fundraising ventures.

Our specialists are committed to providing comprehensive NFP audit and accounting services which tackle these and many other issues to help you maintain a financially sound organisation which is focused on meeting your core objectives.

We understand that NFP organisations are unlike commercial enterprises, and that you have unique practices and regulations. Our approach to each client is tailored to recognise your individual circumstances. This is why we always build up an in-depth knowledge of your business, to ensure we can shape our services accordingly and add value wherever possible.

Making it our business to understand yours

We make it our business to understand your organisation and the issues impacting on you as a result of changing economic forces, regulation and legislation.

Our priority is to provide our charity and not-for-profit clients with the necessary technical support they require to meet their financial and administrative challenges, and offer a professional and friendly service that is driven by the needs of your organisation.

A national team of specialists

We have a national team of charity and NFP specialists which means we have the knowledge and experience to help you wherever your charity is based.

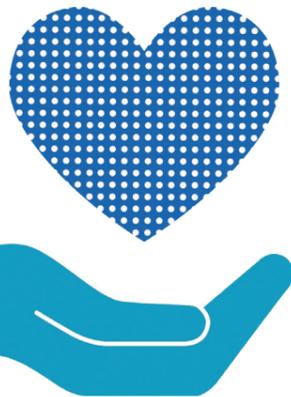
As part of our commitment to keeping our clients informed and up-to-date with the latest developments and ideas in the sector, we have a long-established charities sector blog which covers the latest issues, including any announcements from the Charity Commission, and explains how these issues could affect you.

We also produce an annual Charity Sector Outlook publication which takes a look at the issues likely to affect the sector in the coming 12 months. Our most recent Charity Outlook, along with our blogs and other useful resources, can be found on our website here:

www.uhy-uk.com/sectors/charity-and-not-for-profit/

By listening to and understanding your needs and hopes, we will develop a working method that centres around a mutual relationship of trust and commitment.

We always build up an in-depth knowledge of your business so that we can tailor our services.



A dedicated team

Our national charity and not-for-profit team has a genuine knowledge of the sector and the relevant experience to help. We have a thorough understanding of the business structures under which non-profit enterprises operate, whether that is a charity, not-for-profit organisation, or a trust. Contact one of our team members listed below to arrange a free consultation call or meeting to discuss your requirements.



Tracey Moore
Director, Sittingbourne

Tracey heads UHY's national charity and not-for-profit group and has almost 20 years' experience in the NFP sector. During her career, Tracey has worked in the not-for-profit teams of some of the top 20 accountancy firms.

Open and friendly relationships with her clients are important to Tracey and she likes to be in contact with them throughout the year, not just around the audit/accounts touchpoints. One of the aspects that Tracey really enjoys is the varied questions and challenges that her clients face and how she can support them both in advisory matters and in negotiating the 'obstacle course' of compliance.

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Subarna Banerjee
Partner, London

Subarna has more than 20 years' experience in the charity sector, with particular expertise in auditing high profile charities, housing providers, higher/further education institutions, academy schools, membership organisations and pension schemes.

Subarna's clients have included organisations such as World ORT, the British Paralympic Association, Elton John AIDS Foundation, the Garfield Weston Foundation, the Wolfson Foundation and the Health Foundation. Other clients have included the ICAEW, the Financial Services Authority and the Takeover Panel.

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Malcolm Winston
Partner, Birmingham

Malcolm is the audit compliance partner in our Birmingham office and responsible for NFP, charities and academies clients. Malcolm is a member of our national charity and NFP group and our national academy schools group.

In 2016/17, Malcolm presented to the ESFA on issues arising during the audit reporting season. Malcolm also regularly presents to Bursar and Diocesan groups on audit governance and emerging technical issues and financial matters.

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Shona Munday
Partner, Letchworth

Shona is a qualified chartered accountant with over 19 years' experience. She has a diverse background and audit experience, as well as gaining first-hand experience from the client perspective having worked for a university for six years - so she has direct experience of the challenges faced by not-for-profit organisations.

Shona looks after all the charity and NFP clients in our Letchworth, Cambridge and Huntingdon offices. She enjoys working with a range of clients and helping them develop, providing guidance and support as needed.

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Charles Homan
Partner, Brighton

Charles has a wealth of experience in the NFP sector having worked with many charities over the last 25 years, from educational charities and a pre-prep school, through to the audit of a large group of schools, including the provision of expert witness reports for the High Court for an Educational Charity.

Charles has also been a charity trustee, successfully delivering the charity's objectives.

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Harry Howley
Partner, York

Harry became a partner with UHY Calvert Smith in 2017. He works with many charities, schools and NFP organisations that are based in and around York and the

Yorkshire region.

Specialising in audit and accounting systems, he is responsible for cloud services in York, ensuring that we provide our clients with the best advice when considering changes to financial and non-financial systems.

He is also a member of the Senior Management Team of a York-based charity.

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Roland Givans
Partner, Sheffield

Roland leads our not-for-profit team in Sheffield and is the audit engagement partner for the majority of the office's charity and academy schools clients.

He is also an active member of UHY's national charity and not-for-profit sector group and has been a Trustee and treasurer of various charities, clubs and organisations.

Roland has experience of numerous industry sectors and advises owner-managed businesses as well as professional clients.

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Roger Merchant
Partner, Nottingham

Roger is a charity specialist with an excellent knowledge of charity financial reporting requirements. He has a large portfolio of charity audit clients.

In addition to audit and assurance services, he offers internal audit, due diligence and strategic advice to his clients.

Roger is a charity Trustee and Chair of the Audit Committee with Derby Museums and Warwick Care Homes. He is a governor of Leicester College. He also represents Leicester and Northampton on the National Council of the Institute of Chartered Accountants. He is a Director of Leicester Business Voice and East Midlands Housing. These external interests further extend his practical charity expertise.

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Sean Glancy
VAT Partner, London

Sean is a Chartered Tax Advisor specialising in Indirect Tax. He was a senior VAT inspector with HM Customs & Excise before moving to a Big Four firm.

He has acted for government departments, public broadcasters, local authorities, lottery distributors, research councils, charities and NFP organisations. Sean has also acted as lead VAT adviser to significant publicly funded projects announced by the Chancellor in his budget statements.

Sean has presented at charity sector events, client AGMs, trade bodies and to client board meetings. He has been involved in high profile litigation, policy changes and negotiations with HMRC.

Sean has secured over £120m in refunds and savings for clients. He was able to achieve a £7m refund for one NFP client which only had an annual income of £15m.

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The next step

For further information about the services we provide, please contact one of our experts directly using the numbers above, or on: **+44 20 7216 4600**

Our charity and NFP specialists are supported by UHY's wider national team. For further details please visit our website at: www.uhy-uk.com/sectors/charity-and-not-for-profit

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