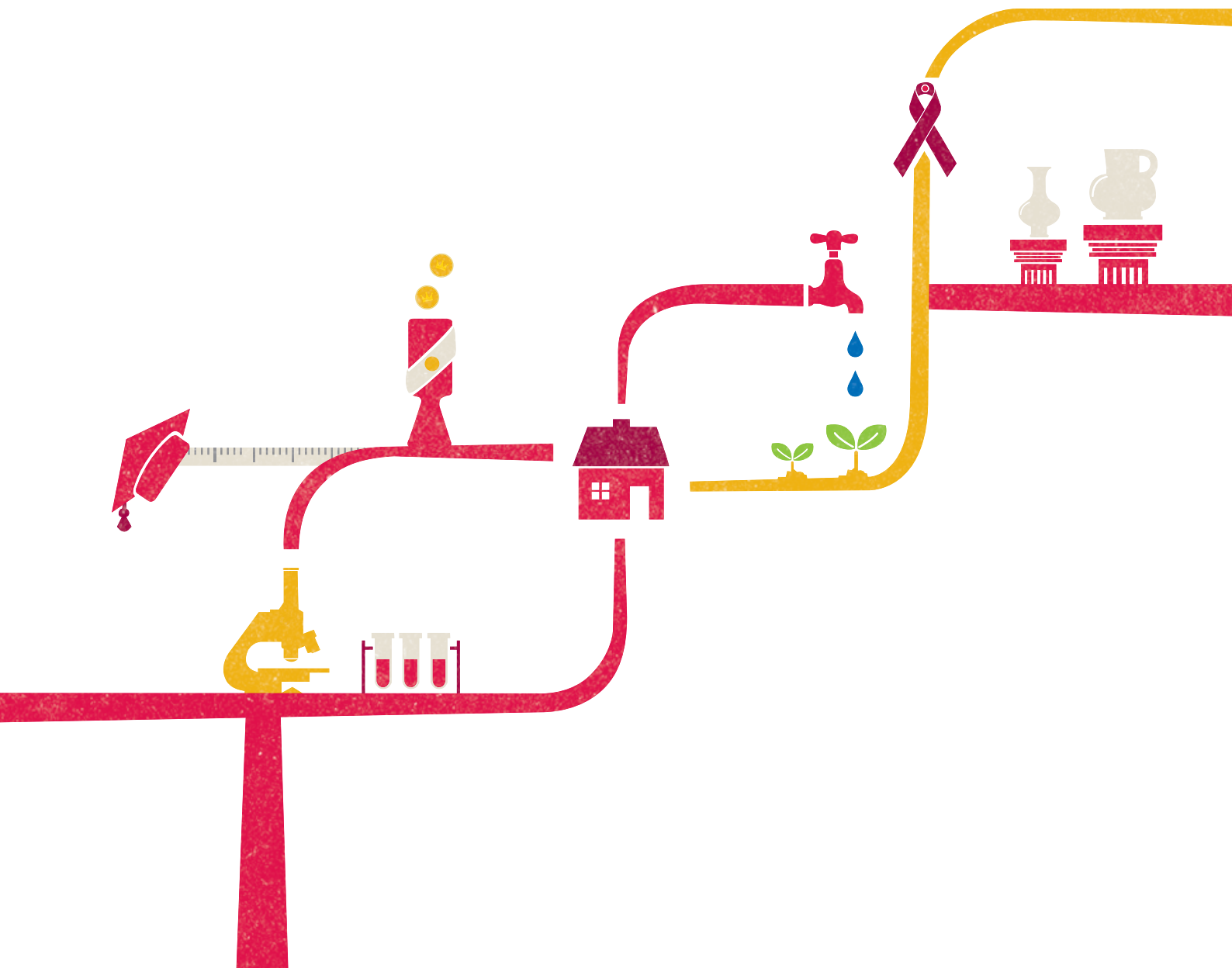




Grant Thornton

An instinct for growth™

Our global capabilities:
Not for Profit



Not for Profit: overcoming pressures to achieve aims

Not for Profit organisations including charities, social housing and education providers, continue to be buffeted by the economies in which they operate. Reduced government funding combined with lower levels of voluntary giving from individuals and corporates is squeezing income. At the same time Not for Profit organisations are being asked to deliver more.

Not for Profit organisations are responding by bringing in new skills and thinking creatively to open up new funding sources. They are also embracing new technologies and social media to communicate and support new business models. Furthermore, they are continuing to develop effective governance to meet regulatory and donor requirements.

At Grant Thornton, we understand emerging global issues through our work with diverse Not for Profit organisations and investment in industry research. This sector understanding is

applied to provide advice and tailored solutions to help you achieve your organisation's goals.

A snapshot of our research and the issues it reveals

Doing good and doing it well Australia and New Zealand

The once popular perception of Not for Profits as amateur organisations run by enthusiastic volunteers has disappeared. Not for Profits surveyed by Grant Thornton in Australia and New Zealand found a consistent trend towards adopting more professional standards in how they manage, operate and govern the enterprise. Those not moving in this direction (and their numbers are still significant) will face increasing business risks, not to mention challenges in sourcing the on-going funding necessary for a sustainable enterprise.

The research also found social media reshaping the way Not for Profit organisations market themselves and communicate with members, donors, potential funders and the communities they service. Although their use of social media varies widely, one thing is clear: Not for Profits are discovering what it can and cannot deliver. What's emerging is that, while not a silver bullet, it is one marketing and communications tool amongst many and works best as part of an integrated marketing and communications strategy.

The state of higher education in 2013

US

Research by Grant Thornton US finds the higher education sector is at a crossroads and under the scrutiny of regulators and critics like no other time in the past. Issues including affordability, soaring student (and campus) debt, and shrinking state and federal funding are raising very real questions about the sustainability of the current higher education business model. Even colleges and universities with the strongest brands and deepest pockets are not immune to the transformation that is happening in the higher education sector — and to the calls for change.

At the same time, a digital revolution in learning is radically reshaping the mode and accessibility of higher education content. Massive open online courses, or MOOCs, as well as other leveraged learning technologies, may very well be game changers. But how these trends will translate into student outcomes, and how they will be adopted by traditional colleges and universities, is still being played out. Our research found one thing is clear: Boards, presidents, provosts and CFOs need new, forward-looking strategies and action plans that will prepare their institutions for the radical change that has already begun.

Good charity governance

UK

In tough times, strong governance is more important than ever to enable charities to respond effectively and quickly to emerging risks and deliver their objectives. Good governance also matters to regulators as it promotes compliance with legislation and critically has a strong bearing on a charity's effectiveness in achieving its mission.

Grant Thornton UK's 2013 Charity governance review analyses the annual reports of the top 100 UK charities, considering structure, governance, risk management and impact. Governance, we recognise, extends far beyond Board composition and frequency of committee meetings; an organisation's culture, people and public face and how it sets the right tone are all an integral part of governance.

Our research highlighted many examples of good governance practice: the 31% representation of women on charity Boards, for example, is an achievement most corporates would envy. In other areas, compared with commercial companies, risk reporting is less well developed and charities should take steps to provide more detail as to the nature of risks they face and the steps trustees are taking to address them.

"Many leading US universities have entered the online learning space, either building their own online ventures or partnering with an existing provider."

Mark Oster
Grant Thornton US

"To follow best practice, charity trustees should link financial performance to the charity's strategy and its investment and reserves policies."

Carol Rudge
Global leader Not for Profit



Our global capabilities

Grant Thornton is one of the world's leading organisations of independent assurance, tax and advisory firms. These firms help dynamic organisations unlock their potential for growth by providing meaningful, forward looking advice. Proactive teams, led by approachable partners in these firms, use insights, experience and instinct to understand complex issues for clients and help them to find solutions. More than 35,000 Grant Thornton people across over 100 countries, are focused on making a difference to clients, colleagues and the communities in which we live and work.

Across all our service lines we have people who specialise in the Not for Profit sector. They apply their knowledge of the sector to provide tailored advice.

Our services

Assurance	Tax	Advisory
Statutory external audits	Tax planning and transfer pricing	Business risk services
Internal audits	Tax structuring	Business consulting
Information systems audit	Indirect tax advice	Transaction services
Financial review/ private company audit	Personal tax and expat tax services	Recovery and reorganisation
		Forensic investigations

35,000 people



Working across the diversity of the Not for Profit sector

We recognise the inherent diversity in the sector, having worked with all types of Not for Profit organisations. From charities and universities, to social landlords and trade unions, we understand the issues facing organisations across the globe. We offer personalised solutions to support Not for Profit organisations to deliver on their goals, while overcoming ever present financial issues and operational challenges.

Not for Profit organisations work with diverse stakeholders across government, corporates, communities and individuals. We understand the rigour and independence working with Not for Profit organisations and their diverse stakeholders requires.

**Over
100
countries**



Selected Not for Profit clients

Action for Children
Botswana Red Cross
Cancer Research
CARE International
Doctors Without Borders (MSF)
EDUCatt
National Housing Federation
Nuffield Health
Population Services International
South Bank University
The Swedish Church
Together Housing Group
University of Greenwich
WSPA

A global team

The people that work within the Not for Profit industry do so because they are passionate about the organisation and the service they provide. Our specialists combine the technical expertise you expect, with the intuition, insight and confidence gained from our extensive sector expertise and deep understanding of our clients.

Global leader

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