Centre for Charity Effectiveness

MSc/Postgraduate Diploma: Charity Accounting and Financial Management
Course Overview October 2018

Centre for Charity Effectiveness
Intellectual leadership: developing talent, enhancing performance
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MSc in Charity Accounting and Financial Management

This unique course is one of the only management courses in Europe to focus on the specific needs of senior staff and professional advisors focussed on Charity Accounting and Financial Management. This academically rigorous and practically applied postgraduate course is designed for those hoping to develop a senior management career in a charity finance function, or become an advisor, auditor or independent examiner to a charity.

It is aimed at those currently working in the sector and also at people exploring a career shift into the charity sector and consultants looking to develop their financial expertise in the charity sector.

As a student you will gain:

- An understanding of the strategic issues and organisational challenges facing charity organisations and their managers
- Relevant management competencies, leadership skills and analytical capabilities
- Insight into the different strategies and approaches commonly adopted by charities
- An appreciation of the issues of managing change in the finance function
- Access to a strong network and connections within the sector
- Confidence to pursue your career in the sector.

WHAT SETS THE CASS CHARITY ACCOUNTING AND FINANCIAL MANAGEMENT COURSE APART

Accreditation: the programme is accredited by the Institute of Chartered Accountants of England and Wales (ICAEW). Students will be eligible for the Institute's Diploma in Charity Accounting (DChA) upon completion of the Cass Postgraduate Diploma.

Both academic and applied: the course combines the academic rigour of an internationally respected business school with a highly practical and applied approach. The course is delivered by charity finance management practitioners with decades of first-hand experience and ongoing involvement in the sector. In addition we have guest lectures by senior staff or consultants presenting the latest issues and exploring the real-world challenges they face. The fieldwork exercise, a key component of the course, provides students with a unique insight into the day-to-day realities of charity financial management.

A rich learning environment: the course lecturers are among the most highly regarded in the University and several have been awarded prizes for the quality of their teaching. Personal reflection and learning is encouraged through action learning sets and the coaching opportunities that are available. We place considerable emphasis on student participation and interaction. Together with the diversity of the student cohort each year, this creates a stimulating learning environment.
All students are highly motivated graduate-level people who bring a wide range of professional competencies, skills and experience from a wide range of backgrounds.

Typically, we ask for:

- a good first degree, normally a 2.1 Honours degree or a relevant professional qualification, e.g: ACCA, CIMA, ICAEW, ICAS;
- and three or more years relevant experience at a senior level. In exceptional cases we will accept those without a degree, provided they have significant and relevant work experience.

Our students

**Tom Bilton**  
Global Finance and Operations Manager PEAS (Promoting Equality in African Schools)  
I wanted to experience a professional course at one of the world's leading Business Schools that delivered both technical specialisms and more generalist leadership and management training across all the areas relevant to running a professional not-for-profit organisation. The course offered both extremely relevant and current theory but also very practical knowledge from those working in, or running such organisations. Cass Business School really excelled at all levels.

**Nicola Silverleaf**  
Treasurer, CLiINKS  
I came to the Charity Finance MSc as a mature student, wanting to move from being a commercial Finance Director into a portfolio career, and since graduating, have achieved that. As well as working in a consulting capacity I have recently become a Trustee and Treasurer of a high profile Charity, which I would never have been able to do without the MSc behind me.

**Elizabeth Dymond**  
Director of Finance and Corporate Services, The Charity for Civil Servants  
I recently made the transition from the public sector to being a Finance Director in the Charity Sector. In advance of this, I completed the PGDip in Charity Accounting and Financial Management. I think I gained both from learning about the overall framework for charities in the UK and the current issues facing the sector, and from learning the specifics about the accounting rules and disclosure requirements for charities. Having this knowledge gave me the confidence when trying to find a job and, I believe, helped convince the trustees of my charity to appoint me. The knowledge gained on the course has also helped me settle in to my new role fairly quickly.
The aim of the Charity Accounting and Financial Management course is to enable students to develop key management competencies and analytical capabilities needed by those in leadership and management positions in charities.

The course has been developed in partnership with the Charity Finance Group, the ICAEW and leading experts. It is one of the five postgraduate courses offered by Cass Business School’s Centre for Charity Effectiveness (Cass CCE). Cass CCE inspires transformation and delivers positive change within the nonprofit sector through a mix of educational programmes, consultancy services and convening activities.

The full MSc is taught on a part-time basis over a period of two years. Alternatively, some students wish to graduate after the first year with a Postgraduate Diploma.

The first year is common to both the MSc and the PgDip and to all of the Centre’s postgraduate courses. It consists of four core modules which all students take. These core modules provide the essential underpinning of management skills for the specialist modules.

To complete the full MSc, students are required to take the Research Methods for Managers module in the second year. They may then elect to conduct six months of personal supervised research and the presentation of a 15,000 word dissertation. Alternatively, they may choose to attend the Social Enterprise module and the two taught Specialist Pathway modules of one of the other courses as a Taught Masters.

All courses are taught at Cass Business School and will require attendance one weekend each month commencing on Friday afternoon from 13.00 to 21.00 and finishing on Saturday at 17.30.

Additional attendance will be required (first year only):

- On the Induction Day (the Friday of the October weekend of the course)
- For Action Learning Set meetings (usually alternate months, on Friday morning of the teaching weekend)
- The Resource Management and Advance Charity Accounting, Audit and Taxation module exams
Charity Accounting and Financial Management modules

Advanced Charity Accounting and Financial Management

The aim of the module is:
- To provide you with advanced knowledge of charity accounting, audit and taxation principles and practice requirements.

SYLLABUS
- The SORP and regulatory framework
- Statement of Financial Activities
- Branch accounting, consolidation, mergers and associates
- Disclosure of accounting policies
- Accounting for smaller charities
- Audit/independent examination of charity accounting statements
- Main tax exemptions
- Tax effective giving
- Charity trading
- VAT.

Voluntary Sector: Financial Management

The aim of the module is:
- to provide you with an in-depth grounding of the principles of financial management applied to the charity sector.

SYLLABUS
- Strategic Financial Management and the role of the Finance Director
- Managing, including outsourcing the finance function
- Social accounting, audit and ethical investment
- Internal audit and control
- Reporting to trustees and stakeholders
- Working with, appointing, reviewing and dismissing financial advisors and services
- International Financial Issues
- Banking and Insurance
- Investment planning and decision making.

Fieldwork Exercise

The aim of this module is:
- Undertake a “tailored” learning experience centred on a 4-5 day consulting assignment on a financial project within a charity
- Negotiate a series of learning experiences including studying in an organisation different from their own
- Bridge the specific charity technical knowledge and management application modules.

SYLLABUS
- be allocated an organisation for undertaking a 4-5 day consulting project, observing and learning from it
- Use all theories and models learnt on the programme in preparation of a report containing analysis and reflection.

These two pages provide a summary of the Charity Accounting and Financial Management Specialist Modules and the four modules that students complete in their first year. Further summaries for other courses’ Specialist Modules can be found in their respective course brochures.
Core modules

**Learning and Understanding the Voluntary Sector**

This module aims to enable you to:
- Map out your learning and development needs
- Set these needs within the context of the programme
- Learn new learning and study skills
- Develop skills to research a field of study selecting relevant information whilst omitting irrelevant discourse
- Develop skills to analyse and synthesise complex information within a coherent framework
- Understand and grasp the skill of working in an Action Learning Set (ALS).

**Marketing and Fundraising**

This module aims to enable you to:
- Recognise and use the concepts, underpinning knowledge, skills and techniques to plan and develop marketing and operations systems
- Analyse marketing needs, evaluate marketing plans, in the context of applying marketing concepts to your own organisation.

**Strategy, Diversity and Governance**

This module aims to enable you to:
- Develop a broad knowledge and conceptual base in the field of strategy development, diversity and governance
- Utilise practical tools to help improve the quality of an organisation’s strategic response to the changing environment
- Become familiar with practical tools to help improve the ability of the organisation and its managers and leaders to build a diverse workforce
- Gain an enhanced appreciation of the constraints and opportunities offered by the changing governance and service-delivery frameworks which affect nonprofit organisations.

**Resource Management**

This module aims to enable you to:
- Understand the principles of resource management within the specialist context of charities.
<table>
<thead>
<tr>
<th>Module</th>
<th>Date</th>
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<tbody>
<tr>
<td>Induction</td>
<td>05 October 2018</td>
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<tr>
<td>Learning and Understanding the Voluntary Sector</td>
<td>05– 06 October 2018</td>
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<tr>
<td>Strategy, Diversity and Governance</td>
<td>09 – 10 November 2018</td>
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<td></td>
<td>07 – 08 December 2018</td>
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<tr>
<td>Marketing &amp; Fundraising</td>
<td>11 – 12 January 2019</td>
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<tr>
<td>Resource Management</td>
<td>08 – 09 February 2019</td>
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<td></td>
<td>08 – 09 March 2019</td>
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<td></td>
<td>05 – 06 April 2019</td>
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<tr>
<td>Exam*</td>
<td>03 May 2019</td>
</tr>
<tr>
<td>Advanced Charity Accounting, Audit and Taxation</td>
<td>17 – 18 May 2019</td>
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<td></td>
<td>14 June 2019</td>
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<tr>
<td>Exam*</td>
<td>12 July 2019</td>
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<tr>
<td>Voluntary Sector Financial Management</td>
<td>15 June 2019</td>
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<td></td>
<td>26 – 27 July 2019</td>
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<tr>
<td>Fieldwork exercise</td>
<td>Process to be completed by early August 2019</td>
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<tr>
<td>Course Review Day</td>
<td>06 September 2019</td>
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</tbody>
</table>

*All other modules are assessed by coursework

Teaching normally takes place between 13.00 and 21.00 on Friday, and 09.15 to 17.30 on Saturday.

An Action Learning Set session will take place on the Friday morning of each alternate teaching module (October, December, February, April, July, September).
## Year 2 – 2020

### MSC Conversion from January 2020
*(Dates to be confirmed November 2019)*

<table>
<thead>
<tr>
<th>Module</th>
<th>Date</th>
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<tbody>
<tr>
<td><strong>Research Methods for Managers</strong></td>
<td></td>
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<tr>
<td><strong>Masters by Dissertation</strong></td>
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<tr>
<td>Dissertation submission</td>
<td>21 February 2020</td>
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<tr>
<td><strong>Taught Masters</strong></td>
<td></td>
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<tr>
<td>Charity Marketing and Fundraising option</td>
<td></td>
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<tr>
<td>Social Enterprise</td>
<td>21 – 22 February 2020</td>
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<tr>
<td>Fundraising</td>
<td>20 – 21 March 2020</td>
</tr>
<tr>
<td>Exam</td>
<td>29 – 30 May 2020</td>
</tr>
<tr>
<td>Strategic Charity Marketing</td>
<td>19 June 2020</td>
</tr>
<tr>
<td><strong>Grantmaking, Philanthropy and Social Investment option</strong></td>
<td></td>
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<tr>
<td>Social Enterprise</td>
<td>10 July 2020</td>
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<tr>
<td>Principles and Practices of Grantmaking</td>
<td>20 June 2020</td>
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<tr>
<td>Management of Grantmaking</td>
<td>29 – 30 May 2020</td>
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<tr>
<td>Exam</td>
<td>19 June 2020</td>
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<tr>
<td><strong>NGO Management option</strong></td>
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<tr>
<td>Social Enterprise</td>
<td>10 July 2020</td>
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<tr>
<td>NGO Management: The strategic issues</td>
<td>20 June 2020</td>
</tr>
<tr>
<td>Exam</td>
<td>21 – 22 February 2020</td>
</tr>
<tr>
<td>Managing NGOs: People and Practices</td>
<td>20 – 21 March 2020</td>
</tr>
<tr>
<td><strong>Voluntary Sector Management option</strong></td>
<td></td>
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<tr>
<td>Social Enterprise</td>
<td>15 – 16 May 2020</td>
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<tr>
<td>Organisation, Leadership and Change</td>
<td>12 June 2020</td>
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<tr>
<td>Managing People and Quality</td>
<td>13 June 2020</td>
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<tr>
<td><strong>Management of Grantmaking</strong></td>
<td></td>
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<tr>
<td>Social Enterprise</td>
<td>24 – 25 July 2020</td>
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<tr>
<td>NGO Management: The strategic issues</td>
<td>24 – 25 July 2020</td>
</tr>
<tr>
<td>Exam</td>
<td>24 – 25 July 2020</td>
</tr>
<tr>
<td>Managing NGOs: People and Practices</td>
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</tbody>
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The Faculty
Charity Accounting and Financial Management Faculty

Paul Palmer
Paul Palmer is the Associate Dean for Ethics, Sustainability and Community Engagement at Cass Business School as well as the Centre’s Course Director for the specialist charity Masters programmes.

As the author of several books on charity finance and governance, he also contributes to NCVO’s web-based helpline and is a member of the Charity Commission’s SORP committee. Previously he worked in senior positions in the voluntary sector.

Andrew Hind
Andrew Hind is a Visiting Professor in Charity Governance and Finance. He is the joint module leader for Resource Management and Voluntary Sector Financial Management with Professor Paul Palmer. He was previously the Chief Executive of the Charity Commission and former editor of the Charity Finance Magazine. His senior charity finance director roles include Barnardos and Action Aid.

Mark Salway
Mark has a wealth of global experience in developing and implementing strategy, plans and KPIs and developing financial innovation and new funding models including crowd funding, social finance and social impact investment. Mark has worked to form financial strategy and growth plans for CARE International, Depaul, Tomorrow’s People, Edexcel, The Children Society and Cats Protection.

Kate Sayer
Kate Sayer is a Partner at SayerVincent, NonExecutive Director of Development Initiatives Poverty Research Limited and Trustee of the Association of Chairs as well as a Visiting Fellow at Cass Business School.

Kate teaches the Introduction to Charity Accounting on the Resource Management module, and will be co-leading the Adv. Charity Accounting, Audit and Taxation module.

Alex Skailes
Alex Skailes is a Director at Cass and leads the consulting and professional development practice that sits within Cass’ Centre for Charity Effectiveness.

She is an experienced strategy and finance director with a successful track record of advising and leading clients in the nonprofit and private sectors. She believes passionately in the power of cross sector working.

Guest Lecturers include:

- Don Bawtree: Partner and Head of Charity Unit, BDO Stoy Hayward
- Paul Breckell: CEO, Action for Hearing Loss
- James Brook-Turner: Finance Director, Nuffield Foundation
- Geoff Burnand: Social Finance
- Jim Clifford: Partner, BWB
- Kenneth Dibble: Head of the Legal Division, Charity Commission
- Graham Elliott: VAT Partner, Withers
- Neil Finlayson: Head of Charities, Kingston Smith Chartered Accountants
- Stephen Fisher: Hays MacIntyre
- John Harrison: Visiting Professor in Charity Investment, formerly CIO of UBS Asset Management
- Bob Humphreys: Oxfam
- Rick Payne: ICAEW Finance Innovation Lab
- Adrian Poffley: World Bank
- David Rowe: Head of Charities Unit, UBS
- Julian Smith: Partner, Farrer and Co
- John Tate: IT Advisor
Core Faculty

The faculty represents a combination of leading academics and practitioners.

Justin Davis Smith is a Senior Research Fellow at the Centre for Charity Effectiveness, Cass Business School. He was previously Chief Executive of Volunteering England, Director of the Institute for Volunteering Research and Executive Director of Volunteering at NCVO. He has over 20 years researching and leading in the volunteering movement and has advised the UK Government and the United Nations on the development of volunteering policy.

Dr Peter Grant is Senior Teaching Fellow in the Faculty of Management and the Academic Leader on the MSc Grantmaking, Philanthropy and Social Investment programme. Peter worked in the Arts and then as Director of an inner city charity for eight years. He joined Sport England at the inception of the National Lottery where he was respectively Deputy Director of Operations and then Head of Public Affairs and Development. From 1999 to 2004 he was Director of Operations of the New Opportunities Fund.

Professor John Hailey is a Senior Teaching Fellow at Cass Business School and the academic leader on the MSc NGO Management. He is also an independent consultant. Formerly, he was Professor of International Management and Deputy Director of Oxford Brookes University Business School, Director of the International Development Centre at Cranfield School of Management, and a Research Fellow at the East West Center in Hawaii. He was also one of the founders of the Oxford-based International NGO Training and Research Centre (INTRAC), and was the first Director of INTRAC’s Praxis Programme which was established to inform the development of new approaches to capacity building and managing change.

Professor Stephen Lee is Academic Leader for the Charity Marketing and Fundraising programme. He is an active researcher and leading commentator on strategy development, marketing, fundraising, ethics and nonprofit governance issues. He entered the nonprofit sector in 1982 as Deputy Chief Executive at the Charities Advisory Trust and Directory of Social Change. Following further senior appointments in the sector, he held the post of Director of the Institute of Fundraising (IOF) for a period of eleven years.

Atul Patel is a Senior Teaching Fellow and the Academic Leader on the MSc Voluntary Sector Management. Qualified in social work, he has spent more than 15 years working in the nonprofit and statutory sectors. His particular interests are in management development, strategy development, diversity development, assessment of complex staffing situations and advising trustees.
**Course fees**

The fees for the programme are:
- **Year 1 (Postgraduate Diploma):** £6,120
- **Year 2 (MSc Conversion):** £3,570

First year fees can be paid in two instalments. The first must be paid in order to complete registration. Students pay the second instalment at the end of January. If sponsored, the sponsoring charity will be invoiced around the start date of the course. Sponsoring Charities can by request pay the second instalment in the first week in April 2019 on receipt of the invoice. Any deposit paid to secure your place will be deducted from the first instalment.

For those converting the diploma to MSc the fee of £3,570 is payable as a single payment in the second year.

For any further enquiries, please contact the Charity Programmes Office charityapps@city.ac.uk

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**Application**

Apply for the course by completing the online application form, using the Apply Now button on the following page:


Please attach a current CV and a personal statement to your application to show the breadth and relevance of your experience which it may not be possible to detail on the online form.

Please provide details for one academic and one professional reference or two professional references, depending on which is more relevant to your background in the past 3-5 years.

In order to participate fully in the collaborative learning process, all students who have not previously studied in English must sit an IELTS exam. The required IELTS level is an average of 7.0 with a minimum of 6.5 in writing.

If you are not a native English speaker but have been studying in the UK for the last three years it is unlikely you will need to take the test. Please submit a copy of your most recent English language test/qualification along with your application and a decision will be made by the Admissions Panel.
Our enduring mission is to drive transformation in the sector. We will continue to innovate, enable outstanding leadership, and deliver sustainable change through applied research, professional development programmes and consultancy to both support the sector in the UK and internationally.

We are the sector’s academic convenor. We are the place where students can gain world class Masters degrees, where charity leaders come for cutting-edge professional development and to meet and network with peers and share their experiences and ideas.

Our inspirational alumni lead some of the UK’s most successful charities and return regularly for professional development, consultancy services and networking. They are core to delivering our ongoing mission to drive transformation within the sector and society.

Find out more about us: www.cass.city.ac.uk/cce
Cass Business School
In 2002, the School was renamed Sir John Cass Business School following a generous donation towards the development of its new Bunhill Row premises.

Sir John Cass’s Foundation
Sir John Cass’s Foundation has supported education in London since the 18th century and takes its name from its founder, Sir John Cass, who established a school in Aldgate in 1710. Born in the City of London in 1661, Sir John served as an MP for the City and was knighted in 1713.