



Centre for Charity  
Effectiveness

In today's challenging world, charities are needing to become more agile and resilient to ensure sustainability and growth.

In partnership with BWB, Cass Centre for Charity Effectiveness (Cass CCE) is delighted to present this course, designed to help charity leaders reframe their financial strategies to maximise impact, become more resilient and develop new models.

The course will be highly interactive, allowing senior-level speakers to share their practical knowledge, enabling you to make lasting change in your organisations.

**BWB**  
Bates Wells Braithwaite

# Building Financial Sustainability & Re-imagining Organisations

## How the course works:

This course helps charity professionals and Trustees to reflect on the changing landscape and develop strategies to evolve or reframe their organisations. This will involve developing new business models and exploring techniques to proactively respond to a changing landscape.

Starting with strategy and focusing on impact, it will then develop ideas on financial sustainability, growth, implementing change and finally getting this change to take root, to develop profound change.

It will also enable participants to network, share and learn from those with similar issues.

In order to minimise the disruption to busy schedules, the programme is structured so that you come together for two days in October and two days in November.

## Who should attend?

- CEOs
- Finance Directors
- Business Development Managers
- Trustees

## Benefits of the course for you:

- Develop your knowledge of cutting-edge tools and tactics
- Create an opportunity for self-reflection and peer-to-peer learning.

## Benefits of the course for your organisation:

- Drive organisational change by developing new knowledge and skills
- Generate new thinking about strategy, financial sustainability and growth
- Develop a set of responses to ensure that your organisation can thrive in a tough operating environment.

The sessions are followed up with course materials and additional support from Cass CCE and BWB.

## Change framework:

Each participant will leave the course with a framework on how to create change for their organisation. This is based on our Cass CCE RISE Framework©.

*"Very well thought through with brilliant presenters and innovative, current, relevant, thought provoking presentations and discussions."*

*"All of the sessions were very strong, with little gems of advice delivered throughout the course."*



### Peer group learning:

Peer learning is a critical part of our course, and we will do this through group work. We will also ensure that a tutor is on hand for a 30 minute telephone call and to provide ongoing support.

### Course details:

The cost of the programme is £995, which covers all four days including a 30 minute tutor phone call and a drinks reception. The course fee does not include overnight accommodation.

### For more information:

Visit [www.cass.city.ac.uk/cce](http://www.cass.city.ac.uk/cce) or email [CassCCE@city.ac.uk](mailto:CassCCE@city.ac.uk)

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*The tutors, sequence and content of units and exact timings of the programme may vary.*

The course will be led by Mark Salway, Director of Sustainable Finance, Cass Centre for Charity Effectiveness and Sarah Ramsey, Founder, ForGood.Network and Cass CCE Consultant

Each session is run by an external speaker along with a course lead. Last year's speakers included Chris Wright, Catch-22; Martin Houghton-Brown, St John's Ambulance, Chris Kinsella, Victim Support; and Geetha Rabrindrakumar, Big Society Capital, along with a wide range of other Cass consultants.

#### Setting strategic direction?

The first two days will focus on navigating the landscape, and identifying your future strategic direction.

#### Implementing thoughtful change?

The following two days will focus on practical tools to ensure sustainability and growth, together with how to implement change and make this last.

#### Unit one: Horizon scanning

16<sup>th</sup> October 2018

This unit sets the context for the workshop with a discussion on the shifting political and economic landscape, and how the sector is evolving and adapting in response.

#### Unit two: Re-imagining organisational business models

16<sup>th</sup> October 2018

This unit will consider the various business models and approaches to resource management, exploring the advantages and issues with each.

#### Unit three: Operating in tough times and cost recovery

17<sup>th</sup> October 2018

This unit provides tools and promotes ideas on how to operate in tough times and with reducing resource. It will especially focus on cost recovery and how to ensure your organisation is effectively and properly funded.

#### Unit four: Reframing financial strategy for impact & innovation

17<sup>th</sup> October 2018

This unit focuses on financial strategy from the perspective of impact, and enables you to take focused and prioritised decisions. We will also see how innovation can create powerful change.

#### Unit five: Dynamic strategic planning

17<sup>th</sup> October 2018

This unit will discuss practical ways of managing strategic planning, decision making and governance. We will explore balancing multi-year organisational plans with a dynamic strategic approach which is responsive to opportunities and changes in circumstances.

#### Unit six: Ensuring sustainability & predictable income streams

20<sup>th</sup> November 2018

This unit will look at practical ways to review whether existing resources are used to best effect, and ways to increase impact by working in partnership.

#### Unit seven: Growth and shifting up

20<sup>th</sup> November 2018

This unit will move on to planning for growth and expansion, whether via social investment, technology or collaboration.

#### Unit eight: Management information

20<sup>th</sup> November 2018

This unit will consider how to deliver effective management information to guide your organisation.

#### Unit nine: Implementation

21<sup>st</sup> November 2018

This unit looks at leadership, decision making and risk management from the CEO and FD perspectives, considering the practical implications of driving a change programme. From Board and governance issues, to leadership vision, style and positioning, we will explore how to overcome organisational inertia to create real change.

#### Unit ten: Enabling lasting and timely change

21<sup>st</sup> November 2018

This unit will build a shared understanding of the soft skills to develop the organisation's culture with regards to innovation, risk and learning.

In teams and self-study: Develop your RISE Framework© for your own organisation.

Tutor calls: 30 minutes for each participant