



Building Financial Sustainability & Re-imagining Organisations

Reframe your strategies to maximise impact, become more financially resilient and develop new business models.

Programme overview

This programme is designed to help charity professionals and trustees to reflect on the changing operational and financial landscape and develop strategies to evolve or reframe their organisations. Building Financial Sustainability and Re-imagining Organisations (BFS&RO) will involve helping your organisation to adapt and evolve in the post Covid-19 landscape. It will also enable you to network, share and learn from those with similar issues. The programme content covers:

- Setting strategic direction and linking your future financial and funding strategy to this;
- Implementing thoughtful change, with a focus on impact and practical tools to ensure sustainability; and
- How to implement change and make this last.

Who should attend?

CEOs, finance directors, business development managers, trustees.

Benefits of the programme to you

- Develop your knowledge of cutting-edge tools and tactics to ensure sustainability
- Content reflects the changing landscape following the pandemic and the real challenges facing nonprofit organisations today
- Peer group learning forms a critical part of this programme and this is achieved through group work.

Benefits of the programme to your organisation

- Drive organisational change by developing new knowledge and skills
- Generate new thinking about strategy and financial sustainability based around your organisational impact
- Develop a set of responses to ensure that your organisation can thrive in a tough operating environment (and in the context of Covid-19).

Change framework

Each participant will leave the programme with a framework for creating change in their organisation.

Programme structure/format

- A redesigned programme for effective virtual delivery
- Five online workshops, taking place on Friday mornings
- Approximately five hours of preparatory self-study using videos provided
- A 30 minute 1:1 call with a programme tutor, to help embed learning in your organisation.

Online workshops

Five half-day online workshops covering the following topics:

- The RISE framework
- How to do a business review
- Dynamic strategy
- Ensuring financial sustainability
- Innovation
- Operating in a tough environment
- Partnerships and ecosystems
- Enabling timely and lasting change.

Dates:

Five online sessions:

- Friday 29th April 2022
- Friday 6th May 2022
- Friday 20th May 2022
- Friday 27th May 2022
- Friday 10th June 2022
- All sessions will run from 09:00 to 12:30

Plus:

- Some time outside of workshops for self-study preparation
- A 30 minute 1:1 call with a tutor, focused on your charity
- There is also the possibility of an optional face-to-face meeting as a group, after the programme has concluded. This will be confirmed nearer to the time.

Fees: £795

Programme fees cover:

- Five online workshops
- All self-study preparation and other programme materials
- A 1:1 call with a programme tutor.

Early bird rate: £650

For sign-ups by 31st March 2022.



Delivered in association
with Moore Kingston Smith



Preparation study

Participants will be expected to complete approximately five hours of preparation study in their own time before the start of the online workshop series. This consists of video presentations covering important background on key aspects of the programme, which will be discussed and expanded upon in group work sessions during the online workshops.

Preparatin video topics

- **Re-imagine** – considering business models, change and design theory, innovation
- **Impact** – social return on investment (SROI), how to manage stakeholders
- **Financial sustainability** – financial management through business models, cost recovery, management information
- **Efficiency and quality** – efficiency and effectiveness, demonstrating value for money and quality
- **Fundraising** – fundraising strategy, successful fundraising.

A re-designed programme for online delivery

Online learning doesn't have to be a step down from in-person learning, nor does it have to be dull or exhausting! We have used our growing know-how and experience within the charity sector to make the most of what works best in the world of virtual leadership learning, carefully crafting online sessions that are dynamic, relevant, participative, interactive and fun.

Programme leaders



The programme will be led by co-tutors Mark Salway and Sara Ramsey.

Mark is Managing Director at Moore Kingston Smith, NonProfit Advisory Services, and was previously

Director of Sustainable Finance for CCE. He is a Visiting Lecturer on our Charities Master's programme. Mark has extensive experience both as a Finance Director at CARE international UK and Cats Protection. He also has twelve years of consulting experience at CCE, KPMG and Moore Kingston Smith. He has also run his own businesses.



Sara Ramsey is an experienced COO, Finance Director and Advisor.

She enjoys working with CEOs and Entrepreneurs, facilitating them in transforming their visions and goals into reality.

Sara is Founder of the ForGood Network which helps organisations develop effective partnerships and maximise the impact of their networks.

You will also hear from external speakers from social enterprises and charities, all chosen for their thought leadership in these areas.

Cancellation policy:

To see our full cancellation policy please visit our website: bayer.city.ac.uk/cce-cancellation

For more information, visit:
www.bayer.city.ac.uk/cce

Centre for Charity
Effectiveness
Bayes Business School
106 Bunhill Row
EC1Y 8TZ
UK
E: CCE@city.ac.uk

@bayerCCE

