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Changing more than a name

**MSc/Postgraduate Diploma:**

Charity Accounting and  
Financial Management

Course Overview October 2021



**Centre for Charity  
Effectiveness**

Intellectual leadership:  
developing talent,  
enhancing performance

Centre for Charity Effectiveness

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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 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 Business school (formerly 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 on going 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.

# Our students

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, CAI, CIPFA, 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.

## **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. The Business School (formerly Cass) really excelled at all levels.

## **Nicola Silverleaf**

### **Treasurer and Trustee, brick by brick**

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.

# Curriculum overview

## **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 the Business School's (formerly Cass) Centre for Charity Effectiveness (CCE). 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 the Business School (formerly Cass) 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 Advance Charity Accounting, Audit and Taxation module exam.

# Charity Accounting and Financial Management modules

## Advanced Charity Accounting, Audit and Taxation

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 five core 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

## 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.

## Charity Accounting and Finance

The aims of the module are:

- To provide you with an understanding of the specialist charity accounting framework grounded in trust law and fund accounting principles and issues of financial management.

## People Management in the Voluntary Sector

The aims of the module are to provide you with an understanding of the:

- Principles of HRM within the specialist context of charities.
- Key developments taking place in the world of volunteering and the implications for involving volunteers in voluntary organisations.

## Learning and Understanding the Voluntary Sector

This module aims to enable you to:

- Map out your learning and development needs
- Learn new learning and study skills
- Understand and grasp the skill of working in an Action Learning Set (ALS).
- Understand the historical roots of voluntary action and current policy issues

## Strategy, Diversity and Governance

This module aims to enable you to:

- 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.



# Year 1 – 2021-22

Module	Date
Induction	07 October 2021
Learning and Understanding the Voluntary Sector	08 – 09 October 2021
Strategy, Diversity and Governance	12 – 13 November 2021 10 – 11 December 2021
Marketing & Fundraising	14 – 15 January 2022
People Management in the Voluntary Sector	11 – 12 February 2022
Charity Accounting and Finance	11 – 12 March 2022 01 – 02 April 2022
Advanced Charity Accounting, Audit and Taxation	20 – 21 May 2022 10 June 2022
Exam*	08 July 2022
Voluntary Sector Financial Management	11 June 2022 22 – 23 July 2022
Fieldwork exercise	Process to be completed by early August 2022
Course Review Day	02 September 2022

\*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 – 2023

MSC CONVERSION FROM JANUARY 2023  
(DATES TO BE CONFIRMED SEPTEMBER 2022)

Module	Date
Research Methods for Managers	21 – 22 January 2023
<b>Masters by Dissertation</b>	
Research Proposal Review Day	17 February 2023
Dissertation submission	14 September 2023
<b>Taught Masters</b>	
<b>Charity Marketing and Fundraising option</b>	
Social Enterprise	24 – 25 February 2023 24 – 25 March 2023
Fundraising	19 – 20 May 2023 16 June 2023
Strategic Charity Marketing	17 June 2023 21 – 22 July 2023
<b>Grantmaking, Philanthropy and Social Investment option</b>	
Social Enterprise	24 – 25 February 2023 24 – 25 March 2023
Principles and Practices of Grantmaking, Philanthropy and Social Investment	19 – 20 May 2023 16 June 2023
Management of Grantmaking, Philanthropy and Social Investment	17 June 2023 21 – 22 July 2023
<b>NGO Management option</b>	
Social Enterprise	24 – 25 February 2023 24 – 25 March 2023
NGO Management: The strategic issues	12 – 13 May 2023 23 June 2023
Managing NGOs: People and Practices	24 June 2023 20 – 21 July 2023
<b>Voluntary Sector Management option</b>	
Social Enterprise	24 – 25 February 2023 24 – 25 March 2023
Organisation, Leadership and Change	12 – 13 May 2023 23 June 2023
Managing People and Quality	24 June 2023 20 – 21 July 2023

# The Faculty

## Charity Accounting and Financial Management Faculty

### Paul Palmer

Paul Palmer is a Professor of Voluntary Sector Management at the Business School (formerly Cass) as well as the Course Director for the Charity Accounting and Financial Management course.

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.

### Mark Salway

Mark was previously FD at Care International UK and focuses on financial strategy and sustainable finance. He has a wealth of experience developing and implementing finance change as well as Management Information and KPIs. He has significant practical experience of developing social enterprise and social investment. Mark has worked to form financial strategy and group plans for Care International, Depaul, Age UK and Cats Protection.

### Guest Lecturers include:

**David Ainsworth:** Editor at Civil Society News

**Don Bawtree:** Partner and Head of Charity Unit, BDO Stoy Hayward

**James Brook-Turner:** Finance Director, Nuffield Foundation

**Jim Clifford:** Partner, BWB

**Kenneth Dibble:** Head of the Legal Division, Charity Commission

**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

**Naziar Hashemi:** Partner Crowe Clark Whitehill

**James Maloney:** Senior Associate, Farrer and Co

**Rick Payne:** ICAEW Finance Innovation Lab

**David Rowe:** Head of Charities Unit, UBS

**Joe Saxton:** Founder of NFP Synergy

**John Tate:** IT Advisor

**Cara Turtington:** Partner at Saffery Champness

### 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.

### Alex Skailes

Alex Skailes is a Director at the Business School (formerly Cass) and leads the consulting and professional development practice that sits within the 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.

### Karen Thompson

Karen Thompson has worked in the not for profit sector for over 15 years, as a Finance Director, Chief Operating Officer and also as an Assurance & Advisory partner in some of the top 20 firms. Since 2019 she has run her own business specialising in charity finance team transformation.



## Core Faculty

The faculty represents a combination of leading academics and practitioners.

**Dr Justin Davis Smith** is a Senior Lecturer and Academic Leader for the MSc Voluntary Sector Management at the Business School (formerly Cass). 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 lecturer in the Faculty of Management and the Course Director on the MSc Grantmaking, Philanthropy and Social Investment programme. He is also the overall Course Director for the Charities 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.

**Dr Rick James** is a Senior Teaching Fellow at the Business School (formerly Cass) and Academic Leader for the NGO Management programme. He has worked as a Principal Consultant for INTRAC and as an organisational change consultant in Africa, Asia and Europe for 25 years.

**Beverley Jones** is a Visiting Lecturer at the Business School (formerly Cass) co-facilitating the NGO Management specialist modules. She has over 30 years' experience in international development and politics, working with and within the civil society sector, with a strong focus on citizen-state engagement in its different forms, and more recently with governments and multi-lateral organisations..

**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 Hospice Leadership and Management module. 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 programme fees for 2020/21 are:

**Year 1 (Postgraduate Diploma): £6,600**

**Year 2 (MSc Conversion): £3,750**

Fees in each subsequent year of study (where applicable) will be subject to an annual increase of 2%. We will confirm any change to the annual tuition fee to you in writing prior to you commencing each subsequent year of study (where applicable).

First year fees can be paid in two instalments. The first must be paid in order to complete registration. Students pay the second installment at the end of January. If sponsored, the sponsoring charity will be invoiced around the start date of the course. On receipt of the invoice sponsoring charities can request pay the second instalment in the first week in April 2020. Any deposit paid to secure your place will be deducted from the first instalment.

Students applying for a PGLoan, should apply for this ensuring that the different fees in year 1 and 2 (due to the different number of credits complete) are noted.

Please send your confirmation of your payment schedule at the first possible opportunity as this will need to be noted in order to adjust the due dates.

For those converting the diploma to MSc the fee of £3,750 is payable as a single payment in the second year.

For any further enquiries, please contact the Charity Programmes Office [charityapps@city.ac.uk](mailto:charityapps@city.ac.uk)

# Application

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

<https://www.cass.city.ac.uk/study/masters/apply/charity-accounting-and-financial-management>

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.

# Centre for Charity Effectiveness

- 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](http://www.cass.city.ac.uk/cce)

Celebrating over 10 years  
inspiring transformation  
within the nonprofit sector

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