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BUSINESS SCHOOL
CITY ST GEORGE'S
UNIVERSITY OF LONDON

Centre for Charity Effectiveness

[Always learning]

bayes.citystgeorges.ac.uk



Welcome

The Centre for Charity Effectiveness (CCE)

The nonprofit world is always changing.

Forward-looking organisations in the UK and overseas are demanding education they can translate into action, to strengthen their performance and create maximum social value for their beneficiaries.

CCE was formed in 2004 through a partnership between Bayes Business School and The Worshipful Company of Management Consultants. Over the past 20 years we have been committed to empowering and supporting charitable organisations and their current and future leaders.

Having recently celebrated 20 years of CCE, we reflected on our achievements to date and also considered how we could continue to make a positive impact in the future.

As a UK specialist centre at a global business school working with nonprofits, we offer a unique blend of multidisciplinary and cross-sectoral expertise that delivers real value for our UK and international students, delegates and clients, across the areas of:

- Education
- Professional development
- Research and knowledge sharing
- Consulting.

Our academic experts work alongside practitioners and management consultants so you learn how to merge your nonprofit expertise with the mind of a business manager and the spirit of a leader.

How we work with our students, delegates and clients sets us apart. We empower individuals, allowing specialisation, greater professional self-belief and strengthened skills and behaviours. We are independent in thought, collaborative in approach and influential in impact.

We're also:

- **Passionate**
We fuel your ambition, providing opportunities, challenge and support
- **Intellectual**
We promote and challenge creative thinking through our research that pushes your knowledge boundaries
- **International**
We are an accredited member of the Nonprofit Academic Centers Council (NACC) allowing us to share learning and insights and build our international networks
- **Practical**
We ensure academic relevance through application and community engagement
- **Independent**
We promote professionalism and best practice governance through exceptional rigour, integrity and discipline.

This brochure provides just a glimpse of what we can deliver for you. If you'd like to learn more about becoming part of the CCE community of nonprofit leaders, we'd love to hear from you.

Alex Skailes

Alex Skailes
Director, CCE

Justin Smith

Dr Justin Davis Smith
Director of CCE's
Charities master's
programme



“The vision of the Centre for Charity Effectiveness is that of a nonprofit sector leading positive social change. Since our inception, we've enabled transformation for those working within and alongside the sector by improving governance performance, cultivating outstanding leaders and supporting sustainable change for organisations worldwide.”

Alex Skailes, Director, Centre for Charity Effectiveness (CCE)

Centre for Charity Effectiveness (CCE)

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bayes.citystgeorges.ac.uk/cce

Charities master's programme

A suite of five CCE master's – invest in your future

The ultimate academic qualifications for nonprofit leadership

The two-year, part-time structure of our charities master's programme allows students the flexibility of choosing the level and type of qualification (Postgraduate Diploma or MSc), and you can also either specialise in one subject through a dissertation or a further specialist taught area to complete the full master's degree. The holistic design of our courses ensures you, whatever your specialism, become integrated leaders.

Our five courses are:

Philanthropy, Grantmaking and Social Investment PgCert/PgDip/MSc

This unique course reflects the increasing interest in effective and transparent social funding in both the charitable trust and public sectors, and is designed for professionals seeking to enhance their expertise in grantmaking and philanthropy.

Modules cover

- The background of the grantmaking and the philanthropy sector
- The leadership, strategic and tactical decisions needed for optimising philanthropic activity
- Principles of grantmaking and other types of social funding and how these are applied in different institutions in a UK and global context
- Advanced management approaches to grantmaking, and other social funding, in a variety of funding organisations and contexts.

Charity Accounting and Financial Management PgDip/MSc

This course is aimed at people already working in charity finance, or those wishing to transfer financial expertise from other sectors. It 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. Students graduating from the MSc in Charity Accounting and Financial Management qualify for the ICAEW diploma in charity accounting.

Modules cover

- Strategic issues and organisational challenges facing charitable organisations within the finance function
- How to build relevant management and leadership skills and analytical capabilities
- Issues of managing change in the finance function
- Advanced financial management, audit and taxation principles and practice requirements applied to the charity sector.



“You are able to meet brilliant minds, network with others, hear about what people are doing in their organisations, share experiences, and learn while building relationships. You are able to marry theoretical with practical and that made it lively and fun so it's not rigid and just textbooks.”

Ayoola Bandele, MSc in Philanthropy, Grantmaking and Social Investment (2025)

Want to find out more?

Join an online information session to meet the Charities Programme team and to hear from previous students on the courses.

Who are the courses for?

Our courses are designed for professionals already working in the sector, or those wishing to transfer relevant skills and knowledge from experience gained in other sectors.

Charities master's programme

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[bayes.citystgeorges.ac.uk/cce-masters](https://www.citystgeorges.ac.uk/bayes.citystgeorges.ac.uk/cce-masters)

Charities master's programme

Charity Marketing and Fundraising PgDip/MSc

This course is designed for those senior professionals already working in charity marketing and/or fundraising. Combining theoretical rigour, contemporary best practice and an applied learning approach, the course is designed to challenge and help professionals become leaders in their practice.

Modules cover

- The strategic and tactical marketing, management and leadership of the fundraising function
- The effective design, development and implementation of charity marketing
- Enhancing responsible leadership through an organisation-wide perspective on fundraising and charity marketing
- Navigating complexity through strategically leveraging multiple approaches to fundraising and charity marketing.

Voluntary Sector Leadership and Management PgDip/MSc

This course is designed for those wishing to develop and strengthen their leadership and management skills within voluntary and nonprofit organisations. Aimed at those currently working in, or keen to work in the sector, it examines the skills and competencies required to lead social impact organisations in the future.

Modules cover

- Practical leadership approaches, include coaching, self-care, strengths-based models and building high performing and inclusive teams
- The tools required to build an inclusive and high-performing culture
- How collaboration can enhance an organisation's impact, with a focus on service users, people with lived experience, businesses, public bodies etc.
- Impact, as it relates to the voluntary sector, with measurement tools and models.

NGO Management PgDip/MSc

One of the only European management courses that focuses on the needs of senior staff and trustees of international NGOs. The course is designed for those hoping to develop a senior management career in international development, become a board member of an international NGO board, or work in a foundation funding work internationally.

Modules cover

- The strategic issues and organisational challenges facing the NGO sector
- Competencies required to work effectively with different people and the processes and practices involved
- The different strategies and approaches commonly adopted by NGOs
- The issues of managing change in NGOs.

Online study option

- For this course a fully online study option is available upon request.



"I really enjoyed my time at Bayes. It was a great opportunity to both learn and put things into practice with a great group of people around me."

Mark Wakeling, MSc in Charity Marketing and Fundraising (2025)



5 master's courses for
100+ working professionals per year.



Multiple scholarship/bursary opportunities for both the MSc programmes and professional development programmes.



Professional development

Cultivating outstanding leaders to help nonprofit organisations deliver on their mission

Giving you greater professional confidence, better skills and new behaviours, leading to stronger performance for you as an individual and your organisation.

Today's ever-changing nonprofit environment needs agile leaders to help organisations thrive through change and uncertainty.

Whether face to face or online, we deliver world-class professional development experiences in areas such as leadership, governance and strategy, that provide the relevance, flexibility and personalisation you need to drive your career and organisation forward.

Our core professional development programmes include:

Action learning programme

A small group facilitation using Action Learning methodology to work through real workplace challenges and opportunities.

Aspiring Chief Executives (ACE)

Designed to empower nonprofit leaders who want to become chief executives.

Confident leadership programme

We know that what got us here isn't going to be what serves us into the future.

This programme aims to help you thrive through change and uncertainty.

Inspiring financial leadership

Breakfast seminars for charity finance professionals, focusing on developing effective leadership skills. This programme is delivered in partnership with **Charity Finance Group** and **Sayer Vincent**.

Leading Edge

Introducing new, less experienced and future leaders to the essential foundations of outstanding leadership development.

New Chief Executives (NCE)

A high-quality, practitioner-focused, learning development experience for new nonprofit chief executives.

“An invaluable aspect of the programme was the opportunity to engage with a diverse group of professionals, each bringing their unique experiences and perspectives to the table. The collaborative nature of the sessions fostered deep connections, mutual learning, and a strong sense of camaraderie. The ability to listen to others' challenges and contribute to their problem-solving processes broadened and reinforced my thinking and leadership skills.”

Frida Norman, Action learning programme (2025)



Multiple scholarship/ bursary opportunities for both the professional development and MSc programmes.



6 professional development programmes with 150+ delegates per year.

Professional development
E: CCE@citystgeorges.ac.uk
bayes.citystgeorges.ac.uk/cce/professional-development

Consultancy

Your mission, our expertise

We inspire you to successfully transform the ways in which you work. We work in partnership with you and believe in learning through practice.

Unlike many management consultancies, we are a nonprofit organisation. We reinvest any surplus back into CCE, allowing us to continue driving positive social change. All members of our team are leading experts, bringing knowledge from a breadth of specialist backgrounds in the nonprofit, public and private sectors.

We help people better understand their own and their organisation's ultimate goals, offering consultancy in four key areas:



Leadership development

We understand the fundamental challenge of good leadership within nonprofit organisations of all sizes and types. We work with our clients to help them deliver long-term, lasting benefits to their beneficiaries through better leadership at all levels.



Governance

We specialise in helping nonprofits deliver impact with integrity, tailoring our approach to suit your circumstances and resources. Many of our team serve as trustees in a range of nonprofits. We don't just talk about boards – we serve on them and understand the reality.



Strategy

If your organisation has already made a significant social impact but you know you can deliver more, we can help develop your strategy to achieve the next level of growth. Strategy provides a framework for decision-making and clarifies priorities to help your organisation and your beneficiaries.

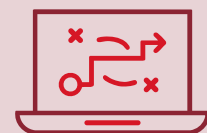


Coaching

Through high quality, tailored coaching, CCE helps nonprofit leaders to gain clarity about their own and their organisation's choices and goals and how to achieve those in ways that are sustainable and impactful.



Over
20 years of global reach
through consultancy support.



Coached
1000+
senior leaders and
100+ CEOs
in the nonprofit sector.

“Our charity was really impressed with the professionalism and efficiency displayed during our governance review. The recommendations are clear ... and it sets out an achievable starting point on our journey to better governance.”

Paul Howard, Chief Executive, Lupus UK on working with CCE

Consultancy

E: CCE@citystgeorges.ac.uk
bayes.citystgeorges.ac.uk/cce/business-services

Knowledge exchange events

Coming together as a community of professionals

CCE is a place for learning, but also an opportunity for those working within and alongside the sector to make connections, network with peers and share experiences.

We host a range of events tailored to support, and learn from, nonprofit sector professionals.

In person events

Leading figures from the charity sector share their expertise and thinking on critical challenges facing charity leaders. Previous speakers have included Matt Hyde OBE, CEO of Lloyds Bank Foundation, Helen Stephenson CBE, former Charity Commission CEO and Margaret Heffernan, author and entrepreneur.

Free recordings

To enable wider access, these events are recorded and available to watch for free on our [website](#).

Webinars

We recognise that our community is wider than London and not everyone can attend events in person. We also offer a selection of online webinar events that can be streamed globally.

Thought Leadership forums

CCE convenes several forums, such as our Leaders Breakfast series, where senior nonprofit leaders can discuss important issues in the sector, to share experiences and to stimulate forward thinking and action.

Alumni community

Our alumni develop long-lasting relationships with us, our academics, facilitators and consultants. We stay in touch with our community of over 1,500 alumni, giving them the opportunity to benefit from special offers on our services and early access to our events.



Engaged with over **8,000** nonprofit professionals in over **30** years of knowledge exchange events.



Enhanced performance for hundreds of organisations through education, professional development, consulting, research and knowledge sharing.



Knowledge exchange events
E: CCE@citystgeorges.ac.uk
[bayes.citystgeorges.ac.uk/cce/events](https://www.bayes.citystgeorges.ac.uk/cce/events)

Research and reports

Research with real-world relevance

Knowledge exchange is a key part of CCE's mission to inspire positive transformation and change in the nonprofit sector.

CCE is a practice-focused research centre committed to the application of knowledge and skill to professional work. We draw on practice to motivate and develop theory and undertake research with the view to extending practice and challenging its limits.

Grants and sponsorship from third parties, including for charity Knowledge Transfer Partnerships funded by the UK Research and Innovation Fund, help to create freely available research for as wide an audience as possible.

Our resources, including reports, research, toolkits and guides, will be of interest to anyone leading and working in a charity, helping you make the most of CCE's wide-ranging knowledge and expertise to inspire, improve and sustain your nonprofit organisation.

Future Charity Chair

A research project looking at the essential attributes that charity Chairs of the future will need to embrace.

The Chief Executive's Last 100 days

This online resource explores the key elements of a good CEO departure and ways that this can be achieved, together with some top tips from CEOs for leaving well.

Also see the recently published **Checklist for chairs** which helps guide chairs through what they need to consider during this period of great upheaval for their organisation.

Tools For Success

Our acclaimed series of guides on topics vital to the smooth running and success of a nonprofit, including compliance, governance and people management.

Building The Road As We Walk

An online resource exploring the challenges and best practice for leading through uncertainty.

Lived Experience On Nonprofit Boards

An online resource developed by CCE with input from a broad range of organisations, designed to assist nonprofits on the pathway to ensuring greater inclusion on boards of those with lived experience of the charity's cause.

Building Better Governance

Our governance good practice guides, covering the essentials of nonprofit governance and a practical approach to improving the effectiveness of your board.



Research, guides and toolkits that impact people and communities across the UK and worldwide.



Research and reports

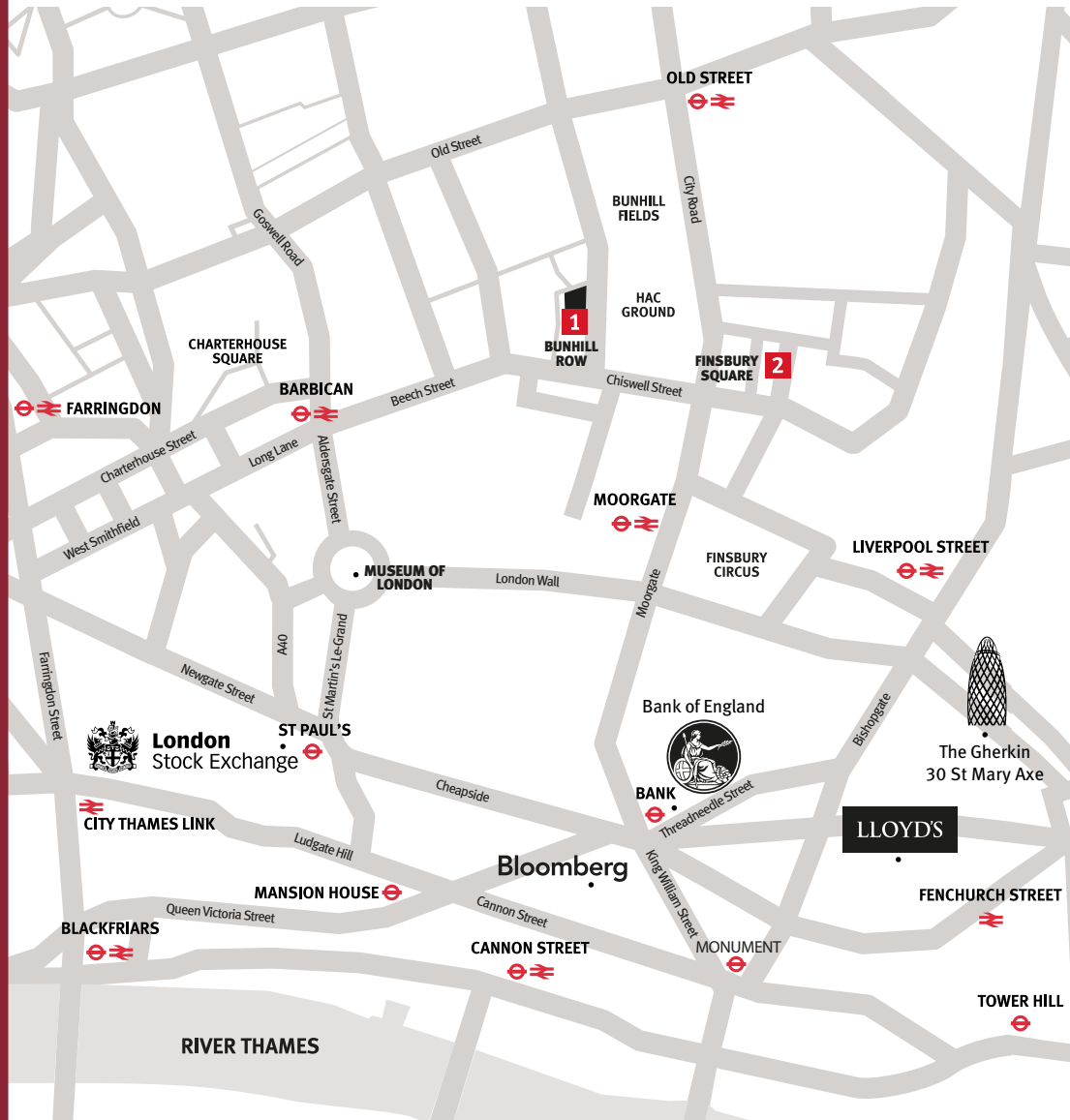
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[bayes.citystgeorges.ac.uk/cce/reports-guides-and-research](https://www.citystgeorges.ac.uk/cce/reports-guides-and-research)

Contact and find us

We hope we have inspired you to get in touch with us about our postgraduate education, consultancy services, professional development programmes and events.

Key

- 1** Bayes Business School
Bunhill Row
- 2** Bayes Business School
Finsbury Square



Contact our team
 Consultancy, professional development and events
 E: CCE@citystgeorges.ac.uk

Charities Master's Programme
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Everything we do relies on the generosity and goodwill of our supporters.

Contact the Centre on CCE@citystgeorges.ac.uk if you'd like to support our work.



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BayesBusinessSchoolOfficial



City St George's, University of London is an independent member of the University of London which was established by Royal Charter in 1836. It consists of 18 independent member institutions of outstanding global reputation and several prestigious central academic bodies and activities.



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OF LONDON**

All the information contained within this brochure was correct at the time of going to print.

