

UPSTREAM · STRATEGIC PRACTICE & INFLUENCE PROGRAMME

A business case for funding a place

Upstream is a ten-week programme for experienced communications, fundraising and marketing professionals in charities and purpose-led organisations. It is for people who are still close to delivery but are increasingly expected to set direction, advise colleagues and represent their function when decisions are made.

KEY FACTS

FORMAT	Ten weeks, online, in a group of 10 to 12
LIVE SESSIONS	Five 90-minute group sessions, a 90-minute guest expert session, a 60-minute individual session and a follow-up six weeks later
TIME	20 structured learning hours in total, around two hours in a typical week
FEE	£795 plus VAT
ON COMPLETION	Certificate showing verified structured learning hours
PROVIDER	Sarah Swaroop, Chartered Marketer

Why this is relevant to your organisation

When a role grows, the person in it usually takes on strategic expectations without a clearer remit or any reduction in delivery. Requests often arrive with the solution already decided, and work collects around whoever is most reliable. The organisation then gets less value from that person's experience than it could, because delivery leaves little room for them to advise on what the work should be.

Upstream develops strategic prioritisation, professional judgement, stakeholder influence, constructive challenge and clear ownership of work. It is not technical fundraising or communications training, and it is not coaching or a qualification.

How the learning is applied

Participants work through six short practical models and use each one on work already in front of them, so most of the practical time sits within their normal job. During the programme your colleague will:

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- 01 define what their role or function is there to achieve and use that to set priorities
 - 02 respond to a live request with a reasoned recommendation, having first clarified what the request is meant to achieve
 - 03 prepare and hold a conversation they have been putting off, after rehearsing it with the group
 - 04 change one aspect of how work reaches them or moves through the function
 - 05 write their own operating principles and a dated plan for continuing after the programme ends
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What you are likely to notice

You can expect more recommendations with the reasoning set out, more questions about what a piece of work is for before it starts, and clearer conversations about what your colleague can take on and what needs to be renegotiated. Some of those conversations may be with you, so it helps to know that in advance. The programme works best when session times are protected and there is room to try a different approach on real work.

Cost

The fee is £795 plus VAT.

An invoice is issued when a place is confirmed and is payable within 30 days. If your colleague can no longer attend, the place can move to a later cohort or to an eligible colleague with four weeks' notice before the start date.

What you receive and what stays confidential

YOU RECEIVE

- An invoice
- Confirmation of attendance and completion
- The development areas covered
- The verified learning hours

STAYS CONFIDENTIAL

- Anything your colleague writes
- Any individual assessment
- Anything discussed in their individual session

The organisation has no influence over programme content. Keeping this private means people can apply the learning honestly to real situations at work.

Who runs it



Sarah Swaroop is a Chartered Marketer and Certified Coach with almost two decades of experience in charity communications and fundraising, and works as a consultant to charities on strategy, fundraising and communications. She has led teams, commissioned work and sat on hiring panels, so she knows what makes a recommendation useful to the person receiving it.



Next steps

Places are allocated by application so that the group is well matched. No more than two people from one organisation join a cohort, and two people in a line-management relationship are placed in different cohorts.

If you would like to talk the programme through before agreeing to fund a place, or you are thinking about funding two places, contact Sarah.

SARAH@SARAHSWAROOP.COM

WWW.SARAHSWAROOP.COM

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