



Investment Readiness

Third sector sustainable investment

University of Ulster Advanced Diploma in Sustainable Investment for the Third Sector

Programme supported by:



In collaboration with:



Programme Overview

Are you a Chief Executive, Finance Manager, Senior Manager, Trustee or Director in a Northern Ireland charity, voluntary or community organisation, or social enterprise?

Public funding is under threat at the same time as the recession is impacting social enterprise activity and fundraising. Change is therefore in the air and the third sector needs to respond to the new environment. We are looking for third sector senior managers who have the mindset and the ambition to learn new skills and to engage with the new realities.

Applications are now invited for a practically orientated management development programme that is specifically geared towards those practicing managers who want to make change happen within the third sector. In doing so, they will play a key role in taking the sector to the next level in terms of enhanced strategic financial management capability as well as making their organisations investment-ready.

You'll identify the relevant social values, and meet the people who are instrumental in building businesses that embody them: those who are committed to merging economic return with social justice, democratic participation with tough-minded execution, technological innovation together with individual commitment to helping their organisations rise to the new challenges.

The programme, commissioned by Charity Bank and delivered by the Ulster Business School in collaboration with Ortus and CIPFA, will run from November 2011 until December 2012.

Workshops will be held on the Jordanstown campus on a part-time basis (two days per month during term-time) and will involve elements of theory, case studies and benchmarking, as well as a high degree of class participation and interaction.

The programme is structured around eight modules:

- Strategic and Business Planning
- Sources of Finance
- Financial and Social Impact Measurement
- Risk Management
- Financial Stakeholder Marketing
- The Procurement Process
- Embedding the Plan
- Advocacy

Applicants should:

- Be either a Chief Executive, Finance Manager, Senior Manager, Trustee or Director within a Northern Ireland charity, voluntary or community organisation, or social enterprise
- Have decision making responsibility for sourcing finance and/or managing funding once it has been secured
- Have a high level of input into the strategic financial management process within the organisation
- Have a working knowledge of Excel, Word, PowerPoint, Email,

the internet and social media websites

- Be committed to actively participating during classroom sessions

Assessment is primarily assignment based, with successful completion leading to the award of the Advanced Diploma in Sustainable Investment for the Third Sector.

The programme cost is £500 per participant.

Programme Induction

The programme begins with a comprehensive two-day induction.

Day one is held at the Odyssey Arena, in collaboration with the Belfast Giants professional ice-hockey team and their Community Foundation.

The day begins with an introduction to the programme and the programme management team, followed by a number of ice-breaker/team building activities designed around encouraging programme participants to get to know each other. The Belfast Giants General Manager will then give a presentation on the Giants Community Sporting Foundation – founded in 2000 without any grant funding and continues to be financed through corporate sponsorship and other commercial means – a model which is an exemplar of best practice in terms of sustainable investment within the third sector. Participants will then have dinner, before being invited to watch the game at the end of the evening.

Part two of programme induction is held on the Jordanstown campus, where students are introduced/reintroduced to the University and the programme of study. Participants are given a full introduction to the programme and an introduction/refresher on study skills. Participants are then invited to introduce their backgrounds and organisational contexts. After lunch, the departmental librarian conducts a tutorial on how to use the electronic databases, as well as organising a tour of the traditional book based library. Participants will then have the opportunity to meet colleagues in administrative support, as well as members of the delivery team who will support them during their year of study.

Programme Endorsements

“This is an exciting and innovative course that meets the challenges and opportunities facing the community and voluntary sector in the next decade. The programme offers participants an engaged model of developing their skills and knowledge but in a way that is directly applied to their work.”

Dr. Brendan Murtagh, Reader in Urban Regeneration, Queens University Belfast.

“A critical part of our strategy to build an enduring capacity is to help diversify support away from a sole reliance on government grants and support a number of social enterprise models that will build practices that offer more sustainable and effective solutions to age exclusion and that provide experiences, skills and knowledge to advocate with government, the sector and the business community. This is an exciting opportunity for those interested in looking at the opportunities in this area and to increase their knowledge and expertise.”

Dr. Ken Logue, Programme Executive, The Atlantic Philanthropies

“The Investment Readiness Programme for the community and voluntary sector commissioned by Charity Bank from the University of Ulster, Ortus and CIPFA is a timely and exciting initiative. The programme content looking at procurement, sources of finance and other areas such as financial and social impact measurement are important areas to be considered now and into the future. Building Change Trust is pleased to be associated with this initiative and is confident that the programme will make a real contribution to the sustainability of the sector.”

Nigel McKinney, Building Change Trust

Programme Content

Module 1: Strategic and Business Planning (20 Credits delivered over two days)

MODULE OVERVIEW

This module provides participants with the knowledge and practical skills required to develop or update an organisational strategy, as well as creating a business plan, particularly for the purposes of obtaining sustainable investment. The module focuses two key elements – strategy formulation/revision and business plan creation (excluding financial projections).

THEMES

- Strategy and business planning
- Review and revision of existing strategy
- Business plans – definitions, concepts and theories
- Business plan development and articulation

Module 2: Sources of Finance (20 Credits delivered over two days)

MODULE OVERVIEW

This module focuses on sustainable financial investment in third sector organisations. The module considers the current financial environment and explores the sources of financial available to third sector organisations across the income spectrum, including debt and equity financing. The module also enables participants

to analyse and critically evaluate third sector sources of finance and determine which combination is appropriate and realistic for their organisational context.

THEMES

- The funding environment and sustainable investment
- Sources of finance: The Income Spectrum
- Sources of finance: Balance Sheet financing
- Evaluating sources of finance

Module 3: Financial and Social Impact Measurement (20 Credits delivered over three days)

MODULE OVERVIEW

This module aims to provide participants with a critical awareness and understanding of the principles and practices associated with financial and social impact performance measurement and reporting. The module examines key financial forecasting tools and resulting statements. Social Impact measurement models are also examined, including Social Return on Investment. Performance Measurement and Reporting frameworks such as the Balanced Scorecard are also evaluated.

THEMES

- Financial measurement and planning
- Performance measurement frameworks
- Impact investing

- Social impact measurement

Module 4: Risk Management (10 Credits delivered over one day)

MODULE OVERVIEW

This module aims to develop participants' knowledge and understanding of risk management within the context of the third sector. The module focuses on providing participants with the critical insight and practical skills required to develop a comprehensive risk register, a necessity for any third sector organization intent upon engaging in sound governance practice.

THEMES

- Introduction to risk management
- Legal implications
- Risk Register models and templates
- Examples of potential risks: impact and mitigating actions

Module 5: Financial Stakeholder Marketing (20 Credits delivered over two days)

MODULE OVERVIEW

The module enables participants to apply the principles of marketing (including digital and social media marketing) to the process of securing investment. It utilises the marketing and selling process as a framework for seeking and targeting investment opportunities. Participants explore how to make a case

for investment. They also get an opportunity to present an investment pitch, based on the business plan prepared in previous modules. Further, this module explores the importance of managing financial stakeholder relationships.

THEMES

- Investment focused marketing
- Digital and social media marketing
- Making a case for financial investment
- Developing an investor pitch and financial stakeholder relationship management

Module 6: The Procurement Process (10 Credits delivered over one day)

MODULE OVERVIEW

This module aims to develop participants' knowledge and understanding of procurement and tendering and, in so doing, assist them in developing their capability to compete successfully for contracts and bids, as well as manage the ongoing relationship once the contract has been secured.

THEMES

- The procurement process and finding opportunities
- Collaborative working
- Tendering, contracting and negotiation
- Financial considerations, legal and regulatory matters

Module 7: Embedding the Plan (20 Credits delivered over two days)

MODULE OVERVIEW

This module aims to enable students to develop a critical understanding of the complexities of project management and change management involved in embedding a sustainable investment model within a third sector organisation. The module also aims to provide participants with the opportunity to critically evaluate their leadership within the context of project and change management. Collectively, the module therefore seeks to set out an agenda for embedding a strategy/business plan into a third sector organisation.

THEMES

- Principles of project management
- Models of change
- The human dimension and overcoming resistance to change
- Action Plan preparation

Module 8: Advocacy (One day workshop)

MODULE OVERVIEW

This module considers the fundamentals of policy formulation within the Northern Ireland context. Structures and functions of government, as well as good

practice for successful advocacy and lobbying are also considered.

THEMES

- Policy Formulation
- Key Government Departments: Role and Responsibilities
- Key Roles and Responsibilities within DETI and related bodies
- Northern Ireland Assembly Structures, Roles and responsibilities
- Preparing a lobbying campaign

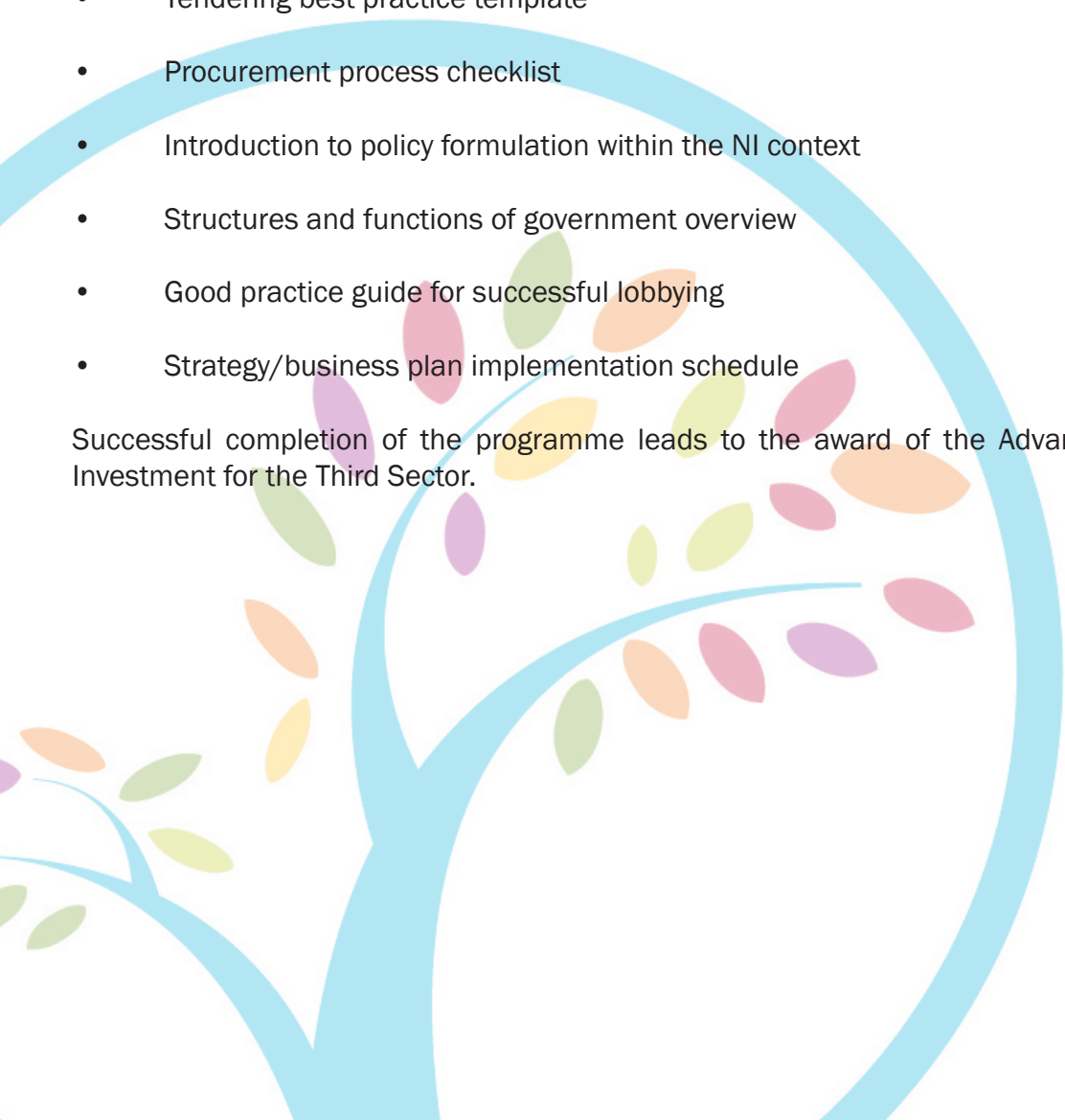


Key Programme Outputs

Assessment is primarily assignment based. The key programme outputs/assignment tasks are:

- Revised organisational strategy
- Business plan development
- Introduction to, and evaluation of, the income spectrum and debt and equity capital sources
- Financial forecasting
- Social capital measurement – method evaluation
- Introduction to Impact Assessment
- Risk Register development
- Marketing pitch development and delivery
- Digital marketing audit and action plan
- Tendering best practice template
- Procurement process checklist
- Introduction to policy formulation within the NI context
- Structures and functions of government overview
- Good practice guide for successful lobbying
- Strategy/business plan implementation schedule

Successful completion of the programme leads to the award of the Advanced Diploma in Sustainable Investment for the Third Sector.



Programme Application Form

Personal Information

Surname: _____

First Name: _____

Email Address: _____

Mobile Phone: _____

Date of Birth (dd/mm/yyyy): _____

Brief Outline of Education History

Please include Start date, End Date, Award Level, & Institution)

Brief Outline of Career History

Please include Start date, End Date, Post, & Employer)

What is your organisation's social mission?

What commercial activity does your organisation currently undertake?

What is your organisation's current annual turnover?

What is the Net Book Value of your organisation's Fixed Assets?

How many paid employees are there in your organisation?

How many volunteers are there in your organisation?

What are the key issues at the top of your management agenda?

What aspects of strategic financial management does your current role entail?

What do you hope to gain from participating on the programme

The programme cost is £500

You will be required to attend all workshop sessions including induction. Please indicate if you are in a position to do this.

Yes _____

No _____

Please return your completed forms to:

Melanie Fitzpatrick
IRP Programme Manager
Ortus
Filor Building
Twin Spires Complex
155 Northumberland Street
Belfast
BT13 2JF

OR complete your form online at www.readyforinvestment.com

