

A Report on Social Enterprise Training in the UK for



school for
social
entrepreneurs



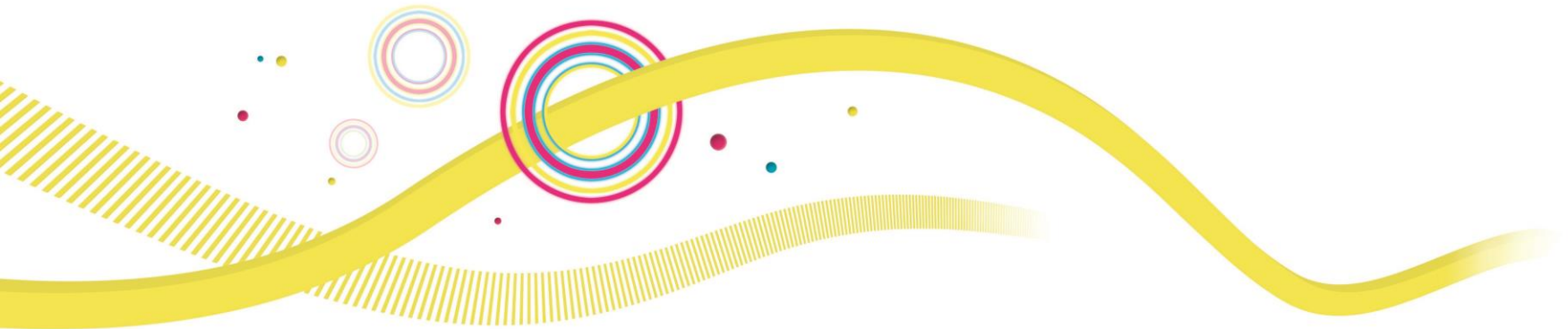
Introduction

This brief report, commissioned by the School for Social Entrepreneurs, looks at social enterprise training in the UK. In particular it examines what those who are developing, leading and managing social enterprises want and need.

The research consisted of:

- A literature review of previous research on social enterprise training
- An online survey of 449 people from social enterprises, charities, public and private sectors
- Five focus groups conducted in London and Edinburgh
- Interviews with 22 senior managers from charities, social enterprises, public sector bodies and training providers

We hope these results will help commissioners and training providers tailor their support more effectively to the needs of the sector.



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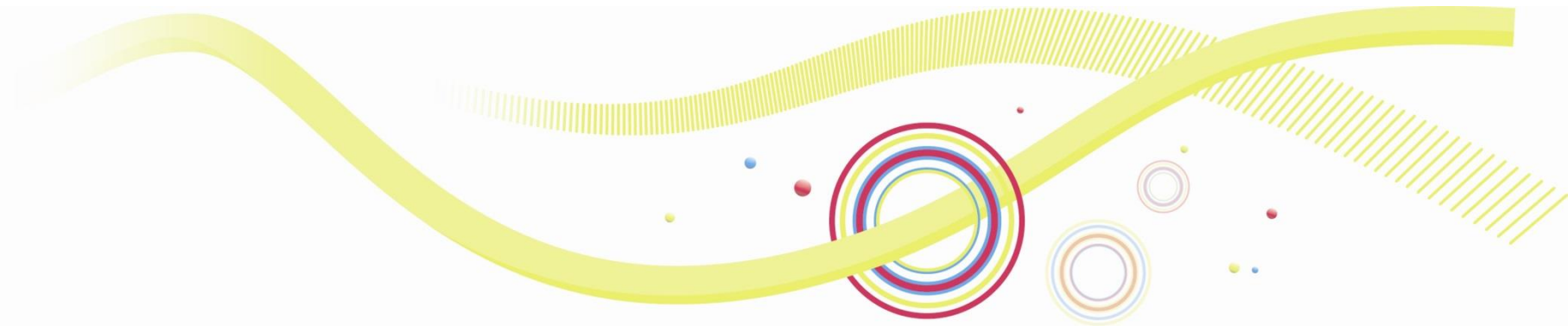
The social enterprise sector really under-invests in training

Almost everyone recognises the value of training, both personally and for the benefits it brings to their social enterprise. However amongst employees of social enterprises 20% had nothing at all invested in their personal training and development last year, and nearly half had less than £200.

2

Social enterprises under-value the true cost of training

Many social enterprises also under-value the true cost of training, with 39% saying a day's training should cost less than £50. This rises to as much as 60% in regions like the South West where long-term availability of European funding has led to an expectation of free training.



3

Lack of time is an even bigger barrier to training than cost

For most organisations engaged in social enterprise time presents a bigger barrier than cost when it comes to accessing training. Senior managers felt over stretched and over worked, and even those in large organisations worried that their teams could not cope with significant time away from their day jobs.

With this in mind it's no surprise that one and two day workshops were the most popular way to access training.

4

The value of long-term commitment

While 'quick-fix' 1 or 2 day workshops are more popular, courses that engaged people over long periods of time were found to have greater social impact. And, despite the pressures of time, an amazing 77% of survey respondents would be interested or very interested in a social enterprise training programme that required a commitment over weeks or months

5

The importance of social impact measurement

Within the social sector there is a wide and diverse range of training needs. However the single topic on which most organisations wanted training was social impact measurement. Although primarily driven by the demands of funders and investors, there is an increasing desire across organisations engaging in social enterprise activity to understand, measure and prove their social impact.

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Social enterprise a training priority

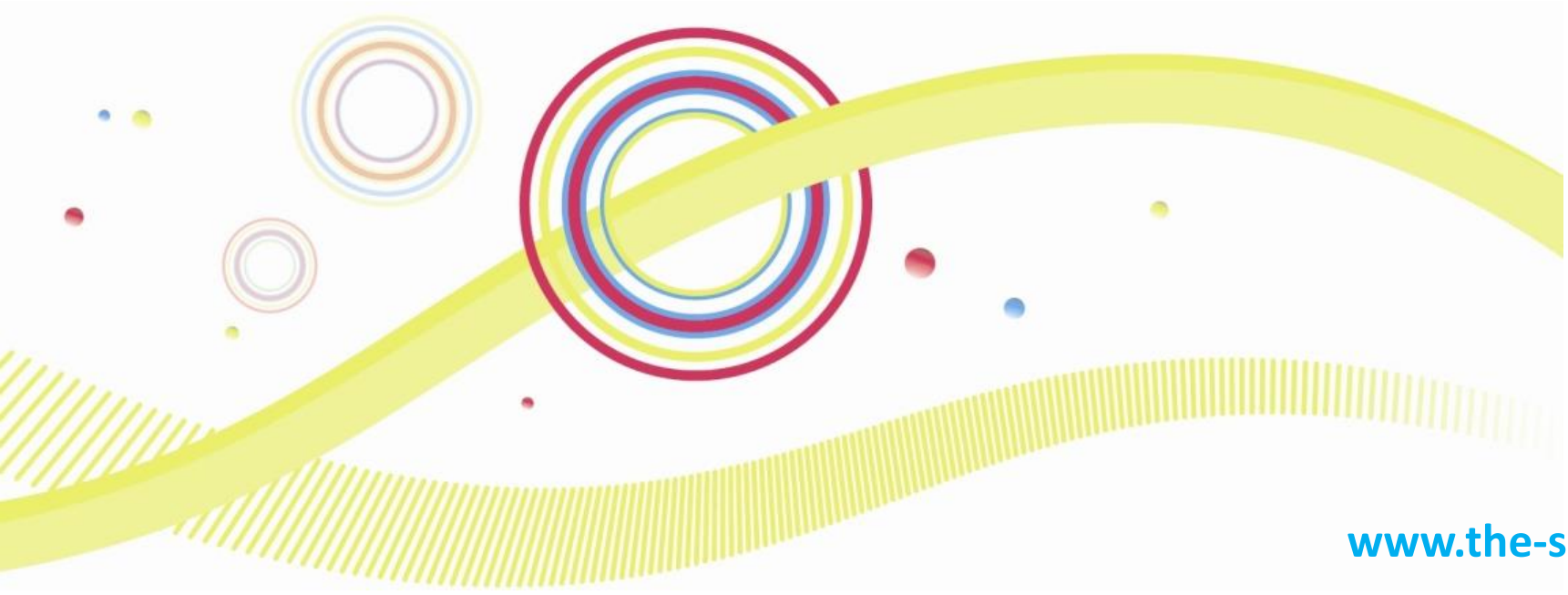
Alongside a common demand for social impact training there is also a strong demand for training in all aspects of social enterprise. Over 60% of respondents expressed an interest in receiving training on some aspect of social enterprise development with 'Managing a Growing Social Enterprise' the most popular topic



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Leadership training 'a luxury'

Numerous studies, most recently the Mary Marsh Review of Social Sector Skills and Leadership, have concluded that investment is needed to combat the lack of leadership skills and training in the social sector. By contrast, within the sector itself training in leadership and personal development are seen as luxuries, with practical solutions to immediate business concerns the priority for training.



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Training is moving online

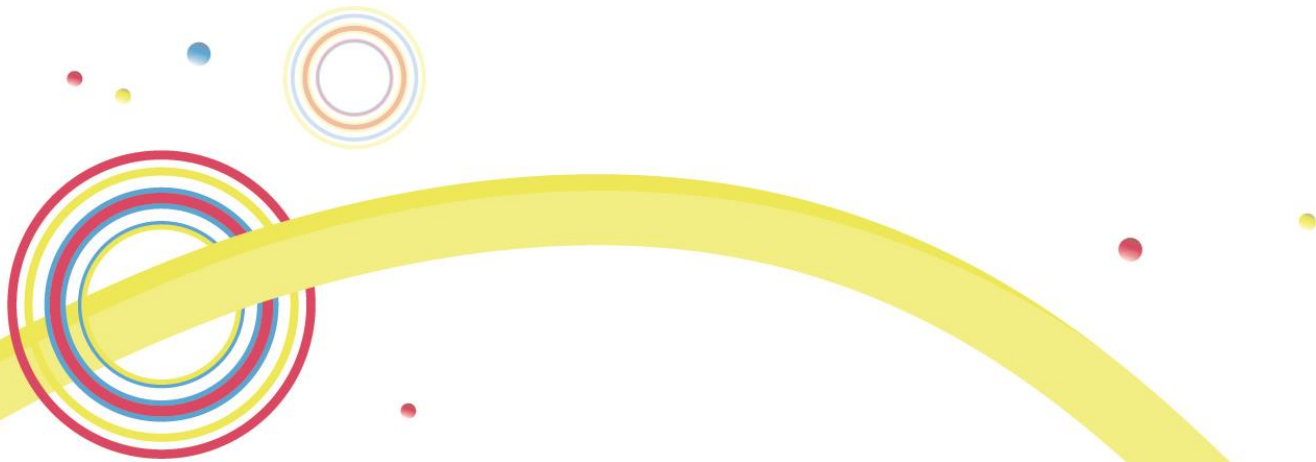
In response to the twin pressures of time and cost more training is moving online. 26% of respondents had done an online course already and 60% rated 'an online course in their own time' their first or second choice as a way to access training.

9

People value 'expert practitioners'

People in the social sector overwhelmingly want to hear from expert practitioners from their own sector. They value the hard-won experience of someone who has already walked the road they are following, who understands the particular challenges faced by social enterprises, and who can offer grounded, practical advice and guidance.

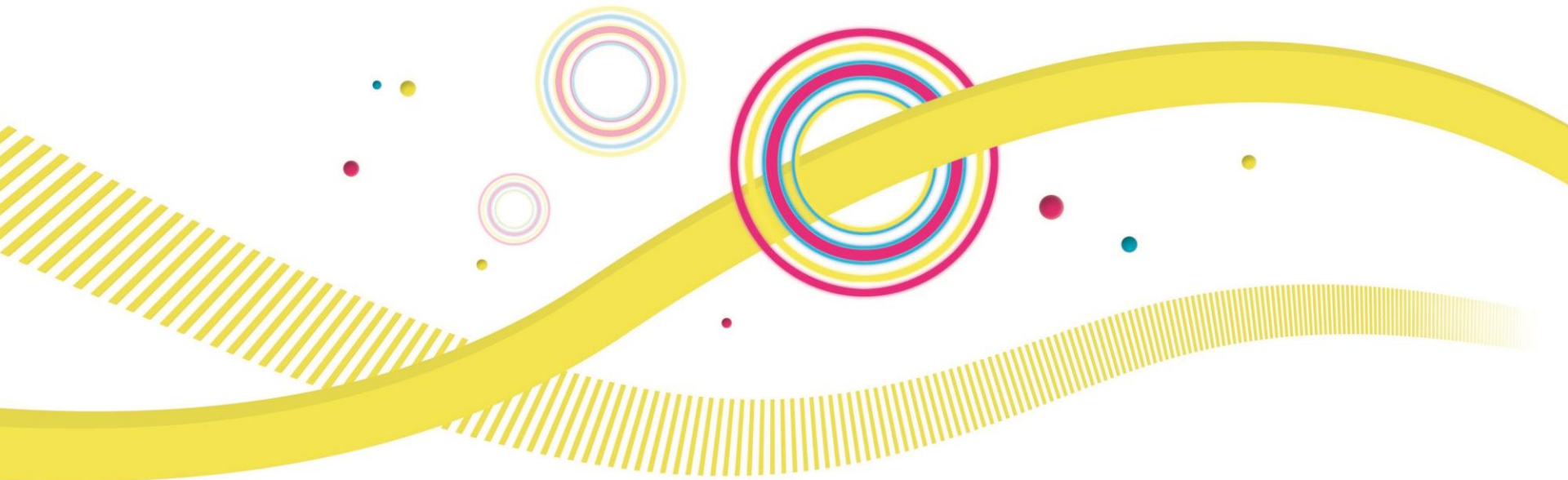
Policy experts and coaches were the least valued contributors to a course.



What does good training look like?

There was surprising consistency in what people value in their training. And it was a relief for the School for Social Entrepreneurs to discover this matches almost exactly with the model and ethos they have developed over the past 10 years.

This is what good looks like...



CHALLENGING

ENGAGING



CASE

expert practitioners

STUDIES

inspiring

outcome focussed

lively

PRACTICAL

RELEVANT

understand participants

NO JARGON

authoritative trainers

specific

dialogue

networking

TAILORED

focussed

Network

PEER LEARNING

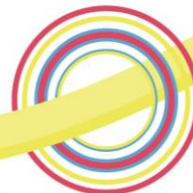
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level

INTERACTIVE



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