The Social Enterprise Training Programme  
2013

<table>
<thead>
<tr>
<th>Theme</th>
<th>Topics include</th>
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| Introduction to social enterprise and legal structures for the social economy | • What is social enterprise?  
• The political & social drivers  
• What types of social enterprise are there?  
• The social enterprise business model  
• What you need to think about before you start  
• Considerations  
  o Vision  
  o Values  
  o Ethics  
  o Governance  
  o Ownership  
  o Stakeholders  
  o Funding  
  o Financial sustainability  
  o Environmental sustainability  
  o Profit distribution  
• What is possible  
• What are the barriers  
• Understanding the different legal structures  
• The impact of the legal structure on the function of the enterprise  
• Social enterprise kite marks  
• Understanding mutuals  
• Co-Ops and social enterprise  
• Charities and social enterprise |
| Creating a strategy and business planning for Social enterprises | • Understanding and creating your Vision  
• Your vision and the social change you want to create  
• Delivering your vision; your mission  
• Creating a viable Business Model  
• The Value Proposition  
• Building sustainability into your strategy  
• Piloting, challenging and changing your business model  
• Creating a strategy to realise your vision  
• Action points and timelines  
• Business planning and business plans |
| Enterprise ideas and Innovation                                                                 | • Innovation and creativity  
|                                                                                                 | • The need for constant change  
|                                                                                                 | • Identifying and developing innovation in your organisation  
|                                                                                                 | • Sources of inspiration  
|                                                                                                 | • Creating and embedding an innovative culture  
|                                                                                                 | • Values, attitudes and the social context of innovation  
|                                                                                                 | • Creativity relevant processes  
| Leading and managing an effective social enterprise                                              | • Examining leadership and management styles and skills  
|                                                                                                 | • Motivating yourself  
|                                                                                                 | • Identifying and filling skills gaps  
|                                                                                                 | • Building, motivating and managing your team  
|                                                                                                 | • Delegation / empowerment / accountability  
|                                                                                                 | • Managing performance  
|                                                                                                 | • Coping with change  
| Practical management skills                                                                      | • Negotiation skills  
|                                                                                                 |   o Negotiation is a daily activity  
|                                                                                                 |   o Clarifying what outcome you want to achieve  
|                                                                                                 |   o The min and the max  
|                                                                                                 |   o Clarifying stakeholder support  
|                                                                                                 |   o Understanding and researching your “opponents”  
|                                                                                                 |   o Knowing when to say no  
|                                                                                                 |   o Insights into the psychology of negotiating  
|                                                                                                 |   o Understanding the basic rules and strategies – the dos and don’ts  
|                                                                                                 | • Time management  
|                                                                                                 |   o Why you need to manage time  
|                                                                                                 |   o Lists and agendas  
|                                                                                                 |   o Allocation & prioritising  
|                                                                                                 |   o Taking and keeping control  
|                                                                                                 |   o Educating yourself/educating others  
|                                                                                                 |   o Taking effective action  
|                                                                                                 | • Assertiveness  
|                                                                                                 |   o Assertive not aggressive  
|                                                                                                 |   o Knowing what you want to achieve  
|                                                                                                 |   o Understanding yourself  
|                                                                                                 |   o How you want to be perceived  
|                                                                                                 |   o Playing the part  
|                                                                                                 |   o Setting the style  
|                                                                                                 |   o Being consistent  
|                                                                                                 |   o Understanding others and their motives  
|                                                                                                 |   o Controlling emotions  
|
| Communication skills for social entrepreneurs | • Understanding what your client really wants - active listening and body language  
| | • Building empathy and relationships  
| | • Improving influence and rapport  
| | • Appropriate communication styles that engage your audiences  
| | • Presentations with impact  
| | • Using story telling/ theatre techniques/ public communications  
| | • Handling difficult situations  
| Marketing skills for social enterprises | • The value proposition - what is the value you create and how do you share that value?  
| | • Understanding and researching your market  
| | • Recognising the customer  
| | • Customer segmentation  
| | • Competitors and competition  
| | • Practical approaches to pricing  
| | • Developing a marketing strategy and a marketing plan  
| | • Creating and working your communication strategy  
| | • Building and maintaining networks  
| | • Leveraging in support  
| | • Understanding the basics of sales and selling  
| Project management | • Project management as a tool to deliver social impact  
| | • Managing people, time and resources  
| | • Practical tools and approaches to project management  
| | • Delivering quality projects  
| | • Planning for and managing risk  
| | • Change and change management in projects  
| Procurement & commissioning | • Understanding commissioning, procurement, tendering and contracts  
| | • What commissioners want  
| | • Navigating formal commissioning and procurement processes  
| | • Delivering a compelling bid  
| | • Managing the contract once you have it  
| Impact and evaluation for social enterprises | • Understanding what social impact means  
| | • Strategies for capturing, measuring and reporting  
| | • Identifying the most important things to measure  
| | • Methods of measuring change  
| | • Practical social impact exercises and methods  
| | • Communicating your impact - Who, What, Why & How |
### Strategic finance and funding for social enterprises
- Why you need funding
- The different types of funding and finance available
- Where you can get it
- Getting investment ready
  - Finance and the business plan
  - Creating and using financial forecasts
  - What you need to tell your investors/ funders/ lenders
- Making the best case for yourself

### Financial management
- Don’t let the numbers scare you
- The importance of finance as a management tool
- Tools to help you make decisions
- Understanding budgets
- Understanding forecasts
- The importance of cash flows
- Dealing with trends and variances
- Understanding and presenting financial accounts

### Support networks
- Defining and engaging stakeholders
- Creating supportive networks
- Volunteers, finding them and managing them
- Finding non-executive directors
- Creating advisory boards
- Mentors and coaches
- Academic support
- Incubators and accelerators
- Resources online and offline
- Tapping into other forms of support
- Forming and sustaining collaborations and partnerships

### Practicalities
- All workshops are a day long
- Workshops can be configured to be delivered in half day modules
- The workshops can be delivered as a complete programme or individually
- Workshops require a minimal participation of 6 and not more than 20

For further information, costs and information on facilitators please contact uday@redochre.org.uk

www.redochre.org.uk