



**SOCIAL
ENTERPRISE
UK**

Youth Organisations

Social Enterprise Leaders Programme

equipping you with the tools to build a sustainable future



“Sources of income are falling and greater local flexibility in public sector commissioning is increasing competition for funds amongst youth sector organisations.....VCYS organisations need to tell a strong story about value, create new ways to collaborate and rethink their business models”

Young Foundation Report 2011



*real imagination
real people
real sustainability*

Youth Organisations Social Enterprise Leaders Programme

Across England, youth services have been disproportionately hit by government-imposed public spending cuts with more than £100m axed from local authority youth services since April 2011, according to the Confederation of Heads of Young People's Services. By applying innovative and efficient approaches to addressing the complex and diverse needs of children and young people, social enterprises can make a real and sustained contribution to this sector

This tailored programme is designed specifically for leaders of youth organisations, charities and community organisations and will equip you to meet the challenges of growing and sustaining a vibrant and viable organisation.

Programme Overview

Who is the programme for?

The programme is designed to inspire and equip talented people from any size organisation with the tools to address the challenges within the sector and create a sustainable youth organisation. Typically, participants will have experience as a leader or senior professional, understand the fundamentals of managing people, projects and resources and have the remit to implement strategies for change.

What is the focus of the programme?

The Youth Organisations Enterprise Leaders Programme explores the essential requirements of leading an effective, innovative and successful enterprise and covers four key themes:

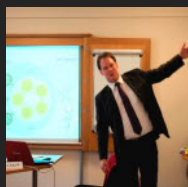
- **Strategic Leadership**
 - Assessment of external influences, markets, organisation, operations and leadership
 - Definition of opportunities and growth options
 - Development of springboard strategies and plans
- **Leading Organisational and Cultural Transformations**
 - Visionary leadership
 - Adopting new ways of working and facilitation of change
 - Leading teams in challenging times
- **Leading and Influencing in the new Commissioning Landscape**
 - Influencing and negotiation
 - Collaboration and partnership working, including engagement with communities
 - Improving and demonstrating outstanding social returns
- **Leading Sustainable, Viable Organisations**
 - Fostering continuous innovation
 - Leading performance improvement and restructuring
 - Short-term liquidity and resource management

Programme of Learning

To provide the right level of learning, the programme of learning will consist of a number of key components:

- **Two-Day Enterprise Workshop:** A challenging and inspiring mix of great speakers, facilitated development sessions with relevant case studies. Focusing on developing great business models and transformational growth strategies.
- **Leadership Excellence Day:** Leaders need to see the results that are being achieved by real organisations. You will visit a youth organisation to experience the highs and lows, successes and challenges of building a viable business. This is a great opportunity to work with experts to explore essential skills and behaviours for today's leaders.
- **One-to-One Coaching:** Each participant will be supported through a one-to-one telephone coaching session as they uncover their current strengths and development areas and build a comprehensive leadership action plan.
- **Peer-to-Peer Follow-up Event:** A facilitated event enabling participants to share best practice and learning in conversation cafes and ideas building sessions.
- **On-Line Toolkits:** Practical and easy to use, participants will have access to up-to-the-minute on-line leadership and management tools, guides and templates
- **Follow-up Networking Events:** As a delegate on a leadership programme through Social Enterprise UK you will be invited to follow-up networking events.

Programme Flow



“Brilliant inspirational speakers, loved them and the days”
Social Enterprise Senior Leaders Programme
October 2011

Leadership framework used throughout the programme

We recognise that leaders of youth organisations have a wealth of experience in delivering today's social agenda, which is why we have developed a leadership framework designed to enhance your organisational leadership skills and give you the capability and confidence to ensure your enterprise continues to flourish and grow.

The framework, detailed below, underpins our programme of learning:

	Leading Your Enterprise	Managing Your Enterprise	Marketing Your Enterprise	Sustaining Your Enterprise
Developing Self as Leader	Being an Inspirational Leader and Role Model Developing Yourself as Leader	Developing Commercial Acumen Fostering Enterprise Thinking	Effective Stakeholder Communication	Developing a Balanced Approach Developing Determination and Resilience
Working with Others	Decision Making and Problem Solving Building and Leading Winning Teams	Diversifying Your Income Effective Partnering and Collaborative Working	Creating a Customer Focused Agenda Social Marketing	Fostering Continuous Innovation Developing a Sustainable Business Model
Building an Organisation	Developing Vision and Purpose Effective Organisation Design Creating a Value-led Performance Culture Leading Organisational Transformations	Performance Management, Controls and Governance Evaluating Your Impact Developing Commercially Viable Strategies	Campaigning and Advocacy Creating a Compelling Organisational Brand Marketing Best Practice	Resource Management Sustaining Change Delivery of Sustainable Programmes and Projects Managing Social Capital

Programme Outcomes

Our programmes take a practical approach to learning which enables participants to reflect on their impact in the context of their own environment. We use current case studies, expert speakers, action learning and site visits to embed learning and newly acquired skills.

Our belief is that leadership development should be high quality, value for money and available to every organisation. The programme outcomes for participants are:

- To significantly increase your current leadership capability and capacity to ensure you can enhance every area of your business model and operations, and maximise your potential to deliver social value and return on investment
- To increase knowledge and understanding to create sustainable enterprise models that support the delivery of organisational goals and objectives in today's challenging financial environment
- To develop your ability to define and drive a vision and strategy that will strengthen the youth sector market
- To increase your capability to create new and robust relationships and partnerships to enable your organisation to compete in the new commissioning landscape
- To have an increased network of peers that acts as a rich source of new knowledge and understanding and provides a foundation for support and guidance

The Youth Social Enterprise Leadership programme is delivered as part of the Catalyst consortia. Catalyst is a consortium of four organisations working with the Department for Education's (DfE) as the strategic partner for young people, as part of the Department's wider transition programme for the sector. Catalyst will work to deliver three key objectives over a two year period. It will strengthen the youth sector market, equip the sector to work in partnership with Government and coordinate a skills development strategy for the youth sector's workforce.

The consortium is coordinated by the National Council for Voluntary Youth Services (NCVYS) with three partners: National Youth Agency (NYA), Social Enterprise UK, and The Young Foundation

How much does the programme cost?

Because this project is part funded by the DfE Catalyst Consortium project, this enables us to offer a comprehensive leadership development programme valued at £2,300 FREE to members of Social Enterprise UK and NCVYS (National Council for Voluntary Youth Services). It just £170 plus VAT per person for non-members. In keeping with our social aims, our programme will hosted in a centrally located social enterprise venue.

What to do next?

To find out more about taking part in the Youth Organisations Social Enterprise Leaders Programme, please email: Leadership@socialenterprise.org.uk and we will send you an application form.



Social Enterprise Senior Leaders Programme October 2011

"It has given me the confidence to lead an organisation based on my vision and values"

"The opportunity to consider and relate theory in to practice and discuss operational challenges was hugely beneficial"

"As a result of attending I have an increased knowledge of enterprise models and can now support the development of further opportunities for us"

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Social Enterprise Leaders Programme



*working with youth organisation
leaders to build a sustainable future
for the sector*

Social Enterprise UK (www.socialenterprise.org.uk) is the national body for Social Enterprise. Together with our members we are the voice for social enterprise. We do research, provide information and tools, share knowledge, build networks, raise awareness and campaign to create a business environment where social enterprises can thrive.

Real Partners CIC (www.realorganisation.co.uk) is a community interest company based in the East Midlands that helps third sector organisations improve performance through effective and focused leadership and organisation development. The company also provides innovative solutions in the areas of strategy development, change programme design, high performance teams, innovation and creative thinking. For this programme we are partnering with **Clear Thinking Consultancy**, a dynamic, innovative business development organisation that aims to build the robustness of organisations, particularly from the voluntary sector.