

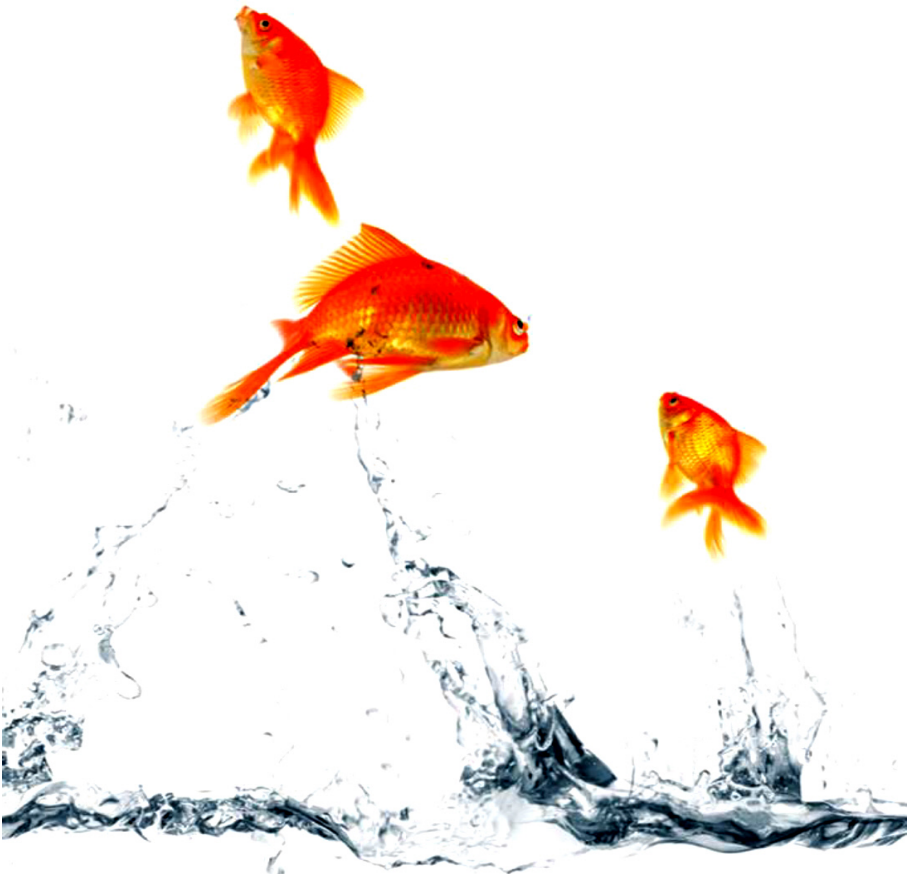


**SOCIAL  
ENTERPRISE  
UK**

# L i b e r a t e

## Social Enterprise Leadership Programme

*working with leaders of social enterprises and mutuals 'spinning-out' of the public sector  
to build a sustainable future*



*“The journey to becoming a social enterprise brings challenges. It calls for a clear vision, dedication and often a new set of skills and way of thinking ..... the path to becoming a mutual or social enterprise is not always clear and at times it can be long, lonely and frustrating”*

Social Enterprise UK - 'The Right to Run' June 2011



*real imagination  
real people  
real sustainability*

## **Liberate Social Enterprise Leadership Programme**

The drive to promote Public Sector mutuals and social enterprises forms a cornerstone of the Government's public sector reforms. A large part of this agenda is allowing public sector staff to create social enterprises and mutuals through 'spinning-out' existing services with the government expressing the desire to see one in six public servants working for mutuals and social enterprises by 2015.

These new 'spin-outs' will be vulnerable to the same challenges that face many independent enterprises in their first 1-3 years of operation; creating an entrepreneurial culture, raising early capital, and struggling to hold their own against larger and more established competitors. Support to overcome these challenges is vital. The Liberate Social Enterprise Leadership Programme will help organisations to build the capability for themselves to meet the challenges of the new world.

### **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 sustainable organisations. 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. They will be leading newly established public sector enterprises or in the process of going through the journey to become a social enterprise or mutual.

#### **What is the focus of the programme?**

The programme will be structured to follow the journey from being part of the public sector to leading an independent enterprise on three key themes:

##### **Transform:**

- Creating a viable social enterprise
- Strategic leadership
- Facilitating lasting change
- Developing vibrant cultures

##### **Sustain:**

- New world commissioning
- Building a winning brand
- Business planning and reinvestment
- Outward focused leadership

##### **Grow:**

- Commercial sustainability
- Transformational growth
- Step-change leadership
- Managing risk in the long-term



## Programme of Learning

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

- **Three 1-day Development Days:** 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.
- **Sector Case-Study 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 and Partnering 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 your organisation
- To provide you with a comprehensive set of tools and skills that will enable you to transform, sustain and grow your organisation.

## How much does the programme cost?

Because this project is part funded by the Big Lottery, this enables us to offer a comprehensive leadership development programme valued at £2,300 for just £350 plus VAT per person for Social Enterprise UK members and £450 plus VAT for non-members.

In keeping with our social aims, our programme will be hosted in a centrally located social enterprise venue.

## What to do next?

To find out more about taking part in the Liberate Social Enterprise Leadership Programme, please email: [Leadership@socialenterprise.org.uk](mailto: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"*



## Liberate

Social Enterprise Leadership Programme



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**Social Enterprise UK** ([www.socialenterprise.org.uk](http://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](http://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.