

**WEST OF
ENGLAND**
Combined Authority

**Skills
West**
Connecting for success

Social Enterprise
West of England Local Sector
Skills Statement 2017



Working together to develop the current
and future skills of the sector.

Social Enterprise Local Sector Overview

The UK government estimates there are around 70,000 social enterprises in the UK, employing over two million people and contributing over £24 billion to the UK economy⁽¹⁾.

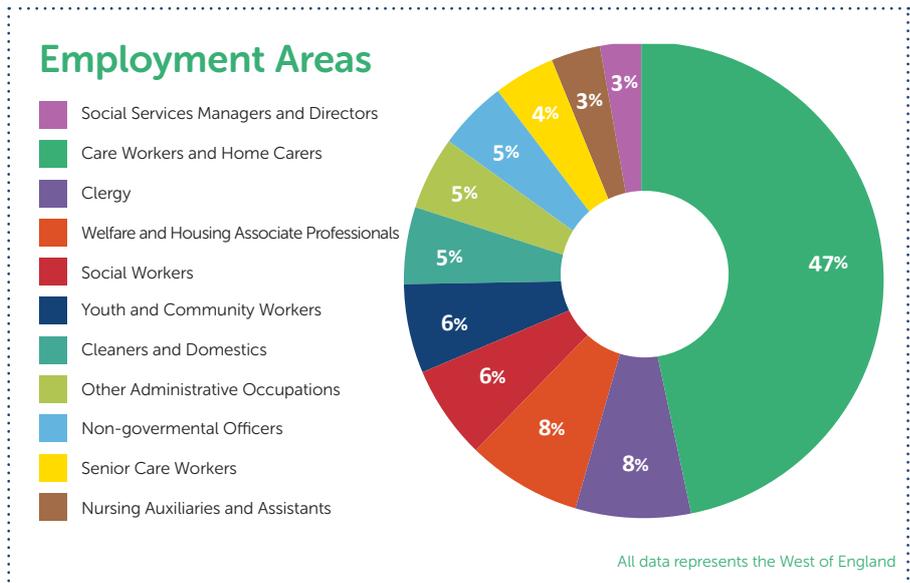
In the UK, the term 'social enterprise' covers a wide range of different ventures, each of them united by some key characteristics; they have a clear social purpose, they generate a significant proportion of their income from trading, they reinvest the majority of their profits in their social mission.

The West of England is a thriving, creative and community-minded region that serves as a fertile foundation for social enterprise and innovation. Businesses of all sizes are working with social enterprises to make a positive, practical difference and find innovative solutions to pressing societal problems.

There are social enterprises active in all business sectors across the region. Businesses in this sector range from community action projects, like the Bearpit Improvement Group; to city-wide financial movements like the Bristol Pound; from cultural institutions like Watershed and St Pauls Carnival to leading providers of NHS community health services at Bristol Community Health.

The estimated annual turnover for the Social Enterprise Sector in the West of England is £380m, up from £240m in 2004/5.

As of 2017 there were a total of 17,929 people employed in the Social Enterprise sector in the West of England, with a 16.3% forecasted growth rate by 2024.



The West of England LEP is one of the few LEP's in the country to have a dedicated sector group collaborating and promoting social enterprise and supported the launch of the Bristol and Bath Social Enterprise Network in 2012.

The West of England boasts a diverse array of community-led social enterprise hubs and co-working spaces. There is a particularly vibrant presence of award winning community journalism and leading social enterprise media organisations in the Greater Bristol area, including Bristol 24/7, Bristol Community Radio, the Bristol Cable and Ujima Radio.

There is a significant range of social enterprise training providers in the West

of England, from Babbasa youth empowerment project supporting young people in disadvantaged inner city communities; to Bristol Together providing construction training and employment to ex-offenders and long-term disadvantaged people in Bristol; to Clean Slate in Bath creating paid work and skills supporting people with histories of mental ill-health, substance misuse, homelessness, offending, or as refugees; as well as Working Knowledge, a social enterprise that exists to open the eyes of business to the young talent available locally.

Annual Local Sector Skills Statements report on local sector knowledge and expertise, plus wider regional and national intelligence. Gain insight about skills challenges in your sector, notable achievements and skills priorities and objectives for 2017. The themes have been defined by the West of England Local Enterprise Partnership (LEP). This report has been designed for education providers and businesses to inform decisions and identify objectives for investment in training and development of curriculums.

Key Facts



THERE WERE **31,649 SECTOR JOBS POSTED** IN THE LOCAL AREA IN 2016.



ONLY 29% OF THE JOBS ADVERTISED IN 2016 REQUIRED A BA DEGREE LEVEL DIPLOMA.



THE ADVERTISED **ANNUAL SALARIES** DURING THIS PERIOD **RANGED FROM £17K - £38K.**



AFTER MONEY AND TIME, **SKILLS WAS NUMBER FIVE (16%) ON THE TOP 10 BARRIERS** EXPERIENCED WITH STARTING-UP.



ONLY 9.4% OF THE WORKFORCE ARE **AGED BETWEEN 16-24.**



IN 2013 THERE WERE **OVER 3,000 SOCIAL AND COMMUNITY ORGANISATIONS** OPERATING IN THE WEST OF ENGLAND.



IN 2016 **42% OF ALL SOCIAL AND COMMUNITY ORGANISATIONS** IN THE WEST OF ENGLAND REGARDED THEMSELVES AS SOCIAL ENTERPRISES.



NUMBER FIVE ON TOP 10 **BARRIERS EXPERIENCED** STARTING-UP (AFTER MONEY AND TIME) WAS SKILLS AT 16%. OTHER STATED BARRIERS SUCH AS CASH FLOW (25%), TIME PRESSURES (17%), SHORTAGE OF SKILLS (16%) AND A LACK OF BUSINESS SUPPORT (16%). 13% FELT THAT NOT HAVING THE CONFIDENCE AND SKILLS TO TAKE ON FINANCE WAS ONE OF THE REASONS FOR NOT APPLYING FOR FUNDING AND FINANCE.

ACROSS THE UK **SOCIAL ENTERPRISES LEAD ON EXCLUSIVITY AND DIVERSITY**, WITH 40% OF SOCIAL ENTERPRISES LED BY WOMEN; 31% HAVE BLACK, ASIAN MINORITY ETHNIC DIRECTORS; **40% HAVE A DIRECTOR WITH A DISABILITY.**



NATIONWIDE **41% OF SOCIAL ENTERPRISES CREATED JOBS** IN THE PERIOD BETWEEN 2014-15 COMPARED TO 22% OF SMEs. 59% OF SOCIAL ENTERPRISES EMPLOY AT LEAST ONE PERSON WHO IS DISADVANTAGED IN THE LABOUR MARKET.



63% OF SOCIAL ENTERPRISES REPORTED TO DRAW THEIR ENTIRE WORKFORCE FROM THEIR LOCAL AREA.



THE **AVERAGE PAY RATIO BETWEEN SOCIAL ENTERPRISE CEO PAY AND THE LOWEST PAID IS JUST 3.6:1** – FOR FTSE 100 CEOS, THIS RATIO STANDS AT 150:1



SOCIAL ENTERPRISES REPORT STRONG BUSINESS CAPABILITY IN AREAS SUCH AS PEOPLE MANAGEMENT, BUT **56% SAY THEY ARE POOR OR AVERAGE AT MARKETING AND BRANDING**, AND OTHERS IDENTIFY TECHNICAL SKILLS AREAS WHICH WOULD SUPPORT THEIR PERFORMANCE AND GROWTH.



THE 2013 DAME MARY MARSH REVIEW OF SKILLS AND LEADERSHIP IN THE VOLUNTARY COMMUNITY AND SOCIAL ENTERPRISE SECTOR, IDENTIFIED AND GROUPED THE FOLLOWING SKILLS GAPS INTO **8 KEY THEMES**: **1. STRENGTHEN GOVERNANCE** **2. ATTRACT AND DEVELOP LEADERS** **3. ROUTES INTO AND THROUGH THE SOCIAL SECTOR** **4. SKILLS SHARING** **5. DIGITAL FLUENCY** **6. DATA-INFORMED SOCIAL CHANGE** **7. ENTERPRISE CAPABILITY** **8. COLLABORATION IN THE SOCIAL SECTOR.**

Notable Local Sector Achievements

In 2013, **Bristol was named as one of the UK's first 'social enterprise cities'**. It was recognised for the growth and success of the local social enterprise sector.



In 2015 social investment specialists **Resonance launched a new £5m innovative fund**, one of the first of its kind in the UK launched to enable investors to back social enterprises helping to tackle poverty using the Government's new Social Investment Tax Relief (SITR) scheme.



In 2016 **Bristol and Bath Regional Capital won National Social Investment Deal of the Year Award**, recognising a deal with South Bristol Sports Centre, incorporating Social Investment Tax Relief and bringing together various local investors such as Bristol Credit Union and Resonance in an innovatively-structured bond offer to sustainably finance 6 new five-a-side football pitches.



Following the introduction of the Social Value (Public Services) Act in 2012, **Bristol City Council was recognised as an "embracer" of social value** in a national independent report by Social Enterprise UK. The report highlighted how Bristol City Council is one of just 14% of councils across England who are leading the way introducing a dedicated Social Value policy adopted to £300m worth of public spend.



Social Enterprise **Real Ideas Organisation** successfully accredited a Social Enterprise Qualification (SEQ) in 2013, developing a progression ladder of UK qualifications accrediting and encouraging anyone interested in working for positive social change. The SEQ progression ladder includes Level 1 and 2 Awards and Certificates. The SEQ is learning through doing, students plan and deliver socially enterprising activity while creating a portfolio of evidence.

Social enterprise has featured in enterprise education since 2010, and in 2016 was featured as key activity as part of the key stage 4 and 5 GCSE business studies curriculum. With students at schools across the region such as Bristol Brunel Academy and Mangotsfield School providing opportunities for learners to carry out enterprising activities and be more involved with social enterprises.

In 2016 the **Department for Business, Innovation & Skills approved a new apprenticeship standard for entrepreneurs and social entrepreneurs**. A 'trailblazer' group of over 100 employers and other organisations has spent six months developing the standard. The group has pegged the apprenticeship at Level 4, typically being completed in 24 months.



In 2016 an innovative **Weston College-led partnership secured £6m of funding from the Big Lottery Fund and the European Social Fund**, to help unemployed people in the West of England find employment. The project, entitled 'West of England Works', involves a range of voluntary and community organisations across the region hoping to support 1,537 young people and adults into employment through a community-based support programme.



Since 2009, West of England based **Higher Education Funding Council for England (HEFCE)**, in partnership with UnLtd Foundation for Social Entrepreneurs has invested £5m to support higher education institutions (HEIs) to find, support and develop the next generation of social entrepreneurs. The programme supported over 80 HEI partners across England including Bristol University, Bath Spa University and the University of the West of England.



The **University of the West of England launched Team Entrepreneurship – BSc (Hons) Business** - a ground-breaking, innovative and entrepreneurial degree which gives students the opportunity to set-up and run their own team company and social ventures; to 'learn by doing' whilst gaining a broad-based business degree.



In 2017 the **University of Bath, in partnership with regional training providers, secured a £1.8m project funded by the European Regional Development Fund over 3 years, with the aim of supporting social enterprises throughout the region**. This collaborative project is being delivered by local partners including CVS South Gloucestershire, School for Social Entrepreneurs, Voscur and the University of Bath Innovation Centre. The project will provide power to grow over a hundred sustainable social enterprises that are innovative and have good growth potential to create jobs.

Skills Priorities 2017

1. Improve Careers Education Information Advice and Guidance (CEIAG)



Issue:

Traditionally there have been very few opportunities for learners to get real experience of social enterprise activity or support to lead projects. There are issues with the varied levels of understanding and awareness about social enterprise and the career options available by most CEIAG representatives. There are also issues surrounding geography with a significant number of providers based in city centres, rather than serving the rurality across the region. There is a need for more taster opportunities to gain experience in social enterprise. There is also a lack of relatable role-models in the sector so there is a need to educate and inspire new entrants.

Objectives:

- More efforts needed by partners and providers to raise and mainstream visibility of social enterprise as a career option, as well as the variety of role options and sectors available within.
- Additional specific industry advice needed, in accessible formats including video and online (and possibly virtual advisers) providing practical insights and awareness of social enterprise career options and pathways in.
- Development of social enterprise training is required to better enable CEIAG advisers to support learners transition into social enterprise career opportunities.
- Engage Prospects and National Careers Service to explore mapping of relevant CEIAG providers to provide training and cascade information about social enterprise careers.
- Social Enterprise Champion programme to be revisited and target specific industry sector representatives, to provide insights into social enterprise activities in different industry sectors, such as agriculture, retail, construction, catering, media production, administration etc.

2. Improve the quality and local responsiveness of education and training



Issue:

There is a good selection of local training providers, operating alongside some bigger national providers. However, from the learner's perspective there is almost too much activity, as it is not very easy to find and locate all the relevant information in one place. Despite there being multiple infrastructure organisations in the area, the connectivity between providers could be improved.

The premise of traditional education and training is also being challenged by the nature of how people learn through doing and action learning, rather than being taught or trained in the traditional sense.

The complexity of the social challenges or innovative solutions explored by social entrepreneurs, often means that the business moves at such a fast pace, therefore bespoke and personalised training and learning offers are being viewed more advantageously than generic courses.

Objectives:

- Create a progressive learning platform, enabling infrastructure organisations to connect participants with peer-learning and mentoring; action learning approaches; remote and dynamic content; access to partners and peers; and a user-centred approach (a collaboration to be explored between education and training providers and technology partners).
- Enable better co-ordination, collaboration and accessibility of social enterprise training and learning offers across the region to ensure consistent gateways for new entrants.
- Support more local social enterprises to deliver public services and training to bridge the responsiveness of public needs, as they are often closest to understanding the community challenges.
- Encourage local and national providers to share best practice of errors made and lessons learnt, to provide a platform for sharing learning from mistakes and previous failures.



3. Increase apprenticeship starts and availability of higher apprenticeships

Issue:

One of the key issues affecting the adoption of apprenticeships is the perceived barriers from employers. The rules and regulations are not fully understood by many employers, particularly smaller employers where the perceived risk of time and cost often prevent opportunities from being generated. There is much confusion about the Apprenticeship Levy and the level of subsidy available for apprenticeship. There is also a low awareness of the new social entrepreneurship standards coming online, which will create higher level apprenticeship offers. There is a stigma associated with apprenticeships by many young people, believing higher level apprenticeships still lack the credibility of an undergraduate degree.

Objectives:

- Raise the profile of apprenticeships, internships and traineeships as a possible route into social enterprise career options for young people and existing employees, as well as create a compelling narrative for employers.
- Support the development of a regional pilot of the UK's first social entrepreneurship trailblazer apprenticeship standard, to be learnt from and replicated across the country.
- Explore possibilities of apprenticeship sharing and brokerage in collaboration with the local education training partnership network and organisations such as the local apprenticeship training agency – the South West Apprenticeship Company (SWAC).



4. Engage SMEs to boost productivity and build capacity for growth

Issue:

The key issue for social enterprises finding the time to boost productivity and build capacity for growth is capacity and resource. Social entrepreneurs especially at the start-up phase are typically playing a number of different roles, which presents capacity and time issues. With a wide variety of local provision and without a central signposting platform, it is time-consuming for social enterprises to navigate and locate the support they may require.

Objectives:

- Encourage more providers of skills to provide flexible offering outside of usual working hours.
- Secure and enable further resources to relieve operational responsibility from leadership to focus on business strategy.
- More effort required to aggregate and connect all of the relevant learning and skills opportunities locally and nationally.
- Better utilise technology to provide accessible user-centred learning opportunities.
- Encourage more cross-regional and cross-sectorial learning and sharing of best practices.



5. Enhance equality and diversity through multiple career pathways

Issue:

The Vital Signs report documented that the West of England has a strong and diverse economy and good levels of employment, but there are still many barriers to overcome. There are concerns that the skills of local residents may not match those needed by our leading industries. More needs to be done to support those facing barriers to employment, especially those 'furthest from work'. The social enterprise sector has a huge role to play in raising the skills, confidence and aspirations of local people who might otherwise be excluded. There is still a lack of role-models from lower social-economic groups; geographic boundaries and Black, Asian and Minority Ethnic groups. Despite social enterprise having more positive achievements in diversity and inclusivity, there are still particular sectors such as creative industries and high tech which are still unrepresentative.

Objectives:

- Explore and share best practice on diversity from other successful sector groups.
- Work closer with communities to raise more brand visibility with marginalised communities about career options and pathways available in the sector.
- More flexible support for women returners needed to assist transition back to the workforce.
- Ensure all recruitment language and advertising is inclusive and strategically engaging with diverse communities, through a variety of different mediums and culturally relevant platforms and places.

Regional Centres of Excellence and Research

- University of Bath - Innovation Centre
- University of the West of England (UWE Bristol) - Centre for Graduate Entrepreneurship
- University of Bristol - School for Innovation
- Policy Bristol
- The Centre for Law and Enterprise
- Triodos Research
- Watershed Ventures

Key Providers

- Voscur
- Voluntary Action South Gloucestershire
- School for Social Entrepreneurs
- North Somerset Enterprise Agency
- Real Ideas Organisation
- Locality
- Phoenix Social Enterprise
- University of Bath
- University of the West of England
- University of Bristol

Professional Networks and Organisations

- Social Enterprise UK
- UnLtd Foundation for Social Entrepreneurs
- Bristol and Bath Social Enterprise Network
- Social Enterprise Mark
- RSA West
- Re-Economy Network
- Tech For Good
- Enactus

Endorsed by

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Reference Documents

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- 4) West of England Careers: Labour Market Information, 2017
- 5) Social Enterprise University Enterprise Network: Why all LEP's should have Social Enterprise at the top of their agenda, 2013
- 6) Voscur: State of the Sector The Voluntary, Community and Social Enterprise sector in the West of England, 2016
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- 8) Social Enterprise UK: State of Social Enterprise Sector 2015
- 9) Dame Mary Marsh Review: Skills and leadership in the VCSE sector, 2013
- 10) Resonance Bristol: Sitr Fund Social Impact Report, 2016/17
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- 14) UnLtd: Supporting Social Entrepreneurship in the Higher Education Sector, 2014
- 15) Quartet Community Foundation: Vital Signs for the West of England, 2016

Employment Areas Chart – NGaged Training / LMI Statement 2017 based on Labour Insights, May 2016 - May 2017 & EMSI

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