

Social Enterprise
West of England Local Sector
Skills Statement 2019



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

The Local Sector Skills Statements provide up-to-date market intelligence from industry sectors; celebrating the notable achievements and expertise of businesses and education in the region compared to regional and national policy and research.

They provide insights into: the skills challenges faced by businesses in 2018/19, possible solutions, and potential partnerships for stakeholders to collaborate in the region.

The reports inform key priorities for: investment in training, education, careers advice and professional development in the West of England.



Produced and written by Business West in collaboration with the West of England Civil Society Partnership

Business West is working in partnership with the West of England Combined Authority, West of England LEP and the region's universities and colleges through the Western Training Provider Network. The intelligence gathered feeds into the West of England skills strategy.



Social Enterprise

Local Sector Skills Statement 2019

Social enterprises are businesses that want to change the world for the better. Like traditional businesses they aim to make a profit, but they reinvest these profits to create positive social change.

Recent UK government estimates say that over two million people are employed by around 70,000 social enterprises, contributing over £24 billion to the UK economy. The sector has grown significantly in the last ten years despite tough economic conditions, with nearly a third of all social enterprises in the UK having started in the last three years. ⁽¹⁾

Social enterprise is continuing to show considerable commercial resilience, outperforming mainstream SMEs in areas of turnover growth, innovation, business optimism, start-up rates, and diversity in leadership. Over 70% made a profit or broke even last year and 47% grew their turnover. However, things are far from easy. Cash flow pressures are rising, as is the need for working capital, showing business models are strained. Recruitment has slowed, with only 12% increasing the size of their workforce; almost a third (30%) have had to reduce their number of employees in the past 12 months. ⁽²⁾

The West of England is a hotbed of social enterprise; Bristol was named as one of the UK's first 'social enterprise cities' in 2013. ⁽³⁾ During 2018, the sector has organised itself through a new collaborative venture - the West of England Civil Society Partnership CIC; enabling it to have formal conversations with local and central government, coordinate funding opportunities, and speak with a single voice. ⁽⁴⁾

In Q1 2018 there were a total of 16,790 people employed in the social enterprise sector in the West of England. ⁽⁵⁾ As a subset of the broader (self-defined) sector, as well as those working in the region but based outside, this includes 408 Community Interest Companies.

Nationally, social enterprises are working where most needed, with 28% based in the most deprived

communities in the UK. Two thirds of social enterprises (69%) are supporting people from disadvantaged groups, and 44% are employing them. ⁽⁶⁾

A significant initiative has been the Social Enterprise and Innovation Programme, funded by the European Regional Development Fund - a programme that facilitates the creation of new social enterprises. ⁽⁷⁾ At the same time, Weston College has continued to lead delivery of the ESF and Big Lottery funded 'West of England Works' programme. ⁽⁸⁾

There are a growing number of business incubators and co-working spaces. The North Somerset Enterprise Agency runs The Hive, a managed workspace to help small businesses, which is 90% occupied and home to 32 businesses with another 31 virtual tenants. ⁽⁹⁾ The School for Social Entrepreneurs Bristol helps equip people to start, scale and strengthen organisations that make a positive difference. ⁽¹⁰⁾

Bristol and Bath Regional Capital continues to enable social enterprises and housing schemes to deliver impact, jobs and skills across the region, having raised £27m since its inception three years ago. It is planning to launch a new £10m City Fund in Spring 2019, with a focus on inclusive employment. ⁽¹¹⁾

The recruitment of talent and wider skills shortages

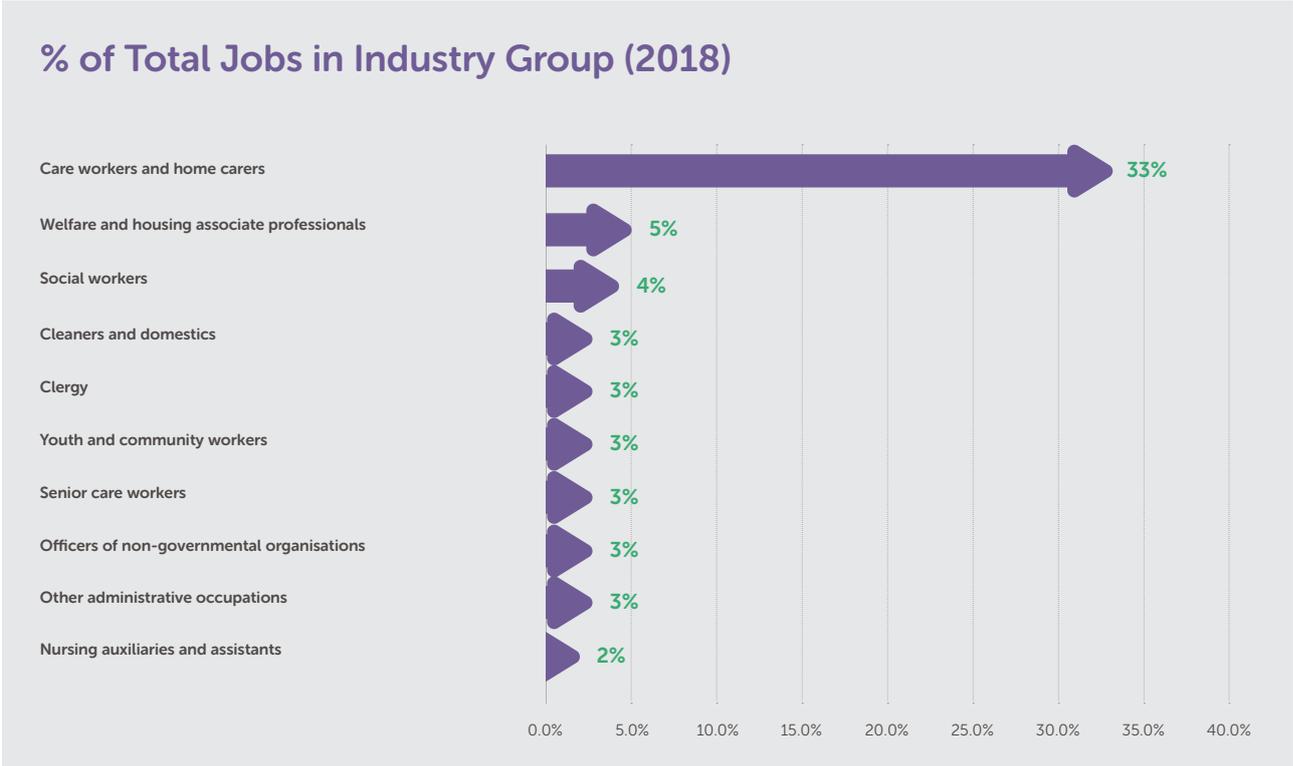
is the biggest issue facing social enterprise organisations. 47.1% of social enterprises expect their head count to increase in 2019 but are being held back, with 68% saying this was because of the low number of applicants with the required skills or qualifications. ⁽¹²⁾

Research by the Black South West Network revealed that the main driver to Black, Asian, and Minority Ethnic Social Enterprise skills development is through learning approaches (e.g. business models, income generation and social investment). The lack of role models, tailored content and diversity among participants were raised as potential barriers for engagement. ⁽¹³⁾

76.9% of social enterprise companies carried out staff training in the last 12 months; 74% of this was in-house, 45.8% use commercial training companies, only 21% engage with colleges, and 11% with universities. ⁽¹²⁾ One of the main reasons stated for the lack of engagement with the formal sector is that often there is a need for very specific and bespoke training which is not easy to access.

“Social Enterprise is a dynamic and creative approach to business with a clear social and community purpose. We see a thriving social enterprise sector in the West of England that is ambitious and growing, with a supportive ecosystem, but facing the familiar skills challenges of other SMEs.”

Hilary Neal, Interim Chair of the West of England Civil Society Partnership



Reference: https://static1.squarespace.com/static/591ae6e1197ead051a1b05d/t/5c095bdaf950b7b247fe335e/1544117213173/LMI_Socialenterprise__Sector_Guide_1ARB%5B1%5D.pdf

Key Facts

A summary of key facts both locally and nationally in this sector

16,790 people are employed in this sector. ⁽¹⁴⁾



8,824 unique job postings between Jan 2017 and Jan 2018. ⁽¹⁴⁾



The average annual wage is **£17,255** (£20,372 nationally). ⁽¹⁵⁾



These soft skills are most commonly requested by employers: ⁽¹⁵⁾
communication, organisational, problem solving, creativity and collaboration.



The top 3 most important skills needed within the businesses are: ⁽¹⁵⁾

- ▶ Oral and written communication
- ▶ Problem solving
- ▶ Numeracy and analytical

Nearly 1/4 of social enterprises have **less than 5 employees**. ⁽¹⁷⁾



46.5% of social enterprises sell their products or services overseas. ⁽¹⁵⁾



49.4% of social enterprises are part of the low carbon economy with 23.5% in creative and digital sectors. ⁽¹⁵⁾



47.1% of social enterprises expect their **head count to increase in the next 12 months**. ⁽¹⁵⁾



The most difficult job roles to fill are **skilled manual/technical**.

68% said this was because of a **low number of applicants with the required skills or qualifications**. ⁽¹⁵⁾



The West of England social enterprise sector includes 4,311 registered charities, of which:

2251 deliver education and training, **797** are involved in health and saving lives, **685** relieve poverty, **578** deliver employment skills or training, **210** focus on equality and diversity, and **207** deliver housing and accommodation. ⁽¹⁶⁾

The staff of 76.9% of social enterprises **underwent training in the last 12 months**. ⁽¹⁵⁾



25.9% of social enterprises reported a **lack of time to employ an apprentice**; 12.5% presumed they weren't appropriate to this sector. ⁽¹⁵⁾



Work experience is offered by 70.6% of social enterprises and paid internships by 48.2%. ⁽¹⁵⁾



Notable Achievements

Local Sector Skills Achievements in 2018

The West of England Civil Society Partnership CIC has been set up to provide focus and a voice for the voluntary, community and social enterprise sector, across the four unitary authorities in the West of England. This new social enterprise will offer support, advocacy and a structure for the wider sector's role in the provision of jobs, skills, learning and well-being, whilst contributing to the economic prosperity and social well-being of the area.

DHI's Home Turf Lettings is a social lettings agency providing long term affordable housing for homeless people. East Street Mews has been an exciting development in 2018 - a ground-breaking partnership with the public and private sectors that sees the conversion of an empty building into 11 contemporary apartments. ⁽¹⁸⁾

In 2018, **Circadian Trust** developed and piloted a new Exercise on Referral scheme at two sites in South Gloucestershire, enabling GPs to refer patients directly to their local Active Lifestyle Centre. The pilots were a massive success for over 200 patients and the social enterprise now plans to extend this programme to all five centres in 2019, with the eventual aim of reaching 2500 clients per annum; all this at no cost to the NHS. ⁽¹⁹⁾

Julian House Bike Workshop is a growing chain of professional, ethical bike shops with stores in Bath and Bristol, as well as Exeter and Trowbridge. These social enterprises offer the public affordable, new and refurbished bike sales and servicing, alongside unique opportunities for homeless and socially excluded people to train, gain confidence and work skills, and progress towards employment. Around 200 marginalised people benefit from these programmes each year, and all profits from the retail element of the bike workshops are reinvested in these. ⁽²⁰⁾

The South Glos Youth Partnership is five organisations led by the Creative Youth Network. The partnership develops the skills and confidence of young people through a range of services. The partnership is now a National Lottery exemplar and has brought more money into young peoples' skills/training than before local authority youth service cuts were implemented. In addition, the partnership can better respond to emerging issues, provides training for staff and young people and a range of new activities not available before. ⁽²¹⁾

In 2016, an innovative **Weston College-led partnership** secured £6 million of funding from the Big Lottery Fund and the European Social Fund, to help those that are economically inactive or unemployed across the West of England. The project, '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 or education and training through a community-based support programme. ⁽²³⁾

Youth homelessness charity **1625 Independent People** has worked with **Deloitte** which has resulted in a new programme, Young Ambition, engaging businesses across the West of England in providing work experience, apprenticeships and jobs, alongside an offer to train employees to become mentors. Supported by the Department for Education, the charity has established a new Social Impact Bond called Reboot West, to support young people leaving care into jobs, education and training. ⁽²⁴⁾

In 2018, **WECIL** supported 29 employers to be inclusive of disabled people through Disability Equality Training, Mental Health Awareness Training, Access Audits and Disability Confident; providing 583 hours of HR and Management support and training to 360 people. In 2019, WECIL will launch 'Working Together', a 3-year course providing support and training opportunities for disabled people across the West of England. ⁽²⁵⁾

The **ERDF-funded Social Enterprise and Innovation Programme** facilitates the creation of new social enterprises and is led by the University of Bath and delivered in the West of England in conjunction with the School for Social Entrepreneurs, Voscur and CVS South Glos. The programme is providing advice, mentoring and upskilling to businesses in different formats depending on the provider. By late 2018, this had delivered support to 210 new or potential businesses, and 61 requiring business incubation. ⁽⁷⁾

Skills Priorities for 2019

Priority One

Improve Careers Education Information Advice and Guidance (CEIAG)

- *Reflecting on how the objectives in this section can address equality and diversity.*



Issues

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 maintain 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.

Local Response

The West of England Careers Hub was launched in September to work with 25 schools and colleges across the region, to improve careers and work experience opportunities for young people. The hub offers targeted support to schools, including up to £3,500 per year to use on opportunities to strengthen links with employers, access to a Hub Network Group to build a community of good practice between schools, support from an Enterprise Coordinator and Enterprise Advisors; Careers Leader Training and Continuing Professional Development for wider teaching staff.

Skills West has delivered over 24 Labour Market Intelligence and careers advice events across the region over the period of the programme. This has included dissemination events at the 4 local Further Education Colleges and Careers Network Advisers.

Westonworks, a service of Alliance Homes, has continued to deliver careers advice and guidance - advisers and volunteers help with CVs, job searching online and finding job information.

Future Recommendations

The sector to support the objectives of the Careers Enterprise Company in the West of England as part of the Enterprise Adviser Network and Careers Hub. In addition, to partner with other CEIAG agencies to engage with schools, FE Colleges and Higher Education to promote the sector.

Skills Priorities for 2019

Priority Two

Improve the quality and responsiveness of local education and training provision



Issues

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 that bespoke and personalised training 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 coordination, 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

Local Response

During the lifetime of the Skills West programme, 3 sets of Local Sector Skills Statements and Provider Action Planning analysis have been produced for each industry sector, offering up to date insight and data analysis within the region to support education with curriculum development.

Future Recommendations

Local businesses, education providers and stakeholders to work together to ensure continued co-design of curriculum and flexible means of delivery for maximum take-up.

Skills Priorities for 2019

Priority Three

Increase apprenticeship starts and availability of higher apprenticeships

- *Reflecting on how the objectives in this section can address diversity and equality.*



Issues

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, particularly those smaller in size, 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 apprenticeships. 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)
- ▶ Support collaboration between education and industry to create work experience models and bridging programmes into apprenticeships
- ▶ Businesses to engage with the South West Apprenticeship Ambassador Network and encourage apprentices to become young ambassadors

Local Response

Skills West, delivered by Business West, has continued to work with employers to offer free advice and guidance on apprenticeships through face to face engagement and skills clinics. In 2018, skills advisers opened a pop-up shop during Bristol Independents Day to offer support to local SMEs.

South West Apprenticeship Ambassador Network is building a strong cohort of business ambassadors and encouraging apprentices to become young ambassadors.

Future Recommendations

Local businesses, education providers and stakeholders to continue to work together to ensure ongoing introduction of apprenticeships into business of the right quality and level.

Skills Priorities for 2019

Priority Four

Engage SMEs in the active retention of staff through programmes of skills development and training to ensure increased productivity and sustainable growth

- Encouraging SMEs to consider best practice in staff welfare.



Issues

The key issue for social enterprises is finding the time to boost productivity and build capacity for growth. Social entrepreneurs, especially at the start-up phase, are typically playing a number of different roles, which presents capacity, resource 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 a 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 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

Local Response

Skills West teamed up with experts Atoll HR, to deliver interactive workshops for SMEs focussing on talent management and succession planning. Attendees gained knowledge, insight and basic tools to help improve their people planning processes and employee retention to aid growth and productivity.

South West Apprenticeship Company worked with Skills West to deliver advice and guidance to SMEs about how apprenticeships can be used to recruit new staff and upskill the existing workforce.

Weston College has strong partnerships with business networks and SMEs are regularly invited to attend expos and events, particularly around apprenticeships and educating employers on how they can be used to upskill. Weston also have Young Apprentice Ambassadors attending business events and promoting their apprenticeship journey.

Future Recommendations

Ensure businesses are informed of the support for in-work training and apprenticeships to upskill their existing workforce and support in-work progression for all employees. Ensure best practice and learning is shared between businesses.

Skills Priorities for 2019

Priority Five

Support SMEs to be inclusive and effective in staff recruitment

- *Reflecting on how the objectives in this section can address equality and diversity.*
- *How to build the talent pipeline in the region.*



Issues

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 BAME groups. Despite social enterprise having more positive achievements in diversity and inclusivity, there are still particular sectors, such as creative industries and high tech, that are unrepresentative.

Objectives

- ▶ Explore and share best practice on diversity from other successful sector groups
- ▶ Work more closely with marginalised communities to raise more brand visibility about career options and pathways available in the sector
- ▶ More flexible support for women returners needed to assist transition back into 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

Local Response

In 2018, Weston College became the first college to sign up to the 'Ban the Box' campaign, meaning candidates with a criminal record can now apply for jobs at the college with the knowledge that they will be assessed on their ability to do the job before any convictions are fairly considered. The college also offers unemployed adults the opportunity to better their IT skills with courses offered from Entry Level 3 through to ECDL Level 2 and a range of Level 1 accounting and business skills courses to those

who are unemployed or retraining and want to work in the sector. The Skills West team, supported by Flexology, delivered a workshop focusing on flexible working. During the workshop, attendees learned about the benefits of a diverse talent pool and how to appeal to groups through better job descriptions. Signposting to diverse groups within the region was also provided to encourage employer collaboration and engagement opportunities.

Future Recommendations

Partners to continue working collaboratively to support businesses to be more inclusive in staff recruitment and recruitment practices and to give higher profile to existing role models from BAME backgrounds.

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

Key Training 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

The Civil Society Partnership. Produced in partnership with Hawkins Charity Consultancy.
West of England LEP & West of England Combined Authority

Reference Documents

- 1) British Council: Social Enterprise in the UK, 2015
- 2) The Future of Business: State of Social Enterprise 2017
- 3) Social Enterprise University Enterprise Network: Why all LEP's should have Social Enterprise at the top of their agenda, 2013
- 4) West of England Civil Society Partnership CIC: WERN, CVS South Glos, VOSCUR, Wesport, The Care Forum, VANS, 3SG
- 5) https://www.westofenglandcareers.com/s/LMI_Socialenterprise__Sector_Guide_1ARB1.pdf
- 6) <https://www.socialenterprise.org.uk/the-future-of-business-state-of-social-enterprise-survey-2017>
- 7) <http://www.seip.org.uk/>
- 8) <http://www.westofenglandworks.org.uk/>
- 9) <https://northsomersetenterpriseagency.co.uk/>
- 10) <https://www.the-sse.org/>
- 11) BBRC - www.bab-rc.uk; www.bristolcityfunds.co.uk
- 12) Business West Skills and Training Survey, Social Enterprise, 2018
- 13) 'Engaging the BAME Social Enterprise Sector in Social Investment' - the Black South West Network www.blacksouthwestnetwork.org
- 14) Labour Market Intelligence for the West of England 2017-18 - Social Enterprise: <https://www.westofenglandcareers.com/reports/>
- 15) Emsi Q1 2018 Data Set June 2018 – Business West
- 16) West of England Civil Society Partnership 2017-18
- 17) Business West Skills and Training Survey, Social Enterprise, 2018
- 18) www.hometurflettings.co.uk
- 19) www.circadiantrust.org
- 20) www.julianhouse.org.uk
- 21) www.creativeyouthnetwork.org.uk
- 22) www.farmboroughshop.co.uk
- 23) West of England Works | Weston College Group: www.westofenglandworks.org.uk
- 24) www.1625ip.co.uk
- 25) www.wecil.co.uk

Supporting Research Documents

- a) Industry Overview, Emsi Q1 2018 Data Set June 2018 – Business West
- b) West of England Combined Authority Business Plan, 2018/19
- c) West of England Combined Authority Operating Framework 2018/19
- d) Industrial Strategy: building a Britain fit for the future, November 2017
- e) The Grand Challenges, Policy paper, May 2018
<https://www.gov.uk/government/publications/industrial-strategy-the-grand-challenges/industrial-strategy-the-grand-challenges>
- f) Careers strategy: making the most of everyone's skills and talents, December 2017
- g) Careers guidance: for further education colleges and sixth-form colleges, February 2018
- h) State of the Sector 2017/18 - Voluntary Community and Social Enterprise Sector in the West of England
- i) The Value of Small - the Centre for Regional Economic and Social Research (CRESR) at Sheffield Hallam University, and including Sheffield Business School (SBS), the Centre for Voluntary Sector
- j) Leadership (CVSL) at the Open University, and the Institute for Voluntary Action Research (IVAR)
<https://www.ivar.org.uk/research-report/value-of-small/>
- k) West of England LEP 2017 (research undertaken by NGaged): https://static1.squarespace.com/static/591ae6e1197aead051a1b05d/t/5c095bdaf950b7b247fe335e/1544117213173/LMI_Socialenterprise__Sector_Guide_1ARB%5B1%5D.pdf

Get in touch today

 businesswest.co.uk/skills  skillswest@businesswest.co.uk  0330 124 4446  #skillswest

Advise, connect, support



The West of England Combined Authority (WECA) covers Bath & North East Somerset, Bristol and South Gloucestershire. WECA also supports the Local Enterprise Partnership, which includes North Somerset.