

## Professional Development for Social Enterprise Practitioners

Baker Brown  
associates

*A one-year training programme offered by Baker Brown Associates, leading to the Institute of Leadership and Management (ILM) VRQ Level 5 Certificate in Social Enterprise Support. The programme consists of nine, one-day workshops held at monthly intervals at Triodos Bank in Bristol, starting Thursday 9 November 2017.*

[www.bakerbrown.co.uk](http://www.bakerbrown.co.uk)

### Introduction

This programme equips participants with the skills and knowledge to become certified social enterprise practitioners. It is designed to meet the professional development needs of a wide variety of participants, ranging from freelance consultants and development practitioners, to social enterprise support staff working for large national organisations. Previous participants have included people from Co-operatives UK, Locality, the Plunkett Foundation, Supporters Direct, Triodos Bank and the Wales Co-operative Centre.

The 2017 programme is supported by Triodos Bank ([www.triodos.co.uk](http://www.triodos.co.uk)) which is providing the venue for the workshops at its HQ in Bristol, and is placing banking relationship staff on the programme.

The programme combines theory and practice in equal measure. It examines the concepts underpinning social enterprise, including current definitions, the social enterprise business model, and the legal, organisational and financial frameworks that support sustainable social enterprises. It also explores the processes and professional competencies of working with clients, in a variety of settings, and utilising a range of different support styles. Participants are required to produce and present an analytical case study of a social enterprise they have visited. They are also expected to provide business support to clients, which will be peer reviewed at workshops.

### Eligibility criteria

There are no qualification-based entry requirements for this programme, but participants must have the generic competencies to study at Level 5, which is equivalent to foundation degree level. The only other eligibility criteria is that participants must currently be working in a business development role supporting social enterprise, and be actively engaged in client support work with emerging or established social enterprises during the course of the programme.

## **Delivery Methods**

The programme consists of nine one-day workshops, held at monthly intervals, in Bristol. Each workshop is preceded by guided preparatory work, which generates materials for the workshop and assessment evidence for the qualification. Workshops last six hours and the preparatory work for each workshop takes approximately three hours to complete. The assessment for the qualification is based on a series of practical tasks and assignments, based on the professional practice of social enterprise support providers.

There is a course handbook which provides details of the qualification, the assessment requirements, preparatory work, workshop notes, and sources of additional and supplementary learning materials. The handbook also serves as a guide to good practice in promoting, developing and sustaining social enterprises; methods of working with clients; and professional practice standards.

Participants are required to conduct a case study investigation of an actual social enterprise, and to provide advice and support to social enterprise clients over a period of at least six months. They are expected to keep a full record of their progress with clients in line with professional practice standards.

The workshops draw heavily on the participants' case studies, client case work, and personal professional development. These practical experiences are used to test current theories and concepts of social enterprise, and to support participants' work with clients. Teaching methods include tutor-led seminars, group discussions, syndicate work, participant presentations of case studies, and client case reviews. In addition to the workshops, all candidates have a minimum of three hours of personal tuition, in the form of either face-to-face meetings, telephone contact or email correspondence.

The course and qualification meets SFEDI Business Support standards<sup>1</sup> to 8 plus the SFEDI standards in Social Enterprise Support A to D. It also satisfies the qualification requirements for membership of the Institute of Consulting (IoC) and the Institute of Enterprise and Entrepreneurs' (IoEE) faculty of enterprise support.

## **Programme Content**

The programme is based on the ILM course specification for the Certificate in Social Enterprise Support and incorporates the following units:

- Understanding Social Enterprise
- Promoting Social Enterprise
- Developing Social Enterprises
- Sustaining Social Enterprises
- Personal Professional Development

Understanding Social Enterprise and Personal Professional Development are mandatory units for the Certificate. In addition, learners must complete one of the three optional units: Promoting Social Enterprise, Developing Social Enterprises or Sustaining Social Enterprises. In order to achieve the Certificate, candidates must attend the whole programme, and satisfactorily complete the assessment requirements for the two mandatory units plus one optional unit. Participants who have already achieved the Understanding Social Enterprise Award within the last three years are exempt from repeating this unit.

## **Assessment**

The Understanding Social Enterprise unit is assessed by an analytical case study assignment focusing on an emerging or established social enterprise. Candidates are required to investigate the business model of the social enterprise, concentrating on its organisational and financial structures, and identifying the support needs of the organisation. Candidates are also required to suggest improvements to their case study organisation, based on comparisons with other social enterprises.

The Personal Professional Development unit is assessed using a portfolio assembled by candidates of their personal development activities over a minimum of six months. The portfolio should contain evidence of their personal development needs and plans, personal and service reviews of their work with clients, their network development activities, and the steps they have taken to improve their skills and performance as social enterprise practitioners.

The three optional units share a common approach to assessment, although the assessment criteria are specific to each unit. Candidates will be assessed against the unit which most closely matches their work as social enterprise support providers and the development stage of their clients. All three units require candidates to maintain a portfolio of their work with clients, providing evidence of the approach taken to advising clients, and the meetings and

progress they have made, together with feedback from the clients themselves on the performance of the candidate.

Completing these assignments and assembling the portfolios involves 138 hours of notional learning time, although much of this time will be spent undertaking the normal practical work duties with social enterprises.

### **Programme delivery**

The programme is delivered by Jim Brown, principal consultant for Baker Brown Associates. He has over 30 years' experience as a consultant to third sector organisations including charities, community groups, co-operatives and other forms of social enterprise. He was responsible for researching and devising the original SFEDI National Occupational Standards in Social Enterprise Support in 2005, and for developing the social enterprise support qualifications with the ILM and Social Enterprise London in 2007. This will be the seventeenth time Jim has run the programme, attended in total by more than 300 development practitioners.

Jim is also the strategic adviser to the Community Shares Unit and has a strong interest in raising equity investment for social enterprises.

([www.communityshares.org.uk](http://www.communityshares.org.uk))

### **Fees**

The fees for the programme are £2,000. A discount of 25% is available for participants who are self-financing or work for small organisations with an annual turnover below £100,000.

The course fees include student registration with the ILM. They also include tea and coffee at the workshops, but not food at lunchtimes. There are numerous places to buy food locally.

### **Venue**

The programme is being hosted by Triodos Bank at their headquarters in Deanery Road, Bristol BS1 5AS. Located in central Bristol, it is a pleasant 20 minute walk from Bristol Temple Meads station.

### **Further enquires**

Please contact Jim Brown at Baker Brown Associates for a pre-enrolment discussion about your professional development needs and the suitability of this programme: [jim.brown@bakerbrown.co.uk](mailto:jim.brown@bakerbrown.co.uk) Telephone: 0117 9250824

<b>Cert SES Programme summary</b>			
<b>Date</b>	<b>Theory</b> 10am to 1pm	<b>Practical I</b> 1.30pm to 3pm	<b>Practical II</b> 3pm to 4.30pm
Thursday 9 November 2017	<b>Induction</b>	Skills assessment	Personal reviews
Thursday 7 December 2017	<b>Social enterprise model</b> Competitive advantage Values and purpose Social impact		Case studies
Thursday 11 January 2018	<b>Organisational and legal structures</b> Membership and ownership Governance Legal formats and incorporation		Case studies
Thursday 8 February 2018	<b>Revenue finance</b> Interpreting financial data Improving competitiveness Financial management	Financial analysis: Society accounts	Case studies
Thursday 15 March 2018	<b>Working with clients</b> Support styles Diagnostics and action plans Work agreements and contracts Client meetings Client feedback	Financial analysis: CIC accounts	Case studies
Thursday 19 April 2018	<b>Social enterprise development phases</b> Pre-starts Start-ups Growth and sustainability	Financial analysis: Charity accounts	Client case reviews
Thursday 17 May 2018	<b>Capital finance</b> Types of capital Sources Community investment	Financial projections templates	Client case reviews
Thursday 14 June 2018	<b>Business development</b> Viability of social enterprise proposals Business plans Sustainability strategies	Service reviews	Client case reviews
Thursday 12 July 2018	<b>Personal professional development</b> Continuing professional development Review and improve own support practices	Personal reviews	Client case reviews

Please note: the programme content is reviewed at the second workshop, based on a collective analysis of participants' personal development plans, and may be changed as a result of this analysis

**ILM Level 5 Certificate in Social Enterprise Support  
Bristol October 2017-18 programme  
Enrolment form**

<b>Surname</b>	
<b>First name</b>	
<b>Organisation name (if applicable)</b>	
<b>Work address</b>	
<b>Postcode</b>	
<b>Telephone no.</b>	
<b>Email address</b>	

**Please indicate which of the following eligibility criteria you satisfy**

Please contact Jim Brown at Baker Brown Associates for a pre-enrolment discussion about your eligibility for this programme:

[jim.brown@bakerbrown.co.uk](mailto:jim.brown@bakerbrown.co.uk) Telephone: 0117 9250824

I am currently working in the field of social enterprise and provide social enterprise support to clients	Yes		No	
<b>Exemptions</b>				
I have already achieved the ILM Understanding Social Enterprise award. (please state the name of the approved centre and date awarded)	Approved centre name:			
	Date:			

**Fees:** £2,000. A discount of 25% is available for participants who are self-financing or work for small organisations with an annual turnover below £100,000. (Tick the fee applies to you.)

£2,000.00

£1,500.00

**Please state who invoices should be sent to** (if not the same as above) (You will be invoiced for 50% in November 2017 and the remaining 50% in July 2018. Alternatively, you can pay via ten monthly direct debits. Other payment plans can be negotiated)

<b>Name</b>	
<b>Organisation name</b>	
<b>Address</b>	
<b>Postcode</b>	

## ILM Registration Details

The following details are required to register you as a candidate with the ILM. If you are successful, your certificate will be sent to your home address.

<b>Home address</b>	
<b>Postcode</b>	

<b>DATE OF BIRTH</b>	<input type="text"/>						
----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------

<b>GENDER</b>	MALE <input type="checkbox"/>	FEMALE <input type="checkbox"/>
---------------	-------------------------------	---------------------------------

**Do you have a disability or health problem which affects your ability to carry out normal day to day activities?**

Yes  No  Prefer not to say

**Do you have any special learning support needs? (If yes, please describe below)**

Yes  No

**To help us see how our Equal Opportunities policy is working, please tell us to which of these groups you belong:**

**Asian or Asian British**

Indian  Pakistani  Bangladeshi  Other

**Black or Black British**

African  Caribbean  Other

**Mixed – White and**

Black African  Black Caribbean  Asian  Other

**White**

British  Irish  Other

Chinese  Other

I would like to enrol on the Professional Development for Social Enterprise Practitioners training programme in Bristol.

<b>Signed</b>	<input type="text"/>	<b>Date</b>	<input type="text"/>
---------------	----------------------	-------------	----------------------

Send to: Baker Brown Associates, 31 Ambrose Road, Bristol BS8 4RJ  
or email digital copy to [jim.brown@bakerbrown.co.uk](mailto:jim.brown@bakerbrown.co.uk)