

Survey to Social Partners & Collaborators of SEs

This survey is being completed by a sample of Social Partners and organisations which collaborate with Social Enterprises in Ireland, Italy, Greece and Slovenia, as part of an EU project called SocialB. Your responses to this survey will help us to determine the key skills gaps and training needs common to Social Enterprises in the 4 participating countries. A Skills Gap & Training Needs Analysis report will be compiled, which will inform the creation of new Learning Units/modules and content, aimed at supporting training and learning for staff and Board members of social enterprises.

We appreciate your time and all those who complete the survey will receive a copy of the Skills Gaps & Training Needs Analysis Report.

The survey will take about 15 minutes to complete.

* Required

Section 1.

Your details

1. Organisation name: *

2. Name of person completing this survey *

3. Your role: *

4. Your email address: *

Section 2

About your Organisation

5. Please select the type of your organisation: *

- Local or regional municipal or statutory service
- Civil society organisation (NGO, registered charity, etc)
- Government Agency
- Trade Union
- Secondary School
- Business representative Organisation

Other

6. What is the structure of your organisation? *

- Registered charity
- Statutory service (government aligned)
- Private company

Other

7. Which of the following best describes the role of your organisation in relation to Social Enterprises and the SE sector?

Select as many as apply

- An element of our work is to build awareness of, represent, and advocate for the growth and strengthening of the social enterprise sector through regional / national policy provision
 - An element of our work is to provide and facilitate training and mentoring services to social enterprises
 - An element of our work is to facilitate networking and shared learning between social enterprises
 - An element of our work is to provide governance and financial advice and supports to the SE sector
 - An element of our work is to administer and disburse funding grants to the SE sector
 - An element of our work is to lobby for an enabling environment for social enterprise growth and development through better policy alignment between national government and the SE sector
 -
- Other

8. Is your organisation part of a larger/ parent organisation? *

- Yes - international organisation
 - Yes - national organisation
 - Yes - regional organisation
 - No
 -
- Other

9. Is your organisation located in: *

An urban area

A rural area

Section 3

Management, Growth & Sustainability

Current Challenges for Social Enterprises

The responses provided in this Section will help us to identify common challenges in the management, growth and sustainability of social enterprises. These common challenges will inform the development of training and learning materials, so your input is valuable.

All responses will be anonymised for the purposes of data analysis and report compilation.

10. Thinking generally about the management of social enterprises you engage with, please rank the statements below according to the degree of challenge you believe they present for the SE sector. *

	A huge challenge	Somewhat challenging	A little challenging	Not a challenge at present	No opinion/knowledge
Meeting/ responding to increased demand for services/goods provided	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of market knowledge and competitiveness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Over-reliance on statutory funding (grants, state funding programmes, etc)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Insufficient paid staff resources and funding to recruit required staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Over-reliance on volunteers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of skills and experience within the organisations to develop and expand services and income	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Limited involvement in the development of future direction and planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unsustainability due to low level of income generated for services/goods provided	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of marketing expertise, to connect with customers / target group	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of opportunities for networking with critical stakeholders and other SE organisations that share the same social vision	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of appropriate, accessible training for staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Weak quality management procedures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Slow and/or bureaucratic decision-making	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. Thinking about the sustainability of the social enterprises you collaborate and engage with, please indicate how much you agree or disagree with the statements below.

		Neither		
Agree	Agree	agree nor	Disagree	Totally
strongly	somewhat	disagree	somewhat	disagree

They are sustainable when they can, at a minimum, break-even, including support from external funding / grants

They are sustainable when they can, at a minimum, break-even without support from external funding / grants

They are sustainable when they make a profit, including support from external funding / grants

They are sustainable when they make a profit without support from external funding / grants

They are sustainable when they do no harm to the environment

They are sustainable when they get ongoing support from the community for their mission

They are sustainable when they can be financially viable and serve their social objectives

12. In your opinion, what is the single biggest challenge for social enterprises in relation to becoming and staying sustainable? *

- Not enough strategic expertise on how to become sustainable
- Not enough personnel with the right skills
- Not enough demand for the services / products offered
- The costs of running the organisations are too high
- Over-reliance on statutory funding - grants, state funding programmes, etc
-

Other

13. In your opinion, and based on your experience of engaging with Social Enterprises, what is the main type of growth which the majority of SEs are working towards? *

Please rank in order of importance from 1 (most important) to 8 (least important).

Employing more paid staff

Generating more income through securing grants / government funding

Expanding new products and services to existing customer base

Growing the geographic spread of their services / goods

Generating more income through trading of goods / services

Including new target groups and widening their customer base

Using resources innovatively to expand services/ product range

Franchising strategy and/or operational partnerships

14. What do you consider to be the 2 biggest growth challenges facing Social Enterprises at present? *

Please select 2 from the list below

- Not enough expertise on how to grow their businesses
- Not enough personnel with the requisite skills and expertise
- Not enough money for investment in growth
- Not enough demand for their services / products
- Not enough active commitment from their Board members
-

Other

Section 4

Management, Growth & Sustainability

Training & Learning Needs of SEs

This section seeks to ascertain specific skills gaps and training needs of staff and Board members of Social Enterprises. All responses will be anonymised for the purposes of data analysis and report compilation.

15. Looking at the areas of skills and expertise outlined below, how important do you consider each to be, for both existing and potential social enterprise staff, managers and Board members?

	Critically important	Quite important	Important	Desirable but not essential	Not important
Skills to monitor & assess Social Impact	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Expertise in how to maintain sustainability and growth	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial planning and management, including risk management, internal auditing, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication, sales & marketing skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Soft skills e.g. interpersonal skills, listening, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Project Management skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Procurement and how to win contracts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Developing and motivating staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Fundraising and
funding from different
resource



Business & Strategic
Planning



Skills to innovate to
meet changing needs



IT and online
communications
technology (ICT)



Governance and
leadership for social
enterprises



Gaining and sustaining
community buy-in and
market acceptance



Managing multiple
bottom lines



Networking with
stakeholders,
collaborative
partnerships, and
alliances



16. Which of the following do you believe would be the main barriers to training participation for staff and Board members within Social Enterprises? *

You may select multiple answers

- Lack of accessible/ available training courses on relevant subjects
- Lack of basic skills, training and knowledge in relevant subject areas
- Lack of staff capacity
- Unavailability of funding to pay for further study / training in these fields
- Lack of available time
- Lack of learning culture
-

Other

Thank you

Thank you for taking the time to complete this questionnaire. The information you have provided will help us to develop learning materials which we hope will respond to some or all of the training needs identified across all of the Social Enterprises surveyed.

2/18/2021

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