



Setting the Context

Catherine Smyth
Development Manager
Ballyhoura Development CLG

Training Needs & Skills Gaps



1. HEI/VET Sector
2. Social Enterprise Sector

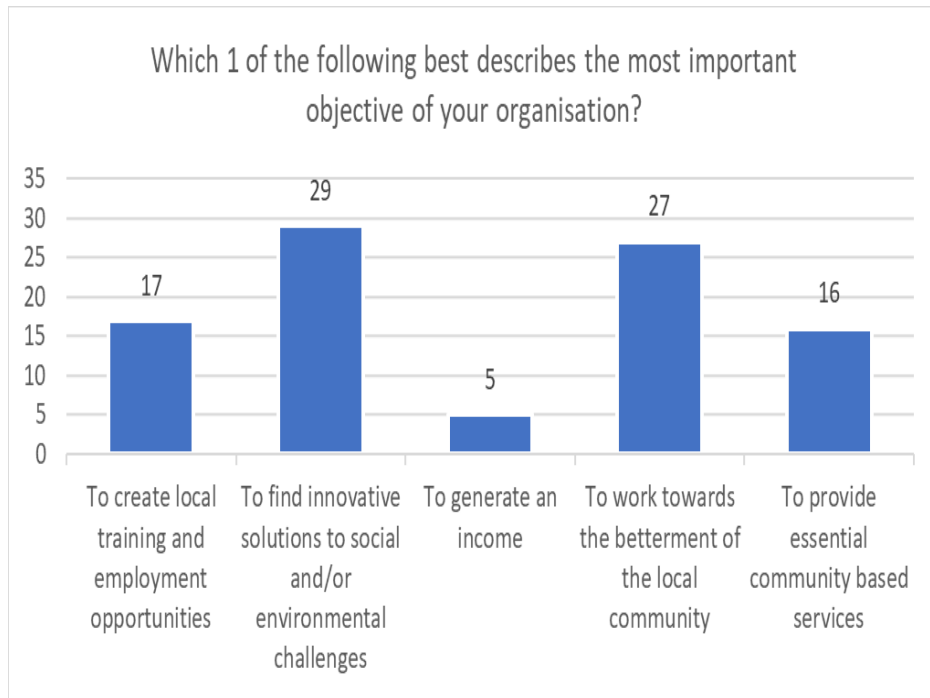
Three cohorts:

- Social Enterprises
 - Social Enterprise Advisors & Advisory Organisations
 - Collaborators & Partners
-
- Surveys: May to July 2020
 - Covid-19



Social Enterprises - Profile

Organisational Objectives



- 94 respondent organisations
- 1012 full-time staff – 71 organisations
- Full-time volunteers in 30 organisations
- 50%+ established since 2010
- Ireland 35% pre- 2000
- Italy 20% supporting refugees
- 75% independent
- Ireland & Italy: Labour market activation schemes

Growth & Sustainability Challenges

Social Enterprises

1. Staffing and funding resources
2. Responding to growing demand
3. Low level of income generation
4. Lack of marketing expertise and resources

SE Advisors & Collaborators

1. Staffing and funding resources
2. Lack of skills & experience
3. Insufficient strategic planning skills & expertise
4. Low level of income generation

A sustainable SE...is financially viable and serves its social objective/s.

Training & Learning Needs



	Priority 1 Skills Needs	Priority 2 Skills Needs	Priority 3 Skills Needs
Expertise - drive sustainability and growth	√		
Financial planning and management, incrisk management, internal auditing, etc.	√		
Communication, sales & marketing	√		
Soft skills	√		
Developing and motivating staff	√		
Fundraising and funding	√		
Business & Strategic Planning	√		
Project Management skills		√	
Procurement and winning contracts		√	
Monitoring & assessing Social Impact		√*	
IT and communications technology (ICT)		√	
Governance and leadership		√	
Networking, collaborative partnerships, and alliances		√*	
Gaining/ sustaining community buy-in and market acceptance		√	
Managing multiple bottom lines			√



Learning Units

MODULES	LEARNING UNITS		CTS
1 Introduction to Social Entrepreneurship	1	History and evolution of SE in Europe and Governance of SE	1
	2	Reshaping business value chains into social value chains	1
	3	Introduction to Social Innovation	1
	4	Good Governance and Public/Private partnerships in the field of Social Enterprise	2
2 Project Design and Management	5	EU projects - opportunities for the development and funding of social enterprises	1
	6	Handling and winning procurement processes and delivering contracted services	2
	7	Project Management	1
	8	Soft Skills	1
3 Human Resources	9	The role of human resource management	1
	10	Recruitment and selection of employees and volunteers	1
	11	Managing employee performance	1
	12	Leadership and leadership communications for maximum impact	2
4 Social Impact Assessment	13	Introduction to Social Impact Assessment	1
	14	Monitoring & assessing Social Impact	2
	15	Data analysis and visualization	1
	16	The importance of communicating social impact	1
5 Financial and Economic Sustainability of SEs	17	Strategic planning and the life cycle of Social Enterprises	1
	18	How to build a business plan	2
	19	Financial planning and cash flow constraints	1
	20	Credit access and opportunities for Social Enterprises: Social Finance and Social Impa	1
6 Growth Strategies, Marketing and Fundraising for SEs	21	Growth strategies and long term profitability of Social Enterprise projects	1
	22	Market evaluation and competitiveness assessments	1
	23	Fundraising and diverse funding opportunities for SEs	1
	24	Marketing, Sales and Networking skills	2



Thank you.

Questions...?

Catherine Smyth
Development Manager
Ballyhoura Development CLG