


**Social Enterprise
in Practice in Tallaght**


'Social Enterprise : A fresh approach?'

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Overview of presentation

- Demographics
 - Tallaght
- Social Economy Unit
 - Background
 - Case studies
- Social Economy Policy
- Social Economy Research
- Conclusions and recommendations



Tallaght

- South-west suburb of Dublin
- Population 80,000+
- Massive growth since 1960s and 1970s
- Residential development before infrastructure
- Areas of significant disadvantage
 - 4 RAPID communities



The Social Economy Unit

- Established in 1997
- Providing support to Tallaght organisations operating in the social economy
 - supporting organisations
 - business management support to Boards
 - building capacities
 - developing communities
- Sharing our knowledge with local development organisations in other areas and seeking to influence policy
 - Work closely with community development teams




Social Enterprise in Practice

- Case Studies
 - Partas
 - Tallaght Childcare Centre
 - H.E.A.T.
 - Fettercairn Community Enterprise Company



Partas

- History
 - Founded 1984 as “Get Tallaght Working”, lobby group in response to factory closure
 - Opened first enterprise centre in 1988
 - Contractual relationship Tallaght Partnership 1991
- Today
 - 4 enterprise centres
 - 60 Partas staff
 - 70,500 square feet (6,500 square metres)
 - 117 workspace units
 - 350 staff
 - No grant aid
 - ‘contracts for services’



Partas

- **Other Activities**
 - Micro-enterprise development
 - Training
 - Social Economy Unit
 - 2000-2007 EQUAL
 - Equal Emerge, SSRR
 - Interreg
 - WISELINK, new proposal WINSENT (Social Entrepreneurship)
 - Skillnets
 - EMERGE Skillnets, Dublin Business Women's Skillnet
 - Consultancy
 - Eg: Market Opportunities for the Provision of Social Finance by Ulster Community Investment Trust (Ireland) Ltd & the Charity Bank in the Republic of Ireland



Tallaght Childcare Centre

- **Community childcare facility**
 - Manager, Childcare Co-ordinator and Childcare Staff
- 20 staff, full daycare to 40 preschool children
- Policies and procedures
- Grant subsidies - NCIP
- **Fees:**
 - Band A. In receipt of any social welfare payment:€57.00
 - Band B. In receipt of FIS and Medical card:€87
 - Band C. In receipt of a Medical card or doctors visit card:€112
 - Band D. Not in receipt of any of the above:€157.00
- **Funding**
 - About ¾ NCIP, ¼ Fees
 - Real sustainability issues



H.E.A.T.

- **Heat and Energy Action Tallaght**
 - 1990s Lobby group on fuel poverty
 - 1997 NETAS (EU project), FAS
- Insulation and energy efficiency business
- 11 employees
- Local council housing
 - Wall insulations 800-1000 per annum
 - Attic insulations 800-1000 per annum
- Private contracts
- Pobal – Community Services Programme
- Sustainability without CSP - issue



Fettercairn Community Enterprise Company

- Based in Fettercairn, RAPID designation
- 1990s, Very poor local infrastructure
 - Community response to crime, anti-social behaviour and poor community infrastructure
- Coffee dock and outdoor market
 - Urban Funding, FAS SEP, POBAL CSP
- Also located in community centre
 - childcare
 - drug rehabilitation project
 - training and meeting facilities
 - Youth facilities
- Real sustainability issues



Social Economy Policy

- Policy Implications, Language has changed;
 - Towards 2016 – no reference to social economy (the two previous agreements specifically mentioned the social economy)
 - Instead emphasis is on Community and Voluntary sector
 - Social Economy Programme shifted emphasis and departments
 - From FAS DETE to Community Services Programme Pobal DCRGA
 - No real emphasis on sustainability



Important note!

- Failure to emphasise 'earned income'. is 'psychologically crippling' for not for profit organisations as it celebrates entrepreneurship without ever seriously pursuing self-sufficiency or sustainability.

Boschee and McClurg (2003)



Enabling factors for success

- Case studies of successful social enterprises in Europe
 - SEU Research, 2006, MBA thesis
 - E.g. Bryson House, Northern Ireland
- Enabling factors for success:
- Organisational Structure
 - Professional, clear organisational structure
 - Senior management expertise
 - Business expertise at Board level
 - mere dedication and perseverance on the part of those engaged in the enterprise including volunteers is no substitute for adequately skilled and experienced persons.



Enabling factors for success

- Funding
 - Strong tendency towards service contracts rather than grant aid
 - Enormous impact on attitude to work, and ability to plan
 - Valuing work of social enterprises
 - ie among public and private sector, 'actual cost'
- Strategic Planning
 - Boards of directors are not involved in operational issues
 - Strategic planning addresses sustainability and strategic partnerships
 - Business/industry experience at board and management level



Enabling factors for success

- Scale
 - Partnering
 - Franchising
 - Not restricted to local markets, were open to expanding into other counties/regions
- Paradox between social purpose versus profitability
 - Viability was central to mission statement – essential for delivery of social benefits



Conclusions 1

- EU Case study research undertaken in 2006 shows the importance of;
 - adopting a social entrepreneurial approach, which places significant importance on the business aspect to social enterprise
 - the application of improved organisational structures, appropriate funding, appropriate business expertise and
 - above all a realisation of the need to have viability in the mission statement



Conclusions 2

- In Ireland
 - poor understanding of terms social economy & social enterprise, as distinct from wider not for profit sector
 - In *The Hidden Landscape*, Donoghue et al (2006) attribute the lack of clarity in public debate in Ireland to the interchangeability of these terms
- Social enterprises in Tallaght heavily reliant upon grant aid
 - Makes it difficult to plan strategically
 - Bound by grant aid, growth restricted
- Scale is an issue
- Often poor leadership



Conclusions 3

- The need for a policy change at macro environmental level which favours the use of contracts rather than grants should not be underestimated.
- Support framework which values social entrepreneurship, and rewards social enterprise development
 - National social enterprise awards



Recommendations

- Opportunities for Further Research
- Planet
 - Further mapping of social enterprise behaviour, as a distinct subset of the not for profit sector
 - A more comprehensive study of issues facing and factors impacting on the sustainability of social enterprises in Ireland
- Building strength among sector players
 - Strategic links eg TCD CNPM



Recommendations

- Challenge for the sector
 - building of capacity and capability among social enterprises in order to be recognised as a valid sector within the wider economy
 - and to be able to take advantage of social finance opportunities
- Influencing key decision makers
 - At local, regional and national level, to create more clarity of understanding



Finally.....

- Thank you, any clarifications or questions?
- Diane Richmond, Assistant CEO, Partas
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