



# Learning Exchange Fingal Social Enterprise & Entrepreneurship

Institute of Technology, Blanchardstown  
Learning & Innovation Centre, 16.5.13

## A Report



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## 1.0 Learning Exchange – Background

*"The greatest danger in times of turbulence is not the turbulence: It is to act with yesterday's logic"*  
Peter Drucker

- 1.1 In September 2012 Fingal County Council, Department of Social Protection<sup>1</sup> and the Institute Technology Blanchardstown (ITB)<sup>2</sup> began to explore ways in which they could collaborate more effectively around education, enterprise, employment & training.
- 1.2 In November 2012<sup>3</sup>, the collaboration was widened to include public & voluntary sector workers, volunteers and Institute Technology Blanchardstown academic staff. A meeting took place in ITBs Learning & Innovation Centre (LINC) to consider and discuss challenges identified by citizens and services in the Fingal RAPID<sup>4</sup> area under three broad categories:
  - Education, enterprise, employment & training
  - Family support, early years and health
  - Community engagement & participation
- 1.3 The meeting confirmed a need for as wide a network as possible to become involved in addressing specific economic & social development challenges. The development of the Learning Exchange is a direct response to this need.
- 1.4 The Learning Exchange is informed by the experience of building collaborative relationships in Dublin 15, in particular in its designated RAPID areas. The Exchange administration and its development are driven by the Economic & Social Development Division of Fingal County Council, and its activity, at present, directed by members of the Research & Innovation Hub<sup>5</sup>.

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<sup>1</sup> Patricia Swords, Department of Social Protection and Chairperson of Fingal RAPID

<sup>2</sup> Des Moore, Head of Civic Engagement, Institute of Technology Blanchardstown

<sup>3</sup> A report titled 'Learning Exchange – Fingal RAPID', March 2013,<sup>3</sup> records the outcomes, [www.fingalcoco/economic&social/rapid](http://www.fingalcoco/economic&social/rapid)

<sup>4</sup> RAPID areas were designated on the basis of disadvantage using the New Measures of Deprivation (Haase & Pratschke, 2002, 2005) supported by data relating to the location of significant rented local authority housing, and schools designated as disadvantaged by the then Department of Education & Science. Fingal County Council has one designated RAPID area located in Dublin 15 encompassing all local authority estate areas and their immediate periphery which includes private and housing association stock.

<sup>5</sup> The Research & Innovation Hub is a Fingal RAPID & ITB initiative comprising Breffni O'Rourke, Fingal County Council, Cormac Doran, Institute Technology Blanchardstown, Des Moore, Institute Technology Blanchardstown, Miriam Ryan, Blanchardstown Youth Services



## 2.0 Learning Exchange – Statement of Intent

- 2.1 The Learning Exchange is committed to promoting successful demand driven innovation<sup>6</sup>: meeting community expectations and challenges in new ways. A number of methodologies will be applied to generate ideas and learning which may have the potential to be scaled up in response to specific challenges:
- Competitions & Challenges
  - Think & Do Tanks
  - Experimentation & Adaptation
  - Design Thinking
  - Partnership pilots
  - Placements/exchanges
  - Ideas Festivals
  - Participatory Workshops
  - Action Research
  - Open Innovation/Data
- 2.2 Learning Exchange events will facilitate collaboration between the widest range of agencies, interests and citizens the outcomes of which are intended to contribute positively towards meeting Economic and Social challenges.
- 2.3 The Learning Exchange concept is committed to creativity and adaptation in light of experience.
- 2.4 The Learning Exchange concept will develop mechanisms which will facilitate more open and transparent methods of working that enable effective participation by the widest range of collaborators; citizens, interest groups, enterprise and service delivery agencies.

Figure 1: Learning Exchange Word Moodle



<sup>6</sup> Successful innovation is counted as the creation and implementation of new processes, products or services and methods of delivery which result in improvements in outcomes, efficiency, effectiveness and quality.



## 3.0 Why a Learning Exchange about Social Enterprise & Entrepreneurship?

- 3.1 The unemployment rate in Fingal is 16% compared to 18.4% in Dublin 15 and upwards of 25% in some RAPID areas (i.e. Tyrrelstown Electoral Division 43.7%, Mulhuddart Electoral Division 27%)<sup>7</sup>

*"Social enterprises offer jobs across a range of skill-sets, and provide services and employment"*  
Minister for State, Research & Innovation Sean Sherlock TD Response to the July 2013 Forfas report, which shows that the Social Enterprise sector has the capacity to double employment with the creation of an additional 25,000 jobs by 2020.

Social Enterprise and Entrepreneurship can be key drivers in local economic and social development; potential exists for jobs to be created, particularly in areas where greater economic and social challenges exist.

- 3.2 A number of other local, national and European wide factors contributed to Social Enterprise and Entrepreneurship being identified as suitable for a Learning Exchange:
- 3.3 The European Social Business Initiative<sup>8</sup> and EU programme for Employment and Social Innovation (EaSI), 2014 – 2020<sup>9</sup> provide strong policy and funding platforms to grow social entrepreneurship and employment.
- 3.4 The Programme for Government: Towards Recovery 2011 – 2016<sup>10</sup> states:  
*"...promote the development of a vibrant and effective social enterprise sector. We will instruct agencies to view social enterprises as important stakeholders in rejuvenating local economies."* P. 13
- 3.5 Minister for Social Enterprise, Sean Sherlock T.D commissioned Forfás to report to examine the potential of Social Enterprise; publication was imminent at the time of scheduling.<sup>11</sup> 3.6 The Institute of Technology Blanchardstown (ITB), BA Social & Community Development<sup>12</sup> recently revised its course content to include *Social Entrepreneurship & Funding* as a core module for year 3 students.

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<sup>7</sup> Ryan, C. (2012) [Socio-Economic Profile of Dublin 15](http://www.bap.ie/sites/default/files/downloads/2011%20Dublin%2015%20Socio%20Economic%20Profile_1.pdf), Blanchardstown Area Partnership

[http://www.bap.ie/sites/default/files/downloads/2011%20Dublin%2015%20Socio%20Economic%20Profile\\_1.pdf](http://www.bap.ie/sites/default/files/downloads/2011%20Dublin%2015%20Socio%20Economic%20Profile_1.pdf)

<sup>8</sup> The EU Single Market – Social entrepreneurship [http://ec.europa.eu/internal\\_market/social\\_business/index\\_en.htm](http://ec.europa.eu/internal_market/social_business/index_en.htm)

<sup>9</sup> Employment and Social Innovation <http://ec.europa.eu/social/main.jsp?langId=en&catId=89&newsId=1093>

<sup>10</sup> Programme for Government: Towards Recovery, 2011 – 2016  
[www.citizensinformationboard.ie/publications/relate/relate\\_2011\\_03.pdf](http://www.citizensinformationboard.ie/publications/relate/relate_2011_03.pdf)

<sup>11</sup> Social Enterprise in Ireland Sectoral opportunities and policy issues was published by Forfás on 26<sup>th</sup> July 2013 available from <http://www.forfas.ie/publications/2013/title.11029.en.php>

<sup>12</sup> BA Social & Community Development <http://www.itb.ie/StudyatITB/bn025.html>



## 4.0 Collaboration

- 4.1 The first in a series of planned Learning Exchange activities 'Social Enterprise & Entrepreneurship' was scheduled for May 2013.

*Learning Exchange events will facilitate collaboration between the widest range of agencies, interests and citizens, the outcomes of which are intended to contribute positively towards meeting Economic and Social challenges.*

- 4.2 The **Research & Innovation Hub** engaged with the following partners to curate the event:

- Department Social Protection - Irish Social Enterprise Network
- BASE Enterprise Centre - Blanchardstown Area Partnership

- 4.3 Learning objectives were formulated and agreed:

- Provide collaborative opportunities for effective networking & dialogue
- Raise awareness of Social Enterprise
- Support local economic and social development

- 4.4 The 'Exchange' was divided into four sessions<sup>13</sup>:



- |   |  |
|---|--|
| (1) Social Enterprise – An Introduction | (2) Social Enterprise & Entrepreneurship in Action   |
| (3) Breakout Discussions                | (4) Feedback – Panel Discussion – Question & Answers |

<sup>13</sup> Appendix 1, Learning Exchange schedule



## 5.0 The Results


5.1 Sixty participants<sup>14</sup> congregated in the lecture hall of ITBs, Learning & Innovation Centre (LINC). Invited speakers gave a series of short presentations, brief highlights are illustrated below<sup>15</sup>:

<b>Session 1</b>	<b>Social Enterprise – An Introduction</b>
<b>Patricia Swords</b> <b>Department of Social Protection</b>	<ul style="list-style-type: none"> <li>- DSP supports the development of any initiatives which have the potential to grow sustainable local employment.</li> <li>- DSP is committed to working with all citizens and sections of the public, private and civic sector to meet training, activation and employment requirements.</li> </ul>
<b>Gerard Doyle &amp; Tanya Lawlor</b> <b>Author/Consultants</b>	<ul style="list-style-type: none"> <li>- Community owned institutions have significant S.E potential, fixed assets, access to finance, expertise &amp; community accountability, supports required to best utilise potential.</li> <li>- EU policy on Social Enterprise recently developed - Social Business Initiative.</li> <li>- Access to supports for S.E unclear, County Enterprise Boards, LEO's. More recognition of S.E as a sector economy.</li> <li>- Significant scope to grow sector through procurement, inclusion of social Clauses as contract conditions.</li> </ul>
<b>Session 2</b>	<b>Social Enterprise – In Action</b>
<b>Stuart Fraser</b> <b>Liberties Recycling</b> 	<ul style="list-style-type: none"> <li>- Liberties collect clothing/footwear for export, % of employees recovering from substance abuse &amp; addiction.</li> <li>- Bottom lines – Environmental, Job creation, Rehabilitation, Profit for Reinvestment</li> <li>- Social Return on Investment (SROI) is an analytical tool for measuring and accounting for broader concept of value, taking into account social, economic and environmental factors.</li> </ul>
<b>Jenny Cruise</b> <b>BAPTEC</b> 	<ul style="list-style-type: none"> <li>- Established 1999, core evolved from computer training to ECDL, payroll, bookkeeping train the trainer.</li> <li>- Importance of people, locality and community stressed as contributory aspects to sustainability and growth.</li> <li>- Necessary renewal and key steps in enterprise – Identify – Vision – Intent – Insight – Strategy – Evaluate.</li> </ul>
<b>Neil Dwane</b>	<ul style="list-style-type: none"> <li>- 10% of the population are affected by food poverty; Irish charities spend over €10</li> </ul>

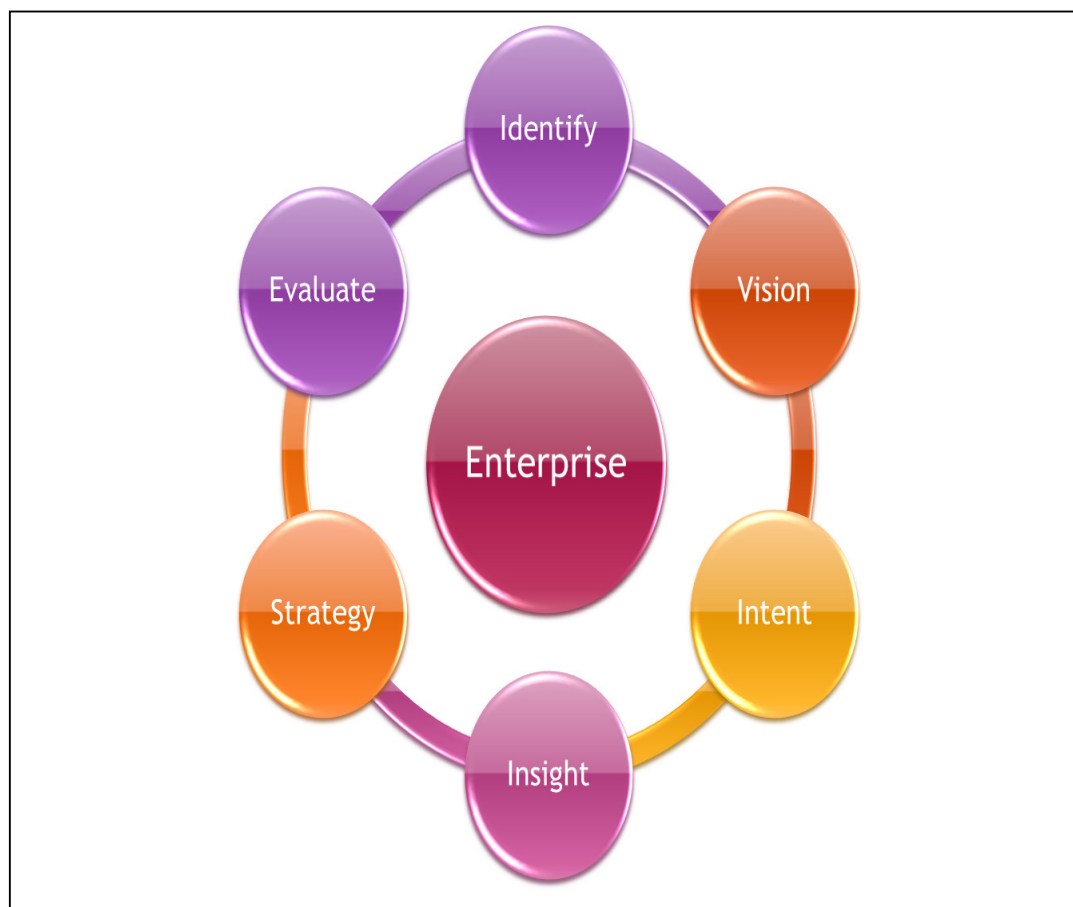
<sup>14</sup> Appendix 2, List of Attendees

<sup>15</sup> Full presentations available at [www.fingalcoco/economic&social/RAPID/Learning](http://www.fingalcoco/economic&social/RAPID/Learning)



<p><b>Bia Foodbank</b></p> 	<p>million on food each year.</p> <ul style="list-style-type: none"> <li>- Bia Foodbank will provide infrastructure to prevent food surplus going to landfill, redirecting it to charities.</li> <li>- Funding start up, warehouse 8k-10k sq ft, in M50/D15 required, volunteers, companies registering interest.</li> </ul>
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**Figure.2 - Model for Enterprise (BAPTEC)**



5.2 Collaborators were divided into four groups of 12 – 15 persons for 45 – 50 minutes. Four facilitators<sup>16</sup> considered three questions, and feed back to the wider Exchange, highlights appear below:

<sup>16</sup> Niall Comber, Blanchardstown Area Partnership, Paul Murgatroyd, Base Enterprise Centre, Ciarán Staunton, Fingal County Council, Tom Mulvey, Institute Technology Blanchardstown.





Session 3	Learning Exchange - Breakout Discussions
<p><b>Q.1 What contribution do you feel Social Enterprise can make (or is making) to local economic and social development in Fingal?</b></p>	<p><b>1.a</b> S.E is a viable Labour Market programme, providing paid employment and engaging with long term unemployed.</p> <p><b>1.b</b> S.E is a source of inspiration and pride, it can help rejuvenate local areas and led to a positive ripple effect within community.</p> <p><b>1.c</b> S.E provides valuable services</p> <p><b>1.d</b> S.E provides income and infrastructure</p> <p><b>1.e</b> S.E makes use of unused space (Men's shed etc)</p> <p><b>1.f</b> S.E generates Income.</p> <p><b>1.g</b> The Income derived from S.E activity is helping some community services (community centres etc) to be less dependant on state subventions and less vulnerable to cuts in services.</p> <p><b>1.h</b> A link exists between recycling and potential for assisting long term unemployed back into the community.</p> <p><b>1.i</b> S.E is educational in communities and classrooms regards social issues (environment, addiction etc)</p> <p><b>1.j</b> S.E can 'unlock' hidden resources and assets (buildings and people)</p> <p><b>1.k</b> S.E can make a big contribution particularly where certain groups/areas are marginalised.</p>
<p><b>Q.2 What developments and/or supports do you feel would further assist/unlock the potential of Social Enterprise and Entrepreneurship?</b></p>	<p><b>2.a</b> Up-skilling of personnel within organisations with a social purpose to develop and see themselves as social entrepreneurs, requires a change of mindset. Tools which can be used include:</p> <ul style="list-style-type: none"> <li>• Practical case studies</li> <li>• Peer to Peer learning.</li> <li>• Identify leaders to drive agenda forward</li> </ul> <p><b>2.b</b> Greater awareness and recognition of Social Enterprise as a sector in the economy</p> <p><b>2.c</b> Central database of empty properties, CPO type scheme devolved from NAMA to local authorities to benefit economic and social development</p> <p><b>2.d</b> DSP matching unemployed people to the S.E. sector.</p> <p><b>2.e</b> Develop potential of Social Impact Bonds results may be financially incentivised (e.g. reoffending rates).</p> <p><b>2.f</b> Training for social entrepreneurs.</p> <p><b>2.g</b> Change of Credit Union charter so that they are able to actively support development of S.E.</p> <p><b>2.h</b> Funding is disjointed although it exists, (Clan Credo, First Step – Micro Finance Ireland) and has been accessed by Social Enterprises in D15 (e.g. BAPTEC).</p> <p><b>2.i</b> More joined up work with young people:</p>




	<ul style="list-style-type: none"> <li>▪ Foroige enterprise support</li> <li>▪ Foroige citizenship (12-18 year olds)</li> <li>▪ Foroige training teachers</li> </ul> <p><b>2.j</b> Examine opportunities where SE can help meet unmet needs. Where local authorities cut back on services S.E may be able to fill the gap (e.g. environmental, estate management improvements).</p> <p><b>2.k</b> Improve Inter-agency communications: Agencies need to support each other and network together:</p> <ul style="list-style-type: none"> <li>○ Collaborate and pool resources</li> <li>○ De-politicise inter-agency rivalry i.e. funding</li> <li>○ Mentoring - Extending whatever supports are available.</li> </ul> <p><b>2.l</b> Support S.E development from within community, promote, empowerment responsibility and ownership.</p> <p><b>2.m</b> Tap into potential which exists with more ethnically diverse communities.</p> <p><b>2.n</b> Raise awareness that S.E can generate a living for those involved.</p>
<p><b>Q.3 What practical steps would you like to see taken after the <i>Learning Exchange</i> to further progress Social Enterprise?</b></p>	<p><b>3.a</b> Create a Social Enterprise register.</p> <p><b>3.b</b> Develop the 'Learning Exchange' – <i>regular get together</i>.</p> <p><b>3.c</b> Identify shared/owned, community/public assets in Dublin 15. Map &amp; develop possible funding streams.</p> <p><b>3.d</b> Link social enterprise and private enterprise.</p> <p><b>3.e</b> Create networks to support Social Enterprise.</p> <p><b>3.f</b> Involve 12-18 year olds in future networking opportunities.</p> <p><b>3.g</b> PR, promote value of SE and partnership e.g. YouTube, Phoenix FM, Social Networks, Nationwide.</p> <p><b>3.h</b> Leverage models of good practice presented (BAPTEC, Liberties Recycling, Bia foodbank)</p> <p><b>3.i</b> Raise awareness of Social Return on Investment (SROI) which SE can generate. For instance, Speedpack and Liberties Recycling where roughly every €1 invested can result in savings for the State of €8.50 etc.</p> <p><b>3.j</b> Make use of offers of help and assistance from local business, entrepreneurs e.g. wavu-design.ie</p> <p><b>3.k</b> Build on relationship with ITB:</p> <div style="display: flex; justify-content: space-between;"> <div> <p>1. Awards</p> <p>3. Sponsorship &amp; supports</p> <p>5. Student exchanges</p> </div> <div> <p>2. Multinational CSR programmes</p> <p>4. Tracking policy changes and context</p> </div> </div>




Figure 3 - Social Enterprise Word Moodle (BAPTEC)



5.3 The session was followed by a contribution from a representative of the Irish Social Enterprise Network, Question and Answers before final comments and a rounding up by the hosts ITB and its Head of Civic Engagement, Des Moore.

Session 4	Network – Panel - Q&A – Closing
<p>Stuart Fraser Irish Social Enterprise Network</p>  <p>IRISH SOCIAL ENTERPRISE NETWORK</p>	<ul style="list-style-type: none"> <li>- SOCNET newly established, launch May 2013, plan national S.E event November 2013, represent the voice of membership @ S.E Task Force meetings</li> <li>- SOCNET will provide information, develop model for start ups, develop S.E quality mark, standards &amp; certification</li> <li>- 3 things to encourage S.E: Bring S.E into supply chain if you are private business as part of CSR</li> <li>- Include SE into public service procurement</li> <li>- Raise awareness &amp; support for SE seeking business rate relief</li> </ul>



<p><b>Des Moore</b> <b>Head of Civic Engagement</b></p> 	<ul style="list-style-type: none"> <li>- Expressed support for objectives of Learning Exchange.</li> <li>- Undertook to put the facilities and expertise of ITBs Civic Engagement office at the disposal of community partners to assist in progressing further social enterprise and entrepreneurial activity.</li> </ul>
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5.4 A lively discussion ensued from the floor including contributions on, Social Return on Investment (SROI), interest in different models of Social Enterprise, funding opportunities further networking and collaboration.

## 6.0 Feedback

6.1 Selection of quotes taken from feedback generated by Learning Exchange participants:

*We found the talks, the information, and the group discussions to be inspirational and uplifting, great getting together with like minded people"*

Founders [www.communitmatters.ie](http://www.communitmatters.ie)

*"Very good to be involved, make contacts, and get a feel for what's going on in this space"*

Founder [www.createsound.ie](http://www.createsound.ie)

*"One of the most positive events I have attended in a long while, I have come away with some great ideas and contacts"*

Foroige, Blanchardstown



## Appendix 1

Indicative Time	Theme/Presenter(s)	Chair
9.30	<b>Registration/ Tea &amp; Coffee</b>	
10.00	<b>Session 1: Introduction</b>	<b>Patricia Swords,</b> Department Social Protection
	<i><b>Social Enterprise – Introduction,</b></i> Cormac Doran <i><b>Social Enterprise in Ireland: A Peoples Economy</b></i> Gerard Doyle & Tanya Lawlor	
10:10	<b>Session 2: Social Enterprise in action</b>	<b>Cormac Doran,</b> Department of Humanities, ITB
	<i><b>BAPTEC</b></i> Jenny Cruise <i><b>Liberties Recycling</b></i> Stuart Fraser <i><b>Bia Foodbank</b></i> Neil Dwane	
11:25	<b>Tea/ Coffee &amp; Networking</b>	
11:45	<b>Session 3: Breakout Discussions</b>	
	1. What contribution do you think Social Enterprise can/or is making to local economic and social development in Dublin 15/Fingal? 2. How can Social Enterprise be supported/ grown in Dublin 15 to help realise its potential? 3. What steps would you like to see happen next?	
	Group A: Niall Comber, Blanchardstown Area Partnership Group B: Paul Murgatroyd, Base Enterprise Group C: Ciaran Staunton, Fingal County Council Group D: Tom Mulvey, Business Department, ITB	
12:15	<b>Session 4: Irish Social Enterprise Network – Stuart Fraser</b>	<b>Breffni O'Rourke,</b> Fingal County Council
	<b>Feedback - Panel Discussion - Question &amp; Answers</b>	
12:55	<b>Close</b>	<b>Des Moore,</b> Head of Civic Engagement, ITB
13:00	<b>Light lunch &amp; Networking</b>	



## Appendix 2

### Learning Exchange Attendees

FIRST NAME	SURNAME	ORGANISATION / Occupation
Adebanke	Oluborode	Self employed researcher
Adejoke	Opesusi	Not specified
Aifric	O'Malley	DCU Ryan Academy
Attracta	Doran	Department of Social Protection
Brid	Ni Chonaill	ITB, Academic
Breffni	O'Rourke	Fingal County Council
Brian	O'Hare	Oaktree Press
Celesta	McCann James	ITB, Academic
Ciaran	Staunton	Fingal County Council
Claire	Barkey	Foroige
Cormac	Doran	ITB, Academic
Danny	Bell	Public Health Consultant
Des	Moore	ITB, Head Civic Engagement
Dr. Brid	Ní Chonaill	ITB, Academic
Dr. Ruth	Harris	ITB, Academic
Edward	Cahill	Not specified
Franciso	Dominguez	Wavu-Design, Clonsilla
Gavin	Timlin	Create Sound
Gerard	Doyle	TSA Consultancy
Ian	O'Connor	Not specified
Jean	Martin	Crosscare
Jean	Clifford	Blanchardstown Area Partnership
Jenny	Cruise	BAPTEC
Jessica	Laird	ITB, Student
Joseph	Ajibade	Not specified
Joshua	Oluborode	MFM Ireland Accountancy
Karl	Lynam	eBay
Kieran	Greenwood	Freelance Trainer
Liam	McGlynn	ITB, Academic
Liann	Buckley	DCU Ryan Academy
		Mountview Family Resource
Maireid	Cluskey	Centre
Maria	Kenneally	ITB, Student
		Freelance Environmental
Mark	McGarrity	Consultant
Mark	McDonald	CV Intro
Martina	Hand	Community Activist
Michael	McDonagh	Crosscare
Michael T	Burke	Not specified
Neil	Dwane	Bia Food Bank
Niall	Comber	Blanchardstown Area Partnership
Noeleen	McHugh	Fingal County Council
Pamela	Hagen-Morgan	Fingal Ethnic Network



Patricia	Swords	Department of Social Protection
Paul	Murgatroyd	BASE Enterprise Centre
Paulette	Lawson	Not specified
Philip	Jennings	Safer Blanchardstown
Precious	Nwokegi	Not specified
Rafe	Costigan	Fingal County Council
Renagh	Hayden	Foroige
Rita	Tighe	Department of Social Protection
Roisin	Devoy	Blanchardstown Area Partnership
Rossana	Loddo	Wavu-Design, Clonsilla
Segun	Bankole	Shop Owner
		Irish Social Enterprise & Liberties
Stuart	Fraser	Recycling
Susan	Ongam	Freelance Consultant
Tanya	Lalor	TSA Consultancy
Terry	Jones	ITB, Student)
Toirleach	McGinley	Life - Aspirational Coach
Tom	Mulvey	ITB, Academic
Vera	Lee	Community Matters
Yvonne	Whelan	Community Matters