Profile of Enterprises and what we have learned

a) Issues we encounter(ed) – observations & inferences

b) Characteristics of for-profit versus non-profit entity

c) Best practice model - hallmarks of sustainable and stable Social Enterprises
NFB Campus - client enterprises

A vibrant community of private, social & community enterprise

1. A supportive Eco-system & development networks
2. 1:1 Consultancy & Advice
3. Mentoring
NFB Campus – Development & Support Networks

Pillars of the social enterprise hub policy:

1. Create a virtual conducive support and learning environment
2. Build an appropriate infrastructure for clients (in NFB’s case smes and social enterprises)
3. Build a remote learning platform to convene meetings, share data and that’s accessible to all.

Irish Government remote working policy: a) the right to request remote working, b) the right to disconnect, c) to provide smes/employers and employees with up to date/relevant information and d) ensure compliant tax arrangements.
Social Enterprise – observation & inference

Absence of **governance** v high standard of **governance**

Well meaning volunteers – high operational focus

Short term planning - absence of medium to long term planning

**Role of CEO** – concentration of control / influence

Profile of CEO – Vocational background – accidental management role

Absence of “normal accountability’

‘Fictional’ board

**Uncertainty – short-termism**

Employment / HR issues

Uncertain career path

Uncertain financial income

**Stakeholder needs**

Stakeholders – accountability

**Funding** - Funding cycles, Financial uncertainty
## Characteristics of for-profit V nonprofit entities

<table>
<thead>
<tr>
<th>For Profit</th>
<th>Nonprofit</th>
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<tbody>
<tr>
<td><strong>Mission</strong> – sustainable income/environment</td>
<td>Deliver services to key constituencies</td>
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<td><strong>Measure</strong> – Financial performance</td>
<td>Performance of service balanced with other matters</td>
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<td><strong>Leadership</strong> – CEO has sole responsibility</td>
<td>CEO reports to non-ex Chairman/board</td>
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<td><strong>Board</strong> – Small, limited in scope, resilient</td>
<td>Large stakeholder membership, hard to control, can lack focus, sub-committees – always at work</td>
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<td><strong>Members</strong> – Qualified, appointed on merit, professional, remunerated.</td>
<td>Diverse profile, stakeholder group reps, frequent t/o, largely non-professional, voluntary</td>
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Governance – what ‘trustees’ need to know

Essentially steering committee members, directors, stakeholders, trustees are the people who exercise control over and are legally responsible for the management of the ‘entity’ and are collectively responsible.

The role is twofold – a) to regulate in the public interest and b) to ensure compliance with the law.

The process by which directors, steering committee members, trustees etc do this is by ensuring good practice in governance, management and administration.

In order to carry out the oversight role they must endeavour to maintain (complete) independence from operational and management matters.

(Point of information: Over recent years Ireland has had a few high profile cases of poor governance in the voluntary, social and charitable sectors. There is a heightened awareness of the need for all such entities to have high standards of probity and governance)
The hallmarks and best practice principles of social enterprise oversight:

a) Act in the best interest of the enterprise

b) Act with reasonable care and attention in all matters

c) Ensure the enterprise is carrying out its purpose

d) Manage Assets – (tangible and intangible)

e) Make appropriate decisions – keep an appropriate record

f) Comply with the governing documents
To be operational by y/e 2021 with a target of 80 Enterprise Centers / Hubs

1. One national entity – A single point to promote enterprise centers/hubs and enable wider promotion and marketing

2. Mapping - Individual hub classification – remote working choices – from concept in 2020 to a working reality in 2021

3. Booking Platform – for training, networking and 1:1 support

4. Broadband. CSO – focused economic metrics, skills, amenities…..
We will become a whole new learning, support & virtual networking platform

A digital network for a post covid world.

Build communication platforms ➔ interconnected sites
Build databases/communities ➔ interconnected / overlapping
Transfer current library to make ➔ accessible across all platforms

**KEY objective** – Increase the scope and capacity of the networks.
Transfer 25 years of learning onto a digital platform thereby extending the work and zone of influence of the campus and the networks it houses to a level that heretofore was simply not possible.