



SOUTH KERRY DEVELOPMENT
PARTNERSHIP CLG.

South Kerry Social Enterprise Strategy 2023—2025

March 2023



Funded by the Department of Rural & Community Development

Support and Development of Social Enterprises in South Kerry

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Glossary of Terms

Abbreviation	Term
CAT	Centre for Alternative Technology (Wales)
CE	Community Employment
CEIS	Community Enterprise in Scotland
CIC	Community Interest Company (UK)
CLG	Company Limited by Guarantee - Cuideachta faoi Theorainn Rátháíochta
CLLD	Community-Led Local Development
CSO	Central Statistics Office
CSP	Community Services Programme
CSR	Corporate Social Responsibility
DAF	Dormant Accounts Fund
DEASP	Department of Employment Affairs and Social Protection
DJE	Department of Justice and Equality
DRCD	Department of Rural and Community Development
ED	Electoral Division
ERDF	European Regional Development Fund
ESEM	European Social Enterprise Monitor
EU	European Union
FRC	Family Resource Centre
KCC	Kerry County Council
KETB	Kerry Education and Training Board
LCDC	Local Community Development Committee
LEADER	Liaison Entre Actions de Développement de l'Économie Rurale Links between Actions for the Development of the Rural Economy
LECP	Local Economic and Community Plan
LEO	Local Enterprise Office
LEO	Local Enterprise Office
LTD	Limited
MD	Municipal District
MTU	Munster Technological University
NEWKD	North, East, and West Kerry Development
NSEC	National Social Enterprise Census
NSEP	National Social Enterprise Policy
PPN	Public Participation Network
Q	Quarter
RSS	Rural Social Scheme
SEI	Social Entrepreneurs Ireland
SICAP	Social Inclusion and Community Activation Programme
SIFI	Social Innovation Fund Ireland
SKDP	South Kerry Development Partnership CLG
UCC	University College Cork
UnaG	Údarás na Gaeltachta
UK	United Kingdom

Executive Summary

Introduction

South Kerry Development Partnership CLG (SKDP) has worked with Social Enterprises in South Kerry for many years. Historically, the Partnership has provided many direct interventions, including grant aid, information, advice, and guidance and building awareness around using social enterprise as a viable business model to support local products and services in the local community.

As part of its strategy to promote, support and develop sustainable and vibrant communities in South Kerry, SKDP commissioned this Social Enterprise Strategy to guide the company in supporting and developing social enterprises from 2023-2025. The Strategy provides an Action Plan to deliver an integrated range of support to new, emerging and established social enterprises' products and services.

What is a Social Enterprise?

The National Social Enterprise Policy for Ireland 2019-2022 defines a social enterprise as: -

- ❑ *'An enterprise whose objective is to achieve a social, societal, or environmental impact, rather than maximising profit for its owners or shareholders.*
- ❑ *It pursues its objectives by trading on an ongoing basis through providing goods or services and reinvesting surpluses into achieving social goals.*
- ❑ *It is governed in a fully accountable and transparent manner and is independent of the public sector. If dissolved, it should transfer its assets to another organisation with a similar mission.'*

Methodology

There is no national register of social enterprises in Ireland, and it is only with the recent publication of the National Social Enterprise Policy for Ireland 2019-2022 that a formal definition of social enterprise has been established. This situation has resulted in sectoral underdevelopment in Ireland compared to many EU Member States and a lack of recognition of social enterprise within the community and voluntary sector.

Kerry County Council's Public Participation Network membership was reviewed to estimate the number of social enterprises in South Kerry. A sample of the websites of membership organisations was examined to identify potential community and voluntary groups that generated twenty-five per cent of the annual income from trading in goods or services. The outcome of this assessment suggests that there are up to eighty social enterprises in Kenmare Municipal District and fifty in Killarney Municipal District.

Initially, forty-seven social enterprises were identified across South Kerry. These were invited to attend one of four consultative meetings to discuss the sector's needs. From this, an online questionnaire was distributed to capture greater insights.

Summary Findings

Existing social enterprises have identified the following gaps and challenges: -

1. **Networking:** Social enterprises tend to operate in isolation, resulting in a lack of experience exchange.

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2. **Strategic Planning and Continuity:** It can be difficult for existing or emerging social enterprises to engage in strategic thinking, despite new social issues resulting from energy-related inflation, fuel poverty, and climate change impacts.
3. **Capacity Building:** Many are willing to engage in structured capacity-building.
4. **Governance and Regulatory Environment:** Most groups had obtained charitable status and had signed up to the Governance Code.
5. **Compliance Burden:** Compliance requirements can be demanding for small, voluntary organisations, discouraging volunteerism.
6. **Revenue and Financial Resilience:** Reduced levels of traded income increase the extent to which organisations depend on public subvention, placing their service under threat. Access to appropriate financial resources largely depends on the members' abilities.
7. **Challenge Funding:** Every organisation competes for resources. This dissuades participation in intensive and, therefore, risky funding application processes.
8. **Human Resources:** It can be challenging to find individuals that have an appreciation for social issues within a business framework. Continuing CE, TÚS, RSS, and CSP support is essential for many social enterprises.
9. **Organisation Age:** Over thirty per cent of social enterprises in South Kerry were established during the 1980s.
10. **Geographic Distribution:** The geographic distribution of social enterprises across South Kerry appears poorly related to identified areas of deprivation (see A7: Map 2).
11. **Mentoring:** Some organisations have identified the need to engage with mentors to assist with aspects of their business.
12. **Operational Efficiencies:** Small organisations may lack the skills to use technology to help with operational efficiency.

In addition to the above, emerging and new social enterprises are likely to encounter the following: -

1. **Understanding, promoting, and recognising social enterprise:** Social enterprises and established actors are poorly recognised in South Kerry.
2. **Networking and Partnership:** Potential social enterprises often feel isolated because of operational complexity (enterprise and non-enterprise approach to the provision of goods and services), competitive nature of funding, lack of baseline data, and compliance issues with legal requirements.
3. **Competency and Capability Training:** Volunteers generally considered that training support would be beneficial in growing technical competency to operate and manage social enterprise activity efficiently.
4. **Governance and Leadership Best Practice:** Volunteers typically requested additional skills to optimise governance capacities and leadership provision.
5. **Accessing Financial Support:** Volunteers expressed a need for targeted training support to better access and manage appropriate financial supports.

Strategic Objectives

The findings from the literature review and consultation outcomes provide a clear strategic pathway for developing social enterprise across South Kerry. This pathway is captured in the following suite of strategic objectives designed to address the key needs and gaps.

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Strategic Objective	Strategic Action	Recommendation
1: Sectoral Capacity and Development.	<p>1.1: Funding Support Package</p> <p>Subject to the operational constraints of the forthcoming LEADER Programme, it is intended that co-funding for between ten to fifteen social enterprises per annum will be provided in South Kerry.</p>	<p>A designated funding package to support emerging and existing social enterprises will be provided, subject to approval, under the SKDP LEADER Programme 2023-2027.</p> <p>A designated funding package for social enterprises that specifically address aspects of exclusion will be provided under the SKDP SICAP Programme 2024-2027, subject to approval.</p>
	<p>1.2: Coaching and Mentoring Package</p> <p>Increasing the technical capacity of social enterprises can be achieved through targeted informal training provision tailored to the needs of volunteers.</p> <p>Building on the RESET Programme (November 2021), coaching and mentoring support for managers and directors of existing social enterprises will be provided.</p>	<p>Develop and implement a rolling coaching and mentoring package designed to build on the RESET experience to engage with existing and emerging social enterprises at a local level.</p> <p>Experience shows that to be successful, it is essential that recognised experts are engaged to deliver quality modules of coaching and mentoring packages and that participants are committed to the process.</p>

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Strategic Objective	Strategic Action	Recommendation
<p>2: Networking and Building Collaboration.</p>	<p>2.1: Enhanced Networking</p> <p>Existing community networks and contacts of the South Kerry Development Partnership will be harnessed to support cost-effective social enterprise network formation.</p>	<p>An opportunity exists to harness the existing community enterprise infrastructure across South Kerry to support cost-effective network formation.</p> <p>This infrastructure is most appropriate since it is locally based and has experience supporting enterprises.</p> <p>The approach will accord with policy objectives one and two of the NESP.</p>
	<p>2.2: Building on Collaboration</p> <p>Facilitation of engagement of the business community with the social enterprise sector in South Kerry.</p> <p>This will encourage the flow of resources and skills into social enterprise organisations from the corporate sector.</p>	<p>South Kerry has a cohort of significant hospitality, fintech and manufacturing employers. However, beyond the sports sector, individual social enterprises find it challenging to engage with the corporate sector effectively.</p> <p>To address this situation, an innovative support mechanism will be provided in line with NSEP Objective 2 (Growing and Strengthening Social Enterprises) and use the capacity of local enterprises to support social development.</p>

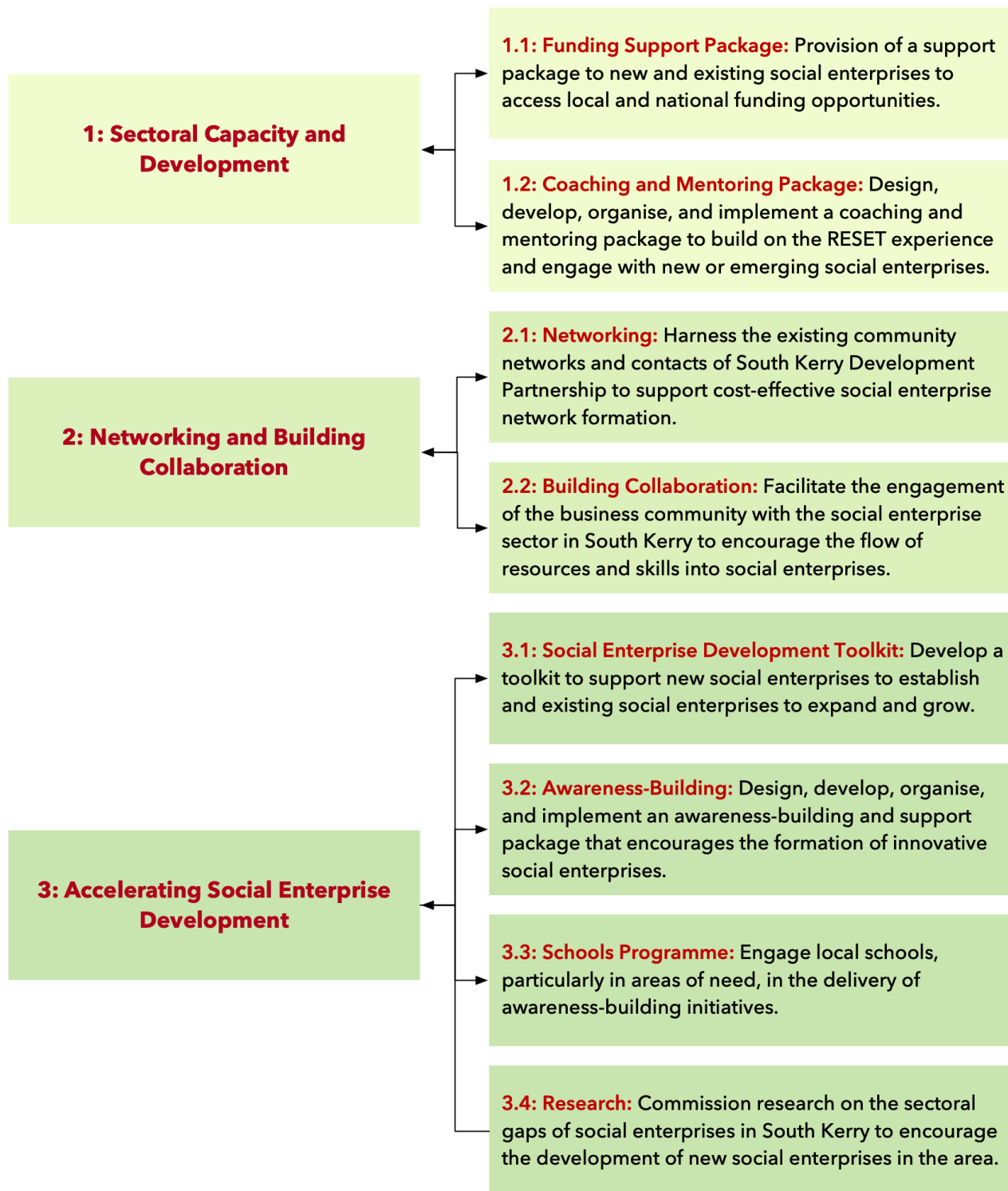
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Support and Development of Social Enterprises in South Kerry

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Strategic Objective	Strategic Action	Recommendation
3: Accelerating Social Enterprise Development.	3.1 Social Enterprise Development Toolkit Development of a toolkit to support new social enterprises to establish and existing social enterprises to expand and grow.	Assist new social enterprises to be established by developing a localised Social Enterprise Toolkit. The Toolkit will be a comprehensive guide for those seeking to set up a social enterprise. It will include set-up, social enterprise legal structures, business planning, funding opportunities, governance, labour support and marketing.
	3.2: Awareness Building Design, develop, organise, and implement an awareness-building and support package that encourages the formation of innovative social enterprises.	Design and implement an awareness-building and support package that encourages the formation of innovative social enterprises. This will include organising targeted awareness-raising events on all aspects of social enterprise.
	3.3: Schools Programme It is an objective of the NSEP Policy to improve the initiation of social enterprises. Ten per cent of the population of South Kerry is aged 15-24 years. This age cohort is challenging to engage in social enterprise formation. However, their involvement is likely to lead to the creation of innovative responses to local social issues.	Engagement of young people through local schools, particularly in areas of need, will underpin successful social enterprises. Engagement can be cost-effectively achieved using programmes developed by Young Social Innovators or adapted versions of the Kerry ETB Mentor Project and the Kerry LEO Student Enterprise Programme.
	3.4: Research To move social enterprises forward, there must be an investment in structured research and development.	The development of a pathway linking pre-development, developing, and existing social enterprises directly with sectoral expertise will help to increase the quality of organisations and their service offerings, together with future supports provided by SKDP.

Summary Action Plan 2023-2025



1 Literature Review

The literature review provides a brief introduction to Social Enterprises in Ireland. The study considers the most significant challenges to establishing and growing social enterprises and the support that can be delivered to facilitate the sector's development.

1.1 Policy Context

Toledo Declaration 2020

The Member States of the European Union have unanimously agreed to promote the *Social and Solidarity Economy* as a key driver of economic and social development. This is reflected in the Conclusions of the Council of the European Union of 7th December 2015, representing the support of a core group of EU Governments for the promotion and development of the Social and Solidarity Economy. Ireland signed the Toledo Declaration 2020 in December 2020, recognising the importance of citizen-led social enterprises with a transformative and innovative spirit, as reflected in the European Pillar of Social Rights and the European Green Deal.

Guiding Principles

The seven guiding principles of the Toledo Declaration 2020 support the Social and Solidarity Economy as a critical driver for an inclusive and sustainable future and are summarised below: -

1. Raise the visibility and recognition of the Social and Solidarity Economy through public policies, plans and specific actions in collaboration with the people and entities that comprise it. It must be easier for young people and potentially vulnerable and marginalised groups to engage in collective social entrepreneurship.
2. Promote the economic, social, and environmental development model of the Social and Solidarity Economy. Specifically, stress the significance of its potential for cross-pollination with other business models.
3. Support the generation of ecosystems favourable to the Social and Solidarity Economy, fostering the creation of synergies between public administrations and Social and Solidarity Economy agents.
4. Seek to ensure the necessary financial support is in place to consolidate a viable and sustainable Social and Solidarity Economy.
5. Recognise the critical role of the Social and Solidarity Economy as a crucial driver in shaping a sustainable, inclusive, and just post-Covid-19 recovery throughout Europe.
6. Contribute to the international expansion of the Social and Solidarity Economy by encouraging a UN Resolution on the Social and Solidarity Economy that recognises and promotes these enterprises and entities in their contribution to inclusive and sustainable economies with positive effects on people and the planet.
7. Generate and maintain high-level cooperation and dialogue mechanisms to coordinate actions supporting the Social and Solidarity Economy, promoting social innovation and innovative public policy.

National Social Enterprise Policy for Ireland 2019-2022

Ireland lags other EU countries in providing a legislative framework for social enterprise. However, effort over recent years has culminated in the National Social Enterprise Policy (NSEP) publication.

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The National Social Enterprise Policy for Ireland 2019-2022 aims to create an enabling environment for social enterprise in Ireland to grow and contribute to Ireland’s social and economic progress. The policy is designed to open new opportunities for social enterprises to address social and environmental challenges, contribute to revitalising local communities throughout the country, and support many of those most vulnerable in society.

What is a Social Enterprise?

The NSEP defines social enterprise as follows: -

- ❑ *‘A Social Enterprise is an enterprise whose objective is to achieve a social, societal, or environmental impact rather than maximising profit for its owners or shareholders.*
- ❑ *It pursues its objectives by trading on an ongoing basis through providing goods or services and reinvesting surpluses into achieving social goals.*
- ❑ *It is governed in a fully accountable and transparent manner and is independent of the public sector. If dissolved, it should transfer its assets to another organisation with a similar mission.’*

These characteristics make social enterprises different from enterprises that operate for private profit. The NSEP notes the need for improved access to appropriate support for social enterprises and seeks to address that gap.

Policy Objectives



The NSEP identifies three policy objectives.

Figure 1 - National Social Enterprise Policy Objectives



1.2 Innovative Social Enterprises

Social enterprises in Ireland operate across a wide range of business sectors in urban and rural socially and economically marginalised locations. They vary in size from small independent operators to larger community-based enterprises. Identifying common themes across the spectrum of social enterprise is difficult due to the unique factors that often underpin their genesis. From the examples below, chosen because of their innovation in a local context, the catalytic role of the local development sector can be seen.

Example: CECAS

The Centre of Excellence for Climate Action and Sustainability (CECAS) is operated and managed by Green Skibbereen CLG, a non-profit established in 2019. Myross Wood House and grounds, Leap, West Cork, is the home of CECAS.

CECAS was established to respond to the climate and biodiversity emergency declared in 2019.

CECAS at Myross Wood House will positively influence climate change by showcasing cutting-edge academic and commercial solutions to the complex problems of climate, biodiversity, and the circular economy. In addition, it engages with communities of interest and communities of place in introducing and supporting initiatives that can address the problematic issues related to transition.

Example: Lismore Heritage Centre

Lismore Heritage Centre, the Old Courthouse Building, Main Street, Lismore, was opened in 1992 to promote the town's considerable history and heritage.

Lismore Heritage Company Limited by Guarantee was registered with the Companies Registration Office in November 1991.

Vision: To bring history and Science, Technology, Engineering, Arts, and Maths (STEAM) subjects to visitors and schools by running a successful Heritage Centre.

Mission: To support economic development in the West Waterford Area and to keep the rural community alive by providing local employment and enabling workers at Lismore Heritage Company.

Values: Improve the quality of living for those living in the rural community and deliver a quality product by providing training and development opportunities.

In 2001, Lismore Heritage Centre qualified to operate under the Social Economy Programme. The Centre is currently supported by the Department of Rural and Community Development under the Community Services Programme (CSP).

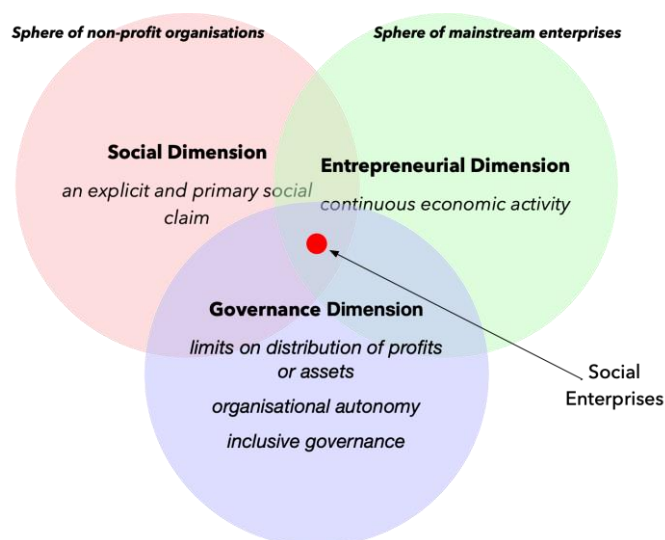


1.3 Challenges, Solutions and Supports

In Ireland, social enterprises sit between the charity sector, which provides social value primarily from grants and donations, and traditional businesses, whose primary objective is to create financial value for their owners and investors. In this context, a social enterprise creates social impact by providing goods or services while also dependent on traded activities to remain viable businesses.

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Figure 2 – Social Enterprise Realm



Source: European Union.

Challenges

Complexity

Social enterprise is an amalgam of an enterprise and non-enterprise approach to providing goods and services. It is generally motivated by socially related objectives that harness entrepreneurial business efficiencies to social impact to achieve a *double bottom-line* outcome. This mix presents a unique challenge for social entrepreneurs. The need to satisfy the requirements of stakeholders whilst maintaining a revenue stream to sustain the social enterprise is exemplified by the evolving structure of the Community Services Programme (CSP). In its current iteration (Application Process 2022), the Department of Rural and Community Development (DCRD) requires social enterprises seeking support to provide employment and services for disadvantaged people whilst demonstrating earning potential based on those with the lowest earning potential.

Competition

Social enterprises compete to secure funding, government grants and contracts. Similarly, they compete for voluntary and community engagement and employees within their sectoral contexts.

Baseline Data Policy Challenges

The State does not recognise social enterprise as an explicit subsector. Therefore, there is currently no national data to quantify the number of such businesses. However, in May 2022, the DCRD announced the commencement of the National Social Enterprise Census (NSEC) process.

The lack of factual data has traditionally impeded efforts to support and raise awareness of the existence, scope, and impact of social enterprise in Ireland. The NSEC will address this deficit by establishing the reliable evidence base necessary for future policy development and delivery, which will benefit the sector.

Legal Structure Policy Challenges

The National Social Enterprise Policy 2019-2022 acknowledges that further research is needed to assess the potential value of a distinct legal form for social enterprises in Ireland. Unlike in other jurisdictions, there is no tailored legal form for social enterprises under Irish law.

The legal structure most appropriate for any particular social enterprise will depend on various factors. If the organisation falls within the definition of a 'charitable organisation' under the Charities Act 2009, it must

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register as a charity before operating or carrying out activities in Ireland. Registered charities can apply to the Revenue Commissioners for a charitable tax exemption.

The most common form of legal structure for social enterprises in Ireland is that of a Company Limited by Guarantee (CLG).

Start-Up and Established Social Enterprise Challenges

In addition to issues associated with any business that generates trading income from goods or services, groups operating in the social enterprise sector also face ongoing challenges related to short-term grant funding that is subject to the risk of public funding policy changes.

Deadweight and Displacement Challenges

The literature review confirmed the extent to which unintentional deadweight, displacement and duplication effects were potential challenges related to social enterprise activity.¹

In August 2022, Pobal (for DRCD) issued an updated '*CSP Programme Displacement Guide*'. The guide ensures that CSP-supported social enterprises do not create local displacement by maintaining competitive neutrality. Sectors particularly prone to displacement challenges include activities within the home maintenance and insulation market. Similarly, local transport service provision is another sector with a proven potential to distort local markets inadvertently.

Business Failure and Regeneration Challenges

As with any business, the exposure to the risk of failure due to changes in the external trading environment is identical for social enterprises. The extent of risk is illustrated by considering the Centre for Alternative Technology (CAT)², an eco-centre located in Machynlleth, Powys, Wales.

¹ *Deadweight refers to instances whereby the economic benefits created from an investment would have been achieved in any event in the absence of intervention. Displacement occurs where an activity impacts negatively on activity elsewhere. It may often lead to market distortion.*

² *CAT was the inspiration behind Green Skibbereen's Centre of Excellence for Climate Action and Sustainability (CECAS).*

Example: CAT

CAT was established in 1973 as a community of volunteers living on or near the site and dedicated to greater self-sufficiency, eco-friendly principles, and creating a 'test bed' for new initiatives. CAT grew to become a leading eco-centre. CAT evolved to expand its efforts beyond alternative technology to include sustainable living. It was open to visitors, offering postgraduate degrees and shorter residential and one-day courses. It also published information on renewable energy, sustainable architecture, organic farming, gardening, and sustainable living. At that stage, CAT also ran education programmes for schools and sold a range of environmentally friendly retail items through its on-site shop, restaurant and mail order department. The Centre attracted some 65,000 visitors per annum and had a senior management team of seven, with ninety people reported to be working on the site.

In 2013 CAT plc entered voluntary liquidation due to the prevailing unfavourable economic conditions following the financial crash of the period. CAT plc owned and operated a wholefood vegetarian café and retail outlet located in Machynlleth, together with the mail-order businesses associated with the Centre for Alternative Technology. Some eight staff were made redundant because of the cessation of the business.

The Centre for Alternative Technology Charity, operated by the Board of Trustees, continued after 2013. The Centre's presence brought an increased environmental emphasis to the area, which is now designated as a UNESCO Biosphere Reserve³.

Following the closure of CAT plc, the ownership of the wholefood vegetarian café was transferred to CAT Charity and was subsequently sold to its workers. The café is now run as a private enterprise but continues to operate as a vegetarian café. The wholefood shop was closed, as CAT did not own the building. Ultimately a new wholefood shop, 'Dyfi Wholefoods' was opened by the staff who were made redundant. An industrial estate (*Dyfi Eco Park*) near Machynlleth Railway Station houses Dulas Ltd.'s offices, a renewable energy company started by ex-CAT employees.

In terms of organisation, CAT is a cooperative self-governing social enterprise owned and managed by its staff and community. Supporting it is a membership association with 7,000 members worldwide.

The report entitled '*Creating an Enabling, Supportive Environment for the Social Enterprise Sector in Ireland*' (Irish Local Development Network – June 2016)⁴ summarised the challenges encountered by start-up and established social enterprises as follows.

Areas with Identified Challenges

A defining feature of many social enterprises is that they are associated with a particular locality or community. Indeed, social economy principles align to a large extent with community development principles. Thus, area-based and bottom-up approaches are often hallmarks of social enterprises. Moreover, many social enterprises seek to address local needs and to fill local-level service-provision gaps where there are market failures or shortcomings. As this report has already noted, social enterprises are particularly relevant in communities that exhibit high levels of socio-economic disadvantage. The Pobal HP index reveals, there are significant pockets of disadvantage in South Kerry's main towns and in Gaeltacht Uíbh Ráthaigh. Indeed, Gaeltacht Uíbh Ráthaigh, particularly An Dromaí, represents the largest area that records negative scores on the Pobal HP Index. Thus, this area merits particular attention in terms of investment in social service provision and economic development – including using social economy approaches.

Gaeltacht Uíbh Ráthaigh

Research commissioned by Comhchoiste Ghaeltacht Uíbh Ráthaigh in collaboration with Mary Immaculate College and Limerick Institute of Technology has highlighted the need to invest in economic diversification, community development, connectivity, and environmental resource management in Gaeltacht Uíbh Ráthaigh. That research has highlighted the scale of population decline associated with a lack of employment opportunities and the relative (to other areas) decline in quality of life, due to reductions in service provision.

³ A Biosphere is an area in which people work to balance the conservation of biodiversity with its sustainable use.

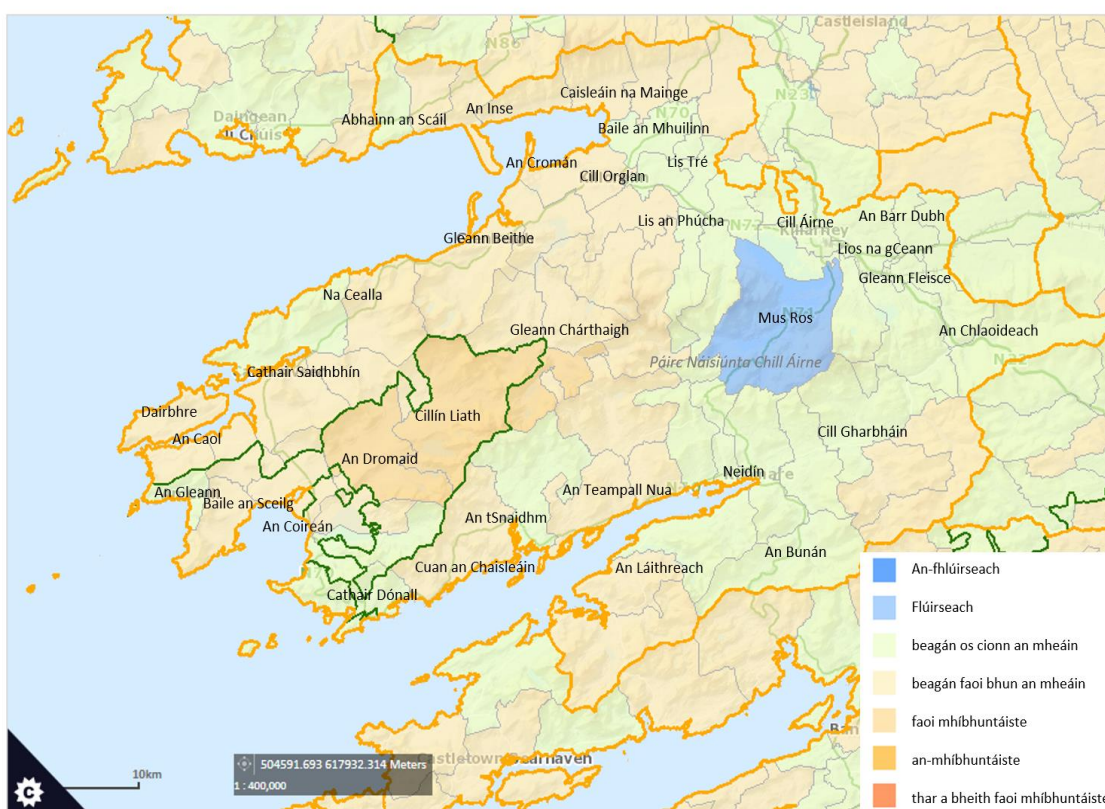
⁴ Dr Briga Hynes, Kemmy Business School, University of Limerick

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Thus, there are significant structural gaps in Gaeltacht Uíbh Ráthaigh, and while Údarás na Gaeltachta is investing in addressing these deficits and in stimulating local potential, there is a need for investment to stimulate community actors’ capacity to lead and manage social enterprises. The research describes how the Gaeltacht’s population has been ageing more rapidly than that of other parts of South Kerry. Thus, it indicates that services for older persons (e.g., e-health, community care, care and repair, social clubs, and social housing, among other initiatives) ought to be advanced in the rollout and expansion of social economy activities in South Kerry.

Gaeltacht cooperatives operate some of the most successful social enterprises in Ireland (e.g., Teach Solais an bhFód Dubh), and there is potential to promote further inter-cooperative networking and information-sharing. Many of the social enterprises in Gaeltacht communities seek to harness natural and cultural resources, including the importance of the Irish language. In this regard, it is noteworthy that Comhchoiste Gaeltacht Uíbh Ráthaigh has completed a feasibility study for a language school (scoil teanga), and that a feasibility study recommended that the scoil teanga be established as a social enterprise.

Figure 3 – Gaeltacht Area and Deprivation



Source: SKDP

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Table 1 – Challenges Encountered by Social Enterprises

Challenges Encountered by Start-Up Social Enterprises	
Internal Challenges	External Challenges
<ol style="list-style-type: none"> 1. Financial and legal implications. 2. Structure of management committee. 3. Feasibility of business model. 4. Management experience. 5. Governance. 6. Strategy, marketing, and human resources. 7. The professionalisation of operations. 8. Lack of voluntary commitment. 9. Compliance issues and bureaucracy. 10. Lack of information and support <i>'on the ground'</i>. 11. Business planning. 12. Need for a business-like approach. 	<ol style="list-style-type: none"> 1. Over-regulation. 2. Volunteers with the responsibility of running a commercial business. 3. Finding suitable premises, negotiating leases, accessing funding, mentoring. 4. Regulation costs, changes in funding criteria, and lack of start-up capital support. 5. Engaging with government funders and oversight bodies. 6. Government sectoral and employment policies and inflexible general regulations. 7. Lack of understanding of policies and regulations and compliance. 8. Unreasonable expectations of delivery.
Challenges Encountered by Established Social Enterprises	
Internal Challenges	External Challenges
<ol style="list-style-type: none"> 1. Management of appropriate structure, roles, and responsibilities. 2. Corporate governance and board of directors. 3. Human resource management. 4. Financial management and access to finance to grow. 5. Managing surpluses and reinvesting in the business. 6. Pressure to raise wages. 7. A lack of younger volunteers and a <i>'burnout'</i> factor with existing volunteers. 8. Access to networking opportunities. 9. Strategic planning. 10. How to scale up and innovate. 	<ol style="list-style-type: none"> 1. Engaging with relevant government funders and oversight bodies. 2. Government sectoral and employment policies and general governance regulations. 3. Legislative changes in areas such as Feed-in Tariffs for Renewable Energy. 4. Public procurement community benefits clauses legislation. 5. Attracting talent at management and staff levels. 6. Lack of understanding of policies and regulations covering social enterprises.

Source: 'Creating an Enabling, Supportive Environment for the Social Enterprise Sector in Ireland'

Potential Solutions

Two of the three policy objectives of the NSEP can address challenges at a local level. NSEP Policy Objective 3: Achieving Better Policy Alignment can only be effectively addressed at the national level.

The literature review has identified a range of possible solutions to positively impact social enterprises at a local level.

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Table 2 – Possible Solutions to Challenges

Possible Solutions to Challenges	NSEP Policy Alignment
<ol style="list-style-type: none"> 1. Improve awareness, understanding, promotion and recognition of social enterprise activity. 2. Encourage networking, partnership, and collaboration to achieve sustainable social impact. 	<p>NSEP Policy Objective 1: Building awareness of social enterprise.</p>
<ol style="list-style-type: none"> 1. Access to competency and capability training for start-up and growing social enterprise activity. 2. Encourage networking, partnership, and collaboration to achieve sustainable social impact. 3. Embed governance and leadership best practices into all social enterprise activity. 4. Provide appropriate financial measures for social enterprises at various stages of development. 	<p>NSEP Policy Objective 2: Growing and strengthening social enterprises.</p>

Avoiding Displacement and Duplication

Social enterprises operating in a demand-deficient local sector can inadvertently create service displacement and duplication. The potential for market distortion can be minimised by ensuring that social enterprises are developed using cooperative principles.

Mitigating Business Risk

The defining characteristic of social enterprise is that it generates at least part of its income from traded services and goods. The tools that can be used to mitigate the business risk will reflect the nature of the business and its market. The available mitigation toolset is essentially common to all trading businesses.

In common with any enterprise, the preparation and periodic review of a realistic business plan are at the core of risk mitigation. The business plan will establish the business focus, identify risk, quantify the resource needs and sources, and guide the management and development of the operation forward.

Supports

Social enterprises combine an enterprise and social focus in providing goods and services. They involve a voluntary, often non-professional, board overseeing the delivery of goods or services. As a result, the board and executive can often feel exposed to the conflicting requirements of delivering a social service to meet the needs of the most vulnerable whilst complying with increasing regulatory compliance standards.

In these operational circumstances, support is required at two levels. The first requires the voluntary body to have access to the skills necessary to design, manage and sustain an appropriate business model. The second involves understanding the most suitable and efficient methodologies for meeting the identified needs of the service user, including access to appropriate financial resources.

Local Level Support

The NSEP identifies the following local-level supports for social enterprises: -

Local Authorities

Local Authorities play a key role in leading the social, economic and cultural development of local areas. Objectives to support social enterprises are set out in many Local Economic and Community Plans, overseen by Local Community Development Committees.

Local Authorities deliver a range of support to social enterprises through initiatives such as the Social Inclusion and Community Activation Programme (SICAP) and the Community Enhancement Programme.

Support and Development of Social Enterprises in South Kerry

❑ **Local Development Companies**

The Local Development Companies (LDCs) deliver community and rural development, labour market activation, social inclusion, and social enterprise services. LDCs play a valuable role in supporting social enterprises in their communities.

❑ **Local Enterprise Offices**

The Local Enterprise Offices (LEOs) deliver a range of services and act as a 'first stop shop' for those in business or starting a business, including social enterprises, subject to specific criteria. They can offer 'soft' support in training and mentoring (for example, a Start-Your-Own-Business course). However, they can only provide direct financial support to microenterprises in the manufacturing and internationally traded services sectors that have the potential to develop into strong export entities.

Dormant Accounts Fund Action Plan 2022

Measure 1 of the Dormant Accounts Fund Action Plan 2022 (DCRD) commits up to €2.3 million to social enterprise. The programmes to be delivered under this measure will assist in creating sustainable jobs, particularly for marginalised and disadvantaged individuals, improve the quality and delivery of services for disadvantaged communities, and increase social enterprises' capacity to generate funded income. The measure will also support social enterprises during the recovery phase of the Covid-19 pandemic.

Labour Market Activation and Support Programmes

Many social enterprises in Ireland that share a community and voluntary sector origin rely highly on a raft of labour market activation and support programmes⁵.

1.4 South Kerry Social Enterprise Potential

Demographic and Socio-Economic Profile

In 2016, the population of the SKDP operational area was 55,121. The operational area of SKDP primarily covers the Kerry County Council Municipal Districts (MD) of Kenmare and Killarney. In 2016, the population of Kenmare MD was 25,062, and Killarney MD was 29,607.

The CSO Census of Population 2022 preliminary results report that the population of County Kerry had risen by 5.1 per cent. On a pro-rata basis, this outcome suggests that the 2022 population of Kenmare MD is now 26,340, and Killarney MD is 31,117.

Social Dimension

Pobal HP Deprivation Index (2016) mapping for the Kenmare and Killarney MDs at ED level is provided in Appendix 7. Pockets of disadvantage are located across South Kerry. These are identifiable at the CSO Small Area of Population (SAP) resolution.

The table in Appendix 2 identifies the SAPS (within EDs) in the Kenmare and Killarney MDs that returned the highest Deprivation Scores in 2016. Killarney Urban ED had two SAPs that returned a Deprivation Score between -10 and -20 (Disadvantaged) and one that was -21.79 (Very Disadvantaged). The total population in the *Disadvantaged* SAPS areas was 579, and 195 were living in the *Very Disadvantaged* SAPS area in 2016.

⁵ A summary description of the labour market activation and support programmes is provided in Appendix 4.

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Potential Social Enterprise Target Geographic Areas

Those geographic areas that show high levels of deprivation or exceptional levels of any of the contributory indicators are illustrated on Map 2: Disadvantage by ED 2016 (Appendix A7: Mapping). The disadvantaged areas may have additional potential for developing targeted social services.

Enterprise Opportunity

The Co. Kerry Local Economic and Community Plan (LECP) 2016-2021 was developed by the LCDC. The LCDC recognises the strengthened role of local government in promoting economic development through sustaining and creating a positive environment for job creation. Whilst much of the high-level thrust of the County Kerry LECP SWOT remains consistent, the impact of the Covid-19 pandemic, and more latterly, geopolitical instabilities, have changed economic circumstances across the county. The changed circumstances offer opportunities for establishing social enterprises that address new and emerging issues.

Covid-19 Economic Recovery Plan 2021

The County Kerry Covid-19 Economic Recovery Plan 2021 (Kerry County Council) reflects the changes that have occurred in the economy of the county and notes that *'the Kerry economy has been particularly exposed to the negative impact posed by the Covid-19 pandemic.'* The dominant economic sectors in Co. Kerry are tourism and related services, wholesale and retail, agriculture, manufacturing, and local services. Towns, smaller settlements, and hinterlands rely on these sectors to generate economic activity. Whilst all these sectors have been impacted by the pandemic, it is widely accepted that tourism, travel, and retail are the most adversely affected throughout the global economy and will be among the last industry sectors to return to pre-pandemic levels of economic activity. Research undertaken by the three Regional Assemblies in 2020 identified Co. Kerry as the county with the highest Covid-19 Exposure Ratio, with 53.8% of its commercial units operating in the sectors worst affected by the crisis.

The short-medium term Economic Recovery Plan is designed to assist the county in responding to the following: -

1. Post-Brexit and Covid-19 socio-economic environment.
2. Transition to climate neutrality.
3. Digital transformation.
4. Remote and blended working.

To these can now be added challenges emerging from the energy crisis, some of which reinforce the issues noted above.

Low Carbon Economy

The European Green Deal is Europe's all-sector plan to make the EU's economy sustainable by turning climate and environmental challenges into opportunities and making the transition just and inclusive for all. Indicative of the measures that can be supported to assist the transition to a low carbon economy, Kerry County Council submitted the Dingle Peninsula as a *Decarbonisation Zone* in Kerry. This resulted from various sustainability and decarbonisation initiatives that emerged from the Corca Dhuibhne Dingle Peninsula 2030 collaboration. The initiative embraces energy transition, leading to the emergence of both active energy citizenship and an active energy community on the Dingle Peninsula.

There are many transferrable elements within the Dingle Peninsula package that can readily form the basis for future social enterprise activity, including: -

- Corca Dhuibhne Community Energy: This group has been formed to work on different energy-related initiatives linked by a common interest in community-owned energy.
- Dingle Peninsula Sustainable Energy Community (SEC) has facilitated the creation of an Energy Master Plan for the peninsula concerning residential, transport, services, and industry.
- Sustainable Travel Project: A steering group has been developed by Corca Dhuibhne Dingle Peninsula 2030, Local Link Kerry, and representatives from the Department of Transport to investigate initiatives

Support and Development of Social Enterprises in South Kerry

related to the decarbonisation of transport on the peninsula, including new bus services, transitioning to low carbon emission buses, integrated online booking system and real-time passenger information systems for public transport, commuter buses from Dingle to and from Tralee, and the construction of an EV parking and charging scheme.

In South Kerry there are several examples of initiatives to support the transition to a low carbon economy that might also lead to social enterprise activity, including: -


- ❑ Valentia Island Energy Cooperative: The Cooperative is an initiative to produce hydrogen on the Island using offshore wind energy. They hope to use the gas for transport and heating on the island, including the Knightstown-Reenard Ferry.
- ❑ ECCO South Kerry Community Energy SEC: This initiative aims to develop community-owned generating projects in South Kerry and promote the involvement of communities in the renewable energy sector (including reducing energy needs). Projects proposed include solar and anaerobic digestion technologies.
- ❑ Killorglin: An energy master plan has been developed in the Killorglin area. It is intended to build on this in the future and deliver on its findings.
- ❑ SKDP Community Buildings Solar initiative: A study has been undertaken to identify the suitability across eighteen Community Centres in South Kerry for installing solar panels to help reduce energy costs and improve the viability of the facilities.

Circular Economy

In a circular economy, waste and resource use are minimised; the value of products and materials is maintained for as long as possible through good design, durability, and repair; and when a product has reached the end of its life, its parts are used again and again to create further valuable products.

The Department of the Environment, Climate and Communications notes that *'a circular economy will deliver a competitive and resilient domestic economy where Ireland is less reliant on the importation of raw material, is moving to sustainable materials management and a low carbon economy. Recycling is crucial to the security of raw material supply, especially those raw materials considered critical to the functioning and competitiveness of the Irish and European economy. However, the circular economy goes beyond resource efficiency and recycling. It provides the framework to develop new business models to increase the value, use and life of materials, products and assets and design out waste from production and consumption.*

Aspects of the circular economy represent opportunities for establishing new social enterprise activity. A contemporary sector that can support aspects of the social economy is the long-established RecycleIT, developed initially by Clondalkin Partnership CLG.

	<p>Example: Recycle IT</p> <p>Clondalkin Community Recycling Initiative was originally set up in 2002 by the Environment Working Group of Clondalkin Partnership. It has grown to become Recycle IT, a community-based social enterprise specialising in recycling Waste Electrical and Electronic Equipment (WEEE).</p> <p>Recycle IT is a not-for-profit social enterprise. Profit is not shared with company directors, and the organisation has no commercial stakeholders. The board is voluntary, and any profits are reinvested in recycling operations.</p>
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A further example of a social enterprise operating in an innovative sector is Range Therapy, which is aiming to raise at least €500,000 to develop a series of products it believes can replace petrol and diesel generators with a cheaper, more environmentally friendly alternative.



Example: Range Therapy

Two engineers founded Range Therapy to recycle vehicle traction batteries. They started working with a business in the Netherlands to upgrade the battery packs of older Nissan Leaf cars in Ireland.

'We grasped that there would be a lot of second-hand batteries available – within five years we will have 10,000 used batteries available annually in Ireland. And that will go up to 50,000.'

At the National Ploughing Championships 2022, the company introduced *Range Trailers*. These portable power platforms offer a clean energy source to farmers, retailers, and homeowners and are made from old, repurposed batteries and can store energy for up to a year, which means users can avoid paying peak rates to fire-up generators. They also require no maintenance and offer a cleaner alternative to petrol and diesel generators.

For social enterprises considering entering the circular economy marketplace, the Circular Economy Innovation Grants Scheme (CEIGS) (Department of the Environment, Climate and Communications) might be relevant.

Digital Transformation

A primary driver of structural change in the national and regional economy is the transformation to digital, accelerated by technological breakthroughs in artificial intelligence, automation, 3D printing, bio-based production and nanomaterials. These technological changes are transforming the production and distribution of goods and services, creating new businesses and business models, and delivering private and public services in new ways.

The County Kerry Covid-19 Economic Recovery Plan 2021 recognises that continuous workforce development will be the primary driver of jobs, sectoral resilience, and inclusive transformation. This will be delivered through research, upskilling and reskilling to match new opportunities. Digital Kerry is a new function set up in the Economic and Community Directorate of the County Council to develop the county as a smart, sustainable location that develops, adapts and adopts technology to improve economic and social development.



Example: FoodCloud

FoodCloud is a social enterprise aiming to transform surplus food into opportunities to improve the world. The FoodCloud initiative is being operated in South Kerry by SKDP and is called *FoodLink*.

Aoibheann O'Brien and Iseult Ward founded FoodCloud in 2013 with support from Trinity's Launchbox Programme, which leveraged a programme place at the National Digital Research Centre and from the Arthur Guinness Fund.

FoodCloud has become a significant retail and technology solution with associated warehouse and logistics operations. FoodCloud Hubs provide an end-to-end solution for surplus food redistribution across the whole supply chain under the FoodCloud brand and has grown to involve familiar food retailers such as Tesco and Lidl. The social enterprise works in Ireland and the UK.

In 2020 FoodCloud distributed 75% more food across their three Hubs than in 2019 to over 650 charities and community groups across Ireland.

In 2017, the European Economic and Social Committee of the European Commission noted that *'today, digital technologies play an increasingly important role in our society. The social economy and social enterprises must make the most of the possibilities digitalisation creates to achieve their social and environmental objectives. The opportunities and challenges emerging around potential synergies between digitalisation, new technologies and social economy actors are manifold. Therefore, social economy and social enterprises must*

use digitalisation and digital technologies as a lever for economic and social transformation and increased social impact across Europe.'

Remote and Blended Working

An impact of the Covid-19 pandemic has been accelerating the acceptance of remote and blended working. The strategic objective of Making Remote Work: National Remote Work Strategy 2021 (Department of Enterprise, Trade and Employment) is to ensure that remote and blended working is a permanent feature in the Irish workplace in a way that maximises economic, social, and environmental benefits.

The Strategy recognises that for many, remote and blended working will result in less commuting and consequently more time for family and leisure and fewer transport greenhouse gas emissions. In addition, the changing working environment will *'create new job opportunities for people who want to live in Rural Ireland, people with disabilities and caring responsibilities. Small towns and villages will see new investment, greater footfall and spend.'* However, the Strategy notes *'that remote work creates challenges linked with negative effects on mental health, with workers experiencing feelings of isolation, loneliness and stress.'*

An increase in the number of people who are now working (either full or part-time) from rural locations across South Kerry provides an opportunity to develop new social enterprises to service their needs. Examples of social enterprises that have benefitted from changed lifestyles include the *Mug Shot*, a coffee and catering business providing high-quality FairChain coffee, cold drinks, and sandwiches in Blanchardstown. Mug Shot is owned and managed by PACE Social Enterprise, whose social mission is to create sustainable jobs for people who have experienced prison or probation and find it hard to secure employment. In the South Kerry context, it might now be viable for certain small villages that previously could not support a local shop or café to consider a social enterprise model designed to cater to increased day-time populations. This can underpin the revitalisation of fragile local economies.

Example: An Cillín Liath/Killeenleagh Complex



Tá an chuid samplaí de ghrupaí forbartha pobail áitiúla a sholáthraíonn seirbhísí éagsúla a théann i ngleic le fadhbanna sóisialta. Ceann dos na samplaí is fear de sheirbhís cosúil le seo ná Ionad na Dromoda i gCillín Liath atá forbartha ag Forbairt na Dromoda Teo. Ar an suíomh seo tá oifig pobail agus halla breá, tá brú ann darbh ainm Brú na Dromoda le spás de thart ar triocho cuairteoirí, trí aonaid fiontraíochta, seirbhís cúram leanaí, seirbhís dos na seanóirí, club óige, ranganna Gaeilge agus seirbhísí eile don phobail. Cuireadh tús leis an togra I 1992, ba chomhoibriú idir Údarás na

Gaeltachta agus Forbairt na Dromoda Teo a bhí ann. Ba é an chéad togra fhiontar sóisialta lonnaithe sa Ghaeltacht, maoinithe ag Údarás na Gaeltachta, Roinn na Gaeltachta, Meitheal Forbartha na Gaeltachta. Sna blianta beaga anuas tá foinsí maoinithe faighte acu chun forbairt níos mó a dhéanamh ar na seirbhísí atá acu ó Údarás na Gaeltachta, LEADER, Páirtnéireacht Forbartha Chiarraí Theas Teo, An FSS, POBAL srl. Tacaíonn Údarás na Gaeltachta ar bhonn bhliantúil tríd an Deontas Reachtála le cúrsaí riaracháin agus costaisí foirne a bhíonn ag Forbairt na Dromoda Teo le breis is 20 blian anuas./Killeenleagh by Forbairt na Dromoda Teo.

There are many local examples of successful community organisations that provide diverse services designed to address social issues. One such is the services complex developed at An Cillín Liath/Killeenleagh by Forbairt na Dromoda Teo. The complex incorporates a community office and hall, Brú na Dromoda, business units, childcare services, services for the elderly, a youth club, Irish classes and other community services. It was designed to support the social and economic development of Maistir Gaoithe, an otherwise remote Gaeltacht community. The project was started in 1992, it was a collaboration between Údarás na Gaeltachta agus Forbairt na Dromoda Teo. It was the first social enterprise project in the Gaeltacht, funded by Údarás na Gaeltachta, Roinn na Gaeltachta and Meitheal Forbartha na Gaeltachta. In recent years other funding has been sourced for further development from Údarás na Gaeltachta, LEADER SKDP Ltd, HSE, POBAL etc. Údarás na Gaeltachta support the annual administration and staff costs of Forbairt na Dromoda Teo for over 20 years

Support and Development of Social Enterprises in South Kerry

Tourism, Culture, Amenities and Heritage

At the conclusion of 2019, eighteen per cent of the workforce of Co. Kerry was employed in tourism and related sectors compared to eight per cent for the State. The total value of the tourist industry to Co. Kerry in terms of income, including direct and indirect effects, was estimated to be €550 million in 2019.

The County Kerry Covid-19 Economic Recovery Plan anticipates that in the future, the tourism sector in Co. Kerry will have an increased focus on the green agenda, sustainability and universal access and the active promotion of these activities with partners. Community-based social enterprise activity in Co. Kerry has long associations with the tourism industry. Given the strength of the market presence of the Kerry brand, and the continuing investment in the industry, tourism continues to offer opportunities for social enterprise.

To the north of the Iveragh peninsula, a considerable undeveloped sectoral opportunity exists to capitalise on the Wild Atlantic Way, the Ring of Kerry, the forthcoming South Kerry Greenway, the South Kerry Blueway, and the Kerry International Dark Sky Reserve. The Wild Atlantic Way continuously requires new niche activities and accommodation packages that build on the area's marine and land-based environmental, mythological, experiential, arts, cultural and historical attributes.

The southern shoreline of the Iveragh peninsula has a distinct character that it shares with West Cork through the gateway of Kenmare. The nature of tourism offerings that might be developed through social enterprise initiatives, whilst like those on the north of the peninsula, include quality accommodation and activities that harness the unique natural and built environment of the area. The survival of more traditional social enterprise economic activity that is to be found elsewhere in the country is likely to be particularly challenged here by the low population numbers and remoteness from volume markets.

Example: ACARD CLG Social Enterprises



Old Barracks Heritage Centre



Cahersiveen Marina and Water Activities Centre

ACARD CLG, the long-established Cahersiveen community development company, owns and operates the Old Barracks Heritage Centre and the Cahersiveen Marina and Water Activities Centre. Both function as semi-autonomous social enterprises designed to address structural decline at the west end of the Iveragh peninsula. Both businesses leverage the activities component of the tourism industry and have the impact of increasing visitor dwell time in the area whilst simultaneously providing employment opportunities for those distanced from the labour market.

Tourism is not a single industry. It is comprised of a series of closely related sectors that build to create a visitor offering. These sectors include the following: -

1. Accommodation – addressing niche markets with new visitor experiences such as glamping.
2. Activities – building on the natural and built environment and harnessing the mythological, historical, and cultural assets on land and in the marine environment.
3. Entertainment and Hospitality – drawing on Co. Kerry's market position and its continuing ability to improve food offerings.
4. Transport – transitioning to new sustainable modes, including cycling, busses, and e-vehicles.

Support and Development of Social Enterprises in South Kerry

All these sectors offer a clear opportunity for new social enterprises, driven by the demands of the tourism industry, to provide a constant stream of new and innovative visitor experiences.

Example: Valentia Island Lighthouse Experience



Valentia Island Lighthouse Experience is a project initiated by Valentia Island Development Company in collaboration with Irish Lights, Kerry County Council and SKDP.

Since opening to the public in 2013, the lighthouse at Cromwell Point on Valentia Island has proven to be extremely popular with visitors and has shown a steady growth in numbers. Due to its unique location at the entrance to the sheltered anchorage and harbour at Knightstown, the lighthouse complements the other visitor attractions on the island by facilitating an itinerary starting in Knightstown and finishing at Bray Head.

The Valentia Island Lighthouse Experience has received support from SKDP, including labour support through the RSS and TUS schemes and several grants under the LEADER Programme.

Valentia Island Lighthouse is one of the founding members of the Great Lighthouses of Ireland, a branded partnership established in 2016.

Film, Creative Industries and Arts

The natural environment and cultural traditions of South Kerry have seen the development of several creative sector initiatives that have become well-established. One such is the Cill Rialaig Arts Centre (1995), Dun Geagan, Ballinskelligs, and the associated Cill Rialaig Artist's Retreat (pre-famine village, Bolus Head). Whilst this is not a social enterprise, it has created a local association with the creative community, aspects of which might be further developed.

Example: Carnegie Arts Centre, Kenmare



The Carnegie Arts Centre, Kenmare, is a multi-disciplinary facility that supports theatre, music, visual art, dance, and literature events. The Centre also has an education and outreach programme that includes theatre, music, and writing workshops.

The Carnegie Arts Centre supports local, professional, and amateur productions and seats 141.

The Carnegie Arts Centre is a hub for the community of Kenmare, offering a full arts programme and a focal point for the development and expression of local and international culture.

The facility was developed by the local community and supported by Kerry County Council and SKDP. It operates as a social enterprise.

There are many seasonal festivals and events across South Kerry that are supported by community activity. However, there is evidence that some of these might benefit from improved resources and management skills

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that could be addressed by the introduction of greater levels of professionalism, such as can be provided by an enhanced social enterprise operational approach.

2 Local Research

A local research programme was undertaken based on an initial profile of forty-eight existing social enterprises across South Kerry. These social enterprises are mapped in Appendix A7.

In addition to the literature review and socio-demographic profiling, local research tools included four area-based consultation meetings, agency consultation, and an online questionnaire.

2.1 South Kerry Social Enterprise Profile

At an early stage, it was recognised that the initial cohort of social enterprises did not represent the entirety serving South Kerry. There is no national register of social enterprises in Ireland, and it is only with the recent publication of the National Social Enterprise Policy for Ireland 2019-2022 that a formal definition of social enterprise has been established. Therefore, in the absence of definitive NSEC data, the number of organisations currently operating in South Kerry that might comply with the NSEP definition of social enterprise was estimated from the PPN records.

The PPN membership was reviewed, and a random sample of the websites of member organisations was examined to identify potential community and voluntary groups that generated an annual income from trading in goods or services. The outcome of this assessment suggests up to eighty social enterprises in Kenmare Municipal District and fifty in Killarney Municipal District (between thirty and forty per cent of the total membership).⁶

2.2 Consultation Outcomes

The complicated history of social enterprise in Ireland, lack of legal status, and the evolved hybrid (trading/programme funding) mix of many community and social service providers ensures a level of confusion about what constitutes a social enterprise. It is, therefore, not surprising that most organisations do not recognise themselves as a social enterprise, even if the consultation process established that a sizeable proportion exceeds the 25 per cent trading income criteria adopted in the European Social Enterprise Monitor (ESEM), supported by the European Commission. This confusion ensures mistaken assumptions and makes it difficult to target potential or existing social enterprise operators.

To counter confusion, it was agreed that consultation would commence with an awareness-raising element to publicise the engagement process. Simultaneously, it was decided that the geography of South Kerry should be accommodated using the four towns (Cahersiveen, Kenmare, Killarney, and Killorglin) as node points. This approach was considered appropriate to capture the distinctive socio-economic profile of each of the four catchment areas.

Using an initial profile of forty-eight organisations across South Kerry, four consultation meetings were undertaken between May and June 2022. Fifteen social enterprises were represented at meetings held in the four towns.

Through the public information meetings, the consultees were asked to reflect on their needs and experiences in establishing and maintaining social enterprises and the nature of any unmet or unsatisfied needs. Information received at the consultation meetings informed the online questionnaire⁷ to capture key data on social enterprise in South Kerry.

⁶ Appendix A7 provides the complete listing of 321 community, social inclusion and environmental organisations registered by the PPN in the Kenmare and Killarney Municipal Districts. Sixty-nine per cent of the registrations are in the Kenmare Municipal District, representing forty-six per cent of the combined MD population.

⁷ See Appendix A5 for consultation materials.

Online Questionnaire Outcomes

The online survey was staged over the first two weeks of June 2022 and achieved a significant return rate of twenty-seven respondents (almost 80 per cent of those invited to participate). This is a positive indicator of buy-in from organisations already linked to SKDP.

Information from the bi-annual ESEM survey⁸ (930 surveys collected from September to December 2021) was used as a benchmark comparison for that received from the South Kerry consultation process.

Care should be taken in interpretation and comparison regarding survey scale and context. In terms of context, it should be clear that unique local, regional, or national issues underpin most social and community businesses. By way of illustration, it should not be surprising that ESEM survey respondents across eight countries recorded sixty-five legal forms of social enterprise.

Headline Outcomes

Organisation Profile

Table 3 – Organisation Profile Outcomes

Indicator	Outcome
Geographic Distribution	Seven respondents (30 per cent) indicated they were situated in Gaeltacht Uíbh Ráthach.
Longevity	The average age of the respondent organisations was 29.1 years, with over thirty per cent being established during the 1980s. ESEM Survey: 70 per cent of social enterprises were founded in the last decade; the comparative figure in South Kerry is 23%.
Registration and Charitable Status	<input type="checkbox"/> Sixty per cent of respondents had signed up to the Governance Code, with 20 per cent more in the process. <input type="checkbox"/> Over 80 per cent of organisations had registered with the Charities Regulator.
Self-Classification	<input type="checkbox"/> No respondent classified their organisation as a social or community business. <input type="checkbox"/> Forty-one per cent identified their organisation as a CLG. <input type="checkbox"/> Thirty per cent identified as a community and voluntary group.
Service Sector	From a list of twenty-three main service options: - <input type="checkbox"/> Forty-four per cent of respondents identified as social care providers. <input type="checkbox"/> Forty-one per cent of respondents identified as enterprise providers. <input type="checkbox"/> 7.5 per cent of respondents identified as arts services providers. <input type="checkbox"/> 7.5 per cent of respondents identified as youth services providers. ESEM Survey: Of respondents, 24 per cent undertook human health and social work activities, and 22 per cent education. Arts, entertainment, and recreation represented 10 per cent of responses.

Sector Analysis

In the context of a social enterprise, it is notable that no group self-selected as a social/community business. Instead, company Limited by Guarantee (41 per cent) and Community and Voluntary Group (30 per cent) were the most popular choices. Furthermore, the longevity of most organisations in South Kerry stands in contrast to the youth of many ESEM respondents.

Context is essential in considering registration with the Charities Regulator. For many organisations, it relates to reduced local authority charges, which are impossible to obtain without this designation.

⁸ ESEM Survey partner counties: Croatia, Denmark, Estonia, Germany, Portugal, Spain, Sweden, United Kingdom, Austria, Bulgaria, France, Hungary, Ireland, Italy, Latvia, Poland, Serbia, Slovenia, Switzerland, The Netherlands, and Turkey.

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Social care is the key service sector in South Kerry. However, among ESEM providers, health and education are equally important in the social enterprise context. This is another reflection of the unique context of service provision across each EU Member.

Staffing and Volunteers

Only three organisations (10 per cent) indicated having no subsidised workers, showing the sector's dependence on national employment support schemes. The average number of supported workers was 6.2 per respondent, although the median number (2.5) is more representative given that three organisations accounted for almost half of all programme workers.

Six respondent groups (30 per cent) accounted for more than three-quarters of all part-time employment, and one organisation accounted for over half (46) of all full-time positions. However, a high number (13) indicated zero full-time jobs, and a similar proportion indicated having no part-time workers. This highlights the disparity between organisations in terms of the scale of operations and the varying levels of dependence on volunteers.

Table 4 – Staffing and Volunteers Outcome

Indicator	Outcome
Staffing	The respondent social enterprises supported 435 positions.
	<input type="checkbox"/> CE and TÚS supported thirty-nine per cent of respondent organisations.
	<input type="checkbox"/> Employment positions: -
	<input type="checkbox"/> Full-time paid employment: 20 per cent.
	<input type="checkbox"/> Part-time paid employment: 30 per cent.
	<input type="checkbox"/> Seasonal workers: 8 per cent.
	<input type="checkbox"/> Intern positions: 3 per cent.
	Two respondents indicated they had no staff, and five had only programme-supported employment.
	The average number of programme workers was 6.2 per respondent, although the median number (2.5) is more representative given that three organisations accounted for almost half of all programme workers.
	<i>ESEM noted that 71 per cent of social enterprises employed ten or fewer employees. The comparative proportion in South Kerry (56 per cent) was significantly lower⁹.</i>

Comparisons with the ESEM survey are difficult, given the different contextual factors. Volunteers, for example, are treated as a work resource and accounted for similarly to workers. This is not the case in Ireland, where there is no standard accounting measure of volunteers' 'work' value. At a national level, a significant comparative difference is the higher proportion of one or two worker organisations in South Kerry (20 per cent) than in a recent national survey¹⁰ (6 per cent).

The contribution of volunteers in Ireland is widely acknowledged as a key input to the community and voluntary sector, even if it is not accounted for similarly to other inputs. Almost 40 per cent of SKDP respondents indicated employing more than ten volunteers, whilst the comparative figure in the ESEM Survey is 20 per cent. All respondents in South Kerry indicate voluntary input (over and above board input). While there is no direct ESEM comparison, it is notable that 80 per cent of respondents indicated having between zero and ten volunteers.

Financial Profile

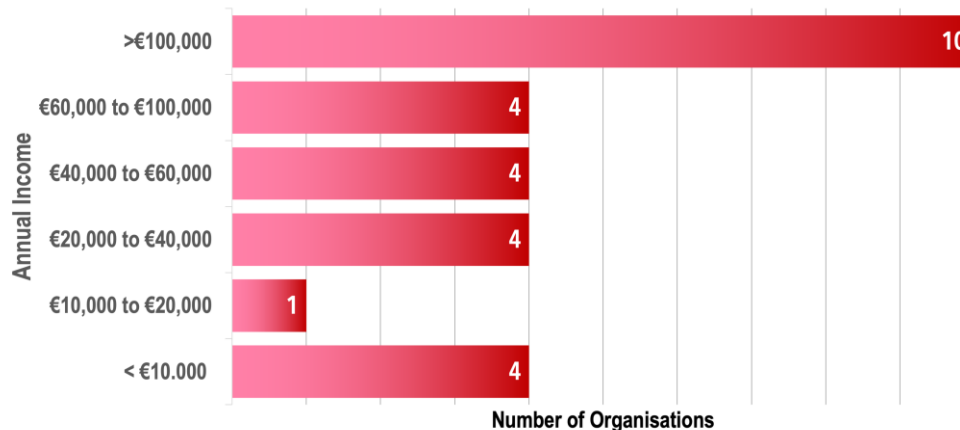
Table 5 – Financial Profile Outcome

Indicator	Outcome
Annual Income	Number of Organisations by Annual Income

⁹ The ESEM study was directed at organisations that consider themselves enterprises, whereas in the South Kerry study there was no instance of self-identification as an enterprise or community business. This may be relevant in terms of access to supported employment for example and might account for higher employment levels in South Kerry.

¹⁰ National Guide to Pay and Benefits in Community, Voluntary and Charitable Organisations (2019).

Support and Development of Social Enterprises in South Kerry



Annual Mean Income by Source

Funding Sources	Trading Income	Grants or Programme Funding	Fundraising	Sponsorship	Donations	Labour Market Intervention Schemes	Community Services Programme
Mean Total	€39,000	€38,800	€4,800	€3,900	€3,600	€4,600	€5,700
Labour Market Support Schemes	<ul style="list-style-type: none"> <input type="checkbox"/> Smaller respondent organisations (measured by income band) reported that over ten per cent of their resource was derived from Labour Market Support Schemes (Community Employment and TÚS). <input type="checkbox"/> Higher-income social enterprise organisations typically derived only 1.2 per cent of their annual revenue from the Labour Market Support Schemes. <input type="checkbox"/> Organisations supported by the CSP reported receiving just over seven per cent of their income from this source <input type="checkbox"/> Fundraising, sponsorship, donations, and labour market subvention did not feature at all for more than fifty per cent of all organisations. 						
Future Income Generation	Fifteen responses noted that they intended to reinforce finances by increasing grant funding and improving traded activity. Many respondents anticipated engagement with the relevant funding bodies, including the Arts Council, Pobal, SKDP LEADER Programme, Údarás na Gaeltachta, and the Local Community Youth Programme.						

Respondents were given the choice of seven funding sources against which to estimate the relative contribution to their total annual income. Regarding public income, the elements included programme and grant funding, labour market subvention and the Community Services Programme (CSP). Trading revenue and fundraising and sponsorship are taken to mean non-public financing.

Almost one-third of groups indicated annual income levels of less than €20,000, whilst nearly forty per cent indicated income levels above €100,000. A conservative estimate using income band averages suggests that the sector has an annual turnover above €2m.

The funding source data shows that average trading and grant income are almost equal. However, the earned income average would be slightly higher if public funding (grants, supported employment, and CSP) were separated from trading income bundled with fundraising, sponsorship, and donations.

The ESEM Survey found that 39 per cent of respondents had received public funding, similar to the average in South Kerry. Almost 20 per cent of ESEM respondents rely exclusively on non-trading income. In South Kerry, the figure is similar at 22 per cent. Nearly two-thirds of South Kerry social enterprise organisations exceed the ESEM social enterprise trading income threshold.

The ESEM defines grant and trading income using a 'hybrid' mix. This model effectively represents the situation in Ireland (57 per cent of organisations identified in the ESEM study compared to >90 per cent in South Kerry).

In line with the previous discussion on volunteers, the ESEM survey reported that non-monetary volunteering support accounted for 37 per cent of organisations' resources. In Ireland, the nearest equivalence was voluntary effort. However, whilst this resource is central to the community and voluntary sector, it is generally assumed rather than accounted for in annual budgets. Indeed, there has been a tendency to limit the

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application of voluntary effort (in kind) resourcing as matching funds at State and EU levels, suggesting a lesser value than cash inputs.

Governance and Training

Successfully implementing the Governance Code requirements depends on the human resource capacity available. It was identified that the lower the number of staff available in the organisation, the greater the necessity to engage external contractors or volunteers. On average, each respondent organisation was developing or had developed eleven submissions over the five-year period.

Health and Safety Plans required the greatest effort, with almost two submissions (signifying multi-year effort) per respondent. Compliance is noted as a driver in this category, with a similar effort level required for Employee Handbook and Financial Policy documentation.

Given the profile above, the highest incidence of training was reported for health and safety and governance matters, which accounted for over 40 per cent of all training given or being planned. Manual handling skills must be refreshed every three years, creating the imperative for Health and Safety training. Similarly, there is a renewed focus on governance with the publication of new compliance regulations by the Charities Regulator. A high level of interest in this theme was apparent over the period from 2019 to 2021. This demand is maintained over the period 2022 to 2023.

The data suggest that training is limited to servicing the requirements of the regulatory regime and comprises one or two courses over five years for 37 per cent of respondents. A similar proportion of respondents noted engagement in three to five courses over a similar period. From this outcome, training needs relevant to social enterprises may be somewhat overlooked.

2.3 Service Provision

The outcomes of the consultation and online engagement with the social enterprises confirmed that many were dependent upon a range of enabling agencies to sustain their operations.

Staff Resource Support

High-Level Support

SKDP provides a specialist, area-based *Enterprise Supports and Social Enterprise Support Officer* funded by SICAP. The Partnership has also established a Social Enterprise Working Group to oversee the preparation and implementation of the Strategy for the Support and Development of Social Enterprises in South Kerry.

SKDP is responsible for providing support from TÚS and RSS.

Organisation-Specific Supports

It was confirmed that many social enterprises obtained support from DSP and DCRD in the context of CE and TÚS labour market interventions and RSS income support. The Community Services Programme Annual Report 2019 (DCRD) noted that the CSP supported the employment of nine managers in County Kerry in respect of eighteen services with seventy-one FTE employees.

Agency Support

During the wider research and consultation process, the supporting role offered by the key agencies and resources below was cited as a positive attribute for developing social enterprises.

Table 6 – Key Supporting Agencies

Agency	Role	Commentary
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SKDP	<p>SICAP supports social enterprises that contribute to SICAP outcomes. The SICAP Plan 2018-2022 priorities include: -</p> <ol style="list-style-type: none"> 1. Strengthening the capacity of the sector. 2. Support new social enterprises in addressing service provision gaps. 3. Providing training, volunteering, and employment opportunities. 4. Support social enterprises that provide for direct job creation and contribute to economic activity. 	<p>SKDP implements a suite of local development actions.</p> <p>In 2021 SICAP supported twenty-one social enterprises and awarded €3,639.53 in grant aid across South Kerry¹¹.</p>
SKDP	<p>The Rural Development Transitional LEADER Programme seeks to address the challenges facing rural Ireland in the period to 2022 and to complement the Rural Development Policy, which emphasises job creation, remote working, and maximising the potential of broadband in rural communities.</p>	<p>The Transitional LEADER Programme offers financial support for capital (including equipment), marketing, training, analysis, and development (including feasibility studies and development plans), and cooperation</p> <p>Grant aid is available for up to 75 per cent of the project costs.</p>

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¹¹ Source: SKDP SICAP Newsletter – Spring 2022.

Support and Development of Social Enterprises in South Kerry

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Agency	Role	Commentary
SKDP	The RECONNECT Initiative provided the RESET and Engage Programmes.	The RECONNECT Initiative illustrates the positive potential for a county-based approach to supporting social enterprises. The county-based approach introduces economies of scale to the delivery of modular and repetitive engagement measures.
DRCD, DAF and Pobal	<p>The Dormant Accounts Fund (DAF) Scaling Fund for Social Enterprises is designed to improve the impact and sustainability of social enterprises that address economic, social, and educational disadvantage or support those with a disability.</p> <p>It comprises two separate strands, one for feasibility studies (€10,000) and the second for medium-scale capital works (€40,000 to €100,000).</p>	<p>Feasibility studies must support research into the potential to increase further the social enterprise's direct impact on disadvantaged populations.</p> <p>Capital works include improvements to social enterprise operations' impact, quality, productivity, and sustainability.</p> <p>Current round deadline for receipt of applications: 15th September 2022. Engagement with the online application process demands technical acumen.</p>
DCRD and Pobal	The Community Services Programme is designed to support community organisations that operate for a social purpose to provide services that meet identified needs and provide employment locally, contributing to sustainable, inclusive, and empowered communities.	<p>Action 1 (Supporting and Strengthening Social Enterprises) of Sub-Programme 3 (Innovation and Growth) supports strengthening community organisations operating as social enterprises to deliver improved facilities and services and pilot innovative social economy initiatives.</p> <p>The CSP provides €19,033 for every full-time worker and €32,000 for a manager working a 39-hour week.</p>
Údarás na Gaeltachta	<p>Established in 1980, Údarás na Gaeltachta is the regional authority responsible for the economic, social, and cultural development of the Gaeltacht.</p> <p>The overall objective of Údarás na Gaeltachta is to ensure that Irish remains the main communal language of the Gaeltacht and is passed on to future generations. The Údarás endeavours to achieve that objective by funding and fostering a wide range of enterprise development and job creation initiatives and by supporting strategic language, cultural and community-based activities.</p>	www.udaras.ie .

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Support and Development of Social Enterprises in South Kerry

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Agency	Role	Commentary
DSP, SKDP and Údarás na Gaeltachta	<p>The DSP provides a range of work placement interventions: -</p> <p>The Community Employment (CE) programme is designed to help people who are long-term unemployed (or otherwise disadvantaged) to get back to work by offering part-time and temporary placements in jobs based within local communities.</p> <p>The TÚS initiative is a community work placement scheme providing short-term working opportunities for unemployed people. The work opportunities are to benefit the community and are provided by community and voluntary organisations.</p> <p>The Rural Social Scheme (RSS) is aimed at low-income farmers and fishermen/women. Work that RSS participants can undertake includes: -</p> <ul style="list-style-type: none"> <input type="checkbox"/> Maintaining and enhancing walking routes. <input type="checkbox"/> Energy conservation work for those at risk of poverty. <input type="checkbox"/> Village and countryside enhancement projects. <input type="checkbox"/> Social care and care of older people. <input type="checkbox"/> Community care for preschool and after-school groups. <input type="checkbox"/> Environmental maintenance work. <input type="checkbox"/> Projects for not-for-profit cultural and heritage centres. <input type="checkbox"/> Community administration or clerical work. <input type="checkbox"/> Any other appropriate community-based project. 	<p>The DSP work placement initiatives are commonly used by the community and voluntary sector generally and social enterprises (where appropriate).</p>
Kerry LEO	<p>In principle, Kerry Local Enterprise Office can deliver a range of services for those in business or starting a business, including social enterprises.</p> <p>The LEO can offer 'soft' support in training and mentoring (for example, a Start-Your-Own-Business course).</p>	<p>Kerry LEO can only provide direct financial support to microenterprises in the manufacturing and internationally traded services sectors that have the potential to develop into strong export entities.</p>
Kerry ETB	<p>Kerry Education and Training Board (ETB) provides education and training for employed people who wish to upskill or change roles.</p>	<p>There are no fees on most courses for employees (subject to eligibility).</p> <p>The ETB also assists small companies in conducting Training Needs Analysis and Professional Development Planning for their staff.</p> <p>Bespoke programmes tailored to the needs of an individual business can be designed and delivered in collaboration with the employer.</p>

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Support and Development of Social Enterprises in South Kerry

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Agency	Role	Commentary
Social Finance Resources		<p><i>Social Finance is an alternative model of investment that differs from conventional models by demanding that investments produce both a social and a financial return. In other words, there must be a tangible social benefit for any community in which the enterprise is based: this could range from improved childcare services, creating jobs in disadvantaged communities to providing transport for people with disabilities.</i></p> <p><i>Social Finance delivers resources to communities and social enterprises overlooked by conventional institutions and ensures that all investments produce a social gain or benefit.</i></p>
		<p>Community Finance Ireland is a social lending organisation that provides loans to community projects and social enterprises looking to create social change and impact across the country.</p>
	<p>Clann Credo offers loan finance to community organisations and social enterprises to support organisations making a social impact.</p>	<p>Community Finance Ireland provides a range of long-term and short-term, secured and unsecured loans ranging from €10,000 to €600,000.</p> <p>Clann Credo offers the following tailored packages: -</p> <ul style="list-style-type: none"> <input type="checkbox"/> Community Impact Loan Fund. <input type="checkbox"/> Sports Loan Fund. <input type="checkbox"/> Climate Action Loan Fund. <input type="checkbox"/> Youth Loan Fund. <input type="checkbox"/> LEADER Loan Fund. <p>Some of the consultee organisations had successfully secured loan support from Clann Credo.</p>
Social Finance Resources <i>continued</i>	Social Entrepreneurs Ireland.	<p>Social Entrepreneurs Ireland delivers support through six core programmes: -</p> <ol style="list-style-type: none"> 1. Spark Programme – for early-stage concepts. 2. Ideas Academy – helping to move from idea to action. 3. Action Lab – supporting social entrepreneurs who have graduated from the Ideas Academy. 4. Impact Programme – supporting high potential social entrepreneurs to grow impact. 5. The Scale Partnerships Programme – Bespoke support programmes and funding to tackle social problems at scale. <p>Community Programme – supporting alumni of Social Entrepreneurs Ireland.</p>
	Irish Social Enterprise Network	<p>Irish Social Enterprise Network is Ireland’s national representative network of social enterprises.</p>
	Social Finance Ireland.	<p>The vision of Social Finance Ireland is that Irish social enterprises are investment ready and have many ways to access social finance opportunities. To this end, the organisation co-designs and develops new social financing instruments and an investment readiness tool for social enterprises in Ireland.</p>

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Agency	Role	Commentary
Philanthropy	The Tomar Trust is a philanthropic trust that aims to strengthen Irish society over ten years, 2016-2026.	<p>The Trust has been supporting community and voluntary activity in rural Ireland. The Trust aims to deepen its commitment to rural Ireland to build strong communities and resilient young people.</p> <p>Whilst not cited directly in the consultation process, the Tomar Trust is known to have supported a wide range of community and voluntary sector organisations in Cork City, North Cork, West Waterford, Clare, and Donegal, including the development of a sustainable, resilient society, supporting community initiatives that address local sustainability, foster resilience, and build social capital.</p>
	The Ireland Funds.	The Ireland Funds is a global philanthropic network established in 1976. The organisation's mission is to harness the power of a global philanthropic network of friends of Ireland to promote and support peace, culture, education and community development across the island of Ireland and among Irish communities around the world.

Example: Crann Centre for People with Neuro-Physical Disabilities

The *Landscape of Philanthropic Giving in Ireland 2021* (Indecon) notes a lack of a National Philanthropic Policy for Ireland. This has the impact of making access to philanthropic support particularly difficult.

An example of a purpose-designed social enterprise to access considerable philanthropic support is the Crann Centre for People with Neuro-Physical Disabilities, Ballincollig, County Cork. This was developed in conjunction with the following: -

- ❑ Ruth Lilly Philanthropic Foundation: This private American philanthropic foundation supports charitable endeavours worldwide.
- ❑ American Fund for Charities: The American Fund seeks to be a world leader in supporting charities and non-profit organisations dedicated to bettering the lives of people, communities, and the environment.
- ❑ Kerry Spina Bifida: Kerry Spina Bifida and Hydrocephalus Association is a non-profit organisation run by volunteers as a support group for persons born with Spina Bifida and Hydrocephalus and their families.

3 Findings

The following section draws on the needs and areas of support required as identified by the respondents to the consultation process and online survey.

3.1 Challenges, Needs and Service Gaps

Table 7 – Existing Social Enterprises: Challenges, Needs and Service Gaps

Challenges	Needs	Service Gaps
Networking	Social enterprises tend to operate in isolation, resulting in a lack of experience exchange.	Many local businesses engage with various sectoral networks, such as those developed by Fáilte Ireland, Enterprise Ireland, and Kerry LEO. No agency is explicitly developing social enterprise networks in South Kerry.
Strategic Planning and Continuity	An impact of the Covid-19 pandemic was to make board members of social enterprises more likely to be risk-averse. Without intervention, it may be difficult for existing or emerging social enterprises to engage in strategic thinking, despite considerable evidence of increasing societal issues resulting from energy-related inflation, fuel poverty, and climate change impacts.	Training packages involving strategic planning skills for social enterprises are not explicitly promoted by any enabling agency.
Capacity Building	All respondents were willing to engage in structured capacity-building but noted the limiting time constraints imposed by volunteerism.	As a vehicle for operating social enterprise, volunteerism tends to be self-limiting.
Governance and Regulatory Environment	Most organisations had obtained charitable status, and some reported signing up for the Governance Code. Many organisations reported a heavy compliance burden. Some felt that the requirements were too onerous for small, voluntary organisations and that compliance responsibilities discouraged volunteerism.	The compliance burden was felt to be onerous for small, voluntary organisations. As a result, many local community members are unwilling to become involved in social enterprises due to the perception of significant responsibility in the face of limited support. There is a lack of rolling training support targeted specifically at existing social enterprises.
Human Resources	Individuals must have an appreciation for social issues within a business framework. Unfortunately, this mix of perspectives is not necessarily available in small communities of interest or place. CE, TÚS, and CSP support many respondent organisations. The maintenance of these interventions is essential for many social enterprises.	In small rural communities, it can be difficult to identify individuals with the necessary skills willing to contribute voluntarily to a social enterprise’s governance, management, and operation. A rolling awareness-building intervention designed to encourage volunteering will increase engagement.

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Challenges	Needs	Service Gaps
	<p>Two-thirds of the respondent organisations in South Kerry indicated traded income levels that meet the ESEM criteria for social enterprise.</p> <p>Reduced levels of traded revenue increase the extent to which the activities depend on public subvention, placing their service under threat.</p>	<p>Lack of self-identification by organisations of their social enterprise status.</p> <p>Little encouragement or training support is provided to social enterprises to identify and access new resource streams.</p> <p>No organisation is leveraging significant philanthropic gifting.</p>
Revenue and Financial Resilience	<p>Ease of access to appropriate financial resources is a function of the technical capacity of the individual social enterprise.</p> <p>The nature of challenge funding, which places every organisation in a competitive environment for resources, can result in a reluctance to engage in resource-intensive and, therefore, risky funding application processes. This was because relatively few social enterprises had pursued alternative, larger, or more innovative funding streams.</p>	<p>The voluntary nature of social enterprises, coupled with the small scale of some, naturally limits the amount of effort that can be reasonably expended on securing resources.</p> <p>Many social enterprises see anything that directs their attention away from service provision as a distraction.</p> <p>Additional targeted soft supports designed to assist social enterprises in accessing new funding sources would result in greater business diversity and resilience.</p>
Age of Organisations	<p>Only three of the respondent social enterprises were established in this century.</p> <p>Over thirty per cent of social enterprises in South Kerry were established during the 1980s.</p>	<p>Unfulfilled opportunity to encourage social enterprises to provide new services using an innovative approach to addressing local issues.</p> <p>The provision of social services through the community and voluntary sector is subject to government procurement. It is generally accepted that the sector is under-resourced, necessitating efficient trading and revenue-generating activities.</p> <p>Targeted awareness-building initiatives to promote the role of social enterprise will increase a general understanding of the sector.</p>
Geographic Distribution	<p>The geographic distribution of social enterprises across South Kerry appears uneven and only loosely related to areas of deprivation.</p>	<p>Many social enterprises rely on the skills and knowledge of their volunteers. This may result in an uneven spread of skills to operate the enterprise.</p> <p>Identifying appropriate mentors or mentor programmes can be a challenge for social enterprises and should be supported through networking, awareness-building interventions, and the establishment of a mentor pool.</p>
Mentoring	<p>Some organisations have identified the need to engage with mentors to assist with aspects of their business in the recent past.</p>	<p>Identifying appropriate mentors or mentor programmes can be a challenge for social enterprises and should be supported through networking, awareness-building interventions, and the establishment of a mentor pool.</p>
Operational Efficiencies	<p>Larger organisations employ information technology to assist with their operations. However, small organisations may not have the skills to use technology to help with operational efficiency.</p>	<p>Enabling agencies should explicitly promote tailored support packages involving applied information technology skills for social enterprises.</p>

Whilst the consultation process and online survey attracted few new social enterprises, it is anticipated that all the above findings will apply to this cohort. Additionally, it is expected that the formation of new social enterprises will be encouraged by addressing the following factors.

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Table 8 – New Social Enterprises: Challenges, Needs and Service Gaps

Challenges	Needs	Service Gaps
Understanding, promoting, and recognising social enterprise.	The social enterprise environment and the established actors are poorly developed and recognised in South Kerry.	Social enterprise has no legal standing in Ireland; consequently, its promotion is not vested in any single agency, resulting in piecemeal development and growth. The development of a cohesive vision for social enterprise involving all the key stakeholder agencies will enable the encouragement of new service offerings.
Encouraging networking and partnership.	Potential social enterprises are faced with several issues, including: - <ul style="list-style-type: none"> <input type="checkbox"/> Complexity (enterprise and non-enterprise approach to the provision of goods and services) <input type="checkbox"/> Competition to secure funding. <input type="checkbox"/> Lack of baseline data (pending NSEC). <input type="checkbox"/> Legal requirements. 	Networking was identified as an unmet need by all respondents. Establishing and promoting a local support network would encourage new social enterprises by providing a local repository of accessible experience and knowledge.
Promoting access to competency and capability training.	The formation of new social enterprises will necessarily involve voluntary effort. Volunteers will generally require support to effectively bridge social and business components of social enterprise.	The rolling provision of competency and capability skilling for new social enterprises will reduce the possibility of organisations facing difficulty in their formative years. However, this is currently not being met by any agency.
Promoting governance and leadership best practice.		
Accessing financial measures for social enterprises.		

3.2 Mentoring and Training

A common theme emerging from the outcomes of the consultation processes concerned the need for skilling and upskilling for all involved in social enterprise. In addition, specific needs were identified at an operational level within social enterprises and an organisational level concerning governance-related matters.

Operational Level

The consultation survey confirmed that the training needs of many social enterprises were defined by the regulatory regime within which they operated. The introduction of more stringent compliance and regulatory legislation and increased reporting requirements account for much of the training that has been or is to be provided from 2019 to 2023.

Health and safety matters accounted for over 40 per cent of all training given or planned by the respondent social enterprises.

Governance

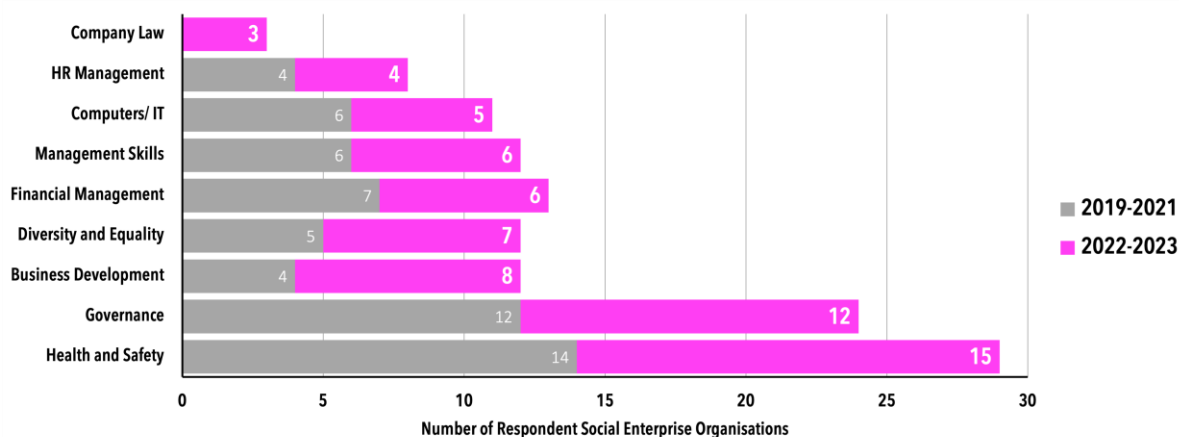
Respondents generally reported the continuing need to focus on governance, driven by the Charities Regulator's publication of new compliance regulations. A high level of interest in this theme was apparent over the period from 2019 to 2021. Over 40 per cent of all training given or planned by the social enterprise respondents related to governance matters. This demand is maintained over the period 2022 to 2023.

Other Areas of Significant Interest

The SKDP survey respondents reported that the themes of Diversity and Equality, Management Skills and Financial Management are in most significant demand.

Summary Training Profile 2019-2023

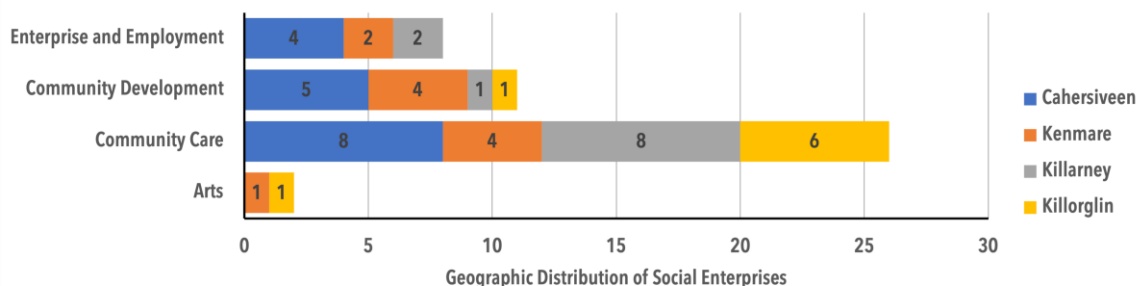
Figure 4 – Past and Future Training Profile



Mentoring and Training Support

Currently, social enterprises in South Kerry reported having accessed mentoring and training supports from various sources, including sectoral agencies, SKDP and The Wheel. This situation reflects the diversity and nature of existing social enterprises identified through the survey process.

Figure 5 - Geographic Distribution of Social Enterprise Types



Based on the respondent organisations, existing social enterprises in South Kerry broadly have either an enterprise and employment, community development, community care and/or arts focus. In operational terms, addressing this diversity of sectors will require targeted and tailored mentoring and training initiatives. The profile of sectors suggests that various agencies already hold a brief for improving sectoral performance, including: -

- Enterprise and Employment: Kerry LEO is the ‘first-stop-shop for access to enterprise services.’
- Community Development and Community Care: SKDP is the local implementer of SICAP. The development of strong communities is at the core of the work of Kerry County Council’s Community Department. Between these two agencies, there is considerable experience in supporting community activity.
- Arts: Kerry County Council Arts Office is responsible for the development and implementation of services which provide support for music, visual arts, literature, drama, dance, film, community arts and public art in Kerry.

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It has been found that, except for SICAP (SKDP), none of the agencies explicitly provide training or mentoring for social enterprises, yet all have the technical capacity to contribute.

From the perspective of improving governance skills, several bodies are currently providing support, including Carmichael Ireland (*the leading specialist training and support body for non-profits in Ireland*) and the Charities Regulator (remote training sessions on the Charities Governance Code).

Mentoring and Training Practical Examples

Reconnect Kerry

Reconnect Kerry Social Enterprise Regeneration Programme was delivered by North East West Kerry Development CLG and South Kerry Development Partnership CLG. It was designed to assist social enterprises across the county as part of the Covid-19 Social Enterprise Regeneration Programme 2021.

The Dormant Accounts Fund supported the programme, administered through ILDN and the Department of Community and Rural Development. The programme aimed to provide training and mentoring to social enterprise managers, directors, and staff, focusing on strategic planning, digital innovation, capacity building and governance. This objective was achieved by assisting social enterprises to strengthen their operations and repurpose or diversify their trading income whilst living in a COVID-19 operating environment.

Reconnect Kerry comprised of two separate components: -

1. **RESET** - Board of Management Coaching Programme.
2. **ENGAGE** - Digital Marketing Programme.

RESET Programme

The RESET Board of Management Coaching Programme content included the following: -

- 'Meet the Mentor'* and the completion of a skills audit.
- Delivery of programme content through group workshops.
- Provision of one-to-one mentoring of the participants.

At the conclusion of the RESET Programme, participants were provided with a review of the material covered and recommendations for further learning, training, and personal development, with organisational and governance updates.

A total of fifteen social enterprises participated in the RESET Programme, and the following impacts of participation were recorded: -

- A large body of board governance training was delivered to most participating social enterprises.
- Data Protection and best practice training were delivered to some of the participating social enterprises and their staff members.
- All participating social enterprise managers received at least two sessions of individual mentoring tailored to the particular requirements of their organisations.

An independent review report was provided to each of the participating social enterprises. The review report focussed on the following: -

1. Governance standards.
2. Social enterprise management.
3. Operations.
4. A business strategy, including: -
 - a. Business model.
 - b. Financial reserves.
 - c. Financial liquidity.
 - d. Marketing.

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The final report provided to each participating social enterprise prioritised actions the organisation should take to improve governance standards and optimise its operations.

ENGAGE Programme

The *ENGAGE Digital Marketing Programme* formed the second component of the Reconnect Kerry Social Enterprise Regeneration Programme.

ENGAGE recognises that digital marketing is a low-cost, far-reaching and effective marketing method. Therefore, social enterprises can readily benefit from utilising digital marketing channels to connect with their markets. First, however, the social enterprise must develop a digital marketing strategy to optimise its potential.

The ENGAGE Digital Marketing Programme provided targeted information for participating social enterprises, enabling them to devise their digital marketing strategy. ENGAGE also provided the tools to allow the participating social enterprises to upskill their staff in digital marketing techniques.

The delivery of the ENGAGE Digital Marketing Programme provided participants with the following: -

- Five digital marketing training workshops were delivered online. Each workshop was of three hours duration and covered the following topics: -
 - Development of a digital marketing strategy.
 - The optimal use of social media for social enterprises.
 - Introduction to *Canva*, a free-to-use online graphic design tool for creating social media posts and video content.
- Group mentoring sessions were provided to participants on each digital marketing topic.
- One-to-one individual mentoring sessions were held with each participant to finalise their digital marketing strategy.

After the training programme, each of the twenty-five participating social enterprises in County Kerry was provided with a finalised bespoke digital marketing strategy. It was assessed that participation in the ENGAGE Digital Marketing Programme resulted in the following: -

- Social enterprises could apply learning, such as video content production, to their websites and marketing tools.
- Social enterprises were guided to overcome technical challenges that had previously restrained the organisation from using modern marketing tools.
- Social enterprises reported greater confidence in using social media for communications and marketing.
- The mentoring process provided the participating social enterprises with valuable advice and guidance on effectively using contemporary marketing channels.

My Town, My Place

A further example of a large-scale mentoring and training initiative is *My Town, My Place*, supported by SECAD and delivered by the Hincks Centre of Entrepreneurship Excellence, School of Business, Munster Technological University.

Example: My Town, My Plan

My Town, My Plan Community Training Programme was designed by teams at the Hincks Centre for Entrepreneurship Excellence, CIT (now MTU) and the Discovery Partnership and was funded by the LEADER Programme in collaboration with SECAD Partnership CLG. The training was delivered in Carrigaline, Cobh, Middleton, Youghal, Clonakilty, Kinsale, Rosscarbery and Skibbereen.

The programme was delivered in twelve sessions. Each participant received a learning pack and materials from each training session. Four Core topics were delivered to the participants in each town: -

- Core A - Developing Community Social Enterprise.
- Core B - Moving from Ideas to Validation.
- Core C - Legal Structures, Governance and Financing Community Enterprises.

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- Core D - Strategic Planning Process.

In addition to the Core topics, options were also provided: -

- Theme A - Enterprise Management.
- Theme B - Social, Community and Volunteer Supports.
- Theme C – Environment.

The outcome of *My Town, My Place* suggests that to be of value to social enterprises, it is essential that recognised experts are engaged to deliver quality modules of coaching and mentoring packages and that participants are committed to the process.

3.3 Objectives and Recommendations

Objective 1: Sectoral Capacity and Development

Funding Support Package

An outcome of the consultation process confirmed that many respondents saw securing access to appropriate funding as a major challenge to their social enterprise. Through the prospective Rural Development LEADER Programme 2023-2027 and the prospective SICAP Programme 2024-2027, SKDP can target funding support into social enterprise creation.

The SKDP Rural Development LEADER Programme 2023-2027 will be framed in the South Kerry component of the Local Development Strategy. Subject to the constraints of the forthcoming programme, SKDP will ensure that the maximum appropriate level of co-financing is available to support social enterprise activity. To this end, subject to sanction, it is intended that co-funding for between ten to fifteen social enterprises per annum will be provided in South Kerry.

Similarly, SKDP will provide for a focussed funding package to be made available under the SICAP Programme 2024-2027. This package will complement the Rural Development LEADER Programme by targeting the socially and economically excluded in the community.

Recommendation

A designated funding package to support emerging and existing social enterprises will be provided, subject to approval, under the SKDP LEADER Programme 2023-2027. Similarly, a designated funding package for social enterprises that specifically address aspects of exclusion will be provided under the SKDP SICAP Programme 2024-2027, subject to approval.

Coaching and Mentoring Package

Voluntary effort is a defining characteristic of all social enterprises. Increasing the technical capacity of social enterprises can be achieved through targeted informal training provision tailored to the needs of volunteers.

The report *'Rural Vibrancy in South Kerry, October 2015'* (SKDP) notes that *'forty-two per cent of people in South Kerry claim to be a member of at least one community or voluntary organisation.'* This outcome suggests that there is community capacity for others to become involved in social enterprise activity.

The RESET Programme (November 2021) provided coaching and mentoring support for managers and directors of existing social enterprises. The intervention identified four themes that can improve social enterprises' operational capacity. The prerequisite for engagement would be that the coaching and mentoring be delivered in a modular format at times and in local venues that are appropriate for volunteers.

Recommendation

Develop and implement a rolling coaching and mentoring package designed to build on the RESET experience to engage with existing and emerging social enterprises at a local level.

Experience shows that to be successful, it is essential that recognised experts are engaged to deliver quality modules of coaching and mentoring packages and that participants are committed to the process.

Objective 2: Networking and Building Collaboration

Enhanced Networking

Whilst many consultation respondents were members of individual networks of interest, additional advantages would accrue from harnessing the existing community networks and contacts of the South Kerry Development Partnership to support a cost-effective social enterprise network formation. It is anticipated that the creation of a local network of social enterprises will achieve the following: -

Support and Development of Social Enterprises in South Kerry

1. Improving general awareness of the local social enterprise sector and its role in addressing social needs and inequalities.
2. Providing a local platform to promote the scope of social enterprises' work, their successes, and the issues and challenges they face.
3. Increasing access to best international practice to develop effective and innovative intervention models.
4. Provision of a repository of local learning in managing, developing, and supporting social enterprise pre-development, development, and growth.
5. Creation of an effective collaborative interface with the key enabling agencies to encourage a fuller range of supports and services for social enterprises, including good governance, financial sustainability and delivering and monitoring social impact.

The response to the consultation process, coupled with the physical size of South Kerry, suggests that an area-based approach to networking will produce manageable structures.

Recommendation

An opportunity exists to harness the existing community enterprise infrastructure across South Kerry to support cost-effectively network formation. This infrastructure is most appropriate since it is locally based and has experience supporting enterprises. In addition, the approach will accord with policy objectives one and two of the NESP.

Building on Collaboration

It is important to facilitate the business community's engagement with the social enterprise sector in South Kerry and encourage the flow of resources and skills into social enterprise organisations from the corporate sector.

Example: The Fore

The Fore (UK) provides support for small charities and social enterprises. Through a collaborative approach, the organisation delivers tailored support through a single point of contact, leveraging a platform of business partners.

For its business partners, The Fore represents a pioneering model of corporate philanthropy that offers unique CSR and skills development opportunities. Business partners gain access to a highly-screened pipeline of early-stage social enterprises and tailor-made opportunities for employees to use their skills to drive social change as investors, advisors, directors and mentors.

For trusts and foundations, The Fore offers the philanthropic sector an opportunity for collaboration. Partnership with The Fore is a cost-effective opportunity to provide high-impact unrestricted support to exceptional social enterprises.

The consultation process revealed that whilst social financing was being used, little use was made of philanthropic gifting to assist local community enterprises. As noted by Indecon in the *Landscape of Philanthropic Giving in Ireland 2021*, access to philanthropic support is challenging.

Recommendation

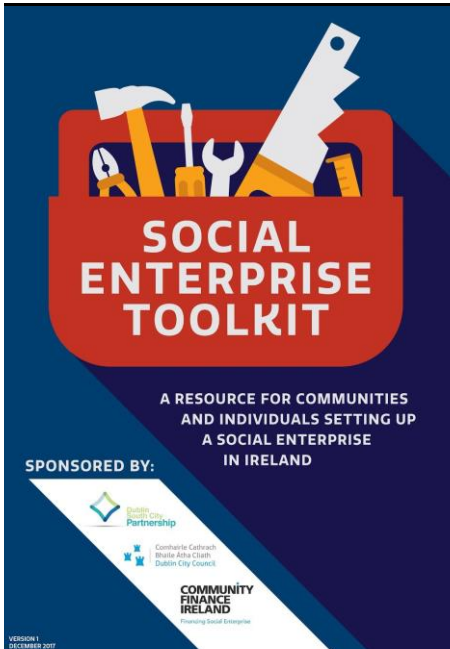
South Kerry has a cohort of significant hospitality, fintech and manufacturing employers. However, beyond the sports sector, individual social enterprises find it difficult to engage with the corporate sector effectively. To address this situation, provide an innovative support mechanism in line with NSEP Objective 2 (Growing and Strengthening Social Enterprises) and use the capacity of local enterprises to support social development. This approach will encourage a flow of skills and resources into social enterprises from the corporate sector.

Objective 3: Accelerating Social Enterprise Development

Social Enterprise Development Toolkit

In response to the needs identified through the policy review and the consultation process, South Kerry Development Partnership recognises the imperative to accelerate the development of new social enterprises. To achieve this objective, a package of assistance will be put in place to establish new social enterprises. The package will include the development of a social enterprise toolkit incorporating the following: -

1. Focussed social enterprise co-funding measures to be incorporated into the forthcoming Rural Development LEADER Local Development Strategy 2023 to 2027.
2. Reinforcement of the one-stop-shop social enterprise support package, comprising of: -
 - a. The continuation of directed measures under the Social Inclusion and Community Activation Programme.
 - b. The continuation of support by the Social Inclusion and Community Activation Programme Enterprise Officer.
 - c. The development of a social enterprise toolkit, funded through the Social Inclusion and Community Activation Programme in collaboration with NEWKD.



Example: Social Enterprise Toolkit (Community Finance Ireland)

The Social Enterprise Toolkit is an effort to move social enterprises from surviving to thriving. It is designed to become the start of the journey for people considering joining the movement of organisations that seek to make the world more socially minded and sustainable.

The Toolkit is for communities and individuals considering setting up a social enterprise in Ireland. Setting up a social enterprise or transforming an organisation from a charity, public sector, or private business into a successful social enterprise can be a daunting, challenging, yet exhilarating experience.

The Toolkit addresses the challenges by providing information for start-ups and the essential skills in a social enterprise.

The skills covered include writing the business plan, establishing the enterprise and commencing operations. With a social enterprise, a few additional skills are needed to develop the business successfully.

The South Kerry Social Enterprise Development Toolkit will be modelled on that developed by Community Finance Ireland, with support from Dublin South City Partnership and the Dublin City Council. The Toolkit will be localised to suit the identified needs of social enterprise in South Kerry.

Recommendation

Assist new social enterprises to be established by developing a localised Social Enterprise Toolkit. The Toolkit will be a comprehensive guide for those seeking to set up a social enterprise. It will include set-up, social enterprise legal structures, business planning, funding opportunities, governance, labour support and marketing.

Awareness Building

An outcome of the consultation process confirms that it is desirable to clearly define social enterprise as an alternative to the worlds of business, community development, and charity. The ultimate impact of building greater awareness of the role and potential of social enterprise will be to change mindsets, reshape economic structures, and encourage new responses to social problems.

Support and Development of Social Enterprises in South Kerry

Social enterprise involves applying business solutions to address social issues. The European experience suggests that, if properly run, social enterprises can reduce some of the financial burden falling on the State's social security structures. In this way, social enterprises can become a component in strengthening the local community.

To raise awareness of the potential of social enterprise, it will be useful for South Kerry Development Partnership to engage with the local business sector to encourage a connection between high-performing employees with social enterprises to help disseminate best business practices into the sector. This approach will take advantage of the networking and collaboration action proposed under Objective Two.

The implementation of the Toolkit will facilitate the creation of a directory of services of each social enterprise. The directory will be designed to enhance social enterprise market opportunities.

Recommendation

Design and implement an awareness-building and support package that encourages the formation of innovative social enterprises. This will include working in collaboration with local social enterprises and community organisations with relevant expertise to organise awareness-raising events on all aspects of social enterprise. These events might be targeted at the general community, specific sectors, or social enterprises addressing particular needs.

Schools Programme

It is an objective of the NSEP Policy to improve the initiation of social enterprises. However, the research has identified that social enterprises in South Kerry have an average age of over twenty years (over thirty per cent being established during the 1980s).

Ten per cent (5,353) of the population of South Kerry is aged 15-24 years. Experience shows that this age cohort is challenging to engage in social enterprise formation. Yet, their involvement is likely to lead to the creation of innovative responses to local social issues.

The EU *Start-Up and Scale-Up Initiative* (2016) found that start-up enterprises looking to scale up face too many regulatory, financial, and administrative barriers. Coupled with a general lack of awareness identified by the consultative process, these factors represent significant disincentives for young people to become involved in social enterprise formation. Successfully addressing the above issues will require the existing support agencies and organisations to work closely together to achieve the following (as noted in the NSEP): -

1. Support social enterprise initiation and start-ups through targeted programmes and initiatives.
2. Inclusion of social enterprise and social entrepreneurship modules in the education and training system.

Current Provision

The Kerry ETB Mentor Project works with young people aged 15+ with a youth work approach. Through a mentoring process, young people are encouraged along a realistic and sustainable progression path. The Kerry ETB Mentor Project is a free service and is available to all young people who are: -

- Early school leavers.
- Potential early school leavers.
- Have left school with little or no Leaving Certificate qualification.
- Non-Irish young people who are not in school.
- Young people who are attending programmes or training.
- Young people who would like help and support deciding what they would like to do next.

Whilst aspects of the Kerry ETB Mentor Project appear to offer the potential for certain young people to engage in the world of social entrepreneurship, it is not explicitly designed for this purpose.

Kerry LEO participates with all other LEOs in the Student Enterprise Programme. The Programme is a national initiative that aims to foster an enterprise culture among post-primary students. It offers a range of opportunities to embed entrepreneurship and encourages students to consider enterprise at some stage. The senior category is for Transition Year, 4th Year, 5th Year, 6th Year and Youthreach students.

Support and Development of Social Enterprises in South Kerry

The Student Enterprise Programme provides teachers with an enterprise toolkit comprising a mix of resources designed to help students understand the enterprise world.

As with the Kerry ETB Mentor Project, the Student Enterprise Programme does not specifically provide reference to the social dimension of social enterprise and does not target the engagement of young people in social entrepreneurship.

Young Social Innovators

Unlike the Kerry ETB Mentor Project and the Kerry LEO Student Enterprise Programme, Young Social Innovators programmes support students in creating team-based action projects to address local social issues and bring about positive social change for the benefit of people, communities, and the environment. This is a proven pathway into social enterprise for young people.

Within the education system, Young Social Innovators provide the *Social Innovation Action Programme* at Junior Cycle and Senior Cycle levels, together with the *Design for Change* initiative targeted at primary school populations.

Recommendation

Engagement of local schools, particularly in areas of need, in the delivery of awareness-building initiatives that identify local social issues through cooperative solutions is likely to generate innovative solutions to traditional challenges. Further, it will introduce a new community cohort to creative models of addressing local needs. This will underpin successful social enterprises and can be cost-effectively achieved using programmes developed by Young Social Innovators or adapted versions of the Kerry ETB Mentor Project and the Kerry LEO Student Enterprise Programme.

Example: Young Social Innovators

The students of Gaelcholáiste an Chláir, Ennis, Co. Clare identified a need to make as many local people as possible aware of the issue of poverty in the community. As a result, they developed an awareness campaign, 'Poverty 24/7,' to raise funds to help those most in need during the Christmas season.

Working with St. Vincent de Paul, the initiative highlighted the dilemma of acute poverty and further awareness around the UN Sustainable Development Goal 1: *End poverty in all its forms, everywhere*. A big part of the social enterprise involved running the local St. Vincent de Paul shop for twenty-four hours to raise money for the charity. It was the first time in Ireland that a charity shop had stayed open for 24 hours. The team also set up a *GoFundMe* to raise money and designed posters to increase publicity for their work.

After completing their efforts, the students donated €5,681 to St. Vincent de Paul. With this money, they enabled over 55 families the ability to purchase dinner for Christmas and alleviated the financial strain and burden for these families.

Research

As with any business sector, there must be an investment in structured research and development to move forward. However, the consultation process outcomes suggested that few social enterprises in South Kerry were implementing a structured research and development process.

To address this situation, research will be commissioned into the sectoral gaps in social enterprise provision in South Kerry. This will encourage the development of new social enterprises in the area.

Recommendation

The development of a pathway linking pre-development, developing, and existing social enterprises directly with sectoral expertise will help to increase the quality of organisations and their service offerings, together with future supports provided by SKDP.

4 Strategic Actions

The suite of three strategic actions provides a pathway to address the identified needs and encourage new social enterprises emerging from a pre-development stage through to mature organisations.

Figure 6 – Strategic Actions



4.1 Sectoral Capacity and Development

Strategic Action	Indicative Measurement			Resources	Timeline
	Outputs	Outcomes	Delivery		
1: Funding Support Package: Provision of a support package to new and existing social enterprises to access local and national funding opportunities.	Designated funding package for social enterprises under the SKDP LEADER Programme 2023-2027. Designated funding package for social enterprises under the SKDP SICAP Programme 2024-2027.	Funding for ten to fifteen social enterprises per annum.	Lead: SKDP.	SKDP Enterprise Officers. SKDP LEADER Programme . SKDP SICAP. Údarás na Gaeltachta.	2023-2025
2: Coaching and Mentoring Package: Design, develop, organise, and implement a coaching and mentoring package to build on the RESET experience and engage with new or emerging social enterprises.	Training package delivered in two centres per annum over three years.	Engagement with twelve social enterprise organisations per annum over three years (total of thirty-six).	Lead: SKDP.	SKDP LEADER Programme . SKDP SICAP. Social Enterprise Regeneration Fund. Údarás na Gaeltachta.	2023-2025

4.2 Networking and Building Collaboration

Strategic Action	Indicative Measurement		Delivery	Resources	Timeline
	Outputs	Outcomes			
<p>1: Networking: Harness the existing community networks and contacts of the South Kerry Development Partnership to support cost-effective social enterprise network formation.</p>	Two network meetings arranged on a rotational basis-	Twice-yearly network events (six to eight).	Lead: SKDP.	Community Enterprise Support Infrastructure. Údarás na Gaeltachta.	2023-2025
<p>2: Building Collaboration: Facilitate the business community's engagement with the social enterprise sector in South Kerry to encourage the flow of resources and skills into social enterprise organisations from the corporate sector.</p>	Two to three events per year to facilitate collaboration between the corporate sector and social enterprises in South Kerry.	Increased engagement between the business community and social enterprises in South Kerry.	Lead: SKDP. Kerry Business Community.	SKDP Social Enterprise Officer. Kerry Business Community. Kerry LEO. Údarás na Gaeltachta.	2023-2025

4.3 Accelerating Social Enterprise Development

Strategic Action	Indicative Measurement		Delivery	Resources	Timeline
	Outputs	Outcomes			
<p>1: Social Enterprise Development Toolkit: Develop a toolkit to support new social enterprises to establish and existing social enterprises to expand and grow.</p>	<p>A social enterprise toolkit is available for County Kerry's new and emerging social enterprise organisations.</p>	<p>Dedicated free repository of easily accessible information for social enterprises.</p>	<p>Lead: SKDP.</p>	<p>SKDP Social Enterprise Officer. SKDP LEADER Programme. SKDP SICAP. NEWKD.</p>	<p>2023</p>
<p>2: Awareness-Building: Design, develop, organise, and implement an awareness-building and support package that encourages the formation of innovative social enterprises.</p>	<p>Promote Social Enterprises during Kerry Month of Enterprise. Host a county-wide social enterprise conference in 2024. Include spotlighting social enterprises in the SICAP newsletter, SKDP Website and social media. Use Social Enterprise Day to promote the social enterprise Sector throughout South Kerry. Create a directory of services of each social enterprise in the South Kerry Area.</p>	<p>Increased awareness of social enterprises in South Kerry, their activities and their impacts. Increase market opportunities of South Kerry Social Enterprises.</p>	<p>Lead: SKDP.</p>	<p>SKDP Social Enterprise Officer. NEWKD. Údarás na Gaeltachta.</p>	<p>2023-2025</p>
<p>3: Schools Programme: Engage local schools, particularly in areas of need, in the delivery of awareness-building initiatives.</p>	<p>Annual school competition and awards.</p>	<p>Encouragement of new actors with new social enterprise concepts.</p>	<p>Lead: Kerry LEO.</p>	<p>SKDP Social Enterprise Officer. Young Social Innovators. Primary and second-level DEIS schools. Kerry ETB.</p>	<p>2023-2025</p>

/continued

Support and Development of Social Enterprises in South Kerry

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Strategic Action	Indicative Measurement		Delivery	Resources	Timeline
	Outputs	Outcomes			
<p>4: Research: Commission research on the sectoral gaps of social enterprises in South Kerry to encourage the development of new social enterprises in the area.</p>	<p>A study on sectoral gaps of social enterprise opportunities.</p>	<p>Identified areas for new opportunities for development within the social enterprise sector.</p>	<p>Lead: SKDP.</p>	<p>SKDP Social Enterprise Officer. LEADER Programme 2023-2027 Údarás na Gaeltachta..</p>	<p>2023-2025</p>

5 Implementation

5.1 Rationale

It is essential to systematically monitor, review, and evaluate the delivery of the strategy. It is necessary to measure the effectiveness and efficiency of the measures in supporting social enterprises across South Kerry.

To this end, the Working Group will develop and maintain its internal monitoring and evaluation system with the following objectives in mind: -

1. To improve internal learning and feed into decision-making on research and development, intervention design, and implementation to underpin the social purpose.
2. To accurately assess how efficient and effective the strategic measures are in supporting new and existing social enterprises.
3. To underpin management decisions relating to future support delivery for social enterprises.

Monitoring and Evaluation Toolkit

The following Monitoring and Evaluation Toolkit will be used from 2023 to 2025. Using the toolkit, progress will be routinely reported amongst staff and presented to the Working Group for consideration.

Figure 7 – Monitoring and Evaluation Toolkit



An independent evaluation will be undertaken at the conclusion of the three-year strategy to record the overall implementation process and assess the challenges and successes.

5.2 Conclusion

In several areas, organisations seek support and external expertise around key aspects of developing or growing social enterprises. There appears to be a growing understanding of the need to professionalise the approach to managing and successfully operating a social enterprise that seeks public financial support. This recognition has expressed itself in concern over the perceived burden of regulatory compliance, particularly amongst those community volunteers who have been active in the provision of essential local services over many decades.

Amongst the consultees that contributed to this study, there appears to be a clear interest in forming local social enterprise network(s) to exchange everyday sectoral experiences and develop mentorship or training programmes to improve understanding and skills. Additionally, national and international experience unambiguously identifies that functional social enterprise networks can significantly improve the visibility of community and voluntary effort, including highlighting the positive local impact of social enterprise. This is the pathway to regenerating and rejuvenating social entrepreneurship by increasing activity, business quality and local participation.

The delivery of the strategic actions is designed to be within the technical competence of the identified key stakeholders, many of whom are already active in support of social enterprise, yet without explicitly focussing on their needs. Furthermore, the package of strategic actions is integrated to create a continuum of support, commencing with pre-development, moving through tailored social enterprise supports, and on towards research and development to underpin improved working practices and encourage new services and products.

Key to the implementation of the strategic actions will be the integration of the activities of the key stakeholders and the cohesive promotion of a joined-up support package, commencing with training and mentoring programmes designed to attract and support local social enterprises and organisations interested in developing social enterprise models. It is appropriate that the package focuses on the business aspect of social enterprise, including the preparation of quality feasibility studies and financial plans, an improved understanding of engagement with local communities, and support for the marketing and development of new products and services. In addition, Skilling needs have been identified regarding governance, accessing funding sources, human resources, managing strategic development and growth, networking and proving impact.

Way Forward

While Ireland lags behind other Member States in promoting social enterprises, the National Social Enterprise Policy 2019-2022 has highlighted this valuable sector's potential and kick-started its growth. Government supports have been enhanced to reflect this.

At a local level, the successful implementation of this Social Enterprise Strategy for South Kerry has the potential to nurture the existing social enterprise sector to strengthen and grow. In addition, it will facilitate the emergence of new social enterprises to provide demand-led services and products in peripheral areas of South Kerry.

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Appendices

A1 Social Enterprise in Other Jurisdictions

For comparative purposes, the following section provides a summary overview of social enterprise in the UK, Scotland, and Wales.

Social Enterprise in the UK

No Going Back – The State of Social Enterprise Survey 2021 is the latest state of the sector report by Social Enterprise UK. This survey is the largest, most credible, most comprehensive, and most representative survey of social enterprises in the UK. A total of 890 responses were gathered from telephone interviews and online surveys conducted between February and April 2021.

Survey Findings

The *State of Social Enterprise Survey 2021* found that in the UK, the proportion of social enterprises established had steadily increased since 2017 from 25 per cent to 34 per cent. Furthermore, the survey identifies that there were proportionally far more social enterprise start-ups than start-ups in the rest of the business community, such that 47 per cent of social enterprises were under five years old compared to 10 per cent of SMEs.

The survey also found that women and people from ethnic minorities are more likely to run start-ups. It also identified that 39 per cent of respondents were Community Interest Companies (CICs), compared to 23 per cent in 2019.

Table 9 – UK Headline Survey Findings

Economy	Society	Environment
<ul style="list-style-type: none"> ▪ 47 per cent of social enterprises were under five years old. ▪ 74 per cent made a profit or broke even in 2020. ▪ 44 per cent of social enterprises grew their turnover in 2020. ▪ 66 per cent of social enterprises introduced a new product or service in 2020. 	<ul style="list-style-type: none"> ▪ 47 per cent of social enterprises were led by women. ▪ 31 percent of social enterprises had directors from minority ethnic backgrounds. ▪ 72 per cent of social enterprises were a 'living wage' employer. ▪ 22 per cent of social enterprises operated in the most deprived areas of the UK. 	<ul style="list-style-type: none"> ▪ 84 per cent of social enterprises believe that buying products that are socially responsible and environmentally friendly was as important, or more important than cost. ▪ 20 per cent of social enterprises were addressing the climate emergency as part of their core social/ environmental mission. ▪ 67 per cent of social enterprises had a plan to embed tackling climate change into their constitution or articles of association.

Social Enterprise in Scotland

Scotland has a similar population size to Ireland and is regarded as one of the leading countries in social enterprise development. The Community Enterprise in Scotland (CEIS) project is an important source of expertise and experience.

CEIS has a Vision Statement, a 10-year Strategy that runs to 2026 and an Action Plan for social enterprise. In 2017, they completed their second census of the Social Enterprise sector. This census reveals over 5,600 Scottish social enterprises, employing 81,000 full-time equivalents with a net income of £3.8bn.

In April 2020, 15 per cent of staff were furloughed in Glasgow and the West of Scotland, compared to 9 per cent in the Northeast, where cash flow and supporting vulnerable service users were top priorities. Cashflow and overheads were also prominent concerns in Central and Southern Scotland, with diversifying operations and funding being the most-cited issues in Glasgow and Edinburgh.

Support and Development of Social Enterprises in South Kerry

Smaller social enterprises in Scotland (under £500,000 turnover) were likely to have struggled to access state support and had limited reserves or cash flow to use. However, some experienced a surge in demand (and income). Larger social enterprises were more likely to be able to diversify.

By November 2020, 93 per cent were experiencing an overall negative impact on operations due to COVID-19, and 35 per cent faced disruption to support or services for beneficiaries. Sixteen per cent were experiencing increased demand.

Forty-two per cent of Scottish social enterprises had accessed Scottish Government funding by November 2020, with 60 per cent planning to in future.

Social Enterprise in Wales

'Mapping the Social Business Sector in Wales' is a census undertaken every two years, commissioned, and published by Social Business Wales, which is funded by the European Regional Development Fund (ERDF) and Welsh Government. It is delivered by the Wales Co-operative Centre and is part of the Business Wales service.

Social Enterprise Scale

- There has been a substantial increase in start-up activity in Wales over the last two years, particularly in Northeast Wales.
- Increased focus on supporting communities and individuals that are socially or financially excluded.
- Thirty-six per cent employed people who were unemployed directly before taking up the post, highlighting the sector's role in supporting those furthest from the labour market.

People

- There is a positive gender balance within Welsh social enterprise leadership. However, ethnic minority communities and people living with a disability or long-term health condition are underrepresented, and as in the UK data, there is a lack of young entrepreneurs.

Social Enterprise Market

- Forty-five per cent of social enterprises perceived COVID-19 as a significant or critical threat to their financial viability over the next 12 months, demonstrating an ongoing risk.
- There is extensive collaboration between social enterprises, with 67 per cent engaged in peer-to-peer support and 42 per cent of those undertaking public procurement having entered joint bidding arrangements.

Barriers and Supports

- Access to grant finance remains the most cited barrier, primarily because social enterprises did not know where to look for finance and advice. Information or mentoring support about finance was the paramount support need stated.
- Support with digital marketing and social media is a particular need, alongside support relating to procurement.

A2 South Kerry Deprived Areas

The seven socio-demographic indicators that contribute to the calculation of the Deprivation Score include the population change rate, age dependency ratio, lone parent ratio, proportion of the population with only primary education, the proportion of the population with third-level education, the unemployment rate (male and female), and the proportion of the population living in local authority rented accommodation.

Table 10 – Most Deprived Areas (SAPS) 2016

Small Area ID	With ED	Total Population 2016	Deprivation Score 2016	Population Change 2016	Age Dependency Ratio 2006	Lone Parents Ratio 2016	Proportion with Primary Education Only 2016	Proportion with third level education 2016	Unemployment rate- Male 2016	Unemployment rate- Female 2016
077102036	Killarney Urban	195	-21.79	-0.06	22.60	40.00	32.00	4.58	20.93	16.13
077101021	Killarney Rural	275	-19.75	-0.05	27.70	31.00	32.00	5.63	34.38	20.29
077106016	Killorglin	136	-17.93	0.00	25.50	30.00	31.00	14.89	44.12	23.08
077035011	Caher	228	-16.08	-0.04	40.60	22.00	21.00	14.79	26.00	18.60
077101020	Killarney Rural	227	-15.94	-0.07	26.00	43.00	37.00	15.45	32.73	20.83
077035009	Caher	156	-15.01	-0.19	25.00	30.00	22.00	14.41	22.22	13.51
077102009	Killarney Urban	295	-14.41	-0.05	60.50	10.00	24.00	23.61	10.26	14.71
077102002	Killarney Urban	284	-13.43	-0.11	41.30	46.00	24.00	17.61	33.33	22.06
077101024	Killarney Rural	142	-12.60	0.00	24.90	29.00	22.00	10.87	16.22	12.12
077050001	Doire Ianna/Cloon	65	-10.88	-0.10	44.30	0.00	45.00	11.36	12.50	0.00
077078006	Glanbehy	118	-10.67	0.00	33.10	0.00	23.00	23.17	27.59	11.11
077035007	Caher	138	-10.63	-0.01	34.80	43.00	12.00	12.90	28.57	3.45
077106017	Killorglin	97	-10.43	-0.04	29.50	40.00	13.00	15.49	18.75	26.32
077102037	Killarney Urban	242	-10.42	0.09	28.80	23.00	18.00	22.95	25.00	41.43
077037001 077133001	Ceannúig Máistir Gaoithe	212	-10.30	-0.09	30.50	0.00	22.00	18.24	18.75	15.91
077106009	Killorglin	222	-10.05	0.00	31.70	32.00	18.00	20.69	23.73	15.22
<i>County Comparative Data</i>			-1.31	0.02					14.21	11.48

Source: After Haase, T. and Pratschke, J. *Pobal HP Deprivation Index*

Educational Disadvantage

The Department of Education's social inclusion strategy *Delivering Equality of Opportunity in Schools* (DEIS) is designed to help children and young people at risk of or experiencing educational disadvantage. Therefore, DEIS designation provides a further helpful indicator of disadvantage in a local community.

Table 11 – South Kerry DEIS Designated Schools 2021-2022

Support and Development of Social Enterprises in South Kerry

Primary Rural	Location	Boys	Girls	Total
Cahersiveen National School	Cahersiveen	49	54	103
Scoil Naisiunta Gleann Beithe	Glenbeigh	35	33	68
Curraheen Mixed National School	Glenbeigh	16	15	31
Boheshill Mixed National School	Glencar	16	6	22
Douglas National School	Killorglin	6	13	19
Scoil Realt Na Mara	Killorglin	71	65	136
Scoil Naisiunta Muire Gan Smal	Na Corra (Coors)	12	12	24
Scoil Bhreanainn	Portmagee	41	27	68
Scoil Naomh Micheal	Sneem	34	29	63
Scoil Eoin Tahilla Community National School	Tahilla	12	11	23
Scoil Naisiunta Dar Earca	Valentia	21	15	36
Post Primary	Location	Boys	Girls	Total
Killarney Community College	Killarney	210	182	392
Community College Killorglin	Killorglin	156	124	280

Source: *schooldays.ie*

Note: The above enrolment figures do not reflect recent increases resulting from Ukrainian refugees.

A3 NSEP Supports

Information in the following table has been extracted from the NSEP.

Table 12 – NSEP Social Enterprise Supports (Edited List)

Organisation Name	Supports and Advice	Networking	Funding and Finance	Training	Description
An Cosán Virtual Community College.				✓	Providing support in setting up and managing voluntary boards etc.
Bank of Ireland.				✓	Business Skills Academy Training nominal cost for courses
	✓			✓	Consultation for Charities Capacity building (consultation services) Three-month consultation services, three face-to-face meetings, agreed limited amount of communication/interaction in between meetings
Boardmatch	✓				Boardmatch is the only Irish charity that specialises in not-for-profit board recruitment. The organisation connects individuals interested in volunteering their skills with organisations with board vacancies.
Carmichael Centre.	✓			✓	Carmichael Mentor Programme.
ChangeX.		✓	✓		ChangeX connects people with proven ideas for strengthening communities with the resources needed to start them.
Charities Institute Ireland.				✓	CII will develop, guide and support members through objectives outlined in three strategic pillars - Advocacy, Education and Communication. The three measures of these standards are good governance, best practice fundraising and transparent financial reporting.
Circular Economy Academy at Rediscovery Centre, Ballymun.	✓	✓		✓	The Circular Economy Academy is a free mentoring and support programme that assists social enterprises and community organisations in any part of Ireland to move their activities towards sustainability and embrace the circular economy.
Coca Cola.			✓		Thank You Coca Cola fund competition. Capital: €100,000 total; €5,000, €10,000 or €20,000 prizes; potential for an additional extra €5,000 for winner of People's Choice Award
Collaboration Ireland.		✓			To provide an end-to-end facilitated process for organisations seeking to Collaborate. Broker Collaborations with key stakeholders support the formation of sustainable and effective services in the Third Sector.
Community Foundation Ireland and EPA.			✓		Environment and Nature Fund for Circular Economy and Sustainable Consumption. Project; excludes capital. €300,000 in funding for community groups tackling environmental issues; three grant size categories.
Community Reuse Network Ireland.	✓	✓			CRNI members are involved in recycling materials that cannot otherwise be reused, including mattresses, electrical and electronic goods, textiles, paper and card.

/continued

Support and Development of Social Enterprises in South Kerry

/continued

Organisation Name	Supports and Advice	Networking	Funding and Finance	Training	Description
Community Support Fund		✓			Kerry County Council provides support for animating and empowering communities through projects ¹² . Funding is targeted under four categories, as follows: - <ul style="list-style-type: none"> • Rebuilding and reconnecting communities. • Community Tidy Town Initiatives and Amenity Projects. • Community Economic Innovation. • Community-Based Tourism, Festivals, and Events.
Community Work Ireland.	✓	✓			CWI creates the conditions for community work to develop by advocating for policies, programmes, and resources to enable the growth and sustainability of Ireland's robust and autonomous community development sector.
Company Registration Office.	✓				Specific help with technology/ and IT for non-profits and charities.
Department of Communications, Climate Action, and Environment.			✓		Community Environment Action Fund (LA21) Project: €2,000-€5,000 grant size.
			✓		Climate Action Fund: to total at least €500 million by 2027.
Department of Rural and Community Development.			✓		Dormant Accounts Fund - Measure 1 Social Enterprise. Capital; Capacity Building. €800,000 total in funding for training and mentoring for social enterprises.
Department of Rural and Community Development (Pobal).			✓		Dormant Accounts Fund - Small Capital Grants Fund. Capital (equipment, repairs or refurbishments). €1 million total funds; grants €2,000 up to €15,000.
Department of Rural and Community Development (Pobal) and Local Action Groups.			✓		Social Inclusion and Community Activation Programme 2018 – 2022
Department of Rural and Community Development (Pobal) and LCDCs.			✓		LEADER Programme 2014-2020 LEADER Transition Programme 2021-2023
EU Programme for Employment and Social Innovation (EaSI).			✓		For 2021-2027 the EaSI programme will be a strand under the European Social Fund Plus (ESF+).
EIT Climate-KIC, UK and Ireland			✓	✓	EIT UK and Ireland is a branch of a knowledge and innovation community established by the European Institute of Innovation and Technology (EIT) in 2010. EIT UK and Ireland provides: - <ul style="list-style-type: none"> • Education, training, and entrepreneurship programmes. • Citizen engagement initiatives such as Climathon. • Grant-funded innovation projects and consortia (tailored to support place-based systems transitions) • Open innovation and matchmaking. Grant-funded innovation projects and consortia; education, training and entrepreneurship programmes.

/continued

¹² See Appendix A7 for 2022 beneficiaries.

Support and Development of Social Enterprises in South Kerry

/continued

Organisation Name	Supports and Advice	Networking	Funding and Finance	Training	Description
Enactus	✓	✓	✓	✓	Enactus is the world's largest experiential learning platform dedicated to creating a better world while developing the next generation of entrepreneurial leaders and social innovators. The Enactus network of global business, academic and student leaders is unified by a vision to create a better, more sustainable world.
ENSIE (European Network of Social Integration Enterprises)		✓		✓	ENSIE, the European Network for Social Integration Enterprises, represents the interests of national and regional networks of 'Work Integration Social Enterprises' (WISEs) striving for more inclusive and integrated forms of employment at European level.
Enterprise Ireland	✓		✓		Supporting improvement in social services
			✓		€12m in funding was provided by the Department of Business, Enterprise and Innovation and administered by Enterprise Ireland. Eligible enterprise centres can apply for funding as follows: - Minimum of €10,000 and maximum of €150,000. Funding is administered as grant aid of up to 80 % of eligible costs detailed in the Recovery Plan submitted by each applicant.
Environmental Protection Agency			✓		Event Support (including Workshops and Conferences). Maximum €3,000 per event. Rolling call with four submission deadlines each year as follows: - (31 st December; 31 st March; 30 th June; 30 th September).
			✓		Green Enterprise Fund. Grant-aid for demonstration-type projects. Maximum €100,000 per grant award.
European Social Catalyst Fund (ESCF)			✓		European Social Catalyst Fund (ESCF). Planning and capacity building (implementation plan Development. Up to €100,000, along with capacity-building support. A minimum of €600,000 will be allocated to support at least six plans.
Immigrant Investor Programme.			✓		The Immigrant Investor Programme (IIP) is open to non-EEA nationals who commit to an approved investment in Ireland. Requires minimum investment of €1m from applicant's resources (not financed through a loan or other such facility), must be committed for a minimum of 3 years. To encourage investors and business professionals from outside the European Economic Area (EEA) to avail of opportunities for investing and locating business interests in Ireland and acquire secure residency status in Ireland.
Ireland Funds.			✓		Flagship Grants. Core funding, capacity building or programme costs. Up to €100,000 in financial support over two years and an array of additional nonfinancial supports.
			✓		Small Grants Flagship Awards. €2,500, €5,000, and €10,000 grant amounts.
Irish Cooperative Organisation Society.	✓	✓			The Irish Co-operative Organisation Society (ICOS) serves and promotes commercial cooperative businesses and enterprises across multiple sections of the Irish economy.
Irish Research Council.			✓		New Foundations Research (including travel, consumables, training, and dissemination). €5,000-€15,000 grant size.

/continued

Support and Development of Social Enterprises in South Kerry

/continued

Organisation Name	Supports and Advice	Networking	Funding and Finance	Training	Description
Irish Social Enterprise Network.	✓	✓			Assists social enterprises, social entrepreneurs, and social innovators in getting their idea off the ground and providing support to grow.
Local Enterprise Office - Training Programmes.				✓	Web page listing general training supports - some may benefit social enterprises.
Probation Services.	✓		✓		Kickstart Programme.
Social Enterprise Toolkit (prepared by Dublin South City Partnership).	✓				Downloadable resource for local and community groups and individuals interested in setting up social enterprises in Ireland.
Social Entrepreneurs Ireland (SEI Academy).	✓	✓	✓	✓	Supporting social entrepreneurs and people developing new, innovative solutions to address social and environmental challenges.
Social Innovation Fund Ireland (SIFI).			✓		Ignite Fund, provides cash grants, business support, and a place in SIFI's Accelerator Programme. €550,000 fund.
			✓		Growth Fund, provides support to secure private funds for an agreed growth capital fundraising target, cash uplift on the capital secured, dedicated SIFI team to support the organisation to achieve targets for scale and impact. The organisation's funding target is at least €150,000 annually for three years.
			✓		Ability to Work Fund, providing cash grants, business support, a place in SIFI's Accelerator Programme, training, and mentoring. Cash grants of up to €90,000 each year for three years.
Social Impact Ireland.	✓	✓		✓	Social Impact Ireland is designed to make a difference in the social enterprise sector in Ireland. It works with individuals, at whatever stage, to fulfil the potential of making a positive impact on society.
Young Social Innovators.	✓	✓		✓	Young Social Innovators (YSI) is a non-profit organisation that empowers young people to use their talents, insights, passion, and creativity to come up with innovative solutions to social challenges.
Yunus and Youth.				✓	The Yunus and Youth Fellowship Programme is a six-month online program designed to empower young social entrepreneurs and help them develop their full potential by strengthening their business models, helping them measure their social impact, and defining a scaling strategy.

A4 State Employment Initiatives

Community Employment Scheme

The Community Employment (CE) programme is designed to help the long-term unemployed and other disadvantaged people get back to work by offering part-time and temporary placements in jobs based within local communities. Participants can seek other part-time work during their placement. After the placement, participants are encouraged to seek permanent part-time and full-time jobs elsewhere based on their experience and new skills gained while in a Community Employment scheme.

There are two different categories of Community Employment, each with its own set of eligibility requirements. These are the Part-time Integration Option and the Part-time Job Option.

CE Part-time Integration Option

The Part-time Integration Option allows the individual to work under the Community Employment scheme for a maximum of 1 year.

Depending on individual needs, it may be possible to have a one-year placement extended by another year. To do this, the sponsor must apply in writing at least two months before the end of your placement. Generally, participants complete their one-year placement and then seek a permanent full-time or part-time job elsewhere based on the placement experience, the good reputation developed with local employers, and any new skills learnt throughout the placement.

Part-Time Job Option

This CE Part-Time Job Option provides participants with part-time work placements of up to 6 years for participants over 55 and up to 3 years for participants under 55. This option is designed to give extended access to employment to older people who may have been unable to secure regular employment for some time. The participation limits for people on one of the specified disability payments (see below) are seven years for those aged 55 to 65 and 4 years for those aged 35 to 54. Time spent on CE before 3 April 2000 is not counted in these participation limits.

Community Services Programme

The Community Services Programme aims to support local community activity to address disadvantages and provide local employment opportunities for certain groups of people. It funds community services and businesses, including community services for older people and those with disabilities, rural transport initiatives and environmental projects.

The Programme focuses on communities where public and private sector services are lacking, either through geographical or social isolation or because demand levels are insufficient. The Programme also enables the benefit of other public investment to be realised (as in the case of investment in community centres and resources).

The Community Services Programme evolved from the Social Economy Programme.

Types of Projects

In general, applicants must be not-for-profit companies with sufficient capacity to undertake service delivery and staff management. They must also have adequate financial resources and the opportunity to generate revenue to maintain the proposed service and, where necessary, prepare a business plan acceptable to the Programme.

The types of projects eligible to apply for funding include: -

- Community services for older people (excluding healthcare provision)
- Community services that support or employ people with disabilities (excluding healthcare provisions)
- Projects that support and employ stabilised and recovering drug misusers (excluding healthcare provision)
- Community services or community enterprises for island communities
- Community radio
- Community enterprises that support or employ Travellers (excluding healthcare provision)
- Supervising community halls and facilities with a priority focus on disadvantaged areas

Following assessment, contracts of up to three years are typically issued to successful community companies and cooperatives that meet the criteria for the Programme.

JobsPlus Incentive Scheme

JobsPlus is an employer incentive that encourages and rewards employers who employ jobseekers on the Live Register. This incentive replaces the Revenue Job Assist and Employer Job (PRSI) Exemption Scheme. It is designed to encourage employers and businesses to employ people who have been out of work for long periods.

The Department of Social Protection pays the incentive to the employer monthly in arrears over two years. It provides two levels of regular cash payments: -

- €7,500 for each person recruited who has been unemployed for more than 12 but less than 24 months.
- €10,000 for each person recruited who has been unemployed for more than 24 months.

JobsPlus Youth

Under the JobsPlus Youth part of the scheme, the qualifying period for JobsPlus for jobseekers under 25 years of age has been reduced to 4 months. However, it remains at 12 months for other job seekers.

Eligible young people will be given a certification to qualify for the JobsPlus subsidy, which they can use when applying for jobs.

Rural Social Scheme

The Rural Social Scheme (RSS) is aimed at low-income farmers and fishermen/women. The participant must receive a social welfare payment to qualify for the RSS. In return, people participating in the RSS provide services that benefit rural communities.

The Department of Social Protection is responsible for policy concerning the Rural Social Scheme, including eligibility criteria. The Department monitors the implementation of the RSS and supports the various bodies that manage the RSS locally. The Department may also inspect any scheme and visit projects. At a local level, the scheme is managed by implementing bodies such as local development companies and in the Gaeltacht areas by Údarás na Gaeltachta.

The work carried out by RSS participants includes projects relating to not-for-profit cultural and heritage centres and community administration or clerical work.

TÚS - Community Work Placement Initiative

The TÚS initiative is a community work placement scheme providing short-term working opportunities for unemployed people. The work opportunities are to benefit the community and be provided by community and voluntary organisations in urban and rural areas. Local development companies manage the TÚS initiative for the Department of Social Protection, which is responsible for the scheme.

All the work carried out by participants in the Tús scheme must benefit the community. The projects eligible for the scheme may include social care for all age groups and people with disabilities, work supporting cultural and heritage activities, and community administration and community event management.

EmployAbility

The Department of Employment Affairs and Social Protection funds a range of employment supports to help employees with a disability gain and retain employment. Under the Reasonable Accommodation Fund, there is the Job Interview Interpreter Grant, Personal Reader Grant, Employee Retention Grant, and Workplace Equipment/Adaptation Grant.

Other employer supports include the Wage Subsidy Scheme and the Disability Awareness Training Support Scheme.

A5 Consultation Process

The agreed consultation process involved three stages: local information meetings, online survey, and external stakeholders.

Local Information Meetings

A consultation meeting was held in each of the four towns: Cahersiveen, Kenmare, Killarney and Killorglin.

Figure 8 – Information Meetings

Supporting Our Social Enterprises

South Kerry Development Partnership

Information Meeting

We want to understand the needs of existing Social Enterprises and encourage new ones to develop in South Kerry. Information obtained at these meetings will inform South Kerry Partnership's planning for Social Enterprises into the future.

Please come along if you or your organisation is:-

- An Existing Social Enterprise.
- Interested in learning more about Social Enterprises.
- Thinking of starting up a new Social Enterprise.

When and Where?

7:00 pm. Thursday 19th May 2022, Ring of Kerry Hotel, Valentia Road, Cahersiveen, V23 AK85.

So what is a Social Enterprise?

The objective of a Social Enterprise is to achieve a social or environmental impact, rather than maximising profit for its owners.

It pursues its objectives by providing goods and/or services.

It reinvests surpluses to achieve social objectives.

It is governed in an accountable and transparent manner and is independent of the public sector.

If dissolved, will transfer its assets to another organisation with a similar mission.

A speaker from a local Social Enterprise will share their experience. South Kerry Development Partnership will outline supports for Social Enterprises.

For further information and to register your interest please contact
Clare O'Shea, South Kerry Partnership:
087 3567874 or coshea@skdp.net

Supporting Our Social Enterprises

South Kerry Development Partnership

Information Meeting

We want to understand the needs of existing Social Enterprises and encourage new ones to develop in South Kerry. Information obtained at these meetings will inform South Kerry Partnership's planning for Social Enterprises into the future.

Please come along if you or your organisation is:-

- An Existing Social Enterprise.
- Interested in learning more about Social Enterprises.
- Thinking of starting up a new Social Enterprise.

When and Where?

7:00 pm. Tuesday, 17th May 2022, Taobh Linn Social Centre, Kenmare, V93 E196.

So what is a Social Enterprise?

The objective of a Social Enterprise is to achieve a social or environmental impact, rather than maximising profit for its owners.

It pursues its objectives by providing goods and/or services.

It reinvests surpluses to achieve social objectives.

It is governed in an accountable and transparent manner and is independent of the public sector.

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South Kerry Development Partnership

Information Meeting

We want to understand the needs of existing Social Enterprises and encourage new ones to develop in South Kerry. Information obtained at these meetings will inform South Kerry Partnership's planning for Social Enterprises into the future.

Please come along if you or your organisation is:-

- An Existing Social Enterprise.
- Interested in learning more about Social Enterprises.
- Thinking of starting up a new Social Enterprise.

When and Where?

7:00 pm. Thursday 26th May 2022, South Kerry Development Partnership, Library Place, Killorglin, V93 P7DF.

So what is a Social Enterprise?

The objective of a Social Enterprise is to achieve a social or environmental impact, rather than maximising profit for its owners.

It pursues its objectives by providing goods and/or services.

It reinvests surpluses to achieve social objectives.

It is governed in an accountable and transparent manner and is independent of the public sector.

If dissolved, will transfer its assets to another organisation with a similar mission.

A speaker from a local Social Enterprise will share their experience. South Kerry Development Partnership will outline supports for Social Enterprises.

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Supporting Our Social Enterprises

South Kerry Development Partnership

Information Meeting

We want to understand the needs of existing Social Enterprises and encourage new ones to develop in South Kerry. Information obtained at these meetings will inform South Kerry Partnership's planning for Social Enterprises into the future.

Please come along if you or your organisation is:-

- An Existing Social Enterprise.
- Interested in learning more about Social Enterprises.
- Thinking of starting up a new Social Enterprise.

When and Where?

7:00 pm. Tuesday 24th May 2022, Kerry Mental Health Association, Upper Lewis Road, Killarney, V93Y0YC.

So what is a Social Enterprise?

The objective of a Social Enterprise is to achieve a social or environmental impact, rather than maximising profit for its owners.

It pursues its objectives by providing goods and/or services.

It reinvests surpluses to achieve social objectives.

It is governed in an accountable and transparent manner and is independent of the public sector.

If dissolved, will transfer its assets to another organisation with a similar mission.

A speaker from a local Social Enterprise will share their experience. South Kerry Development Partnership will outline supports for Social Enterprises.

For further information and to register your interest please contact
Clare O'Shea, South Kerry Partnership:
087 3567874 or coshea@skdp.net

The consultation process was delivered using community-led local development (CLLD) principles. The adoption of CLLD principles ensured that the process was transparent and was further enhanced by using an action-learning approach when engaging with the consultees. Action-learning allowed all participants, including the facilitator, to learn from the experiences and viewpoints of all who contributed.

Online Survey

An online survey was developed using the SurveyMonkey platform. The survey was constructed to provide missing baseline information on the nature and extent of the social enterprise sector.

Figure 9 - Online Survey Template

South Kerry Social Enterprises Survey

Survey of Social Enterprises Operating in South Kerry

A social enterprise is defined in a recent national strategy document in the following way:

Social Enterprise is an enterprise whose objective is to achieve a social, societal or environmental impact, rather than maximising profit for its owners or shareholders.

It pursues its objectives by trading on an ongoing basis through the provision of goods and/or services, and by reinvesting surpluses into achieving social objectives.

It is governed in a fully accountable and transparent manner and is independent of the public sector. If dissolved, it should transfer its assets to another organisation with a similar mission.

Please refer to this definition as you consider your responses to the following questions.

1. What is the name of your existing Social Enterprise?

Name of Existing Social Enterprise:

Name of Contact Person and Contact Details for Existing Social Enterprise:

Date of Establishment (if known):

Geographical area served by the Social Enterprise:

Company Objectives:

2. Are you in a Gaeltacht area?

Yes
 No

3. How would you typically describe your organisation in discussions.

Community and Voluntary Group Charity
 Voluntary Group Social/ Community Business
 Company limited by guarantee Community Development Organisation
 Other (please specify)

4. How many employees does your group/organisation have?

Number of people employed full-time:

Number of people employed part-time:

Number of people employed seasonally:

Number of Scheme workers (CE, CSP, TUS):

Number of interns (unpaid):

5. Approximately how many volunteers (excluding Board and management Committee Members) does your group/organisation have?

1 to 10 21 to 30
 11 to 20 31+

6. The Board of your organisation has responsibility for oversight and strategy. Does your group/organisation have (a) sub-committee (s) for any of the following areas.

No committees. Finance.
 One (management style) committee responsible for everything. Fundraising.
 Human Resources. Marketing
 Other (please specify)

*** 7. What was the approximate total income from all sources for the organisation last year (2021)?**

Less than €10,000. Between €40,000 and €60,000.
 Between €10,000 and €20,000. Between €60,000 and €100,000.
 Between €20,000 and €40,000. Greater than €100,000.

8. How many people do you employ?

None
 1-5
 6-10
 11-20
 21-30
 31-50
 51-100
 101-200
 200+

9. How would you describe your organisation?

Community and Voluntary Group
 Voluntary Group
 Company limited by guarantee
 Other (please specify)

10. How would you describe your organisation in discussions?

Community and Voluntary Group
 Voluntary Group
 Company limited by guarantee
 Other (please specify)

11. How would you describe your organisation in discussions?

Community and Voluntary Group
 Voluntary Group
 Company limited by guarantee
 Other (please specify)

12. What was the approximate percentage of the organisation's income from sources in 2021 (Total must equal 100%)?

Trading Income (eg. Cafe sales, charges for services, product sales)

Grants or Programme Funding (usually year by year)

Fundraising

Sponsorship

Donations

Labour Market Schemes (CE, TUS, RSS)

Community Services Programme (CSP)

13. Please identify clearly any opportunities that you are planning to improve/expand your organisation in the next three years? (Use the textboxes to specify the planned activity)

Trading Income (eg. Cafe sales, charges for services, product sales)

Grants or Programme Funding (usually year by year)

Fundraising

Sponsorship

Donations

Labour Market Schemes (CE, TUS, RSS)

Community Services Programme (CSP)

14. Does your group/organisation have a training plan for directors, staff and volunteers?

Yes.
 No.
 Unsure.

/continued

Support and Development of Social Enterprises in South Kerry

/continued

15. ...Ποια είναι τα εργαλεία που χρησιμοποιείτε για να εστιάσετε στην ανάπτυξη της κοινωνίας των πολιτών (CIVIC SOCIETY) στην περιοχή σας; (Επιλέξτε όλα τα που εφαρμόζετε)

	2019-2021	2022-2023
Νοέτια ανάπτυξη	<input type="checkbox"/>	<input type="checkbox"/>
Αναπτυξιακά προγράμματα	<input type="checkbox"/>	<input type="checkbox"/>
Κοινωνική πρόκληση	<input type="checkbox"/>	<input type="checkbox"/>
Μονομερές ανάπτυξη	<input type="checkbox"/>	<input type="checkbox"/>
Ηλεκτρονική ανάπτυξη	<input type="checkbox"/>	<input type="checkbox"/>
Γραμμάτισμα (εκπαίδευση και προπόνηση σε βασικές δεξιότητες)	<input type="checkbox"/>	<input type="checkbox"/>
Βιολογική ανάπτυξη (αποκατάσταση, αποκατάσταση)	<input type="checkbox"/>	<input type="checkbox"/>
Προστασία περιβάλλοντος	<input type="checkbox"/>	<input type="checkbox"/>
Κοινωνική ανάπτυξη	<input type="checkbox"/>	<input type="checkbox"/>
Φυσική ανάπτυξη	<input type="checkbox"/>	<input type="checkbox"/>

16. ...Ποια είναι τα εργαλεία που χρησιμοποιείτε για να εστιάσετε στην ανάπτυξη της κοινωνίας των πολιτών (CIVIC SOCIETY) στην περιοχή σας; (Επιλέξτε όλα τα που εφαρμόζετε)

	2019-2021	2022	2023
Νοέτια ανάπτυξη	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Αναπτυξιακά προγράμματα	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Κοινωνική πρόκληση	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Μονομερές ανάπτυξη	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ηλεκτρονική ανάπτυξη	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Γραμμάτισμα (εκπαίδευση και προπόνηση σε βασικές δεξιότητες)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Βιολογική ανάπτυξη (αποκατάσταση, αποκατάσταση)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Προστασία περιβάλλοντος	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Κοινωνική ανάπτυξη	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Φυσική ανάπτυξη	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

17. In the past three years has your organisation engaged in any of the following (tick all that apply)?

<input type="checkbox"/> Attended networking events	<input type="checkbox"/> Engaged with an accountant.
<input type="checkbox"/> Carried out an organisational health check.	<input type="checkbox"/> Developed a website
<input type="checkbox"/> Prepared a financial report.	

18. Which of the following governance policy documents/ statements has been or will be developed by your organisation (tick all that apply)?

	2019	2020	2021	2022	2023
Employee handbook.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Equality policy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human resource policy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Volunteer policy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Health and safety plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial policy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social media strategy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Web Site.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fundraising strategy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

19. Has your organisation signed up to the Governance Code?

Yes.
 No.
 In process.
 Don't know.

20. Has your organisation registered with the Charities Regulator?

Yes.
 No.
 Don't know.

21. ...Ποια είναι τα εργαλεία που χρησιμοποιείτε για να εστιάσετε στην ανάπτυξη της κοινωνίας των πολιτών (CIVIC SOCIETY) στην περιοχή σας; (Επιλέξτε όλα τα που εφαρμόζετε)

22. ...Ποια είναι τα εργαλεία που χρησιμοποιείτε για να εστιάσετε στην ανάπτυξη της κοινωνίας των πολιτών (CIVIC SOCIETY) στην περιοχή σας; (Επιλέξτε όλα τα που εφαρμόζετε)

Survey Distribution

The Online Survey was posted at the end of May 2022, following consultation with the Working Group. In addition, SKDP staff circulated the link to their contact list of thirty-four groups (in keeping with GDPR) distributed throughout the SKDP region. The survey was closed on 18th June 2022, when it achieved a satisfactory return rate of eighty per cent of those invited to participate.

External Stakeholders

During the consultation process, the following external stakeholders were invited to contribute to the process (in addition to those that attended the consultative meetings and the Working Group members).

Table 13 – External Stakeholders

External Stakeholder	Date
Kerry County Council, Community Unit.	6 th April 2022
Kerry Local Enterprise Office.	6 th April 2022

A6 South Kerry Social Enterprises

The table below provides the initial listing of the social enterprises operating in South Kerry. These social enterprises are also mapped in Appendix A7 – Map 3.

Anomalies

It was identified at an early stage that this initial listing contains several omissions and anomalies. The latter involves the inclusion of some sports organisations and the omission of many others.

An example of the potential under-reporting in the initial listing concerns sports clubs and associations. Many community and voluntary sector sports clubs are already functioning as de facto social enterprises simply by being part of their communities, developing income-generating events for the club members and beyond, and linking up with community partners.

Further anomalies were identified in instances where single legal entities were operating more than one social enterprise strand.

Estimation

In the absence of any reliable record of social enterprise activity in South Kerry (and awaiting the publication of the National Social Enterprise Census), an estimation of the number of social enterprises was made from the Public Participation Network record of community, environmental and social inclusion groups.

Following a similar methodology to that used to identify existing social enterprises in the SECAD area of south and east County Cork¹³, a random sample of community, environmental and social inclusion groups from the PPN database was developed. The websites of this sample were interrogated using keywords from the list below. Inclusion on the database was made on the researcher's assessment of whether there was a potential for trade, sales, or membership, as well as a clear social or community goal. In cases where this was not clear, the service was included.

Table 14 – Keyword Sampling

Ref.	Key Phrase	Including
1	Animal Welfare	Sanctuaries, Animal Protection and Re-Homing
2	Arts and Culture	Theatre, Community Centres, Music Lessons, Museums, Shared Art Spaces/Galleries
3	Building Construction and Landscape - Gardening	Plumbing, Retrofitting, Solar-Power, Property Maintenance, Produce Growing Projects
4	Children's - Youth Services	Childcare, Youth Clubs, Learning Supports
5	Circular Economy	Recycle Reuse
6	Education	Materials, Supports, Irish Language
7	Environmental Services	Recycling Centres, Heating Companies, WEE Recycling, Community Energy Supplies, Conservation, Biodiversity
8	Financial Services	Credit Unions, Social Funding Initiatives
9	Heritage and Tourism	Tourist Centres, Heritage Sites
10	Housing	Housing Associations
11	Manufacturing	Production, Craft
12	Mechanical - Technical	Services
13	Personal Development - Mental Health	Coaching, Mental Health Facilitation
14	Professional Services	Design, Printing, Consultancy

/continued

¹³ In the case of south and east County Cork, the initial search revealed 126 current or potential social enterprises.

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Ref.	Key Phrase	Including
15	Retail and Food	Catering, Furniture Restoration, Meals on Wheels, Food Bank Distribution
16	Social Services	Disability Support Services, Drug Rehabilitation, Ex-Offenders
17	Sporting and Health	Coaching, Sports Clubs, Fitness Programmes, Food Coops
18	Training and Capacity Building	Employment Skills, Parenting Skills, Rehabilitation, Research and Capacity Building
19	Transport	Community Transport

The outcome of the estimation process suggests that the number of current or potential social enterprises that might be generating twenty-five per cent of the annual income from trading in goods or services could be up to eighty in Kenmare Municipal District and fifty in Killarney Municipal District (total of one-hundred and thirty). This is comparable to the estimated number found in South and East Cork in 2014.

Table 15 - South Kerry Social Enterprises: Initial Listing

Ref	Social Enterprise Name	Survey Response	Services
Greater Cahersiveen Area			
Cn1	ACARD CLG	✓	Community Development, Heritage Centre, Marina.
Cn2	Caherdaniel Community Care	✓	Community Care.
Cn3	Cahersiveen Social Services	✓	Community Care.
Cn4	Coiste Forbartha na Sceilge, Ballinskelligs Community Care	✓	Community Care.
Cn5	Coiste Pobail Cathair Donall CLG	✓	Community Development.
Cn6	Comhchoiste Gaeltacht Uibh Rathaigh	✓	Community Care.
Cn7	Cumann Cabhrach Na Sean, Comhlacht Forbartha An Ghleanna	✓	Community Care.
Cn8	Forbairt na Dromoda Teo	✓	Community Development.
Cn9	IRD Foilmore Kells CLG	✓	Community Development.
Cn10	IRD Waterville CLG	✓	Community Organisation.
Cn11	Kells Laundry Service		Community Care.
Cn12	Portmagee Social Services		Community Care.
Cn13	Valentia Heritage Centre		Heritage Centre.
Cn14	Valentia Island Development Company CLG	✓	Promoting employment and enterprise.
Cn15	Valentia Lighthouse		Community Tourism.
Cn16	Valentia Sports, Gym, Community Centre and Digital Hub		Community Centre.
Cn17	Waterville Community Centre		Community Care.

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Ref	Social Enterprise Name	Survey Response	Services
Greater Kenmare Area			
Ke1	Bonane Community Cooperative Society		Tourism Heritage.
Ke2	Bonane Community Council		Community Enhancement.
Ke3	Carnegie Arts Centre, Kenmare	✓	Arts and Culture.
Ke4	Kenmare Family Resource Centre	✓	Family Resource Centre.
Ke5	Kenmare Marketing and Events Group	✓	Enterprise Enhancement.
Ke6	Lauragh Community Centre Committee CLG	✓	Community Centre.
Ke7	Rockmount Care Centre		Community Care.
Ke8	Sneem Digital Hub	✓	Digital Hub.
Ke9	Sneem Resource Centre	✓	Cooperative, Community Centre, Crazy Golf Course, English Classes for Children.
Ke10	Sneem Welfare Committee Ltd.		Community Care.
Ke11	Taobh Linn Centre, Kenmare Community Care Group		Community Care.
Greater Killarney Area			
Ky1	Barraduff Community Field Organisation	✓	Community Enhancement, GAA Pitch, Community Centre, Walking Way, Digital Hub.
Ky2	Beaufort Community Care Group		Community Care.
Ky3	Deenagh Lodge Café (Down Syndrome Kerry)	✓	Training and employment pathways for young adults.
Ky4	EurOg	✓	Young people.
Ky5	Kerry Mental Health Association CLG	✓	Support for people with mental health challenges, their families, and carers.
Ky6	Killarney Immigrant Support Centre (KASI)	✓	Create employment for Asylum Seekers, Refugees, and other Migrants
Ky7	Killarney Celtic	✓	Sport for all.
Ky8	Killarney Innovation Centre		Enterprise Space.
Ky9	Killarney Men's Shed	✓	Men's Group.
Ky10	Slánú Stroke Rehab		Health Care.
Ky11	South West Counselling Centre		Mental Health Care.
Greater Killorglin Area			
Kn1	Castlemaine Meals on Wheels		Community Care.
Kn2	Killorglin Community Day Care Centre		Community Care.
Kn3	Glenbeigh Care of the Elderly Social Centre		Community Care.
Kn4	Glenbeigh Community Laundry		Community Care.
Kn5	Glencar Community Care		Community Care
Kn6	K-FEST	✓	Arts Festival.
Kn7	Keel Community Council		Community Care.
Kn8	Listry Community Council CLG	✓	Community Council.

A7 Mapping

Map 1 – Population Density by ED 2016

Map 2 – Disadvantage by ED 2016

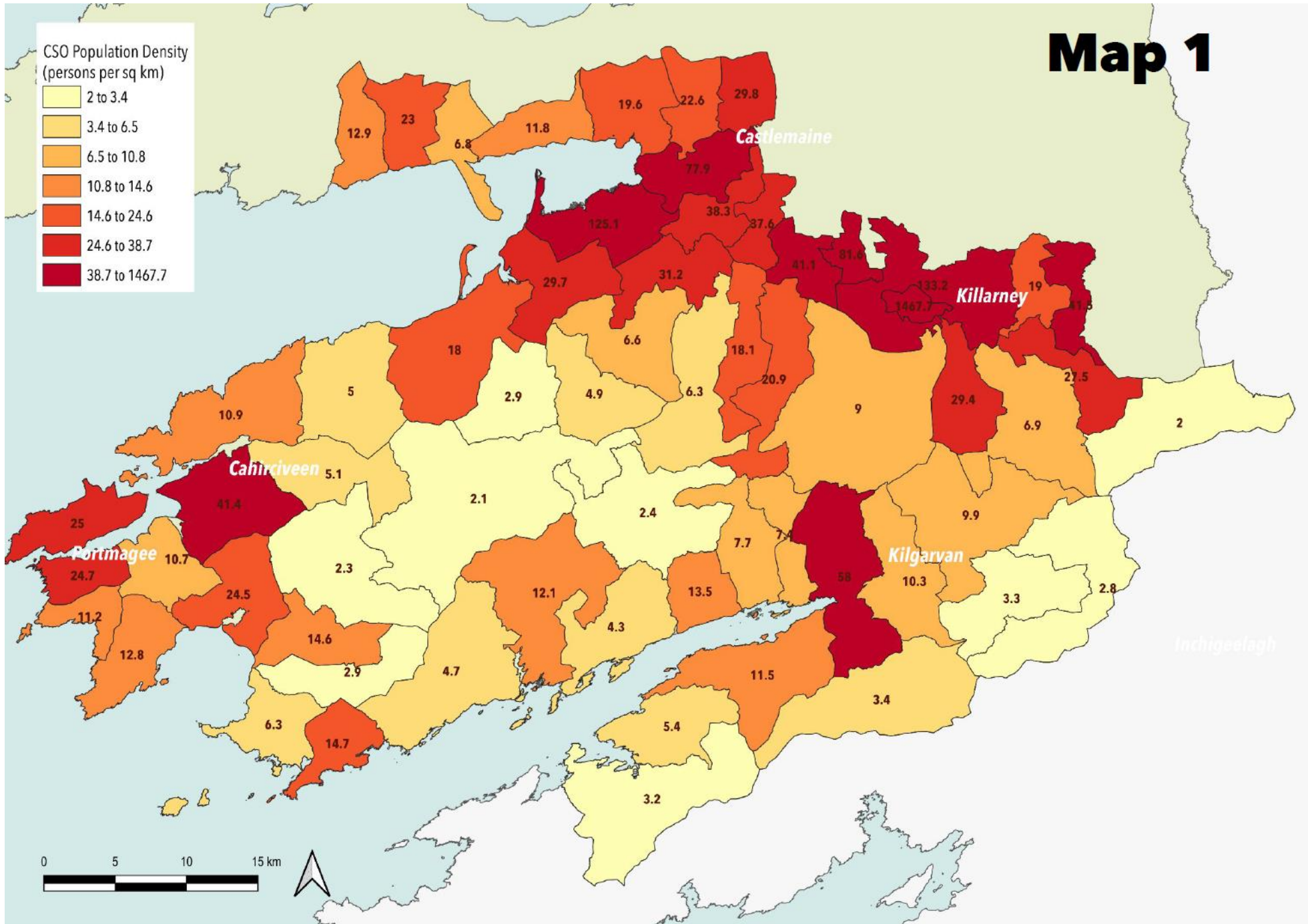
Map 3 - South Kerry Social Enterprises: Initial Mapping

Map 4 – PPN Community, Environmental and Social Inclusion Groups

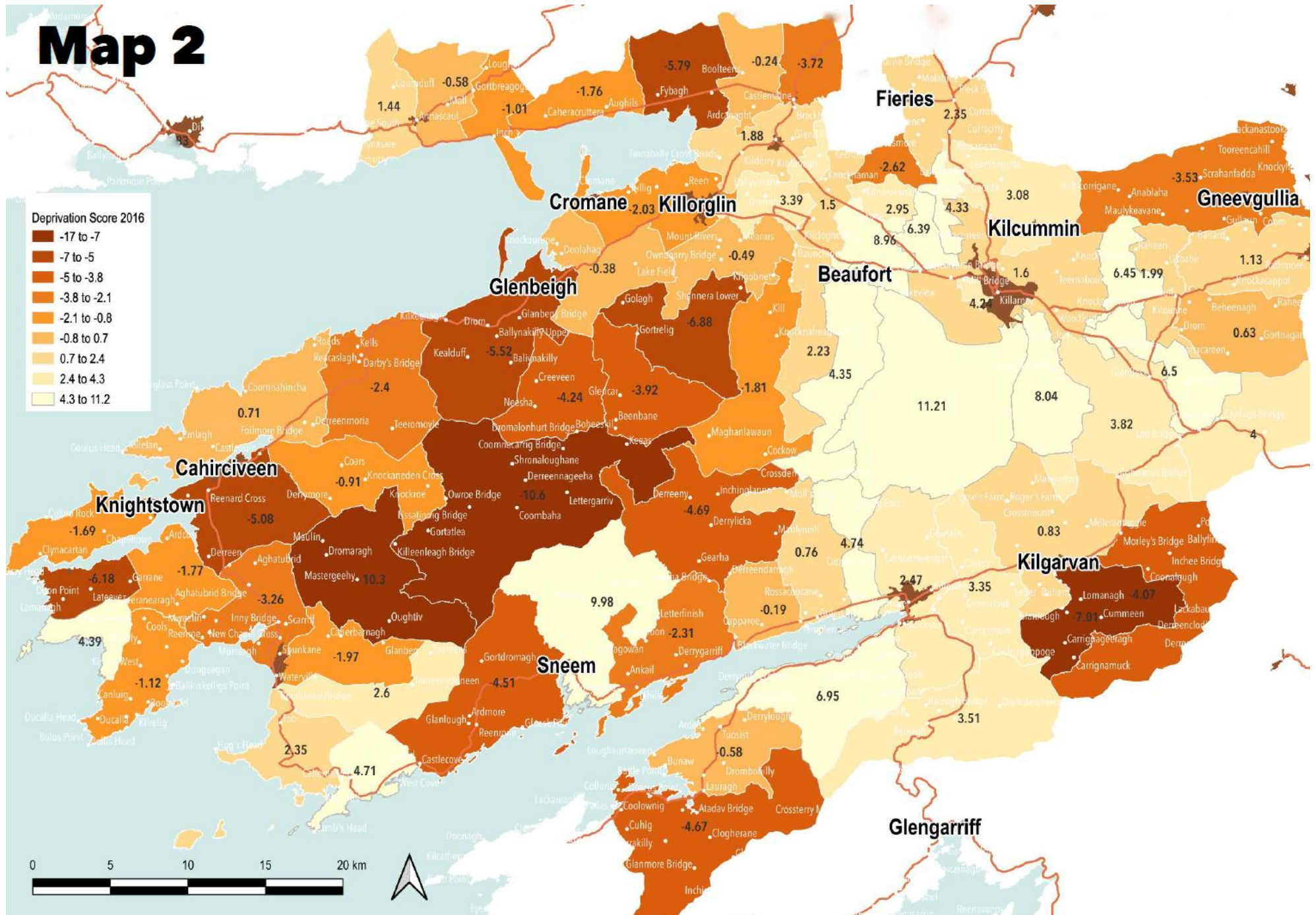
Map 5 – South Kerry Gaeltacht

Support and Development of Social Enterprises in South Kerry

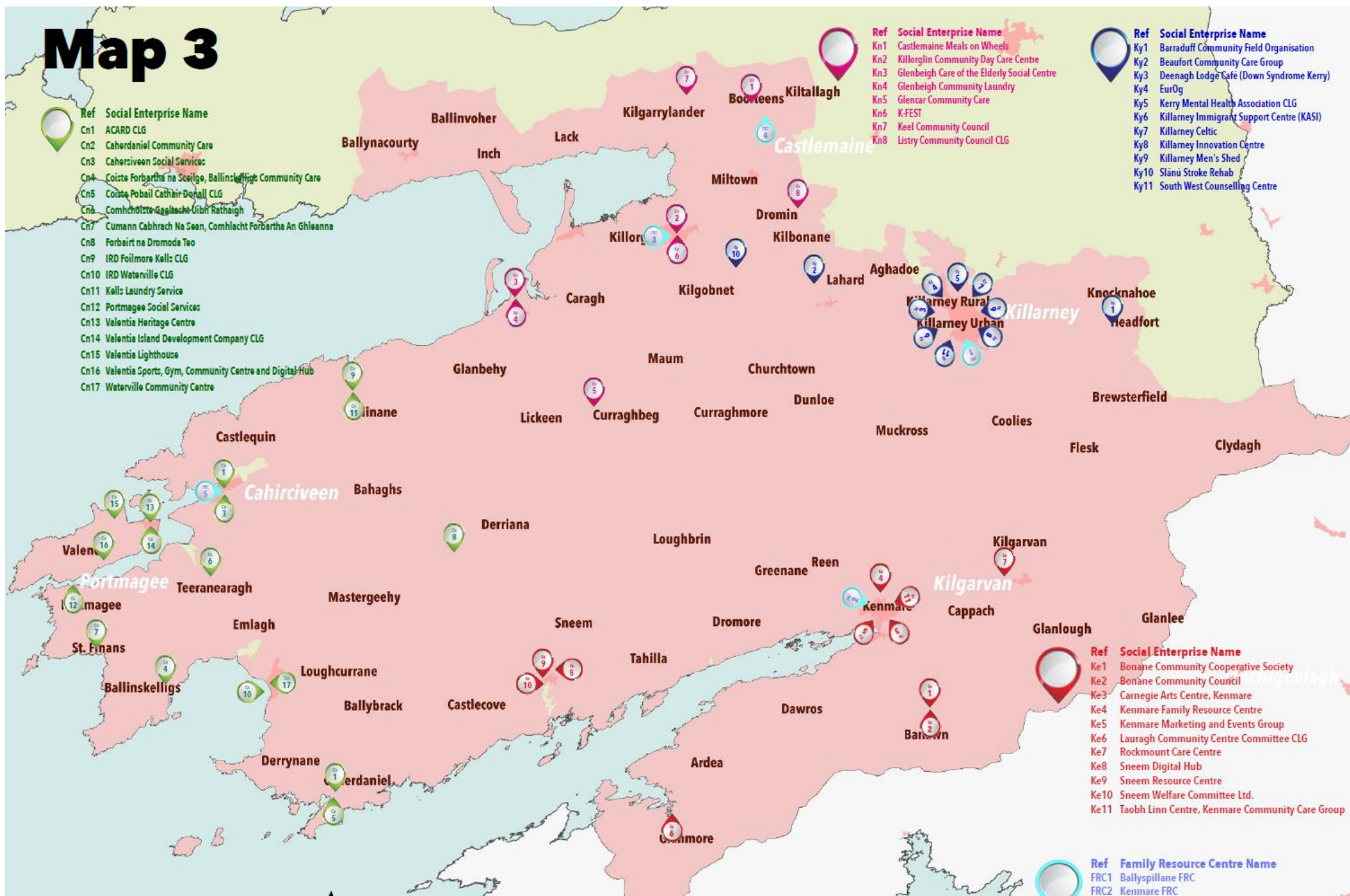
Map 1



Support and Development of Social Enterprises in South Kerry



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Map 5

