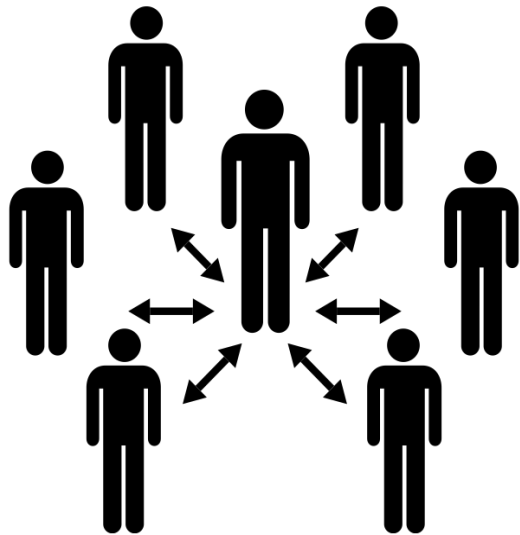


# The SEDETT project

## Example Training Materials

### Module 1

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**Governance issues and  
social enterprise  
organisational capacity  
development**

*EXAMPLE OF  
EDUCATION / TRAINING  
WORKSHOP MATERIAL  
Module 1*

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## Example Training Materials

### Module 1



## Aims of this workshop ...

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- (i) To gain an appreciation of the need for good governance in social enterprises,
- (ii) To understand the governance challenges faced by social enterprises
- (iii) To identify the components and features of the governance element of social enterprise capacity assessment

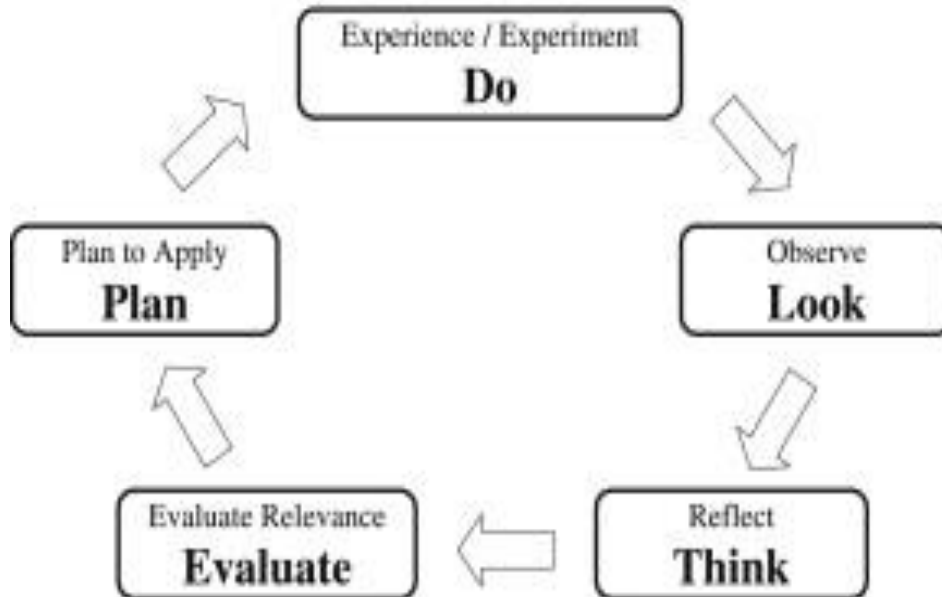
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## Example Training Materials

### Module 1

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#### Reflective Learning Process



#### Approach

learning through reflections on

(i) own and each others practice or

(ii) practices of practitioners in SEDETT case study

Organisations ([www.sedett.eu](http://www.sedett.eu))

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## Example Training Materials

### Module 1



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## Resources

Each others experiences & observations

SEDETT Project Case Studies ([www.sedett.eu](http://www.sedett.eu))

For further written information, please see

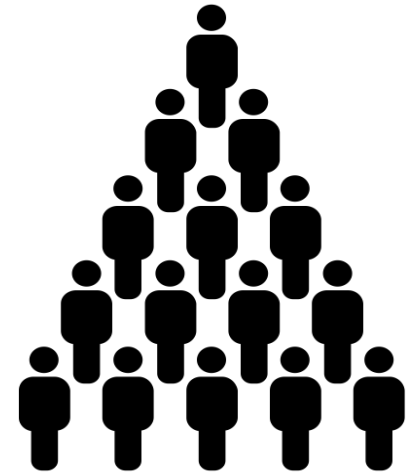
[https://www.sedett.io2mod1finalised material.eu](https://www.sedett.io2mod1finalised%20material.eu)

<https://www.centrefornonprofitexcellence.org/resources/board-development>

<http://www.governancecode.ie/the-code.html>

<https://www.cicregulator.gov.uk>

<https://www.socialenterprise.org.uk>



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The following links provide short 'you tube' video clips on the following

An introduction to corporate governance

<https://www.youtube.com/watch?v=0sD0WrnXw-I>

What is good governance

<https://www.youtube.com/watch?v=bTyE5BRuokU>

Role of governance in the Charity sector

<https://www.youtube.com/watch?v=6MylvOsU7ec>

Good governance in social enterprises

<https://www.youtube.com/watch?v=X5NDIp06aLI>



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## Example Training Materials

### Module 1



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## Creative Exercises

Before starting the workshop lets do one of the following

[www.sedettio3outputspain.eu](http://www.sedettio3outputspain.eu)  
(building a positive atmosphere)

or

[www.sedettio3outputroania.eu](http://www.sedettio3outputroania.eu)  
(climbing a mountain)

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## Example Training Materials

### Module 1



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### Reflective Exercise (i)

Consider a social enterprise (S.E) that you are either

(i) familiar with, or

(ii) as described as case study A or B (see [www.sedett.eu](http://www.sedett.eu))

and

(a) Talk about your chosen S.E. to others in your group

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## Example Training Materials

### Module 1



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#### Reflective Exercise (ii)

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In the context of your chosen S.E. consider

(i) the role and responsibilities of the Board

(ii) how the members of the Board become appointed

(iii) List the typical issues that the Board address and

(a) Talk about your experiences in terms of (i), (ii) & (iii) above to others in your group



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## Example Training Materials

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## Feedback on Reflective Exercises (ii)

Consider the following

(i) the strategic direction and oversight of an organisation and all its legal requirements – plus operational matters depending on size

The existence of a Board can provide confidence to external stakeholders & bring added skills, experience and business expertise to a S.E.



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## Feedback on Reflective Exercises (ii) – cont'd

Consider the following

(i) The Board ensures the S.E. is :-

- well run and solvent and that its funds are used appropriately
- legally compliant
- acts within its stated vision and mission
- operates with integrity and avoids conflicts of interest
- develops a clear strategy for future development



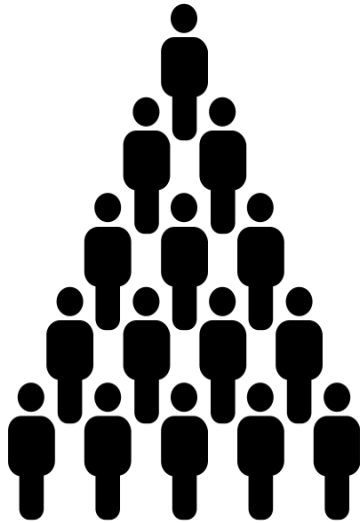
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## Feedback on Reflective Exercises (ii) – cont'd

Consider the following

(ii) Members of the Board can be :-

- Elected by members
- Nominated by other organisation
- Co-opted to bring a particular skill
- other

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## Example Training Materials

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## Feedback on Reflective Exercises (i) – cont'd

Consider the following

(iii) Members of the Board usually address:-

*finance, financial management,  
human resources, business strategy, and  
risk management*

As a S.E. increases in size / becomes more  
mature it also needs to broaden the skills and  
expertise of the Board –

***but ..... what are the potential implications of this change??***



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## Example Training Materials

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### Reflective Exercise (iii)

In the context of your chosen S.E.

(i) identify what you consider to be the appropriate characteristics of good governance

and

(a) Talk about your chosen S.E. to others in your group

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## Example Training Materials

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## Feedback on Reflective Exercises (iii)

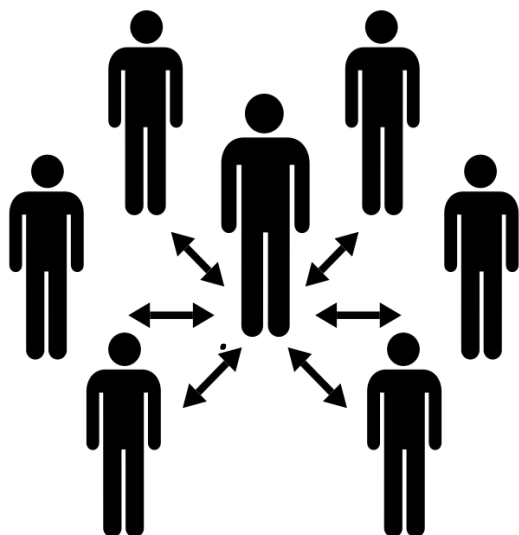
Consider the following

(i) Good governance practice usually addresses:-

- Accountability
- Equitable Treatment
- Vision for future value
- Responsibility
- Transparency
- Ethics

In addition – consider

- Leadership
- Remuneration
- Effectiveness
- External relations



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## Example Training Materials

### Module 1

## Governance issues and social enterprise Organisational capacity development

“Issues regarding legal and governance structures are central to the social enterprise movement. As businesses driven by a social mission, social enterprises often seek to protect that mission through their choice of legal or governance structure. As a growing movement, good governance is essential if the movement is to thrive and be sustainable. It provides legitimacy, accountability, and transparency for all stakeholders as well as consumers being served” (Social Enterprise Coalition, 2012, p.12)

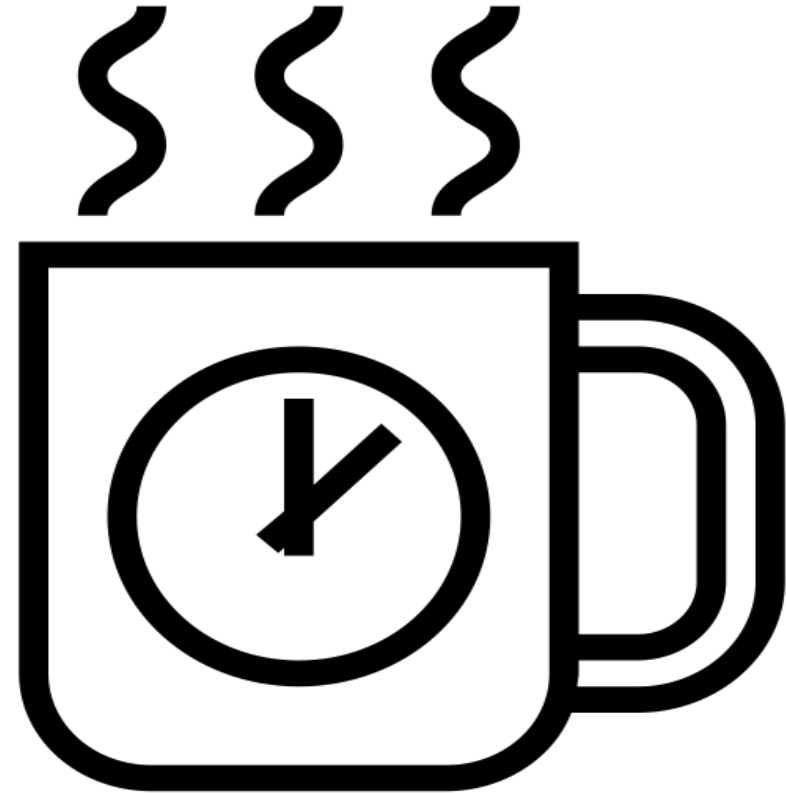
<http://www.socialenterprise.org.uk/pages/legal-and-governance.html>)

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## Example Training Materials

### Module 1

***Time for a  
break...***



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#### Reflective Exercise (iv)

In the context of your chosen S.E.

(i) identify what you consider to be the main challenges faced by S.E.s and set out what you think are the factors that affect those challenges

and

(a) Talk about your chosen S.E. to others in your group

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## Example Training Materials

### Module 1

## Feedback on Reflective Exercises (iv)

Consider the following

- (i) Good governance practice faces the following principal challenges

**Fig. XX** An initial high level conceptual model of components that comprise the governance element of the social enterprise capacity assessment tool (SECAT)



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## Example Training Materials

### Module 1

## Feedback on Reflective Exercises (iv)

Consider the following information sources :-

[www.sedett.casestudyinterviewdata.eu](http://www.sedett.casestudyinterviewdata.eu)

and issues such as



(a) *committed membership* – size, expertise & diversity, attendance & training

(b) *strategic decision making* – roles & responsibilities, transparency & democracy, control & scrutiny, awareness of context

(c) *autonomy of operation* – size & recruitment, origin & legal status, support networks

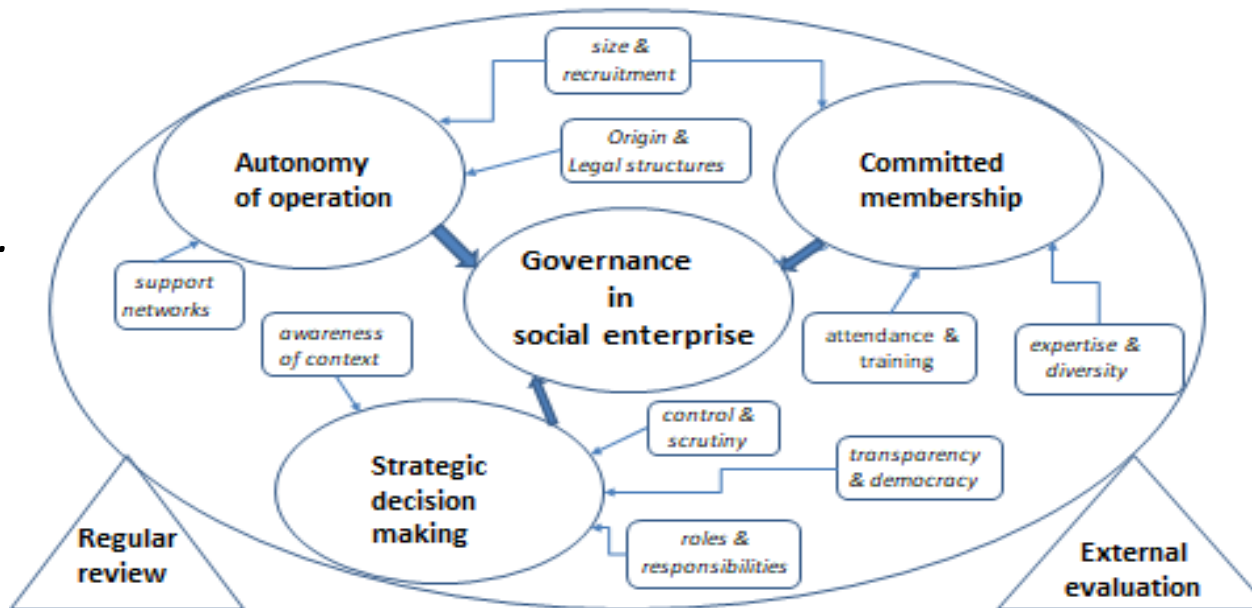
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## Feedback on Reflective Exercises (iii)

Fig. XX A partly grounded conceptual model of components and their features that comprise the governance element of the social enterprise capacity assessment tool (SECAT)



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## Example Training Materials

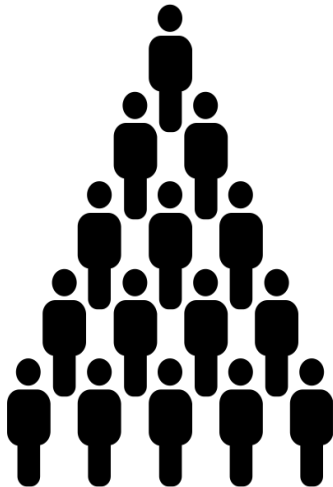
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## Workshop Summary

Consider the following questions and indicate the main points you would make in response to the following questions :-

- (i) *Why do S.Es need good governance ?*
- (ii) *What are the main governance challenges faced by S.Es*
- (iii) *What governance issues need to be considered by S.Es looking to increase their capacity*



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