Strengthening our social enterprise sector

Literature review and engagement report

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CITYOFSYDNEY 2030

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Contents

Summary

A City for All Social Sustainability Policy and Action Plan, sets out the City of Sydney's (the City's) vision and agenda for action to sustain a socially just and resilient Sydney over the next decade. An important part of this agenda is the City's commitment to fostering the growth of the local social enterprise sector.

The City recognises that social enterprises are an important part of building a more diverse and inclusive economy, along with other social innovation approaches such as not-for-profit responses and corporate social responsibility.

With over 20,000 social enterprises across Australia accounting for up to 3% of GDP and employing and estimated 300,000 Australians (Social Traders) the City is keen to better understand the local social enterprise sector and how to strengthen and grow the sector moving forward.

The City has already committed to and is delivering on a range of actions in relation to the social enterprise sector and will use the findings in this report to set out a vision for leadership in fostering local social enterprise and a plan of action over the next five years.

Strengthening our social enterprise sector was developed from a comprehensive review of local and international literature, with a focus on the role of Councils and similar authorities, as well as from internal and external engagement with City staff and over forty social entrepreneurs, intermediaries and ecosystem participants working in the City and beyond.

As a result, three focus areas were identified:

    a. **Advocate** for social enterprise as an innovative response to local social issues and part of a diverse and inclusive City economy

    b. **Foster** an environment where local social enterprises thrive

    c. **Participate** in the local social enterprise sector through the City's own operations and procurement

Background

A City for All Social Sustainability Policy and Action Plan, sets out the City of Sydney's vision and agenda for action to sustain a socially just and resilient Sydney over the next decade. An important part of this agenda is the City's commitment to fostering the growth of the local social enterprise sector.

> "We are excited to set out this shared agenda – an agenda for sustaining a strong and cohesive community that will thrive in the face of challenges and change. We look forward to your feedback and the opportunity to work with you – with other levels of government, businesses, **social enterprises**, not-for- profit organisations and communities directly – to build a stronger society in our beautiful city." – Clover Moore, Lord Mayor of Sydney

To enable the City to act on this commitment, a Social Enterprise Sector Mapping project was undertaken. The first stage included a range of consultation, engagement and mapping to create a baseline against which growth and change in the social enterprise sector in the City could be tracked.

The second stage involved a comprehensive local and international literature review and engagement with the local social enterprise sector to identify key priority actions to encourage growth of the social enterprise sector in Sydney. This report is the key deliverable from this stage and it outlines, from the perspective of the social enterprise sector, how the City can play a realistic and impactful role in fostering the growth of the local sector.

What is a social enterprise?

Social enterprises are businesses that trade to intentionally tackle social problems, improve communities, provide people access to employment and training, or help the environment.

As illustrated below, social enterprises and businesses lie at the intersection of traditional not-for-profit and for-profit businesses.
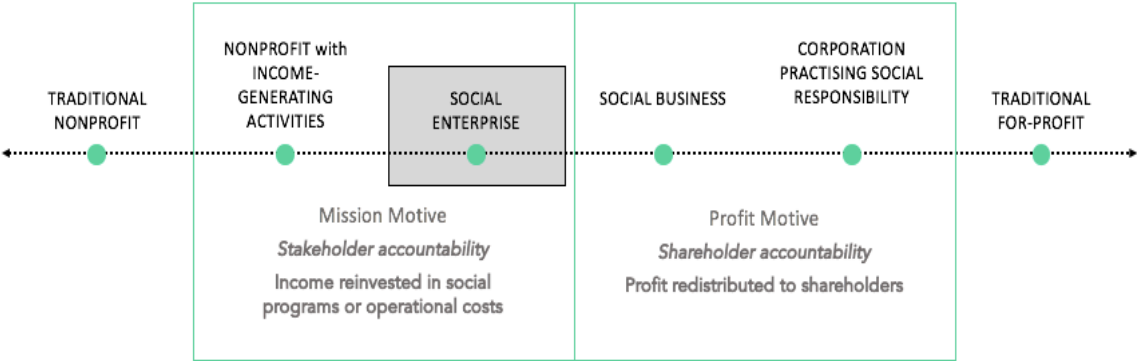
Source: Adapted from UNSW Graduate Certificate in Social Impact course materials

In Australia, there are currently over 20,000 social enterprises operating across industry sectors, including in arts and recreation, education and training, healthcare and retail.[1]

Source: 'Finding Australia's Social Enterprise Sector' 2016: Final Report'.

Increasingly, social enterprises are considered a key response to creating a more inclusive economy in Australia and globally.[2]

Outside of Australia, the social enterprise sector is growing rapidly, especially in the UK, Canada and Taiwan, as well as in emerging economies including India, Indonesia, Philippines and Vietnam. For example, in the UK, social enterprises already account for an economic contribution of GBP 60 million to UK GDP and have been shown to be more competitive and resilient than traditional firms.[3]

Inclusive economic growth is critical to addressing a range of accelerating economic and social challenges.[4]

Social enterprise in the Sustainable Development Goals

The United Nations Sustainable Development Goals, adopted in 2015, provides a set of targets for 2030 that expand on the original Millennium Development Goals for eliminating poverty.

Many of the objectives touch on inclusive growth and social inclusion.

Goal 8 – Decent work and economic growth, specifically aims to promote inclusive and sustainable economic growth.

Social enterprises have an important role to play in realising Goal 8, as well as impacting more broadly across the goals through the social and environmental challenges they address.

Despite the strong growth and success of many social enterprise models, the challenges facing social entrepreneurs and enterprises, especially in relation to scaling their impact, are well documented.[5]

Other challenges for the sector include lack of broad awareness of social enterprise and its role in relation to social innovation and inclusive growth, access to markets and capital and the nascent enabling environment including appropriate business infrastructure, legal models and networks.

Increasingly, there is a view that it's less important to focus on the definition of what a social enterprise is and more important to focus on the intent and what a social enterprise does. Canadian social enterprise expert David LePage speaks of social enterprise as a verb, not a noun: "[Social enterprise] is how we use the marketplace to build healthy communities…We

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[2] https://theconversation.com/how-social-enterprises-are-building-a-more-inclusive-australian-economy-88472; https://www.britishcouncil.org/sites/default/files/seuk_british_council_think_global_report.pdf
[3] https://www.socialenterprise.org.uk/policy-and-research-reports/the-hidden-revolution/
[4] World Economic Forum: https://www.weforum.org/agenda/2016/01/why-does-inclusive-growth-matter/
[5] https://www.socialtraders.com.au/wp-content/uploads/2018/02/Fases-2016.pdf; https://www.weforum.org/agenda/2018/08/six-challenges-social-entrepreneurs-need-to-overcome/

are not about being another means of doing corporate social responsibility, we are not sure we are fixing capitalism, but we are recognising that the purpose of money is actually a means not a goal." As an example, a social enterprise which employs people with a disability can be a good business, "…but the real objective and real value is we've created jobs for people who have been excluded in the traditional business model."[6]

Social enterprise in the City of Sydney

Social enterprise is growing across the City, with an increasing number and diversity of enterprises operating.[7] Groups of social entrepreneurs are meeting formally and informally[8], and the City has explored its own social enterprise projects through the Sydney City Farm and FoodLab Sydney.

While a comprehensive mapping of social enterprises hasn't yet been undertaken in the City or NSW, it has been done in Victoria[9] and now also in Queensland[10] and Western Australia[11]. What is clear is that social enterprise is growing in Australia, in particular in terms of contribution to employment.

Entrepreneurs and intermediaries have indicated that the social enterprise sector within Sydney is fragmented with many social entrepreneurs unable to afford to locate and operate within the City's LGA. The result being that many social enterprises are locating in other metropolitan areas such as Parramatta or regional locations such as the Gold Coast, Northern Rivers, Newcastle and Wollongong. In some instances, social enterprises are relocating from Sydney to other capital cities such as Melbourne and Hobart. These locations tend to be more affordable, provide a more connected social enterprise sector and greater availability of incentives such as social enterprise grants.

There is an opportunity for the City to contribute to both developing a stronger understanding of the sector in the City and beyond, and fostering an environment in which more social enterprises can thrive.

The City's vision for social enterprise

The City recognises the importance of the social enterprise sector in delivering both social and economic outcomes for local communities and its commitment to strengthening the sector is outlined in the City's strategies and action plans:

Sustainable Sydney 2030	Within the City's overarching community strategic plan, Sustainable Sydney 2030, the strategic direction *"Vibrant local communities and economies"* emphasises the importance of **inclusive growth and opportunities for all.**

[6] https://probonoaustralia.com.au/news/2019/09/social-enterprise-is-a-verb-it-is-not-a-noun
[7] https://www.socialtraders.com.au/wp-content/uploads/2018/02/Fases-2016.pdf
[8] Sydney Social Enterprise Exchange: https://www.facebook.com/groups/116900675349825/
[9] https://mapforimpact.com.au/
[10] https://www.qsec.org.au/queensland-social-enterprise-sector-standup-project/;
https://www.publications.qld.gov.au/dataset/queensland-social-enterprise-strategy/resource/62749c6d-2acc-4324-b91b-74073583354a (page 5)
[11] https://www.impactseed.org/socialenterprise/

	The plan highlights that our community "wanted a city that cares about the environment, has a strong economy, supports the arts and that connects its people to each other and the rest of the world. Sydney 2030 is now the cornerstone of everything we do."[12]
***A City for All* - Social Sustainability Policy & Action Plan**	*A City for All* - Social Sustainability Policy & Action Plan delivers the social agenda established through Sustainable Sydney 2030.[13] Under the *Inclusive City* direction which is focussed on social justice and opportunity the City commits to "**Foster the growth of the local social enterprise sector".** This includes encouraging and enabling the growth of the sector locally through: supporting networking and collaboration; sector specific research, monitoring and reporting; through the City's procurement practices; and promoting awareness of the sector's potential to deliver economic and social benefits. At the People's Summit which was part of the community consultation program undertaken to inform development of the plan it was recommended the City: - Support the social enterprise sector, to encourage innovative responses to social issues. Through the action plan the City committed to developing new responses to entrenched and emerging issues. - For example, FoodLab Sydney, is a unique collaboration involving the University of Sydney, TAFE NSW, FoodLab Detroit, the social enterprise sector and the City. The three-year pilot project involves establishing a food business incubator aimed at tackling food insecurity and fostering the growth of a sustainable network of businesses increasing community access to healthy and affordable food.

Engagement with the sector

To deliver on these strategic objectives the City has sought to better understand the local social enterprise sector and what it needs to thrive. This report provides a strong basis from which the City can begin to identify and develop actions to foster and strengthen the local social enterprise sector.

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[12] https://www.cityofsydney.nsw.gov.au/vision/sustainable-sydney-2030 & https://www.cityofsydney.nsw.gov.au/__data/assets/pdf_file/0011/288173/Adopted-Sustainable-Sydney-2030_Accessible-Version.pdf pg. 15

[13] https://www.cityofsydney.nsw.gov.au/__data/assets/pdf_file/0006/309624/Social-sustainability-policy-and-action-plan-part-1.pdf

This report it is the result of strong collaboration with social with social entrepreneurs and ecosystem participants from across the City. It has also been informed by a broad range of engagement activities including: the People's Summit held as part of the Social Sustainability Policy and Action Plan engagement; the social enterprise mapping project; and, engagement with social entrepreneurs to inform this final stage of work.

Over forty social entrepreneurs, along with key intermediaries and ecosystem participants, were engaged in the final stage of the process. Internal engagement across Council was also undertaken. See Appendix 2 for full details.

Social enterprises and other ecosystem participants engaged with included:

- Employment focused social enterprises
- Product and service delivery social enterprises
- Indigenous social enterprises
- Leaders from state based social enterprise councils and networks
- Intermediaries (organisations that support the development and growth of social enterprises, for example through provision of training, facilitating funding, brokering partnerships etc.)
- Charities with social enterprise operations
- Academics, philanthropists and government representatives with a social enterprise focus

What we heard

External stakeholders

Engagement with external stakeholders focused on the areas of support social entrepreneurs and enterprises felt they most needed to thrive and what role they thought the City could play. Social entrepreneurs and social enterprise supporters from across the City consistently shared that key areas of challenge include:

ADVICE & EDUCATION
Advice and support on how social entrepreneurs can improve any or all of the 'bottom lines' – social outcomes, financial viability and productivity, or sustainability.

CO-WORKING & WORKING SPACE
Spaces where people/enterprises can access services, and work together to enable exchange of ideas to tackle social, economic or environmental challenges.

FINANCE, INVESTMENT & FUNDING
Forms of investment, funding and finance to accelerate the development, spread and growth of social enterprise.

LEGAL FORMS (STRUCTURE & TAXATION)
Advice to make decisions about the most appropriate form to achieve particular objectives.

MARKET DEVELOPMENT
Interventions (e.g. social procurement and policy) to develop and grow the market, creating a more level playing field for social enterprises.

NETWORKS & NETWORKING
Events, communities of practice, and online networks to open opportunities, connection among peers, experts, mentors and partners.

RESEARCH & IMPACT MEASUREMENT
Investment in research, benchmarking and impact measurement to enable learning and sharing of what impact social enterprise is having.

Adapted from "Elements of a Social Innovation Ecosystem" by Ingrid Bucket, Co-Director, Yunus Social Business Centre Griffith University, based on work undertaken at The Australia Centre for Social Innovation.

While not all of these challenges are relevant in terms of the City's sphere of influence, there were a number of suggestions on the role the City can play in promoting and supporting the sector (some in conjunction with State government programs). These included:

- Access to Council owned spaces for start-up and scaling social enterprises (affordability of work space was flagged repeatedly)

- Awareness and activation campaigns in relation to social enterprise

- Capacity building focus for events, grants, resources and training

- Events that would efficiently allow social enterprises to connect with: the City (e.g. procurement sessions): City residents (e.g. seasonal markets); and each other (e.g. networking evenings held in collaboration with the City)

- Facilitating a mapping of social enterprises across the City and beyond, to enable City residents to easily find and engage with social enterprises and to enable social enterprises to connect with each other
- Grants being more attuned toward social enterprises (not always apparent social enterprises are eligible)
- Business resources e.g. Sydney Startup Hub, Business Connect being more attuned toward social enterprises
- Sharing social need data with the social enterprise sector (co-designing solutions to local social issues)
- Consideration of NFP role in social enterprise e.g. facilitating opportunities for NFPs to build out social enterprises

What external stakeholders told us?

Awareness and connection

"*Having moved from Brisbane a year ago, the Sydney social enterprise community isn't anywhere near as connected. Providing a Council space for co-working, events, meet-ups etc would be a useful cost saver for new social enterprises, but also provide a place for connection, shared networks etc that are so important to the sector.*"

"*There should be a dedicated visible person, who is loud and proud, championing social enterprise within Council.*"

"*I'd like to see more communication and connection among local social enterprises... bringing people together so they can work together.*"

Capacity building

"*I think one of the best value adds would be capacity building for social enterprises on how to create and measure impact and how to develop a robust theory of change.*"

"*I have always thought that there aren't enough actual helpful resources for start ups/social enterprises who are taking a risk to create more jobs and economic growth.*"

Pathways to funding

"*One of the things I have noticed is that there's a lot of support for early stage social enterprises by Local Government and foundations and also support for late stage organisations by State and Federal Government, but a lot of social entrepreneurs and their enterprises fall down in the middle, during early growth stage, because unlike the tech start up ecosystem there's no equivalent of 'series-A' funding which early stage fledgling social enterprises needs to scale and grow... Strategic grants at this stage, I believe will enable more of these organisations to keep going and eventually be ready to get large Government/private funding.*"

Internal stakeholders

The internal stakeholder workshop focused on three key questions:

1. What kind of social enterprise support suits my area (Unit)?
2. Are there existing grants, initiatives or programs happening in my area (Unit) where social enterprise could be included or leveraged?
3. Have you seen examples elsewhere (outside of City of Sydney) that you think could be feasible to replicate?

From the conversation, it is clear there are a range of quick wins where social enterprise can simply be integrated into existing City initiatives, for example the City's grants programs.

Longer term there are opportunities to more fully integrate social enterprise into the City's operations and procurement, for example installing a social enterprise café on the ground floor of the City's offices.

What internal stakeholders told us?

Integration into existing operations and initiatives

"Use Town Hall (villages) differently – space vs venue hire?"

"Pretty much any of our grants and sponsorships could be open to social enterprise if they fit the program objectives e.g. festival and events, community services, business support, knowledge exchange, accommodation. We don't target social enterprise though, or even specifically ID them as an applicant type. Potential to leverage by identifying in application or having their own whole grants program."

More strategic integration over time

"Cafes - level 1 THH/Green Square library – incorporating social enterprise into leasing"

"Clarity on how local government can establish a social enterprise and then let the enterprise become its own entity. Top down instead of ground-up initiative."

What role the City can play

The following table summarises the key areas that stakeholders, both internal and external, indicated the City was best placed to play a role in strengthening the social enterprise sector:

	Federal Gov.	State Gov	Local Gov	Business	Tertiary	Philanthropy	Intermediaries
RESEARCH & IMPACT MEASUREMENT | Investment in research, benchmarking and impact measurement to enable learning and sharing of what impact social enterprise is having.		◇	◇		◆	◆	◆
CO-WORKING & WORKING SPACE | Spaces where people/enterprises can work together to enable exchange of ideas and so that people can more easily access social enterprise services.			◆		◇		◆
LABS & SPACES TO EXPERIMENT | Spaces where people/enterprises can work together to focus on innovating practical actions to social, economic or environmental challenges.			◆		◇		◆
TECHNICAL ADVICE SUPPORT & INDUSTRY EDUCATION | Advice and support on how social entrepreneurs can improve any or all of the 'bottom lines' – social outcomes, financial viability and productivity, or sustainability.				◆			◆
POLICY & GOVERNMENT SUPPORT | Policy can support market development, encourage further innovation, offer funding or enable new legal forms or investment pathways.	◆	◆	◆				
APPROPRIATE LEGAL FORMS (STRUCTURE & TAXATION) | Advice to make decisions about the most appropriate form to achieve particular objectives.	◆			◇			◆
FINANCE, INVESTMENT & FUNDING | Innovation and growing social enterprises requires a range of different forms of investment, funding and finance.	◆	◆	◇	◆		◆	◆
INCUBATORS & ACCELERATORS | Programs and processes that can help and accelerate the development, spread and growth of social enterprise.					◆		◆
NETWORKS & NETWORKING | Networks can open opportunities, connection among peers, experts, mentors and partners. Networking can happen through events, communities of practice, and online.	◇	◆	◆	◆			◆
MARKET DEVELOPMENT OPPORTUNITIES | Particular interventions (e.g. social procurement) need to happen for the market to develop and grow, creating a more level playing field for social enterprises whose business model includes adding value.	◆	◆	◆	◆			◆
FORMAL EDUCATION OPPORTUNITIES | Educational institutions (e.g. universities) can provide education for entrepreneurs and other stakeholders that can help build a thriving and healthy ecosystem.				◇	◆		

◆ = PRIMARY

◇ = SECONDARY

A vision for strengthening the social enterprise sector

Stakeholders indicated it was important for the City to develop a vision for strengthening the social enterprise sector over the next five years which incorporated the following elements:

– The City establishes itself as a leader in fostering the local social enterprise sector.

– Residents and businesses across the City understand the value of social enterprises and are aware of, and support local social enterprises.

– Residents and businesses are supported to start their own social enterprises and can easily purchase goods and services from social enterprises.

– Social enterprises contribute significantly to building a diverse and inclusive economy, including creating employment for disadvantaged or excluded residents.

– The City procures from a diverse range of local social enterprises and operates their own social enterprises.

– The economic value and social impact of the social enterprise sector can be measured and lessons from the City's experience are shared with other jurisdictions.

Key priorities for strengthening the social enterprise sector

In addition to developing a five year vision, stakeholders suggested the City prioritise actions around the following three focus areas as these would move the City towards being a leader in fostering the local social enterprise sector:

Advocate for social enterprise as an innovative response to local social issues and part of a diverse and inclusive City economy.

Foster an environment where local social enterprises thrive.

Participate in the local social enterprise sector through the City's own operations and procurement.

Demonstrating the impact and value of the sector

Stakeholders highlighted the importance of measuring the impact of the City's support for the social enterprise sector and suggested building on the measures outlined in *A City for All:*

Key objectives	Key performance measures (City activities and impacts)	Population level measures (Community Wellbeing Indicators)
Foster the growth of the local social enterprise sector	# and type of social enterprise sector initiatives supported by the City	# and type of social enterprises operating in the local area
	$ value of City investment in the social enterprise sector (e.g. grants and sponsorships)	$ economic output of that sector #people employed in that sector (proposed data development project)

It was suggested longer term the City could set targets around measuring business and resident understanding of social enterprise (and these could be connected into other City surveys) and measures could include:

- % of people aware of a social enterprise in the City
- % of people who have interacted (worked with, bought something from etc.) with a social enterprise in the City in the last twelve months)
- % of people who agree that Sydney is a leader in social enterprise

The City could also consider looking at the tenure of social enterprises (how long in operation) as a proxy for financial and operational sustainability. One way to do this would be to contribute to the next round of Finding Australia's Social Enterprise Sector research: https://www.socialtraders.com.au/about-social-enterprise/fases-and-other-research/social-enterprise-in-australia/ - which could include a deep dive for the City, as well as benefit the broader social enterprise sector across Australia.

Stakeholders also highlighted the value of mapping social enterprises in the City over time to measure and promote the social and economic value of the sector to the local economy. For

example, the City of Parramatta have created a simple online directory of social enterprises operating within their area (https://www.cityofparramatta.nsw.gov.au/business-development/social-enterprise/social-enterprises-in-parramatta).

However, there is opportunity to take this work further and collaborate with other organisations and government agencies to create a digital resource that enables connections between social enterprises, promotes the sector to business and residential communities, and facilitates connections across Council. For example, the Victorian State Government has partnered with Social traders, Swinburne University and Centre for Social Impact to develop the *Map for Impact (*https://mapforimpact.com.au/). Whilst some stakeholders viewed this project as a bit too academic it does provide a useful model.

Potentially a robust practical mapping project could catalyse a broader mapping of the sector across NSW and Australia and serve as a method for longitudinally tracking the development and value of the sector to the economy and community.

Next steps

The City recognises that social enterprises are important for building a more diverse and inclusive economy and this report will assist the City in better understanding the local social enterprise sector and the role it can play in strengthening the sector moving forward.

The City has used the research and local sector engagement findings in this report to set out a vision for leadership in fostering local social enterprise and to develop a range of actions to support this vision over the next five years.

Based upon the key focus areas the City has identified the following immediate (1-2 years) and future (3-5 years) opportunities:

Advocate

Immediate Opportunity	Future Opportunity
Leverage existing communication channels to promote local social enterprises and social enterprise events	Provide networking opportunities for social enterprises and those seeking to learn about social enterprises
Promote City Business programs and initiatives to social enterprises	Identify collaborative projects with other government agencies and local councils to promote and strengthen the social enterprise sector
Promote social enterprises through existing programs and initiatives	Collaborate with the sector to establish baseline data and data tools to enable longitudinal mapping of the social enterprise sectors social and economic value
Advocate on behalf of the sector both within the City and into other levels of government where appropriate	
Increase understanding of the social enterprise sector amongst City staff	

Foster

Immediate Opportunity	Future Opportunity
Promote the City's community spaces to social enterprises as affordable places for networking and capacity building activities	Leverage planning instruments and guidelines to facilitate access to affordable workspaces for social enterprises
Promote the City's Accommodation Grants program to local social enterprises	Advocate for affordable social enterprise workspaces in new urban developments
Promote City Business events and programs to social entrepreneurs	
Promote business support tools available via the City's website to social entrepreneurs	

Participate

Immediate Opportunity	Future Opportunity
Embed social procurement into the City's procurement policy, guidelines and training	Build capacity of local social enterprises to engage with and participate in the City's procurement processes
Raise awareness of the benefits of social procurement via City's business programs, events and communication channels	Collaborate with a key intermediary organisation to map local social enterprises and the goods/services that align to the City's spend
	Pilot a social enterprise café/food hub in one of the City's community facilities/libraries

The City will work collaboratively to foster the growth of the local social enterprise sector to create a more diverse and inclusive economy, that delivers greater social and economic benefits for all.

Appendices

Appendix 1: Literature review

A review of domestic social enterprise policies, strategies and action plans, as well as those from comparable international jurisdictions was undertaken. The focus of the literature review was to understand the current landscape of social enterprise in Australia and in the City, key challenges being experienced by the social enterprise sector more broadly and in the City and key responses being undertaken by Councils in relation to supporting social enterprise in Australia and globally. We have pulled out the priorities areas and key responses being undertaken by national, state and local authorities below and beneath included a full reference list.

Responses being undertaken by Nations/States/Councils/local authorities

Council/Authority	Response
Victorian Strategy	Increasing impact and innovation Building business capacity and skills Improving market access
City of Parramatta	Driving innovation Leadership Education and engagement
Queensland Strategy	Building capability and capacity in the sector including access to financial support Making connections across the sector to increase collaboration and promotional opportunities Improving market access by linking social enterprises to procurement opportunities
The Young Foundation	Leadership Commissioning and procurement Innovative finance Delivering public services Collaboration Business support Local innovation
Access (Foundation for Social Investment, UK)	Leadership: skills, confidence and 'thinking time' Governance: Knowledge and risk appetite of trustees, systems & processes Impact Management: the ability to quantify, report on, increase and 'get paid for' its impact Finance and business modelling: skills, confidence, tools and time to develop proposition Marketing: market-testing new ideas and effectively selling them Systems and Use of Data: an organisation's ability to collect, analyse and respond to real, relevant data in real time, through maintaining user-friendly and cost-effective systems

Council/Authority	Response
Kingston upon Hull	Capacity building and communications Regeneration; community cohesion and engagement Compact Commissioning External Funding Volunteering Community Assets and Concessionary Lettings
Manitoba	Reaching Out and Growing Awareness Research Building Skills, Knowledge, and Networks
Newfoundland	Business Skills and Organisational Development Research and Opportunity Identification Policy Development Promotion and Awareness Access to Financing and Capital
Nova Scotia	Increase Enterprise Skills Enhance Access to Financing Expand Market Opportunities Promote and Demonstrate Value of the Sector Create an Enabling Legislative and Regulatory Environment Build a Strong Social Enterprise Network
Irish Government	Building Awareness of Social Enterprise Growing and Strengthening Social Enterprise Achieving Better Policy Alignment
Scottish Government	Simulating Social Enterprise National and International Recognition Social Entrepreneurship and Innovation Social Enterprise in Education Local Development Developing Stronger Organisations Social Finance Business Support Collaboration Leadership Development Workforce Development Demonstrating Social Value Realising Market Opportunity Public Markets Consumer Markets Business Markets

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Appendix 2: Engagement review

Building on the previous social enterprise mapping exercise and as part of validating and contextualising the literature review, a final engagement exercise was undertaken with the Sydney social enterprise sector. This was delivered through direct emails and face to face interviews whereby those engaged were asked the following:

Given your knowledge, we invite you to share the top three things that you think the City of Sydney should be doing to support social enterprise – please focus on what is realistic for the City (and not on what you think other actors e.g. Federal/State Government, financial institutions etc. should be doing).

A summary of engagement undertaken is included below:

Name	Position	Organisation
Alison Harrington	CEO	10x10
Clary Castrission	CEO	40k Group
Nick Moraitis	Executive Director	Australian Progress
Erika Gleeson	Director	Autism Swim
Aidan Beanland	Marketing Manager	Benojo
Lauren Sandler Hockley	Co-Founder	Careseekers
Usman Iftikhar	Co-Founder	Catalysr
Chris Mason	Senior Research Fellow	Centre for Social Impact Swinburne
Lucy Brotherton	Community Capacity Building	City of Parramatta
Victor Lee	CEO & Co-Founder	Communiteer
Adam Long	Director and Co-Founder	Conscious Step
Mikey Leung	Creative Director	Digital Storytellers
Ben Pecotich	Director	Dynamic4
Belinda Morrissey	CEO	English Family Foundation
Peter Cooley	Co-Founder	First Hand Solutions, Indigigrow
Tomasz Machnik	Director	Flashpoint Labs
Samantha Heron	Founder	Heart and Soul Story
Tirrania Suhood	Founder	InCollaboration
Carole Schlessinger	Co-Founder and Director	Kids Giving Back
Bronte Hogarth	Founder	Raise The Bar

Name	Position	Organisation
Hannah Miller	Capacity Building Program Manager	SEFA
Matt Knopp	Senior Enterprise Adviser	Social Impact Hub
Mark Daniels	Executive Director	Social Traders
Tom Dawkins	CEO	StartSomeGood
Angie Sceats	Director	Two Good
Lee Cooper	Head of Innovation, Strategy & Social Impact	Wayside Chapel
Lauren Shuttleworth	CEO	Words With Heart
Reece Proudfoot	Innovation Strategist	WWF Australia
Skye Riggs	Founder	Y Vote
Margaret O'Brien	CEO	Young Change Agents
Alex Hannant	Co-Director	Yunus Centre for Social Business

Name/Organisation	Comments
Lauren Shuttleworth **CEO** **Words With Heart**	- The most valuable thing the City of Sydney could do is to be social enterprise client/customers. Use social procurement and be willing to hold social enterprises hands a bit through that process. - Setting up a social enterprise co-working space/hub of some kind would be hugely beneficial. - Each year ING holds a Christmas market at their workplace for employees to shop, just for a few hours. The City of Sydney could do something similar for product based social enterprises. *"Having moved from Brisbane a year ago, the Sydney social enterprise community isn't anywhere near as connected. Providing a council space for co-working, events, meet-ups etc would be a useful cost saver for new social enterprises, but also provide a place for connection, shared networks etc that are so important to the sector."*
Mark Daniels **Executive Director** **Social Traders**	- More recognition of the contribution of social enterprise to the Australian economy through the development of a national social enterprise strategy. - Ensuring social enterprise and social procurement are part of Government's impact investment initiatives. - Working collaboratively with State Governments to support the development of a coordinated and well supported social enterprise ecosystem including capacity building for social enterprises.

Name/Organisation	Comments
Tirrania Suhood **Founder** **InCollaboration**	• Should progress a much less individualistic, winner-takes-all approach, and encourage cooperation and sharing that is much less extractive. • Fund ecosystem building - the work of scanning, relationship-building, catalysing, capacity-building is essential to support cooperative and collaborative ways forward for social enterprises, our communities and our planet. • Support and partner with the Sydney Commons Lab that promotes commons at the centre with entrepreneurial coalitions around it that address issues of livelihood. Entrepreneurial coalitions incorporate social enterprises, coops and NGOs. • Host or support events that progress this as a big vision of cooperation at the same time as inspiring people and organisations to join together to do our best to bring forward regenerative approaches and tackle issues that recognise we are in a time of collapsing systems.
Lee Cooper **Head of Innovation, Strategy & Social Impact** **Wayside Chapel**	• Incubator/co-partnering – working with new/established non-profits on incubating and co-partnering with NFPs to develop and establish social enterprise that focuses on addressing key challenges in the city. • Freeing up underused space for the benefit of social enterprise – open tender process where an NFP is able to put up their idea(s) to develop a social enterprise that meets certain city goals. • Social Enterprise Hub – this would help 'enable' the sector to accelerate – co-working space where new enterprises, small NFPs, etc can access low rent high tech environments to support their scaling.
Erika Gleeson **Director** **Autism Swim**	• I would love to see more grants which are open to for-profit social enterprises, and which are more applicable to inclusion. • A hub where Sydney companies could go to find social enterprises they would like to sponsor/partner with, would be amazing. *"We have never applied for a grant with them, which speaks volumes in itself. They seem to have very clear focus areas and disability is not one of them."*
Hannah Miller **Capacity Building Program Manager** **SEFA**	• Working with organisations to bring them up to size to service local government contracts, breaking down contracts or investing in growth capacity with a contract horizon commitment over a number of years. • Networking and connections - opening up the councils network of providers/contractors to social procurement (contacts & partnerships). • Events – something as simple as a set number of places at discount rates at markets and events taking place in the LGA for social enterprises (night noodle markets, Sydney Festival etc.). • Associated peak body type organisations - such as the business chamber on social enterprise.

Name/Organisation	Comments
Nick Moraitis **Executive Director** **Australian Progress**	• Physical space, including access to functional meeting rooms/workshops; meeting rooms are often much more important for start ups than desk space. • Linkage with policy making process to help influence broader city of Sydney social policy agenda.
Skye Riggs **Founder** **Y Vote**	• Free and affordable space to host social enterprise founders that are early-stage. • Procurement framework for council departments; guiding towards an incentive program that encourages departments to use social enterprises as opposed to quotas. • Recommendations/guidelines for amplifying impact through systems and processes (similar to procurement) but e.g. rewarding (this would be tricky territory for LG) stakeholders like large contractors that deepen their impact through engaging social enterprises… this might be in planning approval, transport, infrastructure, services (cleaning, catering etc).
Alison Harrington **CEO** **10x10 Philanthropy**	• Mentoring program- social entrepreneurs should be able to access successful business entrepreneurs as there could be so much that could be gained on both sides by these partnerships. • Networking events - it often is a lonely journey, developing a series of meet ups with speakers would be a great initiative. • Office space or development of a hub - this could be a co working space that is leased by the city and allows social entrepreneurs an allocation of desk space several days a week. • Funding education - running short regular sessions on how to pitch and how to manage cash once you have it.
Clary Castrission OAM **CEO** **40K Group**	• Social procurement: run briefings to companies about how social and indigenous procurement works (the ins and outs). • Shared Value: also run briefings to companies on what CSV actually is and how it could work in Sydney. • Aspiring social entrepreneurs: running a social enterprise startup bootcamp for those interested in the space. *"The local council's role here (without much $$, and in difference to the state and federal governments) is to play more of an activation and education role."*
Reece Proudfoot **Innovation Strategist** **WWF Australia**	*"I think one of the best value adds would be capacity building for social enterprises on how to create and measure impact and how to develop a robust theory of change."*
Tomasz Machnik **Director** **Flashpoint Labs**	• A regular screening space and a space to exhibit. • Providing training and upskilling, especially around sales and business development.

Name/Organisation	Comments
Lauren Sandler Hockley **Co-Founder** **Careseekers**	• Use of public spaces to hold events for your business free of charge (this could be for community engagement, product launches, training days - whatever you need) - perhaps each social enterprise is entitled to 3 events from a number of venues each year. • Advertising space somewhere in the city that promotes different social enterprises - a different social enterprise gets a weeks' worth of signage throughout the year • City of Sydney has to procure a certain percentage of their goods and services from social enterprises. *"I have always thought that there aren't enough actual helpful resources for start ups/social enterprises who are taking a risk to create more jobs and economic growth."*
Adam Long **Director and Co-Founder** **Conscious Step**	• Procuring from social enterprises e.g. Humanitix should be their go-to ticketing platform. • Providing subsidised office space for social enterprises.
Tomasz Machnik **Director** **Flashpoint Labs**	• A regular screening space and a space to exhibit. • Providing training and upskilling, especially around sales and business development.
Victor Lee **CEO & Co-Founder** **Communiteer**	• Affordable co-working space for social enterprises so we can work together, learn from one another, connect, network, and share business development opportunities.
Samantha Heron **Founder** **Heart and Soul Story**	• Support for fledgling social enterprise, where the Social Entrepreneur is at absolute capacity both running and managing the program, and thus needs practical support / business acumen/ financial investment to grow/ or work out the best plan for growth. • Guidance from those who understand the specific hurdles of social impact work, more than mentoring. • Offering pro bono workspace in an entrepreneur hub.
Margaret O'Brien **CEO** **Young Change Agents**	• Social procurement strategy • Reverse ideation workshops for social enterprises/NFP to build new business models around opportunities to tender for City of Sydney business. • Supplier and social enterprise forum - bringing together the top 50 suppliers to the City with the social enterprise sector to see how they could be included in their supply chains.

Name/Organisation	Comments
Matt Knopp **Senior Enterprise Adviser** **Social Impact Hub**	• Creating a partnership and collaboration forum – a lot of organisations could find ways to pool resources and influence, look at joint bids etc. • Best practice sharing and replication - design events and content around learning from models that have proven to work and then giving support to replicate these. • Access to pool of high level specialist support - for pro bono and low bono advice and support services. *"I had 15 years' experience developing social enterprises in the UK and like here too many operated in silos on tiny budgets when working to support the same or similar client groups... Too often people try to find the next big new shiny idea that no one has thought of instead of working with what has been proven to work and already has a sound evidence base and potential market."*
Usman Iftikhar **Co-Founder** **Catalysr**	• Introduce competitive bridging grants between $200k-1m for top performing social enterprises which align to city's strategy. • Follow City of Parramatta's work in listing Social enterprises on the City's website and other collateral and push out public Comms for people living in the city to buy from social enterprises. • Social procurement - Have a target to buy 50-75% of products/services from social enterprises through an open bidding system. *"One of the things I have noticed is that there's a lot of support for early stage social enterprises by local government and foundations and also support for late stage organisations by State and Federal government, but a lot of social entrepreneurs and their enterprises fall down in the middle, during early growth stage, because unlike the tech startup ecosystem there's no equivalent of 'series-A' funding which early stage fledgling social enterprises needs to scale and grow... Strategic grants at this stage, I believe will enable more of these organisations to keep going and eventually be ready to get large government/private funding."*
Ben Pecotich **Director** **Dyanmic4**	• Scholarships to support early stage social enterprises to do programs. • Angel List for social enterprises platform to help bring more visibility to the ecosystem - possibly extend Social Change Central. • Grants tailored to supporting social enterprises that are looking to creating ongoing value. Many of the current grants seem to be awarded to either one-off events or infrastructure projects.
Tom Dawkins **CEO** **StartSomeGood**	• Social enterprises need spaces to innovate, access to risk capital and connections into markets and networks.

Name/Organisation	Comments
Aidan Beanland **Marketing Manager** **Benojo**	• Make it easier for not-for-profits and corporates in Sydney to collaborate measurably and productively. • Provide networking, collaboration and support groups for social enterprises (they may do some, but I've not been made aware of them). This would require some sort of registration and membership scheme so we're all informed about upcoming events and opportunities. Kind of like how Social Change Central works but localised to Sydney. • Members of peak body e.g. 'Social Enterprises Sydney' (or whatever the group would be called) could get support specific to their niche e.g. preferential rates on office space, access to business chamber groups to intelligently promote their products/services, contact with advisors in the Council to answer questions on finance, marketing, promotion to relevant industry groups, a hotline to key people in the Council etc.
Lucy Brotherton **Community Capacity Building Officer** **City of Parramatta**	• Raising awareness and recognition of social enterprise – legitimise its importance for consumers and leverage existing departments, resources e.g. social enterprise stalls at council events, advertising space. • Help smaller social enterprises tell their stories. • Award social enterprise scholarships instead of grants e.g. business planning grants • Play a facilitator role e.g. help connect with corporates. *"There should be a dedicated visible person, who is loud and proud, championing social enterprise within Council."*
Belinda Morrissey **CEO** **English Family Foundation**	• Investment in the social enterprise ecosystem is what's needed nationally, at the state and local level – part of the reason we (EEF) are currently investing in Queensland is that here hasn't been leadership in NSW on social enterprise.
Peter Cooley **Co-Founder** **First Hand Solutions, Indigigrow**	• Would like to better understand what support is available for Indigenous Social Entrepreneurs who want to work in/ with the City of Sydney, for example the Indigenous Arts Fair (held in The Rocks) currently doesn't have any connection with the City of Sydney
Bronte Hogarth **Founder** **Raise The Bar**	• Broader criteria for Small Business Grants for Sydney based social enterprises • Access to council owned workspaces for early stage social enterprises • Events for community building

Name/Organisation	Comments
Chris Mason **Senior Research Fellow** **Centre for Social Impact, Swinburne University**	• Social procurement and opening up market opportunities • Capacity building to (improve skills to) engage in competitive tendering • Seed funding for new entrepreneurs in response to grant funding squeeze to get ideas off the ground • Targeted funding to promote regional entrepreneurship - generational play – young people more socially aware and know what they want to do – keep people where they live (and not migrating to metros), add to community cohesion, empowering young people to believe they have a future in their local region • Targeted funding to support digital solutions in regional community to solve local issues that they care about – cost effective and thrifty way to empower people to act on their solutions to social concerns • Enabling strategy - a platform that enables people • Provider of opportunities • Impact investing for local issues – big ticket items, social impact bonds (as part of a broader strategy) - can be catalyst for action, longer term – link to OSII • Thinks NSEC would be great… an opportunity to operate as a collective voice
Carole Schlessinger **Co-Founder and Director** **Kids Giving Back**	• Provide venues free of charge. • Promotion of social enterprises throughout the significant City of Sydney data base/networks. Could also do case studies or spot light social enterprises and promote within City of Sydney's network. • Free training opportunities for social enterprises. City of Sydney have some fantastic training facilities - could be opportunity for professional development and networking within the social enterprise sector.
Angie Sceats **Director** **Two Good**	• We're not big but the grant sizes are now too small for us • It would be great if there was a flexible process for building local community • Making processes easier for social enterprises, like DA approval • A local marketplace of local social enterprises • Beyond grants it would be great if there was a resource we could use to get technical advice around business and government legislation. For example, a conduit to find pro-bono services like an "open house" event once a quarter where social enterprises could access and ask specialists – like legal tax, accounting, marketing etc. – all the questions they have in one-place at one-time. "I'd like to see more communication and connection among local social enterprises... bringing people together so they can work together."

Name/Organisation	Comments
Alex Hannant **Co-Director** **Yunus Centre for Social Business**	• Shared his experience with The Akina Foundation in New Zealand and how it grew quite fast (without full social enterprise community support) and as a result was co-opted by government a bit, which then meant that many social enterprises didn't feel this 'centralised' authority represented them. • Reiterated importance of getting right steering/founding group in place. • Cross sector partnerships between State and Local government, as well tertiary and philanthropy are important.
Mikey Leung **Creative Director** **Digital Storytellers**	• Spaces to be able to grow and experiment in and support to change and scale business models are important roles that the City could play.

In addition to the feedback captured here, a range of informal conversations were held as part of the formation of the NSW social enterprise council (SECNA) and with the Australian delegation for the 2019 Social Enterprise World Forum:
https://www.impactboom.org/blog/2019/10/12/meet-the-australian-delegates-entrepreneurs-heading-to-the-social-enterprise-world-forum-in-ethiopia-sewf

Appendix 3: Internal stakeholder workshop

A workshop was held with City of Sydney staff from across a range of teams including Creative City, City Business, City Greening and Leisure, Grants, Indigenous Leadership and Engagement, Procurement and Social Strategy. The objective of the workshop was to validate and contextualise the evidence base from the literature review and external engagement, discuss the role of the City in relation to supporting social enterprise, and brainstorm ideas for how social enterprise could be supported through existing and new City initiatives.

Name	Position	Unit
Anitra Morgana	City Business Coordinator	City Business
Belinda Thackeray	Project Manager, City Farm	City Greening & Leisure
Ben Dowler	Social Planning Coordinator	Social Strategy
Claire Ridgewell	Grants Program Coordinator	Grants
Esther Bailey	Sustainability Engagement Manager	Sustainability Programs
Heather Davis	A/Executive Manager	Creative City
Ian Rudgley	Chief Procurement Officer	Procurement
Julie Giuffre	Strategy Advisor Social	Social Strategy
Lauren Flaherty	A/Strategy Advisor Social	Social Strategy
Sarah Breavington	Manager Social Strategy	Social Strategy
Dave Beaumont	Community Engagement Coordinator	Community Engagement

What kind of social enterprise support suits my area (Unit)?

The City of Sydney staff identified the following areas as being those they were best able to leverage to support the sector:

- Networks and networking via grants and owned spaces, venues etc.
- Market development opportunities via access to consumers and spending/procurement
- Co-working and working space via owned spaces, venues etc.
- Labs and spaces to experiment via owned property, retail spaces, venues etc.
- Finance, investment and funding via grants
- Technical advice support and industry education via training and existing programs
- Research and impact measurement via grants output data
- Ultimately, there was discussion re: awareness of social enterprise models being a first step before being able to fully action some of the other opportunities above

Full text:

- Spending on consulting and consumables, marketing and media services (social procurement)
- Training
- City establishing City Farm as a social enterprise but haven't got a clear understanding of how to develop it as a social enterprise with its own identity. We established this initiative without having the model and structures in place. Clarity on how local government can establish a social enterprise and then let the enterprise become its own entity. Top down instead of ground-up initiative.
- Connections to consumer/community
- Building an inclusive community can be challenging
- Finance – grants and sponsorships – funding and VIK,
- Policy – grants and sponsorship policy – sets out what things we support, eligibility, frequency, process. (currently define NFP/for profit not social enterprise).
- Co-working space – we have accommodation grants when space is available, and short-term space and venue hire
- Grants for networking and knowledge exchange events/activities
- Networks and networking – our own spaces/community - platform for community to connect
- City runs programs to assist/provide businesses with support e.g. Business 101
- Research and impact measurement – grants output data, consultancy, research, social impact business development
- Procurement
- Aboriginal and Torres Strait Islander social enterprises – Close the Gap
- The role of social enterprise in social inclusion – the Why
- Guidance and clarity on networking, comms
- Elevating social enterprises above other organisations
- The human element – trust – relationships
- How do we fit to you? Not you fit to us (retrofit)
- What are the issues/problems social enterprise are focusing on?
- Co-working and work spaces - venues, resources, workspace
- Incubators – existing programming, scope for focus in new programs

- Education and life-long learning – learning from each other
- Bringing people together round the table - forum/brains trust e.g. like Retail Advisory Panel
- Makerspace
- Co-working lab
- Use influence and audiences
- Open data – smart city opportunities

Are there existing grants, initiatives or programs happening in my area (Unit) where social enterprise could be included or leveraged?

- Greater consideration of social enterprise as tenants in City owned spaces, venues spaces, cafes and carparks etc.
- Embed supporting and growing City's social enterprises with existing strategies e.g. Social Sustainability Strategy, Aboriginal Economic Development Strategy etc.
- There is scope for grants programming (e.g. City Business Grants) to assist in establishing a peak social enterprise agency
- Explicitly open existing grants to 'social enterprise' and/or establish a social enterprise specific grants program
- Increase City's spend on local social enterprises via social procurement e.g. include indigenous social enterprises in supply chain
- Include content of interest to social enterprise in City's communications channels e.g. via business eDM
- Contextualise and promote Business 101 to social enterprises
- Assist in legitimising and promoting social enterprises to City's residents (i.e. customers)
- Leverage programs/initiatives like Better Buildings Partnership, CitySwitch, #Sydneylocal

Full text:
- Training and events
- Networks
- Social Sustainability Strategy
- Shared value model
- Food waste avoidance, EPA
- Multi-benefit grant streams
- Program manager, free consultancy
- Environment grants including innovation
- Environment services – waste management, events, parks, outdoor, CITO
- Cultural assets/access to space, cafes and carparks
- Customers
- Mentoring
- Better Buildings Partnership
- CitySwitch
- FoodLab Project could leverage off City Farm
- Unlocking our community spaces for social enterprises
- City Business Grants to assist in establishing a peak agency
- Business 101 promoted to social enterprise sector
- Access community services grants to address City's sticky issues/wicked problems

- Pretty much any of our grants and sponsorships could be open to social enterprise if they fit the program objectives e.g. Festival and events, community services, business support, knowledge exchange, accommodation. We don't target social enterprise though, or even specifically ID them as an applicant type. Potential to leverage by identifying in application or having their own whole grants program.
- Community and cultural infrastructure planning – deciding what AGPs/tenants should be using City spaces, venues etc. - the issue is low turnover tenants. Opportunity for the City to consider social enterprises with AGPs/in spaces.
- Aboriginal Economic Development Strategy
- Social procurement
- RAP – a better articulation of the Why
- How are we supporting social enterprise? Could we do better?
- Category manager (procurement) – procure indigenous businesses into supply chain – personnel, board, suppliers etc.
- Scope for grants programming – development of industry association and other streams and sponsorship
- #Sydneylocal – how can this promote social enterprise?
- Business101 and other business programs to include social enterprises – targeted content, promotion – education, networking, opportunities
- Business eDM – including articles of interest to social enterprise

Have you seen examples elsewhere (outside of City of Sydney) that you think could be feasible to replicate?

- [FoodLab Detroit](#)
- [City of Parramatta's Social Investment Action Plan 2018-2021](#)
- [NSW Government My Community Project](#)
- [Lord Mayor's Charitable Foundation's Affordable Housing Challenge](#)
- [Social Enterprise Officer (Banyule City Council)](#)
- Social enterprise bus tour in Queensland (Impact Boom)
- Social enterprise grants (City of Melbourne)
- Greater incentives and allowances for social enterprise to use City owned spaces e.g. lobby café at the City's head office (456 Kent St), Green Square library
- Co-funding
- Social impact investment
- Value of professional development courses and programs e.g. Social Leadership Australia, Centre for Sustainability Leadership, School for Social Entrepreneurs, now folded. City could build the next iteration or simply be a home for alumni.

Full text:

- Impact10 – old town hall/cultural spaces
- Social impact investment
- Co-funding grants/social impact
- Strong policy that echoes community concerns
- Role in metro Sydney basin
- Detroit FoodLab (already in train at City)
- Parramatta Council – work to drive and promote social innovation
- Social Enterprise Officer Banyule Council
- Social Enterprise Strategy/Policy

- Pitch/philanthropy/community note model for grants or social enterprise projects (with City support) e.g. Your Community Project NSW Government 2019
- How much do we have for social enterprise vs NFP, other groups seeking grants. Weigh up priority. Do we need/want their own social enterprise grant program/category?
- Accommodation grants program – impact of tenants vs rolled over long-term tenancy
- Use Town Hall (villages) differently – space vs venue hire?
- Profound value in Social Leadership Australia course, Centre for Sustainability Leadership, School for Social Entrepreneurs – where have they gone?
- Cafes - level 1 THH/Green Square library – incorporating social enterprise into leasing
- City Recital Hall opportunity for social enterprise element
- Lessons learned? What can we do differently?
- Staff volunteer program (paid work time to work for social enterprise)
- Asset disposal
- Affordable housing challenge
- It could be interesting to discuss/map the challenges and constraints/limits for the City in supporting social enterprise sector? How could these be addressed?

Attachment

City of Sydney – Internal Workshop Powerpoint Slides

https://record.cityofsydney.nsw.gov.au/2020/044852-01.ref