Banyule
CITY COUNCIL



# BANYULE SOCIAL ENTERPRISE STRATEGY 2020-2025

*A Partnership between Council and Community*

# Contents




Since 2013, Sports for All, a social enterprise sports store located in Briar Hill, has been providing training and employment pathways for young people experiencing barriers to employment.

Front cover: Asylum Seeker Resource Centre Cleaning.


| | |
|---|---|
| **A message from the Mayor** | **2** |
| **Strategy at a glance** | **3** |
| **Introduction** | **4** |
| **Background** | **5** |
| **Supporting the vision, values and key directions of Banyule Council** | **6** |
| **Strategic framework** | **7** |
| **Focus Area 1: Advance place-based social enterprise innovation** | **9** |
| Priority Actions | 10 |
| **Focus Area 2: Build business capacity and capability** | **11** |
| Priority Actions | 12 |
| **Focus Area 3: Improve market access** | **13** |
| Priority Actions | 14 |
| **Focus Area 4: Increase community awareness and engagement** | **15** |
| Priority Action | 16 |
| **Next steps** | **17** |
| Implementing the Strategy | 17 |
| How will we know if the Strategy is working? | 17 |
| **Definitions** | **18** |
| **References** | **19** |

# A message from the Mayor



I am pleased to present the Social Enterprise Strategy, which outlines our vision and plan to drive employment participation and inclusive economic growth through social enterprise.

Banyule Council is committed to building a prosperous local economy that responds positively to local challenges and opportunities, where individuals and businesses are supported to reach their economic potential. Yet, some of the municipality's most pressing social challenges – including unemployment and disadvantage in the postcode 3081 area – cannot be solved by Council alone.

Social enterprises are an emerging innovation on traditional business models that reimagine what it means to operate in the economy. They are businesses led by an admirable mission to benefit the community, deriving a substantial portion of their income from trade and reinvesting most of their profits to fulfil their mission.

Despite strong social and economic value, social enterprises face barriers to growth and challenges to becoming sustainable and maximising their community impact. Overcoming these barriers is complex and requires a focus on the entire social enterprise ecosystem, which includes local government.

This Social Enterprise Strategy represents a new approach and is the result of extensive consultation with community and research. It is the start of a stronger partnership between Banyule Council, the social enterprise sector and broader business sector, and focuses on the unique role of Council as a facilitator of an inclusive economy where social enterprises start up, grow and thrive.

In this respect, the Strategy gives Banyule Council the opportunity and responsibility of developing the social enterprise sector which will strengthen Banyule's ability to innovatively meet local challenges and market needs, and create jobs and workforce participation outcomes for our most vulnerable community members.

This is a leading strategy for local government, building on the strong foundation provided by the Victorian Government's Social Enterprise Strategy. By successfully implementing this Strategy, we hope to demonstrate to other councils the driving role local government can play in supporting the growth and sustainability of social enterprise, and the improvements in community and economic prosperity that result from this.

Thank you to the community members, social enterprises, local organisations, subject matter experts, councillors and Council staff who contributed to the development of this Strategy. We look forward to your continued collaboration to make social enterprises a more common feature of the business landscape.

**Alison Champion**
Mayor



# Strategy at a glance

## Vision: Banyule's inclusive growth is supported by thriving and sustainable social enterprises.

| FOCUS AREAS | 1 Advance place-based social enterprise innovation | 2 Build business capability and capacity | 3 Improve market access | 4 Increase community awareness and engagement |
|---|---|---|---|---|
| PRIORITY ACTIONS | • Support a culture of social enterprise innovation to thrive in Banyule.<br>• Lead the local government sector on using social enterprise as a strategy to boost social innovation. | • Support emerging social enterprises to develop a feasible business model.<br>• Enable strategic social enterprise partnerships and innovation. | • Embed a whole-of-council procurement framework that leverages Council purchasing to support social and economic outcomes.<br>• Connect social enterprises with buyers and supply chain opportunities. | • Support the local community to learn about and actively engage with social enterprise. |
| KEY OUTCOMES | • Social enterprises in Banyule are better connected to the social enterprise ecosystem, increasing their profile and contributing to their growth and sustainability.<br>• Local government staff are supported to play an enabling role in the development of the social enterprise sector as a way of achieving positive social impact for their communities.<br>• Local governments and private enterprises are collaboratively engaging and investing in social enterprise innovation to create economic and shared value for the Banyule community. | • Emerging and existing social enterprises have increased skills and capabilities to grow and become sustainable, maximising their social impact.<br>• Social enterprises have increased access to tailored intermediary services, which understand the unique challenges of the sector.<br>• Local government is playing a supportive role in developing the sector to stimulate inclusive economic growth.<br>• More talented entrepreneurs establish social enterprises with innovative approaches to pressing social, environmental and economic problems. | • Active and potential Banyule City Council suppliers, and Banyule City Council staff have a greater awareness of social enterprise suppliers and increased knowledge to support sustainable procurement.<br>• Social enterprise suppliers have increased opportunity to respond to direct and indirect procurement opportunities.<br>• Social enterprises are successfully competing in Council procurement opportunities. | • Social enterprises have greater opportunity to promote their work and impact to the community.<br>• The community has a greater awareness of the social enterprise sector, and the social and economic benefits of social enterprise.<br>• The community has increased commercial engagement with local social enterprises. |

## IMPACT

- Net increase in local jobs within Banyule.
- Increased number of local job opportunities for vulnerable community members within Banyule.
- Increased number of local pathways to employment for vulnerable community members in Banyule.
- Increased number of social enterprises operating in or servicing Banyule.
- Overall sustainability of social enterprises delivering social impact in Banyule increases over time.

# Introduction

## Our Social Enterprise Strategy aims to drive employment participation and inclusive economic growth in Banyule by supporting the growth and sustainability of the social enterprise sector.

Whilst Banyule's local economic prospects are generally good, and the overall published unemployment rate is not significant compared with other municipalities, there are pockets of high disadvantage which sit well below the State average that are almost entirely disguised by the areas of affluence.

The impacts of COVID-19 on our economy and community have been significant, and the situation is changing rapidly. Unemployment rates are expected to continue to rise and the pandemic is challenging us to think and work in new ways.

Social enterprise in Banyule presents an opportunity to innovatively respond to local challenges and market needs, and lead the creation of new jobs and workforce participation opportunities that support local people facing barriers to employment to get and sustain meaningful work.

The Social Enterprise Strategy is the first-of-its-kind in local government, activating and enhancing the Victorian Government's Social Enterprise Strategy at the local level.

It pioneers a new place-based model of community and economic development that will build on Banyule's existing momentum and strategically lead the development of the social enterprise sector through four focus areas:

1. Advance place-based social enterprise innovation.
2. Build business capacity and capability.
3. Improve market access.
4. Increase community awareness and engagement.

### What are social enterprises?

**We define social enterprises as businesses that:**

- **are led by an economic, social, cultural, or environmental mission consistent with a public or community benefit.**
- **derive a substantial portion of their income from trade.**
- **reinvest the majority of their profit/surplus in the fulfilment of their mission.**

Social enterprises are businesses that exist to benefit the public and community rather than shareholders and owners. They are established to innovatively help address complex social problems, serve various beneficiary groups, and often respond to the needs of their local community. Social enterprises aim to become financially self-sustainable and fulfil their purpose through trade, distinguishing them from charities. They sell and trade across almost every industry sector including retail, food and beverage, education, manufacturing and media.

The social enterprise sector is growing rapidly and making a positive contribution to the strength of our economy and communities. There are over 3,500 social enterprises in Victoria, and approximately 20,000 nationally. In Victoria, social enterprises contribute $5.2 billion to the state economy and employ an estimated 60,000 people. More than 50 per cent of Victorian social enterprises were established in the last 10 years, and over a quarter of social enterprises identify their primary purpose as providing employment opportunities for disadvantaged groups.




Figure 1. Social enterprises are distinct from charities and corporations.

### Background

In developing a plan for the future, it is important to recognise the significant work and key achievements that have helped shape the focus and intent of this Strategy.

In June 2018, Council resolved that it was its job to do more to help vulnerable community members on a path to work and committed to developing innovative social enterprise projects to help achieve this. This led to the establishment of a dedicated Social Enterprise & Local Jobs business unit, that has worked with community to pioneer a new model for place-based community and economic development led by the local government sector.

By working with the social enterprise sector, 50 local job outcomes were created within a two-year period. Some of the key highlights to date include:

- Development of an industry award-winning Tailored Social Enterprise Partnerships program recognised for its excellence in facilitating strong economic outcomes.
- Implementation of several social enterprise partnerships and projects. For example, supporting Nomads Pizza & Cafe to transition to a social enterprise model that is now providing employment opportunities for local young people.
- Integrated and coordinated approaches to enhance planned capital works and procurement activity.



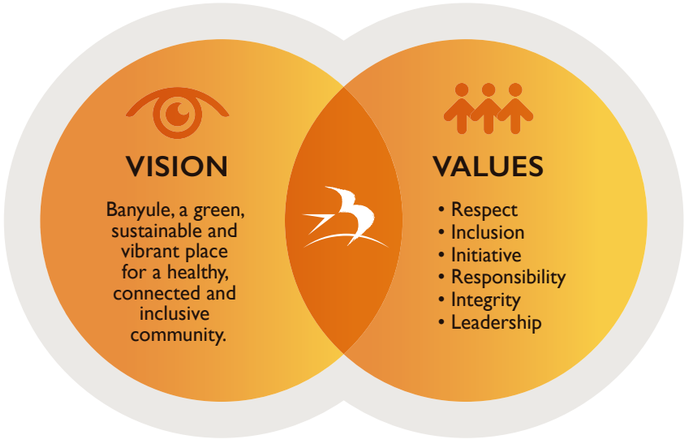
Nomads Pizza Shop & Café, Bell Street Mall, West Heidelberg.

# Supporting the vision, values, and key directions of Banyule City Council

By driving inclusive economic growth through social enterprise, the Social Enterprise Strategy supports the Banyule City Council Plan 2017-2021 and speaks directly to the vision and values of the organisation.

The Social Enterprise Strategy meets key directions under the strategic objective 'People: Strong, Healthy and Inclusive Communities', and has links with several key initiatives across the Council Plan.

The Council Plan is supported by key policies, strategies and plans, including the Social Enterprise Strategy as outlined in Figure 2 below.



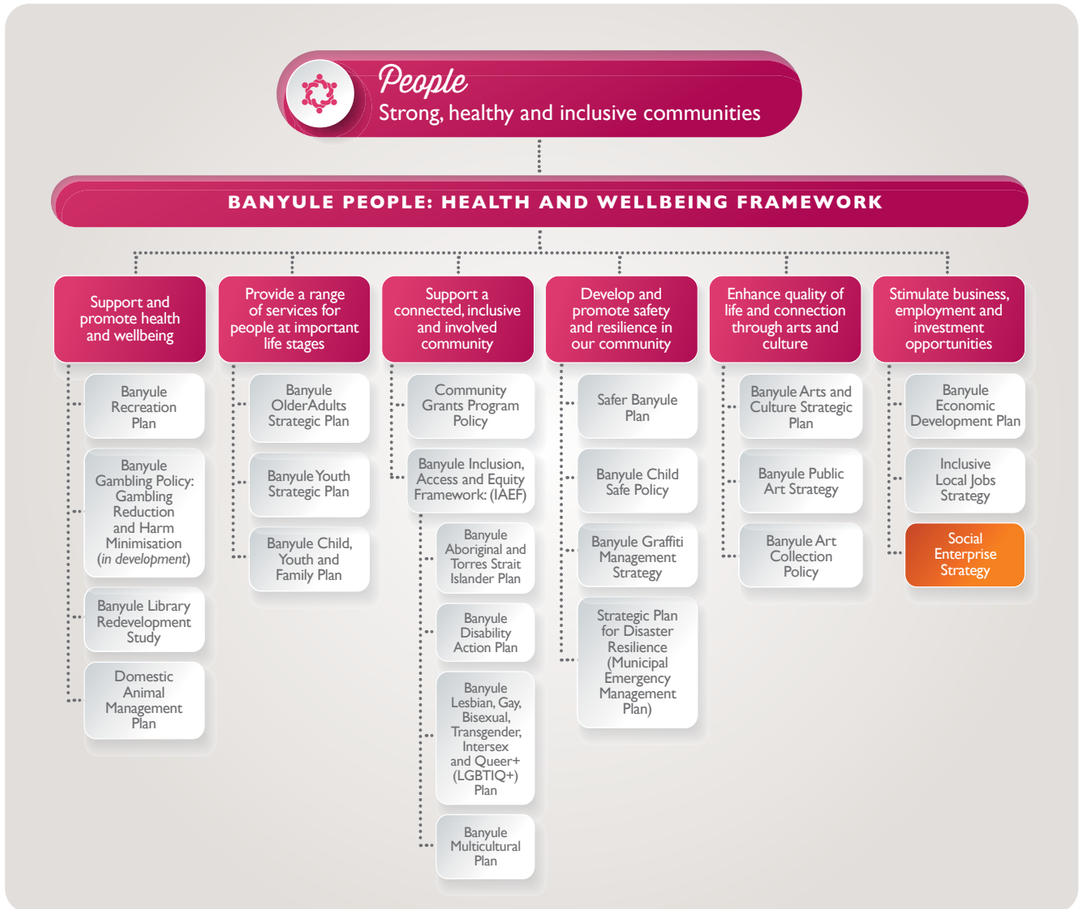




Figure 2. The Social Enterprise Strategy directly supports the 'People' Strategic Objective in the Council Plan.

# Strategic framework

## Our vision is that: Banyule's inclusive growth is supported by thriving and sustainable social enterprises.

The Social Enterprise Strategy is a new approach to growing the social enterprise sector in Banyule.

The strategic framework has a place-based focus and takes a partnership approach with the sector to help develop a thriving social enterprise ecosystem that is contributing to strong community and economic development.

The Strategy is the result of extensive research and community consultation, and is informed by policy and evidenced best practice. The four focus areas of the Strategy, and their associated priority actions, are interconnected to provide cohesive support for the sector and deliver on our vision.



# FOCUS AREAS

## AND PRIORITY ACTIONS



# FOCUS AREA 1 Advance place-based social enterprise innovation

**Creating a more coordinated and networked environment for social enterprises within the social enterprise ecosystem and across the broader business environment will support a culture of increased social innovation and impact within Banyule.**

A better-connected social enterprise ecosystem will help build a stronger identity for the social enterprise sector, offering more opportunities for collaboration and social innovation activity that is strategic in its response to local needs.

Social enterprises often have a local focus: over 70% of Victorian social enterprises trade in a local market and focus on addressing a localised social issue. Therefore, leading a collaborative approach to boosting place-based social enterprise innovation will support communities to grow one of the largest underutilised markets for social change and inclusive economic growth at a local level.

### Targets

By 2025:

- Realise increased social enterprise innovation activity and 25 local job outcomes through hubs, co-working spaces and local networks.
- Increase the number of local governments and private enterprises engaged in social enterprise innovation.
- Broker 25 local job outcomes through capacity building support provided to local councils.

### Chancez Café: Serving up opportunities



A new social enterprise café at Heidelberg's Possum Hollow Playground is making a positive impact thanks to a partnership between Banyule City Council and Araluen.

Council saw an opportunity to convert the former netball changerooms into a social enterprise café and Araluen jumped at the chance to expand its hospitality program into Banyule.

Since opening in April 2019, Chancez Café has been serving up great coffee and food to playground visitors and passers-by.

More importantly, the new café has enabled people with intellectual disabilities to gain valuable hands-on skills and workplace experience.

Participants learn food handling, barista and customer service skills at the café. The opportunity allows them to make friendships, develop confidence and become more job ready, with the aim to be able to work more independently in the future. One of the participants, Molly, is relishing the picturesque location and new clientele.

"I love Possum Hollow Playground because people here are having fun and there are lots of trees and birds," says Molly, a Banyule resident. "Chancez Cafés are friendly places where we can talk to customers and serve great coffee".

Molly, like many other participants, finds the Chancez Café program caters to life-changing outcomes.

## Priority Action 1

### Support a culture of social enterprise innovation activity to thrive in Banyule.

The social enterprise ecosystem has many participants – social entrepreneurs, social enterprises, intermediaries, academic institutions, businesses, government and philanthropists. Each contribute to the development of the social enterprise sector and can influence social innovation activity that is more effective, efficient and sustainable.

Community consultation that informed the development of this Strategy highlighted a lack of sector identity, a need for peer-to-peer learning and collaboration, as well as improved interconnection and collaboration across the ecosystem.

In response, Banyule Council will work with the ecosystem to explore the development of a local social enterprise network and social innovation hub.

Social enterprise networks in Australia and internationally have been formed to facilitate peer support, bring collective voice and action to local issues and share resources. This provides the foundation for Council to support the establishment of a community-led Banyule Social Enterprise Network that complements the Social Enterprise Network of Victoria (SENVIC) and is built on evidence and best practice.

## Priority Action 2

### Lead the local government sector on using social enterprise as a strategy to boost social innovation.

Local government is viewed as having an important role to play in market development for social enterprise. Should the value of social enterprises' capabilities and connection to community be better understood by local government, and the capacity to jointly deliver solutions to local problems was subsequently embraced, place-based social innovation of shared value could be better realised.

Council is committed to opening opportunities for the social enterprise sector to present innovative proposals on planned capital works and other Council-identified projects of shared value.

When leveraged as an approach to stimulate economic and community development, placemaking is a catalyst for community revitalisation and place activation. Parks, community centres and vacant shopfronts are real opportunities for placemaking in Banyule that can create local jobs and training opportunities for local people facing barriers to employment.

Through this Strategy, Council will improve its knowledge and contribute to information and support available across local government to better target resources and policy.



Co-working resident at Shop 48, Bell Street Mall, West Heidelberg.



# FOCUS AREA 2 Build business capacity and capability

**Building the capability and capacity of emerging and existing social enterprises to become self-sufficient, and investment and tender-ready, will support them to compete and operate in the market. It will also contribute to developing a growing and sustainable sector, and new job creation for vulnerable community members experiencing barriers to employment.**

To realise the potential of Australia's growing social enterprise sector, support beyond financial grants is essential; a blended mix of capital and capacity building support is required.

Social enterprises in Victoria are predominantly small to medium enterprises (SMEs), and face similar issues to other SMEs and start-ups, including building business acumen, accessing funding, business planning, budgeting, tendering, and researching markets.

Many social enterprises also require specialist support with measuring and communicating their social impact. Social impact measurement is critical for social enterprises to understand if they are achieving their mission, to demonstrate value for money and to help them continue to develop and innovate. It also helps increase consumer awareness of, and engagement with, social enterprises; this can help them maintain and grow their customer base and partnerships.

Council is committed to helping existing and emerging social enterprises build their capacity and capability. Council will collaborate with specialist organisations to deliver programs and supports that meet the unique needs of the social enterprise sector – helping more businesses progress from ideation, incubation and start-up, through to procurement-ready and investment-ready stages.

### Targets

By 2025:

- Increase the number of social enterprises servicing or operating in Banyule.
- Realise 200 local job outcomes through social enterprise development capacity building, projects and partnerships.

### *Cleaning services with a cause*



This is not your everyday cleaning service. Asylum Seeker Resource Centre (ASRC) cleaning service cleaners are people who have come from around the world seeking asylum and a brighter future.

ASRC Cleaning is a social enterprise that creates employment pathways for people seeking asylum through its domestic cleaning services. These opportunities help people seeking asylum build the skills and experience they need to improve their employability in the Australian workforce while helping them become financially independent as they rebuild their lives with dignity.

In 2019, Council entered a 12-month partnership with ASRC to help it establish a pilot program from its new base at Shop 48 in the Bell St Mall, Heidelberg West. Within two years, the social enterprise aims to provide up to eight jobs and more than 6,600 hours of employment for people seeking asylum, refugees and recently arrived humanitarian entrants residing within Banyule.

Bringing this social enterprise into Banyule gives people a springboard to get their lives back on track and instil them with a real sense of purpose.

## Priority Action 1

### Support emerging social enterprises to develop a feasible business model.

Start-up support is critical for individuals and organisations that want to establish a social enterprise, and do not have the skills, knowledge, networks, finance or experience to overcome barriers to entry.

Council will facilitate the creation of a social enterprise development program to support the ideation and testing of business ideas that promise to boost social innovation and impact in Banyule. The program will provide direct training to individuals and will develop their capacity to establish a feasible business model that seeks to be financially self-sustainable and is ready to attract social investment and participate in the market. Including young people in the program will develop their capacity as agents of change, while offering them opportunities to build skills and experience that are transferable to the mainstream labour market.

Many examples of social innovation have come from existing organisations learning to renew themselves. In consultations, charities located in Banyule continue to report growing interest in starting or transitioning to a social enterprise as a way of improving the sustainability of their organisation and/or impact. Yet, most of these organisations have expressed that social enterprise will be new terrain and that capacity building assistance to innovate their traditional business model is required. In response, Council will facilitate the delivery of support targeted at helping charities understand how social enterprise can be incorporated to generate income and support the sustainability of the organisation and its impact.

## Priority Action 2

### Enable strategic social enterprise partnerships and innovation.

Through a continued focus on identifying and supporting strategic partnerships and innovation, Council will collaborate with the social enterprise sector to increase sustainability and fast track business growth that will deliver social impact.

Social enterprises, like other SMEs, require different forms of capital investment during different stages of their business lifecycle. They often face challenges securing capital for start-up and growth, particularly from traditional sources like the banking sector. With this challenge in mind, Council will review its existing grant programs to make financial support accessible for social enterprises looking to accelerate the establishment of their business, become more sustainable, or grow their business and impact within the Banyule community.

Further, through the continued delivery of the Tailored Social Enterprise Partnerships program, Council will support evidence-based social enterprises to access tangible growth opportunities through planned capital works and other Council-identified projects of shared value. This provides social enterprises with access to coordinated financial and specialist capacity building support that is tailored to appropriately respond to the partner's unique needs, challenges and opportunities for business and impact growth.

Council will also provide social enterprise support services to existing and emerging local social enterprises seeking a better understanding of Council, the Banyule community, the social enterprise ecosystem and sector, and shared value creation opportunities such as procurement.




Powered by Youth Projects, 'The Little Social' is a new social enterprise café coming to Rosanna Station early in 2021.



# FOCUS AREA 3 Improve market access

**Council will identify opportunities to use sustainable procurement mechanisms to improve market access for the social enterprise sector. This will focus on prioritising economic and social outcomes in Council's procurement and facilitating improved connections between social enterprises, buyers and suppliers.**

Procurement is considered the area of most opportunity for Victorian social enterprises, and government is a key customer. From a government perspective, the strategic use of procurement offers an opportunity to meet organisational needs while driving social, economic and environmental outcomes.

Victorian Government procurement is one of the largest drivers of the Victorian economy; in 2018-19, Victorian local governments spent over $9 billion. Of this, Banyule Council spent $41 million on goods and services to support service delivery and an additional $35 million on public construction and infrastructure.

By leveraging even a small proportion of Council's total procurement expenditure to achieve social value, social enterprises and communities can benefit enormously. Procurement can secure jobs for community members experiencing disadvantage, supporting workforce diversity and economic inclusion for all people.

**Target**

By 2025:
- Increase number of social enterprise suppliers.
- Increase expenditure with social enterprise suppliers.

### *Using purchasing power for social benefit*



Councils working together to create employment opportunities for disadvantaged people and generate savings shows the power of procurement.

Led by Banyule Council, the Northern Region Procurement Network, made up of five councils, has already achieved some great results.

An example is a regional tender to deliver security services across more than 230 sites in the region; and collectively deliver social, economic, and value for money benefits for the residents and businesses in the region.

The successfully award contract has delivered strong outcomes including:

- Significant financial benefits across all councils of over $1.8 m over seven years.
- A total of 13.5 EFT employment opportunities created for disadvantaged persons across the council regions in partnership with social enterprise, Given the Chance.

This project has set the standard for other regions to follow and benefit from joint procurement linked with social enterprises.

## Priority Action 1

**Embed a whole-of-council procurement framework that leverages Council purchasing to support social and economic outcomes.**

Council will develop a whole-of-council procurement framework that leverages purchasing to support social and economic outcomes. This aims to provide purchasing guidance to departments regarding opening more accessible procurement opportunities to social enterprises - either directly or indirectly.

To build on Council's strategic procurement policy, guidelines and practice, organisational-wide sustainable procurement targets and evaluation criteria will be established.

Council staff will have access to training, data and support to create sourcing tactics to include social enterprises in the supply chain. To make direct procurement from social enterprises easier, an online marketplace that links Council staff with social enterprises and other social benefit suppliers will be implemented in collaboration with partners.

Building a measurement and reporting tool to track targets and progress over time will help raise awareness of social enterprises and increase social enterprise spend.

## Priority Action 2

**Connect social enterprises with buyers and supply chain opportunities.**

Increasing market access for social enterprises requires a strategic approach to procurement that connects social enterprises with buyers and supply chain opportunities.

Social enterprises operate in every industry of the Australian economy, with 69% operating within the service economy. Despite the potential for shared value creation, social enterprises have mixed success in accessing and securing procurement opportunities. Many factors influence this success: social enterprises struggle to access procurement opportunities due to factors including their size, low profile, limited networks and capacity constraints. As most social enterprises are small businesses, matching future demand opportunities with the current scale and capabilities of social enterprises is vital.

Council commits to completing a targeted review of its historical spend and future needs that will identify opportunities to increase direct procurement from social enterprise, as well as indirect procurement opportunities that involve social enterprise through the supply chain.



Green Collect provides a corporate office waste collection service that generates work for people facing barriers to employment.



# FOCUS AREA 4 Increase community awareness and engagement

**Improving the visibility of social enterprises is key to growing a sustainable social enterprise sector and realising the full social and economic potential of these businesses.**

Although the social enterprise movement has achieved an established presence in Victoria, limited public awareness of social enterprise and the social value of social enterprises has been identified as a barrier to their growth.

The Victorian Government's Social Enterprise Strategy and Social Procurement Framework Policy have elevated the profile of social enterprise in the state, helping amplify local efforts to grow social enterprise. Banyule Council's Social Enterprise Strategy and Action Plan seeks to build on this momentum by increasing the visibility of and commercial engagement with social enterprises in Banyule.

*Target*

By 2025:
- Increase community awareness and commercial engagement with local social enterprises.




Little Rocket is an Aboriginal owned and operated social enterprise delivering marketing, communications and creative agency support.

# Priority Action 1

## Support the local community to learn about and actively engage with social enterprise.

Despite the quality of their services and products, social enterprises often suffer from a lack of visibility and awareness, which is found to be a major barrier to growth at all business life stages.

Encouragingly, ninety-seven percent of community members who responded to a Banyule Council survey indicated that they want to learn more about social enterprises in the community so that they can buy their goods and/or services.

To help promote local social enterprises, Council will deliver a place-based marketing campaign. Alongside providing social enterprises in Banyule with an opportunity to tell their stories and show the impact of their work, the initiative aims to increase consumer understanding about the social and economic value of purchasing from social enterprises.

Through Council's Tailored Social Enterprise Partnership program, social enterprises will also be supported to increase their marketing capability and practice.




Since 1986, The Sycamore Tree, a social enterprise cafe located in Heidelberg has been providing training pathways for local people experiencing barriers to employment.





**Banyule's first Social Enterprise Strategy represents the start of a stronger partnership between Council, the social enterprise sector and broader ecosystem. The Strategy engenders greater coordination across government and the broader ecosystem to support social enterprises, and will help create jobs, drive productivity and workforce participation, and contribute to improving community wellbeing.**

This is a leading strategy for local government that builds on the strong foundations provided by the Victorian Government's Social Enterprise Strategy. Banyule Council wants to demonstrate to other councils the driving role local government can play in supporting the growth, sustainability and impact of the sector and communities. Continuing to work in partnership with the social enterprise sector will see this Strategy effectively implemented.

### Implementing the Strategy

The priority actions identified in this Strategy summarise the policy development, advocacy and actions that Council will deliver over a five-year period; with many important initiatives already underway across different Council departments, including partnerships with social enterprise and emerging sustainable procurement activity.

The Strategy is supported by an Action Plan that has been co-designed with community to harness the unique role of Council as a facilitator of an inclusive economy and to complement existing support and progress in a way that addresses place-based needs and opportunities.

The Action Plan details key initiatives that support the achievement of each priority action of the Strategy and identifies the lead departments that will coordinate efforts under each initiative.

The Action Plan also outlines the funding arrangement for each initiative. Many key initiatives will be implemented using existing resources, as part of existing roles or through recurring budgets, and some key initiatives will be subject to securing additional resources. Where suitable, Council will seek appropriate external grants and funding to support the delivery of these pioneering efforts.

### How will we know if the Strategy is working?

To govern success of this Strategy, a monitoring and evaluation framework will be developed, with success gauged against the following key measures:

- Net increase in local jobs in Banyule.
- Increased number of local job opportunities for vulnerable community members in Banyule.
- Increased number of local pathways to employment for vulnerable community members in Banyule.
- Increased number of social enterprises operating in or servicing Banyule.
- Overall sustainability of social enterprises delivering social impact in Banyule increases over time.

An ongoing monitoring and evaluation process will be established, with an annual Council report outlining progress on implementing this Strategy and outcomes achieved. Evaluation of key initiatives may lead to re-calibration, new directions or affirmation of approach, and will inform future policy development. Flexibility is critical; this is the first Social Enterprise Strategy for Council and this evaluation approach enables Council to respond to new opportunities as they present themselves and embed continuous improvement.




The Boomerang Bag Community Group at Shop 48 in the Mall, West Heidelberg.

# Definitions

| Term | Definition |
|---|---|
| **Charities** | A charity is an entity established to raise funds for, or offer support to, the disadvantaged in society and to operate for the public good. In Australia, there is a statutory requirement that charities are not for profit and so the terms 'charity' and 'not for profit' are often used interchangeably. |
| **Community revitalisation** | Community revitalisation, also known as neighbourhood revitalisation, aims to improve community assets such as physical structures and spaces or community services to improve the long-term quality of life for residents. |
| **Corporation** | A corporation is a company or group of companies that act as a single legal entity. Corporations are a common type of business model. They are owned by shareholders who share in the corporation's profits and losses. |
| **Place-based approaches** | A place-based approach is defined as 'a collaborative, long-term approach to build thriving communities delivered in a defined geographic location.' This approach is ideally characterised by strong relationships between diverse stakeholders, including community members, government and businesses, who come together to work towards shared outcomes. |
| **Placemaking** | A collaborative process through which a community, including social enterprises, can shape public spaces in order to maximise shared value. |
| **Place activation** | Place activation involves projects and/or infrastructure that creates a public space and brings people to that space. In doing so, it encourages social connections and can improve perceptions of safety. Place activation can be expressed in many ways, for example through community revitalisation projects, food, art, play and performance. |
| **Shared value** | Shared value is the creation of economic value in a manner that also creates value for society by addressing its needs and challenges. |
| **Social benefit supplier** | A supplier that is an Aboriginal business, Australian Disability Enterprise (ADE) or social enterprise. |
| **Social enterprise** | Social enterprises are businesses that:<br>• are led by an economic, social, cultural, or environmental mission consistent with a public or community benefit;<br>• derive a substantial portion of their income from trade; and<br>• reinvest the majority of their profit/surplus in the fulfilment of their mission. |
| **Social enterprise ecosystem** | A social enterprise ecosystem is the environment in which social enterprises operate, and which can contribute to their success. This includes networks of people, organisations, expertise and capital. There are many participants in the social enterprise ecosystem, including social entrepreneurs, social enterprises, intermediaries, academic institutions, businesses, government and philanthropists. |
| **Social enterprise sector** | An area of the economy consisting of social enterprises. |
| **Sustainable procurement** | Strategic use of procurement to drive social, economic, and environmental outcomes. |



# References

Banyule City Council 2019, *Annual Report 2018/19 – Part Three Financial Report*, https://www.banyule.vic.gov.au/files/assets/public/about-us/strategies/annual-report-2018-2019.pdf

Barraket, J, Barth, S and Mason, C 2015, *Resourcing Social Enterprises: Approaches and challenges*, https://www.csi.edu.au/media/uploads/Social_Impact_Series_Issue_2_Resourcing_Social_Enterprises_Approaches_and_Challenges.pdf

Barraket, J, Mason, C and Blain, B 2016, *Finding Australia's Social Enterprise Sector 2016: Final Report*, https://www.socialtraders.com.au/wp-content/uploads/2016/07/FASES-2016-full-report-final.pdf

Burkett, I 2010, *Financing Social Enterprise: Understanding needs and realities*, Foresters Community Finance, Spring Hill

Castellas E, Barraket, J. Hiruy, K and Suchowerska, R 2017, *Map for Impact: The Victorian Social Enterprise Mapping Project*, https://mapforimpact.com.au/wp-content/uploads/2017/11/Map-for-Impact-FINAL-REPORT_2.pdf

Dart, J 2018, *Place-based Evaluation Framework: a guide for evaluation of place-based approaches in Australia*', https://www.dss.gov.au/sites/default/files/documents/06_2019/place-based-evaluation-framework-final-accessible-version.pdf

Maitland City Council 2016, *Maitland Place Activation Strategy*, https://www.maitland.nsw.gov.au/play-explore/arts-and-culture/place-activation

Mulgan, G 2007, *Social Innovation: What it is, why it matters and how it can be accelerated*, http://eureka.sbs.ox.ac.uk/761/1/Social_Innovation.pdf

OECD 2015, *Building enabling ecosystems for social enterprises*, https://www.oecd.org/cfe/leed/CBS-ecosystem-22-23-Apr15-Sum-report.pdf

Porter, M and Kramer, M 2011, 'Creating Shared Value', *Harvard Business Review*, January-February 2011, https://sharedvalue.org.au/wp-content/uploads/2015/12/Harvard-Business-Review-Creating-Shared-Value.pdf

Project for Public Spaces 2007, *What is placemaking?* https://www.pps.org/article/what-is-placemaking

Queensland Government 2019, *Queensland Social Enterprise Strategy*, https://desbt.qld.gov.au/small-business/strategic-documents/social-enterprise-strategy

Victoria Auditor-General's Office, *Results of 2018–19 Audits: Local Government*, November 2019, https://www.audit.vic.gov.au/sites/default/files/2019-11/20191127-Local-Government-report.pdf

Victorian Government 2017, *Victorian Social Enterprise Strategy*, https://jobs.vic.gov.au/about-jobs-victoria/our-programs/victorian-social-enterprise-strategy

Victorian Government 2020, *Designing place-based approaches*, https://www.vic.gov.au/framework-place-based-approaches-start-conversation-about-working-differently-better-outcomes/place

Ward-Christie, L 2015, *Mind the Gap: Why social enterprise in Australia needs more than impact investment*, https://www.socialtraders.com.au/mind-the-gap-why-social-enterprise-in-australia-needs-more-than-impact-investment/

## Notes ...



The Community Grocer runs weekly, affordable fresh fruit and vegetable markets for healthy, connected communities. You can find them every Saturday at the Bell Street Mall, West Heidelberg.

# How to contact your Council

For all enquiries or information about any Council services:

Telephone: **9490 4222**

Email: **enquiries@banyule.vic.gov.au**

Website: **www.banyule.vic.gov.au**

Fax: 9499 9475

If your hearing or speech is impaired, you can call us through the National Relay Service on **133 677** (TTY) or **1300 555 727** (ordinary handset) and ask for 9490 4222.

**Postal Address:**
PO Box 94, Greensborough 3088

**Council Service Centres:**
Greensborough: Level 3, 1 Flintoff Street
Ivanhoe: 4 Bond Street
Rosanna: 72 Turnham Avenue (inside Rosanna Library)

**Office Hours of Opening:**
Greensborough & Ivanhoe: Monday – Friday 8.30am – 5pm
Rosanna: Monday – Friday 10am – 12noon and 1pm – 4pm

**Interpreter service:**
If you need an interpreter, please contact TIS National on 131 450 and ask to be connected to Banyule Council on 9490 4222.

إذا كنتم بحاجة إلى مترجم. الرجاء الاتصال بالخط القومي لخدمة الترجمة الهاتفية TIS على الرقم 131 450. واطلبوا إيصالكم ببلدية بانيول على الرقم 9490 4222.

若你需要口譯員，請致電131 450聯絡TIS National，要求他們為你致電9490 4222接通Banyule市政廳。

Ako vam je potreban tumač, molimo vas, nazovite TIS National na broj 131 450 i zatražite da vas se spoji sa Vijećem općine Banyule na broj 9490 4222.

Αν χρειάζεστε διερμηνέα τηλεφωνήστε στην Εθνική Υπηρεσία Διερμηνέων Μεταφραστών στον αριθμό 131 450 και ζητήστε να σας συνδέσουν με τη Δημαρχία Banyule στο 9490 4222.

Se hai bisogno di un interprete chiama TIS National al numero 131 450 e chiedi di essere messo in comunicazione con il Comune di Banyule al numero 9490 4222.

Ако ви треба преведувач ве молиме јавете се на TIS National на 131 450 и замолете да ве поврзат со Banyule Council на 9490 4222.

如果你需要一名翻译，请打电话到国家电话翻译服务处(TIS National) 131 450，再转接到Banyule市政府9490 4222

Haddii aad u baahan tahay mutarjum wac khadka qaranka oo ah TIS 131 450 weydiina in lagugu xiro Degmada Banyule tel: 9490 4222.

Nếu cần thông dịch, xin gọi cho TIS Toàn Quốc qua số 131 450 rồi nhờ họ gọi cho Hội Đồng Thành Phố Banyule theo số 9490 4222 giùm quý vị.

Banyule
CITY COUNCIL

