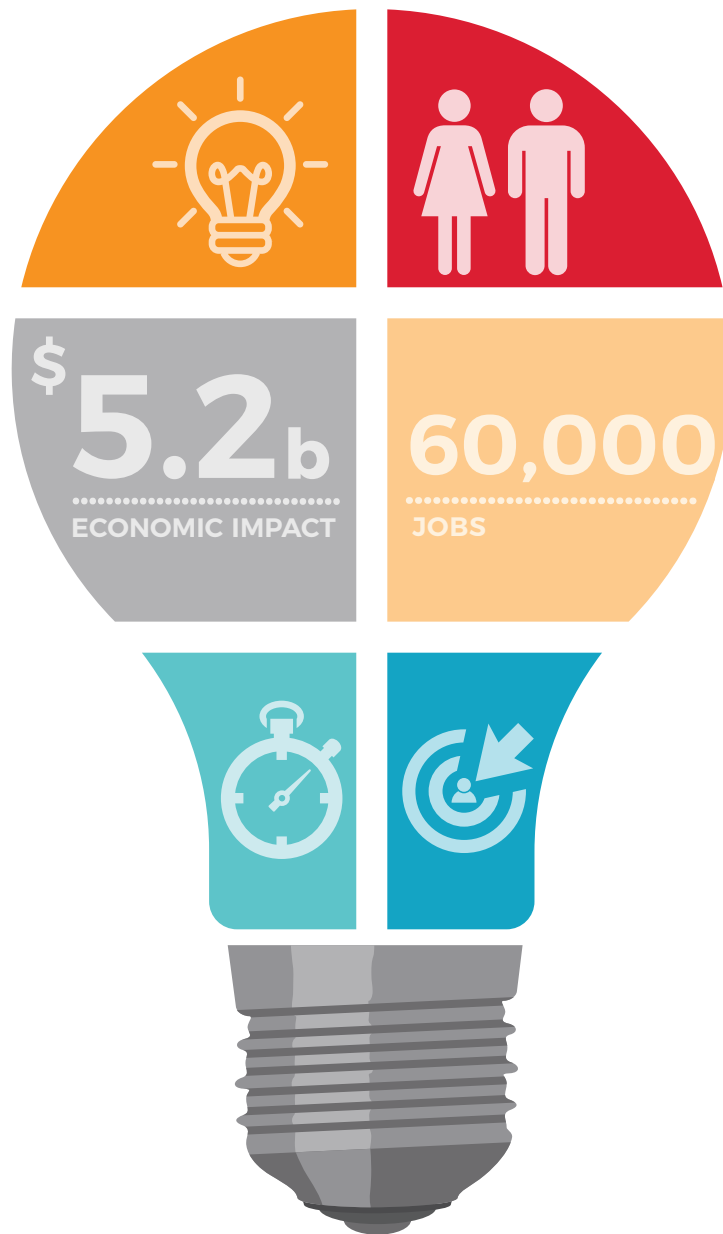


# MAP FOR IMPACT:

## THE VICTORIAN SOCIAL ENTERPRISE MAPPING PROJECT 2017

NOVEMBER 2017



COMMISSIONED BY:



Economic Development,  
Jobs, Transport  
and Resources





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## ABOUT THIS REPORT

This report was commissioned by the Victorian Government, Department of Economic Development, Jobs, Transport and Resources as part of the implementation of the Victorian Social Enterprise Strategy. The project was led by Professor Jo Barraket and managed by Dr Erin Castellás. The full research team is listed below.

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The project team particularly thanks:

### All the Victorian social enterprises and intermediaries that participated in this project!

#### Industry Reference Group

- Bendigo Bank, Michael Spiegel
- Cultivate Farms, Sam Marwood
- Social Traders, Katherine Kennedy
- Social Ventures Australia, Gillian Turnbull
- STREAT, Rebecca Scott
- The Difference Incubator, Anthea Smits
- Victorian Regional Community Leadership Programs Secretariat, Katrina Baddeley
- Department of Environment, Land, Water and Planning
- Haven Housing and partners
- Ian Potter Foundation
- Impact Investing Australia
- Inner North Community Foundation
- Regional Arts Victoria
- Social Enterprise Finance Australia (SEFA)
- Greater Shepparton City Council

#### Data Partners

- Australian Bureau of Statistics
- Australian Tax Office
- B Lab Australia
- Business Council of Cooperatives and Mutuals
- City of Ballarat
- City of Melbourne
- Colac Otway Shire
- Department of Economic Development, Jobs, Transport and Resources

#### Promotion Partners

- Social Traders
- Social Ventures Australia
- Westpac Foundation
- Social Change Central
- Social Traders
- Social Ventures Australia
- The Difference Incubator
- Victorian Regional Community Leadership Programs Secretariat

A blue wooden sign with a distressed, peeling paint finish hangs from a black metal chain. The sign is rectangular and features the text 'Come In WE'RE OPEN' in white. 'Come In' is written in a cursive font, while 'WE'RE' and 'OPEN' are in a bold, sans-serif font. The sign is mounted on a light-colored wall, and the background is softly blurred.

*Come In*

WE'RE

**OPEN**

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# EXECUTIVE SUMMARY

**\$5.2b**

## ECONOMIC IMPACT

Victorian social enterprises contribute \$5.2 billion to the Victorian economy.



**60,000**

## JOBS

60,000 jobs created by Victorian Social Enterprises (1.8% of the Victorian workforce)

**12,000**

## JOBS FOR PEOPLE WITH A DISABILITY

12,000 jobs are created for people with a disability

**4,000**

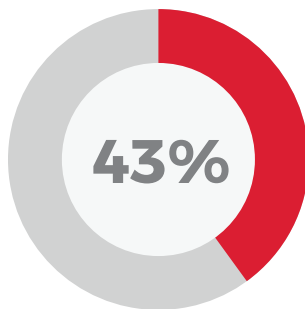
## JOBS FOR LONG-TERM UNEMPLOYED PEOPLE

4,000 jobs are created for long-term unemployed people

**985**

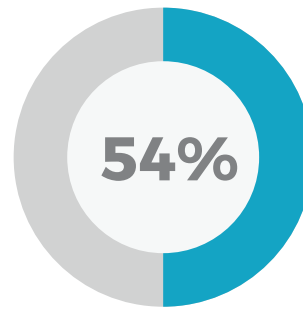
## JOBS FOR INDIGENOUS AUSTRALIANS

985 jobs are created for Indigenous Australians



## REGIONAL

43% of Victorian social enterprises are located in regional areas



## BARRIERS

54% of Victorian social enterprises think the biggest barrier to growth is limited time or resources for marketing

**42,000**

## VOLUNTEERS

42,000 individuals in the community participate as volunteers in the work of Victorian social enterprises per year



**62%**

## MEASURE

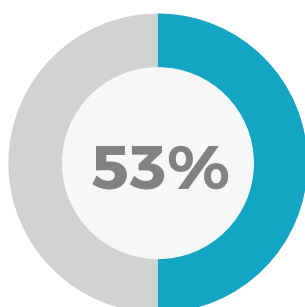
62% of Victorian social enterprises measure social impact



**69%**

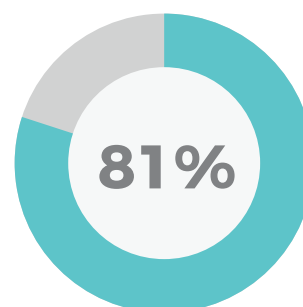
## SERVICES

69% of Victorian social enterprises sell services



## AGE

53% of Victorian social enterprises are under 10 years old, with an average age of 19 years and median age of 10 years



## TRADE

81% of Victorian social enterprises' trade takes place in Victoria



MELBOURNE

### 3.2 SOCIAL ENTERPRISE LOCATIONS PER 1000 RESIDENTS

The City of Melbourne has more on-ground operations per capita than any other Local Government Authority, with 3.2 social enterprises locations per 1,000 residents



### 3,500 SOCIAL ENTERPRISES

Victoria has 3,500 social enterprises (as of 2017)



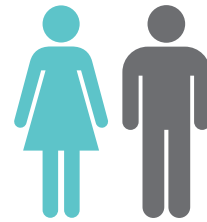
### 41% TARGET

41% of Victorian enterprises target support at a particular geographic community



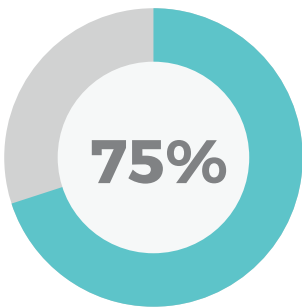
### 241 PERSON HRS

Victorian social enterprises receive an average of 241 person hours of in-kind support received per year



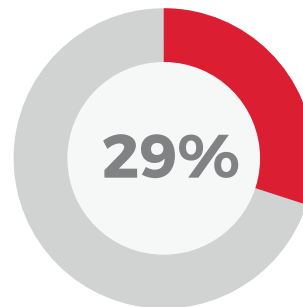
### 50% GENDER

50% of Victorian social enterprises are led by women



### SOCIAL PROCUREMENT

75% of Victorian social enterprises think their biggest opportunity for growth is social procurement



### INDUSTRIES

29% of Victorian social enterprises operate in cultural and recreational services



### 55% INCOME

55% of Victoria's total social enterprise income comes from trade (selling products/ services)



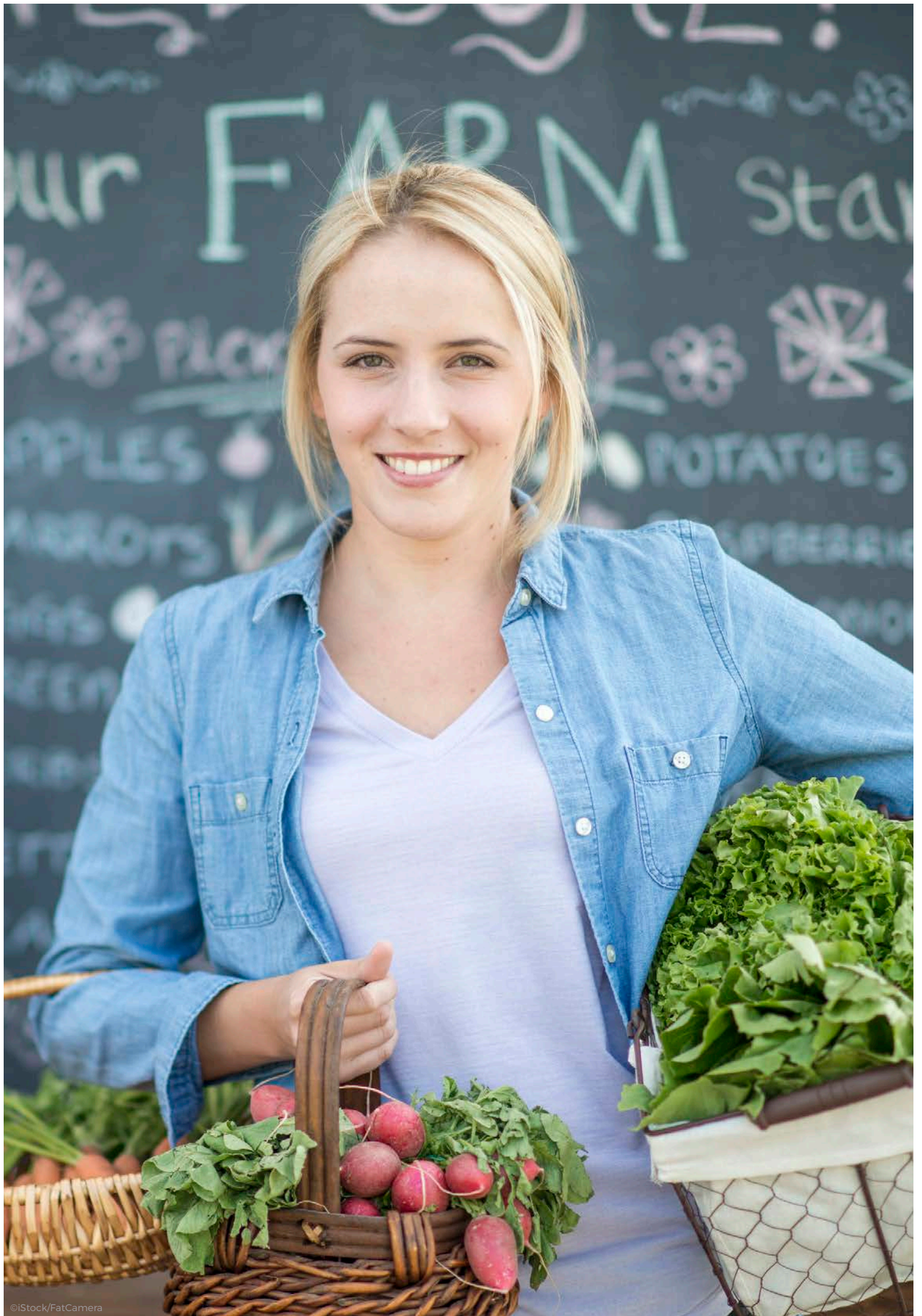
### 29% GLOBAL TRADE

29% of Victorian social enterprises trade internationally

### 84%

### LOCAL IMPACT

84% of the social impact of Victorian social enterprises is within Victoria





# INTRODUCTION

.....

In recent years, public and policy interest in social enterprise and its impacts has grown. Yet, little is known about the characteristics and impacts of social enterprise. In February 2017, the Victorian Government launched its first Social Enterprise Strategy. The Strategy seeks to improve and expand on government support for Victorian social enterprises and to position Victoria's social enterprises as national leaders in driving employment participation and inclusive economic growth. This report was commissioned as part of the implementation of the Social Enterprise Strategy and provides the first ever baseline analysis of social enterprises in Victoria, with a particular focus on the size of the social enterprise population, its characteristics and impacts. This report will be useful to social enterprise operators, policy makers, social enterprise intermediaries, and researchers.

## BACKGROUND AND PURPOSE

As part of the wider economy, Victorian social enterprises historically have played an important role in delivering services, fostering economic participation and contributing to social innovation. Australia has a strong history of enterprising third sector organisations - including not for profits, cooperatives and mutuals - delivering goods and services in response to community needs (Lyons, 2001). The history of inheritance taxes in Australian states led to a relatively strong concentration of institutional philanthropy and not for profit organisations in Victoria through to the end of the last century (Philanthropy Australia, 2016). However, recent data suggest that, while Victoria is still well-represented in its number of not for profit organisations per capita, the ACT and Tasmania have recently outstripped other states and territories on this measure (Cortis et al., 2016).

Previous research indicates that there are more social enterprises in Victoria than in other states, and that the field is mature, although with a growing number of new organisations emerging over the past five years (Barraket et al., 2010; Barraket et al., 2016). The relative prevalence of social enterprise in Victoria can be partly attributed to early policy support for community enterprise development under the Bracks Labor Government from 2004 (Barraket et al., 2017). Yet, lack of routine data collection partly driven by the limited visibility of a single 'social enterprise field' or sector has created poor understanding of the scope and impacts of Victoria's social enterprises.

## SOCIAL ENTERPRISES ARE ORGANISATIONS:

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

Victoria's Social Enterprise Strategy (DEDJTR, 2017)

.....

This report presents the first comprehensive attempt to map the scope and impacts of social enterprise in Victoria. There is no universally accepted definition of social enterprise. For the purposes of this research, social enterprise is defined in accordance with the Victorian Social Enterprise Strategy (see inset text definition above) which itself is derived from research conducted by members of the Centre for Social Impact Swinburne (Barraket et al., 2010).

The aims of the research, as determined by the Victorian Government, are to:

1. Identify, locate and characterise Victoria's population of social enterprises and key intermediaries; and
2. Inform the Victorian Social Enterprise Strategy by valuing the social and economic impact of social enterprises in dollar terms and identifying scope for raising employment participation and job creation.

# PROJECT DESIGN

Social enterprises are diverse—particularly when it comes to their legal structure, size, age, industry sector, social mission, target beneficiaries and sources of income. The diversity of Victoria’s social enterprises makes it challenging to identify and locate them in full. This section provides an overview of the Map4Impact research design and methods.<sup>1</sup> A more detailed account is provided at Appendix One.

Map4Impact was conducted in two phases, outlined below.

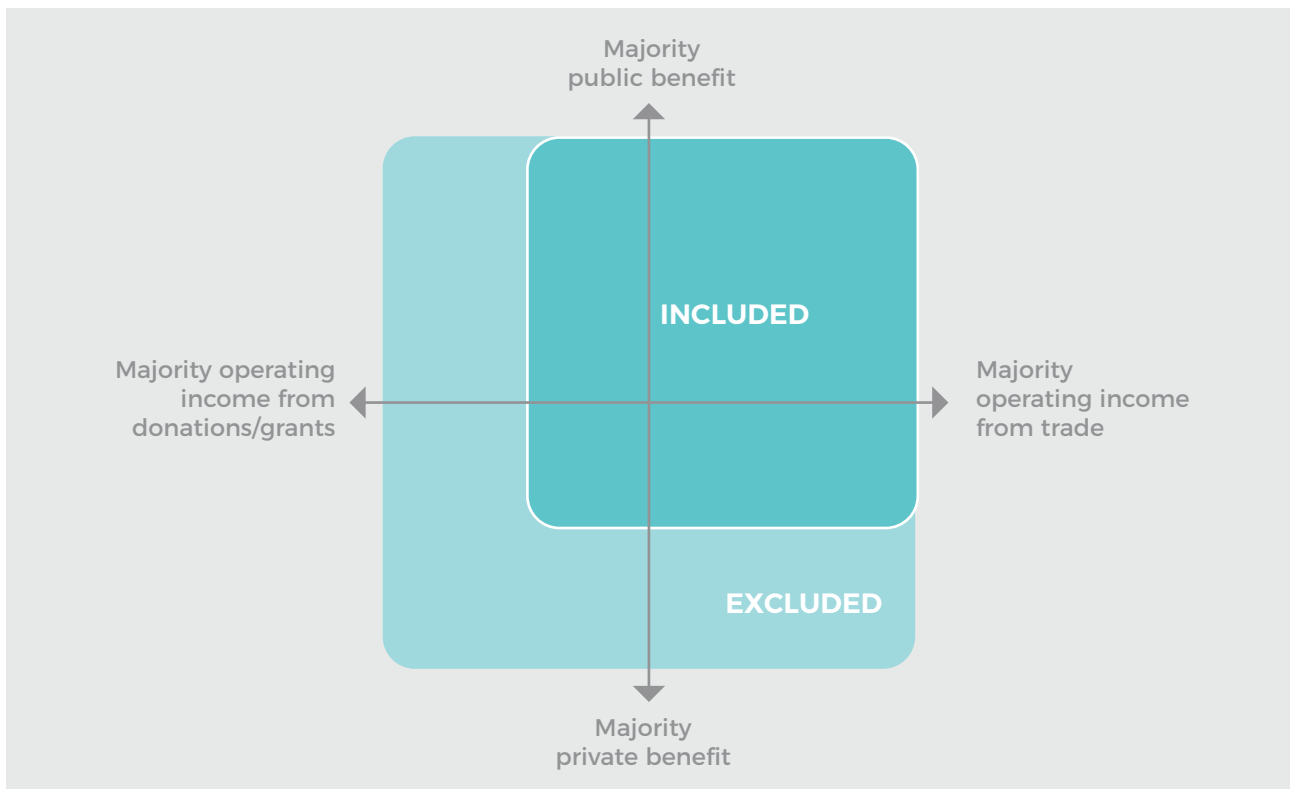
<sup>1</sup> Desktop research created some limitations in identifying quantified figures, such as the proportion of income derived from trade. As such, the research team made subjective judgments to determine whether trade was taking place and whether this trade appeared to be substantial. In some cases, this meant an organisation appeared to be growing their trade income, even if currently generating seemingly small revenue streams. For more detailed notes, see the Appendix One.

## PHASE 1: IDENTIFYING VICTORIAN SOCIAL ENTERPRISES

Based on information from project data partners (page 1), online searches and crowdsourced data, almost 4,000 organisations were identified for further validation. Through extensive desktop research and online data mining, 1,687 of these possible 4,000 organisations were excluded from Map4Impact if:

- they did not operate in Victoria; and/or
- they had ceased operations; and/or
- there was insufficient information online to verify their fit with the project; and/or
- they primarily aim to generate private benefit; and/or
- they received substantial income from grants and donations (see Figure 1).

**Figure 1** Identification process



A resulting 2,313 social enterprises were validated. In addition to the 2,313 individually validated social enterprises, the researchers identified a high likelihood that some categories of social enterprises—such as independent schools, universities, not-for-profit health insurers and superannuation funds, and private hospitals— were under-represented. This was, in part, due to resource constraints and lack of clear intermediaries in some of these industries, from which to source data. To compensate for this underrepresentation, the research team used public data sources to estimate the number of social enterprises that had not been individually identified, which in turn informed the final estimate of enterprises operating in Victoria.

## MAPPING THE DATA

Physical addresses for the identified population of social enterprises were plotted on a map using Carto DB software. The findings from this project, including an interactive online map, are hosted at [www.mapforimpact.com.au](http://www.mapforimpact.com.au).

Although most social enterprises operated out of only one location, some operated at multiple sites, called 'social enterprise locations' for the purposes of this research. For the 2,313 individually validated social enterprises, desktop research identified approximately 4,000 social enterprise locations.

## PHASE 2: UNDERSTANDING SOCIAL ENTERPRISE CHARACTERISTICS AND IMPACTS

An online survey was designed to gather more information from the social enterprises identified through Phase 1. The survey sought information about legal status, beneficiary groups, geographical reach of impact and trade, and economic and social impact. A copy of the survey is provided at Appendix Two.

Social enterprises were encouraged to participate in this second phase of research via direct email requests, supplemented with social media and direct communications campaigns with key promotion partners.

## The population size of Victorian social enterprises is a snapshot of the population at a point in time - 2017. Economic and employment information is reported for the 2015/16 Australian financial year.

The survey produced 360 valid social enterprise responses (or 11% of the population). This sample represents the estimated population of social enterprises in Victoria with 95% level of confidence and 5% confidence interval.

Data was analysed using descriptive and inferential statistical testing and economic modelling. Throughout the report, data from existing Australian sources are used to contextualise and benchmark findings about Victorian social enterprises. Approaches to data collection in international mapping projects have been very diverse. Thus, we have drawn minimal international comparisons as true comparisons of these populations is not possible.



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## FINDINGS

### ESTIMATED POPULATION OF SOCIAL ENTERPRISES IN VICTORIA

Across Victoria, 4,000 social enterprise locations operated by over 2,200 social enterprises were identified. Each location is plotted on the interactive online map at [www.mapforimpact.com.au](http://www.mapforimpact.com.au) (see Figure 3 for a static version).<sup>2</sup>

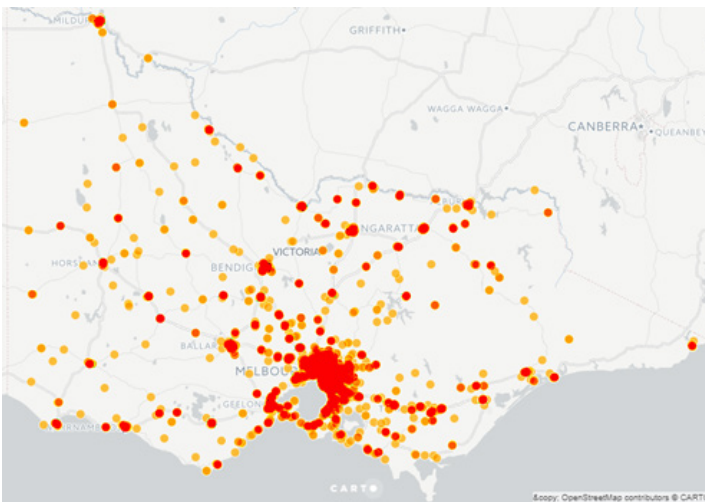
Based on this work, the total population of Victorian social enterprises is conservatively estimated to be at least 3,500 or 1.6% of all Victoria's small-to-medium enterprises (SME).<sup>3</sup>

This estimate is largely consistent with earlier national mapping estimates. In 2010, it was estimated that there were 5,000 social enterprises operating in Victoria (Barraket et al., 2010). In this current study, the more conservative estimate of 3,500 is based on identified, named enterprises and known categories of social enterprise.

Figure 2 shows concentrations of enterprises in metropolitan Melbourne (57% of Victorian social enterprises) and those operating across regional cities and rural areas of the State.

Figure 3 illustrates the relative concentration of social enterprises throughout Victoria according to the Australian Bureau of Statistics Regions. It shows a high concentration in the Melbourne Region and relatively high concentrations in the North West and South West regions.

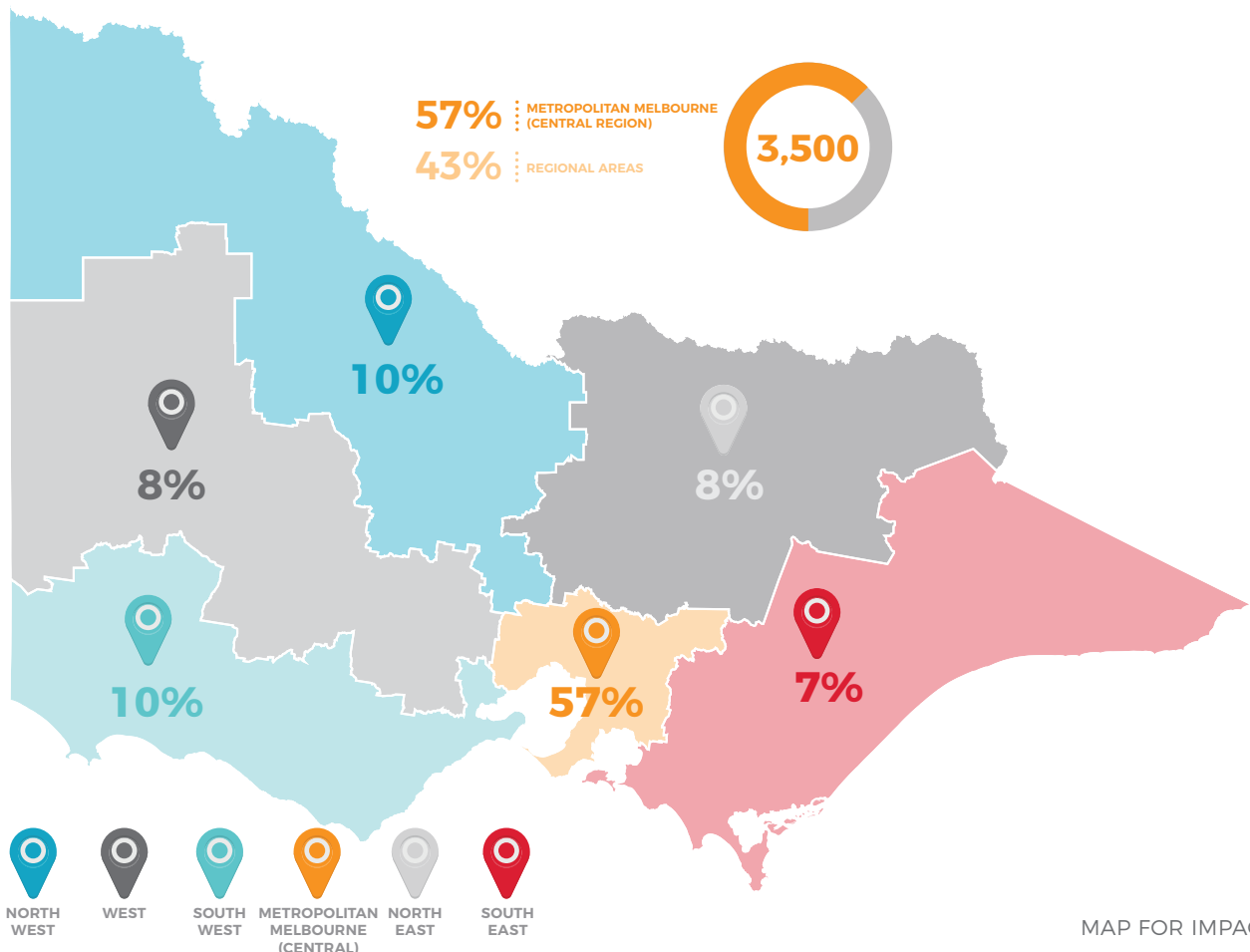
- 2 See the methods section in Appendix One of this report for more detail on how the population was derived.
- 3 At July 2016 there were 569,999 registered business in Victoria. Of these 218,113 could be classified as SMEs, i.e. employed 1-200 people (ABS, 2016).
- 4 The regions used in this map align with the regions used by the Victorian State Government (2015).



**Figure 2 (left)** Map of Victoria's identified social enterprises by location. Each identified social enterprise location is represented by a yellow dot. Where there are multiple enterprise locations and overlapping points, the color depicted turns orange and red to demonstrate a concentration of enterprises. For a live, interactive version visit [www.mapforimpact.com.au](http://www.mapforimpact.com.au)

**Figure 3 (below)** Percentage of Victorian Social Enterprises by Region<sup>4</sup>

## PERCENTAGE OF SOCIAL ENTERPRISES IN VICTORIA BY REGION



## BREADTH AND DIVERSITY OF VICTORIAN SOCIAL ENTERPRISES

There is significant diversity across Victoria's estimated 3,500 social enterprises. Our data indicate diversity in location, age, industry, mission, target beneficiary and extent of trading activity. Enterprises demonstrate an array of business models, legal forms and strategies to create positive change in their operating contexts.

### MOST VICTORIAN SOCIAL ENTERPRISES ARE STAND ALONE OR SINGLE ENTERPRISES

Social enterprises can exist as a stand-alone organisation or sub-businesses of an overarching 'parent organisation'. In Victoria, the majority of social enterprises are stand-alone operations or a single social enterprise of a not-for-profit parent. However, there is considerable breadth in the scale of Victorian enterprise operations; the number of social enterprises operated by an organisation ranges between 1 and 125, with a mean of 1.49 enterprises.<sup>5</sup>

While the trend is to operate as a single enterprise, several large organisations operate many social enterprises. For example: Bendigo Bank and Common Equity Housing Ltd have over 100 locations each; the Salvation Army operates 120 Salvos Stores across Victoria; Goodstart Early Learning provides childcare in over 170 locations in Victoria; and YMCA operates almost 100 recreational facilities in Victoria.

## VICTORIAN SOCIAL ENTERPRISES OPERATE IN ALL INDUSTRIES

Victorian social enterprises operate across all industries.<sup>6</sup> Twenty-nine percent work in Cultural and Recreational Services. Other notable industries include: Retail Trade (20%) and Health and Social Assistance (15%). Although these three industries were the top three industries in all ABS Regions, each region also demonstrates Victoria's social enterprise diversity.<sup>7</sup> For example, Hillview Quarries on the Mornington Peninsula (metropolitan Melbourne Region), operated by the RE Ross Trust, is the only social enterprise operating in Mining.

Interestingly, the finance and insurance industry is proportionally more represented in regional Victoria than metropolitan Melbourne. This is likely to be because many social enterprises operating in this industry have developed as a response to an unmet need for these services in rural and regional communities.

<sup>5</sup> This mean of 1.49 enterprises per organisation includes five outliers of large organisations. Without these outliers, the number of social enterprises per organisation ranges between 1 and 12, with a mean of 1.24 enterprises.

<sup>6</sup> For classification of industry sectors, refer to the Australian and New Zealand Industry Classification System (ABS 2006).

<sup>7</sup> All regions of Victoria had social enterprises that provided Finance and Insurance; Education; Property and Business Services; Accommodation, Cafes and Restaurants; Agriculture; Forestry and Fisheries; Electricity, Gas and Water Supply; and Personal and Other Services. Only some regions of Victoria had social enterprises that engaged in Manufacturing; Transport and Storage; Wholesale trade; Construction; or Mining.

## SOCIAL ENTERPRISES AND SCALE

Like organisations in the mainstream economy, the majority of Victorian social enterprises are micro, small and medium businesses. Often with a local focus, these enterprises typically grow their social impacts by 'scaling deep' into community, identifying and serving new needs as they emerge. Scaling impact may also be achieved through replication in other communities. Some social enterprises seek to scale commercially in order to improve financial sustainability, and others must achieve commercial scale in order to fulfil their social purposes. Fields in which larger social enterprises are known to operate include: financial

services (including community-owned banks, and industry and mutual super-funds); social housing; childcare; healthcare; and education. There are also large-scale organisations that do not necessarily identify as social enterprises but are consistent with the Map for Impact definition, e.g. universities.

## COMMUNITY ENERGY

'Victorian social enterprises operate across all industrial sectors, including community energy.'

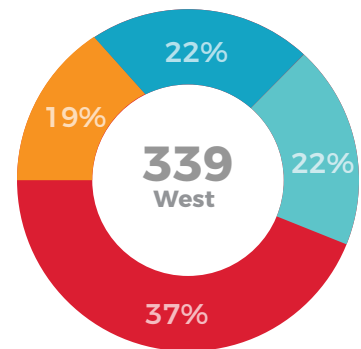
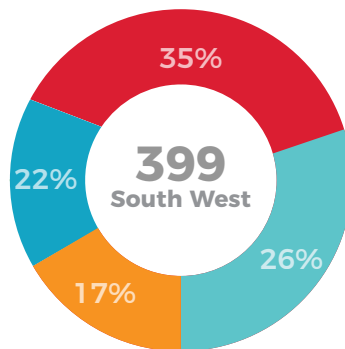
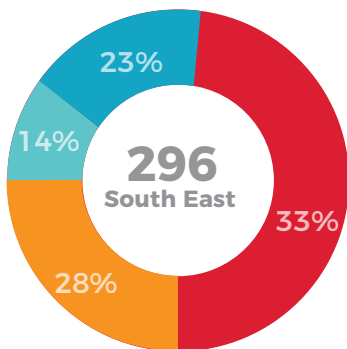
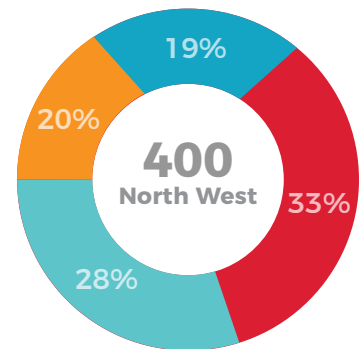
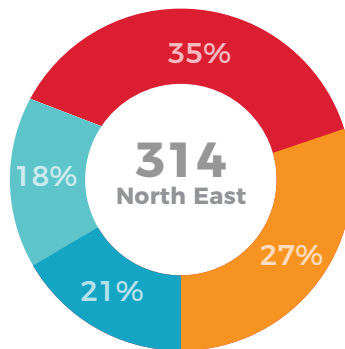
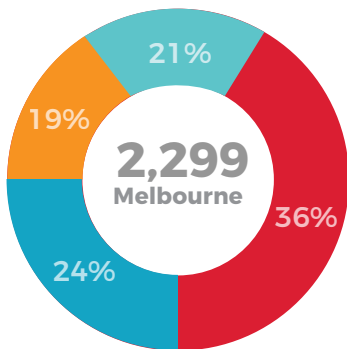
GV Community Energy Pty Ltd began in 2008 as a volunteer organisation aiming to establish a bulk purchase agreement for 15 solar photovoltaic (PV) systems for families in the Murchison area. An enormous response from the community saw over 450 people attending a public meeting, resulting in the installation of 501 solar PV systems.

This community PV bulk-buy project was followed by a further three projects culminating in 1,700 solar PV installations, 150 solar hot water systems and 31 public seminars/workshops.

In September 2010, the organisation evolved into a not for profit company, managed by a volunteer board, and permanent staff who were responsible for the installation of a further 1,000 solar PV systems and running 55 seminars.

*(Source: GV Community Energy website)*

## INDUSTRIES BY REGION



### INDUSTRIES

- CULTURAL & RECREATIONAL SERVICES
- RETAIL TRADE
- HEALTH & SOCIAL ASSISTANCE
- AGRICULTURE, FORESTRY & FISHING; ACCOMMODATION, CAFES & RESTAURANTS; EDUCATION; FINANCE & INSURANCE; PROPERTY & BUSINESS SERVICES

## MOST SOCIAL ENTERPRISES ARE SERVICE PROVIDERS

The majority of Victorian social enterprises provide services for a fee (69%), while 20% retail or wholesale products.

## HALF OF VICTORIA'S SOCIAL ENTERPRISES HAVE BEEN OPERATING FOR LESS THAN 10 YEARS

Social enterprises are diverse in age, with less than 1% operating for less than a year and about 2% operating for over 50 years. Although about half (53%) of Victorian social enterprises are younger than 10 years and the median age is 10 years, the mean number of years that Victorian social enterprises have been operating is 19 years. The mean is notably higher than the median because about one in five (21%) of social enterprises are well established and have been operating for 30 or more years. Interestingly, younger start-ups appear to be proportionally more concentrated in metropolitan Melbourne, while the regions have proportionally more established enterprises (over 10 years). This trend is indicative only and would require further research to understand the dynamics at play.

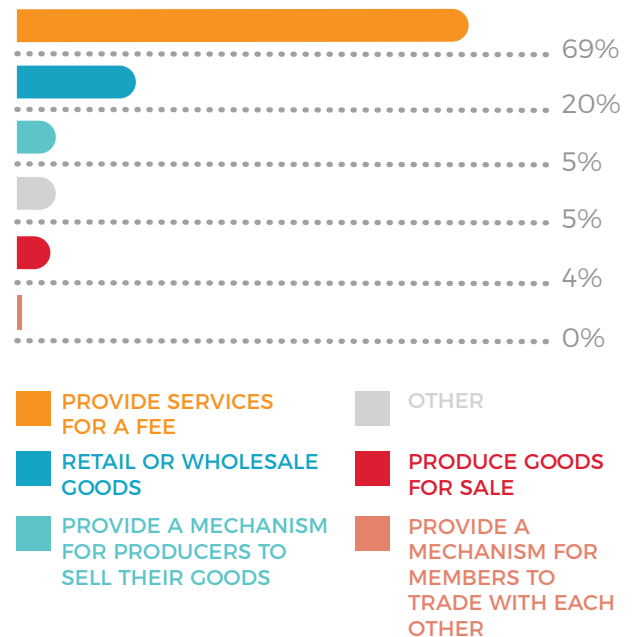
## MOST SOCIAL ENTERPRISES ARE NOT FOR PROFIT

Most of Victoria's social enterprises are one of three legal forms: Incorporated Association (Inc) (31%); Company Limited by Guarantee (Ltd) (26%); or Proprietary Limited Company (Pty Ltd) (20%). Four percent of Victorian social enterprises are registered as cooperatives. This is consistent with national mapping conducted in 2010 and 2016 (Barraket et al., 2010; Barraket et al., 2016).

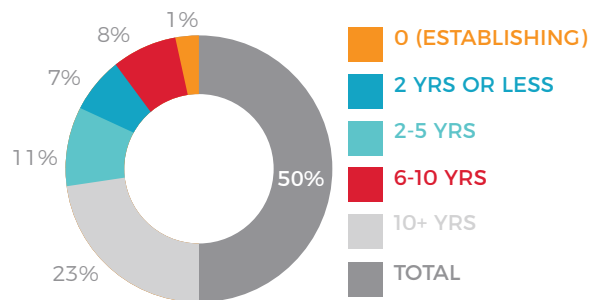
Incorporated Associations and Companies Limited by Guarantee are both not for profit forms, in which the assets of the company cannot be distributed to members or shareholders.

## TRADE ACTIVITY

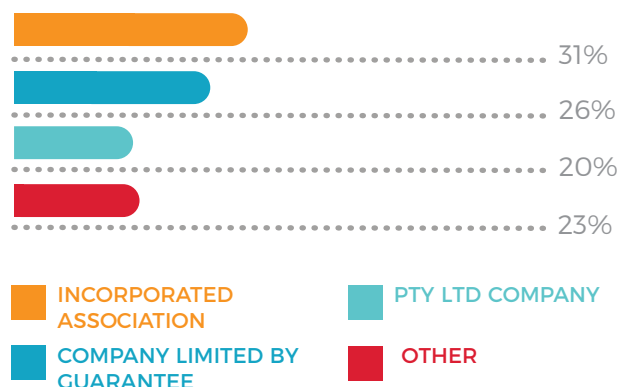
Trade activities of identified social enterprises in Victoria



## YEARS OF OPERATION



## LEGAL FORMS





## ABOUT ONE-QUARTER OF SOCIAL ENTERPRISES DO NOT SELF-IDENTIFY AS A SOCIAL ENTERPRISE.

Over three-quarters (77%) of survey respondents self-identify as a social enterprise, according to the definition set out in the Victorian Government's Social Enterprise Strategy. Of the remaining 23%, 40% are legally structured as companies limited by guarantee, and many of these note they prefer to identify themselves as 'not for profits' addressing a particular cause. Other enterprises that do not identify as a social enterprise adopt a variety of terms that describe their industry, business structure and purpose, and/or other certification (e.g. B Corporation). This reflects the relative newness of the terminology of social enterprise in Australia (Barraket et al., 2017) compared with the long history of social enterprise practice.

## CONTRIBUTING TO A DIVERSE AND INCLUSIVE ECONOMY

Victorian social enterprises contribute \$3.5 billion or 1% of Value Added to the Gross State Product.<sup>8</sup> While 1% of GSP appears to be a relatively small proportion of the State's productivity, it should be noted that some industries make a greater relative contribution than others.

The majority of trade (sales of products and services) takes place within Victoria. However, nearly one-third of Victorian social enterprises trade internationally, illustrating that they also play a role in the Victorian export economy.

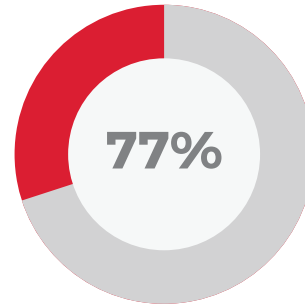
In aggregate, Victorian social enterprises contribute over \$5.2 billion in gross output<sup>9</sup> to the Victorian economy.<sup>10</sup>

<sup>8</sup> Value added to the Gross State Product (GSP) is defined as the Victorian social enterprises' contribution to the overall state GSP. This includes labour costs plus surpluses and excludes purchases from other sectors (ABS, 2015).

<sup>9</sup> Gross output is defined as a measure of total economic productivity in the production of goods and service and is calculated based on gross (operating and capital) expenditure (ABS, 2015).

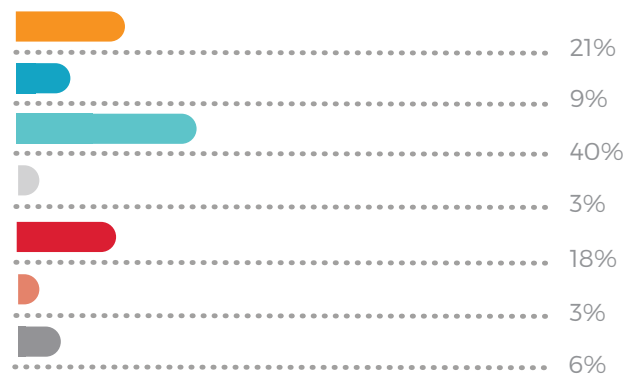
<sup>10</sup> Allowing for a multiplier of up to 2.0 (the multiplier that is acceptable to the Australian Treasury for use in economic assessments), the social enterprise sector contributes about \$7 billion of Value Added to the Gross State Product.

## IDENTIFICATION



77% of survey respondents self-identified as social enterprises

Organisations that did not identify as social enterprises were:



## VICTORIAN SOCIAL ENTERPRISES CREATE EMPLOYMENT OPPORTUNITIES

Victoria's social enterprises are significant contributors to the Victorian economy, creating jobs for over 60,000 people<sup>11</sup> (1.8 % of the state's workforce<sup>12</sup>), equating to around 35,000 full-time equivalent jobs. Social enterprises also create volunteering opportunities for over 42,000 people.

## OVER A QUARTER OF SOCIAL ENTERPRISE JOBS ADDRESS EMPLOYMENT BARRIERS

A large proportion (over 30%)<sup>13</sup> of social enterprise workers are from marginalised social groups that face particular challenges in gaining mainstream employment, such as people with a disability or the long-term unemployed.

Reflecting a focus on employment creation, Victorian social enterprises are comparatively labour intensive; their relative proportion of the State labour force (1.8%) is twice their proportion of Victoria's GSP.

Many employment-focused social enterprises also provide traineeships as part of their efforts to create pathways to employment for those facing barriers to work. Because of the diversity of our survey sample, firm figures on traineeships within Victorian social enterprises cannot be projected. However, anecdotal evidence from those social enterprises offering traineeships suggest that some individual social enterprises are producing up to three hundred trainees per year.

# 60,000

## JOBS

60,000 jobs in Victorian social enterprises (1.8% of the Victorian workforce)



<sup>11</sup> Employment statistics and economic impact do not include traineeships or volunteer figures; volunteer figures are reported in a later section of this report. Volunteers have not been included because they both reduce costs for paid services and provide services that are not paid for (i.e. they reduce both income and expenses). It should be noted that some social enterprises are focused on creating employment pathways and create a meaningful number of traineeships that have not been included in this analysis. Including this employment-related support would likely contribute to a stronger economic impact.

<sup>12</sup> Calculated against ABS employment figures (ABS, 2017).

<sup>13</sup> See section 4.4 Responding to Social Disadvantage that outlines 18% of Victorian social enterprise employees are people with disability, 6% are long-term unemployed people, 5% are culturally and linguistically diverse people, and 2% are indigenous Australians.

## SOCIAL ENTERPRISE'S TOTAL, VALUE ADDED ECONOMIC IMPACT IS \$7 BILLION FOR VICTORIA

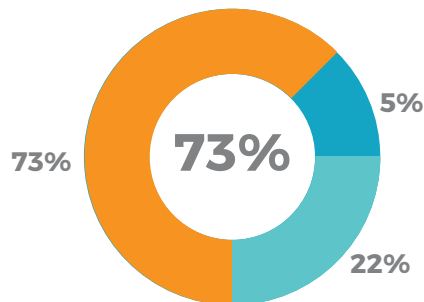
The estimated employment multiplier for Victorian social enterprise is 2.0, reflecting social enterprises' indirect employment impacts; they create flow-on employment outcomes from money spent by social enterprises and their employees. With an employment multiplier of 2.0, the total economic impact (value added) of social enterprise to Victoria's economy is estimated to be valued at \$7 billion.

## MOST SOCIAL ENTERPRISES ARE SMALL BUSINESSES

Nearly three quarters (73%) of Victoria's social enterprises have fewer than 20 employees and are therefore classified as 'small businesses'.<sup>14</sup> The Melbourne Region has relatively more medium and large social enterprises than other regions, but it is still dominated by small social enterprises. The other regions are home to a majority of small social enterprises; however, all regions have some medium and large social enterprises.

<sup>14</sup> The ABS (2017) defines small businesses as those that employ 0-19 people, medium businesses as those that employ 20-200 people, and large businesses as those that employ more than 200 people.

## SOCIAL ENTERPRISE BY SIZE



73% of Victoria's social enterprises have fewer than 20 employees and are therefore classified as 'small' businesses.



## TRAINEESHIPS AS EMPLOYMENT PATHWAYS

### STREAT SOCIAL ENTERPRISE

STREAT is a Melbourne-based social enterprise that creates employment pathways for young homeless people through their cafes, catering and coffee roasting businesses. Across these businesses STREAT has collectively imparted thousands and thousands of hours (over 7,000 to be precise!) of hospitality knowledge to over 400 young people. And although STREAT is passionate about food and coffee, it is also determined that young people should gain transferrable employability skills that would stand them in good stead in any industry. STREAT teaches them how to set a daily routine

and turn up to work on time. How to be clean and well presented. How to work constructively as a member of a small team. How to overcome fears and engage with customers. How to put on a smile and have a great workplace attitude.

In 2016 alone, STREAT supported 337 young people to participate in its traineeship programs, including outreach programs, short courses, Certificate II training programs, and on-the-job training.

(Source: STREAT website)

## MOST REVENUE COMES FROM TRADE

The majority (63%) of social enterprise revenue is from trading, 8% is from government contracts and 55% is from the broader sale of products and services.<sup>15</sup> Government grants account for 13% of revenue, while philanthropic grants and bequests account for 8%.

<sup>15</sup> The calculation of 63% of revenue from trade includes sales of products and services as well as government contracts. However, in the graphic below, government contracts and sales of products and services are broken out into separate categories to differentiate the volume of business from government versus industry.

## SALARIES AND WAGES ARE THE MAJOR EXPENSE

The largest expense for Victorian social enterprises is labour costs; salaries and wages represent 47% of total expenses. Operating expenditure (excluding salaries and wages) represents another third of expenses (35%).

# \$1,671,000

### AVERAGE REVENUE

The average revenue generated per social enterprise is an estimated \$1,671,000

# \$1,597,000

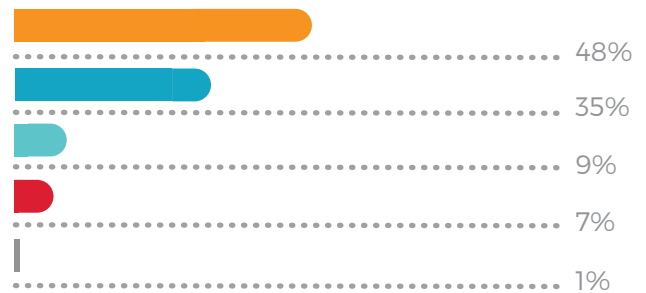
### AVERAGE EXPENDITURE

The average expenditure per social enterprise is an estimated \$1,597,000

## REVENUE BY SOURCE



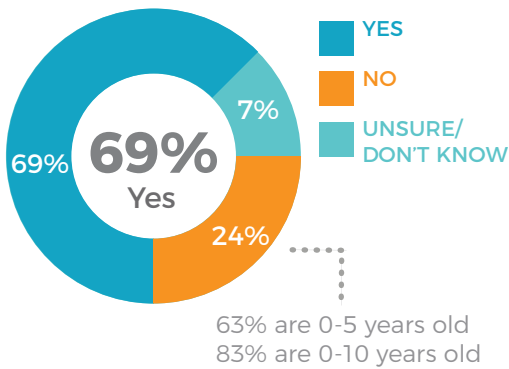
## EXPENDITURE BY SOURCE



## FINANCIAL SUSTAINABILITY IS AN ISSUE FOR ONE QUARTER OF VICTORIA'S SOCIAL ENTERPRISES

One quarter of Victorian social enterprises report that they are currently not financially sustainable, which mirrors trends in the mainstream start-up economy.<sup>16</sup> Of those that are not financially sustainable, 63% are younger than five years, with 83% established in the last 10 years. This suggests that early stage enterprises face the greatest financial challenges.

### FINANCIAL SUSTAINABILITY



### INTERNATIONAL TRADE



## MOST TRADE IS WITHIN THE STATE

The majority of social enterprise trade (82%) takes place within Victoria and mostly (81.5% of the 82%) in Metropolitan Melbourne.

Outside Victoria, social enterprises trade predominantly in New South Wales and Queensland. Almost one-third of all Victorian social enterprises (29%) trade internationally, on par with the rate of mainstream economy small businesses across Australia.<sup>17</sup> However, overseas trade is restricted to enterprises based in the Melbourne and South West Regions. Of those that trade overseas, the majority trade in Asia (67%); followed by Oceania (excluding Australia) (44%).

Examples of Victorian social enterprises trading internationally include education export, consulting services, and artists' collectives exporting art and cultural products.



<sup>16</sup> LaunchVic (2017) has recently found that 15-45% of start-up enterprises in Victoria are revenue negative for the first five years of operation.

<sup>17</sup> The Department of Industry (2012) reports that 20-29% of nascent and young small businesses across Australia report exporting goods and services overseas.



## DELIVERING SOCIAL IMPACT

Social enterprises are purpose-led businesses that seek to generate positive social outcomes through economic activity. Victorian social enterprises are diverse in their social missions, targeted beneficiaries, and geographical reach. Because of this diversity, aggregate measures of social impact are difficult as many impacts cannot be directly compared. As detailed above, there is a clear relationship between social impacts and the economic activities of the Victorian social enterprise sector. The sector is making a demonstrable contribution to the creation of a more inclusive economy, with a strong performance relative to other parts of the business sector in creating work and business opportunities for people from diverse backgrounds.

Just as they are diverse in their social objectives, Victorian social enterprises are diverse in the ways they measure their social impacts. Some of the most measured impacts are employment-related. This suggests that, despite their operational and mission diversity, many social enterprises prioritise creating positive employment outcomes for particular groups.

## VICTORIAN SOCIAL ENTERPRISES FOCUS ON ADDRESSING SOCIAL ISSUES AND DELIVERING IMPACT WITHIN THE STATE OF VICTORIA

The majority of enterprises (84%) aim to have impact in Victoria, and within Victoria, the majority of enterprises aim to deliver impact to Melbourne's metropolitan population (71%).



## IMPACT IS ALSO DELIVERED OUTSIDE THE STATE

Nearly 28% of Victorian social enterprises aim to deliver social impact in New South Wales, 21% in Queensland, 18% in South Australia, 16% in Western Australia, 16% in Tasmania, 14% in the Northern Territory, and 13% in the Australian Capital Territory.

All survey respondents said that they aim to have the greatest social impact within Australia. Over a quarter (29%)<sup>18</sup> said that they also aim to address social issues overseas. Of the enterprises that aim to address social issues overseas, more than half (58%) target impact in Asia, followed by Oceania ex-Australia (40%), Europe (28%), North America and Africa (each 23%), and Latin America and the Caribbean (21%).

Pollinate Energy, for example, is based in Melbourne but aims to improve the lives of India's urban poor, by providing access to sustainable products such as solar lanterns and water filters. Oxfam Australia Trading, as another example, operates stores in Melbourne that aim to support people and communities overseas to access fair and equitable employment, income and training opportunities.

<sup>18</sup> The survey instrument for this project used a gating question to ask whether enterprises either trade and/or aim to address social issues overseas, leading both questions to yield a 29% response rate. However, anecdotally, many social enterprises that trade overseas also aim to have social impacts overseas, as many embed their social purpose in their supply chains. Examples include: fair trade organisations and enterprises with an explicit focus on international sustainable development.

## GEOGRAPHY OF IMPACT



## IMPACT IS OFTEN PLACE-BASED

Many Victorian social enterprises (41%) focus on creating positive social outcomes for a particular geographic community. Of these, a large number (40%) create opportunities for people to participate in their community, such as sporting clubs and 31% provide goods or services to their community in response to an unmet market need, such as a credit union in a regional area. In addition, 5% create meaningful employment and training opportunities for people from a specific geographic community. The chart below illustrates the proportion of enterprises by social mission.

Examples of social enterprises that serve particular geographic communities include: community childcare; not-for-profit aged care; sporting clubs; community event enterprises; and community or neighbourhood houses.

Historical analysis of the emergence of social enterprise in Australia suggests that, in the 1980s and 1990s, community enterprise initiatives were the first adopters of the term social enterprise. These emerged in response to both local employment needs as the economy globalised and federal government investments in local employment creation through the Working Nation program (Barraket et al., 2017). More recently, Victorian government support for social enterprise development has focused on employment creation and regional development (Mason and Barraket, 2015). This policy history may partly account for the focus on employment creation in Victoria's social enterprises.

## COMMUNITY-BASED SOCIAL ENTERPRISE

### CASTLEMAINE CHILDCARE COOPERATIVE

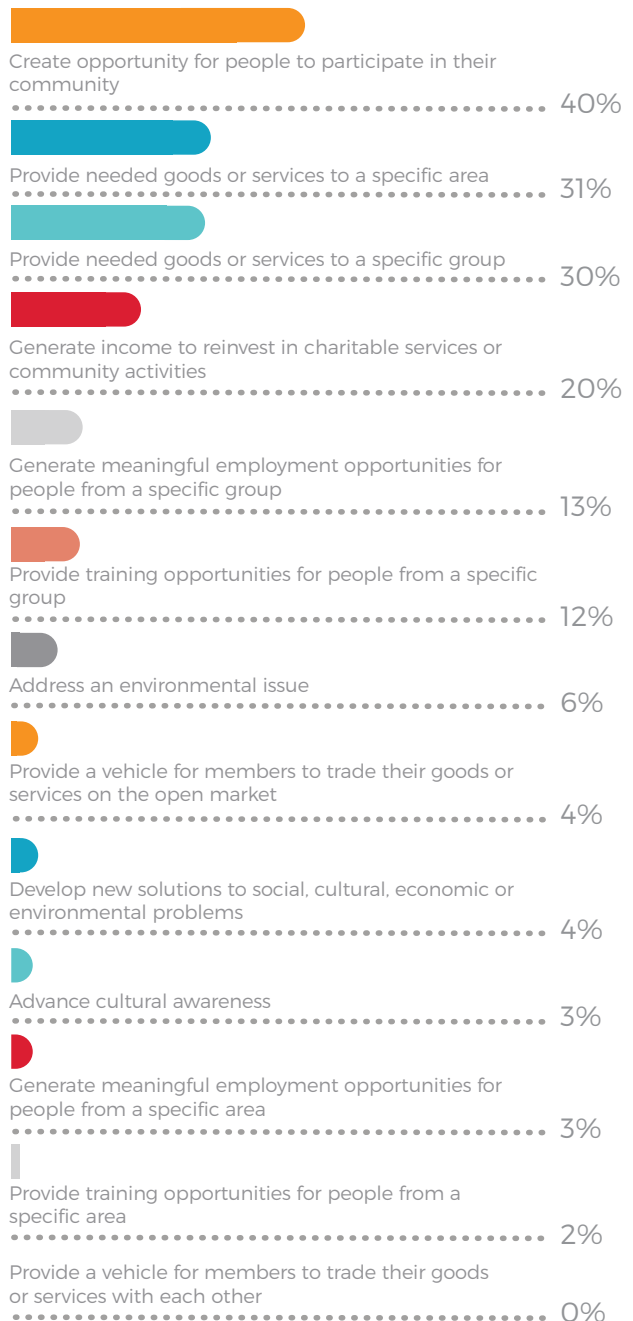
Castlemaine Childcare Cooperative is a not-for-profit community Co-operative situated in the heart of Castlemaine in Central Victoria founded in 1982. It operates a long day care centre for children between the ages of six weeks and five years of age, including a full kinder and pre kinder programs.

Castlemaine Childcare Cooperative also manage Family Day Care, a network of educators who provide programs for under school age and school age children in their own homes.

Source: *Castlemaine Childcare Cooperative website*

## SOCIAL MISSION

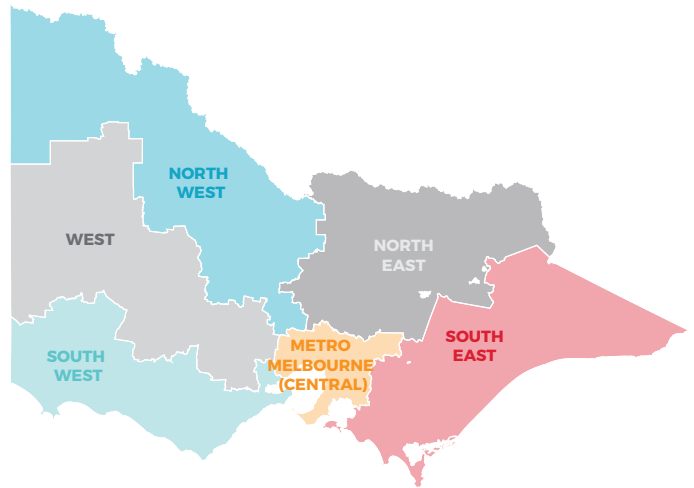
Social mission of identified social enterprises in Victoria (N=2,318)



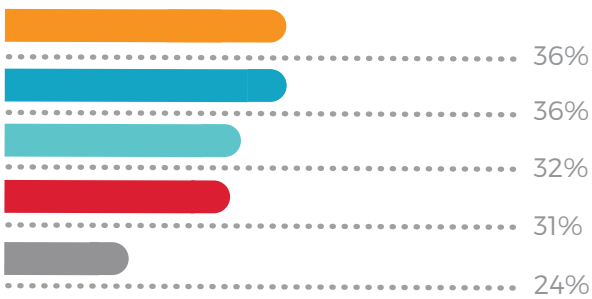


## TOP FIVE SOCIAL MISSIONS

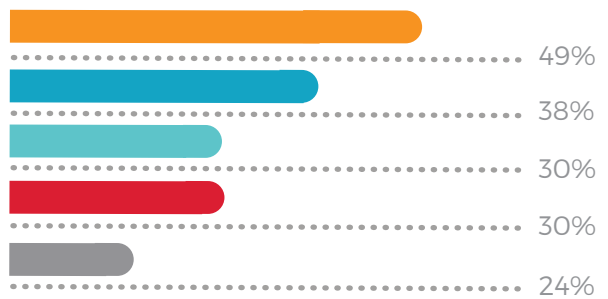
Top five social missions of social enterprises in Victoria, by region



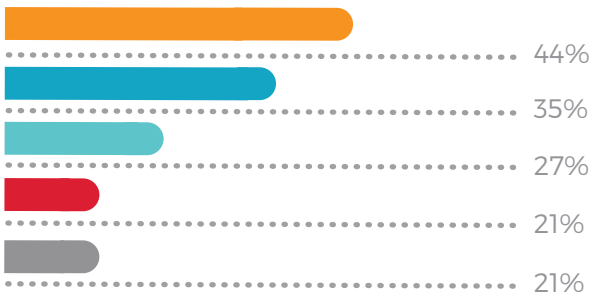
### METROPOLITAN MELBOURNE (CENTRAL) (N=2,294)



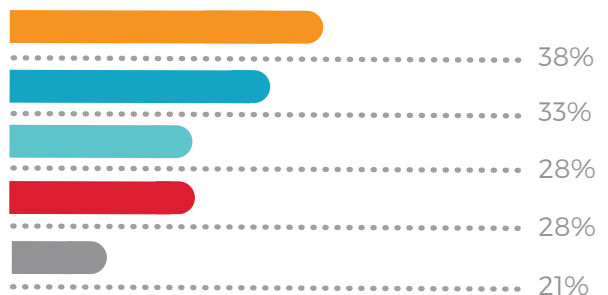
### SOUTH EAST (N=296)



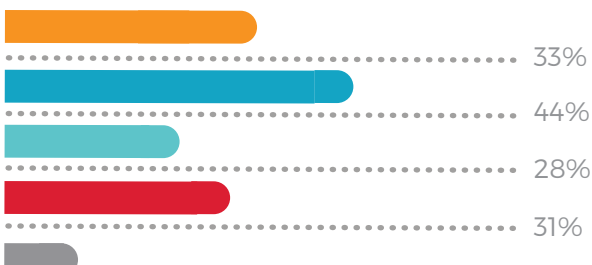
### NORTH EAST (N=314)



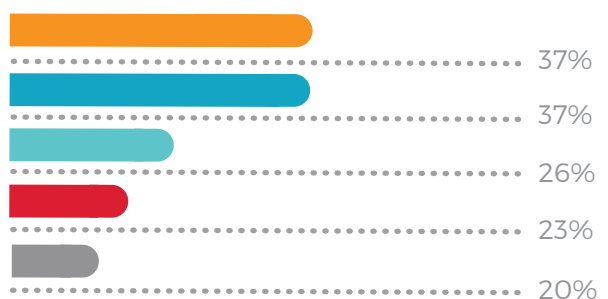
### SOUTH WEST (N=398)



### NORTH WEST (N=400)



### WEST (N=388)



CREATE OPPORTUNITY FOR PEOPLE TO PARTICIPATE IN THEIR COMMUNITY

GENERATE INCOME TO REINVEST IN CHARITABLE SERVICES OR COMMUNITY ACTIVITIES

ADDRESS AN ENVIRONMENTAL ISSUE

PROVIDE NEEDED GOODS OR SERVICES TO A SPECIFIC AREA

PROVIDE NEEDED GOODS OR SERVICES TO A SPECIFIC GROUP

## SOCIAL MISSION VARIES BY GEOGRAPHY

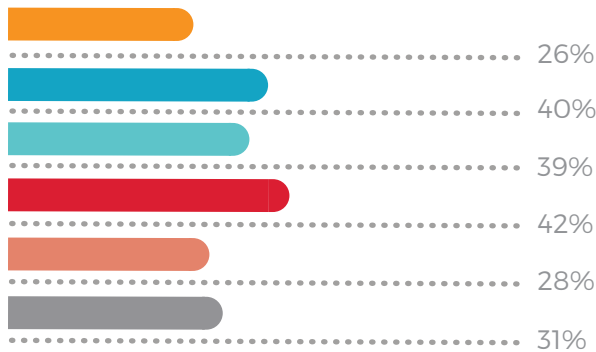
Interestingly, the mapping data reveal that close to 20% of social enterprises in the west of the State, including the West and Southwest, aim to create employment outcomes. However, these are more often targeted at a particular group rather than a particular geographical area. By contrast, the east of the state, including the Northeast and Southeast, has a much lower employment focused social enterprise population of between 5% and 8%. The data does not reveal an explanation as to why this would be, but would be an interesting area for future research.

The top 18 target beneficiary groups supported by Victoria's social enterprises are shown in the graphs below and over.

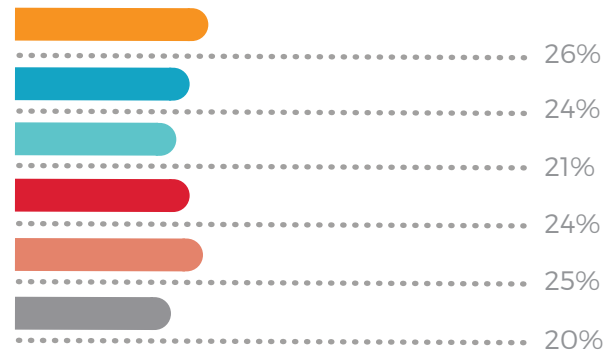
Some target beneficiary groups are less well served by Victorian social enterprise. Less than 1% of Victorian social enterprises serve victims of violence (0.04%); prisoners and ex-offenders (0.17%); animals (0.22%); people who identify as LGBTI (0.22%); an ethnic community (1%); a spiritual or religious community (1%); people with drug, alcohol, or substance abuse issues (1%); and people with mental health issues (1%).

## SOCIAL MISSION

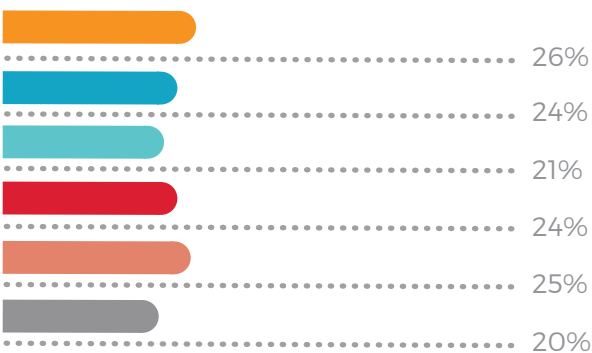
### A PARTICULAR GEOGRAPHIC COMMUNITY \*



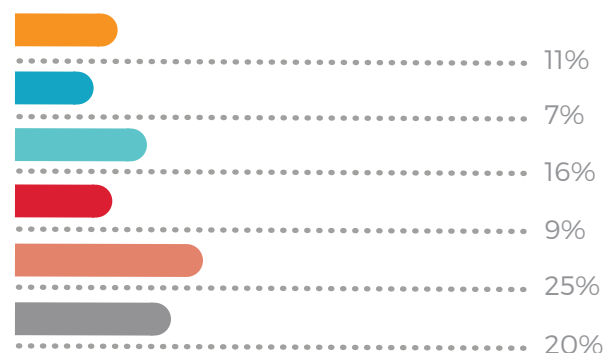
### DISADVANTAGED MEN \*



### DISADVANTAGED WOMEN \*



### PEOPLE WITH DISABILITIES \*



\* TOP FOUR BENEFICIARY GROUPS

### HOMELESS PEOPLE



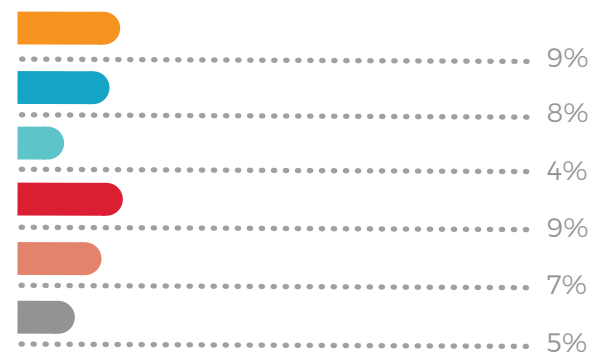
### OLDER PEOPLE



### REMOTE OR RURAL COMMUNITIES



### YOUNG PEOPLE



### ORGANISATION'S MEMBERS



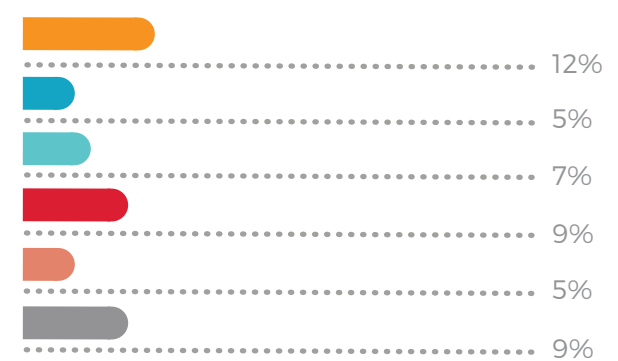
### OTHER ORGANISATIONS



### SHARED INTEREST GROUPS



### FAMILIES



**SOCIAL MISSION CONT.**

**ENVIRONMENT**



**UNIVERSAL (NO TARGET)**



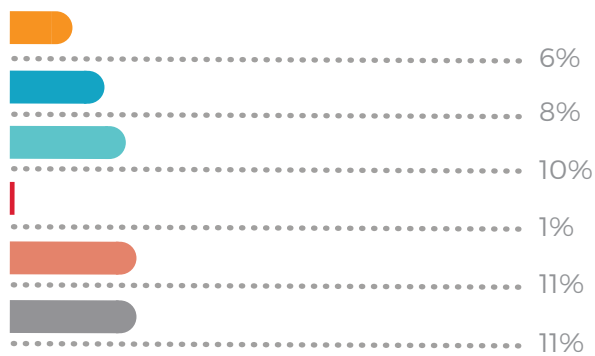
**MIGRANTS, REFUGEES OR ASYLUM SEEKERS**



**ABORIGINAL & TORRES STRAIT ISLANDERS**



**UNEMPLOYED PEOPLE**



**OTHER\*\***



\*\*INCLUDES LGBTIQ, EX-OFFENDERS, PEOPLE WITH MENTAL ILLNESS

## COMMUNITY-BASED EMPLOYMENT

.....

### MERRIWA INDUSTRIES (LTD)

For over 20 years Merriwa has been helping people in Wangaratta and North East Victoria to be the best they can be. Merriwa does this by providing integrated employment opportunities and community support services for people with disabilities, families experiencing hardship and vulnerable children.

At Merriwa, integrated employment and training options help give people with disability a sense

of purpose, contribution and the opportunity to make new friends. Merriwa offer a variety of positions and training including: office administration work; manufacturing work in our timber processing facilities; packing, food handling and process work; and nursery & garden centre work.

*Source: Merriwa Industries website*



©iStock/P KSEL

## RESPONDING TO SOCIAL DISADVANTAGE

Although other organisations not mapped in this project – such as government agencies and non-trading not for profits – contribute to addressing the State’s most pressing social challenges, it is interesting to see the overlap between Victorian social enterprises’ on the ground operations and socio-economic disadvantage across the State. It must be noted that market-based solutions, such as social enterprise, are not universally appropriate responses to resolving social disadvantage; managing dual objectives of responding to unmet needs while maintaining financial sustainability through trade requires market opportunities, which are affected by geography and the socio-economic conditions of the communities that social enterprises seek to serve.

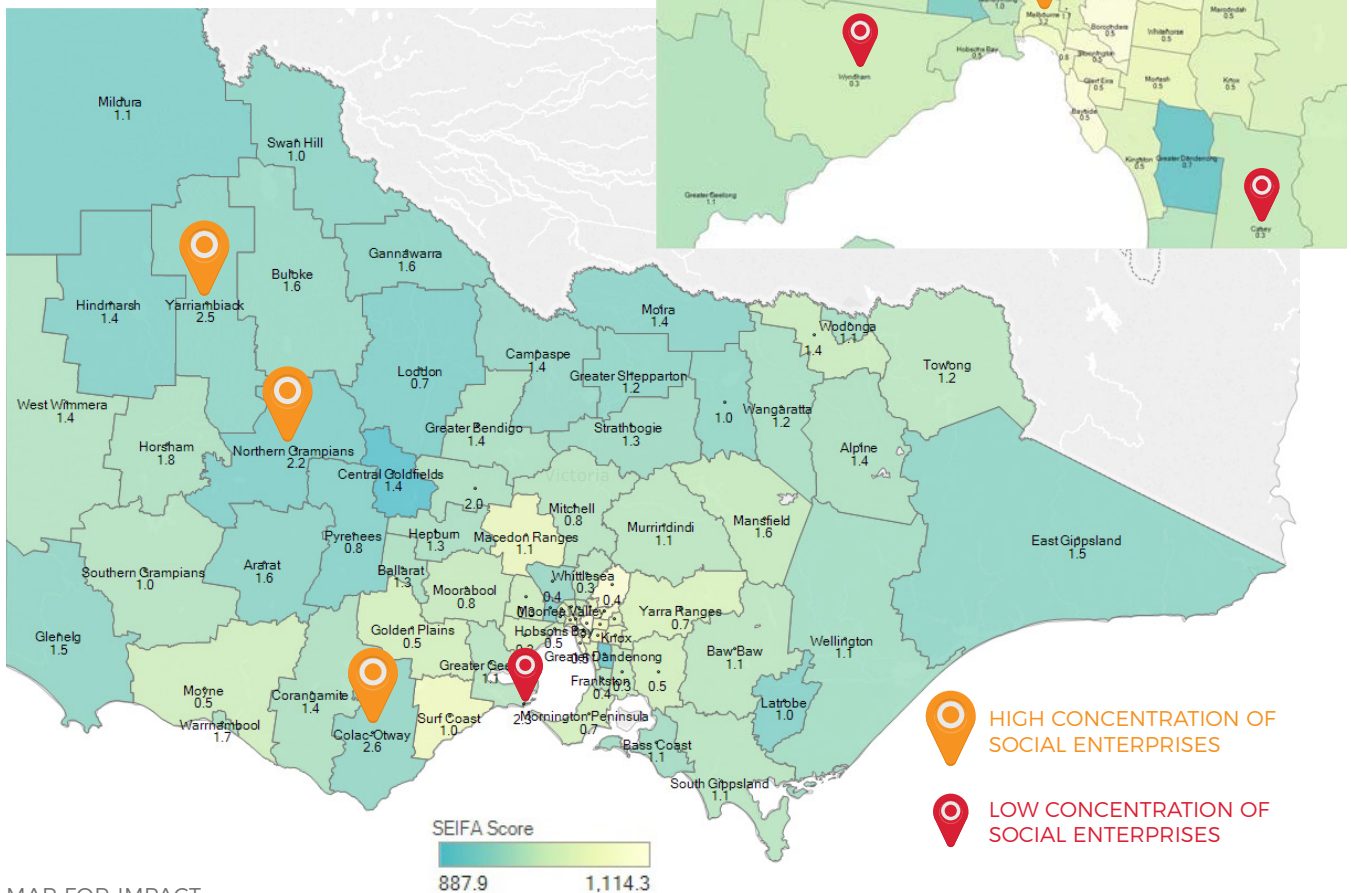
Currently, social enterprises appear to be targeting the majority of their social impact in metropolitan

Melbourne. The City of Melbourne has the highest number of per capita on-ground operations at 3.2 social enterprise locations per 1,000 residents, more than any other Local Government Authority (LGA).

Beyond Melbourne, ABS data indicates that there are large areas of social disadvantage<sup>19</sup> across Victoria. Some of these are perhaps underserved by current social enterprise reach (see map below). For example, some of the Local Government Areas with high rates of social disadvantage have relatively low proportions of social enterprises operations on the ground. However, despite some of these individual examples, in aggregate, the Victorian LGAs with higher incidence of social disadvantage demonstrate a higher on-the-ground presence of social enterprise operations than regions with less disadvantage.

<sup>19</sup> The ABS (2014) defines relative socio-economic advantage and disadvantage in terms of people’s access to material and social resources, and their ability to participate in society.

## SOCIAL DISADVANTAGE AND SOCIAL ENTERPRISE OPERATIONS PER CAPITA BY LGA



## VICTORIA'S SOCIAL ENTERPRISES CREATE TWICE THE JOBS FOR PEOPLE WITH A DISABILITY THAN THE MAINSTREAM ECONOMY

People with a disability are 20% of the Victorian social enterprise workforce, which is double the rates of disability employment offered by the mainstream economy.<sup>20</sup> This equates to 12,000 jobs.

## VICTORIA'S SOCIAL ENTERPRISES CREATE JOBS FOR THE LONG-TERM UNEMPLOYED

Six percent of social enterprise jobs are held by people previously experiencing long-term unemployment. It is important to note that many social enterprises did not have employee demographic statistics on record, and the proportion of jobs held by various groups, such as culturally and linguistically diverse populations and Indigenous Australians is likely underestimated in these results.

<sup>20</sup> Across Victoria, about 10% of the workforce includes people with disability (ABS, 2012)

<sup>21</sup> According to the Workplace Gender Equality Agency (2015), the most recent comparable statistics are from 2014-2015 where women hold 14.2% of chair positions, 23.6% of directorships, as well as represent 15.4% of CEOs and 27.4% of key management personnel in Agency reporting organisations. Additionally, one-quarter (25.1%) of WGEA reporting organisations have no key management personnel who are women (WGEA 2016).

## HALF OF VICTORIAN SOCIAL ENTERPRISES ARE LED BY WOMEN

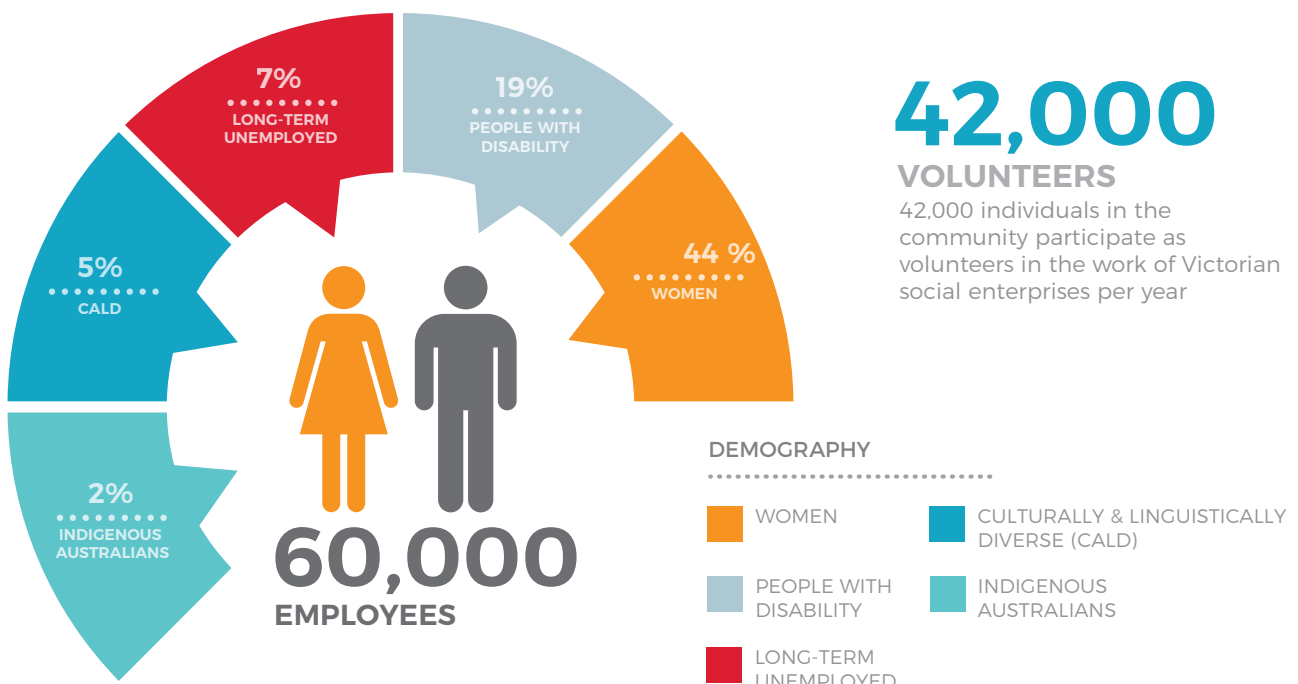
Victorian social enterprises demonstrate relatively strong gender equity relative to the mainstream economy. Up to 50% of social enterprise management and executive roles are held by women.

At a board level, 31% of social enterprise directorships are held by women; higher than the rate of board representation of women in the wider economy.<sup>21</sup> However, it should be noted that, as the majority of Victorian social enterprises have not for profit legal forms, the greater representation of women on social enterprise boards does not generally translate into paid recognition of their skills.

## VICTORIAN SOCIAL ENTERPRISES MOBILISE COMMUNITY SUPPORT

Each year, the average social enterprise attracts 251 person hours of in-kind support from the community. This is comprised of 878,500 hours of support across the sector from professional services (e.g. accounting or legal support), corporate volunteering programs and academic and commercial research organisations. In addition, the average Victorian social enterprise receives support from 12 volunteers per year, with a range of 0 to 243 volunteers per organisation and a median of 3 volunteers per year. Overall, over 42,000 individuals in the community participate as volunteers in the work of social enterprises per year across the state.

## WORKFORCE DEMOGRAPHY



## MOST SOCIAL ENTERPRISES MEASURE IMPACT

Sixty-two percent of Victorian social enterprises measure their social impact, with the majority of these (52%) measuring employment inputs and outputs such as number of jobs, work experience, employability, technical skills, training hours, etc.

The high proportion of enterprises that do undertake impact measurement focusing on employment metrics suggests that employment and training outcomes are a significant part of the intentional social purpose of many enterprises. The survey data supports this; at least 30% of respondents are focused on targeting unemployed people as a disadvantaged group.<sup>22</sup>

Victorian social enterprises capture a diverse suite of social output and outcome metrics, including: beneficiary income; perceived satisfaction; perceived well-being; number of service hours to disadvantaged populations; food distributions; reconnected families; recidivism; housing affordability and stability; physical and mental health; access to services; improved financial outcomes; social interactions and connections; improvements in specific abilities (e.g. parenting); education outcomes; literacy; confidence; program participation; and social engagement. Enterprises also measure their performance against a variety of environmental metrics. These include: reduction in greenhouse gas emissions; waste diverted from landfill; number of trees planted; and general environmental impacts.

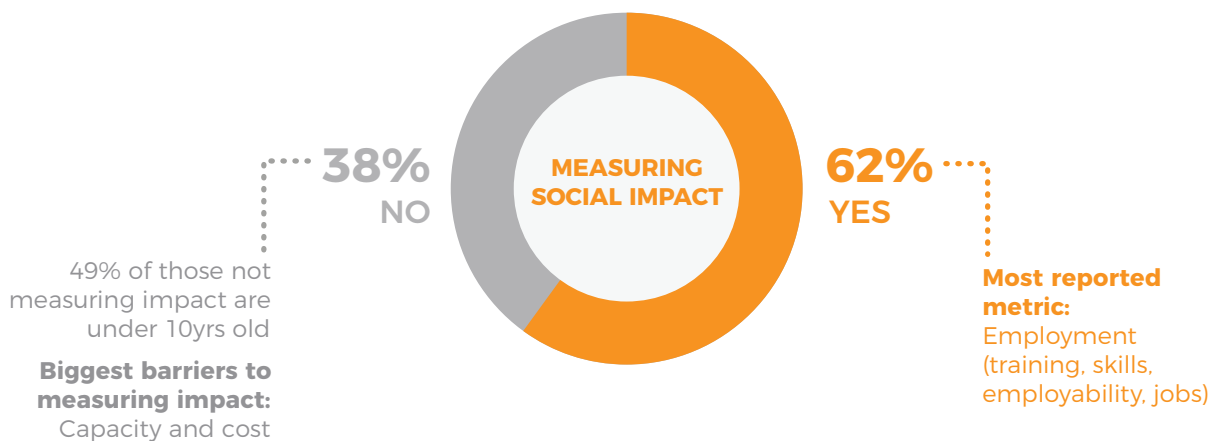
## CAPACITY AND COST ARE BARRIERS TO IMPACT MEASUREMENT

Currently, 38% of Victorian social enterprises do not measure their impacts, consistent with practices of the national population of social enterprises (see Barraket et al., 2016). The biggest reported barriers to measuring impacts are organisational capacity and cost, with enterprises noting that they do not have sufficient time and money to measure and report. Many noted that they are “unsure how” to measure impact and others reported “it is hard to measure,” “costly,” and they have “insufficient resources to be able to measure effectively.” About half of respondents that do not measure impact (49%) are under 10 years old, indicating that earlier stage enterprises may struggle with resources to measure impact.

Interestingly, nearly half of enterprises that do not measure their impacts (40%) also do not identify with the term ‘social enterprise.’ Possibly, impact measurement is more likely to be prioritised by those that identify with being part of the social enterprise sector as a means of gaining access to market or resources.

<sup>22</sup> However, some enterprises that aim to support other target populations, such as vulnerable young people, would also be focused on generating employment outcomes. As such 30% is a minimum figure for those focused on creating positive employment and training outcomes

## SOCIAL IMPACT MEASUREMENT





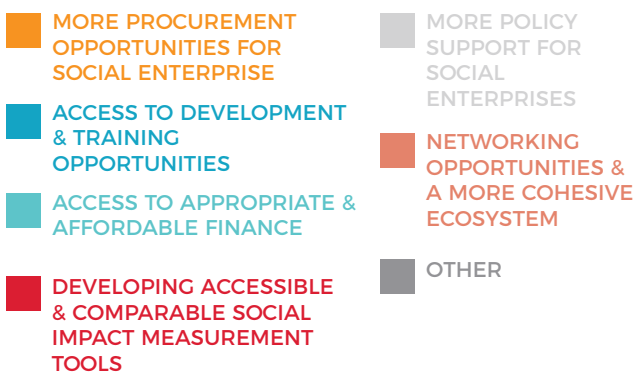
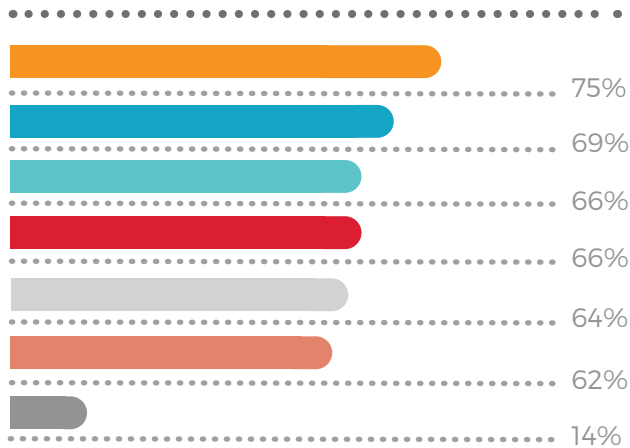
## OPPORTUNITIES FOR GROWTH

Despite their diversity, Victorian social enterprises were unanimous in identifying opportunities that could support their growth – in size, sustainability and impact – of the entire social enterprise population.

The area of opportunity most cited by Victorian social enterprises was social procurement (75%). This was followed by access to development and training opportunities (69%); access to appropriate and affordable finance (66%); developing accessible and comparable social impact measurement tools (66%); more policy support for social enterprises (64%); networking opportunities and a more cohesive ecosystem (62%); and 'other' (14%).<sup>23</sup>

<sup>23</sup> 'Other' included: grant funding, untied funding that can be used for operations and early stage finance support; subsidised and pro-bono professional services; reducing policy barriers (such as particular energy regulations specific to the state); data and research to boost understanding of the issues and profile of the sector; new legal forms (such as a 'for benefit' legal structure); policy incentives and support (such as tax incentives and rebates); and simplifying resource intensive barriers related to bidding for contracts for smaller enterprises.

## OPPORTUNITIES FOR GROWTH

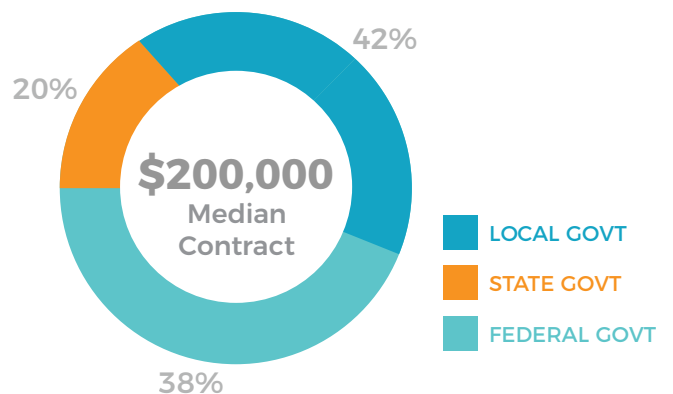
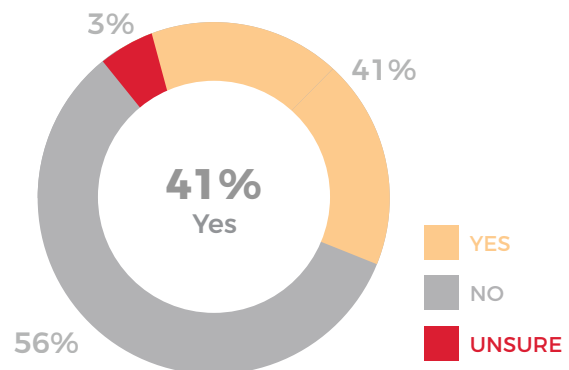


## GOVERNMENT IS AN IMPORTANT CUSTOMER

Forty-one percent of Victorian social enterprises have bid for a government contract; 54% of those were successful. The average size of government contract awarded to a Victorian social enterprise was \$473,928 and the median contract size was \$200,000. The majority of contracts won were awarded by Local Government (42%), followed by State Government (38%), and Federal Government (20%). Of those social enterprises that have bid for government contracts, 61% have been operating for over 10 years and 80% are located in metropolitan Melbourne. Those that won government contracts appear to be more established metropolitan enterprises.

## SOCIAL PROCUREMENT

Proportion of enterprises that have bid for a government contract



# \$473,928

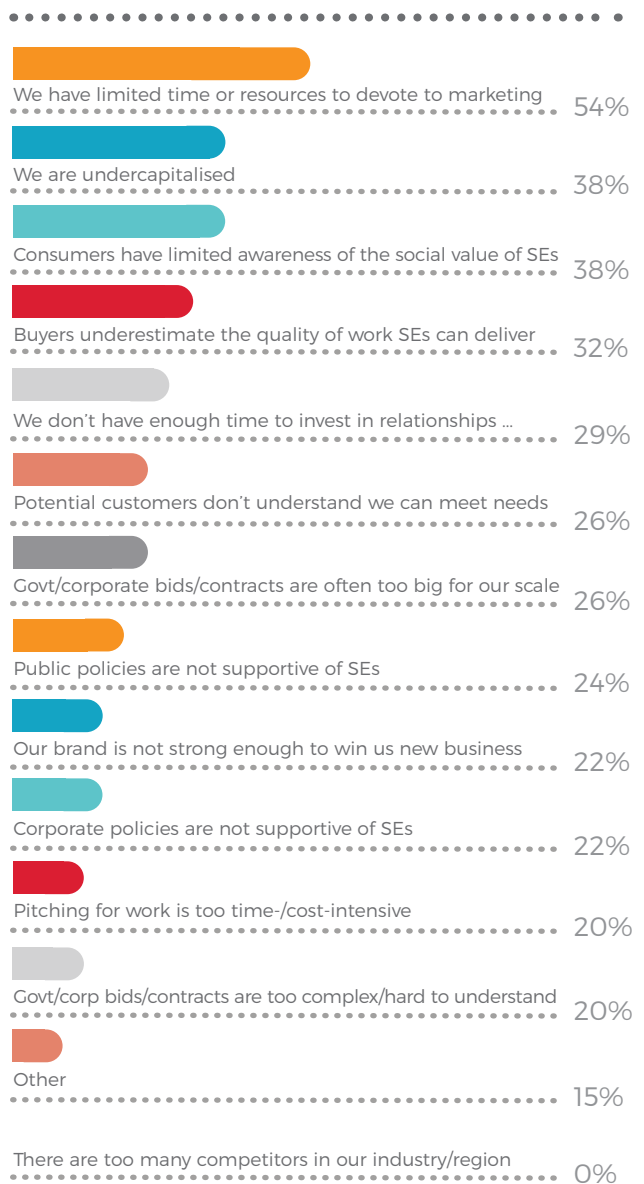
AVERAGE CONTRACT WON

## MARKETING RESOURCES ARE A MAJOR BARRIER

Insufficient resources to devote to marketing was identified as the biggest barrier to growth (54%) by enterprises at all business life stages. This suggests that as market-facing organisations, resourcing marketing is as much a challenge for start-ups as for established social enterprises. Survey respondents noted that: consumers have limited awareness of the social value of social enterprises (38%); social enterprises are undercapitalised (38%); and customers underestimate the quality of work a social enterprise can deliver (32%). The majority of these barriers represent issues related to undercapitalisation.

In addition to these and other categories listed in the chart below, social enterprises cited 'other' barriers (15%) including: a lack of understanding of the social enterprise sector; funding restrictions; policy challenges (e.g. changing political landscape); and early stage enterprises with limited experience and capacity to win grants and new business.

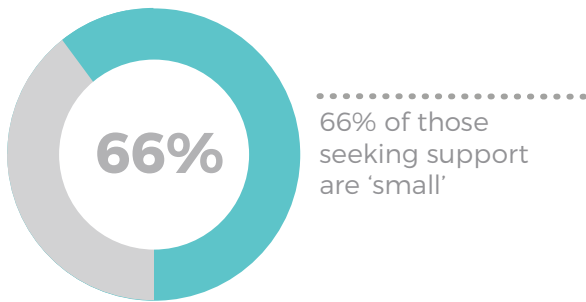
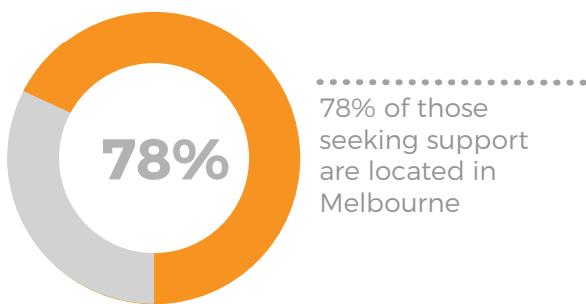
## BARRIERS TO BUSINESS DEVELOPMENT



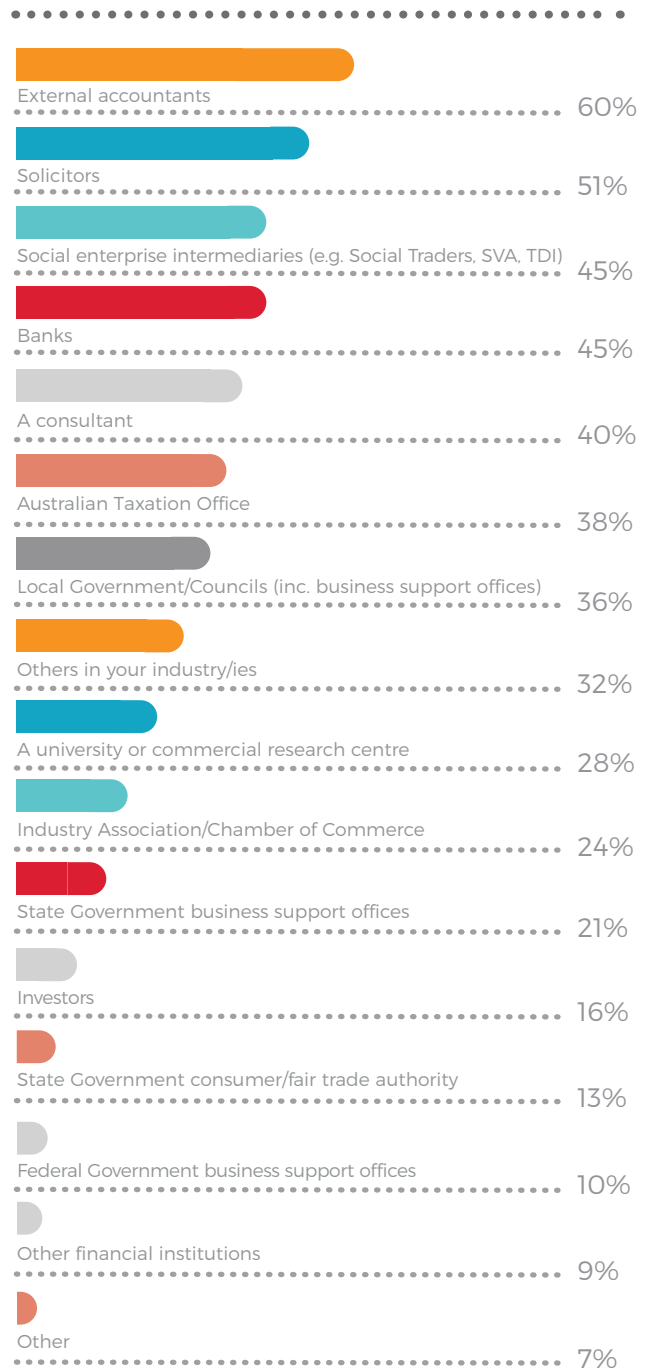
SE = social enterprise

## SMALLER, ESTABLISHED AND METRO-BASED ENTERPRISES ACCESS EXTERNAL SUPPORT MORE FREQUENTLY

In the last 12 months, Victorian social enterprises have sought support from a large range of intermediaries and other professionals, including accountants (60%), solicitors (51%), specialist social enterprise intermediaries (45%), and banks (45%). Those that sought support tend to be smaller and more established organisations located in metropolitan Melbourne. Forty-eight percent of enterprises seeking support had been operating for more than 10 years, 66 % were small enterprises and 78 % are located in metropolitan Melbourne.



## SOURCES OF SUPPORT





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### A NOTE ON INTERMEDIARIES

The survey results suggest that a diverse range of intermediaries and professional services, including those with specialist social enterprise expertise, support social enterprise development. The specialist social enterprise intermediary sector in Victoria is strong relative to other parts of Australia, but remains small and largely concentrated in the Melbourne Region. Perhaps reflective of this, three-quarters (75 %) of social enterprises accessing support from intermediaries are based in metropolitan Melbourne; half (49%) of the enterprises based in regional Victoria reported accessing specialist social enterprise assistance.

In addition, the older a social enterprise is, the more likely it is to have accessed support from an intermediary. Very few non-metropolitan organisations sought information and advice from an intermediary, and those regionally based organisations that did access an intermediary were primarily small.

Previous research suggests that Victoria has the highest concentration of intermediaries of any Australian state or territory. Yet, the Victorian intermediary sector is at a crossroads. The School for Social Entrepreneurs ceased its Australian operations

in late 2016. Many of the remaining intermediaries are shifting direction, based on market opportunities and needs being generated by policy initiatives such as social procurement. There is a perception among experts – including the Map for Impact Industry Reference Group, which includes three intermediaries – that the intermediary sector is thinner on the ground than is recognised by many in the sector. There is also a real possibility that, in following market opportunities generated by policy levers, the intermediary ecosystem will become concentrated on parts of the social enterprise sector (e.g. business-to-business social enterprises and/or larger and more established social enterprises with capacity to scale) to the detriment of the sector as a whole and the pipeline of social enterprises.

It should also be noted that there may be some ‘natural’ intermediaries that social enterprises turn to for advice. For example, 32% of the sample noted that they have sought advice from others in their industry in the past 12 months, suggesting that there are networks that serve as informal intermediary channels.



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## IMPLICATIONS AND NEXT STEPS

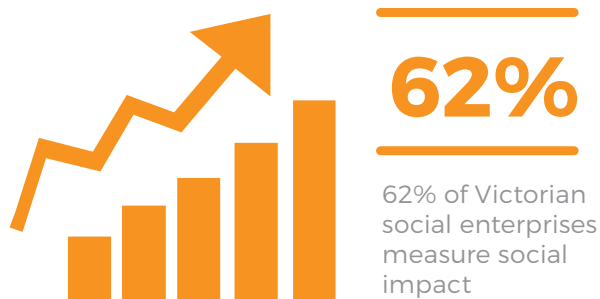
**THE MAP FOR IMPACT FINDINGS ILLUSTRATE THAT VICTORIA'S SOCIAL ENTERPRISE POPULATION IS DIVERSE AND GROWING, WITH MORE THAN HALF THE POPULATION OPERATING FOR LESS THAN 10 YEARS.**

**This first study to measure the economic impact of Victorian social enterprises finds that they are a significant employer and contributor to the Victorian economy.** The assumption that social enterprises create jobs for populations that may struggle to access employment opportunities is validated by the study, which finds that Victorian social enterprises employ a relatively high percentage of people with a

disability, enable leadership opportunities for women, and create jobs for marginalised groups, such as the long-term unemployed. Further, economic analysis demonstrates that there is a positive multiplier effect, given the proportion of marginalised groups employed in Victorian social enterprises. **This means there is an opportunity to leverage non-government spending, such as private sector investment and voluntary contributions, to yield more positive and inclusive employment outcomes across the state.**

While Victoria's social enterprises contribute to a more inclusive economy in terms of employment, it is important to recognise that the diversity of social enterprises' purposes and business models yield various types of outcomes. For example, social enterprises focused on employment, training and skills development for particular marginalised groups will have different employment and economic outcomes than social enterprises whose primary purpose is to fill unmet service needs in rural or regional communities. While each type of social enterprise combines trade with the creation of public or community benefit, their varied profiles and approaches mean that generalised data on the population can only provide aggregate information, with little nuance of the diversity that comprises the whole. **For groups that are seeking to become, work with and/or support social enterprise as a lever for particular social and economic outcomes, it will be important to distinguish between types of outcomes sought and the types of enterprises that may be more appropriate to deliver that particular change.**

## MEASURING SOCIAL IMPACT



Also notable, only 62% of participants reported measuring their organisation's social impact, with the majority focusing on employment outputs and outcomes as the basis of metrics. Of the 38% not measuring impact, the principal barriers were capacity and cost. Data analysis reveals that: (i) demonstrating social value is a key need among Victorian social enterprises; (ii) capacity for measuring social impact is lacking among social enterprises; and (iii) there is a lack of consumer awareness of the social value of social enterprises. **This indicates that there is a need to build capacity and reduce/subsidise the costs of measuring social impact. There may be opportunities for intermediaries and professional service providers, perhaps in tandem with more sophisticated and established social enterprises, to develop training and tools around social impact measurement. There is also a role for government and philanthropy to play in providing support for impact measurement.**

**Given the majority of Victoria's social enterprises are under ten years old, there appears to be an opportunity to focus sector building efforts on supporting early stage enterprises by examining the start-up and early stage ecosystem and identifying opportunities for support.** This might include mentoring, business incubators, professional services, specialised intermediary support, sector specific networks—such as the Victorian Social Enterprise Network—and access to early stage financing. Anecdotally, more established social enterprises have noted that they often serve as 'default intermediaries', providing mentoring and support for newer entrants. This is supported by the survey evidence, which suggests that many social enterprises seek advice and support through inter-organisational networks. Despite many social enterprises wanting to support the growth of other social enterprises, consultations with social enterprise managers reveal that enterprises are not resourced to provide support to this ever-growing demand. **It may be worth examining the opportunity to resource peer-based mentoring programs or toolkits that support earlier stage enterprises. However, given the opportunities arising in social procurement in the broader market and a related need to provide support at the more mature and scalable end of the spectrum, the diversity of the sector requires a mixed approach that will require a variety of capacity building, networking and financial offerings.**

Despite the fact that the majority of enterprises are in early stages of development, it is also worth noting that, across social enterprises at all stages of the business life cycle, it was agreed that many specific opportunities can benefit the entire social enterprise population. For example, enterprises from all life stages, industries and regions noted that Victorian social enterprises struggle with a lack of resources to support marketing efforts and communicate the quality of work and social value proposition to customers. Further, they report being undercapitalised and struggling to find time to develop and win new business. Additionally, they noted that Victorian social enterprises would benefit from increased social procurement opportunities, access to development and training, social impact measurement support, and access to appropriate finance. **This indicates that there are opportunities to support enterprises through a myriad of interventions, and a coordinated approach may include: policy support and government funding, investment in intermediaries, philanthropic support, development of appropriate early stage finance, mentoring opportunities, business-to-business platforms, marketing support, training and capacity building, and social impact measurement tools and training.**



# RECOMMENDATIONS

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The following section builds upon the findings of this report and presents broad recommendations for particular interventions that may prove useful to groups working with and looking to support Victorian social enterprises.

## SOCIAL ENTERPRISE AND INCLUSIVE ECONOMY

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**Key Finding:** Victoria’s social enterprises are active in generating economic opportunities for their communities and work opportunities for people who often experience barriers to employment and business creation in the mainstream economy. The work of social enterprises has positive implications for a more inclusive – and thus, a more productive and innovative – Victorian economy.

**Implication:** Social enterprise is a mechanism for more inclusive economic development. Yet, at present, it remains a relatively small part of the economic landscape. Further development of social enterprise and the wider social innovation ecosystem has great scope for increasing the economic participation and contributions of the diversity of our population.

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## COMMUNICATION AND ENGAGEMENT WITH SOCIAL ENTERPRISES

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**KEY FINDING:** Not all social enterprises identify as social enterprises. Almost one-quarter of the organisations that participated in this study do not self-identify as social enterprises. The term was assumed to be less common in rural and regional areas, according to regional representatives from the Industry Reference Group. However, data revealed that only 12% of regional enterprises did not identify with the term, whereas 26% of metropolitan enterprises did not identify as a social enterprise. This indicates that there may not be a regional bias against the term, but when engaging the population, key stakeholders may want to consider also using broader and more inclusive terminology, particularly when engaging non-profit social enterprises.

**IMPLICATION:** When engaging with the full population, it may be useful to use broader and more inclusive terminology to communicate. Some terms that may be considered are: social business; enterprising not-for-profits; for-purpose businesses; and values-led businesses.

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## LINKING SUPPLY AND DEMAND

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**KEY FINDING:** Data suggests that, while Victorian social enterprises are seeking more opportunities in social procurement, there may be a need to consider approaches that appropriately match the scale and needs of both the supply side (sellers) and demand side (buyers). As most Victorian social enterprises are small, with fewer than 20 employees and an average turnover of just over \$1 million, it will be important to match future demand opportunities with the current scale and capabilities of social enterprise providers. It will also be important to develop mechanisms by which smaller organisations can be enabled to participate in procurement opportunities through supply chain relationships and, potentially, building collective capacity to respond.

**IMPLICATION:** This study yields insights that can inform social procurement policies both for corporate and government buyers. The research suggests there is a need to support social enterprises to increase their capacities to meet growing demand generated by social procurement, and opportunities to understand the success factors of particular enterprises that are responding to existing social procurement prospects. The study renders visible social enterprise operations across the state, which creates new opportunities for business-to-business or social enterprise to social enterprise procurement, where the scale of both buyers and sellers is well matched.



## INTERMEDIARY SUPPORT REQUIRED

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**KEY FINDING:** Victorian social enterprises noted that they are needing support across many areas including: marketing; social impact measurement; and resourcing support to win new business. While there is a clear need for intermediary support, there is only a handful of specialist intermediaries providing tailored services to social enterprises across the state, concentrated largely in metropolitan areas. Most established enterprises (those operating for more than 10 years) are seeking support from traditional business advisors and professional services firms, such as external accountants and banks; whereas younger enterprises are seeking specialist as well as generalist support services and often appeal to established social enterprises for advice and support.

**IMPLICATIONS:** There is a need for social enterprise support services, including marketing, social impact measurement and capacity building/training. In order to ensure the strength and capacity for social innovation of the social enterprise sector, these services must address social enterprise development needs at all stages of the business life-cycle. Some of these services may be delivered by specialist intermediaries. There may also be scope to identify and resource 'natural intermediaries' – including some established social enterprises – to support social enterprise development in rural and regional areas.

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## PROVIDING APPROPRIATE FINANCIAL CAPITAL TO SOCIAL ENTERPRISES

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**KEY FINDING:** Some social enterprises report that they are undercapitalised and experience challenges securing appropriate and affordable forms of finance. This includes early stage grant and seed capital, as well as capital that is able to provide for overheads and is not tied to particular programs or outcomes.

**IMPLICATION:** There is a clear need and desire from Victorian social enterprises for a range of financial products, including grants, concession rate and/or guaranteed loans, and early stage (debt and equity) capital. While impact investing is currently receiving popular attention, the needs of Victoria's social enterprises identified here suggest that a more comprehensive approach to developing social finance is required.

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# APPENDICES

## APPENDIX ONE: METHODOLOGY

### PROJECT DESIGN

In July 2017, the Victorian Government Department of Economic Development, Jobs, Transport and Resources (DEDJTR) contracted the Centre for Social Impact Swinburne (CSI Swinburne) to undertake a study of the size and characteristics of Victoria's social enterprise population. In the Request for Quotation, DEDJTR outlined that the objectives of the study were to:

- Identify, locate and characterise Victoria's population of social enterprises and key intermediary organisations (including a detailed Excel-based contact and information spreadsheet and a searchable map); and then to,
- Provide further analysis of the data and present learnings from the data collected to assist DEDJTR in implementing the Social Enterprise Strategy, identify scope for raising employment participation and job creation from the sector and assist in valuing the social and economic impact of the sector in dollar terms.

These objectives aim to assist and improve the Victorian Government's quality implementation of the eight initiatives within the Social Enterprise Strategy; identify scope for raising employment participation and job creation from the sector; identify linkages between the data and social enterprise SMEs to DEDJTR Delivers (Strategic Plan 2016-17), Economic Building Blocks for Victoria and the broader Government's stated objectives.

### RESEARCH DESIGN

To provide insight into the size and characteristics of Victoria's social enterprise population, the research team conducted a study that consisted of two stages. First, the study drew on existing databases and conducted desktop research to identify and locate Victoria's population of social enterprises. Although the research team did not exhaustively identify all social enterprises, this stage of research was sufficiently comprehensive to inform an accurate estimate of the number of social enterprises in Victoria. The research team then surveyed the identified social enterprises and generated a new dataset that illustrates the characteristics of Victoria's social enterprise population.

All research was conducted with approval from the Swinburne Human Research Ethics Committee (approval number 2017/168).

### STAGE 1: BUILDING A 'CENSUS' OF SOCIAL ENTERPRISES IN VICTORIA

In the first stage of the study, the research team used Excel to list Victoria's population of social enterprises and key intermediary organisations, including organisations' locations, contact details and information about mission, beneficiaries and trade activities. These social enterprises were then mapped on the online, interactive map located at [www.mapforimpact.com.au](http://www.mapforimpact.com.au)

The key strategy for identifying Victoria's social enterprises was to consult the study's project partners (including Social Traders, DEDJTR, Business Council of Cooperatives and Mutuals, Social Ventures Australia, and many others, see Acknowledgements on page 1 of this report) to access existing lists of organisations that were likely to be social enterprises. The research team also compiled new lists of organisations by drawing on online sources such as the Australian Disability Enterprise website, the National Association of Charitable Recycling Organisations website, Museums Victoria website, Community Broadcasting Association of Australia website and Community Housing Federation of Victoria website. The research team also approached coworking spaces, local councils and Regional Development Victoria and invited these intermediaries to provide a list of social enterprises that were known to be operating in their local areas.

As these databases were collated, yielding an estimated 5,500 organisations, lists were screened against a master list for duplicates which were removed. The team also performed desktop research to filter out organisations that clearly were not trading and/or clearly did not have a social mission. This process resulted in a list of nearly 4,000 organisations, upon which the research team conducted more extensive desktop research to verify which of these organisations were social enterprises operating in Victoria. The research team subsequently recorded the contact details and operating locations of the relevant enterprises.

To verify whether the organisations were social enterprises operating in Victoria, researchers consulted the website and/or other online presence (e.g. Facebook page) of each organisation individually. First, researchers verified that an organisation operated in Victoria and then checked that the organisation was:

- Led by an economic, social, cultural, or environmental mission consistent with a public or community benefit;
- Derived a substantial portion of their income from trade; and

- Reinvested the majority of profit/surplus in the fulfilment of their mission.

This definition was developed in 2009 by Professor Jo Barraket, Director of the Centre for Social Impact Swinburne in collaboration with social enterprises, the community sector, government and intermediary organisations. It has since been widely adopted by practitioners and policy-makers in Australia.

The above definition however, is not always applied or operationalised in the same way. The meaning of 'public or community benefit', 'substantial portion' of income and 'majority of profit' is often debated. Further, the data that is required to demonstrate that organisations accurately fit the definition, are often not publicly available. The researchers faced these challenges when verifying organisations as social enterprises, for the purposes of Map4Impact.

In particular, it was often difficult to determine what portion of income an organisation derived from trade. In most cases it was also not feasible to determine whether organisations reinvested the majority of profit/surplus into the fulfilment of their mission. Because of these limitations in accessing data, the research team gave priority to verifying the economic, social, cultural or economic mission of organisations, and conducted a general assessment of the second and third components of the definition. For example, regarding the role of trade in generating income, the research team excluded charitable foundations and organisations that were government-funded. However, if not-for-profit organisations provided social services (such as disability or child care services) that consumers purchased with the help of government funding, these organisations were considered to be trading.

As such, Map4Impact adopts a broad approach to identify social enterprises, with the purpose of:

- reflecting the approach that the Victorian Government uses in its Social Enterprise Strategy (2017);
- enabling an inclusive assessment of the scope and impact of social enterprise in Victoria (i.e. that includes organisations that do not necessarily identify as social enterprises, but that fit broadly with the definition); and
- allowing data to be narrowed, if preferred.

Via desktop research, the research team refined the initial list of almost 4,000 organisations to 2,313 social enterprises that broadly fit the definition of a social enterprise (as above). The primary reasons for excluding organisations were if they did not operate in Victoria or if they had ceased operating all together, there was insufficient online information to verify that the organisations were social enterprises, or if organisations existed primarily for private benefit.

Although this phase of data collection was thorough and comprehensive, the research team is aware that it was not exhaustive. The broad definition of social enterprises includes particular categories of organisations—such as independent schools and universities, not-for-profit health insurers and hospitals, not-for-profit superannuation funds, and community art galleries and collections—that Map4Impact did not exhaustively identify and locate. To account for these missing groups of organisations, the research team used sources such as <https://www.is.vic.edu.au/> and <https://victoriancollections.net.au/organisations> to estimate the number of Victoria's social enterprises in the above categories. This enabled the research team to extrapolate that there are approximately 3,500 social enterprises operating in Victoria.

The research team subsequently collated the operating locations of the identified 2,313 social enterprises. Although most social enterprises operated out of only one location, some social enterprises such as Salvos Stores operated out of up to 120 locations. The research team recorded approximately 4,000 locations for the 2,313 identified social enterprises. These operating locations were categorised into Local Government Areas (LGA) and six aggregated regions of Victoria, consistent with the Australian Bureau of Statistics regional categorisation, including: Melbourne, Northeast, Northwest, Southeast, Southwest, and West. The research team also recorded contact details for general enquiries as well as a key contact within the organisation, where possible (e.g. CEO, Chair or General Manager).

The research team mapped identified social enterprises on the study's website, [www.mapforimpact.com.au](http://www.mapforimpact.com.au), including the name, industry sector and street address of each organisation. This website also included a googleform that enabled organisations to edit or submit their details if information about their social enterprise was incorrect or absent. The research team monitored this crowdsourced data and updated the map and database, as required.

To finalise the database of social enterprises in Victoria, the research team ensured the consistency of data input and formatting by comparing how researchers had coded similar types of organisations. Specifically, the research team compared the target beneficiaries, social missions and trade activities of, for example, bowling clubs, not-for-profit and member-based organisations, property maintenance services, affordable housing, and cafes, and reviewed whether differences in coding within each of these categories were justified.

The list of Victoria's social enterprises has been used to:

1. Provide DEDJTR with a comprehensive and contemporary list of social enterprises in Victoria, including contact details that can be used to engage the sector;
2. Estimate the number of social enterprises that are currently operating in Victoria and illustrate the geographic distribution of the sector in terms of social mission, target beneficiary and trade activities; and
3. Recruit social enterprises to participate in an online survey (Stage 2, detailed below).

## **STAGE 2: ILLUSTRATING THE KEY CHARACTERISTICS, CIRCUMSTANCES AND CHALLENGES OF SOCIAL ENTERPRISES IN VICTORIA**

The aim of the second stage of the study was to generate new data that would provide insight into the social and economic impacts of Victoria's social enterprise sector and to illustrate the patterns and challenges of operating social enterprises in Victoria.

The research team developed a survey instrument with reference to a validated survey form used for the recent Finding Australia's Social Enterprise Sector study (Barraket et al., 2016). The research team consulted DEDJTR for input before administering the survey via the online Qualtrics platform. The research team also piloted the survey instrument with colleagues and two social enterprises.

All social enterprises that were identified in the first stage of this study (above) and had valid email addresses were invited to complete the survey. If numerous social enterprises were operated by one overarching organisation, the research team invited the parent organisation to complete the survey. In this case, respondents were asked to provide aggregate data for all their social enterprises. In line with the approved ethics protocols, organisations were sent an initial email on either 18 or 21 August 2017 to invite them to complete the survey and a reminder email on either 22 or 24 August 2017. A final email was sent on 28 August 2017 to notify participants of an extension to the survey closing date. Supplementing these emails, DEDJTR and individuals on the research team reached out to social enterprises in Victoria if they had existing relationships with them. The research team also promoted the Map4Impact survey via social media channels to reach out to social enterprises that may not have been identified during the first stage of the study.

As an incentive and a gesture of gratitude, survey respondents were given the chance to win one of three bursaries to attend the Social Enterprise World Forum, held in Christchurch in September 2017. Recipients were selected via a random selection process and awarded on 31 August 2017. Survey respondents could also opt-in to receive information about DEDJTR's Social Enterprise Strategy and related initiatives, or to receive more information about how to become a certified social enterprise.

After being open for three weeks, the research team received 150 responses that captured data for 510 enterprises. Before analysing data, the research team reviewed which organisations had provided responses to the survey to ensure that only social enterprises were included in the sample. After cleaning the data for valid responses, the remaining sample comprised of 138 responses for 360 social enterprises. This is an estimated response rate of 11 %. The sample represents the estimated population of social enterprises in Victoria with 95 % level of confidence and 5 % confidence interval, with a fair distribution of responses across industry sectors, geography, organisational size and age (that aligns with the census of social enterprises conducted in Stage 1, above).

To commence analysis, responses were first analysed in descriptive terms in relation to each survey question. The research team presented the findings from this initial stage of analysis to the study's Industry Reference Group for discussion. The research team then conducted inferential analysis to determine trends, correlations, and patterns in the survey data.

The findings of the survey were used in tandem with the census of social enterprises (stage 1) to:

1. Calculate the economic impact of Victoria's social enterprise sector;
2. Illustrate the social impact of Victoria's social enterprise sector, in terms of which social groups are involved in employment and leadership positions;
3. Illustrate the geographies of trade of social enterprises in Victoria; and
4. Identify the perceived barriers and challenges of operating as a social enterprise in Victoria.

## APPENDIX TWO: SURVEY INSTRUMENT

### MAP FOR IMPACT: VICTORIAN SOCIAL ENTERPRISE MAPPING PROJECT 2017 SURVEY

#### Introduction and Consent

##### Map for Impact: Victorian Social Enterprise Mapping Project

Are you a Victorian social enterprise? Connect and engage with other social enterprises and make sure you are part of the Victorian social enterprise network by being a part of Map for Impact. Map for Impact is a ground breaking study that will map Victorian social enterprises, the areas in which they operate, and their social and economic contributions. By participating your organisation will be part of an interactive map, enabling you to raise awareness, attract customers, and engage with other social enterprises.

To be part of Map for Impact, just fill out the 15 minute survey. By doing so you can enter to win one of three bursaries of \$2,000 to attend the Social Enterprise World Forum to be held in New Zealand on 27-29 September 2017.

**Scroll down and click the arrow at the bottom of this page to do the survey.**

Please read this before starting: We are seeking one response per social enterprise venture. We will be asking questions about your organisation's financial turnover and employment figures related to the 2015-2016 financial year. You may want to make sure you have this information on hand before you start the survey. If exact figures are not available, please provide careful estimates. If your organisation was not operating in the 2015-2016 financial year, please complete the survey anyway, as there are a number of other aspects of your work we are interested in.

**Ethics statement** If you have any questions about this project, please contact the research team at [csiswin@swin.edu.au](mailto:csiswin@swin.edu.au) or by phone on (03) 9214 4689. If you have concerns about the ethical conduct of this project, please contact Swinburne's Research Ethics Officer on 03 9214 5218 or [resethics@swin.edu.au](mailto:resethics@swin.edu.au). This project is led by the Centre for Social Impact Swinburne (CSI-S), commissioned by the Victorian State Government-Department of Economic Development, Jobs, Transport and Resources as part of the Victorian Social Enterprise Strategy.

Swinburne Ethics Approval Number 2017/168: If you complete this survey, you are indicating consent to have your survey responses included in the analysis for this project. This will involve aggregating information from all respondents, and will not involve disclosing information about individual organisations. The last section of the survey will ask you to provide consent to: be entered into the draw to win one of three bursaries; be included in the Victorian Social Enterprise Network; be pre-screened for social enterprise certification via Social Traders Connect program; and/or be contacted for follow up research.

**Basic information**

**Q2** What is your organisation’s Australian Business Number (ABN)? click for more info *Please note: This information is requested to streamline questions about your organisations characteristics. Your ABN will not be used to link the responses you provide with identifiable information.*

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**Q3** What is the postcode of your head office? (If not in Victoria, please provide city, state, and country.)

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**Q4** Does your organisation identify as a social enterprise? click for more info *We define social enterprises as organisations 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; and reinvest the majority of their profit/surplus in the fulfilment of their mission.*

Yes (1)

No; if not, please tell us how you would identify your organisation in a brief word or phrase (2)

**Q5** Please indicate whether you’re answering this survey:

On behalf of an organisation that operates multiple social enterprises (Please tell us how many social enterprises your organisation operates) (1)

On behalf of an organisation that runs a single social enterprise (or as a single owner of a social enterprise) (2)

Other (please specify) (4)

**Please provide a few more details about your organisation’s characteristics.**

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**Q6** We’d like to understand some basic information about your organisation.

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**Q7** In what industry/ies does your organisation operate? (select all that apply)

- Agriculture, forestry and fishing (1)
- Mining (2)
- Manufacturing (3)
- Electricity, gas, and water supply (4)
- Construction (5)
- Wholesale trade (6)
- Retail trade (7)
- Accommodation, cafes, and restaurants (8)
- Transport and storage (9)
- Communication services (10)
- Finance and insurance (11)
- Property and business services (12)
- Government administration and defence (13)
- Education (14)
- Health and social assistance (15)
- Cultural and recreational services (16)
- Personal and other services (17)

**Q8** Please estimate how long your organisation has been operating in whole number of years. (If you are reporting on multiple ventures, please tell us how long the oldest venture has been operating.)

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**Q9** What is your organisation's legal status?

- Incorporated association (Inc or Incorporated is part of your formal name) (2)
- Company limited by guarantee (Ltd or Limited is part of your formal name) (3)
- Co-operative (4)
- Legislation (own Act of Parliament such as churches, Scouts, etc) (6)
- Partnership (7)
- Publicly listed company (8)
- Pty Ltd company (9)
- Sole proprietorship (sole trader) (10)
- Trust (have a Deed of Trust as a constitution) (11)
- Not sure (12)
- Other (please specify) (13) \_\_\_\_\_



## Economic and trade information

**Q10** We are interested in understanding where your organisation trades and some details about your economic activities to better understand the economic impacts of social enterprises in Victoria.

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**Q11** Please select the areas in Victoria in which your organisation trades (sells products or services) by clicking on all the regions on the map that apply. click for more info Hint: If your organisation trades in all Victorian regions, select all regions; if your organisation does not trade in Victoria, do not select any regions and go to the next question.

	Off (1)	On (2)
North West (14)		
West (15)		
South West (16)		
North East (17)		
South East (18)		
Melbourne (19)		



**Q12** Please select all of the states/territories in Australia in which your organisation trades (sells products or services) by clicking on all states and/or territories that apply. click for more info Hint: If your organisation trades in all Australian states and territories, select all regions; if your organisation does not trade in Australia, do not select any regions and go to the next question.

	Off (1)	On (2)
WA (19)		
NT (20)		
QLD (21)		
NSW (22)		
ACT (23)		
VIC (24)		
SA (25)		
TAS (26)		



**Q13** Does your organisation trade or have social impact globally?

- Yes (1)
- No (2)
- Unsure (3)

**Display This Question:**

**If Does your organisation trade or have social impact globally? Yes Is Selected**

**Q14** Please select all of the areas globally in which your organisation trades (provides products or services) by clicking on all regions of the map that apply. \*Note, if your organisation does not trade outside of Australia, but does have global social impact, please do not click on this map. There will be an opportunity to illustrate the global reach of your impact in a later question. click for more info Hint: If your organisation trades globally across all regions. select all regions. Note: Please select the region labeled "Oceania" if you trade in the pacific islands of Oceania (excluding Australia)

	Off (1)	On (2)
North America (4)		
Latin America & Carribean (5)		
Europe (6)		
Asia (7)		
Oceania (ex-Australia) (11)		
Africa (13)		



**Q15** Please estimate what %age of your trading activities take place in Victoria.

% Commercial market located within Victoria (1)



**Q16** What was your organisation's gross income and expenditure for the 2015-2016 financial year? If you aren't sure, please provide your best estimate. Please answer with numerical characters only (i.e. there is no need to input a '\$'). **Your financial data will only be reported in a de-identified aggregated format so as not to be linked to your organisation.** *click for more info Please note: we are seeking figures on gross income and expenditure for your organisation as a whole (including income and expenditure related to trade, social impact, administration, etc.) Help prompt: If you are reporting on multiple ventures, please provide the aggregate figures.*

	\$AUD (1)
Gross Income (1)	
Expenditure (2)	

**Q17** In the 2015-2016 financial year, please estimate (in whole number %ages) the proportion of your gross income derived from the following sources: *click for more info Please note: we are seeking figures on gross income and expenditure for your organisation as a whole (including income and expenditure related to trade, social impact, administration, etc.)*

- \_\_\_\_\_ Income from goods or services produced or traded by your organisation (1)
- \_\_\_\_\_ Contributions from an parent or partner organisation (2)
- \_\_\_\_\_ Revenue from investments or capital assets (e.g. rent, interest) (3)
- \_\_\_\_\_ Grants from government (4)
- \_\_\_\_\_ Contracts from government (5)
- \_\_\_\_\_ Philanthropic grants or bequests (6)
- \_\_\_\_\_ Contributions from individual members (7)
- \_\_\_\_\_ Other (optional: specify) (8)

**Q18** In the 2015-2016 financial year, please estimate (in whole number %ages) the proportion of your expenditure on the following: *click for more info Please note: we are seeking figures on gross income and expenditure for your organisation as a whole (including income and expenditure related to trade, social impact, administration, etc.)*

- \_\_\_\_\_ Salaries and wages (4)
- \_\_\_\_\_ Operating expenditure excluding salaries and wages, i.e. running costs (e.g. rent, lighting, equipment rental, vehicle rental, insurances) (1)
- \_\_\_\_\_ Capital expenditure (e.g. purchase of property, vehicles, equipment) (2)
- \_\_\_\_\_ Other investments, such as the purchase of financial assets (5)
- \_\_\_\_\_ Other (optional: specify) (3)

**Q19** Would you say that your organisation is currently financially sustainable?

- Yes (1)
- No (2)
- Unsure/Don't know (3)

## Please tell us about your organisation's workforce and beneficiaries

**Q20** We'd like to understand the employment and economic development impacts of social enterprises in Victoria.

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**Q21** Please let us know about your organisation's workforce by the following categories as of your last pay period from the 2015-2016 financial year (June 2016). Please provide your best estimate if you do not have exact figures. If you don't know or don't collect the data, please leave that cell blank.

	Number of individuals (1)	Number of Full-time Equivalence (FTE) (2)	Number of Women (3)	Number of Indigenous people (4)	Number of people with disability (5)	Number of people who were long-term unemployed (6)	Number of Culturally and Linguistically Diverse (CALD) people (7)
Employees (1)							
Managers (2)							
Board Directors (3)							
Volunteers (4)							

**Q22** Please estimate the total number of hours of in-kind support received from external organisations (i.e. accounting or legal support, corporate volunteer programs, university research) over the 2015-2016 financial year. click for more info Hint: There are approximately 7.5 hours in an average working day; 158 hours in an average working month; and 1,900 hours in an average working year.

## Please tell us about the social impact for your organisation

**Q23** This is the second to last group of questions we are asking...nearly there! We're interested in knowing about the social impact of your organisation.

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**Q24** Who are the main groups your organisation seeks to help? (please select all that apply)

- People with alcohol, drug, or substance use issues (1)
- Aboriginal and Torres Strait Islanders (2)
- A spiritual or religious community (3)
- Young people (4)
- A particular geographic community (e.g. neighbourhood, suburb or town) (5)
- People with disabilities (6)
- Older people (7)
- Families (8)
- Homeless people (9)
- Migrants, refugees, or asylum seekers (10)
- Lesbian, Gay, Bisexual, Transgender, Intersex (LGBTI) (11)
- Disadvantaged men (12)
- People with mental illness (13)
- Prisoners and ex-offenders (14)
- Remote or rural community (15)
- Unemployed people (16)
- Disadvantaged women (17)
- Animals (18)
- Environment (19)
- Other organisations (please specify) (20) \_\_\_\_\_
- Other (please specify) (21) \_\_\_\_\_

**Q25** If your organisation aims to address social issues in Victoria, please click the regions on the map that apply. click for more info *Hint: If your organisation aims to help a particular target group regardless of location, select all regions. If your organisation does not aim to address social issues in Victoria, do not select any region and move to the next question.*

	Off (1)	On (2)
North West (14)		
West (15)		
South West (16)		
North East (17)		
South East (18)		
Melbourne (19)		



**Q26** If your organisation aims to address social issues in Australia, please click the states/territories on the map that apply. click for more info *Hint: If your organisation aims to help a particular target group regardless of location, select all states/territories. If your organisation does not aim to address social issues in Australia, do not select any area and move to the next question.*

	Off (1)	On (2)
WA (19)		
NT (20)		
QLD (21)		
NSW (22)		
ACT (23)		
VIC (24)		
SA (25)		
TAS (26)		





*Display This Question:*

*If Does your organisation trade or have social impact globally? Yes Is Selected*

**Q27** If your organisation aims to address social issues overseas, please click the regions on the map that apply. click for more info Hint: If your organisation aims to help a particular target group regardless of location, select all regions. Note: Please select the region labeled "Oceania" if your organisation aims to address social issues in the pacific islands of Oceania (excluding Australia)

	Off (1)	On (2)
North America (4)		
Latin America & Carribean (5)		
Europe (6)		
Asia (7)		
Oceania (ex-Australia) (11)		
Africa (13)		



**Q28** Please estimate what %age of your social impact is delivered in Victoria.

% Social impact delivered in Victoria (2)



**Q29** Does your organisation measure social impact?

Yes. Please briefly describe what kinds of impacts you measure (e.g. jobs, well-being) (1)

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No. If not, can you please tell us briefly, why not? (e.g. is it too costly, do you not have the technical capabilities, are the methodologies unclear, etc.) (2)

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**Growing your organisation**

**Q30** In these final questions, we are hoping to identify opportunities to support the growth and development of social enterprises.

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**Q31** How important are the following for improving opportunities for social enterprises in Victoria?

	Not important (1)	Neutral (2)	Important (3)
More policy support for social enterprises (1)			
More social procurement opportunities for social enterprises (2)			
Access to appropriate and affordable finance (4)			
Networking opportunities and a more cohesive ecosystem (5)			
Developing accessible and comparable social impact measurement tools (6)			
Access to development and training opportunities (8)			
Other (please specify) (3)			

**Q40** Has your organisation attempted to win a contract(s) or participate in a tender for Local, State or Federal Government in the 2015-2016 financial year?

- Yes (1)
- No (2)
- Unsure (3)

**Display This Question:**

**If Has your organisation attempted to win a contract(s) or participate in a tender for Local, State... Yes Is Selected**

**Q32** If your organisation was successful at winning a contract(s) or participating in a government tender in the 2015-2016 financial year, please estimate the total value of all contracts for Local, State and/or Federal Government. If your organisation was not successful, please leave blank.

	Local Government (1)	State Government (2)	Federal Government (3)
Total value of 2015-2016 contracts (\$ AUD) (1)			

**Q33** What are the biggest barriers to your organisation winning more business/work? (select up to five)

We have limited time or resources to devote to marketing (1)

- We are undercapitalised (18)
- Consumers have limited awareness of the social value of social enterprises (19)
- Pitching for work is too time/cost intensive (20)
- Government or Corporate bids/contracts are too complex and hard to understand (21)
- Government or Corporate bids/contracts are often too big for our scale (22)
- Buyers underestimate the quality of work social enterprises can deliver (23)
- We don't have enough time to invest in relationships to develop new business (24)
- Our potential customers don't understand how we can meet their needs (25)
- Our brand is not strong enough to win us new business (26)
- There are too many competitors in our industry or region (27)
- Public policies are not supportive of social enterprise (28)
- Corporate policies are not supportive of social enterprises (30)
- Other (please specify) (14) \_\_\_\_\_

**Q34** In the past 12 months, from which, if any, of the following sources did your organisation seek information or advice (please select all that apply).

- Australian Taxation Office (1)
- Banks (2)
- External Accountants (3)
- Other Financial Institutions (7)
- Investors (6)
- Solicitors (10)
- State Government business support offices (4)
- Federal Government business support offices (14)
- State Government consumer/fair trade authority (11)
- Local Government/Councils (including business support offices) (15)
- Industry Association/Chamber of Commerce (5)
- Social Enterprise Intermediaries (e.g. Social Traders, The Difference Incubator, Social Ventures Australia) (9)
- Others in your industry/ies (8)
- A University or commercial research centre (12)
- A Consultant (21)
- Other (please specify) (13) \_\_\_\_\_

**Q35** Please indicate where you agree to have your information used for the following purposes: click for more info [1] Three winning organisations will be drawn at random by the Victorian Government-Department of Economic Development, Jobs, Transport, and Resources. The draw will take place on 28th August 2017.

	Agree (1)	Do not agree (3)
To be included in a draw for your organisation to win a bursary of \$2,000 to attend the 2017 Social Enterprise World Forum [1] (3)		
To be included on the Victorian Social Enterprise Network database (1)		
To be considered for certification as a social enterprise by Social Traders' connect program (2)		
To be contacted by researchers to follow up with you about your responses to the survey (4)		

**Q36** If you have answered 'agree' to any of the previous questions, please provide your contact information.

- Organisation Name (1) \_\_\_\_\_
- Contact Name (2) \_\_\_\_\_
- Email Address (3) \_\_\_\_\_
- Phone Number (4) \_\_\_\_\_



