

RELATIONSHIPS WITH OTHER ORGANISATIONS

Social enterprises develop relationships with various external stakeholders —inc. suppliers, customers, service providers and policy makers. These relationships can provide resources, or create hurdles by blocking access to resources.

New interest in social procurement among government and corporate actors is creating new business opportunities for social enterprise.

Social enterprises must develop relationships with the social services sector, as their young people often rely on the sector for transitional income, housing, and other support.

Relationships among social enterprises can help strengthen organisational identity and commitment to mission. These relationships often aim to be collaborative, to enable transfer of knowledge and growth of the sector.



For young people, industry sectors offer different opportunities for social interaction, skills development, and for meeting personal needs and values. A young person's experiences and perceptions of work and employment (whether in the present or for the future) can impact their wellbeing.

Social enterprises are situated in industry sectors. Our case studies operate in waste services, construction, hospitality, and IT refurbishment industries.

For social enterprise practitioners, industry sectors also carry different risks and opportunities regarding market demand, profit margins, safety standards, relationship building with other organisations. This affects the extent to which they can generate revenue to fund youth programs, and what pathways they create to support young people into secure and meaningful work.

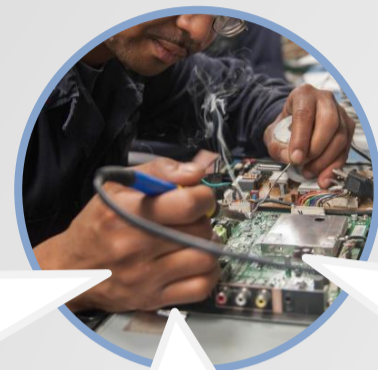
INDUSTRY ORIENTATION



GRANT* TRAINEE, IT REFURBISHMENT

Grant is worried that his literacy and numeracy skills will prevent him from doing well in the program, however he knows there are other areas of the multi-faceted social enterprise program he will do well in. The IT refurbishment industry requires a diversity of skillsets, and this is reflected in the design of the youth program.

At the end of the day, Grant wants to have a paid job that uses some of his computer skills and allows him to be financially independent.



So when I meet clients and they start challenging us, for me it's quite simple, we have a role to play. I hope we have aligned goals. If we don't that's okay, disappointing but okay. But you know, if we're going to work with you I have an expectation of you as well.
LEADERSHIP TEAM

For us to be able to scale the training side and youth program side, we need [to do business with] other corporations.
CLIENT RELATIONSHIPS MANAGER

Everyone gets a real kick out of us doing what we're doing and they want to be part of it... particularly the big banks and those sorts of organisations. That's changed a lot in the last five, six, seven years.
OPERATIONS MANAGER

WASTE MANAGEMENT SOCIAL ENTERPRISE

The business needs of a local organisation guided this social enterprise to design and pilot new solutions for waste education and management at public events. The customer has since included this type of work in its tender documents for waste management at public events.

This relationship has enabled the social enterprise to recruit and train staff to meet the customer's specific needs, and provide young people with paid work and pathways to other employment opportunities.

social enterprise & youth health equity

'The kitchen seems to attract [those] on the cusp of society... you can still look at the world out through the window, you're still serving real people, you can see them... You feel like you're out in the world, but you're protected.'
CHEF

HOSPITALITY

'Interacting with people – total strangers – was something I was really uncomfortable with at first...I'd get really nervous... The more I familiarised myself with it, I was pretty all right eventually. Even now, outside of [the café] I have more confidence.'
TRAINEE



WRAP AROUND SUPPORT

Holistic, wrap-around support provides young people with continuity between their vocational education, work experience, life skills, personal development, counselling, downtime socialising, and other engagement activities.

Social enterprises create holistic, wrap-around support via integrated organisational structures, with employees often 'wearing many hats' and working with multiple parts of the business.

Social enterprises rely on relationships with external stakeholders to provide wrap-around support. External organisations can enrich existing youth programs or offer pathways into further training, education and employment. Social enterprises carefully manage these relationships to ensure continuity in the support for young people.



One young woman, we know that she's been self-harming, we're working with her support worker on that.

She's got a really difficult home life financially. Most days it's really hard for her to afford the bus so we're working on a buddy system where someone can pick her up on their way. It's being flexible as well, and this is where a lot of government funded programs aren't flexible.

So your JobActive's of this world can fund PPE but can't organise a car to go and go and pick someone up. And it's like I don't need any more PPE right now, I need to be able to get to the place I need to get to...

For that same woman, her fridge broke down and so she had no way of keeping fresh food so she was living off two minute noodles. So we heard about it, we put a call out to our networks to say, 'Does anyone have a fridge freezer going spare?' [We] found a fridge freezer from a local FreeCycle community, [staff member] called up a mate with a ute, they went and picked it up and they dropped it to her.

LEADERSHIP TEAM



The wellbeing of our young people is critical to Australia's productivity and success. Although social enterprises are increasingly being set up to support the wellbeing of young people around Australia, there isn't much evidence that shows **how** they operate to create wellbeing outcomes.

This study works with four social enterprises in Victoria and New South Wales to investigate if and how social enterprises affect the social determinants of health for young people. Because social enterprises are complex organisations with diverse stakeholder relationships, the study looks at:

- how social enterprises support individual trainees within their programs, and
- what other initiatives they pursue to improve the structural supports for young people to find secure and meaningful employment.

New insights will inform effective design of social enterprises and public policy programs that support public health and health promotion.

Organisational culture that is 'human centred' can enhance the wellbeing of staff, volunteers and trainees through:

- Trusting, empathetic and respectful relationships that nurture and include
- Acceptance that personal growth or recovery does not always follow a linear or standard path
- Flexibility in the allocation of roles and tasks
- Respect for different types of knowledge and experiences
- Warm, friendly, safe and comfortable spaces
- Strong leadership and team cohesion
- Professional development for staff

Yeah, it's like I want to be here instead of having to be here. It's all up to me now. It's not like my mum gets me out of bed. It's all up to me. I feel like it's good because I want to be here instead of just doing it because I have to.
TRAINEE



All the days were good. I don't think I ever had a bad day here. I would come here with a bad day and then I'd have a good day. . . And then I'd go home and I'd be always in a good mood. So it was always good, because I'd be in a good mood. I have nothing bad to say.
TRAINEE

ORGANISATIONAL CULTURE

Organisational culture: the persisting beliefs and values that shape the stated and unstated rules about 'how we do things around here'.

Culture affects individuals' perceptions of how their own work is managed and how effectively their colleagues work together. This can affect motivation, commitment and efficacy, with implications for their performance on the job as well as their wellbeing.



If you're really sick, you can call in sick. And you should be able to. And I think working here... I don't ever feel like I can't do that or take time off.

RENÉE* FRONT OF HOUSE, HOSPITALITY

The culture at this social enterprise is friendly, approachable and forgiving. When a trainee or member of staff is late for their shift, the team gets worried and hopes that everything is OK. Renée used to work in cafes where staff would get 'angry and frustrated straight away'. But at this social enterprise, it's 'OK to make mistakes' whilst still being professional, and it's OK to take sick leave or go on leave, knowing you'll have your job when you return.

* Pseudonyms used

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