

FINDING A SOLUTION TO A SHARED CHALLENGE

The rise of the Social Enterprise

In recent years across Australia, there has been a growing interest in social enterprises as a way to create social impact.

Social Traders estimates there are 20,000 social enterprise in Australia generating 3% of GDP and employing 300,000 Australians.¹

One of the primary drivers is the recognition that there is insufficient government and donor funding to implement programs required to deliver desired social outcomes such as those outlined in the United Nation's Sustainable Development Goals (SDGs).

Social enterprises are seen as a key mechanism to expand sustainable social impact. Combining trade and social impact is also appealing to a range of different stakeholders.

Individual entrepreneurs have found a business model that sits with their values and enables them to move outside a pure for-profit model, corporates are launching or supporting social enterprises as part of their Corporate Social Responsibility focus and For-Purpose organisations are finding new ways to provide revenue streams and expand impact.

The ecosystem to support these ventures has also been growing.

There are incubators and accelerators that focus specifically on social enterprise, crowd funding platforms that are dedicated to social impact businesses and venture capital firms specialising in funding social impact.

Universities are delivering Social Entrepreneurship degrees, industry peak bodies such as ASENA have emerged, and certification bodies such as BCORP and Social Traders are advising and accrediting social enterprises.

Social procurement policies are being implemented by governments, creating incentives for organisations to buy goods and services from social impact businesses.

What is a Social Enterprise?

A social enterprise is an entity that sources the majority of its revenue through trade, and does so primarily for a social purpose, such as to address social, cultural or environmental needs.

It operates in the space between a For Profit organisation (which seeks to optimise profit) and a For Purpose organisation (which delivers services to support its mission and is funded by government grants, philanthropic foundations or public donations).

While every social enterprise is different, they typically have a clear social outcome objective, and sell goods or services to satisfy an unmet market need.

Those that are founded by For Purpose organisations also have initial "seed" funding from the For Purpose organisation based upon a business case.

What problem are we trying to solve

While the concept of a social enterprise may be attractive to a For Purpose organisation, the reality is more difficult.

The challenge is how to create a social enterprise which delivers on two objectives – supporting mission and achieving financial sustainability.

The sector is littered with failed social enterprises that had a wonderful purpose driven idea but were unable to be commercially sustainable.

A Roundtable to find solutions to a shared challenge

With this in mind, The Centre For Social Purpose organised a Roundtable to gain insights and practical ideas on how to create and develop a social enterprise which delivers social outcomes and is self-sufficient.

We were fortunate to have a panel of sector leaders from organisations that have achieved success in this endeavour :

- **Mission Australia:** Troy Crellin (Manager, Social Enterprise Programs)
- **YMCA Victoria Youth Services:** Mick Cronin (Executive Manager, Social Enterprise & Youth Justice)
- **yourtown:** Sarai Tuuga (National Social Enterprises Manager)
- **Asylum Seeker Resource Centre:** Alan White (Director of Fundraising, Marketing & Social Enterprises)

The panel discussion was facilitated by Andrew Hamilton, Director, **Social Scaffolding**, a consulting organisation that assists For Purpose organisations create and grow social enterprises.

We were also fortunate to have 60 Roundtable participants, from different stages of their Social Enterprise journey, who shared their experiences in small group discussion.

The focus of this Whitepaper

This Whitepaper draws upon the Roundtable outputs to seek answers to two key questions :

- **How to assess whether a social enterprise is a fit for your organisation**
- **How to create a financially sustainable social enterprise that supports the organisation's purpose**

For Purpose sector social enterprises provide a broad range of products and services (see examples on Page 7).

However, as most of the panel and many of the participants had a social enterprise that provides employment services, this Whitepaper has a stronger emphasis on that type of enterprise.

ROUNDTABLE PARTICIPATING ORGANISATIONS

Ability Centre, Achieve Australia, Annecto, Ardoch, Asylum Seeker Resource Centre, Barkuma, Bravehearts, Campbell Page, Can:Do Group, ChildFund, Compass Housing, Connect Health & Community, Cvgt, Diversitat, Drug ARM, ermha, Foodbank, Gippsland Lakes Community Health, Habitat, JewishCare, Kids Giving Back, Live Better, Macarthur Disability Services, MAF Australia, Migrant Resource Centre Tasmania, Mission Australia, Momentum Collective, Multicap, National Rural Health Alliance, Neami National, OCTEC, OZHarvest, Raise Foundation, Ronald McDonald House Charities, Royal Far West, Royal Flying Doctor Service, NextSense (formerly Royal Institute for Deaf and Blind Children), Sacred Heart Mission, Settlement Services International, St Vincent de Paul, STEPS Group, SYC Ltd, Sydney Community Forum, Unisson, Wayside Chapel, YMCA and yourtown.

¹ <https://www.socialtraders.com.au/about-social-enterprise/>

Independence from funder

A For Purpose organisation designing and implementing a funded program is reliant upon the funder. This can bring constraints and uncertainty.

Many organisations are unable to implement their preferred program ideas due to lack of funder interest, the need for a proven track record, or short term funding cycles that don't match the program time span.

A social enterprise has greater freedom in designing the service delivery, working to in-house timelines and creating an independent revenue stream.

"We Identified high youth unemployment rates of 19% in the Geelong area. Doing nothing means these young people would potentially become welfare dependent. This was a risk, and in some pockets was already entrenched, at becoming a generational problem."

"We created this social enterprise to provide these young people jobs and skills with a view to break that cycle"

Brad Keating (GM, Social Enterprises) My Maintenance Crew (Diversitat)

"This is an opportunity to control how the services are delivered. We don't have the constraints of a grant. We're not relying on government funding to run the business"

Sarai Tuuga (National Social Enterprises Manager) yourtown

Provides a better outcome through deeper engagement

The panel and participants highlighted how a social enterprise provides a deeper, ongoing supporting relationship with beneficiaries.

For example, a grant funded program to support long-term unemployed improve their resume or find a job may involve a Case Worker meeting for an hour a week with a customer.

In contrast, a beneficiary is receiving real-time feedback and advice within a social enterprise work environment.

This fundamentally changes the dignity and the dynamic of the relationship between the provider and participant.

"What we're doing is we're building hard skills in hospitality at Charcoal Lane. But we're doing some soft skill work as well. That's a great opportunity to learn work and life skills"

Troy Crellin (Manager, Social Enterprise Programs) Mission Australia – Charcoal Lane Restaurant

"The best way to learn about work is at work. We provide the props and stage for them to get ready for an external job"

Brianna McNeillage (Social Enterprises Manager) Wayside Chapel

Providing employment to those facing barriers to employment

One of the most common social enterprise business models implemented by the For Purpose sector is based around providing employment opportunities and training.

The biggest predictor of getting a job is having a job. One of the most effective ways to assist those who are facing barriers to employment is to provide them with employment experience through a social enterprise.

Using Enterprise profits as untied funding

Social enterprises may generate a profit which can be used by the parent organisation to fund additional social outcome programs or support internal initiatives.

For example, Op shops can be a significant revenue generator while also providing volunteer opportunities for people seeking retail work experience.

"Our Op Shops help pay for the operating costs of our Dining Hall where we provide over 200 meals a day for people in our community who are in need. It also contributes to the delivery of programs that don't receive government funding or require additional funding to support their delivery"

Michael McGann (Social Enterprise Manager) Sacred Heart Mission

Increased brand awareness drives additional funding

A social enterprise raises the profile of the For Purpose organisation with target markets such as corporates, government agencies, philanthropic foundations and public donors.

This increased brand awareness can lead to additional support and partnership opportunities.

"Our social enterprises provide an important revenue stream and help us engage with our communities. The connections they build with diverse groups of people also increases our overall impact"

Susan McGregor-Bevan (GM, Social Enterprise) SPCA New Zealand

"I have been amazed by the level of interest that has come from our customers who are interested in the broader purpose and in supporting young people and children. Having advocates within our customers who can broadcast our message across their business can bring so many benefits, and broader impact opportunities"

Sarai Tuuga (National Social Enterprises Manager) yourtown

Pathway to paid employment

Some organisations act as a conduit for beneficiaries to then move into external employment.

For example, beneficiaries of Multicap's social enterprise have moved into paid employment with OneHarvest, one of their corporate partners.

Providing social inclusion opportunities

While many For Purpose social enterprise business models are built around providing employment opportunities or generating revenue from addressing an unmet market need, others focus on providing social inclusion for vulnerable communities.

Achieving commercial sustainability

It's easy to generate interest in an idea to deliver a social outcome. However these ideas are then tested in the harsh commercial and competitive landscape.

For Purpose Social Enterprises often start their business design by trying to figure out how to generate revenue or create impact, rather than identifying a genuine unmet market need and then how to fill it. "Fall in love with the problem, not the solution" is useful advice, meaning get to understand the unmet need and don't get too attached to your untested assumptions about what should work.

The panel and participants emphasised not to underestimate the time it takes to conduct market research, develop product and service offerings, market and sell, deliver and build a reputation.

The For Purpose organisation may need to fund the social enterprise for several years before it becomes self-sufficient.

"Many people are too optimistic. They start a social enterprise and wait for a miracle to happen. There is a lot of romance about social enterprises, a lot of passion. But you need a strong business model to be sustainable. Competition is a big challenge"

Mick Cronin (Executive Manager, Social Enterprise & Youth Justice)
YMCA Victoria Youth Services

Over-estimating demand

Sometimes there is a social need, and a market gap, but insufficient demand in terms of paying customers.

"We had to close down a café as it wasn't viable. Now we had a great service. The missing piece was the market research. We just weren't getting the foot traffic we needed"

Sarai Tuuga (National Social Enterprises Manager) yourtown

Acquiring marketing and business acumen

A social enterprise is a business. It needs leaders and staff with marketing skills, a commercial mindset and strong business acumen.

Participants highlighted capability gaps in **marketing** (market research, segmentation, targeting and positioning) and **business acumen** (fixed and variable costs, breakeven points, pricing and cash flow)

The skills required to successfully operate a social enterprise are different to those skills required to manage a grant-funded program. And often, "you don't know, what you don't know"

"It requires a pluralist leadership approach. You need to hold both these beliefs in your mind at the same time. You need to have the heart of a social worker but the mind of a business person"

Brianna McNeillage (Social Enterprises Manager) Wayside Chapel

The tension between mission and commercial drivers

Participants highlighted the constant tension in making decisions that will support commercial objectives, mission and organisational values.

One practical example was that social enterprises need to be able to recruit staff to match surges in demand but are slower due to meeting compliance requirements.

"As a charitable organisation, we need to do things like child safety checks and police checks, so onboarding a staff member in a job shortage industry will take much longer than if they apply for another organisation which allows a walk-up start. People often go elsewhere so we're really relying on our brand"

Troy Crellin (Manager, Social Enterprise Programs) Mission Australia – Charcoal Lane Restaurant

Attracting staff

As a social enterprise, you are competing with commercial organisations and recruiting for skill combinations that may be hard to find.

Panel and participants highlighted the challenge in attracting leaders with the required technical skills, as well as expertise in coaching and mentoring staff. Recruiting challenges can be a bottleneck.

"What is holding back our growth now is the challenge in finding supervisors. These are the critical people who are on the ground training these young people, whilst also working to ensure that we're meeting our contractual obligations. It is a unique skill set"

Sarai Tuuga (National Social Enterprises Manager) yourtown

Relying on staff with productivity challenges

As one of the objectives is to provide employment opportunities to those who do not have access to the employment market, some of these staff will not be as productive as staff working for your competitors.

You may be managing employees who are unskilled or have variable performance levels.

"We are working with a vulnerable workforce. So unexpected things can happen. We need to be able to adjust quickly, and pivot"

Tony Burns (GM, Employment) Multicap

Potential of mission drift

There is always the danger that the pendulum will swing too far and focus more on profit generation than delivering a social outcome. For example, employing more capable staff may increase profit through lower support requirements, but this does not support mission.

There is also the potential of a potential clash of values. For example, operating a social enterprise that exposes staff to risk.

"There is a danger if you start to think that profitability is the only measure of success"

Alan White (Director of Fundraising, Marketing & Social Enterprises)
Asylum Seeker Resource Centre

A feeling of being isolated

Finally, participants also spoke about a sense of isolation in leading a social enterprise.

There is a constant need to educate people, both internally and externally, about what is a social enterprise.

"As a social enterprise, we live in the grey. You're not really part of the business world and not part of the NFP world."

Brianna McNeillage (Social Enterprises Manager) Wayside Chapel

KEY SUCCESS FACTORS

Be very clear on your “Why”

The panel and participants emphasised the importance of clearly communicating the objectives of the social enterprise.

Is your primary reason to provide employment for marginalised people or to generate profits to fund programs of the For Purpose organisation?

If it is to raise revenue, then is there a strong market need and do you have a clear differentiated offering? If it is to address a social need, then do you have a cost-effective way to do this?

“Be very clear on why are you doing this. At the ASRC – it’s to support our beneficiaries with access to the Australian job market. People seeking asylum are some of the most vulnerable in the community. We focus on their employability, skills development, stable income and future pathways”

Alan White (Director of Fundraising, Marketing & Social Enterprises)
Asylum Seeker Resource Centre

A commercial mindset and business acumen

Participants highlighted the passion of the idea may be the catalyst for the social enterprise, but the ultimate success relies on commercial sustainability. Find a way to access people with marketing skills and business acumen.

“You need to deliver value. You won’t win business just because you’re a social enterprise”

Mick Cronin (Executive Manager, Social Enterprise & Youth Justice)
YMCA Victoria Youth Services

Access the resources of your larger organisation

Like any start-up, a social enterprise has limited resources. This is where it’s important to leverage your parent organisation’s capability.

“As you get bigger, you’re facing all those problems around resourcing, and finance, and HR; because you’re now building a commercial business. This is when it’s really important to have access to the shared services of your larger organisation”

Mick Cronin (Executive Manager, Social Enterprise & Youth Justice)
YMCA Victoria Youth Services

“Most for purpose organisations have resources available to do market research, access to legal advice and seed funding to get the business started.

So it’s not an expectation that someone will be handled the Social Enterprise Initiative and say, “OK, you go and make this happen”, it’s a whole of organisation commitment”

Andrew Hamilton (Director) Social Scaffolding

Executive and Board Support.

Participants highlighted the need to have the Board and Executive Team of your For Purpose organisation supportive of the social enterprise. You will be asking them for funds, resources and commitment. Your social enterprise is one of many different options for them to use this resource.

“There’s no doubt you need an executive sponsor and support at the board level. This means you need to be able to give them what they need, and respond to their concerns. You need to keep them informed, particularly about the KPIs they are interested in, such as the impact you are making, the number of jobs you’ve created for young people”

Sarai Tuuga (National Social Enterprises Manager) yourtown

GETTING STARTED

Is a Social Enterprise the right fit for your organisation?

While social enterprises can deliver significant benefits to a For purpose organisation, they can also be a challenge to implement.

Key questions to ask in deciding whether to start a social enterprise :

- Is your Board willing to accept the risk? Social enterprises can fail. They may require funding for several years until self-sufficient.
- Can this be commercially sustainable? Is there a market need? Do you have a competitive offering and the necessary business acumen to be successful?
- Is this aligned with your organisation’s broader mission, or is it a distraction?
- Is there a misperception that this is an easy way to generate revenue? Are you being overly optimistic about success?
- Do you have the right leaders who can manage the tension of meeting both commercial and mission objectives?

Consider alternative options to a social enterprise.

There may be other ways your organisation can deliver this social outcome.

“Don’t be afraid to ask is there a better way to achieve that social impact or outcome? It’s wonderful to mention a social enterprise in your annual report. But it doesn’t mean anything if it’s not delivering the outcomes in which you aim to achieve. You’re then doing the beneficiaries a disservice if the organization could have achieved better outcomes with them in a faster or more effective way”

Alan White (Director of Fundraising, Marketing & Social Enterprises) Asylum Seeker Resource Centre

Checking for unintended harms

While you are building your business model and doing your market research, remember to check for the larger system implications. For example, there is not much point in designing a training and employment model social enterprise if it creates more unemployment by local or small family businesses with a similar offer.

Key Themes

Regardless of what stage you are at in your social enterprise journey – from considering is this worth evaluating, getting started, or improving an existing social enterprise – you still need to be asking the same questions.

The rest of this Whitepaper provides additional practical ideas on the broad questions you will need to ask.

1. **Mission** : how will this support our purpose and deliver social outcomes?
2. **Money** : how can it be commercially sustainable?
3. **Marketing** : how will we ensure there is demand for our goods and services?
4. **Management** : how will we manage this enterprise?

THEME #1 : MISSION

A clear mission statement

The panel and participants emphasised the need to be able to clearly describe your social enterprise's mission and embed it into the business design.

Many customers will be buying your products and services because of the social mission. Your For Purpose organisation will want to see alignment with their purpose. Your staff will want to be clear about your purpose.

A succinct mission statement will appear on many documents and website.

"Be very clear about your mission. Everything you do hangs off your mission"

Michael McGann (Social Enterprise Manager) Sacred Heart Mission

The work provides opportunities to make a difference

Participants highlighted how having beneficiaries involved in work provides opportunities to support them.

"When you've got young people in your space, you need to constantly be on as a mentor, and you need to constantly be finding those mentoring moments to help your staff understand their responsibilities as employees, not just to do a great service as a chef or a waitstaff, but also to be able to guide and mentor young people about how work works"

Troy Crellin (Manager, Social Enterprise Programs) Mission Australia – Charcoal Lane Restaurant

Measuring social impact

You'll need to be able to demonstrate how your social enterprise is making a difference and supporting your purpose.

This will require outlining a logic model and measuring metrics that relate to your activities, outputs and social outcomes.

Pairing it with a one-page business or mission model canvas to explain the social enterprise's business design is a great way to communicate to staff.

This capability or practice probably already exists within your For Purpose organisation.

"There are many different social enterprise opportunities. However, they need to marry with your organisation's core purpose which – in our case - is to provide long-term and stable hours of work, training opportunities and employment pathways"

Alan White (Director of Fundraising, Marketing & Social Enterprises) Asylum Seeker Resource Centre

"You need to know what is the impact you want to achieve. What is the story to tell?"

Mick Cronin (Executive Manager, Social Enterprise & Youth Justice) YMCA Victoria Youth Services

THEME #2 : MARKETING

Know your market

As you get caught up in the passion of the social outcome initiative, it can be easy to not pay sufficient attention to determining if there is enough demand and revenue to fund this initiative.

The panel emphasised that market research is vital to identify what is the size of the market, and do you have an offer that customers would pay for. You may have a great offering, but will people pay for it?

A clear approach

Your starting point is the market. You need to provide a product or service that customers will want to buy.

Do not confuse social need with a commercial opportunity. Just because there is a social need doesn't mean that there are people who are willing to pay for products or services related to that social need.

You need to be able to answer:

- What is the problem we're trying to solve?
- Is this problem being solved by someone else?
- Will our social enterprise address this problem?
- Who will pay for our products or services?
- How do we differentiate our products and services from competition?

"You need to have a product that people want to buy or engage with in a competitive market. You get financial viability by understanding what your product is, how your product differentiates in market, but also how it competes in the market. It's not enough to say it's a feel good or do good decision"

Alan White (Director of Fundraising, Marketing & Social Enterprises) Asylum Seeker Resource Centre

Marketing and communications

The panel and participants highlighted the importance of identifying your Unique Selling Proposition (USP).

What do you offer? How is it different to competitive offerings? What is your market? How can you market to potential buyers?

"Have a clear point of difference and be able to tell that story to the marketplace. This means you need someone with skills in social media and marketing comms."

"You may be doing great things but if you're not telling your story to the broader world, then you're missing opportunities and not making the greatest impact"

Tony Burns (GM, Employment) Multicap

Business Development expertise

It is important to include business development expertise within your team.

"You will need a focus on business development. Word of mouth can only get you so far"

Alan White (Director of Fundraising, Marketing & Social Enterprises) Asylum Seeker Resource Centre

"We know a social enterprise is ready to take on the market when they have a team member with 'Business Development' or 'Sales' in their title"

Andrew Hamilton (Director) Social Scaffolding

The importance of commercial acumen

Participants highlighted this as a key priority.

Crucial to success is understanding key concepts such as creating and managing a budget, understanding fixed and variable costs, being able to identify breakeven point, and understanding the difference between revenue and profit, and having strong cash flow management skills

For example, how many cups of coffee does a café need to sell to break even?

“Our cleaning business has been very successful, even during COVID. Why? Because we had a good understanding of fixed and variable costs. We identified that commercial cleaning was a better fit than residential cleaning as it had better margins, and we were more competitive and this future-proofs sustainability”

Alan White (Director of Fundraising, Marketing & Social Enterprises)
Asylum Seeker Resource Centre

Be clear about what constitutes financial success

Some For Purpose organisations will have a goal of their social enterprise being 100% financially sustainable. Others will be agreeable to providing systems, services or office space at no charge.

It may be more effective to deliver some services through a social enterprise than through a funded program.

It is important that when designing and setting up the business that these costing decisions, and timelines, are explored and agreed.

Be comfortable talking about profit

The social enterprise will only exist if it is profitable. This can be a challenging cultural shift if staff believe their primary objective is service delivery.

A social enterprise is working to a dual bottom line of delivering commercial and mission objectives. Adopt the mantras “no margin, no mission” and “no profit, no purpose” to create this dual focus.

Metrics to track performance

The panellists talked about the importance of tracking key metrics.

KPI's inform both management and the board about how the social enterprise is performing against the dual bottom line and market performance.

“You need to answer three key questions: what is your product offering? How does it compete? What are your metrics for success? We also do a lot of work on benchmarks and quality control to ensure we are offering a high quality and competitive product”

Alan White (Director of Fundraising, Marketing & Social Enterprises)
Asylum Seeker Resource Centre

“Be sure you have a good understanding of what success looks like and share that internally, then make sure you have measurements to track progress”

Susan McGregor-Bevan (GM, Social Enterprise) SPCA New Zealand

Separate legal entity

For purpose organisations need to determine the most effective legal structure in which their social enterprise operates.

Operating as a separate legal entity for a social enterprise may also make it easier to create brand awareness and generate demand.

There may also be different tax considerations for a social enterprise.

Business Plan

This needs to cover broad issues such as:

- What is your vision and mission?
- What are your goals?
- What are the strategies to achieve these goals?
- What is your market?
- What resources do you need (people, infrastructure)?
- How will it be funded?

The business plan is an important document to communicate to all stakeholders about how you will deliver your purpose and commercial objectives.

People management

As your social enterprise expands, you will need additional people to perform different functions such as marketing, sales, service delivery, operations, finance and HR.

You now need to be able to attract and retain staff.

“You need a different skill set so you’ll have to invest both in training and in getting the right people”

Susan McGregor-Bevan (GM, Social Enterprise) SPCA New Zealand

“We have a sound business base and that helps us attract staff. We have to compete for staff, as some of them can make more money doing the trades.

We’re creating a positive staff culture where people want to be here. They can see what we do is a success and the role that they play.

Mick Cronin (Executive Manager, Social Enterprise & Youth Justice)
YMCA Victoria Youth Services

USEFUL TOOLS & RESOURCES

Below are links to some of the many useful resources available to assist organisations start, or improve, a social enterprise.

["Putting the pieces together : A business planning guide for social enterprises"](#) Social Ventures Australia.

["The hidden business of social enterprise"](#) Social Ventures Australia

["The benefits and challenges of running a social enterprise"](#) The Benevolent Society

[Queensland Social Enterprise Council](#)

[Social Traders](#)

["The Mission Model Canvas"](#) Strategyzer

["The Value Proposition Canvas"](#) Strategyzer

EXAMPLES OF SOCIAL ENTERPRISES

Click on the links below for more detail.

Asylum Seeker Resource Centre : [Cleaning](#) and [Catering](#) services

[Diversitat - My Maintenance Crew](#) : maintenance and commercial cleaning services

[Mission Australia : Charcoal Lane restaurant](#)

[Multicap : Commercial Laundry](#)

[Sacred Heart Mission](#) : Op shops

[SPCA New Zealand](#) : Op Shops, Doggy Daycare, Snip & Chip, Kennels, Dog Groomer

[Wayside Chapel](#) : Heart Café, Op Shops

[YMCA Victoria : ReBuild](#) facility maintenance services

[yourtown](#) : Property, grounds and building maintenance services

WHAT NEXT

Look out for an invitation to the Centre's **Creating a Social Enterprise Workshop**, a Zoom workshop delivered over three sessions (each of 2.5 hours).

Members of The Centre For Social Purpose can access Social Enterprise articles, toolkits and templates from the CSP **"Resource Hub"** and communicate with peers through the **"Online Forum"** (effective June)

THANK YOU

- **The Roundtable panel:** **Alan White** (Director of Fundraising, Marketing & Social Enterprises), Asylum Seeker Resource Centre; **Mick Cronin** (Executive Manager, Social Enterprise & Youth Justice), YMCA Victoria Youth Services; **Sarai Tuuga** (National Social Enterprises Manager) yourtown; and **Troy Crellin** (Manager, Social Enterprise Programs), Mission Australia
- **The 60 Sector participants:** for their insights and practical suggestions provided in small groups
- **The Roundtable MC** : Michael Curtin (Board Member, Centre Social Purpose)
- **The Panel Facilitator** : Andrew Hamilton (Director, Social Scaffolding)
- **Our Chair:** Brian Doolan
- **The Small Group Facilitators:** Names Aastha Malhotra, Allan Ryan, Andrew Hamilton, Ange Boyd, Craig Hawke, Graeme Bartram, Heather Bailey, Michael Curtin, Shari Lawrence, Susanna Truasheim
- **Our Zoom Administrator:** Ellie Hegarty
- **Whitepaper authors and reviewers** : Craig Hawke, Heather Bailey, Andrew Hamilton, Graeme Bartram

THE CENTRE FOR SOCIAL PURPOSE

The Centre For Social Purpose (www.tcfsp.com.au) is a membership community to assist For Purpose organisations to achieve their purpose and commercial objectives through improving operational excellence.

Our Chair is the former CEO of **The Fred Hollows Foundation**.

Our 60+ member organisations include **Mission Australia, St Vincent de Paul, Barnardos, The Benevolent Society, St John Ambulance, Relationships Australia, CareFlight, ChildFund, Sydney Children's Hospital Foundation and Settlement Services**; to name a few.

The Centre's objective is to assist organisations to achieve their revenue goals, optimise impact and reduce costs.

We do this by focusing on three areas:

CONNECT: learning from peers through Roundtables and Best Practice Groups

DEVELOP: strengthen capability through cost-effective sector-relevant Workshops, Mentoring and access to Consultants

SAVE: through resource sharing and productivity improvement ideas

To find out more about how the Centre could assist your organisation, contact:

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SOCIAL SCAFFOLDING

Social Scaffolding (<https://www.socialscaffolding.com.au>) played a key role in the design and facilitation of the Centre's **Social Enterprise Key Success Factors** Roundtable.

Social Scaffolding is an agile, consulting firm that has found a unique position in the market that enables us to build trusted relationships with our clients.

We retain a strong skill set and specialised knowledge inclusive of contemporary developments. Our team can bring these skills to supplement the expertise in your team, provide an independent evidence-informed review, or generate a product or project outcome relevant to your sector.

This positioning is based on four key differentiators :

- Specialised 'for purpose' consulting firm
- Senior team operating in a hands-on capacity
- Large consulting firm experience at realistic market rates
- Deep commercial experience

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