

HUME CITY COUNCIL  
**Social  
Enterprise  
Framework  
2022-2027**

.....  
GROWING SOCIAL  
ENTERPRISES AND THEIR  
BENEFITS IN HUME CITY



# TABLE OF CONTENTS

|  |           |
|--|-----------|
| Acknowledgement of Traditional Owners.....                       | <b>2</b>  |
| Message from the Mayor.....                                      | <b>3</b>  |
| Background to the Framework .....                                | <b>4</b>  |
| Social Enterprises – A Different Type of Business.....           | <b>6</b>  |
| A Snapshot of the Victorian Social Enterprise Sector.....        | <b>8</b>  |
| Types of Social Enterprises in Hume.....                         | <b>10</b> |
| Benefits From Social Enterprises.....                            | <b>12</b> |
| Social Enterprise Framework – What Can it Look Like?.....        | <b>14</b> |
| Hume City Council Social Enterprise Framework.....               | <b>16</b> |
| What Council is Already Doing?.....                              | <b>18</b> |
| Community Engagement .....                                       | <b>20</b> |
| References.....  | <b>21</b> |
| Appendix 1: Social Enterprises Making Their Mark - Examples..... | <b>22</b> |

## **ACKNOWLEDGEMENT OF TRADITIONAL OWNERS**

Hume City Council recognises the rich Aboriginal heritage within the municipality and acknowledges the Wurundjeri Woi Wurrung, which includes the Gunung-Willam-Balluk clan, as the Traditional Custodians of this land. Council embraces Aboriginal and Torres Strait Islander peoples' living cultures as a vital part of Australia's identity and recognises, celebrates and pays respect to the Wurundjeri Woi Wurrung Elders past, present and future.

# MESSAGE FROM THE MAYOR



## **I am pleased to present to you the Hume City Council Social Enterprise Framework 2022-2027.**

Hume City Council is working in innovative ways to help our local economy and community to recover from the COVID-19 pandemic. The pandemic has created many challenges for our community including impacts on health, social connection, employment, and income. In this environment, we recognise that we cannot take a 'business-as-usual' approach and therefore we need to collectively respond to opportunities that will benefit our community.

Social enterprises are a unique type of business that are purpose-driven and reinvest most of their profits in order to continue their missions for positive change. They are widely recognised for their ability to deliver far-reaching social, economic, cultural and environmental benefits to the communities in which they exist.

The *Hume City Council Social Enterprise Framework 2022-2027* is one of many steps we are taking to respond to the impacts of the pandemic. The Framework details how we will work over the next five years to

support the growth, capacity, connection and sustainability of the local social enterprise sector, thereby delivering flow on benefits for our community.

The Victorian State Government has recently renewed its own social enterprise strategy in late 2021, making it timely for Council to develop our own approach to social enterprises. Council's new Framework has been created to complement this State-level strategy, ensuring that the contributions and benefits from social enterprises are realised at the local level.

As detailed in this Framework, growing and sustaining the local social enterprise sector cannot be achieved by Council alone. Community members, local businesses, community organisations and visitors also have important roles to play – such as choosing to purchase goods, products, or services from social enterprises or entering into partnerships to address market gaps and community need.

I look forward to your contributions to this Framework and to working with you in creating a thriving local social enterprise sector.

**Cr Joseph Haweil**  
**Mayor of Hume City**

# BACKGROUND TO THE FRAMEWORK

**Over the past decade, there has been an increasing recognition that the resources of governments, the social sector and philanthropy alone are not enough to address the scale and complexity of social and economic issues faced by local communities. This has prompted governments at all levels to explore new areas for attention, investment, and action, including social enterprises.**

Social enterprises deliver positive benefits to communities in several ways. This includes creating jobs, providing employment and training opportunities for disadvantaged groups, contributing to local economic diversity, and by directly tackling social and environmental challenges. By contributing to the health, wellbeing and diversity of communities, social enterprises also deliver positive flow-on effects to government welfare, health, and housing systems.

COVID-19 has been a social and economic game-changer for communities across the globe, making it evident that new systems and ways of working are required to address its impacts. Supporting the growth and sustainability of the social enterprise sector presents a vital opportunity to address and mitigate both emerging and deepening challenges from the pandemic.

This Framework is the first of its kind for Hume City Council and marks the beginning of a journey in its ever-evolving development. It provides Council with a starting point from which it can apply focussed attention in working with others in the years ahead to grow a thriving social enterprise sector. It is a 'living document' that will continue to capture new

ways of thinking and explore new ways of working together on a range of activities across the community, local businesses, investors, and entrepreneurs. Council will be carefully monitoring the Framework's impact and changing its approach along the way in order for it to remain responsive and relevant within the social enterprise settings.

In addition to taking cues from Victoria's Social Enterprise Strategy, this Framework draws on Council's long-standing experience and expertise in understanding and addressing community matters. Through its community-led policies, strategies and action plans, Council has built a strong foundation of well-established commitments to social justice, local economic development and environmental sustainability. These commitments will continue through this Framework, whereby Council staff will be encouraged and supported to align their work practices to capture new opportunities that will help establish, grow, connect and strengthen the social enterprise sector in Hume City.

**“Innovative governments around the world are partnering with social enterprises, not only for their clear social, environmental and cultural benefits, but for their strong economic contribution.”  
(Amber O’Connell, Manager Social Procurement and Enterprise, launch of Victorian Social Enterprise Strategy 2021-2025, 4 October 2021).**





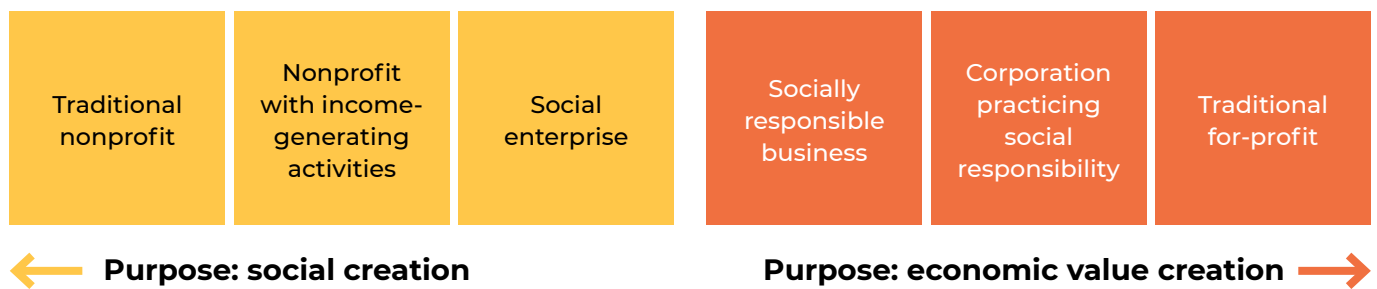
# SOCIAL ENTERPRISES – A DIFFERENT TYPE OF BUSINESS

## The term *Social Enterprise* is relatively new.

Social enterprises are businesses that trade to intentionally address social problems, improve community outcomes, provide marginalised people access to employment and training, or help the environment.

“Social enterprise” is a descriptive term for a range of businesses that prioritise social, economic and environmental goals, rather than profits for the owner or shareholders.

In comparison to traditional businesses, charitable and not-for profit agencies, social enterprises derive income mostly from trade (compared to charities which rely on grants, public funding and the like) and that their profits are reinvested back into the business in order to attain/maintain their positive impacts or mission (compared to for-profit organisations that ensure profitability for their shareholders or owners).



Source: Duniam, M. 2017 “Local government and social enterprises: exploring relationships that build community value”. PhD, University of Tasmania, Hobart (p 51)

### **The Victorian Social Enterprise Strategy 2021-2025 states:**

*“Social enterprises positively benefit our society in many ways, ...**(b)**y providing meaningful and supportive transitional employment pathways for those experiencing barriers - including young people, people with disability, Aboriginal Australians, women and culturally and linguistically diverse communities...”*





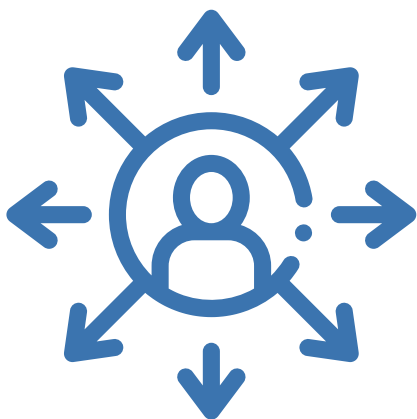
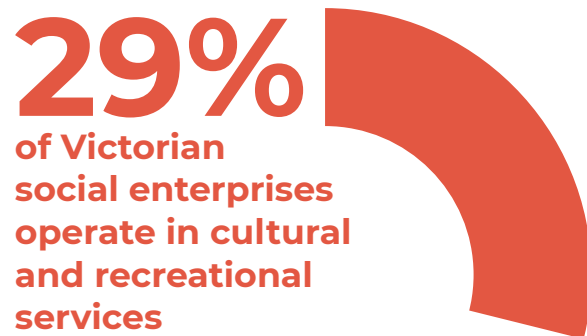
# A SNAPSHOT OF THE VICTORIAN SOCIAL ENTERPRISE SECTOR

The Victorian Social Enterprise Mapping Project 2017 (Centre for Social Impact Swinburne) identified that there are more social enterprises in Victoria than in other state and that they play an important role in the Victorian economy. The infographic below illustrates key features of the social enterprise sector in Victoria.

## WHAT WE KNOW



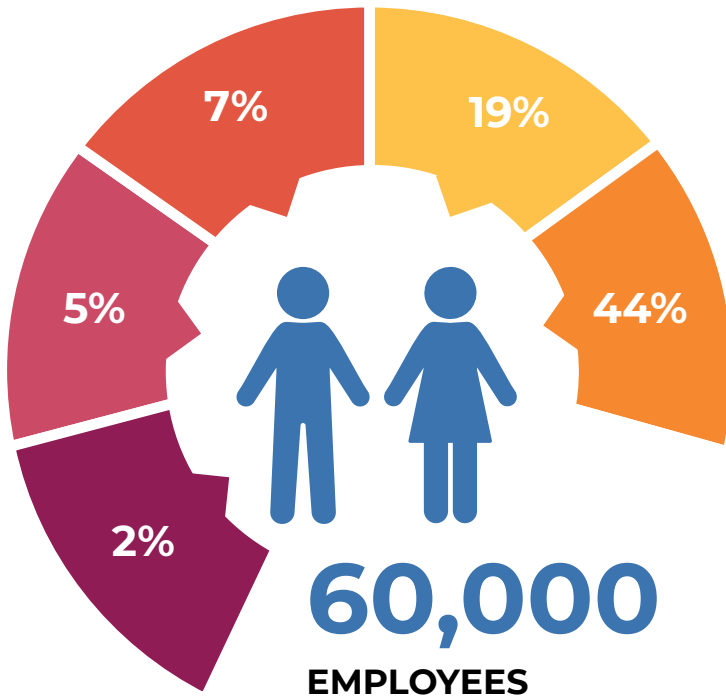
Estimated  
**3,500**  
social enterprises  
in Victoria  
(as of 2017)



Contribute over  
**\$5.2billion**  
in gross output to the  
Victorian Economy



## WORKFORCE DEMOGRAPHY



# 42,000

## VOLUNTEERS

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

## DEMOGRAPHY

- WOMEN
- PEOPLE WITH DISABILITY
- LONG TERM UNEMPLOYED
- CULTURALLY & LINGUISTICALLY DIVERSE (CALD)
- INDIGENOUS AUSTRALIANS

## EMPLOYMENT OPPORTUNITIES



# TYPES OF SOCIAL ENTERPRISES IN HUME



Transport



Accommodation

Aged Care

Neighbourhood Houses



Adult and Community Education / Arts



Employment Services

Finance / Banking / Insurance



Agriculture



Family Planning Centres



Horticulture



Agricultural Shows



Community Radio

In 2017, the Centre for Social Impact Swinburn mapped existing social enterprises across Victoria as part of its social enterprise strategy. The mapping system discovered more than 60 social enterprises in Hume City, covering a range of products and services within various industries including:

Affordable housing



Op Shops

Community Clubs (Sports)



Cultural and Recreational Services (Aboriginal, Multicultural and Youth)



Cultural (Music, Museums, Theatre)



Disability Services

Social Assistance



Health and Wellbeing (Gymnasiums, Leisure Centres)

Conservation

Counselling and Mentoring



Child Care



Hospitality / Cafés / Catering

Publications / Media



# BENEFITS FROM SOCIAL ENTERPRISES

## Benefits for Business

By their very nature, social enterprises are driven by economic, social, environmental or cultural missions that underpin public benefits.

A social enterprise can respond to gaps in the market and therefore can enable a more responsive customer relationships and meeting customer direct needs.

Many social enterprises allow employees to be part of the conversation, both internally and externally. The result is more involved, more collaborative, more motivated individuals and teams who can and are empowered to make a difference.

International research has indicated that social enterprises tend to be more agile than larger private enterprises through their business model adaptations, as well as being more resilient to significant social and economic changes.

Their cumulative impacts on economic growth and job creation can be significant at the macro-level, while also they can complement the goods and services already being delivered by existing businesses through tailor-made responses at the micro-level.

There is an untapped opportunity for corporations and social enterprises to work together to achieve both business and social impact goals, whereby social enterprises can bring inclusion and sustainability into corporate value chains via partnerships and/or procurement.

## Benefits for the Community

Majority of the beneficial outcomes from social enterprises are the fostering of local employment of disadvantaged and marginalised community groups, who can experience barriers to mainstream employment.

Social enterprises provide strong foundations for training opportunities and for volunteering.

Social enterprises can improve place-based responses to the spreading of wealth, health and wellbeing outcomes to more remote and or disadvantaged areas.

Social enterprises develop innovative solutions to local economic, social, cultural or environmental issues through the adaptation of businesses models and investing in human capital. Social enterprises generally respond to local needs, which are not being met by the market due to it not being profitable enough to do so.

While men outnumber women in entrepreneurship rates, the gender gap decreases in the case of social enterprises and can play a critical role in the empowerment of women within their communities. Social enterprises tend to be more agile than larger private enterprises through their business model adaptations as well as being more resilient to significant social and economic changes.

## Benefits for the Environment

Social enterprises can be influential on the way people consume goods and services, showing that it is viable to do business more sustainably and inclusively, providing inspiration for others to make more sustainable choices.

Social enterprises can build up niche markets that influence their delivery and supply chains that are based on fair trade and sustainability principles.

Climate change presents serious challenges, and that unprecedented transformation is required across all aspects of society to avoid the worst impacts of climate change. Social enterprises can play a critical role in this transformation through their purposes and operations.



**The Victorian Social Enterprise Strategy 2021-2025 shows that social enterprises do face many challenges in establishing and growing successful and sustainable businesses. Many have limited time or resources to devote to their marketing, some are undercapitalised, and others experience poor consumer awareness of their social value and quality of service. Overcoming these challenges requires an examination of the whole social enterprise ecosystem, including those related to government, business and community.**

# SOCIAL ENTERPRISE FRAMEWORK – WHAT CAN IT LOOK LIKE?

**The Framework has been informed through a number of sources, including community and business comments from various Council engagement processes over recent years, a literature review on social enterprises, investigation into various community stressors in Hume City and discussions with knowledgeable people in the field of social enterprises.**

**Why a Framework?** The development of a Framework rather than an Action Plan will allow several benefits for Hume City Council, including the following:

|   |   |  |   |  |
|---|---|--|---|--|
| A Framework acts as a guide for future Council actions to collectively contribute to other stakeholder efforts for common social enterprise outcomes. | Places a stronger focus in achieving locally determined social enterprise outcomes within Council's realm of responsibility, influence and resources. | A Framework elevates social enterprises into broader and longer-term strategic planning efforts rather than shorter term and more narrowly focussed specific actions by Council. | Partner organisations can be flexible and responsive to changing needs within their organisations and in the way they address social enterprises. | Promotes areas for collaboration and partnerships between Council and other stakeholders in order to achieve outcomes which may not have been possible on their own. |
|---|---|--|---|--|

Social enterprises have inherent flow-on benefits that can be harnessed to enhance Hume City as a community and as a place. These have been distilled into four strategic outcomes as to why a social enterprise framework is needed, namely: to encourage social, economic and environmental approaches that are people centred, sustainable, inclusive and transformative.

The *Hume City Council Social Enterprise Framework 2022-2027* will provide an insight into what needs to be done in the social enterprise ecosystem to support and strengthen these flow-on benefits from the sector.



## Strategic Outcomes:

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**People Centred:** A people-centred approach responds to both social enterprise and community needs, through the provision of a people-centred approach to work – not only does it underpin more tailored and sustainable employment opportunities, but also secures goods and services that respond to the needs of Hume’s communities.

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**Sustainable:** Social enterprises can promote fair trade, less waste and resource extraction to and from the natural environment, as well as provide longer lasting economic and environmental benefits to local and wider communities. The inclusive work practices of social enterprises can also sustain people longer in employment, and potentially transition them to other mainstream employment opportunities.

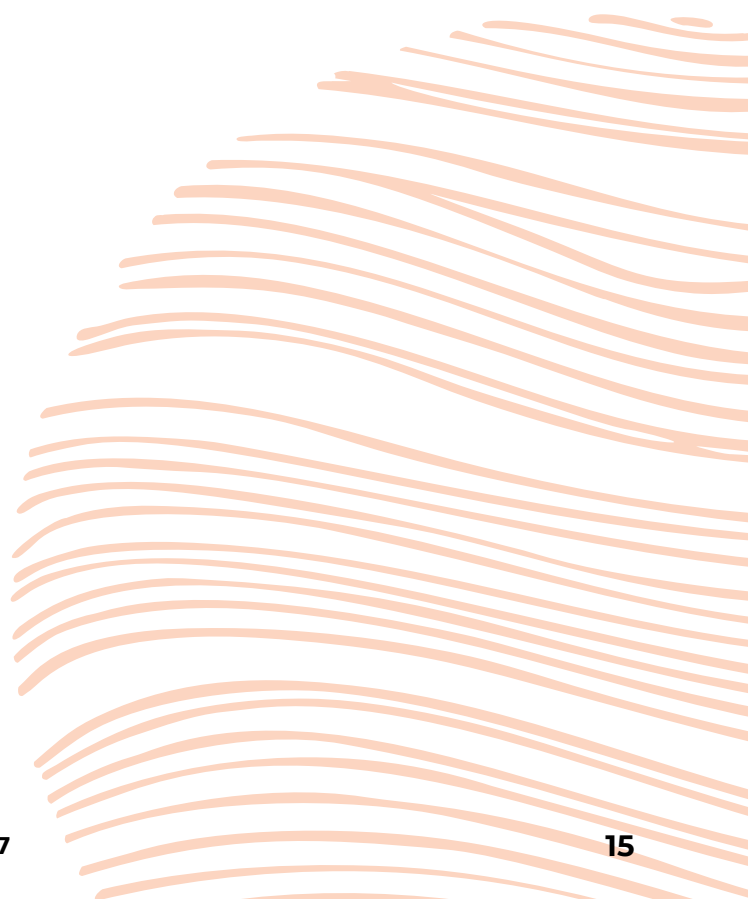
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**Inclusive:** Hume is a dynamic and diverse municipality. Despite its strong attributes, some areas and some communities can be excluded from mainstream opportunities. Social enterprises have the potential to address inclusion issues for disadvantaged communities via their integrated support mechanisms that focus on employment, training, and provision of responsive goods and services.

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**Transformative:** Hume City has had a historic legacy of extensive public housing estates and more recently very rapidly growing residential areas – both tending to have less access to community infrastructure and services which are needed to build and strengthen connection and resilience. Social enterprises with their ability to respond and adapt to meet community needs, can facilitate place-based social transformation and rejuvenation.

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# HUME CITY COUNCIL SOCIAL ENTERPRISE FRAMEWORK

## WHY

## WHAT - FOCUS AREAS

### HUME CITY COUNCIL SOCIAL ENTERPRISE VISION

Hume City will be seen as an innovative place that fosters inclusive and sustainable social, economic and environmental outcomes in its diverse communities, supported by the collective people centred and transformative impacts of a thriving social enterprise sector.

People Centred

#### Build social enterprise capability and capacity

Building capability and capacity in the sector can support the sector's competitiveness and readiness for operating in the market. Providing targeted support can assist social enterprises address some of the barriers that can improve their sustainability and spring-board them into a growth trajectory.

Sustainable

#### Enhance connections and profile of social enterprises

Many social enterprises suffer from lack of visibility and awareness from many sectors including government, business and community. Opportunities are needed to increase visibility and product/service awareness through improved connections, match-making and profiling initiatives.

Inclusive

#### Social enterprise investment attraction and market access

The attraction and establishment of more social enterprises in Hume City will promote greater access to local goods and services in response to community needs. Greater efforts are also needed to expand access to inclusive market opportunities to grow new and existing social enterprises.

Transformative

#### Advance place-based social enterprises and transformation

Social enterprises can improve the geographical spread and disbursement of wealth, health and wellbeing opportunities to less serviced and/or disadvantaged areas. Research also shows that social enterprises can be place-based transformative agents for local community and economic revitalisation.

#### Explore new ways of working

At times, the changing of existing ways of working can generate significant range of new opportunities for social enterprises as was indicated through the Victorian Social Procurement Framework (2018). Some ideas also need to be explored and tested in order to create improvements within existing operating systems.

## HOW - PRACTICES BY COUNCIL AND WITH OTHERS

- Facilitate business mentoring, networking and training opportunities for start-up and existing social enterprises.
  - Work with intermediaries to assist social enterprises to be tender-ready and confident to submit proposals to local government, businesses and service providers.
  - Explore pilot projects to support, establish and grow social enterprises to enhance community access to goods and services in Hume City.
- Expand existing networks to attract and include social enterprises to participate.
  - Encourage social enterprise membership to appropriate networks and online platforms.
  - Raise business and community awareness of social enterprises and of their social, economic and environmental value.
- Actively attract new social enterprises into Hume City and/or acquire services from existing social enterprises to lever needed goods and services that may be outside of municipality.
  - Council, businesses and service providers to identify social enterprise procurement requirements.
  - Investigate opportunities for council to collaborate with other local governments to lever potential purchasing power.
- Foster a culture of innovation for social enterprises to thrive and grow and contribute to positive transformations in Hume City.
  - Explore potential barriers and needs of the social enterprise ecosystem in Hume City to enable greater positive social impacts, particularly in areas experiencing disadvantage.
  - Seek out relevant social enterprises that could act as catalysts for place activation and/or points of social development
- Explore opportunities for funding to support social enterprise partnerships and projects.
  - Assess existing business systems that, if improved, can lever better community outcomes through social enterprises.
  - Explore opportunities and pilot actions that will create targeted social, economic and environmental outcomes through existing or establishing new social enterprises.

## ANTICIPATED IMPACTS

Increased employment pathways and diversity of employment options for more disadvantaged members

Increased levels of social innovation and collaboration

Increased levels of responsive goods and services and consumer choice

More inclusive and sustainable jobs in Hume

Improved wealth creation and distribution

Increased sustainable practices that reduce waste and decrease extraction from the environment (circular economy)



# WHAT COUNCIL IS ALREADY DOING?

**Council has a range of roles and functions when supporting the delivery of various strategic decision-making documents, programs and activities. Within its Council Plan 2021-2025, the Council has defined the following roles and functions in the delivery of its major documents/programs and actions:**

| Statutory Authority  | Service Provider  | Facilitator  | Advocate   |
|--|---|--|--|
| <p>Council has a legislated responsibilities under Victorian and Australian Law to perform certain roles and undertake certain responsibilities.</p> | <p>Council is a leading provider of services for its communities. Responsibility for these services is often shared with other government agencies, not-for-profits, non-government organisations and private industry.</p> | <p>Council facilitates, partners and undertakes planning with a range of other agencies and service providers to support and promote social, economic and environmental outcomes in Hume City.</p> | <p>Council plays an important role in advocating on behalf of the community to other levels of government for appropriate levels of support to build a thriving setting in Hume City for businesses and communities.</p> |

Hume City Council is no stranger to the social enterprise sector. Through its various roles, responsibilities and functions within its communities, Council has been actively working with and buying from social enterprises, such as:

- working with and securing the services from environmental and garden maintenance social enterprises to protect, conserve and maintain the array of natural and green spaces within the municipality
- exploring how social enterprises can contribute towards increased levels of health and wellbeing outcomes across the municipality
- supporting local employers to recognise the benefits of diversity and promote employment and business pathways

- exploring purchasing requirements and decisions that can contribute to socially sustainable outcomes, including access and inclusion of procurement opportunities for social enterprises
- partnering with social enterprises to deliver sustainability products and services for staff and residents in Hume City.

Hume City Council believes that there are more prospects to explore and improve social enterprise opportunities which can, not only enhance and strengthen positive outcomes for the social enterprise section, but also lever more economic, community and environmental outcomes across the municipality and its local communities.





## COMMUNITY ENGAGEMENT

**Council recognises the important and complementary role social enterprises play in local communities, through their delivery of responsive services; economic participation; social innovation and environmental stewardship.**

It is intended that this *Hume City Council Social Enterprise Framework 2022-2027* will embed a practice in Council to engage interested parties in active and ongoing discussions concerning opportunities to establish and grow the social enterprise sector in the municipality.

The Framework will act as a guiding document for Council and other active stakeholders, to take individual and/or collective approaches in fostering the establishment, growth and diversity of social enterprises. It will also offer a position from where opportunities can be sought and acted upon.

Working together and taking action is central to the success of the Framework. Capacity, connections and collaboration will strengthen the social enterprise sector and enable timely and targeted responses to current and emerging trends within the community.

Comments from stakeholders on this Framework will strengthen the document's intent, direction and scope, and indeed its outcomes into the future for the social enterprise sector.



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# APPENDIX 1: SOCIAL ENTERPRISES MAKING THEIR MARK - EXAMPLES

## A system of change, a system of impact

While social enterprises are seen as place-based and focusing on local communities to provide local solutions to local socio-economic and environmental needs, they are also a movement that creates true systems of change through transformative and scalable ideas.

Social enterprises are impact innovators that use an ethical marketing approach to bring about change and create better opportunities for all.

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

## OzHarvest

OzHarvest was established in response to food waste and food surplus. The founder of OzHarvest noted that a significant amount of beyond 'use by date' fresh produce, largely from supermarkets, were going land fill. What was established was a social enterprise that collects food surplus before it became food waste and redirects it to charities which are then able then to create cooked meals for vulnerable people or supply community markets where people can access affordable (or at no cost) fresh produce. OzHarvest Melbourne has established a program, NEST, which is a nutrition and health education program that supports vulnerable communities by teaching adults simple and easy ways to cook and eat healthier on tight budgets.

## STREAT

STREAT's mission is to maximise the goodness that can be done for people and the planet. Over the last decade they have helped over 3,100 young people gain employment, which also included assisting employee to access supporting services, certification programs, work experience and pathways to paid employment. In 2020 STREAT pivoted to home deliveries and hampers instead of closing during the lock-down periods (which would have impacted greatly on its vulnerable young staff). STREAT has implemented a new program - Moving Feast, which is a long-term collaborative project to build a fairer, healthier and more regenerative food system for Victoria. This initiative will involve the creation of an urban farm which will be open to young people, as a training ground for STREAT's new Horticulture program. This is seen to be a first of many new training and employment pathways for young people into sustainable and 'green' jobs. From planting seeds, to harvesting produce, tending nurseries, gardening, landscaping, feeding worms farms, greening waste streams, greening other businesses and green tourism.



# Social Enterprises in Hume City

## Brite Industries

Brite's mission is to create opportunities and support for people living with a disability or who are vocationally disadvantaged. Brite currently employs 305 full and part time staff and 60 casual staff, breaking down employment barriers and empowering those involved to create strong foundations for their futures. The employment and training opportunities ensure that the young people graduating from the *Brite Pathways Course* are ready to confidently move into mainstream employment or further education and learning opportunities. Brite redirects much of its income to staff salaries and reinvestment in their other social enterprise initiatives.



## Enable

Enable's mission is two-fold - to divert decommissioned tech hardware from landfill as well as directly support their social cause to tackle disadvantage through an employability program. Old computers are recycled and their components are reused and this is done through employees who have faced various barriers to employment in main stream businesses. The social enterprise provides a setting for social cohesion amongst its employees and thereby creates a strong foundation for social inclusion, support and engagement of disadvantages community members in Hume City.



## Goodstart

In 2009, a consortium of community sector organisations, including the Benevolent Society, Mission Australia, the Brotherhood of St Laurence and Social Ventures Australia, came together to initiate the formation of Goodstart, with a mission to prevent poor early learning outcomes for children. There is a significant presence of GoodStart in Hume City – with 10 early learning centres across the municipality.



## Connect with us



9205 2200



contactus@hume.vic.gov.au



hume.vic.gov.au



HumeCityCouncil



HumeCityCouncil

## Customer Service Centres

Customer Service is open from  
8am to 5pm Monday to Friday.

1079 Pascoe Vale Road, Broadmeadows

75–95 Central Park Avenue, Craigieburn

40 Macedon Street, Sunbury

PO Box 119, Dallas, Victoria 3047

# HumeLink

Multilingual telephone  
information service

**Enquiries 9205 2200**

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|---|-----------|
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