BANYULE SOCIAL ENTERPRISE STRATEGY 2020-2025
A Partnership between Council and Community
I am pleased to present the Social Enterprise Strategy, which outlines our vision and plan to drive employment participation and inclusive economic growth through social enterprise.

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

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

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

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

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

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

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

Alison Champion
Mayor
Strategy at a glance

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

1. **Advance place-based social enterprise innovation**
   - Support a culture of social enterprise innovation to thrive in Banyule.
   - Lead the local government sector on using social enterprise as a strategy to boost social innovation.
   - Social enterprises in Banyule are better connected to the social enterprise ecosystem, increasing their profile and contributing to their growth and sustainability.
   - Local government staff are supported to play an enabling role in the development of the social enterprise sector as a way of achieving positive social impact for their communities.
   - Local governments and private enterprises are collaboratively engaging and investing in social enterprise innovation to create economic and shared value for the Banyule community.

2. **Build business capability and capacity**
   - Support emerging social enterprises to develop a feasible business model.
   - Enable strategic social enterprise partnerships and innovation.
   - Emerging and existing social enterprises have increased skills and capabilities to grow and become sustainable, maximising their social impact.
   - Social enterprises have increased access to tailored intermediary services, which understand the unique challenges of the sector.
   - Local government is playing a supportive role in developing the sector to stimulate inclusive economic growth.
   - More talented entrepreneurs establish social enterprises with innovative approaches to pressing social, environmental and economic problems.

3. **Improve market access**
   - Embed a whole-of-council procurement framework that leverages Council purchasing to support social and economic outcomes.
   - Connect social enterprises with buyers and supply chain opportunities.
   - Active and potential Banyule City Council suppliers, and Banyule City Council staff have a greater awareness of social enterprise suppliers and increased knowledge to support sustainable procurement.
   - Social enterprise suppliers have increased opportunity to respond to direct and indirect procurement opportunities.
   - More talented entrepreneurs establish social enterprises with innovative approaches to pressing social, environmental and economic problems.

4. **Increase community awareness and engagement**
   - Support the local community to learn about and actively engage with social enterprise.
   - Social enterprises have greater opportunity to promote their work and impact to the community.
   - The community has a greater awareness of the social enterprise sector, and the social and economic benefits of social enterprise.
   - The community has increased commercial engagement with local social enterprises.

**FOCUS AREAS**

**KEY OUTCOMES**

1. **Overall sustainability of social enterprises delivering social impact in Banyule increases over time.**
2. **Increased number of local job opportunities for vulnerable community members within Banyule.**
3. **Increased number of social enterprises operating in or servicing Banyule.**
4. **Overall sustainability of social enterprises delivering social impact in Banyule increases over time.**

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

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

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

Informed by community consultation and research, this Strategy sets out how Council will build on existing momentum and provide strategic leadership and proactive support to develop the social enterprise sector through four focus areas:

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

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

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

We define social enterprises as businesses that:

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

Social enterprises are businesses that exist to benefit the public and community rather than shareholders and owners. They are not-for-profit, do not generate revenue from trade. They are typically grant or donation funded. Purpose driven and trade to fulfill their purpose. Reinvest profits in their purpose. Profit driven and pass profits to shareholders or business owners.

Figure 1. Social enterprises are distinct from charities and corporations.
In developing a plan for the future it is important to recognise the significant work and key achievements that occurred in the past that have helped shape the focus and intent of social enterprise development at Banyule to date.

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

In response to this problem of localised unemployment for vulnerable diversity groups, Council established a jobs taskforce that led to the formation of a Social Enterprise & Local Jobs business unit in October 2018. The aspiration was to develop and deliver innovative approaches that create 100 local jobs opportunities for vulnerable diversity groups in Banyule over a three-year period.

By working with the social enterprise sector to respond to local needs, to date, 50 job and pathways to economic participation outcomes have been achieved.

Key highlights include:

- Development of a Tailored Social Enterprise Partnerships Program recognised by the local government sector for its excellence in facilitating strong community partnerships and economic outcomes.
- Integrated and coordinated approaches to enhance planned capital works and create local job and training opportunities for local people facing barriers to employment.
- Partnership with the Community Grocer to help establish a pop-up fresh food market; also creating 5 economic participation outcomes in the first year of operating in Banyule.
- Partnership with Nomads Pizza & Café at the Bell Street Mall to help them transition to a social enterprise model that provides employment and training opportunities for local youth. The partnership has enabled 7 new jobs in the first year of operating as a social enterprise.
By driving inclusive economic growth through social enterprise, the Social Enterprise Strategy supports the Banyule City Council Plan 2017-2021 and speaks directly to the vision and values of the organisation.

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

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

Social enterprises are ready to:
- grow sustainable and viable businesses that address the most pressing social issues within the Banyule community
- create jobs
- increase the number of jobs and pathways to labour force participation for local people facing barriers to employment.

Advance place-based social enterprise innovation
Build business capacity and capability
Improve market access
Increase community awareness and engagement

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

The Social Enterprise Strategy is a new approach to growing the social enterprise sector in Banyule.
The strategic framework for the Strategy has a place-based focus and takes a partnership approach with the sector to help develop a thriving social enterprise ecosystem in Banyule with supportive networks and intermediaries.

The Strategy is the result of extensive research and consultation with the community, and is informed by policy, research and best practice.
The four focus areas of the Strategy, and their associated priority actions, are interconnected to provide cohesive support for the sector and deliver on our vision.
Creating a more coordinated and networked environment for social enterprises within the social enterprise ecosystem and across the broader business environment will support a culture of increased social innovation and impact within Banyule.

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

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

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

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

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

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

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

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

Molly, like many other participants, finds the Chancez Café program caters to life-changing outcomes.
**FOCUS AREA 1: Advance place-based social enterprise innovation**

**Priority Action 1**

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

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

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

Insufficient opportunities for peer-to-peer learning and development limits the ability of social enterprises to grow their business and maximise their impact. Banyule Council will work with these ecosystem participants to explore the development of a local social enterprise network and social innovation hub in the West Precinct that enable social innovation activity.

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

**Priority Action 2**

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

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

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

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

Through this Strategy, Council will improve its knowledge and contribute to information and support available across local government to better target resources and policy. Council will continue to deliver advocacy activities to champion the work and impact of social enterprises. This aims to increase understanding of the role that social enterprises can play in supporting local governments’ core service delivery and community development, help build a ‘sector identity’, increase connection between social enterprise and local government, increase support and funding, and inspire greater collaboration.
Building the capability and capacity of emerging and existing social enterprises to become self-sufficient, and investment and tender-ready will support them to compete and operate in the market. It will also contribute to developing a growing and sustainable sector, and new job creation for vulnerable community members experiencing barriers to employment.

Social enterprises in Victoria are predominantly small to medium enterprises (SMEs), and face similar issues to other SMEs and start-ups, including building business acumen, accessing funding, business planning, budgeting, tendering, and researching markets. Many social enterprises also require specialist support with measuring and communicating their social impact. Social impact measurement is critical for social enterprises to understand if they are achieving their mission, to demonstrate value for money and to help them continue to develop and innovate. It also helps increase consumer awareness of, and engagement with, social enterprises; this can help them maintain and grow their customer base and partnerships.

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

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

**FOCUS AREA 2**

**Build business capacity and capability**

**Targets**

- Increase the number of social enterprises servicing or operating in Banyule.
- Realise 200 inclusive employment and training outcomes through social enterprise development.

**Cleaning services with a cause**

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

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

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

Bringing this social enterprise into Banyule gives people a springboard to get their lives back on track and instil them with a real sense of purpose.
Priority Action 1
Support emerging social enterprises to develop a feasible business model.

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

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

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

Priority Action 2
Enable strategic social enterprise partnerships and innovation.

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

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

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

Council will also provide social enterprise support services to existing and emerging local social enterprises seeking a better understanding of Council, the Banyule community, the social enterprise ecosystem and sector, and shared value creation opportunities including procurement.
Council will identify opportunities to use sustainable procurement mechanisms to improve market access for the social enterprise sector. This will focus on prioritising economic and social outcomes in Council’s procurement and facilitating improved connections between social enterprises, buyers and suppliers.

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

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

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

By 2025:
• Increase number of social enterprise suppliers.

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

Led by Banyule Council, the Northern Region Procurement Network, made up of five councils, has already achieved some great results. An example is a regional tender to deliver security services across more than 230 sites in the region; and collectively deliver social, economic, and value for money benefits for the residents and businesses in the region.

The successfully award contract has delivered strong outcomes including:
• Significant financial benefits across all councils of over $1.8 m over seven years.
• A total of 13.5 EFT employment opportunities created for disadvantaged persons across the council regions in partnership with the Brotherhood of St Laurence.

This project has set the standard for other regions to follow and benefit from joint procurement linked with social enterprises.
Council will develop a whole-of-council procurement framework to leverage public investment in supporting social outcomes. This project aims to provide whole of Council purchasing guidance to departments and agencies regarding opening more accessible procurement opportunities to social enterprises – either directly or indirectly.

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

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

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

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

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

Council commits to completing a targeted review of its historical spend and future needs that will identify opportunities to increase direct procurement from social enterprise, as well as indirect procurement opportunities that involve social enterprise through the supply chain. To support this activity, Council will provide larger suppliers with specialist support to increase understanding about sustainable procurement and help identify and link supply chain opportunities with social enterprise.

An increased focus on procurement at the state and local level is expected to increase demand for social enterprise goods and services. Therefore, improving capability and capacity of social enterprises to competitively respond to procurement opportunities is an important component of increasing market access. Council will look at opportunities to increase social enterprise awareness, knowledge and skills of government procurement processes through its social enterprise partnership program and business services provided.

**Priority Action 1**

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

**Priority Action 2**

Connect social enterprises with buyers and supply chain opportunities.
Improving the visibility of social enterprises is key to growing a sustainable social enterprise sector and realising the full social and economic potential of these businesses.

Although the social enterprise movement has achieved an established presence in Victoria, limited public awareness of social enterprise and the social value of social enterprises has been identified as a barrier to their growth. In Victoria, efforts to increase community awareness of and engagement with social enterprise are supported by state policy. The Victorian Government’s Social Enterprise Strategy and Social Procurement Framework Policy have elevated the profile of social enterprise in the state, helping amplify local efforts to grow social enterprise. Banyule Council’s Social Enterprise Strategy and Action Plan seeks to build on this momentum by increasing the visibility of and commercial engagement with social enterprises in Banyule.

**Target**

By 2025:
• Increase community awareness and commercial engagement with local social enterprises.
Priority Action 1
Support the local community to learn about and actively engage with social enterprise.

Despite the quality of their services and products, social enterprises often suffer from a lack of visibility and awareness, which acts as an impediment to growth.

Ninety-seven per cent of community members who responded to a Banyule Council survey indicated that they want to learn more about social enterprises in the community so that they can buy their goods and/or services. Council is committed to promoting social enterprise through trusted and recognised platforms and delivering engagement activities that champion the work and impact of social enterprises.

Many social enterprises have insufficient resources to devote to marketing and this is found to be a major barrier to growth at all business life stages. To maximise local opportunities for consumers to understand the collective social and economic value of purchasing from social enterprise, Council will support a localised marketing campaign that provides social enterprises in Banyule an opportunity to tell their stories and show the impact of their work.

Council will also look at opportunities to increase social enterprise marketing capability and practice through its tailored social enterprise partnership program.
Banyule’s first Social Enterprise Strategy represents the start of a stronger partnership between Council, the social enterprise sector and broader ecosystem. The Strategy engenders greater coordination across government and the broader ecosystem to support social enterprises, and will help create jobs, drive productivity and workforce participation, and contribute to improving community wellbeing.

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

Implementing the Social Enterprise Strategy

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

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

The Action Plan details key initiatives that support the achievement of each priority action of the Strategy and identifies the lead departments that will coordinate efforts under each initiative. The Action Plan also outlines the funding arrangement for each initiative. Many key initiatives will be implemented using existing resources, as part of existing roles or through recurring budgets, and some key initiatives will be subject to securing additional resources.

How will we know if the strategy is working?

A monitoring and evaluation process for this Strategy will be developed, with success gauged against key measures. Evaluation of key initiatives may lead to re-calibration, new directions or affirmation of approach, and will inform future policy development. This flexibility is critical; this is the first Social Enterprise Strategy for Banyule Council. It is a pioneering approach to building Banyule’s inclusive growth, and thriving and sustainable social enterprises, and it is part of a rapidly evolving policy and environmental context.

Progress on implementing the initiatives in this strategy, and in delivering the outcomes outlined in the strategic framework will occur annually.

The following measures will be used to understand the impact of this Strategy and the Social Enterprise Action Plan deliverables:

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

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


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


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

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


Notes ...
How to contact your Council

For all enquiries or information about any Council services:

Telephone: **9490 4222**

Email: enquiries@banyule.vic.gov.au

Website: [www.banyule.vic.gov.au](http://www.banyule.vic.gov.au)

Fax: 9499 9475

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

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

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

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

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

---

draft

---

draft