

**CENTRE**  
*for* **SOCIAL**  
**IMPACT**



# **2019 Social Enterprise Evidence Forum**

## **Summary Report**

***August 2019***

Professor Jo Barraket & Julie Tucker, CSI Swinburne

## 2019 Social Enterprise Evidence Forum Summary Report

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### ACKNOWLEDGEMENTS

The Social Enterprise Evidence Forum was a collaborative endeavour made possible by the goodwill and energy of many individuals, together with the commitment of their respective organisations. We acknowledge and thank the Australian Government Department of Social Services (DSS) for their valuable support and contributions on the day. We also acknowledge all who contributed as speakers, chairs, rapporteurs and panel members, and all who contributed their time to the collective deliberations of the Forum.

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### 1.0 INTRODUCTION

On August 1, 2019, 80 people from 48 organisations across five Australian states and territories convened at Swinburne University of Technology for the Social Enterprise Evidence Forum. Hosted by the Centre for Social Impact (CSI) Swinburne with support from the Commonwealth Department of Social Services (DSS), and with contributions from RMIT, ANU, Western Sydney University, and University of New South Wales, the purpose of the day was to canvass the available evidence about social enterprise and the wider ecosystem, and also to identify gaps in knowledge, as well as what is needed in policy and practice to support the development of the field and its impacts.

The formal proceedings commenced with an overview of the social enterprise field of practice by Professor Jo Barraket, Director of CSI Swinburne, together with a presentation via video-link by Dr Emma Lee, CSI Swinburne's Aboriginal and Torres Strait Islander Research Fellow, exploring Indigenous ways of doing business and producing social impact. Throughout the day, three thematic conversations guided discussions about different aspects of contemporary social enterprise research and practice. Each Forum conversation comprised three presentations, together with questions from the audience. During the Forum Brainstorm participants identified key knowledge needs and priorities for the future social enterprise research agenda. Three rapporteurs drawn from the social enterprise ecosystem summarised the insights emerging from each of the conversations immediately prior to the Forum's policy and practice panel. Brief biographies for each presenter and panel member together with the Forum program can be found in the Appendix attached to this report.

### 2.0 FORUM CONVERSATIONS

During the first Forum conversation, *Exploring the social impacts of social enterprise*, speakers presented their findings with respect to the social impacts generated by social enterprise. In *Mapping the impact of social enterprise in regional disadvantage*, Professor Jane Farmer from Swinburne's Social Innovation Research Institute showed the ways in which social enterprise produce distinct "spaces of well-being" in two regional Australian communities, Bendigo (Victoria) and Launceston (Tasmania). Jane's research demonstrates how the impacts of social enterprise extend beyond the individual beneficiary and into the surrounding communities and highlighted the spatial effects of social enterprise design on outcomes for vulnerable people.

Next, Luke Terry, the founder of Vanguard Laundry, together with Aurora Elmes from CSI Swinburne, shared the findings from the journey of Vanguard Laundry, a work-integration social enterprise located in regional Queensland. In *Insights from Vanguard Laundry: social enterprise and work integration*, Luke spoke of both the highs and the lows of his quest to achieve financial stability and amplify Vanguard's social impacts and how longitudinal research had strengthened both the case for investment and the organisation's capacity to learn and improve. Building on this, Aurora presented some of the key findings of the evaluation, which indicates demonstrable outcomes for individuals in increased wellbeing and employment attainment and retention, as well as cost-savings to state and federal governments. Dr Grace McQuilten's presentation *Ambivalent entrepreneurs: arts-based social enterprise in a neo-liberal world* drew our attention to some of the challenges of market-based models of "doing social change", reflecting on how arts-based social entrepreneurs navigate the commercial world and balance artistic integrity while still delivering economic outcomes.

The second Forum conversation, *Influencing change through industry transformation* focused on the potential of social enterprise to shift and shape industry practice. Presenters highlighted both the achievements to date

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and the challenges that remain. This conversation commenced with insights from Professor Martin Loosemore from UNSW's School of Built Environment. In *Social procurement in the construction industry: challenges and realities*, Martin warned of the dangers of looking at social procurement in the construction industry through rose-tinted glasses and showed how some of the distinguishing features of this industry – including challenges associated with occupational health and safety, risk distribution across the supply chain, and gendered behaviours and norms - presented additional barriers for social enterprises and social procurement agendas to meet social goals. Martin identified the Connectivity Centre at the current Westmead hospital development in NSW as an exemplar for new collaborative approaches that might ameliorate some of these challenges and improve outcomes for those involved.

In *Pathways to the workplace: social enterprise and meaningful work*, Lisa Waldron from the Westpac Foundation, together with Professor Jo Barraket from CSI Swinburne spoke to their [new report](#) on the capacity of social enterprise to respond to rigidities in the labour market and our current employment services system to provide meaningful work for those disadvantaged in the mainstream system. While noting that employment focused social enterprise is not a panacea, they identified that greater policy enablement of social enterprise could significantly increase the scale of positive employment outcomes produced by social enterprise in Australia. The second Forum conversation concluded with research from Western Sydney University. In *Social enterprise and new cultures of manufacturing*, Professor Katherine Gibson and Dr Joanne McNeill spoke of the potential of social enterprise to shape the practices of business and government. Drawing on the findings from two case studies Joanne and Katherine identified the emergence of a new manufacturing culture of “just sustainability” encompassing dignified employment, a sustainable end-product, long-term value to the surrounding community and an environmentally-sustainable footprint.

The third and final Forum conversation, *Insights from the social enterprise ecosystem* provided participants with the opportunity to engage with research located within the broader social enterprise ecosystem and with speakers from CSI Swinburne and ANU. In *Rethinking social finance* Libby Ward – Christie and Dr Michael Moran from CSI Swinburne cast a critically informed eye over the various social financing options currently available to social enterprises. Their research demonstrates how the access to finance for social enterprises is both “blended and layered,” with impact investing forming one piece of a more complex funding puzzle. Within this puzzle, social enterprise practitioners are tasked with managing different income streams and maintaining relationships with multiple funders.

Bringing an international perspective to the Forum, the ANU's Professor Israr Qureshi shared insights from *Social entrepreneurship in resource- constrained environments*, a research collaboration exploring the challenges faced by social entrepreneurs based in rural communities in Ethiopia and India. Looking to the future, Israr noted the potential for properly resourced, collaborative community-based initiatives to create sustainable livelihoods for individuals and communities. *How are we tracking? Learnings from the Social Impact Reporting Tool (SERT) and the Social Enterprise Impact Lab (SEIL)*, a joint presentation by Associate Professor Chris Mason and Professor Helana Scheepers from CSI Swinburne brought the third Forum conversation to a close. Helana and Chris presented the early prototypes of two research-informed tools that seek to support small to medium social enterprises to report on their financial and social performance. Longer term and with appropriate capitalisation, it is hoped that these tools will also support sector insights for funders and policy makers, by aggregating information from the tools' multiple users.

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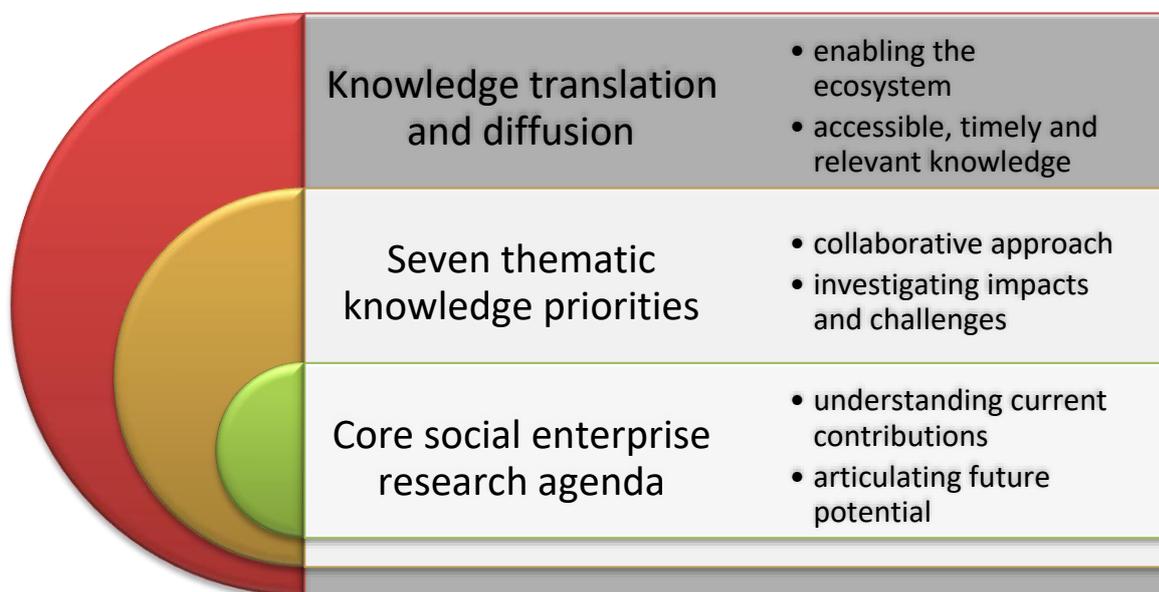
### 3.0 FORUM BRAINSTORM



During the Forum Brainstorm, participants broke into six working groups each tasked with identifying the evidence needed to enable social enterprise in Australia to reach its full potential and nominating two knowledge priorities. Participants were asked to draw from the findings and insights emerging from the morning’s sessions, as well as from their own knowledge and experience of the sector. Each working group created a visual record of their discussion.

#### 3.1 Summary of the Forum knowledge priorities

The summary below integrates the priorities identified during the Forum brainstorm, together with the information contained in the visual records. The summary describes a total of eight knowledge priorities including a core social enterprise research agenda and suggests the benefits that would flow from the translation and diffusion of this knowledge throughout the social enterprise ecosystem.



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### **3.1.1 Advancing the core social enterprise research agenda**

The core research agenda encompasses the overarching knowledge required to better understand and articulate the contributions, role and future potential of the Australian social enterprise sector. Participants identified the need for both comparative and longitudinal studies to understand the contributions of social enterprise across different sectors and industries, as well as the various barriers to participation. In terms of what makes social enterprise distinct from other forms of commercial and community activity, participants proposed research to uncover the possible ingredients of a social enterprise “secret sauce”, as well as studies to critically explore the high level of participation of women throughout the sector. Participants identified the benefits of shared access to the findings emerging from both successful, and less than successful, programs and initiatives, as well as the potential for increased knowledge transfer between social enterprises operating in different industries. To facilitate this diffusion of knowledge, participants highlighted the need for the tools to enable social enterprise reporting in a concise, transparent and collaborative way.

### **3.1.2 Priority One: navigating the policy landscape**

This priority reflects two questions that generated considerable discussion throughout the Forum. Firstly, what is the role of government in the SE ecosystem and secondly, what role can social enterprise play in the delivery of policy and programs, particularly with respect to employment services, and more recently with respect to the NDIS? Participants highlighted the evidence required to guide and support the engagement of all three levels of government in the sector. Among other priorities, the working groups identified the need to better leverage government funds to contribute to the wrap-around support work of employment-focused social enterprises, as well as the benefits of a comprehensive national social enterprise policy framework. With respect to the role of social enterprise in the delivery of government policies and programs, participants spoke of the need for evidence to demonstrate the benefits, but also the costs of social enterprise relative to other service provision models.

### **3.1.3 Priority Two: unlocking access to finance, capital and funding**

This priority describes the knowledge required to better understand the social finance and social capital options available to the sector and also to identify areas of currently unmet need. Participants spoke of the need for access to “the right capital at the right time,” as well as the challenges of funding to enable social enterprise to deliver broader impacts and achieve long-term sustainability. Within this priority participants highlighted the importance of understanding the advantages and disadvantages of different forms and combinations of social finance, with balanced attention to the supply and demand challenges.

### **3.1.4 Priority Three: understanding peer-to-peer networks and intermediaries**

Priority Four focuses on exploring the current role and future potential of peer-to-peer networks and intermediaries within the social enterprise ecosystem. Participants identified the need to advance more collaborative approaches, including peer-to-peer networks across the sector, as well as the knowledge required to build the collaborations that enable a circular economy. Participants highlighted the need for evidence as to how and why social enterprises access intermediaries, as well as studies establishing and articulating the role of intermediaries in building a more resilient social enterprise sector.

### **3.1.5 Priority Four leveraging social procurement**

This priority encompasses the evidence needed to demonstrate the potential of social procurement to provide an alternative income stream as well as the challenges for the social enterprise sector within the supply chains of both industry and government. The working groups proposed a diverse range of new knowledge priorities

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here, including making the economic case for social procurement, and studies identifying where the gaps in government supply chains exist and the capacity/capabilities required to leverage these opportunities. More broadly, participants saw the need for research articulating whether and how social enterprise is already changing traditional practices within business and government, including examples of social enterprises collaborating to meet procurement opportunities.

### **3.1.6 Priority Five: social enterprise health check**

Priority five articulates the knowledge needed to enhance the health and resilience of the social enterprise field. In addition to research exploring needs and capabilities in the different stages of the social enterprise life-cycle, including the strategies required to support development, the working groups identified a series of more specific questions including: the risks of founder syndrome; conditions for effective succession and succession planning; and learnings from scaling and replication. Participants were interested in how successful social enterprises have managed governance and retained expertise, as well as the key challenges and responses for social enterprises with more than 10 years' experience. Understanding good practice models of peer-to-peer networks and shared learning was also identified here.

### **3.1.7 Priority Six: strength through diversity, models of social enterprise**

This priority identifies the evidence needed to understand and articulate the different models of Australian social enterprise. Participants highlighted the benefits of mapping multiple models of social enterprise in diverse economies and articulating where and how social enterprise fits and contributes. Participants spoke of the importance of understanding hybridity in practice, the different social enterprise models and associated outcomes, as well as the challenges of supporting scalability without compromising successful social business models.

### **3.1.8 Priority Seven: articulating impacts**

The final knowledge priority focused on the evidence still needed to articulate the different impacts of social enterprise, for the individual, for communities, and for governments and the economy. Within this priority participants emphasised the importance of understanding the various "soft" impacts of social enterprise, and how they can be measured and effectively communicated to important stakeholders. Participants spoke of the need to share and make visible the total value picture for social enterprise, both economic and social, as well as the benefits of research mapping the long-term impacts of social enterprise within different communities, across diverse industries and also for government.

## **4.0 POLICY AND PRACTICE PANEL**

The Forum concluded with a policy and practice panel comprising: Adrian Appo OAM, founder and Chair of First Australian's Capital, Catherine Brown, CEO of the Lord Mayor's Charitable Foundation, Philip Brown, Branch Manager, Strategy and Investment in the Policy Office of the DSS, Frances Martin, Acting Director of the Social and Economic Inclusion Branch at the (Victorian) Department of Jobs, Precincts and Regions, and Sam Sondhi, CEO of Outlook Victoria. Drawing on the insights and findings emerging over the course of the day as well as from their own experience, each panel member considered the following core question: "What don't we know and what do we need to know from where you sit in the Social Enterprise Ecosystem?" Following questions from the floor panellists identified their top priority for evidence needed to enable the growth of the Australian social

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enterprise sector. Consistent with the focus of many of the Forum presentations, panel members spoke of the need for evidence to demonstrate the capacity and potential of social enterprise to enable individuals and strengthen their constituent communities, including Aboriginal and Torres Strait Islander communities. Panel members acknowledged the fluidity of the sector and highlighted the need for the evidence required to develop a national policy framework. Panellists spoke of the importance of developing a better, evidence-based understanding of the role of the three levels of government in Australia, put simply “What should we be doing and how can we do it well?”, of the benefits of policy solutions based on the lived experience of beneficiaries, as well as the need for patience and long-term commitment from funders. Panellists highlighted the potential for learning from other experiences within the wider “inclusive economy” – for example, from Indigenous business – and the need to use the latent data and knowledge we have within the social enterprise ecosystem.

Panel members’ “top evidence priorities” included: evidence of social, economic and environmental impacts across the social enterprise sector as both a critical first hurdle and the means to begin “levelling the playing field” between social enterprise and more traditional business models. Transparency and accessibility of data, including government data, was a common theme with the panel’s discussion highlighting the potential of tools and knowledge that sit in the public domain to contribute to the bigger national picture. Reflecting the capacity of social enterprise to enable the individual and their communities, the panel called for evidence of self-efficacy and resilience. Picking up on the earlier discussion around social finance, the panel suggested the need for evidence to demonstrate the relationship between access to finance and the different stages of social enterprise development.

### 5.0 SUGGESTED ACTIONS AND CONSIDERATIONS

The following suggested actions proposed by CSI Swinburne, draw on the Forum insights and incorporate the various discussions taking place throughout the day. We welcome your feedback on these ideas and your involvement in the execution of any that resonate for your organisation/sector.

1. That interested universities and foundations establish a joint PhD and early career researcher program – The Social Enterprise Evidence Network - to support the applied research needs of social enterprises and the wider ecosystem.
2. That the Commonwealth Government consider actions to grow the scale, impacts and capacity of the social enterprise field. That within this broader agenda, the Commonwealth Government consider how it might improve social enterprise participation in the national employment services system. As a potential first step to support this, that the Commonwealth Government commission a benchmarking project to understand the costs – including the service additions of wrap-around support and the productivity deficits of working with a mainly trainee workforce – of the social dimensions of employment-focused social enterprise in different industries and with different cohort groups.
3. That the Commonwealth Government considers ways to expand its current activities in social impact investing to incorporate approaches that are in demand, i.e., social enterprise-led. This could include designing policy settings and reforms that support access to social finance not sufficiently provided by

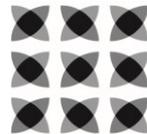
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existing market mechanisms (concessionary and patient loans, unsecured loans, etc.) and support for intermediaries between social enterprises and funders. This could take the form of supporting investment funds that explicitly support blended and layered investments, as well as policy and regulatory changes that incentivise funders to invest in such funds.

4. That users, researchers and funders commit to the development of a knowledge hub that supports rapid codification and translation of knowledge to improve practice in the start-up, growth, replication and deepening of impacts of social enterprise in Australia
5. That funders contribute to capitalising existing tools to support financial and social performance reporting of social enterprises, which will, in turn, help capture routine data about the scope and practices of the field
6. That we consider establishing a collaboration” brand or mark – a branding equivalent to Creative Commons - to grow cross-sector and inter-organisational activity in support of developing the social economy and positive social impact more broadly

### 6.0 APPENDICES

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# Social Enterprise Evidence Forum

August 1, 2019



#SoCentEvidence

## ABOUT OUR SPEAKERS

### Professor Jo Barraket, CSI Swinburne

Jo Barraket is the Director of CSI Swinburne and a leading researcher in social enterprise and social innovation in Australia. Her work spans questions of public policy, organisational hybridity and social change. Jo's work contributes to policy development and practice in social investment and social enterprise development. Based on her expertise in these areas, she has recently been national expert adviser to the OECD on two projects related to the social economy and socio-economic participation. Jo has led more than \$9 million of grant funded and commissioned research, including national competitive grants funded by the Australian Research Council and projects funded by corporate and private philanthropy, and state and local governments.

### Dr Emma Lee, CSI Swinburne

Emma Lee is a *trawl wulwuy* woman from *tebrakunna* country, north-east Tasmania. Her research fields over the last 25 years have focused on Indigenous affairs, land and sea management, natural and cultural resources, regional development, policy and governance of Australian regulatory environments. Emma Lee is the 2018 recipient of the University of Tasmania's Foundation Graduate Award and has won prestigious fellowships to study in Europe and Asia. Her PhD thesis assisted in establishing the first joint management plan for a Tasmanian protected area, namely the Tasmanian Wilderness World Heritage Area, and provided a leadership role for Aboriginal Tasmanians to engage and participate in a range of cultural, economic and conservation functions of management and governance.

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### **Professor Jane Farmer, Social Innovation Research Institute, Swinburne**

Jane Farmer is Director of the Social Innovation Research Institute at Swinburne. She has a distinguished track record of research in rural health services, innovations in health workforce and technology, community participation, coproduction and social enterprise. Addressing disadvantage and social and health inequity is central to her research activity. Jane is currently leading an Australia Research Council Discovery Project examining the impact of social enterprise on regional city disadvantage. She is involved as a research partner in other ARC-funded Discovery and Linkage projects including one on increasing inclusion in rural, generalist health services and on youth health improvement through social enterprise.

### **Aurora Elmes, CSI Swinburne**

Aurora Elmes is a PhD Candidate and Senior Research Assistant at CSI, Swinburne. Aurora's PhD research is focused on understanding the individual and community effects of social enterprise, through a longitudinal evaluation of Australian social enterprise, Vanguard Laundry Services. Aurora's research interests include the social determinants of health, social enterprise, and the use of cross-sectoral approaches to develop more effective and sustainable solutions to the most pressing social issues of our time.

### **Luke Terry, Vanguard Laundry**

Luke Terry is known as one of Australia's most awarded 'serial social entrepreneurs'. Over the last 15 years he has founded several large-scale employment-focused social enterprise projects that create meaningful work pathways for individuals who would otherwise be excluded from the labour market. In 2017, Luke created Vanguard Laundry Services, an AU\$8 million commercial laundry with an in-built mental health career and training centre employing more than 140 people since commencement. Luke has been recognised as a Westpac Social Change Fellow, the 2015 recipient of the SVA David Clarke Scholarship, a Queensland Citizen of the Year finalist, and winner of the 2015 & 2016 Australian Social Enterprise Awards.

### **Dr Grace McQuilten, RMIT University**

Grace McQuilten is a Senior Research Fellow and Leader of the Contemporary Art and Social Transformation Research Group at RMIT University. Grace's research considers the social impact of art and its engagement with broader social and economic systems. She has a multidisciplinary approach that engages with a range of fields including art, design, sustainability, social enterprise and international development. Grace is also the founder of The Social Studio (2009-), a fashion and art based social enterprise working with young people from humanitarian migrant backgrounds in Melbourne.

### **Professor Martin Loosemore, UNSW**

Martin Loosemore is Professor of Construction Management at the University of New South Wales, Sydney, Australia. He is a Visiting Professor at The University of Loughborough, UK and a Fellow of the Chartered Institute of Building. Martin's research synthesises insights from the field of innovation, social procurement, social enterprise, corporate social responsibility, human resource management and risk management. Martin is the founding partner of a successful social business which specialises in securing employment opportunities in the construction and engineering industries for disadvantaged people.

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### **Dr Joanne Qian, CSI Swinburne**

Joanne Qian is a research fellow at CSI Swinburne. Previously she worked in the international development sector overseas and in Australia as a researcher and practitioner. Her project experience covers inclusive finance, financial capability development, livelihoods development, women's empowerment, poverty reduction, labour and social compliance, and corporate social responsibility, gained while worked with Australian and international NGOs, consulting firms, industry partners, civil society and academics. Joanne is interested in program and policy evaluations and impact assessments of social interventions.

### **Lisa Waldron, Westpac Foundation**

Lisa Waldron is a Senior Advisor at Westpac Foundation. She leads the Westpac Foundation Employment Partnership Program that provides collaborative funds and support to help Social Enterprises create jobs and employment pathways for Australians who need it the most. Lisa builds positive relationships with internal business partners, grant recipients, scholars and volunteers to enhance the financial strength and social impact of funded partners and believes that together we can help create a more inclusive Australia.

### **Professor Katherine Gibson, Western Sydney University**

Katherine Gibson is a Professorial Research Fellow in the Institute for Culture and Society at the Western Sydney University. She is an economic geographer with an international reputation for innovative research on economic transformation and over 30 years' experience of working with communities to build resilient economies. Collaborating with the late Professor Julie Graham as the joint authorial voice J.K. Gibson-Graham, she has produced numerous critically acclaimed publications. She is currently co-editing the *Handbook of Diverse Economies*.

### **Dr Joanne McNeill, Western Sydney University**

Joanne McNeill is a Research Project Manager and Research Fellow currently working across several universities. In her research and 15+ years prior professional experience Joanne has focused on engaging with social innovation 'ecosystems' – around social enterprise, cooperatives, social procurement, financing, legal structures, capacity building and demonstrating 'impact'. She is a Churchill Fellow, awarded in 2008.

### **Libby Ward – Christie, CSI Swinburne**

Libby Ward-Christie is a Principal Industry Fellow at CSI Swinburne. A recognised leader in not for profit and social enterprise strategy and management with specific interest in social enterprise planning, implementation, governance and financing, particularly of charitable social enterprises that address social disadvantage. Libby has advised scores of social enterprises on their business strategy, governance, capital provision and operations. During nearly eight years at Social Traders, Libby led the development of innovative platforms that support social enterprises to access to capital and the implementation of organisational systems, such as Social Traders' Crunch program.

### **Dr Michael Moran, CSI Swinburne**

Michael Moran is a senior lecturer and discipline leader (learning and teaching) at CSI Swinburne. His current research focusses on social enterprise, social impact investment, impact measurement, and resourcing of the not

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for profit sector. As a public policy specialist, Dr Moran has expertise in comparative and international public policy, and works closely with industry, government and the not for profit sector on the role of public policy in enabling and constraining social economy development. His past industry experience includes working as a research analyst (corporate governance) for a leading sustainability and corporate social responsibility ratings agency and as well policy advocacy in the development NGO sector.

### **Professor Israr Qureshi, ANU**

Israr Qureshi investigates the various dimensions of inequality and its impact on businesses and society. His research has been effective in social enterprise policy making in China, Hong Kong, India and Philippines. He is currently engaged in multiple research projects on social value creation through social entrepreneurship, and ICT for sustainable development. His motivation to contribute to society and to poor, marginalized and disadvantaged communities inspires him to understand inequality and sustainability from theoretical and practical viewpoints. He believes that although business actions can create some of these issues, a 'triple-bottom line' and 'first do no harm' philosophy can leverage business models and technology to address acute social issues through social value creation.

### **Associate Professor Chris Mason, CSI Swinburne**

Chris Mason is an Associate Professor at the Centre for Social Impact Swinburne, at Swinburne University of Technology, Melbourne. His work focuses on understanding how social impact is enhanced through digital social innovations, and he works with people, data and systems to learn how different business functions support resilience and sustain social enterprise and non-profit business models. He leads the development of the Social Enterprise Reporting Tool (SERT), the first free reporting tool developed with and for social enterprises.

### **Professor Helana Scheepers, Swinburne**

Helana Scheepers is a Professor in the Faculty of Information and Communication Technologies at Swinburne. Helana has worked in academic institutions in South Africa, Denmark, Canada and Australia. Her research interests include the development, management and adoption of information technology by large and small organisations. She has studied the use of mobile technology by organisations identifying how the private use of mobile technology impact on the organisational use. Her interest in the last two years has been specifically in the areas of the adoption of electronic government and social media software by organisations.

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### **ABOUT OUR POLICY AND PRACTICE PANEL**

#### **Adrian Appo OAM, First Australians Capital**

A *Gooreng Gooreng* man with over 20 years senior management experience. Adrian Appo received the Order of Australia Medal (OAM) in 2011 for service to Indigenous youth through career planning, employment and training programs. In 2014 he was one of the inaugural AMP Tomorrow Maker award winners and more recently in 2017 received the UTS Alumni Award. Adrian is the cornerstone founder of the two ground-breaking social enterprises, Gambina and First Australians Capital. His current roles include Non-Executive Director of Children's Ground a locally-led and designed approach in communities experiencing extreme poverty and inequity that enables excellence in learning, wellbeing and development.

#### **Catherine Brown, Lord Mayor's Charitable Foundation**

Catherine Brown joined the Lord Mayor's Charitable Foundation as CEO in 2011. The Foundation is Australia's largest and oldest community foundation and aims to be a leader within contemporary philanthropy. Catherine is a lawyer with experience in the not for profit and philanthropic sectors especially relating to start ups and organisational development, venture philanthropy, governance and social enterprise. In her current role, she is committed to using all the tools in the philanthropy tool box, including impact investment, influencing policy, convening, research, collaborations, strategic communications and granting, to make an impact on tough social and environmental issues. Catherine has held Victorian Government Board appointments in health and women's affairs and is committed to helping build a resilient, sustainable and inclusive society.

#### **Philip Brown, Department of Social Services**

Starting his working life as a teacher in outback Queensland, Philip Brown started his career in the APS in the Department of Social Security at Warwick Regional Office in 1989, moving to Canberra in 1993. Since then, he has worked across a wide range of social policy areas, including social security, youth, early childhood, Indigenous affairs, and families and communities. Roles have included policy analysis and development, research and evaluation, audit and compliance, and implementation. He has been in the Senior Executive Service since 2004, and is currently Branch Manager, Policy Strategy & Investment in the Policy Office of the Department of Social Services. In his current role, Philip leads the development and implementation of cross cutting policy approaches on Commissioning for Better Outcomes; place-based approaches to disadvantage, access to opportunity and family functioning as well as the department's Social Impact Investing programs.

#### **Frances Martin, Department of Jobs, Precincts and Regions (Vic)**

Frances Martin is the Acting Director of the Social and Economic Inclusion branch at the Department of Jobs, Precincts and Regions. She has previously worked in international community development socialising in monitoring and evaluation and economic development in Polynesia and Micronesia communities. The Social and Economic Inclusion branch is responsible for implementation of the Victorians Government's Social Enterprise Strategy and co-leads the Government's Social Procurement Framework. Through this work, the Department provides targeted support to grow Victoria's social economy and to generate greater social impact from existing government investment.

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### **Sam Sondhi, Outlook Victoria**

Sam Sondhi is the CEO of Outlook Victoria, a leading provider of disability support and employment services based in South East Melbourne, and a member of the Board of Management Outlook also wholly owns and operates one of the largest waste management social enterprises in Australia, Outlook Environmental. Sam has 10 years' experience in Investment Banking working as a Vice President in the M&A and Capital Markets groups for Credit Suisse and Citigroup primarily based in Sydney. Sam has advised some of Australia's largest corporations on a range of acquisitions, divestments and capital raising initiatives and spent over 5 years establishing and running his own investment company focused on the Australian retail and wholesale sectors, which he has now divested.

## 2019 Social Enterprise Evidence Forum Summary Report

### Social Enterprise Evidence Forum Program

1 August 2019



#socentEvidence

8AM	Registration
9AM	Welcome to Country
9.15AM	Welcome to Swinburne University, <i>Professor Michael Gilding, Pro Vice-Chancellor, Faculty of Business and Law Swinburne</i>
9.20AM	Housekeeping, overview of the day and introductions, <i>Professor Jo Barraket, Director CSI Swinburne</i>
9.30AM	<b>State of the Social Enterprise Field</b> <i>Professor Jo Barraket, CSI Swinburne</i>
9.45AM	<b>Indigenous ways of doing business and recolonisation</b> <i>Dr Emma Lee, CSI Swinburne, via video-link</i>
	<b>Conversation one: exploring the social impacts of social enterprise</b>
10AM	<i>Chair, Professor Erin Wilson, CSI Swinburne</i> <i>Rapporteur: Emma-Kate Rose, Queensland Social Enterprise Council</i> <b>Mapping the impact of social enterprise on regional city disadvantage</b> <i>Professor Jane Farmer, Social Innovation Research Institute Swinburne</i> <b>Insights from vanguard laundry: social enterprise and work integration</b> <i>Aurora Elmes, CSI Swinburne and Luke Terry, Founder Vanguard Laundry Services</i> <b>Ambivalent entrepreneurs: arts-based social enterprise in a neoliberal world</b> <i>Dr Grace McQuilten, RMIT</i>
11am	<b>Morning tea</b>
	<b>Conversation two: influencing change through industry transformation</b>
11.30AM	<i>Chair, Dr Krzysztof Dembek, CSI Swinburne</i> <i>Rapporteur: Mark Daniels, Social Traders</i> <b>Social procurement in the construction industry: challenges and realities</b> <i>Professor Martin Loosemore, University of New South Wales</i> <b>Pathways to the workplace: social enterprise and meaningful work</b> <i>Professor Jo Barraket and Dr Joanne Qian, CSI Swinburne, Lisa Waldron, Senior Advisor Westpac Foundation</i> <b>Social enterprise and new cultures of manufacturing</b> <i>Professor Katherine Gibson and Dr Joanne McNeill, Western Sydney University</i>

## 2019 Social Enterprise Evidence Forum Summary Report

12.30pm	<b>Lunch</b>
1.15PM	<b>Forum brainstorm</b>
	<b>Conversation three: insights from the social enterprise ecosystem</b>
2PM	<p>Chair, Professor Robyn Eversole, CSI Swinburne  Rapporteur: Tom Allen, Impact Boom</p> <p><b>Rethinking social finance</b></p> <p>Libby Ward-Christie and Dr Michael Moran, CSI Swinburne</p> <p><b>Social entrepreneurship in resource-constrained environments</b></p> <p>Professor Israr Qureshi, ANU</p> <p><b>How are we tracking? learnings from the social enterprise reporting tool (SERT) and the social enterprise impact lab (SEIL)</b></p> <p>Associate Professor Chris Mason, CSI Swinburne and Professor Helana Scheepers, Swinburne</p>
	<b>Policy and practice panel: insights, learnings and where to from here</b>
3PM	<p>Panel Members:</p> <p>Adrian Appo OAM, Founder and CEO First Australians Capital  Catherine Brown, CEO Lord Mayor's Charitable Foundation  Philip Brown, Acting Group Manager Policy Office, Commonwealth Department of Social Services  Frances Martin, Acting Director of Social and Economic Inclusion, Victorian Department of Jobs, Precincts and Regions  Sam Sondhi, CEO Outlook</p> <p><b>Next steps and close</b></p>
4.15PM	Professor Jo Barraket, CSI Swinburne