



What You Said

Community Engagement Survey findings for Social Enterprise Development in Banyule

January 2019

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Background and Purpose

Banyule City Council recognises that social enterprises play a vital role in fostering economic development, delivering goods and services to meet community needs, and driving employment participation, inclusive economic growth and social innovation.

The aims of Banyule's Social Enterprise Development consultation survey and working group are to:

1. Increase Council's understanding of the social purpose eco-system;
2. Increase Council's understanding of the number and nature of existing or developing social enterprises operating within or serving the Banyule community;
3. Increase Council's understanding of how we can best collaborate with the community to promote, facilitate and develop social enterprises locally; and
4. Inform Council's Social Enterprise Action Plan 2019-2021 by valuing the social and economic impact of social enterprises, and identifying scope for raising employment participation and job creation across the municipality.

Methodology

Stage 1 of the Consultation Program undertaken focused on our community and the social-purpose sector anonymously completing a survey to let us know how we can best collaborate to promote, facilitate and develop socially enterprises locally.

Further, respondents were invited to submit their interest in participating in a social enterprise working group to discuss survey results and increase Banyule's understanding of the survey responses.

Topic	Date Range	Method	Contributions
Supporting the development of Social Enterprise in Banyule	27.11.18 – 24.12.18	Assisted and unassisted On-line survey	102 respondents

Stage 2 (the working group sessions) are planned for late January – early February 2019.

Together all of this information will help shape our Council Social Enterprise Action Plan key initiatives for 2019-2021.

Findings of the first stage of the Consultation Program are detailed within this report. It is intended that the findings build upon existing social enterprise research undertaken as part of the development and implementation of the Victorian Government's Social Enterprise Strategy to ensure Council's response is localized and meaningful.

Findings

Overview of Survey Respondents



Answers	Responses
I am an interested community member	43 42%
I represent an organisation	59 58%
Total Respondents: 102	

Community Members

Location:

Answers	Responses
Banyule City Council	32 74%
Nillumbik Shire Council	3
Boroondara City Council	2
Melbourne City Council	2
Darebin City Council	1
Maribyrnong City Council	1
Whittlesea City Council	1
Yarra City Council	1
Total Respondents: 43	

Interest in Social Enterprise:

Answers	Responses
Interested in starting a social enterprise in Banyule	6 14%
Interested in supporting social enterprises in Banyule	37 86%
Total Respondents: 43	

Community Members 'interested in starting a social enterprise in Banyule'

Intended Legal Structure:

Answers	Responses
Proposed social enterprise model <u>aligns</u> with the Victorian Governments definition of social enterprise	5 100%
Total Respondents: 5 <i>1 respondent exited the survey</i>	

Intended Organisational Purpose:

Answers	Responses
Social	3
Economic	2
Environmental	2
Cultural	2
Total Respondents: 5	

Intended Main Beneficiaries:

Answers	Responses
Young people	2
Migrants, refugees or asylum seekers	2
Environmental	2
Disadvantaged youth	1
Geographically based community	1
People living with a disability	1
Older people	1
Animals	1
Total Respondents: 5	

Intended Industry:

Answers	Responses
Education and training	2
Health care services	2
Communication and administration services	2
Accommodations, cafes and restaurants	1
Construction	1
Wholesale trade	1
Other services	1
Total Respondents: 5	

Intended Place(s) of Trade:

Answers	Responses
Locally (Banyule City Council)	3
Regional (Greater Melbourne region)	2
State-wide (Victoria)	1
Nationally	1
Globally	1
Total Respondents: 5 <i>1 respondent did not report information for this question</i>	

Intended Place(s) of Profit Distribution:

Answers	Responses
Locally (Banyule City Council)	2
Regional (Greater Melbourne region)	1
Nationally	1
Total Respondents: 5 <i>2 respondents did not report information for this question</i>	

What Barriers Prevent You from Starting a Social Enterprise:

Answers	Responses		
	Significant Barrier	Minor Barrier	No Barrier
Access to in-kind support e.g. facilities, land, equipment	3	2	0
Creating an impact measurement and evaluation framework	2	2	1
Creating Government and/or Corporate partnerships	2	1	2
Access to a mentor and/or social enterprise coach	2	1	2
Access to social enterprise certification	2	1	2
Access to appropriate and affordable start-up finance	2	0	3
Access to networking opportunities and peer-to-peer learning with other businesses or social enterprises	1	3	1
Establishing an online presence	1	3	1
Creating budget forecasting	1	3	1
Demonstrating impact - communicating the social and economic value of your social enterprise	1	2	2
Creating and implementing a marketing plan	1	2	2
Access to legal advice and/or support	1	2	2
Creating and implementing a business plan	0	3	2
Developing a sustainable business model	0	3	2
Securing a lease/location	0	3	2
Access to volunteers or employees	0	2	3
Total Respondents: 5			

What is on Your Wish List for Social Enterprise Development Support:

Answers	Responses
Networking, mentors	1
Support for young social entrepreneurs or social enterprises started by young people	1
Knowing what we need to do to get started / workshops and professional dev informing about the social enterprise world in Council	1
City awards for social enterprise – annual ceremony	1
Formalisation of the terms	1
Total Respondents: 5	

Community Members 'interested in supporting social enterprises in Banyule'

What Barriers Prevent You From Supporting Social Enterprises:

Answers	Responses
Lack of awareness of social enterprises	17
None	7
Time	4
Geography	1
Lack of social enterprises	1
Support	1
Council interference	1
Total Respondents: 32 <i>5 respondents exited the survey</i>	

How You Want to Support Social Enterprises:

Answers	Responses
I want to learn more about what social enterprises exist in the community so that I can buy their goods and/or services	31
I want to provide volunteering support	7
I want to help with crowdfunding activities for new or developing social enterprises	2
Other - Link Up People with Disabilities with an App	1
Other - Learn more so I can work out how to support	1
Other - If I know about them I can refer them to others	1
Other - I want to help others into employment /training with social enterprises	1
Total Respondents: 32	

Other comments about social enterprise development in Banyule:

Answers	Responses
I am hoping that the social enterprise cafe at Rosanna Station will be operational soon.	1
I don't think the broader community really understand the concept of a social enterprise. Better promotion of the concept would be useful.	1
Maybe having an interactive map on Council's website of existing or new social enterprises.	1
Would love to see more of it. Make it visible within the community, so then people can get involved.	1
Use dormant shop fronts as pop up shops or gallery space. Offer free FB/social media marketing training for these groups, as they reinforce a great sense of community.	1
As a freelance writer I'm preparing an article re: social enterprises for The Age. So I'm most interested in learning more about what's available in the local area.	1
As a resident, I'm happy to see that the Council will support social enterprise development.	1
Don't know where they are	1
Buy local	1
Only the experience we had this year which was unfortunately very sad and disappointing for my 2 sons	1
No	6
No Answer	16
Total Respondents: 32	

Overview of Organisations

Organisation Types:

Answers	Responses
Social Enterprise	22 37%
Not for Profit	16 27%
Social Enterprise Intermediary	7 12%
Corporate	4 7%
Small to Medium Enterprise	3 6%
Co-Operative	2 3%
Education Institution	2 3%
B-Corporation	2 3%
Aboriginal Business	1 2%
Total Respondents: 59	

Social Enterprises

Legal Structure:

Answers	Responses
Social enterprise model <u>aligns</u> with the Victorian Governments definition of social enterprise	20 95%
Social enterprise model <u>does not align</u> with the Victorian Governments definition of social enterprise	1 5%
Total Respondents: 21 <i>1 respondent exited the survey</i>	

If no, reason for non-alignment:

Answers	Responses
Business model based on donating a percentage of fees as opposed to profit.	1 100%
Total Respondents: 1	

Stage in Organisational Development:

Answers	Responses
Operating for 5 or more years	13 62%
Operating for 2 to 5 years	4 19%
Operating for less than 2 years	3 14%
Not yet started	1 5%
Total Respondents: 21	

Organisational Purpose:

Answers	Responses
Social	20
Economic	12
Environmental	9
Cultural	3
Total Respondents: 21	

Main Beneficiaries:

Answers	Responses
Unemployed people	15
Disadvantaged youth	14
Migrants, refugees or asylum seekers	13
People living with a disability	12
Disadvantaged men	11
Disadvantaged women	11
Young people	11
Aboriginal and Torres strait islanders	10
People experiencing homelessness	10
People with mental illness	9
Environmental	7
People with alcohol, drug or other substance abuse issues	7

Geographically based community	6
LGBTI	5
Prisoners and ex-offenders	5
Families	4
Older people	4
Remote or rural communities	4
Animals	1
Social Entrepreneurs	1
Total Respondents: 21	

Industry:

Answers	Responses
Education and training	6
Communication and administration services	6
Other services	6
Retail trade	5
Health care services	4
Manufacturing	4
Construction	4
Accommodations, cafes and restaurants	3
Cleaning and facilities services	3
Waste management	3
Transport and storage	2
Professional, scientific and technical services	2
Financial and insurance services	2
Agriculture, forest and fishing	2
Arts and recreation services	1
Public administration and safety	1
Rental, hiring and real estate services	1
Wholesale trade	1
Electricity, gas and water supply	1
Total Respondents: 21	

Place of Operation:

Answers	Responses
Banyule City Council	2 9%
Greater Melbourne	12 57%
New South Wales	2 9%
Queensland	1 5%
Incorrect postcode	4 20%
Total Respondents: 21	

Place(s) of Trade:

Answers	Responses
Locally (Banyule City Council)	11
Regional (Greater Melbourne region)	13
State-wide (Victoria)	7
Nationally	9
Globally	2
Total Respondents: 21	

Place(s) of Profit Distribution:

Answers	Responses
Locally (Banyule City Council)	5
Regional (Greater Melbourne region)	10
State-wide (Victoria)	3
Nationally	5
Globally	2
Total Respondents: 21	

Financial Sustainability:

Answers	Responses
Yes – organisation is financially sustainable	16 76%
No – organisation is not financially sustainable	1 5%
Unsure/Don't Know	4 19%
Total Respondents: 21	

Expenditure Challenges in 2017/18 Financial Year:

Answers	Responses
Salaries and wages	8
Grants, investments etc.	7
Capital expenditure (purchase of property, vehicle, equipment)	7
Running costs (rent, utilities, insurances etc.)	6
Contracting (and sub-contracting) of services	4
Materials for product development	2
None	5
Total Respondents: 21	

Proportion of Income Derived from Trade (products/services) in 2017/18 Financial Year:

Answers	Responses
More than 80%	11 52%
Between 50-80%	5 24%
Less than 50%	5 24%
Total Respondents: 21	

If less than 50%, primary source of income:

Answers	Responses
Grants, donations and corporate partnerships	4 80%
Trade	1 20%
Total Respondents: 5	

Proportion of Profits toward Organisational Purpose in 2017/18 Financial Year:

Answers	Responses
More than 80%	12 60%
Between 50-80%	4 20%
Between 10-49%	1 5%
Less than 10%	1 5%
No Profit	2 10%
Total Respondents: 20 <i>1 respondent exited the survey</i>	

If less than 50%, primary source of profit distribution:

Answers	Responses
Reinvested into social enterprise	2 50%
No profit generated	2 50%
Total Respondents: 4	

Growth Strategy:

Answers	Responses
Market development – Either: 1. Grow income through existing trade by selling products or services to new customer segments 2. Grow income through existing trade by selling products or services to new markets e.g. business model replication in new geographical area	16
Market penetration – Either: 1. Grow income through existing trade by selling more products or services to existing customers 2. Grow income through existing trade by selling more products or services to new customers within existing market	15
Product development – create new products or services targeted at existing markets	13
Diversification – create new products or services targeted at new markets	7
Do not have one	3
Total Respondents: 20	

Challenges for Your Social Enterprise:

Answers	Responses		
	Very Challenging	Somewhat Challenging	Not Challenging
Access to government and corporate buyers (procurement)	11	5	4
Demonstrating impact - Promoting the social and economic value of your social enterprise	6	7	7
Access to appropriate and affordable start-up finance	6	5	9
Consumer understanding of social enterprise	5	10	5
Impact measurement and evaluation	4	11	5
Access to in-kind support e.g. facilities, lease	4	10	6
Employment - access to employees, training etc.	4	9	7
Partnerships	4	9	7
Financially sustainable business model	4	8	8
Creating and implementing a marketing plan	4	7	9
Access to volunteers	4	5	11
Access to social enterprise certification	4	5	11
Access to a mentor and/or social enterprise coach	4	2	14
Peer-to-peer learning	3	8	9
Legal advice and/or support	3	8	9
Location e.g. lease arrangements	3	7	10
Online presence	2	11	6
Creating and implementing a business plan	1	10	9
Budget forecasting	1	9	10
Access to network opportunities with other social enterprises	1	8	11
Other – definition of social enterprise	1	0	0
Total Respondents: 20			

What is on Your Wish List for Social Enterprise Development Support:

Answers	Responses
Capacity building funds for the business	1
Greater social procurement opportunities and partnerships with for-profit companies	1
A social enterprise community of practice that supports partnership building, peer to peer learning and amplifying impact. Easier access to certification through a government-led model. A government or sector-led (perhaps through an industry body) training and development framework, for owners and leaders in social enterprise to build their skills.	1

We would love to see local government and other funders get comfortable supporting earlier-stage ideas, and smarter about how to help them launch and grow.	
Capacity to access a cargo mini-van to further expand the pop-up shop business development strategy. Increased referrals from local organisations/JobServiceProviders/Council/community groups of young people with barriers to employment to engage with the training & employment pathway program (100 x places available during 2019).	
More charities and NFPs buying from social enterprises more consistently	
Funding by government to replicate business model into a new location	
National presence	
Crowd funding	
Developing a long term ongoing customer base in effort to reduce the 'casual employee' status of some of our workforce	
Receive mentoring and find out about possible grant opportunities.	
- lease assistance - council guidance and advice on need and organisations to partner with	
Modernisation of equipment, greater diversity	
Local/place-based partnership models	
A network of social enterprises who have agreed to support each other and work together.	
Increased ongoing contracts	
An open minded approach to new ideas. Education across the marketplace / community as to the benefit of social enterprise. Increased scope of the Government definition of social enterprise.	
Collaboration with Banyule CC	
We are being forced to move out of our existing facility and need a new premises in approx. 3-5 years time.	
No Answer	
Total Respondents: 20	

Other comments about social enterprise development in Banyule:

Answers	Responses
Excited to see what you decide to do!	
Networking of businesses interested in receiving referrals of graduates of the training & employment pathway program to gain further work experience opportunities within their business &/or paid employment opportunities within their business.	
Encourage Banyule to package commercial requirements in order to allow commercial relationships with social enterprise e.g. landscaping, general maintenance, painting, test and tag.	
Sadly our involvement in the Banyule area is minimal, however some of our services are not restricted by boundaries, so growth within Banyule is possible.	
There could be great opportunities to collaborate with the Council given our social enterprise facilitates skills development in young people so they become job creators rather than job seekers, in a changing environment that	

values creativity, collaboration, critical thinking and communication. We help them showcase those skills, build confidence and develop their own social enterprises in the future. We also use online platforms to connect young people, businesses, mentors and teachers with advice, resourcing and feedback for their business ideas. Through doing that, we aim to build the local ecosystem around social enterprise as well.	
No	2
No Answer	13
Total Respondents: 20	

Not for Profits

Desire to transition to a Social Enterprise Model or start a Social Enterprise:

Answer	Responses	
Yes – Organisation wants to transition to a social enterprise model or start a social enterprise model	8	50%
No – But we want to support social enterprises	8	50%
Total Respondents: 16		

Not for Profits who ‘want to transition to a social enterprise model or start a social enterprise in Banyule’

Reason for Considering Social Enterprise:

Answers	Responses	
Organisation sustainability	5	83%
Impact sustainability and scalability	1	17%
Total Respondents: 6 <i>2 respondents exited the survey</i>		

Intended Legal Structure:

Answers	Responses	
Social enterprise model <u>aligns</u> with the Victorian Governments definition of social enterprise	6	100%
Total Respondents: 6		

Intended Organisational Purpose:

Answers	Responses
Social	6
Economic	6
Environmental	3
Cultural	3
Total Respondents: 6	

Intended Main Beneficiaries:

Answers	Responses
Disadvantaged youth	6
Young people	5
Disadvantaged women	5
Migrants, refugees or asylum seekers	4
People living with a disability	4
People with mental illness	4
Unemployed people	4
Families	3
Geographically based community	3
People experiencing homelessness	3
People with alcohol, drug, or other substance abuse issues	3
Lesbian, gay, bisexual, transgender, intersex (LGBTI)	2
Older people	2
Aboriginal and Torres strait islanders	1
Prisoners and ex-offenders	1
Spiritual/religious community	1
Total Respondents: 6	

Intended Industry:

Answers	Responses
Accommodations, cafes and restaurants	3
Arts and recreation services	2
Health care services	2
Other services	2
Administrative and support services	1
Education and training	1
Retail trade	1
Unsure	1
Total Respondents: 6	

Intended Place(s) of Trade:

Answers	Responses
Locally (Banyule City Council)	5
Regional (Greater Melbourne region)	2
Total Respondents: 6	

Intended Place(s) of Profit Distribution:

Answers	Responses
Locally (Banyule City Council)	5
Regional (Greater Melbourne region)	2
Total Respondents: 6	

What Barriers Prevent Your Organisation from Transitioning to a Social Enterprise Model or Starting a Social Enterprise:

Answers	Responses		
	Significant Barrier	Minor Barrier	No Barrier
Access to appropriate and affordable start-up finance	3	2	1
Access to volunteers	2	3	1
Location e.g. lease arrangements	2	2	2
Access to in-kind support e.g. facilities, land, equipment	2	1	3
Demonstrating impact - promoting the social and economic value of your social enterprise	2	1	3
Creating and implementing a marketing plan	1	4	1
Financially sustainable business model	1	4	1
Access to networking opportunities and peer-to-peer learning with other businesses or social enterprises	1	3	2
Access to a mentor with social enterprise knowledge	1	2	3
Impact measurement and evaluation	1	2	3
Employment – access to employees, training etc.	0	5	1
Peer-to-peer learning	0	5	1
Creating and implementing a business plan	0	4	2
Partnerships	0	4	2
Online presence	0	4	2
Access to social enterprise certification	0	3	3
Legal advice and/or support	0	3	3
Consumer understanding of social enterprise	0	2	4
Budget forecasting	0	2	4
Access to government and corporate buyers (procurement)	0	2	4
Total Respondents: 6			

What is on Your Wish List for Social Enterprise Development Support:

Answers	Responses
Someone to lead it who has experience and understanding. More able people to work. Some help with advice on where and how to go from here.	1
Connections with other local groups. Connections to local suppliers. Connections to ethical food and goods suppliers.	1
Having access to guidance and mentoring to develop social enterprise ideas and getting the start-up funding to generate the social enterprises.	1
Lease arrangements	1
Identifying the needs in the local community that can be met through sustainable social enterprise	1
Initial start-up costs	1
Total Respondents: 6	

Other comments about social enterprise development in Banyule:

Answers	Responses
We are experienced in operating social enterprises and want to expand into other areas that is responsive to community needs. We'd love to partner with Banyule Council in this area.	1
No	5
Total Respondents: 6	

Not for Profits who 'want to support social enterprises in Banyule'

What Barriers Prevent You From Supporting Social Enterprises:

Answers	Responses
None	2
Funding challenges	2
Physical space	1
Lack of network	1
Total Respondents: 6 <i>2 respondents exited the survey</i>	

How You Want to Support Social Enterprises:

Answers	Responses
Buy products and/or services from their business	4
Provide employment opportunities for disadvantaged groups	3
Provide volunteering opportunities for disadvantaged groups	3
Provide mentoring opportunities for disadvantaged groups	2
Provide paid Internship opportunities for disadvantaged groups	2
Provide paid Traineeship opportunities for disadvantaged groups	1
Provide unpaid Structured Workplace Learning opportunities for disadvantaged groups	1
Use their organisations labour hire service	1
Total Respondents: 6	

Other comments about social enterprise development in Banyule:

Answers	Responses
There needs to be a clear vision for how the social enterprise sector should be growing and how the council can support e.g. social procurement opportunities.	1
I'm unsure of what Banyule does in this area. I know Melbourne Polytechnic and Darebin Council have space and support through the Melbourne Innovation Centre in Alphington.	1
No	4
Total Respondents: 6	

Social Enterprise Intermediary

Main Beneficiary Groups Interested in Supporting Through the Vehicle of Social Enterprise:

Answers	Responses
Aboriginal and Torres strait islanders	5
People living with a disability	5
Disadvantaged youth	5
Disadvantaged women	5
Disadvantaged men	5
Unemployed people	4
Environment	4
Young people	4
Migrants, refugees or asylum seekers	4
Older people	4
People experiencing homelessness	4
People with mental illness	4
Remote or rural communities	4
Families	3
Geographically based community	3
Lesbian, gay, bisexual, transgender, intersex (LGBTI)	3
People with alcohol, drug, or other substance abuse issues	3
Prisoners and ex-offenders	3
Animals	2
Total Respondents: 6	
<i>1 respondent exited the survey</i>	

Main Industry Interested in Supporting Through the Vehicle of Social Enterprise:

Answers	Responses
Health care services	4
Education and training	4
Manufacturing	4
Administration and communication services	4
Accommodations, cafes and restaurants	3
Agriculture, forestry and fishing	3
Electricity, gas and water supply	3
Professional, scientific and technical services	3
Retail trade	3
Wholesale trade	3
Arts and recreation services	2
Construction	2
Financial and insurance services	2
Mining	2

Other services	2
Public administration and safety	2
Rental, hiring and real estate services	2
Transport and storage	2
Other – All Industries	1
Total Respondents: 6	

Desire to operate as a Social Enterprise Model:

Answers	Responses
Yes – Organisation wants to operate as a social enterprise model	5 83%
No – But we want to support other social enterprises	1 17%
Total Respondents: 6	

Social Enterprise Intermediary who ‘want to operate as a social enterprise model’

Intended Legal Structure:

Answers	Responses
Social enterprise model <u>aligns</u> with the Victorian Governments definition of social enterprise	3 75%
Social enterprise model <u>does not align</u> with the Victorian Governments definition of social enterprise	1 25%
Total Respondents: 4 <i>1 respondent exited the survey</i>	

If no, reason for non-alignment:

Answers	Responses
The 50% profit requirement is unhelpful. I prefer enterprises that use 100% of their purchasing to work towards their social mission and invest their profits in growing their business.	1 100%
Total Respondents: 1	

Intended Place(s) of Trade:

Answer Choices	Responses
Nationally	1
Globally	2
Total Respondents: 4 <i>1 respondent did not report information for this question</i>	

Intended Place(s) of Profit Distribution:

Answers	Responses
Regional (Greater Melbourne region)	1
State-wide (Victoria)	1
Nationally	2
Total Respondents: 4	

Challenges for Your Organisation:

Answers	Responses		
	Very Challenging	Somewhat Challenging	Not Challenging
Access to government and corporate buyers (procurement)	1	2	1
Consumer understanding of social enterprise	1	2	1
Financially sustainable business model	1	1	2
Impact measurement and evaluation	1	0	3
Demonstrating impact - Promoting the social and economic value of your social enterprise	1	0	3
Access to a mentor with social enterprise knowledge	1	0	3
Access to social enterprise certification	1	0	3
Budget forecasting	1	0	3
Creating and implementing a business plan	1	0	3
Access to appropriate and affordable start-up finance	0	3	1
Access to in-kind support e.g. facilities, lease	0	2	2
Access to volunteers	0	2	2
Access to network opportunities with other social enterprises	0	1	3
Employment - access to employees, training etc.	0	1	3
Peer-to-peer learning	0	1	3
Creating and implementing a marketing plan	0	0	4
Legal advice and/or support	0	0	4
Location e.g. lease arrangements	0	0	4
Online presence	0	0	4
Partnerships	0	0	4
Total Respondents: 4			

What is on Your Wish List for Social Enterprise Development Support:

Answers	Responses
Cluster/Precinct development	1
Growing a lending network	1
Effective business and strategy related support for social enterprises, tailored to the needs of individual enterprises.	1
Abundant and easily accessible funding for social enterprise.	1
Total Respondents: 4	

How You Want to Support Other Social Enterprises:

Answers	Responses
Buy products and/or services from their business	3
Provide access to in-kind support e.g. legal advice, accounting advice, lease, location for meetings, commercial kitchen, facilities, skilled volunteers (your employees)	3
Provide employment opportunities for disadvantaged groups	3
Provide financial support	2
Provide mentoring opportunities for disadvantaged groups	2
Provide paid Internship opportunities for disadvantaged groups	2
Provide paid Traineeship opportunities for disadvantaged groups	2
Provide unpaid Structured Workplace Learning opportunities for disadvantaged groups	2
Provide volunteering opportunities for disadvantaged groups	1
Use their organisations labour hire service	1
Total Respondents: 4	

Other comments about social enterprise development in Banyule:

Answers	Responses
Banyule must leverage and differentiate itself on local industry strengths not just replicate what others do. This is called a Smart Specialisation Strategy. Refer recent approaches by North Link.	1
Make your social enterprise development strategy inclusive of all businesses that are pursuing impact through their core business model - don't be exclusive. And look broader than just local beneficiaries.	1
None	2
Total Respondents: 4	

Social Enterprise Intermediary who 'want to support other social enterprises'

How You Want to Support Other Social Enterprises:

Answers	Responses
Other – marketing support	1
Total Respondents: 1	

Barriers That Prevent You From Supporting Social Enterprises:

Answers	Responses
None	1
Total Respondents: 1	

Other comments about social enterprise development in Banyule:

Answers	Responses
We look forward to seeing the growth of social enterprises in Banyule in 2019 and are always happy to discuss the sector.	1
Total Respondents: 1	

Corporate Organisation

Main Beneficiary Groups Interested in Supporting Through the Vehicle of Social Enterprise:

Answers	Responses
Aboriginal and Torres strait islanders	3
Unemployed people	3
Disadvantaged youth	3
Young people	3
Disadvantaged women	3
Disadvantaged men	3
Families	3
Lesbian, gay, bisexual, transgender, intersex (LGBTI)	3
People with mental illness	3
People living with a disability	2
Migrants, refugees or asylum seekers	2
Older people	2
Geographically based community	1
People experiencing homelessness	1
People with alcohol, drug, or other substance abuse issues	1
Total Respondents: 3	
<i>1 respondent exited the survey</i>	

Main Industry Interested in Supporting Through the Vehicle of Social Enterprise:

Answers	Responses
Education and training	3
Administration and communication services	3
Arts and recreation services	2
Health care services	1
Retail trade	1
Other services	1
Total Respondents: 3	

How You Want to Support Social Enterprises:

Answers	Responses
Provide employment opportunities for disadvantaged groups	2
Provide mentoring opportunities for disadvantaged groups	2
Provide unpaid Structured Workplace Learning opportunities for disadvantaged groups	2
Buy products and/or services from their business	1
Provide access to in-kind support e.g. legal advice, accounting advice, lease, location for meetings, commercial kitchen, facilities, skilled volunteers (your employees)	1
Provide paid Internship opportunities for disadvantaged groups	1
Provide paid Traineeship opportunities for disadvantaged groups	1

Provide volunteering opportunities for disadvantaged groups	1
Total Respondents: 3	

Barriers That Prevent You from Supporting Social Enterprises:

Answers	Responses
None	1
Funding	1
Lack of knowledge in the area as well as staff resources to drive initiatives	1
Total Respondents: 3	

Small to Medium Enterprise

Stage in Organisational Development:

Answers	Responses
Operating for 5 or more years	2 67%
Operating for 2 to 5 years	1 33%
Total Respondents: 3	

Place of Operation:

Answers	Responses
Greater Melbourne	2 67%
New South Wales	1 33%
Total Respondents: 3	

Place(s) of Trade:

Answers	Responses
Locally (Banyule City Council)	1
Regional (Greater Melbourne region)	2
State-wide (Victoria)	2
Nationally	2
Globally	2
Total Respondents: 3	

Main Beneficiary Groups Interested in Supporting Through the Vehicle of Social Enterprise:

Answers	Responses
Aboriginal and Torres strait islanders	3
People living with a disability	3
Prisoners and ex-offenders	3
Young people	2
Disadvantaged youth	2
Disadvantaged women	2
Disadvantaged men	2
Lesbian, gay, bisexual, transgender, intersex (LGBTI)	2
Migrants, refugees or asylum seekers	2
Older people	2

People experiencing homelessness	2
People with alcohol, drug, or other substance abuse issues	2
People with mental illness	2
Remote or rural communities	2
Environment	1
Families	1
Unemployed people	1
Geographically based community	1
Total Respondents: 3	

Main Industry Interested in Supporting Through the Vehicle of Social Enterprise:

Answers	Responses
Administration and communication services	5
Education and training	3
Health care services	3
Professional, scientific and technical services	3
Public administration and safety	3
Accommodations, cafes and restaurants	2
Agriculture, forestry and fishing	2
Arts and recreation services	2
Construction	2
Financial and insurance services	2
Manufacturing	2
Rental, hiring and real estate services	2
Retail trade	2
Transport and storage	2
Wholesale trade	2
Electricity, gas and water supply	1
Mining	1
Other services	1
Total Respondents: 3	

Desire to operate as a Social Enterprise Model:

Answers	Responses
Yes – Want to operate as a social enterprise model	1 33%
No – But we want to support other social enterprises	2 67%
Total Respondents: 3	

If no, reason:

Answers	Responses
We want to support and create opportunities for social enterprises, but we currently don't intend on being a social enterprise.	1
Unknown.	1
Total Respondents: 2	

Small to Medium Businesses who 'want to operate as a social enterprise'

Intended Legal Structure:

Answers	Responses	
Social enterprise model <u>does not align</u> with the Victorian Governments definition of social enterprise	1	100%
Total Respondents: 1		

If no, reason for non-alignment:

Answers	Responses
We an established SME in the web/app industry, with existing products and ideas in the social enterprise space that we're interested to build/develop/adapt further.	1
Total Respondents: 1	

Challenges for Your Organisation:

Answers	Responses		
	Very Challenging	Somewhat Challenging	Not Challenging
Access to appropriate and affordable start-up finance	1	0	0
Financially sustainable business model	1	0	0
Access to government and corporate buyers (procurement)	0	1	0
Access to a mentor with social enterprise knowledge	0	1	0
Consumer understanding of social enterprise	0	1	0
Access to network opportunities with other social enterprises	0	1	0
Access to volunteers	0	1	0
Access to social enterprise certification	0	1	0
Budget forecasting	0	1	0
Creating and implementing a business plan	0	1	0
Creating and implementing a marketing plan	0	1	0
Demonstrating impact - Promoting the social and economic value of your social enterprise	0	1	0
Impact measurement and evaluation	0	1	0
Legal advice and/or support	0	1	0
Partnerships	0	1	0
Peer-to-peer learning	0	1	0
Access to in-kind support e.g. facilities, lease	0	0	1
Employment - access to employees, training etc.	0	0	1
Location e.g. lease arrangements	0	0	1
Online presence	0	0	1
Total Respondents: 1			

What is on Your Wish List for Social Enterprise Development Support:

Answers	Responses
To be able to explore our ideas and existing product(s) with experienced persons in the social enterprise space to best determine how we can best direct our efforts.	1
Total Respondents: 1	

Small to Medium Businesses who 'want to support other social enterprises'

How You Want to Support Social Enterprises:

Answers	Responses
Provide paid Internship opportunities for disadvantaged groups	2
Provide unpaid Structured Workplace Learning opportunities for disadvantaged groups	2
Buy products and/or services from their business	1
Provide employment opportunities for disadvantaged groups	1
Provide mentoring opportunities for disadvantaged groups	1
Provide paid Traineeship opportunities for disadvantaged groups	1
Provide volunteering opportunities for disadvantaged groups	1
Total Respondents: 2	

What Barriers Prevent You From Supporting Social Enterprises:

Answers	Responses
We are currently creating a social procurement strategy to incorporate social enterprise in every opportunity within our business supply chain. We would like to provide our services to social enterprises but often find that they have limited access to funding and resources.	1
None	1
Total Respondents: 2	

Other comments about social enterprise development in Banyule:

Answers	Responses
That the leadership is fantastic. We are excited to see the growth and visibility of the social enterprise sector through the development and investment of Banyule City Council.	1
Thrilled to see such a focused effort being poured into inclusion - lifting up all members of the community.	1
Total Respondents: 2	

Co-operative

Desire to operate as a Social Enterprise Model:

Answers	Responses
Yes – Want to operate as a social enterprise model	1 50%
No – But we want to support other social enterprises	1 50%
Total Respondents: 2	

If no, reason:

Answers	Responses
We do some work with social enterprise, but each of our projects is on a strict budget. We have projects that are all about social enterprise and others that aren't.	1
Total Respondents: 1	

Legal Structure:

Answers	Responses
Business model <u>aligns</u> with the Victorian Governments definition of social enterprise	1 50%
Business model <u>does not align</u> with the Victorian Governments definition of social enterprise	1 50%
Total Respondents: 2	

If no, reason:

Answers	Responses
Primarily funded by grants and sponsorship.	1
Total Respondents: 1	

Stage in Organisational Development:

Answers	Responses
Operating for 5 or more years	1 50%
Operating for less than 2 years	1 50%
Total Respondents: 2	

Organisational Purpose:

Answers	Responses
Social	2
Economic	2
Cultural	1
Total Respondents: 2	

Main Beneficiaries:

Answers	Responses
Disadvantaged youth	1
Disadvantaged women	1
Disadvantaged men	1
Unemployed people	1
Migrants, refugees, or asylum seekers	1

Geographically based community	1
People with mental illness	1
Young people	1
People with alcohol, drug, or other substance abuse issues	1
Total Respondents: 2	

Industry:

Answers	Responses
Education and training	2
Total Respondents: 2	

Place of Operation:

Answers	Responses
Banyule City Council	1 50%
Greater Melbourne	1 50%
Total Respondents: 2	

Place(s) of Trade:

Answers	Responses
Locally (Banyule City Council)	2
Regional (Greater Melbourne region)	2
State-wide (Victoria)	2
Nationally	1
Globally	2
Total Respondents: 2	

Place(s) of Profit Distribution:

Answers	Responses
Locally (Banyule City Council)	1
Regional (Greater Melbourne region)	1
Total Respondents: 2	

Financial Sustainability:

Answers	Responses
Yes – organisation is financially sustainable	2 100%
Total Respondents: 2	

Expenditure Challenges in 2017/18 Financial Year:

Answers	Responses
Grants, investments etc.	2
None	1
Total Respondents: 2	

Proportion of Income Derived from Trade (products/services) in 2017/18 Financial Year:

Answers	Responses
Less than 50%	2 100%
Total Respondents: 2	

If less than 50%, primary source of income:

Answers	Responses
Grants, donations and corporate partnerships	2 100%
Total Respondents: 2	

Proportion of Profits toward Organisational Purpose in 2017/18 Financial Year:

Answers	Responses
More than 80%	1 50%
Between 50-80%	1 50%
Total Respondents: 2	

Growth Strategy:

Answers	Responses
Market development – Either: 1. Grow income through existing trade by selling products or services to new customer segments 2. Grow income through existing trade by selling products or services to new markets e.g. business model replication in new geographical area	2
Market penetration – Either: 1. Grow income through existing trade by selling more products or services to existing customers 2. Grow income through existing trade by selling more products or services to new customers within existing market	2
Product development – create new products or services targeted at existing markets	1
Total Respondents: 2	

Challenges for Your Organisation:

Answers	Responses		
	Very Challenging	Somewhat Challenging	Not Challenging
Access to a mentor with social enterprise knowledge	0	0	2
Access to appropriate and affordable start-up finance	0	1	1
Access to government and corporate buyers (procurement)	0	2	0
Access to in-kind support e.g. facilities, lease	0	1	1
Access to social-purpose network opportunities	0	1	1
Access to volunteers	0	0	2
Access to social enterprise certification	0	0	2
Budget forecasting	0	0	2
Consumer understanding of social enterprise	1	1	0
Creating and implementing a business plan	0	0	2
Creating and implementing a marketing plan	0	1	1
Demonstrating impact - Promoting the social and economic value of your social enterprise	0	1	1

Employment - access to employees, training etc.	0	0	2
Financially sustainable business model	0	1	1
Impact measurement and evaluation	0	1	1
Legal advice and/or support	0	0	2
Location e.g. lease arrangements	0	1	1
Online presence	1	0	1
Partnerships	0	2	0
Peer-to-peer learning	0	0	2
Total Respondents: 2			

What is on Your Wish List for Social Enterprise Development Support:

Answers	Responses
Funding	1
Unknown	1
Total Respondents: 2	

The Barriers Preventing You to Support Social Enterprises

Answers	Responses
Funding	1
Time	1
Resources	1
Total Respondents: 2	

How You Want to Support Social Enterprises:

Answers	Responses
Buy products and/or services from their business	1
Provide access to in-kind support e.g. legal advice, accounting advice, lease, location for meetings, commercial kitchen, facilities, skilled volunteers (your employees)	1
Provide employment opportunities for disadvantaged groups	1
Provide financial support	1
Provide mentoring opportunities for disadvantaged groups	2
Provide paid Internship opportunities for disadvantaged groups	1
Total Respondents: 2	

B-Corporation

Desire to operate as a Social Enterprise Model:

Answers	Responses
No – But we want to support other social enterprises	1 100%
Total Respondents: 1 <i>1 respondent exited the survey</i>	

If no, reason:

Answers	Responses
We support social enterprises. Over long term we will develop more explicit social aims but don't have at this point.	1
Total Respondents: 1	

Legal Structure:

Answers	Responses
Business model <u>does not align</u> with the Victorian Governments definition of social enterprise	1 100%
Total Respondents: 1	

If no, reason for non-alignment:

Answers	Responses
We are B-corp with profits going to shareholders.	1
Total Respondents: 1	

Stage in Organisational Development:

Answers	Responses
Operating for 2 to 5 years	1 100%
Total Respondents: 1	

Organisational Purpose:

Answers	Responses
Other - Supporting orgs to prove and improve their impact	1 100%
Total Respondents: 1	

Main Beneficiaries:

Answers	Responses
Other – All organisations supporting these areas	1
Total Respondents: 1	

Industry:

Answers	Responses
Professional, scientific and technical services	1
Other - Consulting	1
Total Respondents: 1	

Place of Operation:

Answers	Responses
Greater Melbourne	1
Total Respondents: 1	

Place(s) of Trade:

Answers	Responses
Locally (Banyule City Council)	1
Regional (Greater Melbourne region)	1
State-wide (Victoria)	1
Nationally	1
Globally	1
Total Respondents: 1	

Place(s) of Profit Distribution:

Answers	Responses
None	1
Total Respondents: 1	

Financial Sustainability:

Answers	Responses
Yes – organisation is financially sustainable	1 100%
Total Respondents: 1	

Proportion of Income Derived from Trade (products/services) in 2017/18 Financial Year:

Answers	Responses
More than 80%	1 100%
Total Respondents: 1	

Growth Strategy:

Answers	Responses
Market development – Either: 1. Grow income through existing trade by selling products or services to new customer segments 2. Grow income through existing trade by selling products or services to new markets e.g. business model replication in new geographical area	1
Market penetration – Either: 1. Grow income through existing trade by selling more products or services to existing customers 2. Grow income through existing trade by selling more products or services to new customers within existing market	1
Product development – create new products or services targeted at existing markets	1
Diversification – create new products or services targeted at new markets	1
Total Respondents: 1	

Challenges for Your Organisation:

Answers	Responses		
	Very Challenging	Somewhat Challenging	Not Challenging
Access to a mentor with social enterprise knowledge	0	0	1
Access to appropriate and affordable start-up finance	0	1	0
Access to government and corporate buyers (procurement)	0	0	1
Access to in-kind support e.g. facilities, lease	0	0	1
Access to social-purpose network opportunities	0	0	1
Access to volunteers	0	0	1
Access to social enterprise certification	0	0	1
Budget forecasting	0	0	1
Consumer understanding of social enterprise	0	0	1
Creating and implementing a business plan	0	0	1
Creating and implementing a marketing plan	0	0	1
Demonstrating impact - Promoting the social and economic value of your social enterprise	0	0	1
Employment - access to employees, training etc.	0	0	1
Financially sustainable business model	0	0	1
Impact measurement and evaluation	0	0	1
Legal advice and/or support	0	1	0
Location e.g. lease arrangements	0	0	1
Online presence	0	0	1
Partnerships	0	0	1
Peer-to-peer learning	0	0	1
Total Respondents: 1			

What is on Your Wish List for Support:

Answers	Responses
Effective Partnerships	1
Total Respondents: 1	

What Barriers Prevent You From Supporting Social Enterprises:

Answers	Responses
Social enterprises being able to afford the support they need	1
Total Respondents: 1	

How You Want to Support Social Enterprises:

Answers	Responses
Provide consulting services	1
Total Respondents: 1	

Other comments about social enterprise development in Banyule:

Answers	Responses
Banyule has great opportunity to lead development in this area through: 1. Use of social procurement 2. Linking social procurement to inclusive employment 3. Effectively engaging with local community to drive social enterprise development	
Total Respondents: 1	

Education Institution

Main Beneficiary Groups Interested in Supporting Through the Vehicle of Social Enterprise:

Answers	Responses
People living with a disability	
Disadvantaged youth	
Disadvantaged women	
Disadvantaged men	
Young people	
Migrants, refugees or asylum seekers	
People with mental illness	
Families	
Other - We aim to advance and support the social enterprise ecosystem rather than specific social issues	
Total Respondents: 2	

Industry:

Answers	Responses
Education and training	
Arts and recreation services	
Other – We aim to advance and support the social enterprise ecosystem rather than specific industries.	
Total Respondents: 2	

Desire to operate as a Social Enterprise Model:

Answers	Responses
Yes – Want to operate as a social enterprise model	50%
No – But we want to support other social enterprises	50%
Total Respondents: 2	

If no, reason:

Answers	Responses
I think we cover a range of activities but we have to be a mixture of being sustainable raising income and trying to be a social enterprise where possible to support learners with disabilities to find valuable placements to increase their jobs skills & networks.	
Total Respondents: 1	

Legal Structure:

Answers	Responses
Business model <u>aligns</u> with the Victorian Governments definition of social enterprise	1 50%
Business model <u>does not align</u> with the Victorian Governments definition of social enterprise	1 50%
Total Respondents: 2	

What is on Your Wish List for Social Enterprise Development Support:

Answers	Responses
Access to support that is tailored to the needs of specific SE segments. Access to appropriate social finance. Greater awareness of SE in the general community. Market development for B2B and B2C SEs.	1
Total Respondents: 1 <i>1 respondent exited the survey</i>	

Other comments about social enterprise development in Banyule:

Answers	Responses
It's important that Banyule: (i) Uses research evidence to inform policy and (ii) connects with the broader ecosystem including the SEN-Vic network (newly established), Vic Gov and intermediaries so that there isn't duplication of effort.	1
Total Respondents: 1	

Aboriginal Business

Desire to operate as a Social Enterprise Model:

Answers	Responses
Yes – Want to operate as a social enterprise model	1 100%
Total Respondents: 1	

Legal Structure:

Answers	Responses
Business model <u>aligns</u> with the Victorian Governments definition of social enterprise	1 100%
Total Respondents: 1	

Stage in Organisational Development:

Answers	Responses
Operating for 2 to 5 years	1 100%
Total Respondents: 1	

Organisational Purpose:

Answers	Responses
Social	1
Economic	1
Cultural	1
Total Respondents: 1	

Main Beneficiaries:

Answers	Responses
Aboriginal and Torres strait islanders	
Total Respondents: 1	

Industry:

Answers	Responses
Education and training	
Communication and administration services	
Mining	
Retail trade	
Health care services	
Construction	
Accommodations, cafes and restaurants	
Transport and storage	
Financial and insurance services	
Arts and recreation services	
Public administration and safety	
Total Respondents: 1	

Place of Operation:

Answers	Responses
Banyule City Council	100%
Total Respondents: 1	

Place(s) of Trade:

Answers	Responses
Locally (Banyule City Council)	
Regional (Greater Melbourne region)	
State-wide (Victoria)	
Nationally	
Total Respondents: 1	

Place(s) of Profit Distribution:

Answers	Responses
Locally (Banyule City Council)	
Regional (Greater Melbourne region)	
State-wide (Victoria)	
Nationally	
Total Respondents: 1	

Financial Sustainability:

Answers	Responses
Yes – organisation is financially sustainable	100%
Total Respondents: 1	

Expenditure Challenges in 2017/18 Financial Year:

Answers	Responses
Salaries and wages	
Grants, investments etc.	
Capital expenditure (purchase of property, vehicle, equipment)	
Total Respondents: 1	

Proportion of Income Derived from Trade (products/services) in 2017/18 Financial Year:

Answers	Responses
Between 50-80%	100%
Total Respondents: 1	

Proportion of Profits toward Organisational Purpose in 2017/18 Financial Year:

Answers	Responses
More than 80%	100%
Total Respondents: 1	

Growth Strategy:

Answers	Responses
Do not have one	
Total Respondents: 1	

Challenges for Your Organisation:

Answers	Responses		
	Very Challenging	Somewhat Challenging	Not Challenging
Access to government and corporate buyers (procurement)	0	0	
Consumer understanding of social enterprise	0	0	
Financially sustainable business model	0	0	
Impact measurement and evaluation	0	0	
Demonstrating impact - Promoting the social and economic value of your social enterprise	0	0	
Access to a mentor with social enterprise knowledge	0	0	
Access to social enterprise certification	0	0	
Budget forecasting	0	0	
Creating and implementing a business plan	0	0	
Access to appropriate and affordable start-up finance	0	0	
Access to in-kind support e.g. facilities, lease	0	0	
Access to volunteers	0	0	
Access to network opportunities with other social enterprises	0	0	
Employment - access to employees, training etc.	0	0	
Peer-to-peer learning	0	0	

Creating and implementing a marketing plan	0	0	1
Legal advice and/or support	0	0	1
Location e.g. lease arrangements	0	0	1
Online presence	0	0	1
Partnerships	1	0	0
Total Respondents: 1			

What is on Your Wish List for Support:

Answers	Responses
Other – No Answer	1
Total Respondents: 1	

How You Want to Support Social Enterprises:

Answer	Responses
Other – No Answer	1
Total Respondents: 1	

The Barriers Preventing You to Support Social Enterprises

Answers	Responses
None	1
Total Respondents: 1	

Key Findings Discussion

A broad range of feedback was received during our engagement. Respondents highlighted the barriers in supporting social enterprises operating in Banyule; and others the challenges in operating and growing a social enterprise. Respondents also identified things they wanted to help develop social enterprises locally.

The following themes are to be explored further with the Banyule Social Enterprise Working Group:

1. The social-purpose sector is collectively working to address social, economic, environmental and cultural purposes. Across various industries, the organisations within the sector are responding to the needs of diverse groups of beneficiaries. However, the main actors within the sector experiencing the most barriers and therefore requiring the most support are social enterprises, not for profit organisations that want to transition to or start a social enterprise model, and community members with a social enterprise start-up idea.
2. The organisations operating in the social-purpose sector experience business challenges and barriers that are unique to their organisational type and stage in organisational development. However, the top five themes of social enterprise development support desired within the sector for Council to prioritise are:
 - Tailored partnerships – that are inclusive of funding and enables access to in-kind support and capacity building support.
 - Tailored capacity building support – that includes 1) mentorship/coaching with social enterprise knowledge/experience, 2) impact measurement, evaluation and reporting, 3) sustainable business modelling, 4) business planning, 5) strategic marketing, 6) online presence, and 7) money management.
 - Appropriate social finance – that is accessible for new ideas, not for profits wanting to transition to or start a social enterprise model and considers in-kind support e.g. lease arrangements.
 - Procurement opportunities – that increase market access and help broker procurement opportunities with social outcomes.
 - A social enterprise network – that helps facilitate connection, peer support, learning and collaboration across the social-purpose sector.
3. 80% of social enterprise respondents intend to apply a market development growth strategy over the next three years. This suggests that some social enterprise currently operating and/or trading outside of the Banyule municipality are ready to scale into a new geographical area such as Banyule; and social enterprises within Banyule may be ready to scale into areas outside of Banyule or try to market to new customer segments.
4. 50% of not for profit respondents are looking to transition to or start a social enterprise to improve the sustainability of their organisational and/or impact. This suggests that some not for profit organisations are exploring new terrain and require support outside Council's existing support to overcome the barriers and challenges experienced.
5. Collectively, organisation respondents identified six key themes of how organisations want to support social enterprises for Council to prioritise the brokerage of:
 - Procurement opportunities.
 - Employment opportunities for disadvantaged groups.
 - Mentoring opportunities for disadvantaged groups.
 - Paid Internship opportunities for disadvantaged groups.
 - Unpaid Structured Workplace Learning opportunities for disadvantaged groups.
 - Access to In-kind support e.g. volunteering, legal advice, accounting advice, lease, location for meetings, commercial kitchen, facilities.
6. The most significant barrier experienced by community members who want to support social enterprises is a lack of awareness of social enterprises. 97% of community member respondents indicated that they want to learn more about what social enterprises exist in the community so that they can buy their goods and/or services.
7. Collectively, feedback provided by organisation respondents suggest that Council should use existing research evidence to inform Banyule's Social Enterprise Action Plan, and connect with the broader social-purpose ecosystem to avoid duplication of effort and foster a collaborative practice.

Where To From Here

Results from our community engagement survey for social enterprise development in Banyule support industry research findings that our social enterprise population is diverse and are a significant contributor to our economy.

To yield more positive and inclusive economic outcomes in Banyule, particularly employment outcomes, there is an opportunity for Council to support the development of these enterprises and help facilitate collaboration across the broader social-purpose sector. Banyule's Social Enterprise Working Group will collectively discuss the key findings presented and co-design recommendations for Banyule's Social Enterprise Action Plan 2019-2021.