



***Enabling
community economic development
through social enterprise –
a focus on financier relations***

Joanne McNeill

Community Capacity Building Officer Social Enterprise
Parramatta City Council, Sydney



Intro ...

- Based on academic work - how to drive a focus on social impact through financier relationships
- Financiers = grant funders; social investors; contract based (public sector can be all)
- Olsen & Galimidi, SVT:
 - Outcomes = “. . . the ultimate changes one is trying to make in the world, as well as the intended and unintended side effects”
 - Impacts = “. . . the portion of the total outcome that happened as a result of the activity of the venture, above and beyond what would have happened anyway”



Social enterprise & impact

- Increasing focus from financiers on demonstrating value – critical to gain support
- Key concepts in demonstrating SE value:
 - Plurality – multi stakeholder
 - Materiality – what's important and to who
 - Causality and attribution – which is our bit
 - Comparability – how do we rate
 - Monetization – the dollar as proxy for value



The realities . . .

- Resource intensive – time, money
- Data collection and system modifications
- Culture change
- No agreed approach – work continues
- Joint approaches with financiers needed
- Opportunities to drive a focus on impact



Characteristics of impact focused financier relationships . .

- Investment mind-set – joint responsibility to resource the development of methods for demonstrating value
- Peer-to-peer relationships – equal contributions, equal worth
- Collaborative method development – iterative processes
- Risk and time tolerance – to encourage innovation; re-define success and failure
- Network-for-impact orientation – best vehicle to achieve goals; not building an empire
- Commitment to the commons – share widely; for public sector important knowledge isn't proprietary



PCC's SE grants . . .

- Focus on business planning & incubation – share the risk
- Work with applicants to develop proposals, identify other potential sources of start-up funds etc
- Link common interests and activities – collaborations
- SE Hub program provides peer-to-peer learning opportunities
- Very flexible on time frames and scope changes – not seen as a failure
- First year – ‘Theory of Change’ Impact Map
- Share the program elements and approach widely

Currently funded . . .

- Ermington Community Church Community Café
- Parramatta Business Solutions
- Mars Hill Café Coffee Carts
- SEVA International Women's Coop Enterprise
- African Food Project
- Parramatta Clay & Arts Inc
- Bicycle Recycling Network
- Council for Australian Palestinians' Matbakh Sitty catering
- Circus Solarus' Festival Factory
- ICE's Creative Industries Incubator Hub
- Igbo Assoc NSW's Trading Cooperative
- YWCA Parramatta's Yummy Catering

