

# PURPOSE BUSINESS NETWORK

NORTH

## Opportunities for the Purpose Economy in Northern Adelaide

As of: 27/08/2019

**DON DUNSTAN  
FOUNDATION**  
inspiring action for a fairer world



**thinkers**  
IN RESIDENCE  
• SOCIAL CAPITAL RESIDENCIES •

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*The Don Dunstan Foundation acknowledges the Kaurna people as the traditional owners of the Adelaide Plains. We pay respect to their Elders, past and present and recognise and respect their cultural heritage and relationship with the land.*

# Thank you to our partners

## Presenting Partners



## Major Partners



## Residencies Partners



## Contributing Partners



## Supporting Partners



# Opportunities for the Purpose Economy in Northern Adelaide

Upon the commencement of the [Thinkers in Residence \(TiR\) Social Capital Residencies Program](#), the Don Dunstan Foundation wanted to ensure that the work of facilitating a more purposeful economy wasn't limited to the boundaries of the inner city. Instead we wanted to create opportunities for and offer benefits to all South Australians – whether they lived in regional areas or in parts of our community that face some of the most entrenched disadvantage.

For this reason, the Foundation decided to partner with both the Stretton Centre and the Northern Economic Plan (Look North) to use the Thinkers in Residence Program to help grow a more purposeful economy in Northern Adelaide (More information on the [Purpose Economy](#) and the [Thinkers in Residence Program](#) can be found later in this document).

This paper establishes how we sought to achieve this and how the approach developed over time to appropriately respond to regionally specific findings.

## What We Did

2017				2018				2019
May	July	September	November	March	April	September	November	June
Allyson Hewitt	Suzi Sosa	Allyson Hewitt	Vic Strecher	Muhammad Yunus	Ilse Treurnicht	Guy Turnbull	Guy Turnbull	Allyson Hewitt and Ilse Treurnicht

## Our Thinkers in Residence

**Allyson Hewitt**  
**Final Visit: June 19**

The Primary Thinker for the Social Capital Residencies is Allyson Hewitt. Allyson is the Senior Fellow for social innovation at the highly successful MaRS Discovery District in Toronto, Canada. Allyson has developed and helps lead the social innovation programs at MaRS, including the national initiative – Social Innovation Generation (SiG), the social finance programs of the Centre for Impact Investing, the MaRS Solutions Lab (a lab designed to tackle complex challenges), and Studio Y, an initiative designed to support youth in thriving in the new economy.



**Dr Ilse Treurnicht**  
**Final Visit: June 19**

Ilse Treurnicht is the CEO of MaRS Discovery District. Ilse joined MaRS in early 2005 from her role as President and CEO of Primaxis Technology Ventures, a start-up venture capital fund focused on the advanced technologies sector. Prior to Primaxis, she was an entrepreneur with senior management roles in a number of emerging technology companies. Ilse served as Chair of the Canadian Task Force on Social Finance in 2010 and is a member of the Science, Technology and Innovation Council (STIC).



**Dr Guy Turnbull**  
**Visits: September and November 18**

Guy has been embedded in the co-operative and social enterprise sector since 1988 and is the former full-time Managing Director of Care & Share Associates Limited (CASA), an employee-owned social enterprise he helped to found in 2004. He previously worked across the UK as a social economy consultant, specialising in business planning, social franchising and replication, programme leadership, training, research and strategic planning. His recent achievements include driving the growth of Care & Share Associates Ltd from a start-up pioneering social franchise to a £17m t/o employee-owned social enterprise and creating 'RED' (Rapid Enterprise Development Workshops), an innovative training approach to social enterprise development with people with a disability.



**Muhammad Yunus**  
**Visit: March 18**

Nobel Prize winner Professor Muhammad Yunus established the Grameen Bank in Bangladesh in 1983, fuelled by the belief that credit is a fundamental human right. His objective was to help poor people escape from poverty by providing loans on terms suitable to them and by teaching them a few sound financial principles so they could help themselves. Dr Yunus' small personal loans to destitute basket-weavers in Bangladesh in the mid-70s have advanced the Grameen Bank to the forefront of a world movement toward eradicating poverty through micro-lending. Replicas of the Grameen Bank model now operate in more than 100 countries worldwide.



**Dr Vic Strecher**  
**Visit: November 17**

Dr Vic Strecher was the inaugural visiting fellow for the SAHMRI Wellbeing and Resilience Centre. For over two decades Vic Strecher (PhD, MPH) has been a leader and visionary in the fields of health and well-being, creating new solutions that operate at the intersection of the science of behaviour change and advanced technology. In 1998, Vic created Health Media pioneering Web-based 'digital health coaching.' The company set a new benchmark for scalable, effective lifestyle and condition management program delivery in the employer and health plan wellness markets. Health Media was acquired by Johnson & Johnson in 2008.



**Suzi Soza**  
**Visit: July 17**

Suzi is the Co-Founder and Chief Executive Officer of Verb, a global corporation specialising in social innovation. Verb produces global social impact competitions like the MetLife Inclusion Plus challenge, and also offers an online leadership training platform that turns corporate employees into purpose-driven leaders. Previously Suzi created and led the social entrepreneurship program at the University of Texas at Austin where she also ran the Dell Social Innovation Challenge, which was the largest student social entrepreneurship competition in the world. In 2014 was awarded the Ernst & Young Social Entrepreneur of the Year award.



*For more information on all of our Thinkers and their residencies, visit our website – [www.dunstan.org.au/projects/thinkers](http://www.dunstan.org.au/projects/thinkers)*

## Summary of Activity

### **Allyson Hewitt: Visit One (May 2017)**

During Allyson Hewitt's first visit to Adelaide we toured the Northern region and held an introductory roundtable designed for Allyson to gain a better understanding of the challenges and opportunities in Northern Adelaide. During this roundtable it was decided that there was a need to better understand the innovation ecosystem in Northern Adelaide and that a subsequent mapping exercise with Business Models Inc. would be required.

**Attendees: 35**

### **Suzi Sosa (July 2017)**

The Thinkers in Residence Program provided a series of opportunities for the Stretton Centre staff and stakeholders to engage with Suzi Sosa. Including one on one meetings and during a number of public events i.e. the Social Capital Conference and Entrepreneurs Week forum.

### **Allyson Hewitt Visit Two (October 2017)**

During Allyson's second visit, a workshop to map the 'Northern Purpose Economy Ecosystem' was held. The workshop was facilitated by Business Models Inc. and was attended by representatives of: all three South Australian Universities, State Government agencies, City of Playford and City of Salisbury Councils, individuals from Northern Adelaide's small business community, corporates and not-for-profit leaders.

**Attendees: 40**

The intent of this exercise was to form a greater understanding of where the gaps in the ecosystem were, and to inform where action could be concentrated. The effort was intended to feed into a broader social innovation ecosystem mapping exercise being undertaken as a part of the Thinkers in Residence

Program in partnership with TACSI.

The outcomes of the mapping exercise were documented in a visual report by Business Models Inc. The exercise revealed a number of insights and suggested action areas that could be explored (a high level summary can be found below).

### Summary of areas for action

#### 1) FINANCE / CAPITAL

Access to investment, finance and capital was the primary issue identified.

#### 2) CONNECTION – COLLABORATION – PROMOTION (COMMUNITY OF PRACTICE)

Sustainable models that ensure collaboration across the full spectrum of business models within the Purpose Economy are needed. It was agreed that the need for a community of practice was crucial to creating connectedness and building awareness of the social and economic opportunities that a more purposeful economy can provide.

#### 3) EDUCATION, TRAINING and CAPACITY BUILDING

Capacity building is necessary to enable NGOs to become more commercially minded, and for public and private sectors to have greater social, environmental and cultural impact.

#### 4) POLICY LEVERAGE

Greater use of policy leverage was agreed as a final priority – in particular, a social procurement policy or recognising the value of the Purpose Economy in economic development strategies.

### Northern Purpose Economy Ecosystem Mapping Key Findings

Commitment to collaborate for shared purpose	Mandate 20% social procurement in State government
VET providers mandatory business operation skills	Identify and develop purpose-driven partnerships and collaborations
Establish a positive narrative for the work and its future	Start Impact Investment Bank
Source funding and capital	Leverage through business for more jobs and sustainability
Merger/Acquisition approach to create large lobbying body focused solely on change	Establish a Northern Purpose Economy Business Development Network to broker, connect, mentor, train etc.
Promote what has been successful	Investigate business development training options/opportunities

Explorer 'drop-in' business development workshops

All job seekers in the North eligible for NEIS.

Meet with the decision-makers who influence change directly

Increase employment positions through enterprises, growth in business

Increased pathways to employment through partnerships with business

Actively engage with industry to mentor students/teachers

Connect all the people in this room

#### **Dr Vic Strecher (November, 2017)**

The Thinkers in Residence Program provided a series of opportunities for the Stretton Centre staff and stakeholders to engage with Dr Vic Strecher. Including one on one meetings and during a number of public events i.e. Vic's oration *Making Meaning: Getting to the Purpose*.

#### **Dr Mohamed Yunus (March 2018)**

The Thinkers in Residence Program provided a series of opportunities for Stretton Centre staff and stakeholders to engage with Dr Mohamed Yunus. Including during Dr Yunus's public oration.

#### **Ilse Treurnicht Visit (April 2018)**

During Ilse Treurnicht's Thinkers in Residence visit the strategic opportunities for social business and social enterprise in Northern Adelaide were discussed during a roundtable held with a range of stakeholders in the North. The advice given in this roundtable was further dispersed during a series of one-on-one meetings with Ilse, and various stakeholders from northern Adelaide.

**Attendees: 23**

#### **Dr Guy Turnbull Visit One (June 2018)**

Dr Turnbull's visit provided a series of opportunities for the Stretton Centre staff and two local social enterprises to engage with Dr Turnbull. In addition to which, we held the following events:

- At the Stretton Centre: a roundtable on Working Futures and Inclusive Prosperity **Attendees: 20**
- At the Stretton Centre: A Networking Drinks focussing on Social Business Scale-Ups & Social Intrapreneurship **Attendees: 65**
- **Several session's at Entrepreneurs' Week Opening Event (July 2018)**

The Don Dunstan Foundation presented a series of sessions at the Entrepreneurs' Week opening event to showcase current initiatives in Northern Adelaide to the business community. These sessions included: *Indigenous Entrepreneurship* featuring Red Centre Enterprises (an aboriginal start up based at the Stretton Centre), and *The Purpose Economy, Entrepreneurship & Northern Adelaide* where Caroline Moylan, of the Stretton Centre, participated in a presentation and panel. The intent of these events was to create awareness of the economic and social enterprise opportunities of looking North.

**Attendees: 300**

#### **Social Procurement and Housing (July 2018)**

Following the ecosystem mapping workshop, the Don Dunstan Foundation met with the South Australian Centre for Economic Studies (SACES) as part of the Stretton Fellowship, to consider a more

strategic use of procurement in the South Australian Housing Authority (SAHA). In particular, to use social procurement to create employment opportunities for housing trust tenants who face barriers to employment. A number of meetings were held with SAHA and SACES to support the progression of the Stretton Fellowship with this focus.

### **Creation of the Purpose Business Network North (August 2018)**

After several scoping meetings with the Stretton Centre and Look North, it was established that a structure was necessary to create awareness for the capacity to grow the Purpose Economy in Northern Adelaide. As a result, the concept of the Purpose Business Network North (PBNn) was created. It was agreed that the Purpose Business Network North would support the growth of social enterprises and purpose-based businesses to create job opportunities and tackle social and economic disadvantage in the North.

The Don Dunstan Foundation commissioned a branding package for the Purpose Business Network North (preview below), launched the [webpage](#) and established a mailing list with over 100 people signing up in the first few months.



### **Social Enterprise Survey (September 2018)**

To support the development of the Stretton Fellowships focus on social procurement in Northern Adelaide the DDF worked with SACES to conduct a survey of social enterprises in Northern Adelaide.

The survey identified 77 social enterprises with a base in the state, working across a range of industrial and service sectors.

The results of this survey were incorporated into the Stretton Fellowship report which can be found here: <https://www.adelaide.edu.au/saces/docs/publications-reports/StrettonFellowship-Value-of-Social-Enterprise.pdf>

The SAECES report provides estimates of the social value of social enterprise using two case studies of projects operating in South Australia.

The study found that every dollar invested, by these social enterprises in programs that helped young people and people with disability to gain employment and work experience generated up to \$5 in social value through improved wellbeing, social integration, and future employment. This was in addition to any earnings impacts.

Using Housing SA/SAHA data for 2016/17, it is estimated that public procurement created approximately the equivalent 125 full-time jobs and a further equivalent 100 full-time jobs through the supply chain in that year.

The report concludes that public procurement represents a significant opportunity for targeted employment stimulation in areas of social and economic need, and recommends a trial of a procurement initiative focused on engaging social enterprise.

The report was officially launched with the Purpose Business Network – North at the Stretton Centre in Playford on 12 September 2018. Copies of the report have been circulated.

### **Guy Turnbull Visit Two (September 2018)**

During this visit Guy conducted a number of one-on-one meetings to scope the establishment of several northern initiatives. In addition to this, we held the following events:

- A Roundtable scoping session for a Northern Region Care Co-operative that enables service providers and consumers, in a joint venture, to work together in a customer-centric transparent market-place of shared demand and supply data. With the ability to create innovative approaches to address complex supply problems; including provider capacity, sustainability and workforce availability and competition. **Attendees: 25**
- A scoping session for a peer support mental health lived experience workforce co-operative designed to provide employment opportunities for people with lived experience of mental health and recovery, and grow the peer workforce in South Australia. **Attendees: 15**
- A procurement policy round table at the Stretton centre to launch the social procurement report and the project itself amongst policy makers and likeminded individuals that can help the project grow. This roundtable explored how social procurement can be used to drive employment outcomes in line with the projects vision. **Attendees: 20**
- Launch of the Purpose Business Network North & Call for Board nominations at the Stretton centre (more information below) **Attendees: 65**

#### **Purpose Business Network North Board Establishment (September 2018)**

In order to advance the Purpose Business Network North a board has been established to drive the following outcomes:

#### **Support the growth of social enterprises and businesses with purpose to create job opportunities and tackle social and economic disadvantage in Northern Adelaide by:**

- Opportunities to network & connect with other businesses, share experiences, learn & collaborate
- Training & workshops which support business start-up, growth & development
- Opportunities for social enterprises to meet buyers and showcase services and products
- Driving agendas for change, influencing policy development and accessibility of government and private sector contracts through Social Procurement
- Improving access to finance for businesses with purpose and social enterprises through various sources, including impact investing
- Driving innovation & raising the profile of the sector
- Connecting job vacancies in growth sectors to those trained through social enterprises who are looking for long term employment opportunities
- Support the establishment and growth of for-purpose organisations (social business, social enterprise, co-operatives, B-Corps and shared value practice)

\*As of June 2018 Guy Turnbull has been appointed as interim Chair of the Purpose Business Network North Board in an effort to further establish Board participation and implement Purpose Business Networks North 'Strategic Plan'. The first meeting of the board was the third of July 2019. The meetings will continue bi monthly thereafter.

#### **Guy Turnbull Visit Three (November 2018)**

The Thinkers in Residence Program provided a series of opportunities for the Stretton Centre staff to interact with Dr Turnbull. In addition to which, we held the following events:

- Workshop: Northern Region Care Co-operative to progress the goal to establish a Northern region Care Co-operative for Northern Adelaide. As of August 2019 the project has been funded for its establishment phase. **Attendees: 17**

- Purpose Business Network North board lunch. This session helped finalise the board structure and membership. **Attendees: 14**
- Purpose Business Network North Social procurement workshop to build upon the work already undertaken by the Stretton Fellowship and to examine how social procurement can make a difference to employment outcomes and business growth in Northern Adelaide. A number of meetings have been undertaken since with the new leadership of SAHA and Industry participation advocate to advance the recommendations made in the Stretton Fellowship report. **Attendees: 22**

## Who we've engaged with

Over the course of the Social Capital Residencies the Thinkers in Residence program engaged with 676 people and supported 10 initiatives in (or related) to Northern Adelaide.

### SCR Partner initiative in (or related) to Northern Adelaide.

Initiative	Lead	Collaborators
<p><b>SOCIAL PROCUREMENT STRATEGY</b></p> <p>A strategy for public procurement to provide targeted employment stimulation in areas of high social and economic need (especially in Northern Adelaide). Supported by findings from the Stretton Fellowship</p>	<p><b>Purpose Council of SA</b></p> <p><b>Ian Nightingale</b> The Industry Advocate E: <a href="mailto:ian.nightingale@sa.gov.au">ian.nightingale@sa.gov.au</a></p> <p><b>Moira Were</b> Chooks SA E: <a href="mailto:moira.were@gmail.com">moira.were@gmail.com</a></p>	<p>SACES, SAHA</p>
<p><b>NORTHERN REGION CARE CO-OPERATIVE SCOPING STUDY</b></p> <p>A co-operative that enables service providers and consumers, in a joint venture, to work together in a customer-centric transparent market-place of shared demand and supply data. With the ability to create innovative approaches to address complex supply problems; including provider capacity, sustainability and workforce availability and competition.</p>	<p><b>Department of Industry and Skill</b> <a href="https://industryandskills.sa.gov.au/">https://industryandskills.sa.gov.au/</a></p> <p><b>Rob DiMonte</b> Chair, Purpose Council of SA Chair, Social Capital Residencies E: <a href="mailto:robdimonte@gmail.com">robdimonte@gmail.com</a></p>	<p>BCCM</p>
<p><b>NORTHERN REGION CARE CO-OPERATIVE JOINT VENTURE</b></p> <p>A Northern Care Co-operative aiming to create personalisation and consumer directed care, improving the experience through a Joint Venture Cooperative (Owned by Providers &amp; Consumers).</p>	<p><b>Carers SA</b> <a href="https://www.carers-sa.asn.au/">https://www.carers-sa.asn.au/</a></p> <p><b>David Militz</b> CEO Carers SA E: <a href="mailto:david.militz@carers-sa.asn.au">david.militz@carers-sa.asn.au</a></p>	<p>Carers SA Guy Turnbull BCCM</p>
<p><b>SHARED SERVICES MODELS FOR ON-CALL AFTER HOURS CARE SERVICES</b></p> <p>This shared services model for disability organisations will collectively provide on-call after hours care services.</p>	<p><b>Community Living Australia</b> <a href="http://www.claust.com.au/">http://www.claust.com.au/</a></p> <p><b>Mark Kulinski</b> Chief Executive Community Living Australia E: <a href="mailto:Mark.Kulinski@claust.com.au">Mark.Kulinski@claust.com.au</a> P: (08) 8536 5888</p>	<p>TACSI Carers SA National Disability Service Can: Do</p>

<p><b>SOCIAL ENTERPRISE SURVEY AND REPORT - NORTH</b></p> <p>A report that maps social enterprises in South Australia and assesses the value of engaging social enterprise to facilitate job creation for socially and economically disadvantaged populations. The research is part of a broader initiative that explores opportunities for public sector bodies to target their procurement of goods and service for greater social benefit, in particular in Northern Adelaide.</p>	<p><b>SACES</b>  <a href="https://www.adelaide.edu.au/saces/">https://www.adelaide.edu.au/saces/</a></p> <p><b>Andreas Cebulla</b>  Senior Research Fellow  E: <a href="mailto:andreas.cebulla@adelaide.edu.au">andreas.cebulla@adelaide.edu.au</a></p>	<p>SACES,  SAHA,  Stretton  Centre</p>
<p><b>VIVA MUTUAL</b></p> <p>Establishment of an employee owned home care provider to deliver in home social care in a number of key markets.</p>	<p><b>Community Living Australia</b>  <a href="http://www.claust.com.au/">http://www.claust.com.au/</a></p> <p><b>Mark Kulinski</b>  Chief Executive  Community Living Australia  E: <a href="mailto:Mark.Kulinski@claust.com.au">Mark.Kulinski@claust.com.au</a>  P: (08) 8536 5888</p>	<p>Guy Turnbull  The Healthy  Collective  City of  Charles Sturt  Dementia  Australia  Gratis  Recruitment  CLAUST</p>
<p><b>PURPOSE COUNCIL of SA</b></p> <p>A Council to help guide the growth of the Purpose Economy in SA as well as to drive the implementation of the recommendations in the Thinkers Reports developed through the Social Capital Residencies.</p>	<p><b>Torrens University</b></p> <p><b>Prof Justin Beilby</b>  <b>Deputy Chair, Purpose Council of SA</b>  E: <a href="mailto:jbeilby@lauriet.edu.au">jbeilby@lauriet.edu.au</a></p> <p><b>Rob DiMonte</b>  Chair, Purpose Council of SA  Chair, Social Capital Residencies  E: <a href="mailto:robdimonte@gmail.com">robdimonte@gmail.com</a></p>	<p>Purpose  Council of SA  Members can  be found <a href="#">here</a></p>
<p><b>PLACE BASED HEALTH &amp; CARE CONSORTIUM</b></p> <p>The Healthy Collective's Community Based Urgent Care Service (CBUCS) will seek to reduce hospital admissions in Adelaide, through the establishment of a co-operative organisation linking commissioners and providers. CBUCS will become a community-based triage service. CBUCS will bring together a range of services, including hospital inpatient care, rapid access to specialist assessment and diagnostic services, community based (e.g. nursing or residential home) beds, and home based health and social care.</p>	<p><b>Dr Guy Turnbull</b>  Thinker in Residence  E: <a href="mailto:drquymt@gmail.com">drquymt@gmail.com</a></p>	<p>The Healthy  Collective  SA Health</p>

<p><b>PURPOSE BUSINESS NETWORK NORTH</b></p> <p>A regional network which supports the growth of social enterprises and businesses with purpose to create job opportunities and tackle social and economic disadvantage in the North.</p>	<p><b>The Stretton Centre</b>  <a href="http://strettoncentre.com.au/">http://strettoncentre.com.au/</a></p> <p><b>Dermott Cussen</b>  Director  Stretton Centre  M: 0417 881 241  E: <a href="mailto:dermot@strettoncentre.com.au">dermot@strettoncentre.com.au</a></p>	<p>Department of State Development, NEP  Stretton centre</p>
<p><b>SOCIAL INNOVATION ECOSYSTEM MAP</b></p> <p>A map designed to create a better understanding of the social innovation ecosystem in SA including its strengths, gaps and connections to the broader commercial innovation and entrepreneurial ecosystems.</p>	<p><b>The Australian Centre for Social Innovation (TACSI)</b>  <a href="http://tacsi.org.au/">http://tacsi.org.au/</a></p> <p><b>Chris Vanstone</b>  Chief Innovation Officer  TACSI  E: <a href="mailto:chris.vanstone@tacsi.org.au">chris.vanstone@tacsi.org.au</a>  P: (08) 7325 4994</p>	<p>The Wyatt Trust (C.Randall)</p>

# Next Steps

## **Purpose Business Network North Board:**

- Continue to refine board membership and leadership succession plan.
- Continue with bi-monthly meeting schedule.
- Focus on developing a social enterprise action plan for the North
- Connect into broader development in the for purpose ecosystem via the South Australian Purpose Council

## **South Australian Purpose Council:**

### **South Australian Purpose Council**

The catalyst for the establishment of the Purpose Council was to help drive the implementation of the recommendations from the Social Capital Residencies – in particular a more purposeful economy in SA. To date though the Social Capital Residencies we have focused on developing a more purposeful economy in South Australia that is better able to achieve the highest levels of social, cultural and environmental impact and we have sought to do this by:

- Breaking down the silos between the business and social innovation ecosystems as well as the entrepreneurship and social enterprise ecosystems.
- Supporting and inspiring start-ups, small, medium and large businesses to improve their social, cultural and environmental impact.
- Help to bring social innovations to scale by improving the innovation ecosystem's ability to produce investment ready social businesses, social enterprises and other for purpose businesses.
- Changing the systems in South Australia that supports these goals though policy and culture change.

The primary functions of the Purpose Council are to:

- Identify the specific outcomes that need to be measured and changed in order to fulfil our role of achieving a more purposeful economy in SA.
- Identify the areas of change needed to fulfil our role.
- Determine the next steps and priorities for action.

The Council, much like the Purpose Business Network North, was established to unify the many actors within the SA Purpose Economy.

As stated above, the council will function to provide networks in SA with connection to broader state objectives. The Purpose Council will likewise support and represent strategic issues on behalf of the networks. Currently, the council is actively progressing a south Australian social procurement strategy in partnership with the Purpose Business Network North Board and drafting the principles of social procurement that will assist governments and public institutions in South Australia develop social procurement policies and practices.

The current draft principles:

1. Procurement decisions recognise social outcomes to the State in both the design and evaluation of tenders and quotes.
2. Appropriate accreditation program/s are identified which can register social enterprises based in the South Australia.
3. Agencies use the acquisition planning processes to proactively identify strategies to improve opportunities for social enterprises and report on the outcomes.

4. Social enterprises are provided constructive feedback to improve chances of winning future work and unsuccessful South Australian based social enterprises are linked to programs designed to improve success with subsequent tendering and quoting proposals.
5. Information about existing and forecasted opportunities to tender for business are circulated via social enterprise platforms and networks.
6. Contract conditions and procurement requirements accommodate social outcomes or are modified to support social outcomes and remove barriers to social enterprise participation.
7. Procurement practices minimise the cost of tendering social enterprises.
- 8.

#### **Final Social Capital Residences Report:**

The final report, drafted by Thinkers in Residence: Allyson Hewitt and Dr Ilse Treurnicht consolidates the recommendations from all the Social Capital Residencies Thinkers and is due for release in late 2019. The report will contain further recommendations on how to grow a more purposeful economy in the north.

## Recommended Actions

- Continue growth and development of the Purpose Business Network North
- Create linkages with the broader social innovation ecosystem (including the new innovation precinct at Lot Fourteen) via the [South Australian Purpose Council](#).
- Growing the reach of the Purpose Business Network North (i.e. mailing list)
- Work on the development of the Northern Regional Care Co-operative
- Consider opportunities for employment through the peer support co-operative feasibility study (Mental Health Coalition).
- SAHA to trial a procurement initiative focussed on engaging social enterprise in Northern Adelaide.

## Appendix

The Don Dunstan Foundation's Thinkers in Residence program brings world-leading experts to South Australia to address urgent challenges or to explore areas of opportunity through new policy development and systems reform. Each Thinker comes to live and work in Adelaide for a period of time and focuses on contemporary, complex challenges that are recognised as important to the future of our state.

These ideas are presented through a series of events, practical workshops and meetings that engage with a cross section of people and organisations in South Australia. By identifying new ways to work together the community is able to collectively implement what we have learned and turn ideas into action.

After the completion of the Residency, the Thinker releases a report containing a series of recommendations for the State. Investors in the Residencies come from stakeholders with an interest in the challenge, and have been from the public and private sectors. These partners help lead the residency and support turning the recommendations of the Thinkers into action, both as the process unfolds in the form of partner initiatives and by supporting the recommendations released through the final report of the Thinkers.

More information on the program and our thinkers can be found on our [website](#).

## The Social Capital Residencies

The Social Capital Residencies are focused on developing a more purposeful economy in South Australia that is better able to achieve the highest levels of social, cultural and environmental impact. In short, we want to grow the Purpose Economy and will do this by:

- Breaking down the silos between the business and social innovation ecosystems, as well as the entrepreneurship and social enterprise ecosystems.
- Supporting and inspiring start-ups and small, medium and large businesses to improve their social, cultural and environmental impact.
- Helping to bring social innovations to scale by improving the innovation ecosystem's ability to produce investment-ready social businesses, social enterprises and other for purpose businesses.
- Changing the systems in South Australia that support these goals through policy and culture change.

We are measuring our success by:

- Supporting a growing number of partner initiatives that support the growth of the South Australian Purpose Economy.
- Raising awareness – including through government priorities and policy – particularly State and local.
- Connecting more people and organisations in new collaborations.
- Growing activity in the Purpose Economy, in particular more impact investing, social enterprises, co-operatives, mutuals, aboriginal businesses, for benefit corporations (B-Corps) and companies practicing shared value principles.



## The Purpose Economy – The Opportunity

South Australia has a unique opportunity to position itself as a leader in the Purpose Economy, building on its strong track record of social and economic innovation.

The Purpose Economy is the fastest growing jobs sector in South Australia and encompasses those business models and industries that seek to balance doing good and doing well.

Previously it was thought that you had to choose between being a charity on one end of the spectrum or a business with a single bottom line at the other end. Increasingly there is pressure on both ends of this spectrum, with businesses becoming more socially and environmentally conscious and many charities seeking to increase the amount of people who benefit from the good work that they do by developing more commercially viable business models. What's left in the centre of this spectrum is a 'messy middle' we call the Purpose Economy.

The Purpose Economy can help to address the fact that despite more than twenty-six years of uninterrupted economic growth in Australia, inequality, homelessness, and the number of people who cannot afford food are all rising, or are at record levels.

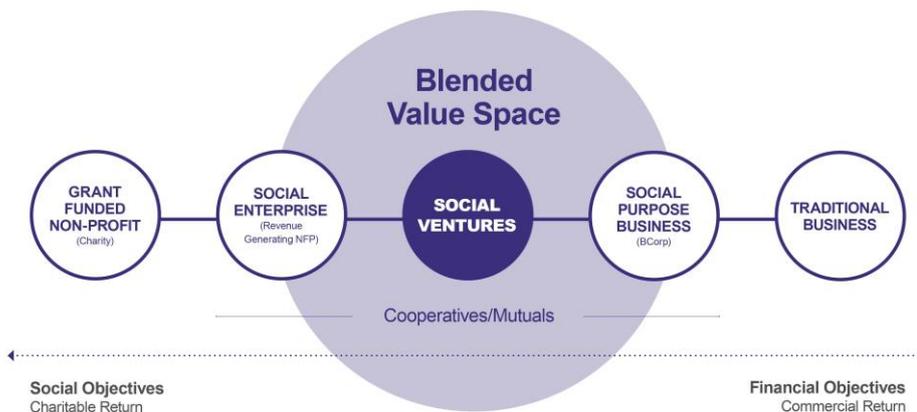
We need to get better at solving these types of problems and the Purpose Economy helps us to do this. Aaron Hurst says that the world is evolving from an information economy to an Economy of

Purpose.

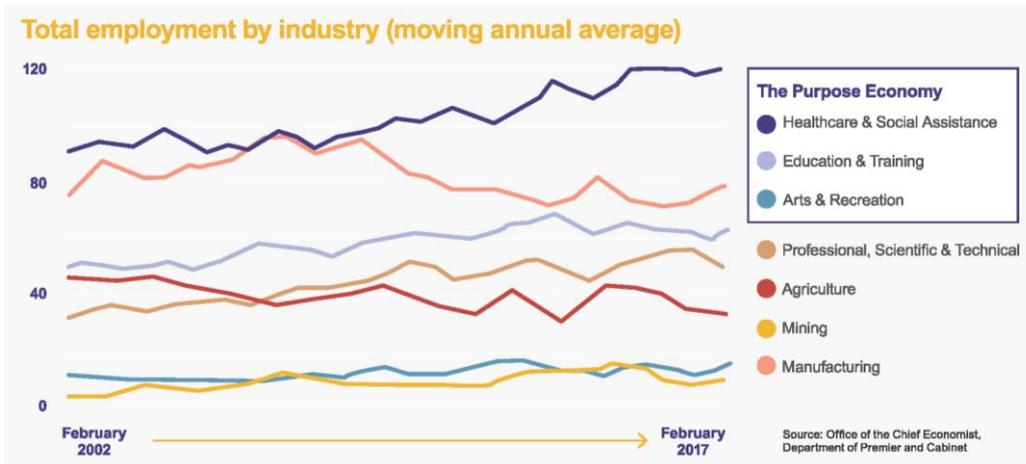
Our goal therefore in focusing on the Purpose Economy is to create a more robust economy that is able to achieve the highest levels of social, cultural, environmental and economic impact.

The Purpose Economy is an emergent concept that covers a number of complementary social, economic, environmental and cultural trends. It can be understood in three ways: by a business model, by industry type, or by the effect it has in our lives.

In terms of a business model, we are seeking to support those organisations that fit on a spectrum ranging from social business, social enterprise, co-operatives, indigenous business, for benefit corporations (B-Corps) and shared value practicing companies.



In terms of industry, we are seeking to support the growth of the health, education, care, creative, cultural and community sectors. These are by far the biggest employers in South Australia – the Australian Bureau of Statistics (ABS) figures show that employment in these areas increased by more than 13 per cent between 2012 and 2015.



Finally, the Purpose Economy can also be understood by its impact on individual lives. Former Thinker in Residence Dr Vic Stretcher challenged us to:

*Imagine a drug that was shown to add years to your life, reduce the risk of heart attack and stroke, cut your risk of Alzheimer's disease by more than half, reduced hospital stays so much that it puts a dent in the national health care crisis, and helps you have better sex. Well there is something that can do this, and it's not a drug; it's Purpose and it's free.*

Research now shows that each of these things is the outcome of a greater sense of Purpose in a person's life. This has a profound impact on how we work, how we age, and how companies recruit and retain talent.