



SOCIAL CAPITAL RESIDENCIES

Interim Report | September 2017

Social Innovation: Doing good, better

**DON DUNSTAN
FOUNDATION**

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SOCIAL CAPITAL RESIDENCIES - OVERVIEW



Doing good, better: Accepting the Challenge – Changing the Mindset

The intent of the Social Capital Residencies is to grow a more purposeful economy in South Australia by strengthening the social innovation ecosystem.

Now I know, in that one sentence above, I've just used at least three buzzwords – communicating what this new field is about is difficult.

What do we mean by the Purpose Economy, ecosystems and social innovation? This is one of the many questions Allyson posed to us in the following Report – how can we find better ways to communicate what this work is about? We've begun with the development of a Glossary of Terms, which you can find at the end of this Report. But we still have a lot more work to do.

We are attempting something quite ambitious by trying to bring our community's efforts on economic development and solving social challenges together – rather than addressing them as separate issues – as we have done too often in the past.

South Australia's history uniquely positions us to lead this kind of effort; we were established as a colony to be a social experiment, to create a better society. In fact, we have a vision for South Australia to become as well known for social innovation as Geneva is for diplomacy or Tamworth is for country music. Adelaide could truly be the Social Capital of Australia, leading the way in bringing economic development and efforts to tackle social challenges together. If we get this right.

Drawing upon the insights of visiting Thinkers in Residence, the Residencies offer an opportunity to explore how using different business models, such as Social Enterprise, Co-operatives, Mutuals, and Benefit Corporations (B Corps) can not only support the creation of new jobs, but also 'do good' at the same time.

For all of this to become a reality our Thinker in Residence, Allyson Hewitt, believes that there needs to be a mindset shift in South Australia. This conclusion, along with the other insights outlined in this Report, is a product of two almost month-long visits that Allyson has already made to Adelaide. Her first visit in early 2017 saw her engage with 1,024 people at 68 events. From this she released an Interim Report which can be found on the Don Dunstan Foundation website. Allyson's second visit in October 2017 saw her engage with another 919 people in over 48 events.

From this extraordinary amount of work she generated a series of insights and proposed a number of key questions to drive the action she believes we need to take. The Report documents what Allyson learned and heard at a point in time; some things have changed, some have not.

Because we have not sought to continue to update the Report, taking into account all of these changes, this Interim Report is intended to be used to guide our ongoing work and that of our other Thinkers in Residence.

Between the visits of our many Thinkers in Residence the Don Dunstan Foundation has been working hard to find partners willing to implement each of the Thinker's recommendations. The Foundation has also supported those partners that were already taking action, through existing initiatives and new prototypes. The Report also provides the opportunity to take stock of the progress of our partners' efforts in implementing the insights they gained from Allyson and the other Thinkers.

You can find more information on the Don Dunstan Foundation website about each of these partner initiatives, as well as all previous Reports. There you can also find information about how you or your organisation can get involved in the Social Capital Residencies.

We trust that you find this Report a useful resource. It has been possible only because of the efforts of the Foundation team, the support of all of our partners, and of course, the hard work and wisdom of Allyson Hewitt. My sincere thanks to all.

It is our hope that this Report, along with all of your efforts, inspire you to be part of our collective action for a fairer world – starting right here in South Australia.

A handwritten signature in blue ink that reads "D Pearson".

David Pearson
Executive Director – Don Dunstan Foundation

For more information about implementing the Thinkers recommendations visit;
dunstan.org.au/tihnkers-in-residence/

About Allyson Hewitt



Visit 1: 1 May – 21 May 2017

Visit 2: 18 September – 6 October 2017

Visit 3: 3 June – 21 June 2019

Allyson Hewitt is the Senior Fellow, 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), a ten-year initiative to create a culture of continuous social innovation in Canada that concluded in December 2018; 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.

Allyson has also been instrumental in growing the social innovation ecosystem; conducting public education; and influencing public policy, and she is currently leading an initiative to develop corporate engagement in social innovation in Canada.

About the MaRS Discovery District in Toronto

MaRS Discovery District is one of the world's largest urban innovation hubs. Located in the heart of Canada's largest, and the world's most diverse city, MaRS is uniquely placed to lead change.

They bring together educators, researchers, social scientists, entrepreneurs and business experts under one roof. Founded by civic leaders on an old hospital site, they have a mission that is equal parts public and private — an entrepreneurial venture designed to bridge the gap between what people need and what governments can provide. Their purpose is to help innovators create a better world.



Overview – what's changed in SA since May 2017 and where to from here?

Since my visit to SA in May 2017, I noted that something in the zeitgeist is changing. It's palpable. Great things are indeed happening. Progress is underway. I heard people talking about South Australia in different terms when reflecting back to my earlier visit. Entire hospitals have been shifted, massive batteries are being built, and the submarines are coming.

But SA must not get complacent. There are those who could get left behind if we don't keep them in mind and continue to strive for bigger ways to, 'do good better'. There are opportunities for small innovations across all sectors that could make a big difference, but these too could be missed if 'radars' are not attuned for them.

We have the chance to create a new vision for SA that, at its core, tells a new story about the value of the Purpose Economy. We also need to bring about a mindset shift in order to embrace these new opportunities.

During my first visit, it was highlighted that the Social Economy or Purpose Economy is the fastest growing sector in the SA economy. The Australian Bureau of Statistics (ABS) figures show that employment in this area nationally increased by more than 13% between 2012 and 2015, and is estimated to be worth \$32b with over 200,000 social enterprises employing over 300,000 people. However, we also know that the growth in this sector is slower in Australia than other parts of the world.

In the UK, which is a more mature social enterprise market, it is reported that social enterprises are thriving and outperforming small and medium-sized enterprise counterparts in turnover growth, workforce growth, job creation, innovation, business optimism and start-up rates.

Analysis by the International Monetary Fund (IMF) reveals that national economic growth is slowing; 'almost a full percentage point lower per year than before the global financial crisis; growth in non-mining sectors is weak despite declines in real interest rates; and wage growth has been disappointing.'

The IMF has characterised these factors as reflective of 'symptoms of the new mediocre'. In an excellent article published in November 2017, Nicholas Davis and Thomas Philbeck from the World Economic Forum (WEF), suggested that while Australia's past growth is undoubtedly positive, in their expert opinion, 'it could be seen as fortuitous complacency rather than genuine dynamism.'

They noted that, on the verge of the 'fourth industrial revolution', Australia has the opportunity to re-position its economic reliance on natural resources and raw materials and embrace the technological age. Davis and Philbeck suggested that this presents the opportunity to intentionally shape a fair and sustainable future.

I believe this presents a huge opportunity for South Australia to lead the way for national economic reform by demonstrating the powerful benefits of a flourishing Purpose Economy.

My intention for this visit was to continue sowing the seeds for a paradigm shift – to create a change in the way people think about and bring about the further growth of the Purpose Economy in South Australia.

Allyson Hewitt
Thinker In Residence

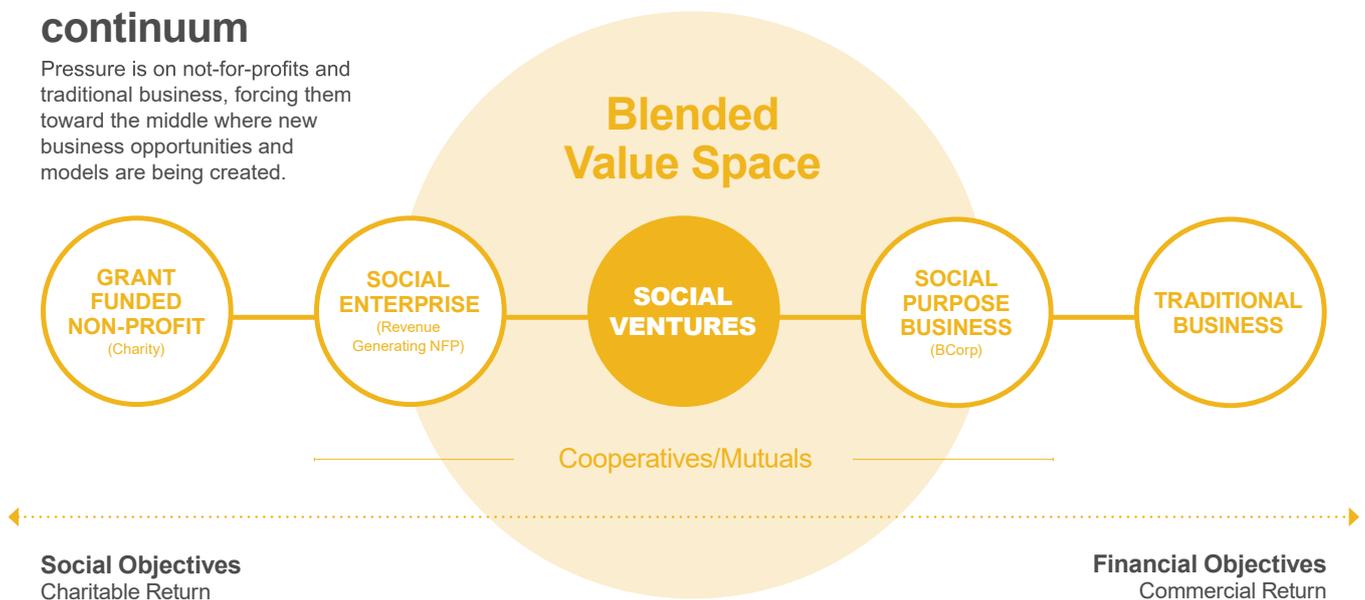
So what needs to shift?

There is still a view of social objectives and financial objectives as being on opposite ends of a range. At one end, the traditional model of dependence on grants and donations by the many not-for-profits we have. At the other end, profit-driven businesses that focus on a single bottom line of profit, at all counts.

Today we see that pressure is being put on both ends of the continuum to achieve both social and economic impact.

Return continuum

Pressure is on not-for-profits and traditional business, forcing them toward the middle where new business opportunities and models are being created.



Reference: Return Continuum, Allyson Hewitt. MaRS Discovery District Toronto

A Blended Value Space creates a 'messy middle' where social objectives and financial objectives meet.

Not-for-profits and traditional businesses are both moving toward the 'messy middle'. This is the exciting 'Blended Value Space' (as indicated above) where new business opportunities and models are being created. More organisations operating in this space is what growing the Purpose Economy looks like. Mission-first organisations need to think about generating income, or setting up social enterprises; while money-first organisations need to establish their social license to operate by considering the shared value approach to corporate social responsibility, or embracing alternative corporate structures such as B Corps or co-operatives. This is the shift that we are creating through the Social Capital Residencies.

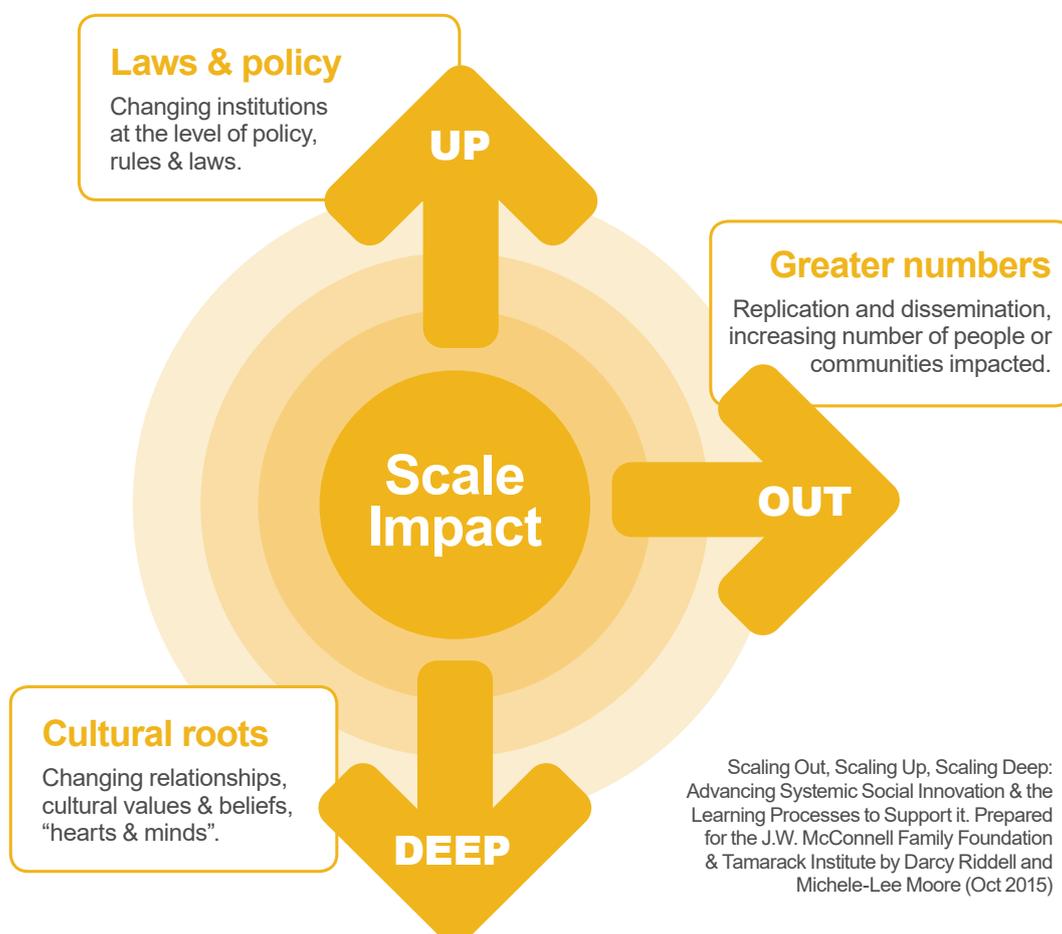
Scaling up, out and deep.

In my Preliminary Report I explained that in order to achieve sustainable social change, we need to operate at scale. To do this we need to think about scale differently:

- Scaling out – where you increase your reach through replication and distribution;
- Scaling up – which includes impacting laws and policy as a lever of change; or
- Scaling deep – ultimately impacting culture, values and beliefs.

Each of these approaches brings different benefits and challenges. Ultimately our goal should be to scale deep, to create culture change, to contribute to changing values, hearts, minds and behaviours so we can see that things are actually being done differently. We must keep these multi-layered approaches in the forefront of our minds if we want to achieve substantial and long-lasting change.

While I agree that re-thinking is an essential foundation for change, I know too well that nothing catalyses new movements as well as the momentum generated by real action.



Leading the Purpose Economy?

The secondary purpose for this visit was to enthusiastically encourage and support ongoing action by the Social Capital Residencies Partners. And there has been some excellent activity underway as you will note in my reflections below and in the progress made against the recommendations in the Preliminary Report (Appendix B).

Throughout my second visit, I took a systems design approach to exploring ten core questions about growing the Purpose Economy, each prefaced with a 'how might we...' question.

The following is a summary of my key insights and recommended actions, while offering some inspiration and suggestions for further exploration:

1. How might we create the condition for SA to thrive in the Purpose Economy?
2. How might we encourage innovation in and across sectors?
3. How might we ensure the social purpose ecosystem is connected and well-positioned for success?
4. How might we create spaces for experimentation that brings together new and unusual stakeholders to realise social and economic impact?
5. How might we realise the opportunity provided by Lot Fourteen (Former RAH) site to build social and economic impact?
6. How might we build the entrepreneurial ecosystem that integrates social purpose into its development?
7. How might we grow talent that will position SA for success in the 21st century?
8. How might we measure our impact?
9. How might we create access to capital for those seeking to create economic and social impact?
10. How might we communicate the opportunities in the Purpose Economy?

Design challenges for growing the Purpose Economy in South Australia

How might we create conditions for SA to thrive in the Purpose Economy?

How do people, regardless of where they live and work in SA, contribute to (and benefit from) better social and economic outcomes?

Insight: We acknowledge the focus on job creation but recognise that there is a perceived mismatch between available jobs and the jobs people want.

There is a complex challenge that exists in SA where significant unemployment and job vacancies cohabit.

To an extent we need to rest in the problem as long as we can, rather than satisfying the temptation to keep applying quick fixes.

What this means is that we need to take the time to more deeply explore why the mismatch exists and what sorts of interventions are going to have a meaningful impact for all parties involved, on all levels.

While it has to be about creating jobs it also has to be about generating employment solutions that address social and economic outcomes in the longer term.

'Social entrepreneurs are not content to give a fish or teach how to fish. They will not rest until they have revolutionized the fishing industry.'

Bill Drayton, Founder of Ashoka

Action:

- Build on what works, for example, initiatives like the Northern Housing Service pilot which provides support for those experiencing long-term unemployed.
- Support programs like the connected youth program (New Venture Institute) to counter systemic issues.
- Create a three-party solution between those experiencing unemployment; the Department of Human Services and the prospective employer. Explore the challenges by drawing on those with lived experience and bring each of the parties to the table to 'problem solve' together.
- Partner with Regional Development Australia (RDA) for regionally-specific responses to unemployment and under-utilised job opportunities.
- Equip communities with entrepreneurial education for enterprise readiness.

Encouraging innovation in and across sectors

Public Sector

Insight: Government is keen to innovate but faces limitations, especially those imposed by electoral cycles.

Many important innovations have come out of government, but there is a perception that innovation is the sole domain of the private sector. We need to remember and communicate the great innovations generated by the public sector if we are to reframe this narrative.

Recommended Reading:

- Working in the public sector? Marianna Mazzucato's The Entrepreneurial State
- Stretton Fellowship – Value of Social Enterprise

There is good energy around innovation within the SA public sector. Fund My Neighbourhood is an example of how the Department of Premier and Cabinet experimented with innovative approaches to participatory budgeting. The Adelaide Zero Project is an example of government supporting particular communities to take the lead themselves.

'It's about living and breathing those values...from the top down and the bottom up.'

Allyson Hewitt, Open State, 2017

There is also a misconception that innovation is just about technology. Innovation must be social and economic, as well as leveraging the power of technology. How can we 'lift' as we climb, or ensure we bring everyone with us when the economy grows?

Social Procurement provides an opportunity to achieve social impact through normal procurement spending. Using funding that is already budgeted, procurement of goods or services with the deliberate intention of the creation of employment and training opportunities will benefit citizens who may not normally receive these opportunities. In a recent Stretton Fellowship Report commissioned by the South Australian Housing Authority (linked above) it was stated that social procurement will:

Deliver significantly better value for government investment, by:

- Extending the impact of procurement spending across multiple outcome areas (social impact and provision of quality goods and services);
- Creating significant new social impact investment through the above; and
- Providing on-cost benefits of this spending in other areas e.g. reduced social costs in the health, justice and social service sectors. This can be expected both in the medium term (e.g. those who receive direct opportunities) and potentially over generations (e.g. those from backgrounds of intergenerational unemployment and disadvantage who are able to break that cycle).

Action:

- Develop procurement opportunities for Purpose Economy enterprises; evaluate and build on the impact of promising public sector innovation (i.e. develop a deeper understanding of initiatives like Fund My Neighbourhood or Thriving Communities).
- Develop and implement programs within government to focus on the integration of innovation (i.e. an innovation lab, with a mandate to incorporate social and economic innovation).
- Leverage the RDA's networks to build on the innovative capacity of regional communities whilst developing the understanding of social innovation in the communities.

Stretton Fellowship – Value of Social Enterprise https://www.adelaide.edu.au/saces/system/files/media/documents/2019-07/StrettonFellowship-Value-of-Social_Enterprise.pdf

Private Sector

Insight: Big corporates are moving beyond CSR (Corporate Social Responsibility) to CSV (Corporate Shared Value) and learning from Purpose Economy start-ups like Lucky Iron Fish.

GLOBAL CASE STUDY: LUCKY IRON FISH

Iron deficiency is the world's largest nutritional challenge impacting over 2 billion people. Lucky Iron Fish is on a mission to make it a thing of the past.

Lucky Iron Fish is a Canadian social enterprise dedicated to helping people all over the world consume iron more easily. Born out of a doctorate research from a Canadian university, the product went through many iterations before being finalised as a 'fish'. Why a fish? Because the journey began in Cambodia, where the symbol of Fish is

considered lucky. After testing many different shapes of iron ingots, the fish shape is what was most well-received by the communities. Thus, the Lucky Iron Fish was born.



Iron is an essential nutrient during pregnancy and early childhood. Women in marginalised communities are at an even greater risk of developing deficiency and anemia. Lack of this essential nutrient is an additional barrier to women and families in marginalised communities.

CEO, Gavin Armstrong is a 'firm believer that businesses have a responsibility to solving some of the world's greatest challenges. And one of the biggest challenges we face today is that of hidden hunger. Over 1/3 of the world's population go to bed malnourished. Iron deficiency is the world's largest nutritional challenge negatively impacting over 2 billion people. Lucky Iron Fish was designed to serve as a simple solution to this complex problem. We are on a mission to make iron deficiency a thing of the past, one fish at a time.'

There are many corporates committed to 'doing good better'. For example see Deloitte's Make It Adelaide Plan. Their plan is about seizing the opportunities beyond the decline of manufacturing and finding new ways of setting SA up for success. Their suggestions are generating a thriving start-up culture, building on what SA does well, creating a new collaborative approach and a new narrative for the state.

To succeed, SA will need to develop and enact a strategy to attract, retain and return top talent to SA. Central to meeting this opportunity will be positioning SA as a place to do purposeful, impactful work and lead a meaningful life. Millennials are a generation who want to work in organisations where there is a sense of purpose and where they can see the bigger impact they are having. Nurturing the growth of the Social Economy in SA will be a great attractor for young talent.

In repositioning the economy to have a focus on purpose there is a need to move beyond the idea of 'business to business' or 'business to consumer' interactions, replacing it with the idea of 'people to people' engagement. We need to think of how people are impacted, on every level, by the way a business goes about business! This is about evolving beyond old notions of Corporate Social Responsibility (CSR) to a far more entrenched way of doing business differently.



#MakeItAdelaide

Private Sector

Recommended Reading:

- [B-Labs Australia Website](#)
- [Shared Value Australia Website](#)
- [Business Council of Co-operatives and Mutuals Website](#)

Social Capital Residencies PROTOTYPE: B CORPS

From recycling programs to volunteering days, corporations have designed and re-designed initiatives to demonstrate that they are good corporate citizens. In many instances, the impact is rarely sustainable, nor measurable. Consumers are increasingly looking for demonstrable measures that the company they are dealing with operates in harmony with their documented values. The growth of ethical procurement and social enterprises is evidence of this shift in public preference.

B Corps are for-profit companies certified by the non-profit B Lab to meet rigorous standards of social and environmental performance, accountability, and transparency.

The mission of the B Corp movement is simple: 'using business as a force for good'. Whilst the movement is relatively new in Australia, it is growing. A voluntary undertaking, B Corp certification is a public acknowledgment that the business is committed to generating a 'profit with purpose'.

At the time of writing this report there are seven accredited B Corps in South Australia. Beyond Bank, Torrens University and Freerange Future are not only partners in the Social Capital Residencies but also registered B Corps. They aspire to grow the B Corp community to 20 by 2020 and to change the way consumers see, and do business in South Australia.

Insight: SMEs are major economic contributors in SA and can provide examples of continuous innovation.

'I'd like to see as many B Corps as possible in South Australia! Why stop at 20 by 2020?'

Nick Crowther, Freerange Future

'Let's make B Corp a household name so consumers can make decisions based on the B Corp movement.'

Dr Katherine Faull, Director Public Health,

'We are often being asked "how do we measure impact?". The B Corp movement gives us a set of measures to see where we're at. I think it's the perfect platform to try something new, starting in South Australia, to challenge the B Corp movement. Let's have a new category for not-for-profits so we can show the impact they can have for all of our stakeholders (and the broader community).'

Mark Kulinski, CEO, Community Living Australia



Action:

- Raise awareness of the opportunities in the Purpose Economy, particularly for small and medium sized enterprise and family owned businesses.
- Celebrate and purchase from those companies who use innovation to live and work their values.
- Work with the Shared Value Project to raise awareness and understanding of shared value in SA including in regional areas.
- Promote the growth of B Corps in SA.

Community Sector

Insight: SMEs are major economic contributors in SA and can provide examples of continuous innovation.

There is opportunity for this sector to 'think like a system' instead of siloed organisations. There has been an acknowledgment by the sector that they share about a third of their staff and yet, each one has a separate contractual relationship and trains everyone independently. An opportunity exists to manage staff resources differently maximising efficiencies and providing better service to clients.

When each organisation commits to working together to support more user-centric options for those they serve, opportunities for innovation can and do open up. Check out the case study below to see how this opportunity is being embraced through the leadership of Community Living Australia.

SCR (SOCIAL CAPITAL RESIDENCY) PROTOTYPES IN THE MENTAL HEALTH, DISABILITY AND CARE SECTORS

The South Australian Disability and Care sector was founded on a tradition of strong values and creativity. Increasingly, the sector is facing challenges including shrinking grant funding, increasing governance and regulatory requirements and the National Disability Insurance Scheme (NDIS). In the face of this, the sector is demonstrating its typical resilience and motivation to innovate. A number of Social Capital Residency partners have joined forces to demonstrate leadership to tackle common problems. The following is a brief description of the prototypes currently being considered.

Shared Services Model

The Shared Services Model proposes a more efficient way of on-boarding and managing staff within the Disability and Care sector. For many employees work is contract and part-time. One may work for a single organisation or across several. Each employment contract entails completing documentation, verifying qualifications, HS&E induction and training. What if there was a single door and management system that could centralise this function for a consortium of service providers? What efficiencies could be gained for the employer, the employee and the clients? Is a shared calendar an option?



After Hours Call Service

The offices of many social service providers operate during regular business hours. This isn't always when clients need support or services. Anecdotally, clients have reported extended wait periods between logging an after-hours request and receiving a response; anywhere from 24 hours to never. This prototype looks at a collaborative approach to meeting the needs of disability and care clients outside of business hours. Potential to operate on a rotational or co-funded business model, the After Hours Call Service will make a significant difference for many South Australian citizens.

Community Sector

Transport and Caring

South Australian carers have stated for a very long time that transport is a major issue for their families, and especially so in regional and remote areas. The lack of transport options makes it difficult to get to appointments, social events, work and leisure. In the past, solutions based on established thinking and processes have not had the desired level of impact to significantly improve this issue. A working group is investigating whether the conditions can be improved for family carers through policy development, research, advocacy and sharing under-utilised resources.

Lived Experience Peer Support Network

Focusing on the needs, voices and experience of people with lived experience of mental illness and recovery in South Australia, this project engages people with lived experience as an integral part of its development, using a co-design process throughout every step. This project is designed to provide employment opportunities for people with lived experience of mental health and recovery, as well as grow the Peer Workforce in South Australia.

Recommended Reading:

- [NDIS Readiness and Beyond: Designing new NDIS readiness supports](#)

Action:

- Further embrace areas for innovation that lead to increased impact including both front-end (triage) and back-end shared service models.
- Investigate the opportunities for an impact investment approach to be applied to the mental health sector.
- Work with regional communities and care organisations to identify capacity and fill NDIS gaps.
- Create transparency of supply and demand data in the NDIS.

Creatives

Insight: Some top talent creatives are reluctant to move to Adelaide ‘... in case they will be forgotten’.

Don't forget the creatives, engage them and invite the different perspectives they offer in resolving challenges, and leverage their role in shaping a new narrative of, for, and about South Australia. Top talent creatives need to be sold on the liveability of Adelaide in context with the upcoming opportunity.

When it comes to the design of Lot Fourteen (the former RAH site), the creative industries should be interwoven throughout the project, rather than siloed. The creative industries also have room for growth, particularly in regards to entrepreneurial behaviour and business modelling. Networking events could assist in building capacity and the culmination of a shared vision of the industry.



Adelaide, voted World's Most Livable City in 2013, Lonely Planet



Adelaide Fringe Festival

Recommended Reading

- Investing in the arts - underpinning SA's future as a vibrant and innovative state

Action:

- Celebrate and share success stories of high profile creatives (like those of furniture maker Khai Liew).
- Arts South Australia should consider mapping the creative innovation ecosystem.
- Creative industries recruitment should focus on the liveability of Adelaide as an attractor for industry talent to stay.
- Grow the community through networking events, from shared art and culture, to convening on how to grow their industry together.
- Consider what role the creative industries can play in a renewed Lot Fourteen (former RAH) site.
- Ensure regional and rural precincts and creative communities are consulted and represented in planning for the sector.

Universities

Insight: Universities are facing massive disruptions from Massive Open Online Courses (MOOCs) to 'flipped classrooms' but there are opportunities in the transition that is underway.

In SA there are currently under-utilised resources in the university sector.

The opportunity exists to think more deeply about how we can better tap into international students as more than just an income base for our universities and state.

International students can be an enormous asset in linking back into their home country and connecting organisations and businesses internationally, but we are not making the most of this opportunity. Students can be levers for change.

Furthermore, a greater number of industry-university partnerships can be forged to leverage SA's capacity to tackle global 'impact' challenges. There are a number of these types of initiatives going on already through the New Ventures Institute (NVI), Adelaide University E-challenge, etc.

Furthermore, universities need to be encouraged to include social innovation in these challenges.

Perhaps this is an area where all of the universities in South Australia can work together more to support social innovation in their entrepreneurship and commercialisation activities. We would do well to also integrate social impact thinking into the curriculum of higher education business schools, as well as training organisations to create a new generation of purpose-minded entrepreneurs.

TAFE should also look to provide all graduates with business and operational skills as well as 21st century skills such as design and systems thinking.

Action:

- Consider ways in which we can support international students to get involved in the Purpose Economy in SA.
- Students are a major lever of change – listen to them and give them the opportunity to make a contribution.
- Leverage regional multi-university study hubs to model university-led purpose initiatives.
- Embrace global impact challenges with the social innovation integrated not segregated.
- Explore how this can be done through SA university collaboration rather than competition.

PURPOSEFUL OPPORTUNITY IN THE UNIVERSITY SECTOR

Flinders University: the Flinders New Venture Institute has integrated Social Enterprise at its core and offers a series of programs for businesses at start-up and scale-up stages.

Torrens University: is a certified B Corp, organisationally focused on creating study programs that create an enduring social impact.

University of Adelaide: has introduced a social enterprise stream into their e-challenge, designed to support social entrepreneurs as they create positive change in the social sector, and has established a Yunus Social Business Centre.

University of South Australia: has established a Yunus Social Business Centre and the Australian Alliance for Social Enterprise delivering research and learning outcomes which have a broad application across issues of social equity, social inclusion and social service.



Aboriginal Economic Empowerment

Insight: We need to put power (economic and otherwise) into the hands of Aboriginal people. Think about how we are sharing resources and assets and spend time understanding what's working in communities.

SCR PROTOTYPE - ABORIGINAL BUSINESS DEVELOPMENT

Business Models Inc. (BMI) in conjunction with The Australian Centre for Social Innovation (TACSI), is currently undertaking a project exploring what is working in Aboriginal communities in terms of people uncovering their own strengths and applying them to create new economic opportunities. The objective of this project will be to build on the understandings that are emerging to better support Aboriginal entrepreneurship in SA.

Collaborating with existing initiatives such as Indigenuity and Aboriginal Business Connect will also help strengthen this sector of the Purpose Economy.



Recommended Reading

- Increasing Aboriginal economic participation in the South Australian economy

Action:

- Use a positive deviance approach (see below) to uncover what is enabling successful Aboriginal businesses in the community.
- Place emphasis on regional opportunities for Indigenous enterprise to fill service gaps.

POSITIVE DEVIANCE

Positive deviance (PD) is an approach to behavioural and social change. It is based on the observation that in any community there are people whose uncommon, but successful, behaviour or strategies enable them to find better solutions to a problem. This is despite facing similar challenges and having no extra resources or knowledge than their peers. These individuals are referred to as positive deviants.

https://en.wikipedia.org/wiki/Positive_deviance

The Social Purpose Ecosystem

Insight: 'It's amazing what you can get accomplished when you don't care who gets the credit.'
Dr John Evans, co-founder, MaRS Discovery District.

Network Weavers and Relationship Brokers are the necessary glue in the ecosystem.

How else are we to encourage the kind of inter-disciplinary work where networks work with other networks? Genuine collaboration is the missing link to combat the inefficiencies created by the current competition-thriving system.

We look to groups like the Social Impact Measurement Network of Australia (SIMNA), Chooks SA, and the Social Impact Investment Network of SA (SIINSA) that can sit above systems and sectors and can help make connections, facilitate collaborations, and can see and help leverage opportunities for social innovation.

In addition to our universities we also have great organisations such as TACSI (The Australian Centre for Social Innovation) and Business Models Inc. (BMI) that are working to facilitate and link cross-sector parties and partners. They apply design thinking, experimentation, and prototype with the purpose of generating new opportunities for social innovation. We need more of these individuals and organisations.



David Pearson (DDF) and Carolyn Curtis (TACSI) at the Ecosystem mapping workshop

Spaces for experimentation

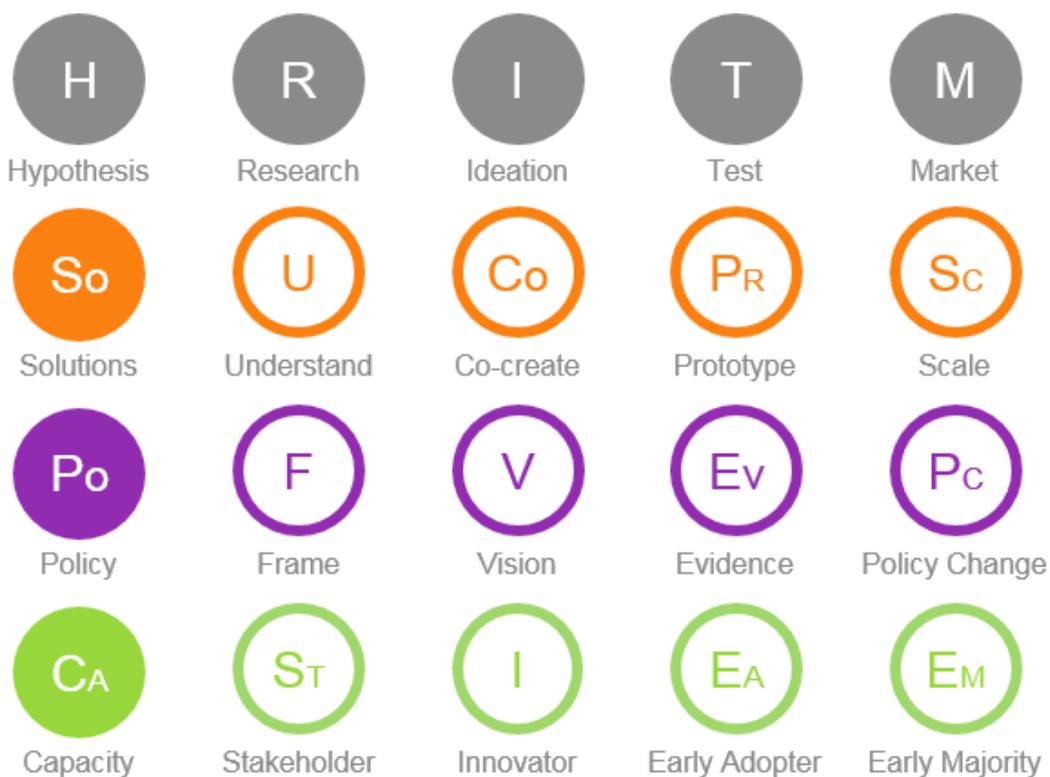
Insight: TACSI has had to relocate tenants to use their workspace for much needed collaboration and conversation space. Creating the space for collaboration will invite more of it.

The MaRS Solutions Lab has developed a 'Periodic Table of Systems Change'. This is an approach that blends design and systems thinking to address complex social challenges. Work pulls the market levers; prototypes before moving to scale; impacts on policy; and work that addresses the adoption of innovation.

Social innovation requires collaboration and opportunity for co-creation. Collaboration and co-creation requires physical space; to bring parties together to have difficult conversations, respectfully disagree, figure out common agendas, and embark on a learning journey.

Tonsley in the South-West, the Stretton Centre in the North, Think Lab and the Innovation and Collaboration Centre in Central Adelaide are good examples in SA where tenants of those spaces are beginning to 'Think like a system', and where collaboration and co-creation is beginning to flourish.

*'Business as usual burns all the fuel.'
Sharon Broer, CEO, Meals on Wheels*



Opportunities for the Lot Fourteen site (former RAH)

Insight: The State Government has made a decision to manage the redevelopment of Lot Fourteen.

The MaRS Discovery District is a not-for-profit corporation founded in Toronto, Canada in 2000. Born from the bones of the retired Toronto General Hospital, it has grown to become the hive of Canada's science, technology and social innovation. As of 2014, the start-up companies emerging from MaRS have created more than 4,000 jobs and raised over \$750 million in capital investments.

In a similar fashion, the Lot Fourteen redevelopment could provide the space to bring together multiple sectors to foster new collaborations. It could be a space for divergent operators to come together to solve problems in creative and new ways. From this 'innovation heart', South Australia could tackle everything from commercialisation of research to providing spaces for difficult conversations, all with the primary focus of strengthening the economic, environmental and purpose economies in South Australia.



Old Royal Adelaide Hospital (Lot Fourteen)



MaRS Innovation Centre, Toronto, Canada

'Lot Fourteen could be the physical manifestation of innovation in the CBD.'
Allyson Hewitt

Action:

- The South Australian community needs to make a clear request to the government for an ambitious innovation precinct on that site. To date no clear community view has been articulated for the use of the site. Rather, there has been a fragmented amassing of what the community does not want, or more to the point, what it fears the space will become. This does nothing but erode the goodwill for multi-sectoral collaboration.
- Create a multi-sectoral collaboration to realise the opportunities that could be provided by Lot Fourteen.
- The Social Capital Network needs to take a lead role in building community consensus about what the SA government should do with the innovation component of the site.
- Consider what role the creative industries can have on the site, alongside the proposed Adelaide Contemporary Art Gallery.
- Ensure that the precinct connects to relevant local and regional activity and expertise.

Integrating Social Purpose in the Entrepreneurial Ecosystem

Insight: There is a desire to build on the foundation established by Paul Daly, Convenor of Adelaide Entrepreneurship Forum, through the creation of the Adelaide Start-up Ecosystem map. It shows over 100 programs available to support Adelaide tech start-ups, including co-working spaces, funders, accelerators, incubators, services and education programs.

Adelaide Entrepreneurial Ecosystem Map (DRAFT 7.9a August 2017)

Networking, Community & Start-up Events			Formal Education	Industry Education	Coworking Spaces			Incubators & Accelerators	Advisory Services	Government Assistance	Investors	
Adelaide CleanTech Network	Entrepreneurs Organisation	The Executive Connection (TEC)	eChallenge (University of Adelaide)	Adelaide Business Hub (Port Adelaide)	313 Halifax St	Hub Adelaide	The Cook's Base (Prospect)	Fifth Quarter (Cardew)	Adelaide Enterprise Uni of Adelaide	Commonwealth Assistance	Export Market Development Grants (EMDG) Scheme	Acumen VC Fund
Adelaide Fintech Meetup	Entrepreneurs Week	The Sass	EOC (Uni of Adelaide)	Business SA Coaching & Mentoring Program	Base64 (KentTown)	Intersect (Finders St)	The Innovation Grid	Impact Accelerator	Eastside BEC	EP - Accelerating Commercialisation (AusIndustry)	New Enterprise Incentive Scheme (NEIS)	AMP Tomorrow Fund
Adelaide University Entrepreneur Club	Innovation in the City	Unearthed Hackathon	First Lego League Project Competition for students	Entrepreneurs Organisation Accelerator	BlankSpace (Visual Creatives)	Intersect (Wakefield St)	The Mill (for artists)	Innovation and Collaboration Centre (UniSA)	Enterprise Adelaide	EP - Business Management (AusIndustry)	R&D Tax Incentive (AusIndustry)	ASSOB
AsiaAus Leaders	Kaplan Entrepreneur Club	GovHack SA	ThinLab Commercialisation Accelerator	Futurepreneurs Launchpad	Brick & Mortar (Norwood)	Jam Factory	Tooth & Nail (for artists and printmakers)	Innovyz Programs	Finders Partners Finders Uni	EP - Innovation Connections (AusIndustry)	Women in Global Business	Bank SA Start-Up Grant
Australian French Entrepreneurship Challenge	New Venture Month (NV)	Women in Innovation (SA)	TAFE Business education programs	Mentoring for Success. Polaris Centre	Catalyst Collaborative	Little City (Prospect)	Todd Street Coworking Hub (Port Adelaide)	Microsoft Innovation Centre	Finders Enterprise Consulting	EP - Research Connections (AusIndustry)		Beyond Bank Entrepreneur Program
behind closed doors Entrepreneurs Program	Senipreneurs		WEA Business education programs	Northern Adelaide Entrepreneur Scholarship	Cog Creative (Norwood)	Mache	WOTSO Adelaide	Moonshine Distillery	Polaris Business and Innovation Centre	State Government Assistance		BioAngels
Business Growth Breakfasts UniSA	SouthStart Conference		Carnegie Mellon University Business education programs	SA Young Entrepreneur Scheme (SAYES)	Co-HAB (Tonsley)	Sass Place (Parkside)	Adelaide Smart City Studio	Renew Adelaide	Stretton Centre Advisory Services	BioInnovation SA Grants	SA Innovation Voucher Program	Blue Sky Private Equity
Boomerpreneurs	Start Lean, Go Global		Flinders University Business education programs	Skills for All Diploma of Management	Drink Eat Work	Sass Place (West Lakes)	Awesome App Challenge	Social Ventures Incubator Program	Tea Tree Gully BEC	Business Growth Program (with UniSA)	Said Company Development SA Film Corp	Brandon Capital
Business SA Networking	Startup Grind		Toniens University Business education programs	Salisbury Twelve25 Enterprise Program	Fab Lab Adelaide	Sass Place (Seaton)	TechInSA Business Incubator	SouthStart Accelerate	Tonsley Small Business Advisory Service	Carbon Neutral Entrepreneurs Challenge	Tech in SA Business Catalyst Program	Innovation Capital
Club Kidpreneur	Startup Weekend		University of Adelaide Business education programs	Unfinished Business	Fifth Quarter	St Pauls Creative Arts Centre	Elevate51 Business Incubator	Space SA	UniSA Ventures	Export Partnership Program	TradeStart	SA Venture Capital Fund
D3 Digital Challenge	TechJam		University of SA Business education Programs		Format	Stretton Centre Coworking	eNvision Incubator New Venture Inst	TechStars (Defence)	Todd Street Incubator (Port Adelaide)	Industry Development Grant	Venture Catalyst (with UniSA)	Terra Rosa Capital
Entrepreneurs in Conversation (New Venture Inst)	The Engine Room		Venture Dorn Finders - New Venture Institute	ALIA Living Lab (Mining Energy Resources)	Hackerspace Adelaide	SouthStart Cowork	EO Accelerator Entrepreneurs Org	ThinLab Business Incubator	Unearthed Accelerator	SA Early Commercialisation Fund		Young Entrepreneur Scholarship

Loosely in the order in which a budding entrepreneur or new venture may first need the services and assistance

Prepared by motivated individuals for the benefit of the entrepreneurship community in Adelaide. Feedback on the map welcome – email pauldaly@internode.on.net.

Test Kitchen and Push Adventures are two examples of start-ups determined to go beyond charity. They are committed to scaling out, up (through policy) and deep (through culture change). But we need to consider whether we provide enough visibility for purpose businesses.

There is a need to map and understand South Australia's social innovation ecosystem, to develop a better understanding of what the key elements are to a thriving social innovation ecosystem and what activities were happening in these areas locally.

We need to refine the key elements of the ecosystem to give us a clearer understanding of the social innovation landscape, and to prioritise areas for action to strengthen the ecosystem, addressing gaps and challenges that currently exist.

'We need to ensure that it becomes instinctual for new ventures to consider how they can have social impact, not as an add-on but right up front.'
Allyson Hewitt

Action:

- Continue to map the social innovation ecosystem.
- Extend mapping work into regional areas.
- Support the development of an interactive version of the ecosystem map to enable a search function that emphasises 'social impact'.
- Ensure the Purpose Economy is integrated into the emerging start-up ecosystem

Growing Talent in the 21st Century

Insight: Adelaide needs to grow the population of 15 to 35 year olds, as this age group are leaving the State (according to Deloitte).

It is projected that 10,000 jobs will be created in SA as a result of the National Disability Insurance Scheme (NDIS). There is enormous opportunity to be found in the creation of these new jobs, but in order to maximise the attractiveness of such opportunities, we have to reframe how wonderful, purposeful and valuable it is to care for another human being in order to make these the new jobs of choice.

Action:

- Explore how to position South Australia as THE place for young talent – especially those interested in impact careers.

It is clear that there is gender-based inequity in terms of the support for, and investment in, start-ups established by women. The network Chooks SA was founded to explore why this is the case and what can be done to address the challenge. It was established to create a support system for intergenerational female entrepreneurs, to learn from one another, celebrate their successes and encourage action to ensure business ideas take off. Networks such as this one are vital for ensuring the inclusive growth of the Purpose Economy in SA.

Action:

- Continue to put a gender lens on the Purpose Economy work to help ensure inclusive growth and create opportunities for maximising access to and for all of the talent in SA.

'I fell for the problem, the lack of gender diversity in boardrooms, start-ups and venture capital. The business case is clear; diversity equals dollars, equals growth.'
Maira Deslandes, Chooks SA

Measuring our Impact

Insight: Impact metrics – the desire to move from outputs to outcomes – weighs heavy on the sector.

It is challenging to demonstrate the true impact of the social economy. There is no easy answer. Social Return on Investment is one approach that may work, but we also need to leverage the use of global metrics, for example the United Nation's Sustainable Development Goals. We have to think about what is happening globally that we can be part of while owning the work we are doing locally.



Action:

- Leverage the global goals while working local.
- Engage with and support the work of Social Impact Measurement Network Australia (SIMNA); and explore the opportunity to create a 'What Works Centre' in SA.

SIMNA was established to support the development of social impact measurement. The network supports individuals and organisations to better understand the social value of their operations, programs and investments.

What Works Centres are a global movement coming out of the UK Cabinet Office. They are designed to identify policy decisions, based on sound evidence, with the objective of promoting what works well and what doesn't work. The aim is to prevent the 're-invention of the wheel' and improve public policy outcomes.



Access to Capital for Economic and Social Impact

Insight: There is diversity of opinion on how to finance the Purpose Economy.

Action:

- Leverage and support the work of Impact Investing Australia and the Social Impact Investment Network of SA (SINSA).
- The SA department of Treasury should take a greater role in evaluating the results of Pay for Success (Social Impact Bonds) and the impact of the move from outputs to outcomes; explore Community Bonds and layered financing options.
- Create a culture of philanthropy in South Australia. There are huge opportunities to encourage people to use their money to create a social impact. What is needed is an avenue for connecting opportunities with prospective investors

Rosemary Addis established Impact Investing Australia with the purpose of identifying opportunities for investment in initiatives that generate positive social and environmental impacts in addition to financial returns. This is a \$300 million wholesale social finance fund.

Recommended Reading

- Impact Investing Australia
- Aspire bond

How do we communicate the Purpose Economy?

Insight: There is a need for a compelling description, which will engage new audiences around the opportunity of the Purpose Economy in South Australia.

Currently there is very little published research on the Purpose Economy globally, so there is an opportunity for South Australia to become a leader in the space. Universities and practitioners should work together to develop new research, particularly on social impact at a state level.

Linking the purpose narrative with the existing promotion of opportunity and success in the state will galvanise the image of South Australia being a socially conscious world leader. As we see the growing trend of 'people living their values', it stands to reason that creating a purposeful 'lighthouse' city will be an attractive proposition.



Action:

- Find clearer ways to communicate what the Purpose Economy is, and promote 'glossaries' or resources people can use to better understand this space.
- The state to develop brand hierarchies or an overarching brand that includes the Purpose Economy e.g. 'There's more to life'.
- Uncover and engage communications expertise that offers assistance to tell the 'purpose' and social impact story. Possible contacts include: The Story Catchers; Community NATION.

The Mindset for Purpose Economy

There are six key mindset shifts necessary for South Australians to turn ideas into action and get South Australians into the right headspace for acknowledging and growing the Purpose Economy

Mindset Changes:

APPROACH	ACTION
Move from a scarcity to asset-based approaches.	Start by mapping assets (people, places, things).
Default to open.	Challenge areas where this is not the default position.
Value the role of network weavers/ brokers.	Build the capacity of intermediaries to broker between supply and demand of innovation.
Look up and out.	Learn from adjacent industries.
Embrace data.	Determine key sources of data and unlock them for analysis and use.
Be both patient and impatient.	Recognise that innovation works on erratic timelines and build receptor capacity.

APPENDIX A:

Glossary

This document is a 'live' document. Hyperlinks are active when accessing digital version. Available online at <http://www.dunstan.org.au/thinkers-in-residence/>

B

B Corps

Benefit Corporation (not legislation but standards). 'B Corps' are for-profit companies certified by the non-profit B Lab to meet rigorous standards of social and environmental performance, accountability, and transparency.

- <https://www.bcorporation.net/what-are-b-corps>

C

Collective Impact

'Collective Impact' occurs when organisations from different sectors agree to solve a specific social problem using a common agenda, aligning their efforts, and using common measures of success.

- <http://www.fsg.org/ideas-in-action/collective-impact>

Co-operative

An autonomous association of persons united voluntarily to meet their economic, social and cultural needs and aspirations through a jointly-owned and democratically controlled enterprise.

- <http://www.ica.coop/en/whats-co-op>

Co-operative or Mutual Enterprise (CME)

An autonomous association of persons united voluntarily to meet their economic, social and cultural needs and aspirations through a jointly-owned and democratically controlled enterprise.

- <http://www.cemi.com.au>

Corporate Social Responsibility (CSR)

'Corporate Social Responsibility' is a business approach that contributes to sustainable development by delivering economic, social and environmental benefits for all stakeholders. It specifies that the corporations have a degree of responsibility not only for the economic consequences of their activities, but also for the social and environmental implications.

- <https://www.humanrights.gov.au/publications/corporate-social-responsibility-human-rights>

Creating Shared Value (CSV)

Shared value is defined as policies and practices that enhance the competitiveness of companies while improving social and environmental conditions in the regions where they operate. It is a business strategy focused on companies creating measurable economic benefit by identifying and addressing social problems that intersect with their business.

- <https://sharedvalue.org.au/about/shared-value/>

CSR vs CSV

Corporate social responsibility (CSR) differs from Creating Shared Value, although they share the same ground of 'doing well by doing good'. CSV concept supersedes CSR for it is a way for corporations to thrive in a competitive market.

- <https://www.fsg.org/blog/csr-vs-csv-what%E2%80%99s-difference>

APPENDIX A:

Glossary

I

Impact Investment

Impact investing is a growing field of investment that is helping to finance solutions to many of society's most pressing challenges. They are investments made into organisations, projects or funds with the intention of generating measurable social and environmental outcomes, alongside a financial return. Impact investments are different from grants because a financial return is expected, and they are different from mainstream finance because measurable social and environmental benefits are expected. Impact investing is a response to the growing awareness that the challenges facing society are too large and complex to be solved by government, philanthropy and not-for-profit organisations alone.

- <https://impactinvestingaustralia.com/new-impact-investing/>

M

Member-owned Business Organisation

Owned and controlled by its members who are drawn from one (or more) of three types of stakeholders – consumers, producers and employees – and whose benefits go mainly to these members.

- <https://employeeownership.com.au/what-is-employee-ownership/>

Mutual

A mutual, mutual organisation, or mutual society is an organisation based on the principle of mutuality – people organising together to meet their shared needs. The members of a mutual are its customers, who do not usually contribute to the capital of the organisation through direct investment. Instead, they support the mutual through using its services. A mutual is a co-operative where each member has one vote and the organisation is guided by the seven co-operative principles.

- <https://bccm.coop/what-is-a-co-operative/about-mutuals/>

P

Purpose Economy

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 business model, by industry type or by the effect it has in our lives.

Procurement

Procurement deals with the sourcing activities, negotiation and strategic selection of goods and services that are usually of importance to an organisation. Through social procurement objectives such as building strong communities, generating employment opportunities and promoting social inclusion, can be achieved.

- <https://www.procurement.act.gov.au/about/social-procurement>

Prototype

Prototype is the pre-production model of a product or service. It allows organisations and businesses to test their idea at a smaller scale at lower cost first. During the process, changes based on test results are incorporated into the prototype which undergoes the same tests again. On achieving the desired results, the product or service is approved for volume production and promotion.

- <http://www.businessdictionary.com/definition/prototype.html>

APPENDIX A:

Glossary

S

Shared Value

'Shared Value' is defined as policies and practices that enhance the competitiveness of companies, while improving social and environmental conditions in the regions where they operate. It is a business strategy focused on companies creating measurable economic benefit by measurable impact on a social or environmental issue.

- <http://sharedvalue.org.au/about/shared-value/>

Social Business

'Social Business' is a business created and designed by an organisation to address social problems. It implements social technologies, strategies and processes that span across its entire enterprise, creating and optimising collaborative ecosystems of employees, customers, partners, suppliers, communities and stakeholders in a safe and consistent way.

- https://en.wikipedia.org/wiki/Social_business

Social Capital

'Social Capital' refers to the collective value of all 'social networks' (who people know) and the inclinations that arise from these networks to do things for each other ('norms of reciprocity').

- <https://www.hks.harvard.edu/programs/saguaro/about-social-capital>

Social Economy

'Social Economy' is defined as that part of the social sector that 'uses market mechanisms to pursue explicit social objectives', including social enterprise, social business, mutual, co-operatives and not-for-profit organisations.

- <http://www.onlineopinion.com.au/view.asp?article=13863&page=2>

Social Enterprise

'Social Enterprise' is an organisation that is led by an economic, social, cultural or environmental mission consistent with a public or community benefit. The organisation derives a substantial portion of its income from trade and re-invests the majority of profits/surpluses in the fulfilment of its mission.

- Finding Australia's Social Enterprise Sector, 2010

Social Entrepreneur

'Social Entrepreneur' is a person who establishes an enterprise with the aim of solving social problems or effecting social changes.

- https://en.oxforddictionaries.com/definition/social_entrepreneur

Social Finance

'Social Finance' refers to an approach to manage money to deliver a social dividend and an economic return. It includes the community investment, microfinance, social impact bonds, investment into sustainable businesses, and social enterprise lending. Outcome-based philanthropic grant-making and program-related investments, are sometimes referred to as venture philanthropy; this also falls under the umbrella of 'Social Finance'.

- https://en.wikipedia.org/wiki/Social_finance

APPENDIX A:

Glossary

S

Social Impact

'Social Impact' can be defined as the net effect of an activity on a community, and well-being of individuals and families. The aim of 'Social Impact' is to create positive, meaningful and sustainable systems change for the benefit of the community and particularly for those at a disadvantage as a result of complex, long-term systemic issues.

- <http://socialimpact.com/>

Social Innovation

'Social Innovation' refers to new ideas that resolve existing social, cultural, economic and environmental challenges for the benefit of people and the planet. It aims for 'better' rather than just 'new'.

- www.socialinnovation.ca

Social Intrapreneurship

'Social Intrapreneurship' is action taken by an employee to address social or environmental challenges within an existing organisation.

- [Forbes-Social-Intrapreneurship](#)

APPENDIX B:

Recommendations – Preliminary Report

The following is a summary of Allyson's observations regarding the progress made against the recommendations in the Preliminary Report, May 2017.

1. Continue to map the social capital ecosystem in South Australia.

Two rounds of workshops and mapping have been completed. The Australian Centre for Social Innovation (TACSI) have taken the lead on this and it is showing great potential for identifying the strengths, opportunities and points of intersection between the social capital ecosystem and the start-up ecosystem.

2. Develop the business case for corporates to participate in the social capital ecosystem.

Corporates and SMEs in South Australia are aware of the pressures on our state's economy and are changing the way they do business. For example, the shared value projects as demonstrated by KPMGs 'Shaping SA' program. This is a collaborative program that worked with multiple agencies to maximise the social and economic benefits of the disability sector in South Australia.

3. Notable expansion of the social capital (Purpose Economy) professional networks in South Australia.

Agents including, but not limited to Social Capital, TACSI, Chooks SA and the State Government have been instrumental in growing the awareness and opportunities associated with enterprise and employment opportunities in the Purpose Economy.

4. Find, develop and support intermediaries and weavers able to knit together parts of our economy.

As above, several critical intermediaries have been identified including TACSI, BMI and the Regional Economic Development Network.

5. Strengthen the notion of Adelaide as a 'test city' – thus building on the city's strengths.

The impracticalities of a single state brand have been acknowledged and discussion has shifted to a focus on brand hierarchies. Brand SA are taking the lead on this.

6. Tell South Australia's stories of excellence.

The IPAA Showcase featured some of these success stories, others are highlighted in this Report. Brand SA are also working on promoting the diversity of South Australian success.

7. Leverage Lot Fourteen (Former RAH) site redevelopment for social impact.

The State government has agreed to manage this site themselves through Renewal SA. Efforts to encourage them to consider a multi-sectoral engagement strategy that includes social innovation are underway.

APPENDIX B:

Recommendations – Preliminary Report

8. Continue to support the not-for-profit players in the social capital ecosystem, particularly those impacted by self-directed care in disability and aged care, to find user-centric approaches to create greater social impact.

Through the Social Capital Residencies, a suite of prototypes for 'doing good better' have been identified by partners working in the social assistance sector. Shared service models, after-hours support, and remote communities' skills capacity building are among a few of the initiatives currently being explored.

9. Work with South Australia's leading universities to find more opportunities to work together and lead the world in how this is done.

Work Integrated Learning and Capstone projects present creative spaces for new ideas and collaborative outcomes to be produced. The Social Capital Residencies have been able to connect universities with partners and identify research projects to expand understanding of the Purpose Economy.

10. Work with the burgeoning start-up community in Adelaide to support them in their efforts to grow ventures with both a social and economic impact.

The start-up entrepreneurship ecosystem has been very supportive of identifying and including the purpose economy, social innovation and social enterprise in their aspirations for a vibrant and healthy economy. The inclusion of social enterprise modules in tertiary programs and the representation of social enterprises in incubators and accelerators is promising. Opportunities for shared Market Intelligence or consolidating expertise in areas like impact investing are also being investigated.