

SOCIAL PROCUREMENT IN THE WEST

Transforming Spend into Community Prosperity

Part C: Insights Summary



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Introduction

The Social Procurement in the West project ('Project') aims to establish a more integrated and effective response to social procurement in metropolitan Melbourne's West region. The West region comprises the local government areas of Brimbank, Hobsons Bay, Maribyrnong, Melton, Moonee Valley and Wyndham.

The Project is being delivered through Brimbank City Council in partnership with the Victorian Government's Department of Jobs, Precincts and Regions (DJPR) and all local governments in the West region.

The emphasis of this Project is to prepare a deeper and more structured body of information and evidence to in turn be used to inform a co-designed, recommended model for the delivery a social procurement place-based program.

This document informs key components of the structured body of information and evidence.

Social Procurement in the West Project Objectives

The overarching aim of the Project is to identify a recommended model for the effective delivery of place-based social procurement that addresses social and economic issues that prevail in the West region.

This aim is supported by the following specific Project objectives/outcomes:

- Build on existing work to achieve better outcomes for the region;
- Improve opportunities for targeted cohorts of young people (including unemployed, Aboriginal and CALD young people) and Aboriginal businesses in the region;
- Drive job creation, including higher-skilled jobs in the region – local jobs for local people;
- Identify how the social benefit supplier (social enterprise and Aboriginal business) sector's capacity and unique offering is positioned to respond to opportunities in the region and, as part of social procurement more broadly, to provide supported pathways to work, especially for those needing assistance with transition and/or return to work;
- Build local small to medium enterprise; and
- Leverage the pipeline of major infrastructure investments concentrated in the region.

Desktop Research and Stakeholder Engagement Objectives

The aim of conducting desktop research and stakeholder engagement was to develop a broad understanding of existing literature, data, expertise and experiences to guide the development of a Social Procurement in the West model and associated recommendations.

Specific objectives of desktop research and stakeholder engagement included to:

- Understand the local West region context in terms of population, industry and business activity, social benefit supplier activity, project pipelines and training and employment conduits;
- Identify models of practice, achievements and lessons arising from other exemplar place-based social procurement models;
- Determine patterns of components considered to be critical success factors in building and delivering place-based social procurement models;
- Obtain a view of key legislative, policy and investment levers that may critically influence potential model directions and the context for local social procurement opportunities; and
- Establish a body of knowledge in relation to the local delivery context, conduits, opportunities, constraints and risks.

Methodology

The overarching aim and objectives for desktop research and stakeholder engagement have guided the methodology employed.

Desktop Research

Desktop research was enabled through identification of relevant documents and data by:

- Leveraging ArcBlue's existing business intelligence and networks;
- Consulting with the Project Working Group (PWG); and
- Exploring additional documentation arising from engagement with targeted Project stakeholders.

All documents and data were recorded in a central repository with identifying information and key observations relevant to the scope of the Project based on narrative review. These observations were then translated into thematic analysis for consideration in model and recommendations development.

More than 100 information sources were reviewed and these are listed at [Appendix A](#).

Stakeholder Engagement

Stakeholder engagement was guided by a Stakeholder Engagement Plan that identified key stakeholders, their engagement requirements and the purpose of stakeholder engagement for the Project. On the basis of the plan, stakeholders were identified across a range of sectors including all levels of government, head contractors of major projects, training and employment services, local suppliers, social benefit suppliers and their supporting intermediary organisations, potential investors, industry/peak bodies and the local community.

Stakeholder engagement outcomes incorporated into key insights are drawn from stakeholder interviews conducted then translated into thematic analysis.

A total of 26 interviews were conducted with interviews listed at [Appendix B](#).

Methodology Limitations

While a range of documents, data and stakeholders were made available for the purposes of the Project, limitations applied with a view to maintaining relevance to the aim and objectives of the research and engagement as well as optimal alignment to the overall Project emphasis.

Consultants with specialist expertise in social and sustainable procurement have reviewed a wide range of documents and data and consulted a broad set of stakeholders from different sectors. All care has been taken to include documents, data and stakeholders considered to be of most assistance towards addressing the Project requirements, scope and outcomes. Outcomes should not be considered to be an exhaustive view of all potential documents and data sources or stakeholder views.

Outcomes from stakeholder engagement included in these insights is limited to interviews conducted. Additional stakeholder engagement undertaken through co-design processes are additional to and follow the development of the insights prepared in this document.

Key Insights for the Development of Social Procurement in the West Model

The following summarises the key observations drawn from the thematic analysis outlined in the Findings section for consideration in development of the Social Procurement in the West model and associated recommendations.

Target Cohorts

- The focus on identified Project cohorts is validated (migrants, refugees, First Nations peoples, young people).
- Women should be considered as an additional target cohort.
- Industry opportunity needs to be aligned to community need with regard to the target cohorts.

Target Industries and Businesses

- There is a need for greater coordination between industry and government activity and opportunities.
- Forecasting the skills pipeline is essential to enable matching of education pathways to real job opportunities.
- Education on social procurement for targeted industries and business is key to driving success.
- Key industries presenting with potential greater opportunity are: Manufacturing, Transport/Warehousing, Construction, Health, Education and Creative Industries.
- Immediate access to local social benefit suppliers cannot be relied on as there is a demonstrated lack of existing activity, diversity and capacity that needs to be addressed.

Projects Pipeline

- More diversity in project-driven opportunities is needed beyond regional major transport projects.
- There is a need for better coordination, visibility and depth of information, including for projects that are local and regional, private and public, and infrastructure and non-infrastructure related.
- COVID-19 has downgraded previous population forecasts, including primarily due to curtailed migration rates, which may influence future decision-making around priority projects and investment in the region.

Legislation, Policy and Investment Levers

- COVID-19 response across all levels of government is key to positioning of investment and opportunities.
- There is a need for the model to support a coordinated and collaborative applied policy framework for the West region that supports a regional approach to social procurement and leverages key Victorian legislation and policy under Local Jobs First (including the Victorian Industry Participation Policy and the Major Project Skills Guarantee), Victoria's Social Procurement Framework and department/agency/project-specific social procurement goals.
- Importance should be placed on leveraging and complementing the new Commonwealth Local Jobs Program.

Training and Employment

- Need to leverage the evidence base relating to 'what works' and existing education/government arrangements in the West region.
- Benefits stem from employer-led, demand-driven approaches.
- Jobseeker challenges need consideration, including access to sustainable programs and bridging expectations versus realities.
- Digital technology needs to be harnessed to tackle unemployment. This should include consideration for digital access and literacy.

Principal Success Drivers for Place-based Social Procurement Models

- Shared objectives and outcomes.
- Collaboration with a broad range of stakeholders.
- Flexible and adaptable approach supported by change management and continuous improvement principles.
- Information coordination and visibility.
- Clear and specific impact measurement.
- Effective brokerage to link supply and demand.
- Opportunities for entry level and higher skilled employment.
- Use of the end-to-end procurement process.
- Use of direct and indirect social procurement approaches.

Social Procurement Research Directions

- Principles of place-based approaches should be incorporated:
 - Collaborative and robust governance.
 - Shared understanding and outcomes.
 - Local decision-making and accountability.
 - Embedded stakeholder engagement.
 - Enterprising communities.
- There is a need to capitalise on COVID-19 opportunities, including shifting in thinking in relation to urban planning and living.
- Social benefit suppliers present with capacity and growth challenges despite growing evidence of benefits.

Key Findings: Desktop Research

Melbourne's West Region

Geographic Area

The West region – also referred to as Melbourne's Western Metro Region – comprises the local government areas of Brimbank, Hobsons Bay, Maribyrnong, Melton, Moonee Valley and Wyndham – see Figure 1.

It covers an area of 1,331 square kilometres, extending from the inner suburbs of Moonee Ponds, Footscray and Williamstown, through the middle-ring suburbs of Essendon, Maribyrnong, Sunshine and Altona, to the growth area suburbs surrounding Werribee and Melton.

The West region is the traditional home of the Wurundjeri and Wathaurong peoples of the Kulin Nation.

Population

Based on 2016 data, the West region has a population of 964,259. This equates to approximately one fifth of metropolitan Melbourne's total population. The West region has been regarded as the fastest and largest growing region in Australia with forecasts from as recent as 2019 indicating a potential population of 1.75 million by 2051.

Key demographic attributes of the West region population include:

- A high level of cultural and linguistic diversity. More than one quarter of residents are born overseas with the majority of those born overseas coming from Vietnam, India, the Philippines and China;
- A high rate of refugee and asylum seeker settlement. Almost one fifth of all Victorian refugees and asylum seekers settled in the West region in 2018/19, with the majority settling in Brimbank, Wyndham and Melton;

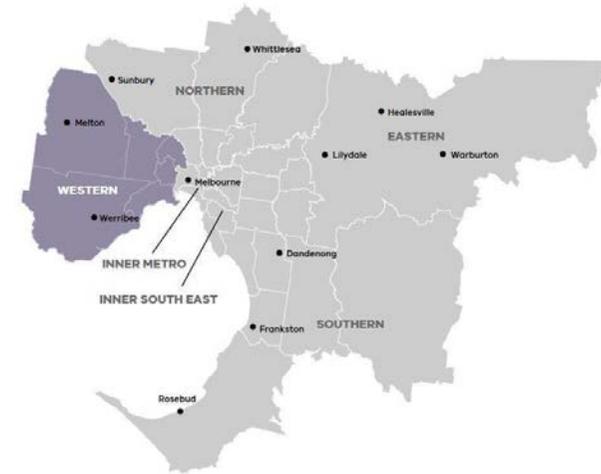


Figure 1: Melbourne's West region (Image credit: State of Victoria)

- Twelve per cent of Victoria’s First Nations peoples are residents across the region, with the highest number (more than 2,000 people) residing in Wyndham;
- Between 4.9 per cent and 13.4 per cent of residents (local government area dependent) do not speak English well or at all;
- High level of socio-economic disadvantage according to the SEIFA index; and
- A high unemployment rate. The region’s unemployment rate is over 8 per cent, 2 per cent more than the metropolitan Melbourne average;
- The average unemployment rate for young people of 15.4 per cent is higher than the Victorian rate of 13.9 per cent, while the average unemployment rate of First Nations peoples 13.7 per cent is marginally lower than the Victorian rate of 14.3 per cent.

COVID-19 Impacts

The trend to population growth has been a key driver for new housing construction, major transport projects and investment in health and education infrastructure and services across the West region in recent years. However, the COVID-19 pandemic is influencing a recast of West region population growth projections. Federal Government revised estimates show that Victoria’s population growth is expected to retract between 2019-22 from a previously forecast 7.4 per cent growth to 1.4 per cent growth, equating to 398,000 people no longer intending to call Victoria home. Much of Victoria’s population growth to date has been migration-driven with new arrivals choosing to settle in the West region as well as in Melbourne’s south-east. Therefore, impacts of decline in population growth in the West region are likely to directly impact on planned infrastructure, development, investment and local employment.

Notwithstanding the impacts of forecast retraction in population growth, the effects of the COVID-19 pandemic on the existing community requires attention whereby many current socio-economic issues in the West region will likely be amplified.

- Research indicates that, as a result of COVID-19:
 - Perhaps 90 per cent of local business are considered to be highly vulnerable, in particular in Health, Manufacturing, Construction, Retail, Transport and Logistics sectors with upwards of 60,000 jobs directly impacted;
 - More than 60 per cent of Victoria’s cases of COVID-19 have been recorded in Melbourne’s west and north, with businesses heavily reliant on JobKeeper to sustain staff;
 - Almost half of the businesses in the West have lost more than 25 per cent revenue compared to the same period last year; and
 - Consistent with national observations, young people have been disproportionately affected by job losses. Figures indicate an 8 per cent loss for those aged 20-29 years and 5 per cent loss for those aged under 20. The impact of job losses for young people

is magnified when considered that most young workers (15-34 years) are in flexible work arrangements through casual, part time or gig economy roles;

- Under 25 year-olds made up 20 per cent of all JobSeeker/Youth Allowance payments in May 2020, meanwhile women have been identified as having lost their jobs in greater numbers and/or are employed in higher risk, frontline jobs; and
- The vulnerability of many flexible work jobs has been exposed, especially in industries such as Tourism, Hospitality and the Arts. It has also highlighted the importance of work that previously may have been undervalued;
- There is an existing local jobs deficit across the region that has been further impacted. It is projected that at least an extra 138,000 local jobs are needed to bring the West region to comparable levels with the rest of Melbourne and other suburban regions;
- Migrants who have been in Australia less than five years are far more likely than Australian-born people to have become economically vulnerable. When considering that one quarter of the West region was born overseas and the region is attractive for newly settled migrant and refugee communities, this is an important consideration; and
- Young people and First Nations peoples continue to experience higher rates of disengagement in education and employment compared to other population cohorts.

Conversely, COVID-19 is also being viewed as an opportunity to reimagine opportunities for suburban Melbourne as a result of the work and lifestyle changes forced as a result of the pandemic. Changes including increased working from home and the pursuit of more local recreational and social engagement are behind new ways of thinking about what access to local infrastructure and services will serve communities best in the future.

Project Pipeline

The project pipeline aligned to opportunity drivers for Social Procurement in the West is at present largely aligned to major transport infrastructure projects. This includes key initiatives under Victoria's multi-billion dollar Big Build program, namely:

- [Fast Rail to Geelong](#);
- [Level Crossing Removal](#) (13 projects are earmarked across the West region);
- [M80 Upgrade](#);
- [Melbourne Airport Rail Link](#) via Sunshine;
- [Metro Tunnel](#);

- [Regional Rail Revival](#);
- [Suburban Rail Loop](#);
- [Sunbury Rail Line Upgrade](#);
- [Sunbury Road Upgrade](#);
- [West Gate Tunnel Project](#);
- [Western Highway Upgrade](#);
- [Western Rail Plan](#); and
- [Western Roads Upgrade](#).

Other major projects included planned investments in education and health infrastructure and services including Footscray Hospital and employment hubs planned for Footscray, Sunshine, Werribee and Melton.

Together with major transport, education and health infrastructure investment, LGAs have sizeable capital works programs that are focused on social and community infrastructure development as well as local roads infrastructure. A scan of the 2020-2021 capital works programs published in council annual budgets for 2020-21 across the six West region LGAs indicates a total capital works investment of approximately \$450M for more than 500 projects. Fifty of these projects have a forecast budget of \$2 million or more. Some projects are co-funded with State and/or Federal governments and, in these cases, are multi-year projects. However, most are single year projects that are mostly independently funded through council budgets. The publishing of forward capital works programs is not consistent across the LGAs, therefore visibility of the project pipeline for locally driven project investments is limited.

It is also observed that the projects that may potentially be able to advance social procurement opportunities are at different stages of development and delivery; from aspirations at ideation or advocacy stage, to undergoing feasibility and planning, to being in the design phase and to be being shovel-ready or under construction.

The project pipeline would benefit from deeper understanding through:

- Increasing visibility of the multi-year project pipeline, including at State and Local levels;
- Further mapping of the projects' stages; and
- Aligning projects data to better inform opportunity analysis and information coordination.

Achievements So Far

There are several examples of social procurement and inclusive employment in action in the West region. The following case studies highlight key achievements to date.

Employing Young People with Barriers to Employment

Launched in 2019, Project BrIMPACT is a partnership between Brimbank City Council, ArBlue Consulting, YLab and Job Prospects and is funded by the Australian Government through the Regional Employment Trials Program. BrIMPACT aims to empower young people aged 16-29 and support local businesses to address youth unemployment in Brimbank. During its 8-month pilot, BrIMPACT successfully engaged with six local employers and delivered 24 employment outcomes for participants.

Creating Opportunities for Flemington Housing Estate Residents

Flemington Works connects talented young people aged 15-30 and women who live at the Flemington Housing Estate with employment opportunities. It focuses on systems change through participatory co-design principles and includes direct recruitment, social procurement, work experience, micro-enterprise development and community-driven employment initiatives. The program has helped to secure 117 paid employment placements for residents since it was established in 2019.

Boosting Economic Participation for Humanitarian Migrants

The Wyndham Employment Trial is based on the Community Deals model, a place-based approach to improving employment outcomes for vulnerable cohorts. The Trial coordinates the local delivery of key services for humanitarian migrants in Wyndham, including employment, settlement, English language and entrepreneurship support. After just nine months, 94 humanitarian migrants had secured employment and 18 employers were involved, providing information on vacancies and actively recruiting.

Helping Young People to Access Training, Education and Employment

Brimbank Learning Futures (BLF) operates under a co-design and partnership model to support vulnerable community members to re-engage in learning opportunities and access career advice. Since 2019, BLF has successfully partnered with Learn Local to support learners' pathways to pre-accredited and accredited training. More than 50 new learners have been referred to enrol in pre-accredited training at a Learn Local.

Policy, Legislation and Investment Levers

Victoria's Social Procurement Framework (SPF)

In 2018, the Victorian Government established the SPF, which aims to build a fair, inclusive and sustainable Victoria through procurement with a focus on maximising social and sustainable benefits for all Victorians. The mandate applies to goods, services and construction procurement of any value. Victoria is currently the only jurisdiction in Australia that mandates the consideration and implementation of social and sustainable objectives into government procurement.

The SPF also addresses a range of separate and complementary Victorian Government mandates and laws in relation to:

- *Tharamba Bugheen: Victorian Aboriginal Business Strategy 2017-21*, through which the Government has endorsed a 1 per cent whole-of-Victorian-Government procurement target from Victorian Aboriginal businesses. The target aims to use government procurement to increase opportunities to Victorian Aboriginal business to participate in the economy, including for Victorian Aboriginal businesses, Traditional Owner Group entities and Aboriginal Community-Controlled Organisations (ACCOs).
- *Local Jobs First* legislates Victorian Government departments and agencies to encourage participation by local small and medium size enterprises in infrastructure projects. There are two components to the legislation:
 - Victorian Industry Participation Policy (VIPPP) - requires consideration of competitive local suppliers, including SMEs, when awarding contracts. In context of the West region, consideration must be given when the value is:
 - \$3 million or more in metropolitan Melbourne or for state-wide activities; or
 - Government projects of \$50 million or more or otherwise agreed by Government, where minimum local content and other conditions apply on a case-by-case basis.
 - Major Skills Project Guarantee (MPSG) requires all publicly funded works contracts valued at \$20 million or more to use Victorian apprentices, trainees or engineering cadets for at least 10% of the total estimated labour hours.

While local government in Victoria is not mandated to use the SPF or complementary policies and legislation, local government is increasingly recognising the opportunity that social procurement provides for advancing social and economic outcomes.

Victorian Social Enterprise Strategy

A new Victorian Social Enterprise Strategy is due to be delivered in June 2021 following a recent community consultation. While not timely for the development of the model for this project, the strategy should be considered for next steps for Social Procurement in the West.

Commonwealth Government - Local Jobs Program

In October and November 2020, the Commonwealth Government confirmed the Local Jobs Plan and Local Jobs Taskforce for Melbourne's Western region. The Taskforce will administrate the \$780,00 Local Recovery Fund that meet the Plan's priorities from 2020-2022.

The Plan's priorities align strongly with the objectives of Social Procurement in the West and the fund offers a significant opportunity for resources to support the SPW model.

Local Jobs Program Key Priorities: Western Melbourne Employment Region

1. Maximising the benefits of existing Australian, Victorian and Local Government programs to create **pathways into major industries**, particularly the Transport and Logistics, Health Care and Social Assistance, Manufacturing and Construction sectors.
2. Maximising the extent to which local job seekers **are skilled to meet the needs of major projects** in the region, including infrastructure and other large-scale construction projects.
3. Brokering opportunities for **youth skill development and employment** across all sectors, including **apprenticeships and traineeships**.
4. Addressing **barriers to employment for CALD and Refugee** job seekers by targeting supported employment pathways to jobs opportunities in priority sectors.
5. Engaging with and supporting **female job seekers** to access employment opportunities aligned with local skill needs, including in traditionally male dominated industry sectors.
6. Reducing the labour market disadvantage of **Indigenous Australians** in the region.

Government Budget Priorities

Budget priorities of the State and Federal Governments will inform project and industry investments in the West region, with supporting the COVID-19 pandemic recovery emerging as a key driver.

The 2021-21 Federal Budget was delivered in October 2020 and outlined the Government's Economic Recovery Plan for Australia in the face of the COVID-19 pandemic. Key announcements include increased investment in:

- Education, skills and apprenticeships (e.g. JobMaker and JobTrainer initiatives);
- Job creation e.g. JobMaker Hiring Credit for young workers;
- Manufacturing e.g. The Modern Manufacturing Strategy supports six priorities:
 - Resources technology and critical mineral processing;
 - Food and beverage;
 - Medical products; Recycling and clean energy;
 - Defence; and
 - Space;
- Infrastructure, including \$14 billion in new and accelerated infrastructure projects; and
- Business e.g., tax incentives and a loss carry-back scheme.

At the time of writing, the Victorian Government is expected to deliver 2020-21 State Budget on 24 November 2020. The budget is expected to build on the more than \$13 billion already announced during the COVID-19 pandemic, which includes \$6.5 billion in direct economic support for Victorian businesses and workers.

However, ahead of the budget delivery, on 15 November 2020, the Victorian Government announced a commitment in the Victorian Budget 2020/21 to build over 12,000 units of social housing, worth \$5.3 billion, through the *Big Housing Build* program. The investment is earmarked to deliver \$6.7 billion in economic activity, supporting a peak of more than 18,000 jobs – with 10 per cent of the work on major projects to be done by apprentices, cadets and trainees (in line with Local Jobs First MPSG legislation). It is also anticipated that the program will create hundreds of new jobs for women, Aboriginal Victorians, people with disability, social housing tenants and people from diverse backgrounds through social procurement targets.

The locations for the social housing investment injection relating to the West region are Flemington and Ascot Vale in the Moonee Valley LGA. Geelong, on the doorstep of the West region, is also a nominated location. Specific investment allocations are not known at the time of writing.

At a local government level, social procurement policy directions and associated investment is currently local council-specific with limited and associated social procurement investment across the West region's local councils. This indicates opportunity to apply and leverage a framework-based approach, potentially utilising the SPF as a backdrop, specific to the West region.

Non-Government Investment and Funding Sources

The non-government and philanthropic funding landscape is wide and varied. The research suggests that investment alliances are best pursued with organisations that are interested in longer term relationships with strategic projects, as is the nature of Social Procurement in the West. Good prospects for dialogue and potential future proposal have been primarily identified with:

- The Lord Mayor's Charitable Foundation;
- The Paul Ramsay Foundation;
- First Nation's Capital; and
- Ian Potter Foundation.

Notably an Employment Funder's Network has recently been set up which is a collaboration of philanthropic funders to strategically address entrenched disadvantage through enabling employment pathways.

Smaller, project-specific investments could still be pursued through other sources depending on the release of program information, closing dates and alignment with the Project objectives. Such prospects are more likely to be ad hoc and would require ongoing monitoring.

It is noted that funding investment is likely to be subject to application/proposal submission and, if successful, investment will be term-based.

Lessons from Other Projects and Programs

Nine exemplar place-based social procurement projects and programs have been examined to identify key model features that were consistently incorporated to support successful delivery of outcomes.

The projects and programs reviewed included:

West Region

- **Flemington Works** connects young people and women who live at Flemington Housing Estate with employment opportunities including through social procurement, work exposure and direct recruitment.

- **Wyndham Employment Trial** seeks to address barriers to employment for humanitarian migrants in the region by coordinating the local delivery of key services, including employment, settlement, English language and entrepreneurship support.
- **BrIMPACT** creates employment opportunities for young people by partnering with local businesses committed to addressing youth unemployment in Brimbank.
- **Brimbank Learning Futures** is a place-based facility that supports community members to access learning opportunities and careers advice.

Victoria

- **GROW** is a place-based collaborative model that lever social and local procurement and employment to strengthen social and local economic outcomes. GROW is currently implemented in 5 regions across Victoria: Gippsland, Geelong, Bendigo, Ballarat and Shepparton.
- **LXRP** is a Victorian Government project to remove level crossings in Melbourne. LXRP was the first Victorian Government major infrastructure project to adopt Social Procurement Policy, outlining a commitment to generating social and local outcomes through procurement.

Interstate and International

- **Parramatta Light Rail (NSW)** is a NSW Government project for a 12km light rail line designed to serve a growing Sydney. A project-wide Social Procurement and Workforce Development Strategy was developed for the construction and operation of the project.
- **The Southern Initiative (NZ)** is a place-based initiative that seeks to address social and economic challenges in South Auckland through social procurement and innovation.
- **Community Benefit Agreements (CAN)** Community Benefit Agreements (CBAs) are agreements which seek to achieve community benefits from infrastructure and development projects. They are collaboratively designed and implemented between communities, the construction industry and government. The benefits sought after generally fall into the categories of employment, skills and training, adding a social value into the supply chain and community development opportunities, such as supporting local arts and culture.
- **The Preston Model (UK)** A Community Wealth building model led by a local Council and Think Tank partnership engaged key 'Anchor' organisations to shift their spend by 5% to redirect money back into their local economy. The focus was on cultural shift amongst local procurement officers, building supplier capacity and directing spend towards local worker cooperatives.

Model feature	Success drivers
Local leadership and governance	<ul style="list-style-type: none"> • Social procurement objectives embedded within governance structures. • Participatory governance involving diverse stakeholders. • Organising framework that is focused on the goal of collective impact that is enabled through conditions of a common agenda, shared responsibility, shared measurement, mutually reinforcing activities, continuous communication and backbone support.
Regional collaboration and coordination	<ul style="list-style-type: none"> • Change management and transformational approach from the outset with engagement built in. • Clear rules of engagement established to guide collaboration and decision making (e.g. through Terms of Reference). • Commitment to better understanding community/cohort needs. • Co-design approach normalised practice with involvement of different stakeholders, including target community/cohort representatives. • Agile and flexible partnership structures based on values and relationships rather than hierarchies and/or funder-fundee dynamics.
Building local and social procurement capability and practices	<ul style="list-style-type: none"> • Proactive and productive relationships with key industry representatives and employers. • Understanding of local and social procurement opportunities. • Conversion of opportunities to real outcomes. • Development of regional industry strategies that incorporate innovative procurement tactics. • Provision of audience-targeted tools, templates and other resources to strengthen procurement knowledge and skills. • Assessment of organisational social procurement readiness/maturity at both strategic and operational levels.
Developing social enterprise and First	<ul style="list-style-type: none"> • Focus on increasing visibility and access to social enterprises and First Nations businesses to make purchasing from them easier. • Establishment of geo-specific networks of social enterprises and First Nations businesses.

<p>Nations business capacity</p>	<ul style="list-style-type: none"> ● Provision of events and a business hub that enable networking, education and access to business support. ● Productive relationships with intermediary organisations that support social enterprise and First Nations businesses.
<p>Building supplier capability</p>	<ul style="list-style-type: none"> ● Solid understanding of opportunities through analysis of industries and/or specific businesses that have high potential for direct or indirect social procurement. ● Clear view of gaps in business support infrastructure to assist with improving business prospects and performance. ● Provision of a strategic capacity building program with a focus on maximizing opportunities.
<p>Maximising local and social supplier engagement</p>	<ul style="list-style-type: none"> ● Removal of barriers preventing local suppliers responding to opportunities (e.g. long payment lead times, high cost of participation in invitation to supply processes). ● Availability of incentives and/or requirements for suppliers to employ locally (e.g. through tender responses, clauses, reporting requirements). ● Availability of a supplier portal that provides easy access to local and social suppliers. Portal design should enable suppliers to be identified by industry, category, and supplier type and should include tracking and reporting functions. ● Brokerage and expert support in place to support buyers and suppliers to deliver local and social procurement outcomes together.
<p>Enabling inclusive employment pathways</p>	<ul style="list-style-type: none"> ● Demand-led brokerage embedded to link job opportunities to employer demand (e.g. through a centralised employer engagement function). ● Business and industry play different roles to drive job opportunities and address unmet community need. ● Effective brokerage in place that is built on an understanding of employer needs, an understanding of jobseeker assets and a strong system for linking employers and jobseekers. ● Employment programs that are appropriate and targeted for different communities/cohorts. ● Engagement with employers who offer jobs that build/strengthen pathways to meaningful careers.

	<ul style="list-style-type: none"> ● Co-design of employment programs/service models with people with lived experience, local employers, education providers and local service providers. ● Technology is leveraged to provide flexible training, advice and support for jobseekers and to match jobseekers to employers. ● Digital access and literacy needs are considered for different communities/cohorts. ● Systemic barriers are addressed such as racism, community attitudes/perceptions, education, jobseeker expectations versus reality, and digital access and literacy.
Measuring impact	<ul style="list-style-type: none"> ● A measurement framework developed with communities/cohort is in place and used with a clear line of sight to objectives and outcomes sought. <ul style="list-style-type: none"> ○ Examples of measurements include (but are not limited to): <ul style="list-style-type: none"> ▪ % of \$ change of procurement coming into the region; ▪ Increased expenditure through local suppliers/social enterprises/First Nations businesses; and ▪ Number of personnel from target cohorts employed. ● Use of proven evaluation methodologies such as social return on investment (SROI), process evaluation and outcomes evaluation. ● Access to analytics by all participants that collates organisational data, supplier data and economic and demographic data.
Data and reporting	<ul style="list-style-type: none"> ● Clear link between data and reporting to measuring impact. ● Social and local targets identified based on consultation with key stakeholders. ● Applicable targets or KPIs written into contracts to track performance and support continuous improvement. ● Supplier education on: <ul style="list-style-type: none"> ○ Why social procurement data is critical to success of the project and for them (i.e. what's in it for them); ○ The level of detail expected in data fields; and ● When the data needs to be provided.

Communication and engagement	<ul style="list-style-type: none"> ● Strong and continued focus on education, awareness building and two-way dialogue. ● Utilisation of key partnerships, bodies, business groups to help distribute information/resources/links. ● Leveraging existing events and networks. ● Strong website/social media presence as part of multi-channel communication strategies. ● Availability of a central social procurement hub with tools, good practice case studies and information for buyers and suppliers. ● Keep stakeholders engaged throughout project delivery (e.g. by conducting regular briefings on the project, providing regular updates).
Risk management	<ul style="list-style-type: none"> ● 'Share the risk, share the load' – partners take responsibility for risk at different levels. ● Risk management is embedded as part of implementation.
Strategy and investment	<ul style="list-style-type: none"> ● Revenue-generation model incorporated to support long-term sustainability. ● Establishment of a joint funding pool that finances capacity building activities to support the development of local and social suppliers. ● Strategic investor relationships activated.
Approaches to review and continuous improvement	<ul style="list-style-type: none"> ● Implementation and outcomes review are normalised, funded functions of delivery. ● Capacity building and learning functions are embedded.

Employment and Training

Employment Services Mapping

There are multiple employment and training services available to people in the West region.

Federal Government

There are six jobactive providers in eight locations Western Melbourne:

- AMES Australia
- Job Prospects;
- Match Works
- MAX Employment;
- Sarina Russon Job Access; and
- The Salvation Army Employment Plus.

State Government

There are four Jobs Victoria Employment Network (JVEN) providers in Western Melbourne:

- Australian Multicultural Community Services;
- West@work;
- McAuley Community Services for Women; and
- Wingate Avenue Community Centre.

Working for Victoria is the Government's platform to match jobseekers with employers. All tenderers for the Victorian Government's Building Works projects must advertise on Working for Victoria in the first instance.

Other Programs

- Community Revitalisation Projects, including:
 - Flemington Works; and
 - The Werribee and Tarneit Fresh Start; plus
- Support for Jobseekers of African and Pasifika Heritage.

Other relevant providers and programs with diverse funding streams

- Settlement Services;
- Centre for Multicultural Youth Mentoring and Employer Support;
- Brotherhood of St Laurence, Given the Chance;

- Jesuit Social Services, Major Projects Jobs Services;
- Refugee Talent, Social Inclusion Recruitment Platform; and
- Local Learning and Employment Networks.
- Learn Locals

Education and Training

Victoria University is the primary tertiary educational institution in the West region. However, there are multiple training agencies offering long and short courses, micro-credentialing and apprenticeships in the region. This includes an active TAFE network including:

- GOTAFE (Werribee campus);
- Kangan Institute (Essendon and Moonee Ponds campuses);
- The Gordon (Werribee and Hoppers Crossing campuses); and
- Victoria University Polytechnic (Footscray, Sunshine, St Albans and Werribee campuses).

Existing Arrangements in the West Region

Partnerships and effective collaboration can support efforts to tackle systemic and structural barriers that prevent people from securing employment. The following arrangements are benefiting vulnerable communities in the West region:

- **Brimbank Learning Futures:** A place-based initiative developed in collaboration with the Learn Local network, Victoria University, DET, Future Connect, Youth Junction Inc and local service providers. The model includes: mapping services, identified pathways and learning gaps, co-design programming with learning designers, Learn Local network, one on one support, engagement and pathways, partnerships and collaborations, Brimbank City Council connections and No Wrong Door reception (no eligibility requirements, no judgment, no expectations).
- **Victoria University and Brimbank City Council MOU:** Under the MOU, VU and Brimbank's joint focus is on improving economic and social outcomes for key communities, First Nations Communities, CALD Communities, young people and economically vulnerable communities.
- **BrIMPACT:** BrIMPACT partners with major employers across Brimbank to create jobs specially for local young people by improving the way businesses hire and support their employees at work.

- **Western Youth Employment Partnership (WYEP):** This is a partnership between councils in the West region and local learning and employment networks. WYEP seeks to improve youth employment outcomes through social procurement, supporting platforms for empowering young people and enabling enterprise skills for the future.

Improving Outcomes for Jobseekers

There is clear evidence relating to approaches that work to reduce barriers to employment for vulnerable jobseekers including young people, CALD communities, First Nations peoples and people with disability. Drawing on the evidence base will be a key strategy for addressing high unemployment caused by COVID-19 and reducing the scarring effects of the recession. Effective approaches are highlighted in the below table.

For jobseekers	For employers	For the service system
<ul style="list-style-type: none"> ● Job readiness programs ● Mentoring/coaching ● A strengths-based approach ● Personalised, case-management-style support ● Training and work exposure opportunities ● Post-placement support ● Transport, childcare assistance ● Networking opportunities ● Flexible education options and realistic pathways from education to employment 	<ul style="list-style-type: none"> ● Co-design recruitment practices and support for new hires with jobseekers or those with lived experience ● Create/strengthen partnerships with community organisations who can match candidates with roles that meet their skills ● Identify where and when there will be opportunities to employ people in entry level positions ● Collect and use data to understand what is working and identify opportunities to improve practices 	<ul style="list-style-type: none"> ● Strong integration and coordination between employment services, schools, training and vocational education, community services and health services ● Strong links to a range of employers ● Harness technology to tackle unemployment among target cohorts (e.g. to provide flexible training options, coaching and support, matching jobseekers and employers) ● Community forums/events to allow jobseekers to meet local employers, service providers.

Addressing youth unemployment is a key focus of the Project. A recent comprehensive study by Social Ventures Australia (SVA) sought to establish the program features that work best to improve employment outcomes for young people. The research included a literature review, a scan of Australia community-based youth employment programs, interviews with 22 community-based youth employment programs and consultations with representatives from government, peak bodies, social purpose organisations and academia. Through this, SVA identified 10

features that can be incorporated in the design, delivery and measurement of youth employment programs to ensure maximum effectiveness. These are:

1. Recognise young people's strengths and aspirations
1. Support young people to develop employment goals and where relevant life goals
2. Identify and respond to the range of issues experienced by young people
3. Build trusted relationships with young people
4. Include activities that support young people to develop employability skills e.g. communication, problem solving, teamwork
5. Include activities that support young people to develop technical skills that meet specific job needs
6. Provide young people with high quality, relevant information that supports the search for work
7. Provide young people with opportunities to gain practical and useful work experience
8. Connect young people with employers
9. Provide post-program support to young people for the time needed for them to reach their goals.

Research Directions

The Social Enterprise Sector

The 2017 Map for Impact report found that Victorian social enterprises contributed \$5.2 billion to the Victorian economy and created jobs for over 60,000 Victorians. More than one third of those who work at social enterprises are from marginalised social groups that face challenges in gaining mainstream employment.

Growing the social enterprise sector will support job creation, increased incomes and standards of living, increased social contact and a sense of belonging for thousands of vulnerable workers. Research shows that many employees of social enterprises experience improved mental and physical health and better access to needed services. There is also emerging evidence demonstrating that the relative level of labour productivity in social enterprises is comparable or higher than that of small and medium enterprises.

Social enterprises face a number of emerging and ongoing challenges, including social and economic disruptions of COVID-19; financial constraints and under-capitalisation; barriers to accessing markets and networks; difficulties with demonstrating impact and measuring performance; and funding restrictions and policy changes.

Addressing these challenges is crucial to building a healthy social enterprise sector that can support inclusive economic growth in Victoria.

Place-based Approaches and the COVID-19 Recovery

The pandemic has exposed existing weaknesses in the domestic labour market and amplified inequities in employment outcomes for vulnerable cohorts including refugees, people seeking asylum, people with disability, First Nations peoples, young people and women. An approach to pandemic recovery that is underpinned by place-based principles is likely to help to address these issues and more.

The opportunities that the pandemic has created to address systemic and structural disadvantage is a growing area of focus for a number of scholars. For example, the Yunus Centre at Griffith University proposes a framework for a 'mission-led recovery' which outlines the following 'domains of action':

1. Cultivate local living economies: Stimulating local economies and employment through a focus on place-based recovery and support of jobs for regeneration.
2. Leverage procurement: Leveraging public, private and civic sector spending power to unlock greater social and economic value.
3. Sustain enterprise: Sustaining and supporting enterprise and growing impact enterprise through generative channels.
4. Innovate for impact: Investing in innovation that builds public benefit and outcomes across sectors and industries.
5. Seed civic creativity and action: Mobilising, celebrating and creating conditions for civic innovation, creativity and action.
6. Catalyse impact investment: Mobilising capital and increasing participation in investment that generates public benefit, social and economic value.
7. Work from disadvantage out: Stimulating recovery specifically in disadvantaged places and focus on regenerative opportunities grown in and from these places.

Enterprising Communities

The notion of enterprising communities stems from the Sirolli Institute, founded by Ernesto Sirolli, that "promotes a people-centred, bottom-up and localised approach which stimulates people to become more enterprising and pursue entrepreneurship as a career path."

The approach is premised on aiding local entrepreneurs to become successful by building a coalition of competence around them – like anyone does when skills or resources are lacking and the engagement of partners is pursued to address a skill or resources gap.

Utilised in various settings globally, Sirolli's Enterprise Facilitation® approach comprises two main components:

- **Enterprise Facilitator:** the initial point of contact for business owners and entrepreneurs, helping them to understand their ideas and providing them with help and direction by taking the ideas to a Community Panel. The Enterprise Facilitator is not necessarily an expert, but is well-connected, a good listener and able to assess the needs and skills of a business owner/entrepreneur. The Enterprise Facilitator is also often supported by a management group.
- **Community Panel:** provides support to the Enterprise Facilitator by providing advice and introductions to community leaders, business owners and other useful contacts. In doing so, specific problems related to the business owner/entrepreneur idea can be addressed. The Community Panel typically consists of 20-60 stakeholders from different sectors, such as local business, civic leaders, economic development practitioners, and private sector professionals.

Innovative Governance Models

There is an increasing global interest regarding innovative governance models that rely on shared ownership. Examples include:

- **Platform co-operatives** are businesses that use digital platforms (website, mobile apps or protocols) to sell goods and services. They rely on shared ownership and decision-making, meaning users are able provide input into what happens on the platforms. Benefits of platform co-ops include higher quality jobs, productivity benefits, lower worker turnover, more control over privacy and transparency, fair pay, opportunities to benefit from the ecosystem of cooperatives and control over the direction of the business.
- **FairShares** is a development model for self-governing social enterprises operating as companies, co-ops, partnerships and associations. FairShares integrate the interests of a founder, worker, user and investor in support of social progress and sustainable development. The FairShare model is applied in FairShares Labs.
- **Sustainable Economies Law Center (SELC)** seeks to build models to cultivate cooperative local economies by providing legal education, research, advice and advocacy. SELC promotes social and local procurement and creative strategies for cooperative access to finance.

- **bHive** is a Bendigo-based platform co-operative comprised of five 'hives': the City Hive (the sharing of local events, local news), the Village Hive (the free economy) the Sharing Hive (peer-to-peer services across energy, money, transport, food, logistics) and the Giving Hive (a percentage of spending will go to local charitable projects).

Key Findings: Stakeholder Engagement

Following is a summary of key perspectives from interviews conducted in October and November 2020 by ArcBlue in relation to the Project. The perspectives are highlighted in aggregate form by sector. Perspectives expressed and as drawn from interviewee views, opinions and experiences do not represent the views of ArcBlue or ArcBlue consultants.

Sector	Key Perspectives
Employment and Training	<ul style="list-style-type: none"> ● There must be a focus on targets. ● Trust, reciprocity and productive relationships between everyone involved is essential to successful outcomes for jobseekers. ● Requirements from employers are needed far enough in advance to allow matching of education needs of our jobseekers to the employment opportunity loop. ● Red tape needs to be removed to speed up the process for employers and jobseekers. ● There cannot be a disconnection between Tier 1 suppliers who say the right thing and Tier 2 suppliers where the job placements really happen. ● The struggle is connecting employers or contractors to jobseekers. Brokerage and removal of bias would be of assistance. <ul style="list-style-type: none"> ○ Example: Some sites need 20 people by Monday, and a construction company would rather go to labour hire because they know an employment provide may not be able to address their need. ● Data at times from employment service providers is showing that some employers are ahead in social procurement where 50% of the workforce is from disadvantaged cohorts. ● Having a cultural understanding of the cohorts is the key to getting people into relevant employment. Some people have so many barriers and need long term help over 12 months. The foundations that need to be set are crucial but requires money. For example, a lot of money is spent on petrol and grocery vouchers and lots of links are provided to free services. We generally have to pour in a lot more money for this process. ● Employment service providers are in contact with most jobseekers over 12 months. ● Sometimes it's not about the job outcome; it's also about what the person needs.

	<ul style="list-style-type: none"> ● Caseload growth has been exponential since March 2020 as a result of the COVID-19 pandemic. Melbourne’s West is seeing the largest growth. ● Business can also initiate the job placement opportunity. <ul style="list-style-type: none"> ○ Example: Woolworths contacted Job Prospects directly around CALD community placements whereas prior to COVID-19, the relationship was brokered through the local council. Working directly with Woolworths, JobProspects put jobseekers through pre-employment online by partnering with Gordon Institute (TAFE), which also became a sell point [for the employer] as well. All training and PPE were supplied by Job Prospects. Woolworths is now looking to provide longer term employment for those recruited through this job placement campaign. ● Some programs are not meeting employers’ needs effectively and bring further disadvantage to target jobseekers.
Major Projects Contractors	<ul style="list-style-type: none"> ● Despite education dissemination efforts, Tier 2 suppliers often do not get what is trying to be achieved. ● It is often easier for larger organisations [as a Tier 1 supplier] to understand and drive social procurement but it can be confusing for anyone new. ● Visibility of social benefit suppliers is key to being able to engage them and this is not always readily available. <ul style="list-style-type: none"> ○ Example: Businesses listed on Social Traders do not always have information on their profile or on LinkedIn. ● For projects where suppliers are competing, it is probable that a Tier 1 will engage a business that already does social procurement rather than educate the other business/es. This approach may also be necessary to enable a level playing field for evaluation of competitive procurement. A body that could link Tier 2 suppliers to education would be a great lever to addressing this issue and opening up opportunities to more suppliers. ● The incentive to undertake social procurement comes predominantly comes from the client and the SPF. While it would be great to for people to just do [social procurement], the client and SPF targets are greatly important. ● Local government as a procurer is seen to be significantly behind. There is a sense that local government can also be driving social procurement, not just industry. ● There is a need to better understand what potential suppliers are doing but the information is hard to find.

- Example: When calling businesses to find out what they can do, there's often a response lag. Social procurement intermediaries also do not really offer a feel for capability or depth of the supplier. If conducting a Google search, the information available is limited.
- If a West region business database was available for free [for businesses that can advance social procurement], it would make it easier to find and engage them. Access to a range of suppliers, not just the best ones, is needed. A regional portal with all the key data around socio economic data and what's happening with disadvantaged cohorts AND employment opportunities for businesses through word of mouth has been the only way at the moment.
- Leveraging outside initiatives can help advance goals.
 - Example: The South Australian Government's 'Renew Adelaide' has a grant for people to bring proposals to lease the building for free for 12 months.
- Flexibility to have a formal relationship [with an employment and training provider] or to be able to go directly to education institutions (e.g. universities) is important. Doing otherwise creates red tape.
- Getting a qualification is useless through a project if there is no clear job/career path. Education is needed on how to create a stable pathway for candidates. Labour hire is relied on extensively. Trainees and cadets are a lot more sustainable in terms of work.
- From an economic point of view, big companies go to big companies and no money is seen in the small scale. There is a need to see more opportunities in the supply chain and increase visibility on who is out there. Tools like Vendor Panel could play a role in improving visibility and access to opportunities.
- There is often a need to be creative with submissions and responding to social procurement requirements.
- Construction is not newly created jobs – it is project to project based and the same companies. Whereas a startup is a new business and has more growth potential – business incubation is a strong aspect that hasn't been highlighted.
- The size of the social benefit supplier does not always fit the size of the project. There is a need to look at different strategies, such as unbundling to allow engagement, having access to a broad range of providers, and taking a place-based approach.
 - Example: *"There is a small concreting social enterprise, they are small scale but there is an ability for them to grow. The Tier 1 supplier has a pipeline of projects for them, so there is a longevity of relationships. There is a need to do capacity building for these social enterprises in conjunction with*

	<p><i>other people on the project. It is important to look for businesses that are worth investing in for the sake of scaling them up."</i></p> <ul style="list-style-type: none"> ● Work or investment cannot just be passed down [the supply chain] and the Tier 1 supplier then walking away. There is a need to aid the partners to create a local network. <ul style="list-style-type: none"> ○ Example: <i>"We would have a list of like ICN, Kinaway, then setting upfront with the supply chain that the targets are there and they are expected to be hit...So having our suite of suppliers to provide on a project level is the massive support. The procurement side of things is a lot easier than the workforce management."</i> ● For small business/social benefit suppliers, a few grand can be a lot of money. ICN are trying to connect those suppliers with big projects but many projects do not have someone looking after social procurement; they are focused on the bottom line. ● There are so many NFP organisations all trying to deliver the same outcomes and competing for funding. A consolidated rather than competitive approach would work better to reduce barriers to work for target cohorts, however there is recognition that change of this nature will happen through case studies and will take time.
Local Government	<ul style="list-style-type: none"> ● The concept of regional social procurement is supported however implementation may be challenging. There is a need to have: <ul style="list-style-type: none"> ○ A high degree of collaboration across LGAs ○ Sponsorship and leadership from senior managers/Executive ○ Standardised practice between LGAs where social procurement is central ○ Clear role of LGAs e.g. is council an incubator that finds social enterprises and connects everything up? Or are they more involved? ○ Flexibility with State departments. ● The COVID-19 pandemic has hit hard in the West region. It has exacerbated existing community, economic and health issues. Each LGA has a COVID-19 response and recovery investment. Services and training delivery is essentially fully online since the start of the pandemic. ● Training and assistance examples include (not necessarily across all LGAs): <ul style="list-style-type: none"> ○ Resume and key selection criteria (KSC) response writing

	<ul style="list-style-type: none"> ○ Career pathways mapping for young people ○ Engagement of young people in social help or homework groups, then doing onward referrals to other services ○ Leadership program with locals. ● Good projects have been happening (e.g. BrIMPACT, Flemington Works, Inner West Community Enterprise), however some have paused in their initial stages or stopped altogether due to the pandemic, end of funding, lack of a dedicated resource or a combination of these. ● There is opportunity to leverage connections with major projects; where these are occurring there is usually a greater council investment in social procurement. There is a view that the larger contracts is where the difference can be made however there is a perceived and experienced issue around getting big businesses to commit to a real outcome and have it reported on. ● Dealing with new-ness and innovation brings complexities and questions, especially where rules or ways or working are not yet developed. ● Co-design and hand-built solutions by the participants are really important. ● It [the model] is about job creation and micro entrepreneurship. ● Social procurement opportunities need to be incorporated into the tender development and quotation processes. Some do not have processes in place while others do have it embedded; in the latter examples feedback from suppliers is often that it is “too hard” but will do it if pushed. Most people want to do the right thing, they just don’t know how to. ● Education for small business/social benefit suppliers is crucial as there is currently a massive barrier around social procurement, especially on how to respond to an opportunity. <ul style="list-style-type: none"> ○ Example: “It’s all good to say we want a social enterprise, but those people filling in these enterprise forms can’t miss a single box.” ● Education is a massive issue also for community cohorts. In undertaking education, meritocracy needs to be considered; white privilege can create barriers to engagement. ● There are tools that can be leveraged and/or adapted: <ul style="list-style-type: none"> ○ Visuals/analytics, such as those created by ArcBlue ○ A localised ‘map for impact’ in the West region looking at specific sectors or businesses.
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<p>Social Benefit Suppliers</p>	<ul style="list-style-type: none"> ● The challenge with the current system is that jobseekers going through the process are not really being served for themselves but for an outcome. The system should support capturing their aspiration, translate it to education and resourcing, and then turn that into a job candidacy. ● Market conversations indicate that companies are doing desktop research to find jobs for social jobs. ● The narrative around who refugees and migrants are needs changing.
<p>Government Major Projects</p>	<ul style="list-style-type: none"> ● Compared to 18 months ago, social procurement is now becoming more accepted and embedded: <ul style="list-style-type: none"> ○ Tender process has social impact and commitments embedded ○ Social procurement criterion of 5-10% is embedded ○ Measurements for Indigenous, MPSG and social procurement spend are embedded ○ Reporting mechanisms are in place ○ Acting more proactively now to engage and communicate with social benefit suppliers (e.g. forums) ○ Inclusion teams available who can assess procurement strategy options (e.g. unbundling packages) ○ Tracking of job outcomes over a longer period. ● Challenges continue: <ul style="list-style-type: none"> ○ Inclusion of social procurement in design work and early planning stages ○ Continuing to breakdown perceptions that engaging a social benefit supplier will not deliver the same or better outcome (consistent and quality supply outcomes are helping with this) ○ Limited social benefit supplier marketplace ○ Need for more industry capability and maturity ○ Big disconnect between setting targets and achieving outcomes ○ Experience of social procurement is often limited to the project contracting models that may not work in other environments ○ Incentives still need to drive the outcomes from contractors ○ Reliance on labour hire does not necessarily support sustainable job outcomes. ● The catalyst for change has been having the right people in the organisations, so the alliances flow down the pipeline on how to do social procurement.

	<ul style="list-style-type: none"> ● Industry support is crucial to re-imagining how social benefit suppliers can grow. <ul style="list-style-type: none"> ○ Example: If a waste management social benefit supplier could package a group of suppliers to do all the waste management, facilities, land management etc, it would have a massive effect on how social procurement works. This would get industry and government to completely rethink procurement rather than focus on the more traditional incentives and targets. ● Early research indicated that the requirements were being passed on to Tier 2 suppliers. There is now a focus on working with these suppliers more directly on the outcomes (e.g. through running events, working with social procurement intermediary organisations, and engaging with local councils). ● Maintenance of opportunities for social benefit suppliers after major projects finish should be a consideration.
Youth	<ul style="list-style-type: none"> ● Engaging with young people can be supported in different ways through this Project depending on the age groups in focus. ● Education on social procurement is key, even before solving issues at scale. ● One opportunity would be that this project and research could be to mature the SPF. ● Feedback is telling us that some organisations find it hard to interact with all of the social benefit supplier networks. ● This [the Project] is the greatest opportunity for social procurement to be endorsed by local government and a big message to State government. ● There is opportunity to look at different financing schemes that support social procurement. <ul style="list-style-type: none"> ○ Example: St Albans Leisure Centre is financed through a social impact bond which is a very innovative funding scheme. ● There is an opportunity to leverage existing programs and networks, e.g. Local Learning Employment Networks (LLENs), WinBay. ● There is a wealth of existing research related to the West region and a strong appetite to do something new and different from the ground up to top level.
Potential Investors	<ul style="list-style-type: none"> ● Social enterprise is being regarded as key vehicle we see that can lead to a more sustainable model for reform projects and breaking down social disadvantage.

	<ul style="list-style-type: none"> • Need to acknowledge there is a lot on the table at the moment - a social recovery from the pandemic, so now is the time to put in strategic long term projects in areas of need. The community piece is critical coming from an organisational change angle. • There is a lot happening in Scotland, but a lot of it is based on the community they are working in. In Europe they are much more open to the community ownership model, social enterprise food networks, etc. Whether that translates here is up for consideration.
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Appendix A – References

The table below provides a list of the information sources reviewed by ArcBlue for the purpose of the Project.

Documents	Key Perspectives	Version (where known)
A framework for place-based approaches: The start of a conversation about working differently for better outcomes	Victorian Government	Feb-2020
About Outlook	Outlook Environmental	2020
Auckland Transport Sustainable Procurement Journey [Summary]	Auckland Transport	Nov 2018
Bracks launches plan to create 50,000 new jobs in Sunshine	Victoria University	Nov 2019
Brief: Regional Jobs Taskforce in Western Melbourne	Centre for Policy Development	Sep 2020
Brimbank Annual Budget 2020-2021	Brimbank City Council	Final
Brimbank Council Plan 2017-2021	Brimbank City Council	Final
Brimbank Learning Futures	Brimbank City Council	Sept 2020, Final

Brimbank Youth Jobs Strategy 2018-2023	Brimbank City Council	N/A
BrIMPACT - December Co-design Workshop [Summary]	YLab	Dec 2019
BrIMPACT Social Procurement Opportunities	ArcBlue	Jun 2020
BrIMPACT Capability Assessment Templates	ArcBlue	Dec 2019
BrIMPACT Employer Action Plan Template	ArcBlue	Dec 2019
BrIMPACT Employer Program Outline	ArcBlue	Sept 2018
BrIMPACT Procurement Template	ArcBlue	Mar 2020, Draft
Budget 2020-21	Department of Treasury: Australian Government	2020
Centre for Policy Development Disadvantaged Jobseekers Inquiry Submission	Centre for Policy Development	Aug 2019
Centre for Policy Development Submission: Review into integration, employment and settlement outcomes for refugees and humanitarian entrants	Centre for Policy Development	Jan 2019
Clean Force Property Services Social Return On Investment (SROI) Report	Social Ventures Australia	August 2020 Final
Climbing the jobs ladder slower: Young people in a weak labour market	Productivity Commission	Jul 2020
Community Benefit Agreements	Buy Social Canada	2020
COVID-19 Community Impact Analysis	Brimbank City Council	Aug 2020
A framework for place-based approaches: The start of a conversation about working differently for better outcomes	Victorian Government	Feb-2020
About Outlook	Outlook Environmental	2020

Auckland Transport Sustainable Procurement Journey [Summary]	Auckland Transport	Nov 2018
Bracks launches plan to create 50,000 new jobs in Sunshine	Victoria University	Nov 2019
Brief: Regional Jobs Taskforce in Western Melbourne	Centre for Policy Development	Sep 2020
Brimbank Learning Futures	Brimbank City Council	Sept 2020 Final
Brimbank Youth Jobs Strategy 2018-2023	Brimbank City Council	N/A
BrIMPACT - December Co-design Workshop [Summary]	YLab	Dec 2019
BrIMPACT Social Procurement Opportunities	ArcBlue	Jun 2020
BrIMPACT Capability Assessment Templates	ArcBlue	Dec 2019
BrIMPACT Employer Action Plan Template	ArcBlue	Dec 2019
BrIMPACT Employer Program Outline	ArcBlue	Sept 2018
BrIMPACT Procurement Template	ArcBlue	Mar 2020 Draft
Budget 2020-21	Department of Treasury: Australian Government	2020
Centre for Policy Development Disadvantaged Jobseekers Inquiry Submission	Centre for Policy Development	Aug 2019
Centre for Policy Development Submission: Review into integration, employment and settlement outcomes for refugees and humanitarian entrants	Centre for Policy Development	Jan 2019
Clean Force Property Services Social Return On Investment (SROI) Report	Social Ventures Australia	August 2020, Final
Climbing the jobs ladder slower: Young people in a weak labour market	Productivity Commission	Jul 2020

Community Benefit Agreements	Buy Social Canada	2020
COVID-19 Community Impact Analysis	Brimbank City Council	Aug 2020
Data Collection Quick Guide - Skills, Employment and Industry Participation	Department of Transport	Nov 2017
Economic Development Strategy for the West of Melbourne	WoMEDA	2017
Employment Support Mapping	ArcBlue	Feb 2019
Enabling Works Returnable Schedule	Transport for New South Wales	Nov 2017, v3
Enterprise Facilitation: Two Case Studies of the Sirolli Approach – Review Evidence: Paper 3	CREW	N/A
Exemplar Health Footscray Hospital Bid - ArcBlue Initiatives Update	ArcBlue	Feb 2020
Exemplar Social Benefit Supplier priority opportunities	ArcBlue	Feb 2020
Finding that spark: what works to achieve effective employment services for young people? [Summary]	Sharon Bond and Deborah Keys	2020
Flemington (City of Moonee Valley) Community Revitalisation	Jobs Victoria	2020
Flemington Community Centre	City of Moonee Valley	2020
Footscray Hospital LGA economic indicators	ArcBlue	Oct 2020
Geelong G21 GROW Social Procurement Toolkit	ArcBlue	Mar 2018
Grant Award View - GA51603 (Wyndham Employment Trials)	Australian Government: GrantConnect	Jun 2019
GROW Business Plan	Ingrid Burkett	Jan 2016, Final

GROW Early Priorities for Structure Overview	Ingrid Burkett	Mar 2015
GROW Flyer	ArcBlue	Sept 2019, Draft
Higher apprenticeships in Australia: what are we talking about?	National Centre for Vocational Education Research	2019
Hobsons Bay Council Plan 2017-2021	Hobsons Bay City Council	Final
Infrastructure Legacy Skills Program Brochure Industry	NSW Government	2017, v7
Innovation in Employment: The challenges and opportunities in aligning employer demand and candidate supply	Simon Crabb	Sept 2019, Final
Inquiry into sustainable employment for disadvantaged jobseekers	Victorian Government: Economy and Infrastructure Committee	Aug 2020
Investing in a Health Cluster in Footscray: An Economic Impact Analysis	WoMEDA	2017
Investing in a New Hospital for Melton: An Economic Impact Analysis 2020	WoMEDA	2020
Job initiative wins award	City of Moonee Valley	Feb 2020
K Road Contract Specification - Social and Environmental Outcomes Section	Auckland Transport	Dec 2018
KRA table for the social and environmental outcomes in Eastern Busway 1	ArcBlue	Dec 18, Draft
Leading with Vision	Brimbank City Council	Aug 2020, Final
Life After Covid: What happens to Melbourne when it's starved of the growth that fed its lifestyle	Royce Millar, Chris Vedelago and Bianca Hall / The Age	Oct 2020
Local Jobs Factsheet	Australian Government: Department of Education, Skills and Employment	2020

Melton 2020-21 Draft Budget and Strategic Resource Plan 2020-2024	Melton City Council	Draft
Maribyrnong Annual Budget 2020-2021 Strategic Resource Plan	Maribyrnong City Council	Final
Moonee Valley 2020-21 Annual Budget	Moonee Valley City Council	Final
Moreland - SEED Program Regional Event - Potential Format	ArcBlue	Mar 2020, v2
North & West Melbourne City Deal Plan 2020-2040	NWM City Deal	2020
North & West Melbourne City Deal Plan media release	NWM City Deal	2020
Outlook Environmental Employment Services	Outlook Environmental	2020
Parramatta Light Rail Social Procurement and Workforce Development Strategy	ArcBlue	May 2018, v4
GROW Regional Economic Modelling Project Report Part A and Part B	ArcBlue	Jul 2016
Possible directions for GROW	Joanne McNeill	Feb 2016
Review: Designing Better Outcomes Case Studies	Social Ventures Australia	N/A
Roadmap to Recovery + Regeneration	Ingrid Burkett / Griffith University	May 2020, v1
SEED Program for Melbourne's North	ArcBlue	May 2020, Draft
Social Enterprise and Inclusive Employment - Current Evidence	Aurora Elmes / Centre for Social Impact Swinburne	Jul 2020
Social Enterprise Strategy	Victorian Government: Department of Jobs, Precincts and Regions	Feb 2017
Social outcomes: supporting guidance for tenderers	Auckland Transport	Sept 18, Final

Social Procurement Support Program: MRPV	ArcBlue	Aug 2020
SOM Returnable Schedule	Transport for New South Wales	Nov 2017, v1
SOM Skills and Workforce RFP Management Requirements	Transport for New South Wales	Nov 2017, v4
Sunshine: Daring to be Great - Economic Development and Jobs Strategy for the Sunshine Gateway Precinct	WoMEDA	2019
Ten features common to effective youth employment programs	Social Ventures Australia	N/A
The New Work Standard: How Young People are Engaging with Flexible Work	Foundation for Young Australians	2020
The Preston Model	The Next System Project	2016
The Southern Initiative - Year in Review 2019	The Southern Initiative	2020
Enabling social innovation assemblages: Strengthening public sector involvement (Abstract and Thesis)	Joanne McNeill	Oct 2016
Transforming Brimbank: 19 Point Action Plan for COVID Response and Recovery	Brimbank City Council	Aug 2020
Transforming Brimbank: Jobs - 2020 Federal and State Government Priorities	Brimbank City Council	2019
Victoria's Big Housing Building https://www.premier.vic.gov.au/victorias-big-housing-build	Victorian Government: Premier of Victoria	Nov 2020
VU & Brimbank City Council partner to benefit local community	Victoria University	Jun 2020
Western Metropolitan Partnership-Engage Victoria https://engage.vic.gov.au/western-metropolitan-partnership	Victorian Government: Department of Jobs, Precincts and Regions	Accessed 5/11/2020

Western Region-Office of Suburban Development https://www.suburbandevlopment.vic.gov.au/regions/western-region	Victorian Government: Department of Jobs, Precincts and Regions	Accessed 5/11/2020
Western Metro Region: Five Year Plan for Jobs, Services and Infrastructure 2018-2022	Victorian Government: Department of Land, Water and Planning	2018
Working for Victoria	Victorian Government: Department of Jobs, Precincts and Regions	2020
Wyndham Adopted Annual Plan and Budget 2020-21	Wyndham City Council	Final
Wyndham - Community experiences COVID-19	Wyndham City Council	Sept 2020
Wyndham Social and Economic Inclusion Framework 2020-2023	Wyndham City Council	2020

Appendix B – Acknowledgements

ArcBlue acknowledges the contributions from the following organisations and individuals who participated in interviews for this Project.

Organisation	Contributor
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YLab	Michael Lim
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