



SVA Upscaler

Case study: Jigsaw

What Is social procurement?

The ecosystem

Both government and industry sectors recognise the power and potential of their sizeable spends to make positive social impact.

Targets have been set and incorporated into government policy, including the Federal Government's 3% Indigenous Procurement Policy (IPP 2015) and the Victorian Government's Objectives outlined in the Social Procurement Framework (SPF 2018). Forward thinking corporates are activating positive social, sustainable and indigenous impact through well-defined and targeted procurement plans that are part of quantified Environment, Social & Governance policies (ESG).

There is now an unprecedented opportunity for social benefit suppliers to capture these opportunities. Often, social enterprises need to scale up their businesses in order to compete for, win and service increasingly complex contracts, and more often than not, such growth requires significant skills, resources and capital.

The supply and demand imbalance



The opportunity

Below are sectors/categories demonstrating strong demand for social benefit suppliers:

Construction supplies and services	Third party logistics; pick, pack & dispatch
<ul style="list-style-type: none"> Labour hire 	<ul style="list-style-type: none"> Corporate catering & retail cafes
<ul style="list-style-type: none"> Nursery and landscaping 	<ul style="list-style-type: none"> Employment services
<ul style="list-style-type: none"> Waste and recycling 	<ul style="list-style-type: none"> Information technology: web design/testing, application development
<ul style="list-style-type: none"> Printing & document management 	<ul style="list-style-type: none"> Office stationary/consumables supplies
<ul style="list-style-type: none"> Commercial cleaning & office services 	<ul style="list-style-type: none"> Corporate Travel Services
<ul style="list-style-type: none"> Facilities maintenance (test & tag) & grounds keeping (open space) 	

Jigsaw

The project

Jigsaw (a wholly owned subsidiary of Fighting Chance) commenced their Sydney based operations in 2013 and provide training and employment for more than 110 job seekers with disability through their commercially competitive document and data management services.

Jigsaw achievements:

- **Registered** NDIS Service Provider
- Secured **first interstate contract** (2019) with employment for **5 people** with the Victorian State Government



SVA's Upscaler program provided guidance to:

Evaluate and plan the replication of its Sydney operations for the Melbourne market by working in conjunction with Social Traders. SVA was also part of the team led by Westpac Foundation to explore Jigsaw's national aspirations.

Opportunity Mapping: Assisting Social Traders identify and assess market demand

Financial Modelling: Build revenue & cost projections, cash-flow forecasting & de-risking

Transaction Advice: Develop financial structuring options & identify capital sources



Our approach for building sector capacity

Who we are

Social Ventures Australia (SVA) is a not-for-profit organisation that works with partners to alleviate disadvantage, striving towards an Australia where all people and communities thrive.

SVA social procurement team assists organisations with social purpose goals to build their capacity to generate both financial returns and positive social outcomes.

As an intermediary, SVA is uniquely positioned to bring together business, government, social enterprises, funders and investors. We see the interconnecting parts of this complex ecosystem and know what is required to drive social impact.

SVA's **Upscaler program** is purpose built to amplify social procurement outcomes.

Upscaler approach

Building capacity and boosting capability of later-stage social enterprises will significantly amplify social impact by:

- **Mapping:** Assessing different markets for opportunities
- **Development:** Grow business and procurement traction
- **Modelling:** Asses the business and financial scenarios
- **Transaction:** Step-change transformation such as site replications, mergers acquisitions and joint ventures
- **Investment:** Securing grants, debt and equity
- **Performance:** Clear focus and accountability for outcomes, measurement and reporting performance.

Upscaler outcomes

Through the Upscaler initiative, SVA hopes to achieve the following outcomes over the next three years:

1. **Scaled and sophisticated** social enterprises in all major demand categories
2. Australian social enterprises win and deliver new **multiyear, \$1 million+** contracts
3. Double the revenue and employment impact for **20+** social enterprise suppliers
4. Create **500+ jobs** for disadvantaged jobseekers

Know an enterprise that is ready to be Upscaled? Let's talk



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