



SVA Upscaler

Case study: Knoxbrooke Incorporated

What is social procurement?

The ecosystem

Both government and industry sectors recognise the power and potential of their sizeable annual procurement spends to create 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 (ESG) policies.

There is now an unprecedented opportunity for social enterprises and mainstream 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) 	

Live project: Knoxbrooke Inc.

The journey so far

Yarra View Nursery (YVN) is a wholly owned social enterprise of Knoxbrooke Incorporated. Operating since 1985, YVN is the largest social enterprise wholesale/retail plant and tree nursery in Australia and provides employment for adults who are living with an intellectual disability.



YVN achievements:

- Producing **1.5 million +** plants per year
- Employment for **100 +** people with an intellectual disability.

SVA's Upscaler program will provide guidance to:

Support the acquisition of land and/or associated business that will provide significant expanded capacity to service the growing demand from commercial contracts.

Secure grant funding: Access Impact Investment Growth Grants for intermediary support

Opportunity Mapping: Assess commercial contract prospect pipeline & acquisition valuation

Business Development: Quantify optimisation for multi-site operation

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

Investment Structuring: Develop investment case, pitch deck and financing term sheets



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's social procurement team assists social benefit suppliers to build the capacity that generates 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 process

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:** Assess 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 of 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 key 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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