



SVA Upscaler

Case study: Outlook Environmental

What is social procurement?

The ecosystem

Both government and industry sectors recognise the power and potential of their sizeable procurement budget 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) 	

Live project: Outlook (Vic) Inc

The journey so far

Outlook Environmental (OE) is a wholly owned social enterprise of Outlook (Vic) Inc. Since commencing operations in 1997 it has grown to become one of Victoria's largest social enterprise. It specialises in the provision of waste management services and operates waste transfer stations across Melbourne's outer suburbs.



OE achievements:

- **20+ years** in resource recovery and the waste management sector
- Employment of **120+** people living with disability across four operating sites
- For every **150 tonnes** of recyclable materials collected, OE create **1 job**

SVA's Upscaler program will provide guidance to:

Support the acquisition of associated businesses that will provide significant additional capacity to service the growing demand for commercial waste disposal and recycling contracts.

- **Secure grant funding:** Access Impact Investment Growth Grants for intermediary support
- **Structuring:** Recommend fit-for-purpose business constitution/legal structure
- **Financial Modelling:** Revenue & cost projections, cash-flow forecasting & de-risking
- **Investment Structuring:** Develop investment case, pitch deck and financing term sheets
- **Investor Liaison:** Facilitate investor introductions



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 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 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
- **Financial Modelling:** Assess the business and financial scenarios
- **Transaction Advice:** Step-change transformation such as site replications, mergers and 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 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



Alex Oppes, Director
Previously: McKinsey & Co
Other: Founding Director: Purpose Enterprises Ltd (t/a Vanguard Laundry)
aoppes@socialventures.com.au
0435 747 277



Colin Stimpson, Associate Director
Previously: Founding Director - PAWS Fulfilment, Implementum Australasia, Cosan Lubrificants, ExxonMobil
cstimpson@socialventures.com.au
0488 074 470