



# Social Scale-up Grant Funding Guidelines

Application Questions  
& Criteria

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Westpac  
Foundation

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# The Social Scale-up Grant

At Westpac Foundation, we are passionate about helping create more job opportunities for Australians who need it most, in particular Indigenous Australians, refugees and asylum-seekers, youth-at-risk, as well as people who have experienced-homelessness, domestic and family violence, mental health issues and people living with a disability.

The Social Scale-up Grant helps scale-up not-for-profit social enterprises that operate a business for the primary purpose of creating jobs and employment pathways for individuals who often face significant barriers to entering the mainstream job market or are excluded from the workforce.

In 2018 Westpac Foundation will award a total of \$1.5 million to five not-for-profit social enterprises with a proven model of supporting vulnerable Australians to access Award wage paying jobs, training, qualifications or work experience.

Successful recipients will receive \$300,000 over three years as well as valuable non-financial support such as business mentoring to help scale-up their operations grow their business and increase their social impact.

**Social Scale-up Grant applications will open on 1st February 2018.**

## THE IMPACT OF OUR SOCIAL SCALE-UP GRANTS

In 2016, we awarded our inaugural Social Scale-up Grants to Bama Services (QLD), Green Connect (NSW), Jigsaw Business Solutions (NSW), STREAT (VIC) and The Bread & Butter Project (NSW).

In 2017, we awarded Social Scale-up Grants to Vanguard Laundry Services (QLD), CareerSeekers (NSW), Good Cycles (VIC), Soft Landing (NSW) and Muru Mittigar (NSW).

By 2020 our ten Social Scale-up social enterprises are aiming to have significant social and financial impact and together are projecting they will:

- Boost their annual income from trade to over \$70 million which will represent between 88-100% of their total annual revenue.
- Support approximately 2,000 currently unemployed people into jobs; for some, it will be their first experience in meaningful employment.
- Provide formal qualifications or valuable work experience for a further 2,000 people.



Front Cover Image: Max Hollow, trainee bike mechanic, Good Cycles. Image Above: Jarrod Roskell, Bellambi Warehouse Manager, Soft Landing.

## Our approach to funding social enterprise

The Social Scale-up Grant program applies the Foundation's knowledge and experience gained from supporting social enterprises over the past 10 years and replaces our previous 'Explore', 'Seed', and 'Strengthen' grants.

We have developed a deep understanding of the numerous challenges that social enterprises looking to grow and scale-up their operations are facing including: accessing appropriate finance; procurement opportunities; staffing; governance and risk management.

We have designed the Social Scale-up Grants to enable social enterprises to scale-up and take on calculated risks without significantly affecting their ongoing operations or impacting their existing training and employment programs.

As part of the Grant program, each shortlisted applicant will be matched with a Westpac business mentor over a 8-12 week period to help review, guide and advise on key elements of the application including the business plan, governance/management structure, risk strategy, and financial information. Many of the mentoring relationships formed during the Social Scale-up process continue regardless of whether the applicant is successful if both the mentor and mentee find the relationship valuable.

## Before Applying: Complete the Social Scale-up Self-Assessment

The first step in the grant process is to complete our [Self-Assessment Survey](#) to help you determine whether your not-for-profit social enterprise should apply for the 2018 Social Scale-up Grant.

Our Social Scale-up Grant is very tightly contested and we are conscious of the amount of time and resources grant applications often require. As such, we're aiming to help social enterprises form a view of the relative strength of their potential application compared to the likely market benchmarks we have seen with our previous applicants.

If you can answer YES to all of the self-assessment questions then we recommend you apply for the Social Scale-up Grant when it opens on 1 February 2018.

If you answer NO to any of the Eligibility Criteria questions, then your social enterprise is not eligible and should not apply for a grant.

If you answer NO to any of the Jobs, Finances or Operations questions it is unlikely that your social enterprise will be a strong applicant at this stage.

As your social enterprise evolves and grows, please revisit the Self-Assessment Survey and consider applying again in future funding rounds.

We also encourage you to consider applying for other grant opportunities, including:

- Westpac Foundation [Community Grant](#) - open on 1st of May 2018.
- [Social Change Fellowship](#) (for individuals) in July 2018.

Please click [here](#) to learn more about other grant opportunities within Westpac Group including: St George Foundation, Bank of Melbourne Neighbourhood Fund and Bank SA Foundation funding opportunities.

## Information required for the Self-Assessment Survey

Prior to completing the Self-Assessment Survey, please have the following information available:

- The approximate number of Award wage paying jobs and employment pathways (work experience or training) your social enterprise will aim to create over the three financial years of the grant (FY2018/19, FY2019/20 and FY2020/21).
- Your social enterprise's forecast total gross annual income for the current financial year (FY2017/18) and for FY2020/21.
- Your social enterprise's forecast annual income derived from the sale of your goods or services (trading) for the current financial year (FY2017/18) and for FY2020/21.

Information about FY2020/21 is requested as this is when the three years of grant funding will end. Naturally, these figures will be your best-estimates at this stage and we understand that they may change between now and when you submit your application.

You can take this [Self-Assessment Survey](#) at any time of the year and if your organisation is eligible we will notify you by email when applications are open.

## Application Process and Timelines

Social Scale-up Grant Applications will be open from 1st February 2018 and close on 5th March 2018. Below are some key dates to help you plan.

| Key Dates               | Actions   |
|-------------------------|---|
| Open all year round     | Self-Assessment Survey – take the survey anytime  |
| 1 February 2018         | Social Scale-up Grant applications OPEN   |
| 9 February, 12-1pm AEST | Overview of the Social Scale-up Grant Webinar - register via our <a href="#">web site</a> .   |
| 5 March, 5pm AEST       | Social Scale-up Grants applications CLOSE   |
| 29 March 2018           | Organisations will be advised if they have been shortlisted (approximately 10 organisations) and invited to submit supporting documents. All shortlisted organisations will be matched with Westpac business mentors to provide support with the finalisation and presentation of the supporting documents and business plan. |
| 4 April, 12-1pm AEST    | Shortlisted Applicant Briefing via webinar.   |
| 10 May 2018             | Deadline for shortlisted organisations to submit supporting documents and business plan.  |
| May/June 2018           | Internal assessment and review of shortlisted organisations occurs during May and June.   |
| July 2018               | Five to six finalists will be selected and site visits conducted. Runners up will continue to receive non-financial with the aim of strengthening them to apply again in future years.  |
| September 2018          | Five Social Scale-up Grants are confirmed in September. There will be a formal announcement in November.  |

## Overview of the Application Process:



## Webinars

Westpac Foundation offers webinars to help organisations through the application process and provide hints and tips on submitting a strong application.

Please save the following dates:

- 9 February 2018 at 12pm AEST  
Overview of the Social Scale-up Grant Webinar
- 4 April 2018 at 12pm AEST  
Social Scale-up 2018 Shortlisted Applicant Briefing

Visit the Foundation's Social Scale-up Grant web page to register for the webinars.

## Selection Criteria

We aim to fund social enterprises that can demonstrate:

- A proven, viable and sustainable business model.
- Good financial records that evidence that the social enterprise is generating at least 50% of its total revenue from trading.
- A proven model for creating jobs and employment pathways for individuals who often face significant barriers to entering the mainstream job market or are often excluded from the workforce.
- A well-developed workplace support model that responds to the specific needs of people within our target groups.
- A strong management team and board with relevant experience in both, the core social need or problem, and relevant commercial experience in the industry in which the organisation is trading.
- A strong commitment to measuring social impact.
- A need for funding to help grow/scale-up the business, its operation and the number of people it can train or employ.

### Examples of funding purposes of our grants include:

- Funding wages for key roles, such as a General Manager, Human Resources Manager, Financial Controller, or Business Development Manager, to help improve the business' long term financial sustainability.
- Funding the costs of the social support programs e.g. hiring a full time Trainee Support Manager.
- Funding expansion of the social enterprise's operations to additional premises or locations.

# Definitions

## Social enterprise

Social enterprises generate most of their income from trading – i.e. selling goods and services. Unlike most businesses, they seek to solve a complex social problem at the same time. The more a social enterprise sells its products and/or services, the more it can re-invest in its social mission. [Social Traders' website](#) has a useful overview of where social enterprise fits on the spectrum between community organisations and mainstream business.

Our Social Scale-up Grant program focuses on employment generating not-for-profit social enterprises whose primary purpose is to create jobs and employment pathways for Australians (in Westpac Foundation's target groups) who often face barriers to employment, or are often excluded from the mainstream job market. Westpac Foundation will only fund organisations that have Deductible Gift Recipient Status Item 1, as endorsed by the Australian Tax Office.

We accept applications from independent social enterprises as well as from social enterprise subsidiaries of larger non-for-profit organisations, however the application form must be completed on behalf of the social enterprise subsidiary.

## Jobs

We define a job as paid employment at a rate equal to or greater than the minimum Award wage. However we acknowledge that jobs created through self-employment may not be at the minimum Award wage. We also acknowledge that a 'job' can be created through employment on a permanent full-time, part-time, contract or casual basis. A job can also be created through enabling self-employment opportunities. We define full-time employment as being greater than or equal to 35 hours per week.

When asking for the number of jobs created by the social enterprise, we understand that individuals can be either directly employed by your social enterprise or employed by another organisation (including self-employment) as a result of your support.

The application will ask for details on the specifics of the types of employment created.

## Employment pathways

We define an employment pathway as an outcome intended to lead to meaningful and sustainable employment for people in at least one of the target groups.

An employment pathway can be at least one of the following for people in our target group(s): improved core employability skills and received training; obtained work experience; and/or obtained a qualification.

## Westpac Foundation's target group(s)

Organisations applying for a Social Scale-up Grant must support primarily one or more of the following 'target groups':

- Indigenous Australians
- Refugees and Asylum Seekers
- Young people at risk\*
- People living with disability
- People experiencing domestic and family violence
- People living with a mental health issue
- People currently homeless or at risk of homelessness

\*Young people at risk refers to children/teenagers over 12 years old. If your target group is children aged 0-12 years, please refer to the [St George Foundation](#).

## Plain English please

Your application will be reviewed by several people. If they believe in it strongly enough to recommend taking it forward, they will have to explain it to others. The easier that it is to understand and share, the more likely this is to happen.

Please bear in mind that we are not necessarily experts in your industry and we may not as deeply understand the working specifics of the issues that you are tackling, or the organisations with whom you partner.

Assume that we do not know what acronyms and abbreviations mean – it is better to spell them out and avoid any industry/sector specific jargon.

## Keep it brief and focused

Word counts apply to most of the free text questions in our forms. Please pay attention to these when you draft your answer. As a rule of thumb, a shorter clear answer is better than a detailed and potentially off-topic answer.

## FAQs

### **Can I apply if my organisation has previously received a grant from Westpac Foundation?**

Yes. Provided you meet our eligibility and selection criteria.

### **Can I apply if my organisation was previously declined for a grant from Westpac Foundation?**

Yes, as long as you meet our eligibility and answer YES to all the self-assessment questions.

### **If I am not successful in this round, can I apply in future rounds?**

Yes, as long as you meet our eligibility and answer YES to all the self-assessment questions, you will be able to re-apply for future rounds. You can email [westpacfoundation@westpac.com.au](mailto:westpacfoundation@westpac.com.au) to subscribe to our newsletter to receive updates and alerts when our next round of grants opens.

### **Can I make a 'late submission'?**

No, we do not accept late submissions.

### **Can I apply for both a Community Grant and a Social Scale-up Grant?**

Yes, we encourage eligible organisations to apply for both grant programs, simultaneously. Our Community Grants will open on 1 May 2018.

# The Application Form: Questions and Tips

This section presents the questions asked in the Application form with hints and tips on providing strong answers.

If you are applying on behalf of a larger organisation that operates a social enterprise initiative through a subsidiary, please answer on behalf of **the social enterprise subsidiary only**.

## 1. Organisational details

**Q: Primary Contact Details—Name, Role, Email, Phone.**

**Q: Social Enterprise Details—Name, website, address, ABN.**

**Q: Is the social enterprise that this application relates to a subsidiary of a parent organisation?**  
(Yes or No)

**Q: If yes, what is the name of the 'parent' organisation?—Name, ABN lookup**

**Tip:** Exactly as it appears on the ABN – refer to the Australian Business Register.

## 2. About the Social enterprise

**Q: If you had to explain to someone, in 30 seconds, what the social enterprise does and why that's important; what would you say?**

Word limit: 200 words

**Tips:** This is your elevator pitch. Be brief, better to leave us wanting more than to attempt to describe the minutiae and subtleties of your business. Be matter of fact and answer these questions quickly and concisely:

- What does your business do: what goods and services does it provide?
- What is the social need/problem that your social enterprise is tackling? Why is it important or a pressing issue in your region?

**Q: Can you demonstrate that trading (i.e. selling goods and/or services) is central to how your social enterprise generates its income?**

**Tips:** We will prioritise funding social enterprises that have a demonstrated track record as a business, and that derive at least 50% of their total income from trade, rather than other sources of funding. We are looking for evidence that your trading income (as a percentage of total income) is going to grow over the next three to five years; however we acknowledge that most social enterprises supplement their income with philanthropic funding, government funding, and donations.

- What is the market for your goods and services?
- Is your offer distinctive or complementing others providing similar goods and/or services?

**Q: What year was the social enterprise established?**

(Year it was established)

**Q: Please select the region where your social enterprise is currently operating**

(drop down by State/Territory; can select more than one option).

**Q: Which target group does the social enterprise primarily support into jobs or pathways to employment?**

(Select one only)

- Indigenous Australians
- Refugees and Asylum Seekers
- Young people at risk
- People living with disability
- People experiencing domestic and family violence
- People currently homeless or at risk of homelessness
- People living with a mental health issue

**Q: Which other target groups does the social enterprise support into jobs or pathways to employment?**

(Select all that apply)

- Indigenous Australians
- Refugees and Asylum Seekers
- Young people at risk
- People living with disability
- People experiencing domestic and family violence
- People currently homeless or at risk of homelessness
- People living with a mental health issue

**Q: Do you identify as:**

(Select all that apply)

- Indigenous owned business (at least 51% owned and controlled)
- Australian Disability Enterprise
- Business owned by women (at least 51% owned and controlled)
- B Corporation

### 3. Creating Jobs and Employment Pathways

**Q: Is your organisation creating Award wage paying jobs and/or employment pathways for people in the above target groups or both?**

(drop down: jobs only/ employment pathways only/ both)

**Q: What type of Award wage paying jobs and/or employment pathways for people in the above target group(s) are created through the social enterprise?**

Word limit: 200 words

**Tip:** We're looking for a brief description of:

- The type of jobs created by your social enterprise (what will people do, what is the skills level involved, are these stepping stones to career opportunities?)
- Whether the jobs created are directly within your business or via other organisations
- The nature of the employment: full-time, part-time, casual, contract, self-employment etc.
- The type of employment pathways (if any) provided by your social enterprise (training, work experience or qualifications)

**Q: How does the social enterprise support individuals in those target groups in their journey to becoming job-ready?**

Word limit: 200 words

**Tips:** Compared to conventional businesses, employment-generating social enterprises often have larger human resources costs, arising from the realities of supporting employees with limited work experience. However, this workplace support is vital to achieving sustainable employment for people in the target group. In reality, it is not enough to simply create a training program and offer a job to someone who has experienced significant disadvantage. We look for:

- Formal, documented policies and procedures describing the practical support provided to people in the target groups in their journey, from their first interactions with the social enterprise through to recruitment, induction, employment or training programs, and transition to employment within and/or outside the social enterprise and into the wider workforce (if applicable);
- Examples of how individual's needs are assessed prior to providing support with employment and/or pathways; whether the organisation is still in contact with individuals that have been employed or supported in the past;
- Evidence of collaboration with other agencies/support organisations in providing support or employment to your target group;
- Whether the organisation employs staff specifically to provide direct support to your target group, and if so, evidence that the people who fulfill this function have appropriate experience and qualifications;
- If available, how much do you spend per individual annually, on average, to support them with employment and/or pathways (i.e. what is the unit cost of the support?)

Explain what support is provided in-house and what programs or assistance is delivered in collaboration with other agencies, for example with regard to mental health, financial issues, housing, other.

**Q: What percentage of the individuals that you support in the above target groups have been employed before in Australia? %**

### 3a. Award wage paying jobs

**Q: How many people in the above target groups did your social enterprise employ on an Award wage (part-time, full-time, or casual basis) in the last financial year 2016/17?**

Number

**Q: How many of the people that you supported with an Award wage paying job transitioned to another employer in the last financial year 2016/2017?**

Number

**Q: If successful with the grant, how many additional people in the above target groups will your social enterprise support over the duration of the grant (to the end of FY2020/21) to achieve an Award wage paying job only (full time, part-time or casual)?**

Number

**Tip:** We want to help create sustainable jobs. Realistic and conservative estimates carry more weight than overly-optimistic and potentially unachievable targets.

### 3b. Employment pathways

**Q: How many people in the above target groups did your social enterprise create employment pathways for such as work experience or training in the last financial year 2016/2017?**

Number

**Q: How many of the people that you supported with an employment pathway transitioned to another employer in the last financial year 2016/2017?**

Number

**Q: If successful with the grant, how many additional people in the above target groups do you estimate the social enterprise will support over the duration of the grant (to the end of FY2020/21) to achieve an employment pathway only (work experience or training)?**

Number

**Tip:** We want to help create sustainable jobs. Realistic and conservative estimates carry more weight than overly-optimistic and potentially unachievable targets.

## 4. Scale-up plans

**Q: Please describe your plans to grow/scale-up the social enterprise.**

Word limit: 250 words

**Tips:** We are looking for a clear overview of your business strategy over the next 3-5 years, including:

- Why you are looking to scale-up at this point and why it makes sense? e.g. is your social enterprise looking for funding to achieve scale-up of its current operations, open a new office/location, or expand to a new region?
- Evidence that there will be a sustainable market for the goods and/or services that you provide; e.g. if you plan to grow your trading revenue as a result of scaling-up, do you know that you will be able to generate enough sales or attract new customers?
- Your views on your competitors
- Describe market opportunities that your scale-up plans will help you explore / tap into.

**Q: Why does the social enterprise need this grant and why is the grant integral to your plans to grow/scale-up?**

Word limit: 250 words

**Tips:** In the first five to ten years of trading, social enterprises often struggle to secure funding and capital required to cover the costs associated with necessary social support programs for their clients/employees.

- We want to understand how the funds will be used to address this challenge and/or contribute to the journey towards financial sustainability, past the break-even point and possibly be investment-ready.

**Q: How will your plans to grow/scale-up lead to more Award wage paying jobs or employment pathways for individuals in the Westpac Foundation target groups?**

Word limit: 200 words

**Q: What are the risks involved with your scale-up plans? Briefly outline likely risks and barriers to achieving intended outcomes as well as your plans or actions to address them.**

Word limit: 250 words

**Tip:** All businesses face risks. We are looking for evidence that you have identified the key risks involved in your business and its scale-up aspirations and therefore you will be in a position to better manage those risks. We are particularly interested in financial risks (e.g. cash flow issues), resourcing and staffing risks, reputational risks, and operational risks.

**Q: Please select the region/s where your social enterprise is intending to scale-up**

(drop down by State/Territory – select all that apply).

**Q: Describe any partnerships critical to business operations or growth for the next 3-5 years.**

Word limit: 250 words

**Tip:** We are looking for information on any formal partnerships that you have in place, or will need to have in place in order to achieve your scale-up plans.

## 5 Financial information

**Q: Please provide the gross annual income for the social enterprise in the following financial years.**

NOTE: Gross annual income INCLUDES income from investments, government grants, donations, fundraising, philanthropic funding AND the sale of goods and services (trade).

| FY 2016/2017        | FY 2017/2018           | FY 2020/2021      |
|---------------------|------------------------|-------------------|
| Last financial year | Current financial year | Projected 3 years |

**Tip:** For a strong application it is expected that your gross annual income in the current financial year is at a minimum \$500,000. Comparing your current and projected financial forecasts, will the gross annual income grow by more than the size of our grant? A strong application will be a social enterprise that will increase gross annual income by a minimum \$300,000 over the next three years.

**Q: How much of your social enterprise's income was or will be derived from the sale of good or services (trade) in the following financial years?** NOTE: EXCLUDE all income from investments, government grants, donations, fundraising, or philanthropic funding.

| FY 2016/2017        | FY 2017/2018           | FY 2020/2021      |
|---------------------|------------------------|-------------------|
| Last financial year | Current financial year | Projected 3 years |

**Tip:** Income from trade as generated from the sale of goods and services only. DO NOT INCLUDE funds from government grants, donations, fundraising or philanthropic funding. For a strong application it is expected that in the current financial year, your social enterprise will generate a minimum of 50% of the gross income expected through the sale of goods and/or services. Comparing your current and projected financial forecasts, a strong application will generate a minimum of 75% of the gross annual income projected in 3 years through the sale of goods and/or services.

**Q: Please provide the net surplus (or deficit) for the social enterprise in the following financial years.**

| FY 2016/2017        | FY 2017/2018           | FY 2020/2021      |
|---------------------|------------------------|-------------------|
| Last financial year | Current financial year | Projected 3 years |

## 6. Social impact measurement

**Q: What does success look like for your trainees and/or employees?**

Word limit: 250 words

**Tip:** Give us examples of how your trainees/employees have been able to successfully transition into a mainstream job or improve their quality of life as a result of your support.

**Q: What methodology is in place to measure the impact on the lives of people in the target groups, as a result of their interaction with the social enterprise?**

Word limit: 200 words

**Tip:** We want to see a robust methodology that captures the difference that your social enterprise makes to people in our target group: (In answering this question, it's important to describe how you developed the methodology).

- What is measured?
- How is it measured?
- When is it measured?
- Who does the work of measuring and reporting?
- How much data have you collected (i.e. for how long, how many data points, etc.)

## 7. Management team

**Q: Can your social enterprise demonstrate that it employs an experienced management team (with relevant experience in the business operations of the social enterprise and the social support elements provided to employees)?**

Word limit: 250 words

**Tip:** Do people in the management team have relevant experience in addressing the core social need or problem, that this social enterprise sets out to address, within the target group(s)? (Please provide their name, role and URL to website profiles/Link to their LinkedIn Profile).

Do people in the organisation have industry experience that is directly relevant to the social enterprise that this application relates to? (Please provide their name, role and URL to website profiles / Link to their LinkedIn Profile).

**Q: Can your social enterprise demonstrate that it has an experienced Board and is well governed?**

Word limit: 250 words

**Tip:** Do the Board members have relevant experience in addressing the core social need or problem, general commercial experience, and/or relevant experience in the industry that the social enterprise is operating? (Please provide their name, role and URL to website profiles/ Link to their LinkedIn Profile).

**Q: Would your organisation be willing to show the Westpac Foundation or an independent auditor how you track data regarding jobs and employment pathways to help us ensure that the way we capture data about our grantees is consistent?**

Yes, No, Comment.

## 8. Feedback

To help improve our grant making process, we appreciate your assistance in completing the following questions.

**Q: Were the following resources helpful in preparing your grant application?**

- Self-assessment, yes, somewhat, no
- Westpac Foundation webpage:  
Yes, somewhat, no
- Grant Funding Guidelines:  
Yes, somewhat, no
- Webinars: Yes, somewhat, no

**Q: How many hours did it take you to complete the application form? [Drop down]**

**Q: Do you have any other comments or suggestions for improvement?**

Thank you for completing the application form.

### **I've submitted my Application form – what next?**

You will be notified by email by end of March as to whether your submission has or has not been shortlisted. Please refer to 'Application Process and Timelines' within these guidelines for more information. You can also contact the Westpac Foundation Team at [westpacfoundation@westpac.com.au](mailto:westpacfoundation@westpac.com.au) if you have any questions.