



SOCIAL ENTERPRISE POSITION STATEMENT

This Whittlesea Community Connections (WCC) position statement outlines how the organisation undertakes social enterprise activity to deliver on its charitable purpose.

Definitions and Terminology

Social enterprises are businesses that trade to intentionally tackle social problems, improve communities, provide people access to employment and training, or help the environment.

As defined by Social Traders, a social enterprise:

- has a defined primary social purpose, environmental or other public benefit
- derives a substantial portion of its income from trade
- reinvests 50% or more of any annual surplus towards achieving the social purpose.

Our Position

Advancement of WCC's Strategic Priorities

WCC believes in the potential of social enterprises to tackle serious local issues comprehensively and over the long-term. WCC uses social entrepreneurship alongside our other program activities to achieve our strategic objectives.

Financial sustainability

Our enterprises are built to be self-sustaining over the long-term by generating their own revenue. They contribute to the financial sustainability of WCC by diversifying its income streams through commercial trade activities. Surplus income earned through enterprise activities are used to support WCC's other programs.

Inclusive employment opportunities

Our social enterprises provide meaningful and supportive transitional employment pathways for people in our community experiencing barriers, as well as opportunities for skill development and work experience. Our enterprises are led and staffed by people with lived experience of the issue being addressed.

Economic development

Our enterprises address goods and services gaps within our local community and contribute to the delivery of economic and social value to residents in the City of Whittlesea and surrounding LGA's. We work in partnership with local businesses and industries to create a thriving local economy.

Networks

We acknowledge the value of the growing social enterprise sector internationally, regionally and locally. We work to fostering relationships with other social enterprises in our local region and the broader sector — including [Social Enterprise Network of Victoria](#), [Social Enterprise Australia](#) and [Social Traders](#) — sharing knowledge, fostering connections and building supply chains.

Investment

WCC commits to investing time, staffing and resources to supporting its social enterprise activities over the long-term, and to deliver on the business principles and market characteristics and values required of enterprise models to be economically and socially impactful.

Process

WCC adopts the following processes when researching, developing and launching its social enterprises:

1. Exploring Enterprise Opportunities

We test and evaluate the social enterprise idea or concept to determine if it:

- advances WCC's strategic objectives
- supports, integrates with, or complements existing programs within the organisation
- introduces a new business approach or model that has the potential to be socially and economically impactful

Responsibility: Social Enterprise Lead / Advisor

Sign-off: CEO

2. Enterprise Model Development

We undertake research and analysis to determine feasibility, covering:

- Impact design
- Business modelling
- Financial feasibility

We evaluate the potential enterprise model for its ability to deliver on our strategic priorities.

Responsibility: Social Enterprise Lead/ Advisor and allocated program staff

Sign-off: CEO

3. Enterprise Planning

We develop a detailed enterprise plan, covering:

- Industry analysis
- Market analysis
- Marketing plan
- Social impact
- Staffing
- Operations
- Finances
- Governance and risk

We test the plan against our priorities, timing and external opportunities

Responsibility: Social Enterprise Lead/ Advisor and allocated program staff

Sign-off: WCC Board

4. Enterprise Implementation & Launch

We officially launch the enterprise and begin operating as a business unit of WCC.

Responsibility: Social Enterprise Lead/ Advisor and team leaders

Sign-off: CEO

Related documents

| | |
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| Related procedures, guidelines, forms | |
| Related frameworks | |
| Related policies | |
| Relevant legislation or standards | |

Document Change History

| <u>Version</u> | <u>Status*</u> | <u>Comments</u> | <u>Author</u> | <u>Ratified by</u> | <u>Date Ratified</u> |
|-----------------------|-----------------------|---|----------------------|---------------------------|-----------------------------|
| V1 | Draft | For Board review, Aug 2023 | Narelle Sullivan | | August 2023 |
| V2 | Endorsed | Added notes on evaluation through Process and extended reach to surrounding LGA's | Alex Haynes | Board | August 2023 |

** Valid values for this column are: DRAFT, ENDORSED, REVIEWED (no revision)*

Addendum

| WCC Strategic Directions | Social Enterprises | Purpose |
|---|---------------------------|--|
| Women achieve equitable life outcomes and are safe from violence | DriverED | Employment pathways for migrant and refugee women into the transport industry. |
| | Women in Work | Employment pathways for migrant and refugee women into the childcare industry. |
| Young People have a sense of belonging and voice in their community | Food Collective | Provides access to nutritious, fresh and affordable food for vulnerable people living, working and studying in the City of Whittlesea. Explicit focus on young people as champions |
| | Nugal Biik Plants + Seeds | Generate a surplus in order to support First Nations, Connection to Country, like the Ranger program for children and young people |
| There is equitable access to employment opportunities within a sustainable local economy | DriverED | Employment pathways for migrant and refugee women into the transport industry. |
| | Women in Work | Employment pathways for migrant and refugee women into the childcare industry. |
| People lead healthy lives connected to community and services | Our Bus | Provides access to community services, programs and appointments for vulnerable community members experiencing transport disadvantage. |
| Climate resilient community that is empowered to protect and adapt to the local environment | Nugal Biik Plants + Seeds | Generate a surplus in order to support First Nations, Connection to Country, revegetation and conservation activities at the Wollert Community Farm. |
| | Food Collective | Provides access to nutritious, fresh and affordable food for vulnerable people living, working and studying in the City of Whittlesea. |