# WISE Grant social enterprise stages matrix

Please review the social enterprise stages matrix below to find which stage best describes where you are at now. Thanks to the CSI Swinburne University and SEFA for contributing their knowledge to the development of this Social Enterprise Stages table.

- ✓ If you are mostly As and Bs it is most likely you are suited to the Tier 1 grant.
- ✓ If you are mostly Cs and Ds please consider applying for the Tier 2 grant.
- ✗ If you are mostly Es, we do not recommend you apply for these grants as you are out of scope for this grant round.

| | TIER 1 | | TIER 2 | | OUT OF SCOPE |
|---|---|---|---|---|---|
| | **A. Experienced Start up** | **B. Survival** | **C. Stable** | **D. Sustainable** | **E. Accelerating/Expanding** |
| **Descriptor** | Building a new social enterprise or developing a new business within/supported by an experienced NFP or SE. | An early-stage social enterprise that is still establishing its financial or business stability. | A stable social enterprise with anchor customers/ contracts that is building its business stability & skilled team. | A financially sustainable social enterprise with a viable business model – considering growth options. | A commercially viable social enterprise with opportunity for further growth (through blended finance) |
| **1. Delivering and measuring job outcomes** | We have identified the cohort we wish to support and have designed a program that will provide tailored wrap around support to employees to prepare them for mainstream employment.<br><br>We have developed a range of simple metrics to measure if we have been successful in our employment and training goals e.g. number of | We support our target cohort with some wrap-around support via external agencies or via our internal program which is continuing to evolve to suit their employment readiness journey.<br><br>We have mapped out a theory of change to show the outputs and outcomes we are seeking to achieve from our program/enterprise and | We have a well-developed wrap-around support program and have a team member dedicated to overseeing successful retention and career development/transitions.<br><br>We continue to review and refine our theory of change and track relevant outcome measures which we report to our partners and board alongside our financial reporting. We identify ways | We have a proven employment outcomes model and evidence-based wrap-around support program managed by dedicated team members and understand the costs to deliver this support to the enterprise.<br><br>We have an evaluation framework and outcomes/impact targets forecasted for the next three years that are | We are able to clearly articulate how our social support program leads to strong employment outcomes for our target cohort, including career development / transitions over time. We know what it costs to deliver this support per individual.<br><br>We have the capacity and systems in place to participate in an outcomes payment trial/program and |

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| | jobs/training pathways created. | how they contribute to achieving our broader vision. | to maximise our employment outcomes in our business model. | aligned with our social enterprise business model. | have our outcomes and impact externally validated. |
| **2. Business model / strategic plan** | We have a basic business plan and 1-2 year forecast of our operating income and expenses.<br><br>We are confirming our customer value proposition and offer, running pilots and starting to operate/trade. | We have a basic business plan and 1-2 year budget forecast.<br><br>We are now trading and focused on building our customer base; our operating model is developing but not standardised. | We have some basic materials that can be used to communicate our social enterprise plans to funders, however we do not have detailed financial forecasts and/or impact forecasts and/or a refined pitch document<br><br>We are building a robust operating model supported by sufficient staff with the right skills. We are systemising our processes and systems.<br><br>We continue to build loyal customers; we understand our cost drivers and are managing margins to ensure we stay profitable. | We have a sustainable business model and want to expand: developing new offers, buying/leasing space and/or equipment, expanding to new locations.<br><br>We are developing our 2-3 year plans for growth and have transitioned from a dependency on philanthropy to being self-sustaining (excluding our impact costs) | We have developed a full suite of materials to communicate our social enterprise growth plans to funders, including financial forecasts; impact forecasts and a refined pitch document. |

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| **3. Financial & Risk management** | We are not yet trading but have plans to increase our revenue through trade<br><br>We are looking for grants to kick off the first program.<br><br>We know the risks associated with starting a business but do not have a detailed risk management framework in place yet. | The business is operating/trading but we are still heavily reliant on grants. We are steadily increasing our revenue through trade.<br><br>Managing our operational and financial risks is a key priority for us and we are starting to document these for management and board. | Our trading income is a significant component of our total revenue.<br><br>Our goal is to be self-sustainable (excluding impact costs), and we are focused on diversifying our income streams and developing long term partnerships with funders and customers.<br><br>We have a risk management framework for our social enterprise that includes analysis of likelihood and consequence as well as mitigations, endorsed by our Directors/Board. | We are a self-sustaining enterprise. Our ongoing challenge is reliance on funding to manage our wraparound support program.<br><br>We have a strategy for scaling and an extensive risk management framework that we manage with our Board. | We have a fully resolved social finance strategy for our enterprise that is informed by our analysis of what capital is available to our social enterprise, who to approach for funding. We are ready to seek blended finance. |
| **4. Management & Governance** | Our founding team and board has started or managed a social enterprise previously and has a mix of commercial and social support experience. We have less than 2 FTE paid roles. | We have the core skills at the management and board level to deliver on our enterprise goals and intended social impact but we still rely on advisory and volunteers support for | We are starting to build out our management team with more paid roles.<br><br>We have an established a board with a number of non-executive directors | We have an experienced and expanding in-house team and have identified new roles required to achieve further revenue growth and impact. | Our team has extensive experience, expertise and are fully qualified to deliver on a strategic plan and social impact goals. |

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| | | areas such as HR, marketing etc. | who are independent of the founders / management and whose skills and experience reflects those needed to make the social enterprise a success. | Our social enterprise's board is independent of the founders/management and is skills-based. The board has frameworks in place to ensure compliance and the achievement of social impact. | We are continuing to expand our team/Board to support our expansion/accelerated growth. |
| **5. Partnerships & systems awareness** | We have identified the social issue we want to address and have done some mapping of the things that drive the social issue (including those with lived experience of the issue), but we need to further understand who else is working towards addressing it and how our social enterprise fills a gap in the system. | We have had some conversations with other organisations and networks that are working in, and/or affected by, the issue that our social enterprise is aiming to address but we need to do more work to get a clear sense of how we will work with others to fill the systems-level gap we have identified. | We have started to form relationships with those already doing work on the social issue that we are aiming to address and have identified ways we could develop further partnerships to address gaps in the system for addressing our social issue. | We have a range of strategic partnerships and collaborations with aligned organisations and networks that are doing work on the social issue that we are aiming to address and can confidently demonstrate that our social enterprise fills a gap in the system | We have many cross-sector relationships with organisations and networks that are also focused on the social issue that we are aiming to address. We are thinking about scaling our impact not just via our own enterprise but through collaborating with others on broader systems/policy change. |



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