

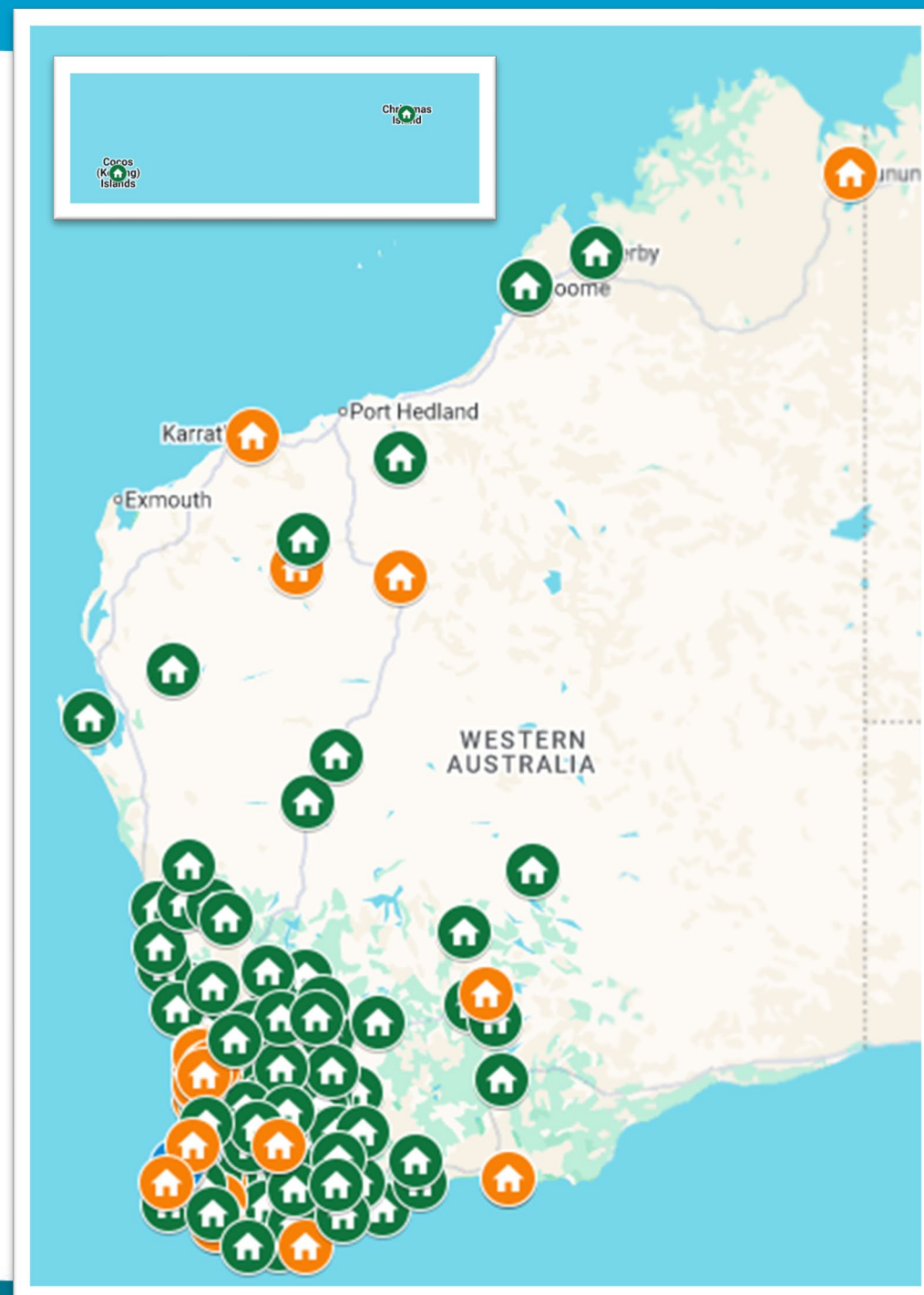
Linkwest is a trusted peak association in WA. We exist to amplify the voices of place-based community organisations and to strengthen their long-term sustainability.

“Our role is to back Centres to do what they do best, that means listening deeply to what’s happening on the ground and making sure Centres have the tools, confidence and support to lead in their own communities.” Jane Harwood, CEO

Linkwest supports its members through sector advocacy, tailored training, practical resources and collaborative, statewide projects designed to help community-led organisations thrive in a changing environment.

www.linkwest.asn.au

www.wasec.org.au/meet-the-member-linkwest/



What do we believe?

- There is an abundance of enterprise in the Linkwest member network
- Centres empower and enable their communities best when acting outside the limitations of government and other funder grants and contracts
- As the beating heart of their communities they need to be sustainable on their terms

What could we see?

- Some member Centres were **confidently operating** as a social enterprise – *just not visible to other members*
- Some member Centres were operating or **developing** a social enterprise approach – *just not recognising themselves as that and were not connected with the associated supports, tools and networks*
- Some member Centres were **curious** about social enterprise – *just not knowing what there was to know*

The Storytelling Project



Online Community
of Practice Sessions



Small Grants to
Member Centres



Key Partnership with
WA Social Enterprise
Council



5 characteristics of a social enterprise

1

Social enterprises are 'mission-driven'

Social enterprises are fundamentally driven by a social or environmental mission, rather than making as much profit as possible. Their primary goal is to address a social problem or create positive impact in their communities.

2

Social enterprises generate income through business activities

Unlike traditional non-profits, social enterprises generate the majority of their income through the sale of goods or services. They operate as businesses, but with a social purpose at their core.

3

Social enterprises reinvest their profits

A significant portion of a social enterprise's profits (50% or above) are reinvested back into the organisation to further its mission and achieve its social goals.

4

Social enterprises have a clear social or environmental purpose

Social enterprises have a clearly defined social or environmental purpose, which is often outlined in their governing documents. This purpose guides their activities and decision-making.

5

Social enterprises are accountable

Social enterprises are committed to the highest ethical standards, they ensure fair wages, respect supply chains, and prioritise positive change. They are also accountable to multiple stakeholders for their positive impact

THE SPECTRUM

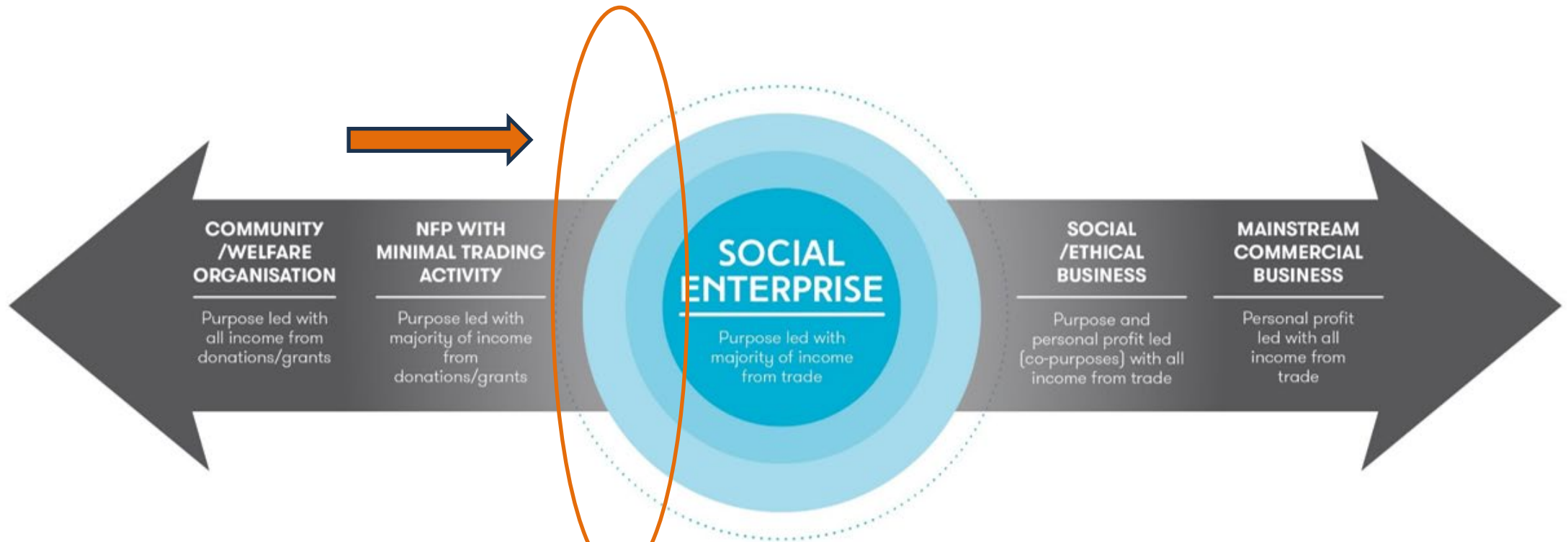
Where Social Enterprise Fits



<https://www.wasec.org.au/resource/governance-unlocked-navigating-legal-structures-for-social-enterprises/>

THE SPECTRUM

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Community of Practice Sessions

1. [SEDI Community of Practice Session #1 summary](#)
2. [SEDI Community of Practice Session #2 summary](#)
3. [SEDI Community of Practice Session #3 summary](#)
4. [WASEC conference presentation – Developing your Social Enterprise](#)
5. [SEDI Community of Practice Session #5 summary](#)
6. [SEDI Community of Practice Session #6 summary](#)
7. [SEDI Community of Practice Session #7 and #8 summary](#)
8. [SEDI Community of Practice Session #9 summary](#)

www.linkwest.asn.au/socialenterprise



Online Community
of Practice Sessions

Perth City Farm

Serpentine Jarrahdale Community Resource Centre

Pingelly Community Resource Centre

Milligan

Tambellup Community Resource Centre

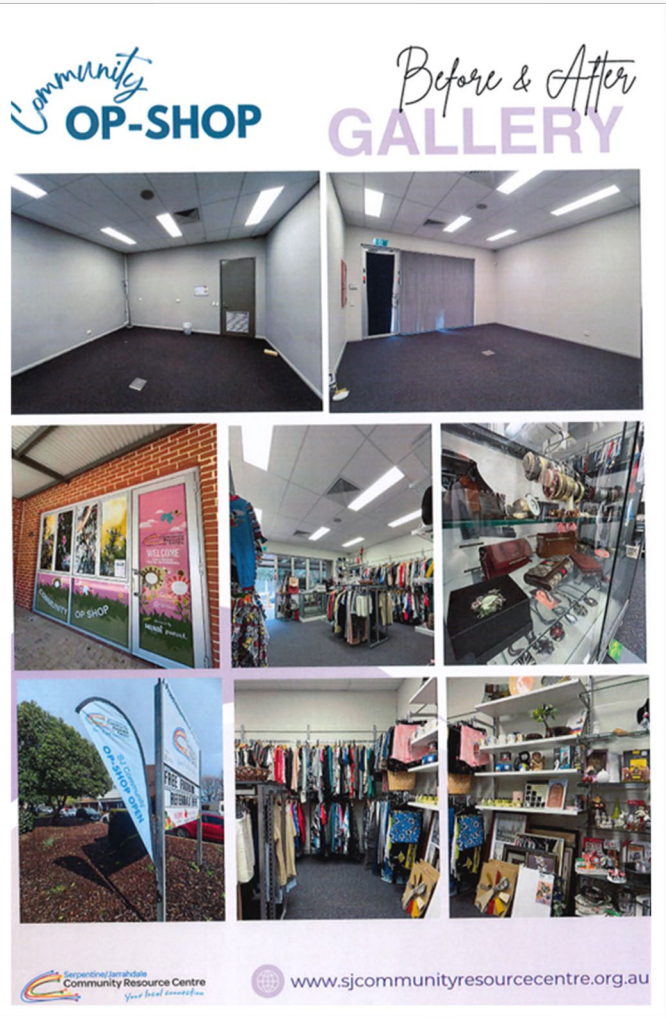
Denmark Community Resource Centre



Small Grants to Member Centres



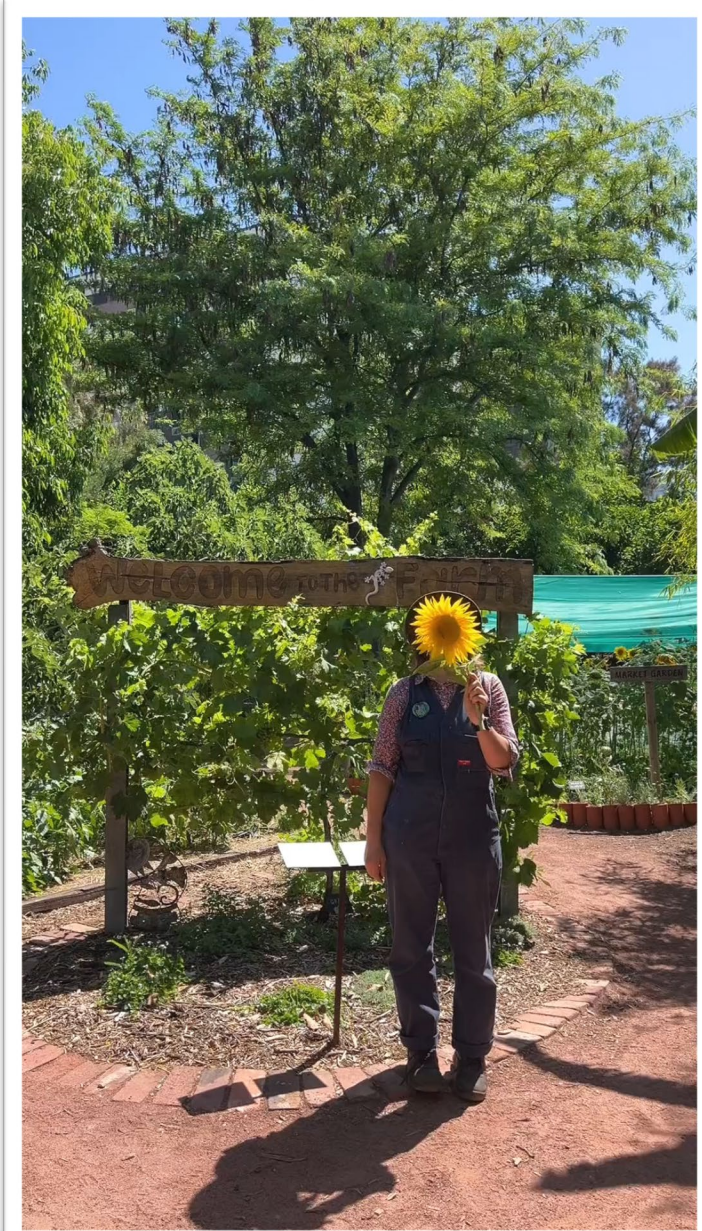
**Some member Centres were confidently operating
as a social enterprise**
– just not visible to other members



Perth City Farm

[https://linkwest.asn.au/
Web/Web/Video/Perth-
City-Farm.aspx#vimeo](https://linkwest.asn.au/Web/Web/Video/Perth-City-Farm.aspx#vimeo)

**Serpentine
Jarrahdale CRC**



Some member Centres were operating or developing a social enterprise approach

– just not recognising themselves as that and were not connected with the associated supports, tools and networks



Staying in Place Pingelly

[https://linkwest.asn.au/Web/ Web/Video/A-Story-That-Continues-To-Grow.aspx#video](https://linkwest.asn.au/Web/Web/Video/A-Story-That-Continues-To-Grow.aspx#video)

Staying in Place - Tambellup

A Timeline Summary of the Journey So Far



Growth has been steady and community driven



Early 2024:
Lost 1 client
2 clients transferred
from HACC to SiP



2024-2025
Slow growth of program
Long wait times for ACAT
assessments (6+ months)
Up to 1 year wait for package



December 2023:
Program start
1 client
1 active support
worker



Mid 2024
Staying in Place
Coordinator employed
for 1 day per week



December 2025:
5 clients
8 active support
workers



Social Enterprise Impact Canvas

1. Product

*What problem are you trying to solve?
What is your solution or product?
Who is the customer?
How much does your product cost?*

2. Gap in the market

*What is the market?
Who are your competitors?
Who are your allies?
Could you partner with any of them?*

3. Validation

*Has the idea been tested on customers?
Have you piloted anything yet or developed case studies?
What has been adjusted or iterated since starting-up?*

4. Protecting your business

*Have you got MOUs with potential partners or suppliers?
Can other companies enter your market easily?
Can your product be patented?*

5. Making and impact

*Use 3-4 words to clearly articulate your goal or mission
Is social impact including in your company constitution?
Are your supply chains ethical?
Which verification might endorse your product e.g. WASEC, People Planet First, Fairtrade?*

6. Brand and story

*What is the core promise your brand makes to customers?
Have you finalised your brand name and visual identity?
What feedback have you received so far from customers, investors, or partners?*

7. Cashflow

*What are your start-up costs?
What is the expected revenue per month?
What are the operating costs per month?*

8. Your team

*Who is leading sales and business development?
Who brings domain or industry-specific expertise?
Who is managing technology and digital?
Who provides corporate, financial, or legal oversight?*

9. Investment

*Who are the current founders or equity holders?
Do you have any agreements in place with them?
Who will be on the team after investment?
How much funding are you looking for, and when do you expect to break even?*

10. Going to market

*Who are the easy customers?
How will you engage them?
How will you evaluate early feedback?*

11. Managing risks

*What early success will show you're ready to grow faster?
How much will you spend before making money, and how long will that take?
If things don't go to plan, what's your backup and how will you handle it with investors?*

VALIDATION

EXECUTION

Some member Centres were curious about social enterprise –
just not knowing what there was to know

Denmark Community Resource Centre

... and the other Linkwest member Centres who joined Community of Practice sessions and the workshop we hosted during the state conference



Delivering our social mission

Building independent income improves the autonomy, agility and resilience of Community Resource Centres, reducing reliance on short-term funding and enabling a more flexible response to local priorities.

At Denmark Community Resource Centre, income from facility hire, sales and services is reinvested into our social mission—supporting community-led initiatives like the Denmark Community Bus.





Exploring Social Enterprise

AUGUST 2025

Centre Manager Crystal attends a WASEC workshop at the Linkwest Conference, sparking early conversations about social enterprise.



Discovery Workshop

FEBRUARY 2026

WASEC facilitates a scoping workshop in Bunbury to explore opportunities and enterprise ideas with the Milligan team.



Research & Consultation

MARCH 2026

Stakeholder interviews and sector research identify community needs and viable enterprise pathways.



Idea Validation

APRIL 2026

Priority ideas are tested and refined through Impact Canvas and mentor input to identify the strongest direction.



Roadmap & Next Steps

MAY 2026

A co-designed roadmap outlines possible social enterprise models and next steps for validation.

www.linkwest.asn.au/Web/Web/Video/Nixi-Consultation.aspx#video

What can you do with this work?

- Connect with Linkwest or our sibling peaks in other states
- Connect with WASEC or your local social enterprise council
- **Share the stories!**



 <p>Community Centres South Australia</p> <p>info@communitycentressa.asn.au www.communitycentressa.asn.au</p>	 <p>Neighbourhood Houses Victoria</p> <p>info@nhvic.org.au www.nhvic.org.au</p>	 <p>Local Community Services Association (NSW)</p> <p>admin@lcsansw.org.au www.lcsansw.org.au</p>
 <p>Linkwest (WA)</p> <p>office@linkwest.asn.au www.linkwest.asn.au</p>	 <p>Neighbourhood Houses Tasmania</p> <p>nht@nht.org.au www.nht.org.au</p>	 <p>Neighbourhood Centres Queensland</p> <p>info@ncq.org.au www.ncq.org.au</p>