



Working Better Together: WISE Grant Making Guide

APPENDIX

 Foundation

GOODWOLF

Appendix A. WISE Grantmaking Guide Overview

Westpac Foundation’s grantmaking process and strategic support for social enterprises evolved significantly over our 20 years in the sector. We started with small annual “community grants” tied to specific impact projects and shifted to larger, multi-year unrestricted grants with a strong focus on capacity building, financial resilience and investment readiness support.

Each year, our focus was to make it easier and more streamlined for WISEs to access the funding they needed to scale their impact, build their financial sustainability, and transition beyond reliance on philanthropy. As the funding needs for the sector grew, we sought out co-funders and helped to set up the [WISE Grant](#) - the first pooled grant fund for WISEs in Australia.

New funders came and went in the WISE sector over this time, so we always asked ourselves: *“Where are the funding gaps for WISEs in Australia, and where can we best make a difference as a corporate foundation?”*.

We also gathered regular feedback from our partners to guide our grantmaking practice.

All foundations have different toolkits and operating environments, but here are our recommendations of where our funding and support best met the needs of our partners:

- Engage partners and people with lived experience in the grant strategy and design. For example, we paid a Social Enterprise Advisory Group to help develop the elements of the [WISE Grant](#).
- Build a diverse pipeline of opportunities that can evolve into flexible, multi-year, untied grants to support an organisation’s changing needs over time. Foster open conversations and enable quick action if plans need to adapt.
- Reduce burden on applicants by streamlining grantmaking into a two-stage process with a short EOI or self-assessment followed by an application. Consider whether an open or closed round is more appropriate, depending on the number of grants available, if there are existing partners that require ongoing support, or if you want to create a future pipeline. Share your preferences on the types of organisations and funding available early with organisations so that you can find the best fit without prolonging the conversation. [Example of an open round can be found here.](#)
- Collaborate, convene or partner with other funders, on formal and informal levels, including sharing due diligence where appropriate. Join Philanthropy Australia’s Social Enterprise or Jobs and Skills Funders Networks. For formal collaborations consider

the [Guiding principles for partnerships in philanthropy: insights from the WISE Grant Round](#); the [WISE Grant model case study](#); [WISE Learning report](#) and the evaluation of the [second WISE Grant round](#).

- Take a systems-lens to your direct funding by focusing on gaps in the sector (e.g. at various WISE stages) but be conscious of not creating a funding cliff if organisations still require support beyond the grant timeframe.
- Expand your funding toolkit and consider other ways you could support such as capacity building. For example, Westpac Foundation worked with Social Impact Hub to refer partners for capacity building support as well as connected them with skilled volunteers.
- Support field-building initiatives to enable the WISE sector to reach its potential such as research and advocacy, intermediary support, and convening events.

Three-step Financial Health Check due diligence process:

1. EOI/Self-Assessment:
Prior to application
2. Application Stage:
See Appendix C questions
3. Annual Review: Check in, survey,
build relationship and other support

Westpac Foundation’s Grant Process

Over many years, Westpac Foundation gained a reputation for conducting thorough due diligence on WISE grant partners. This approach helped us to build relationships with the WISE leadership team, better understand their business and impact model, and align our funding and support to suit the stage and goals of the enterprise.

Our three-step Financial Health Check process was intentionally open, transparent and framed as a constructive conversation not an audit process. We leveraged the enthusiasm and expertise of volunteers from across the Westpac Group to assist us and consistently found that this engagement led to stronger and more transparent long-term relationships.

We didn’t expect everyone to be strong in all aspects, rather we wanted to understand the model, gaps, risks and unknowns. Our detailed reviews were also shared with the WISE and with their permission, other potential co-funders to avoid the burden of WISEs repeating the full due diligence process.

Financial Health Check

1. EOI/Self-Assessment Prior to application

This stage helps to consider your pipeline of organisations and assess how each meets your grant eligibility and suitability criteria in terms of the organisation's type and stage, and need for the grant. It ensures WISEs' funding requirements are aligned with the grant opportunity before they invest time in a full application.

Criteria to assess against can include:

- **The WISE stage/type** - be specific about the maturity stage and type of WISE you seek to support, recognising there are diverse models, funding needs and variation across key capability areas in each stage (see Appendix B for the WISE Stages Matrix). For example, Westpac Foundation grants targeted the "validation", "development" or "growth" stages. One aspect to consider is whether an independent and diverse board is in place.
- **Grant focus and need** - Westpac Foundation had a strong focus on providing grants to different types of WISEs to help them strengthen their business model, build greater financial resilience and transition over time to attracting impact investment and traditional finance. To provide broad support for WISEs, the [2025 WISE Grant](#) asked organisations to define why they needed the grant and their willingness to use the grant strategically:

- » To support and strengthen an existing defined strategic and conservative growth plan that is part of a business plan. Organisation is financially stable with strong governance.
 - » To develop and implement a cost management or restructuring plan/roadmap to improve financial stability. Organisation may be experiencing financial pressure but has a clear plan in place to stabilise and improve their position.
 - » Transition to a new model (e.g. merger, strategic partnership or transition beneficiaries) – this excludes WISEs with urgent cash flow challenges and limited runway to pivot.
- **Financial data** - Request high-level financials and conservative projections upfront to ensure the grant matches the organisation's size, stage and strategy. For example, a Westpac Foundation \$50k grant over two years required total gross annual revenue between \$100k and \$5m, a minimum trading revenue of \$50k, and at least two years of trading history. Confirm that employment entitlements are all up to date and other liabilities (including with the ATO) are disclosed at the EOI stage.

- **Impact data** - Establish the organisation's track record of job creation e.g. at least 10 "award wage or greater" jobs per year for Australians facing barriers to mainstream employment in one or more of the grant's target groups.
- **Holistic review** - Consider financial data and jobs together in the context of WISE stage/type. Is the forecast in a positive or negative net asset position? If they are projecting growth, is it appropriate, conservative and can you understand the underlying assumptions? It's challenging for organisations at any stage to grow both income and jobs at the same time so try not to create an emphasis on jobs growth ahead of financial sustainability. Provide feedback to organisations not going through to the next stage.

A Financial and Employment Outcomes Template is available [here](#)



Sisterworks

Financial Health Check

2. Application Stage

Consider carefully how many organisations you invite to this next stage due to the work required for WISEs to prepare documentation and the detailed assessment involved. Aim for a high success rate and try to reduce the competitive aspect of it. Request documents in their current form, even drafts, to assess whether the organisation's documents back up their self assessment of their current state and if their future plans/use of the grant align with their strategy. Understanding the organisation's financial and commercial acumen at the management and Board level is a key aspect of this stage.

- Documents to request include:
 - » Business or strategic plans (documents can be any stage of development)
 - » Risk framework/matrix
 - » Cash flow statement (previous 12 months and 12-month forecast)
 - » Annual profit and loss (most recent available)
 - » Minimum one year of projected balance sheet (income & expenditure)
 - » Two years of high-level financial estimates
 - » Copy of latest audited accounts
 - » Optional documents: Theory of change, impact framework/report; overview of impact costs, outline or map of key partnerships/ stakeholders for your enterprise

- Work in a team to review the documents against the five criteria in the WISE Stages Matrix. A list of guiding questions can be used (see Appendix C) to help inform a rating (1=poor to 5= great) in the Application Assessment Rubric (see Appendix D). Ensure your ratings reflect the grant focus and stage/type of social enterprise so you don't end up funding only "established" WISEs if the goal is to support those in the "development" stage.
- Use key financial ratios to highlight potential areas of concern or "red flags" e.g. low cash reserves (see Appendix E).
- To ensure a diverse portfolio, create a matrix of highest scoring organisations against organisation size, geographic location, target groups and the maturity stages of organisations.
- Prepare Board summary documents – include key risks, SWOT, need/use for grant (see Appendix F). These can also be shared with the permission of WISE applicants with other potential funders.

3. Annual Review

Having quarterly informal check-ins with WISE partners helps stay up to date on key developments and to be proactive should the grant focus need to change. For more formal reporting, we established an [annual survey](#) to capture key financial and employment outcomes as well as capacity building needs. This enabled us to track performance against forecasts and observe trends across our WISE portfolio over time. Consider also engaging an independent consultant to gather anonymous feedback from WISE partners to continue to improve your grantmaking approach.

Use these touch points to explore:

- Referrals for capacity building support e.g. governance and legal advice
- Readiness for extension, additional grants, loan guarantees or transition to impact investment opportunities (See Appendix G)
- Support for WISE leaders and team e.g. leadership development opportunities, communities of practice, wellbeing/mental health support, and coaching
- Connections to other WISE sector leaders to explore potential collaborations
- Build strong, trusted relationships to navigate the inevitable challenges that will emerge. If possible, connect with the WISE's other funders to align these conversations so you work as a support team together.

Appendix B. WISE Stages Matrix

The WISE Stages Matrix is intended as a guide only to help WISE self-assess where they are at on a journey from vision to an established stage. The journey is not linear and the stages for each capability area will vary for every WISE. For example, a WISE may have a well-developed impact model but still need to revisit their financial model due to a range of factors. Please see the [WISE Grant Information Pack](#) for the full details of the WISE Stages Matrix.

We use the term 'sustainable business/funding model' but this does not imply that WISEs are fully trade funded. See Fig 4 in the [Learn Book](#) to understand the spectrum of WISE models from "charity oriented" to "commercially oriented".

	Vision	Validation	Development	Growth	Established
Descriptor	Social enterprise is at the ideation stage, focusing on identifying a social issue and brainstorming solutions, but no concrete impact and business model or strategy has been established.	Social enterprise has started trading but is still developing the impact and business model.	Social enterprise is still establishing its financial and business stability, ensuring its revenue model and social impact are intertwined.	Social enterprise has a sustainable funding and business model and is exploring sustainable scaling of its impact.	Social enterprise is scaling its impact based on a financially sustainable, proven business model.
Delivering and measuring job outcomes	Identified the cohort and are designing/testing a program with tailored wrap-around support to prepare them for mainstream employment or self-employment. Developed a range of simple metrics to measure employment and training goals e.g. number of jobs/training pathways created.	Training/employment and wrap-around support model evolving to suit the cohort's employment readiness journey. Developed a theory of change with outputs and short-medium term outcomes from the program/enterprise.	A well-developed employment/training model which includes support for career development/transitions. Identifying ways to maximise employment outcomes in the business model and working towards understanding impact costs. Reporting outcome measures to partners and Board alongside financials.	A proven employment outcomes model and evidence-based wrap-around support program. Understand the impact costs and implications of these costs when planning scaling. A robust impact measurement framework with outcomes/impact targets forecasted for the next three years that are aligned with the business model.	Independent evidence of the WISE model and impact. Future scaling plans include existing and sustainable funding sources to cover increase in impact costs.
Business model / strategic plan	No formal business model or strategy yet, refining and testing interventions and products/services. Market research and stakeholder engagement underway.	Basic business plan and 1 to 2 year budget forecast. Testing and developing customer value proposition, operating model and trading income. Building a "business first" model that only increases impact when the organisation can sustainably pay for the increase in impact costs.	Iterating the business plan with an understanding of cost drivers and actively managing margins with a focus on profitability. Developing marketing and sales capability and building a loyal customer base. Can communicate high-level plans for the social enterprise to funders. Strengthening operating model with more robust systems and processes supported by sufficient staff with the right skills.	Implementing a robust roadmap/strategic plan towards a sustainable business model with plans to expand conservatively. Established procurement contracts and stable income, enabling the organisation to diversify/expand trading revenue. Investing in skills, operating model, systems and process for future growth.	Can communicate detailed growth plans to funders, including financial forecasts, impact forecasts and a refined pitch document. Trading revenue is stable and predictable with a diverse range of med-long term contracts in place. A robust business and impact model which covers impact costs with potential to access funding from government employment programs to scale.

	Vision	Validation	Development	Growth	Established
Financial & risk management	<p>Little or not yet trading but plans to increase revenue through trade.</p> <p>Seeking start up grants.</p> <p>Do not have a detailed risk management framework in place yet.</p>	<p>Started operating/trading, raising start-up capital including philanthropy and impact investment.</p> <p>Building strategic financial capability to forecast a range of financial scenarios.</p> <p>Starting to manage and share operational and financial risks with Board.</p>	<p>Trading is increasing and more reliable but still heavily reliant on grants / impact investment to fund operating costs.</p> <p>Diversifying income streams, and developing partnerships with funders and customers.</p> <p>Some access to strategic financial planning capability to monitor financial risks/ challenges and forecast financial scenarios.</p> <p>Basic risk management framework that includes mitigations, endorsed by Directors/ Board.</p>	<p>Enterprise is breakeven or profitable and is getting ready for investment.</p> <p>Continued reliance on other funding to cover impact costs.</p> <p>A detailed and realistic strategy for scaling and extensive risk management framework overseen by the Board.</p> <p>Regular internal access to strategic financial planning, realistic forecasting (over different scenarios) and monitoring financial risks.</p>	<p>A detailed social finance strategy including analysis of what capital is available to the social enterprise and who to approach for funding.</p> <p>Ready to seek blended finance and not reliant on philanthropy for growth.</p> <p>In-house CFO or equivalent provides access to high level strategic financial planning and expertise. High confidence in our ability to forecast a range of scenarios.</p>
Management & governance	<p>Founding team and Board with a mix of commercial and social impact experience.</p> <p>Fewer than 2 FTE paid roles.</p>	<p>Building a team but not yet able to fund necessary capacity and range of skills required.</p> <p>Reliance on advisory and volunteers for support.</p>	<p>Management and Board have key skills to deliver business and impact goals but may still rely on advisory and volunteers.</p> <p>Established a Board and identified additional skills and a plan to strengthen governance and ensure its independence from the Founder/ management.</p>	<p>Experienced and expanding in-house team, identified new roles required to achieve further revenue growth and impact.</p> <p>Board is established, skills-based, operates independently of the founders/ management, and has frameworks in place to ensure compliance and the achievement of social impact.</p>	<p>Team with extensive experience and expertise to deliver on strategic plan and social impact goals.</p> <p>Continuing to expand independent team/ Board to support a conservative and risk aware expansion/growth plan.</p>
Collaboration & partnerships	<p>Identified the social issue (with people with lived experience of the issue) but not yet aware of who else is working towards addressing it and how the social enterprise fills a gap in the system.</p>	<p>Exploring what other organisations/networks are working on the social issue to address the systems-level gap.</p> <p>In the early stages of understanding and utilising the broader expertise and networks in the social enterprise eco-system (including intermediaries, philanthropy and government).</p>	<p>Developing partnerships with others working on the social issue to address gaps in the system.</p> <p>Connected with the social enterprise eco-system (including intermediaries, philanthropy and government), gained certification and/or a member of a sector peak body. May have relationships with the employment services system.</p>	<p>Strategic partnerships and collaborations with a range of organisations/networks working on the social issue and can confidently demonstrate how the social enterprise fills a gap in the system.</p> <p>Established relationships in the social enterprise eco-system and the broader employment services system and/or mainstream employers.</p>	<p>Trusted relationships with social enterprise peers and cross-sector networks, testing approaches to scale impact collectively to address systems/policy change.</p> <p>Regularly contributing to networks across the social enterprise eco-system and influencing change in the employment services sector and/or with mainstream employers.</p>

It is intended to mean they have diverse funding sources (which may include grants) and the resources and partnerships to sustainably deliver their impact model.

Appendix C. Financial Health Check Questions to Guide Ratings

Capability Area	Assessment Questions
<p>1. Delivering and measuring job outcomes</p>	<p>Are the job opportunities award-wage paid work, training pathways or paid self-employment for cohort target groups? Is there a focus on transitioning employees into mainstream roles or career development within the organisation? What data is there on job retention, career development and transitions? What are the key aspects of the personalised employment support model? Is there a theory of change or evaluation framework with evidence of employment outcomes? Is this independently verified? Are impact costs known or can they start to articulate what their support costs are? How does the organisation communicate its impact? Is there publically available reports?</p>
<p>2. Business model and strategic plan</p>	<p>How matures is the business model (see Appendix B)? Are long term contracts in place? Is the plan conservative and based on a well defined market opportunity? Have they made any adjustments to the model over the last 12 months? What are the areas that need most strengthening, support, restructuring? Is recurring revenue moving towards being more predicable and more stable?</p>
<p>3. Financials and risk management</p>	<p>What is the current total income from trade and does this align with the maturity stage? How predicable and realistic are the financial forecasts? Which stage of maturity does the organisations best align with (See appendix B)? What strategic financial capability is available on the management team? Are a range of financial scenarios provided including assumptions and is it based on pending or confirmed contracts? Can you understand the assumptions implied in the current Balance Sheet, profit and loss and cash flow statements? Can you accept the key financial indicators in Appendix E? What are the biggest financial and non financial risks (excluding not securing funding)? Is a risk framework is in place? Is it future focussed and include mature understanding of market risk competition? What existing loans or payment plans are in place and is their a future appepite to blend grant and loans/working capital/overdraft?</p>

<p>4. Management and governance</p>	<p>What structure is in place? E.g. a stand alone entity, within a larger parent entity, or hybrid with a for-profit? Is there an Independent Board in place that provides strategic financial oversight? Is their reliance on advisory volunteers or is the board established and skills based? What level of industry /commercial experience does Management/Board have in place? Are you comfortable with the governance health (check ACNC, legal structure, Board minutes)?</p>
<p>5. Collaboration and partnerships</p>	<p>Is strong local enagement and support demonstrated? What local and cross sector partnerships are in place and what contribution is made to the broader ecosystem? What stategic partnerships and realationships could help strengthen the model in the near future? What intermediary support has been sought?</p>
<p>6. Need for the Grant</p>	<p>What is the total funding needed to achieve plans in the short and med term? Is there a mix of funding needs eg. grants, finance, government support? How can this grant be used strategically to strengthen capability or business model gaps? Will the funding influence and improve resilience and transformation in the short and long term? Is the grant timely and aligned with the maturity stage?</p>

Appendix D. Application Assessment Rubric

In the application stage of the WISE Grant we found it helpful to separate out the WISE current state from future state and gave each section a weighting.

- 1 = Poor/ not aligned
- 2 = Needs improvement/not well aligned
- 3 = Has potential
- 4 = Good
- 5 = Great

This is an example of the WISE rubric score of 5 (5 = Great)

Criteria / Score (1-5)	5 = Great
Criteria 1: Current State	
Supporting documents <ul style="list-style-type: none"> • Risk framework/matrix • Case study of impact • Cash flow statement (previous 12 months) • Annual profit and loss • Audited accounts • Impact framework/report (optional) • Social support program costs • Theory of Change (optional) • Partnerships/stakeholders outline (optional) 	Application and supporting documents provide high confidence in the enterprise's current state. <ul style="list-style-type: none"> • Current financial and risk maturity and management strongly align to enterprise's maturity stage. • Strong internal strategic and financial planning capability on management team. • Independent and engaged Board in place and confidence in key persons. • Theory of Change is appropriate and robust social impact framework in place. • Strong cross-sector and local partnerships and networks with named partners.

Criteria 2: Future State	5 = Great
Supporting documents <ul style="list-style-type: none"> • Risk framework/matrix • Business plan • Cash flow statement (12-month forecast) • Projected balance sheet • High-level financial estimates • Social support program costs (optional upload) • Partnerships/stakeholders outline (optional upload) 	<ul style="list-style-type: none"> • Application and supporting documents provide high confidence in the enterprise's future state. • Continuation of a defined existing plan for strategic and conservative growth with potential risks clearly considered. • OR completed a roadmap for transformation to help strengthen operating model to be more robust, and now implementing it or considering a merger/ strategic partnership. • Confidence in realistic financial forecasts. Indicators may include increasing cash reserves, increasing trade revenue, decreasing reliance on philanthropy. • Future focused risk management framework.
Criteria 3: Grant Focus	5 = Great
Use and need of grant	<ul style="list-style-type: none"> • Clear articulation of use of and need for grant. • Logical and coherent link between current state and use of grant to bring about the future state. • Grant funding demonstrated to strengthen the business model and build greater financial resilience and sustainability. • Strong alignment with one of the three WISE Grant focus areas. • Grant funding is timely and has potential to be a game changer.

Appendix E. Key Financial Indicators

To help assess financial health, risk appetite or “red flags” consider including:

- Revenue from trading - Indicator of reliance on revenue sources including philanthropic and government funding
- Profit/Loss: actual to forecast - Ability to deliver strategy and meet forecasts
- Equity position: Positive net assets - Provides buffer for fluctuations, indicator of Investment readiness
- Current ratio: Target >1.2x - a liquidity measure.
- Internal access to strategic financial acumen e.g. in-house CFO
- Current cash runway e.g. how many months they can operate on cash reserves
- Employment entitlements - BAS, PAYG are all up to date
- Liabilities - ATO Tax debt or other



Appendix F. Board Summary of Due Diligence SWOT



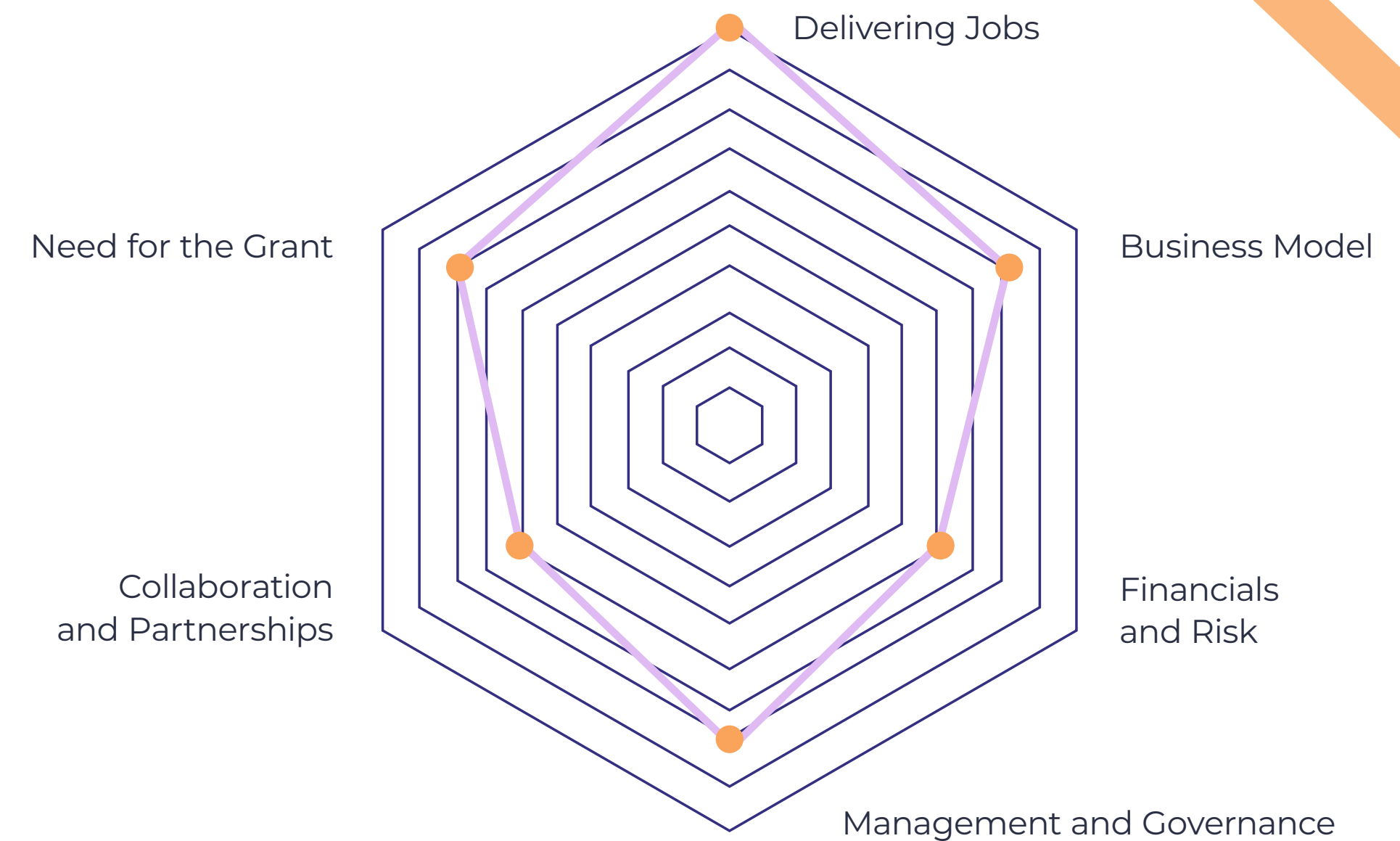
Good Works Social Enterprise (Fictional)

OVERVIEW: Good Works (GW) deliver social and environmental innovation through commercial divisions. For 10 years they have created meaningful jobs that break down barriers to employment and nurture communities to be cleaner, safer, and inclusive.

KEY RISK: GW's ability to deliver and achieve the growth forecasts is crucial to solidifying the balance sheet and underpinning cashflow.

GRANT NEED: Extension Grant of \$100k and additional \$100k (\$200k in total from collaborative funding) for impact program costs and to access blended working capital to support financial stability & reduced reliance on philanthropy.

Key Info	
Target Group	Young people at risk
Location	VIC/NSW
Est	2016
Impact Statistics	
Trade Income in FY26	\$3 m
Trade income projected in FY27	\$3.3 m
NEW Jobs in FY27	25



Strengths/Opportunities	Weaknesses/Threats
<ul style="list-style-type: none"> • Contracts in place with various longstanding relationships. • Forecasting 10% increase to revenue in FY27 with 80% growth from existing contracts (17% from extension of contracts and 3% from new business) with future growth target forecast at 3.5% per year from FY27 onwards • Financial forecasts include reduced grant funding from FY28 • Expenses forecast to reduce by \$150k in FY27 • Strong relationships with current contracts to help move from subcontracting to direct contracting. • Financial management and the board has strengthened in last year • Diverse board with a variety of backgrounds and key strengths and frequent meetings. • Recently concluded 2.5 year external evaluation and social value modelling and social impact costs • Good Candidate to consider accessing traditional invoice financing to assist with cashflow 	<ul style="list-style-type: none"> • Achieving the growth forecasts is crucial to solidifying the balance sheet and underpinning cashflow. • Key person risk CEO from burnout • Plans to recruit a CFO in mid 2027. Currently outsourced. • Lack of social procurement policy in state • Some concentration risk exists • Threat - Loss of contracts or unforeseen expenses which reduce profitability of contracts. • Financing risk for asset purchases as arrangements are 3-5 year repayment periods whilst contracts are shorter term.

Appendix G. Supporting the Investment Readiness Transition

Investment Readiness Grants: Consider supporting the organisation to undertake a [diagnostic and insight report](#) outlining areas for development, strategy and preparation for the impact investment journey. Funding could enable additional internal /external strategic financial support for implementation.

Invest in the [Social Enterprise Loan Fund](#): Australia's first loan fund specifically designed for social enterprises supporting employment pathways. White Box Enterprises built the SELF to bridge the gap and offer flexible, affordable financing designed to meet the unique needs of WISEs.

Direct loans: Consider creating a syndicate with other funders to provide blended loans and grants (For example [Jigsaw / Fighting Chance](#)).

A Loan Guarantee provides returnable capital to the funder rather than an unrecoverable grant, offering flexible, timely working capital/funding to the organisation. This can help a long-term grant partner [transition from ongoing grants to accessing finance](#) for future capital and growth needs.

Key Elements of Loan Guarantee	Overview
Loan Agreement	<p>Funder signs the lenders loan agreement for a defined length of time as guarantor.</p> <p>Applying for working capital from a position of financial stability makes the credit process easier, faster and cheaper to secure than when cash flow is constrained or during periods of financial pressure.</p>
Grant Agreement	<p>Funder signs an agreement with the organisation which includes:</p> <ul style="list-style-type: none"> • In the case of default, and if security is applied to meet loan obligations, the foundation has a right to waive its rights and treat any security payment made as a grant or donation • Circumstances in which the foundation will not waive its rights and seek to recover the paid amount (in case of conduct that is inappropriate or illegal) • Other standard grant agreement terms
Term Deposit	<p>Funder sets up a term deposit for the balance and length of the loan as security which provides</p> <ul style="list-style-type: none"> • Cash collateral that reduces the lender's risk and streamlines the credit approval processes • Access to finance for the organisation at lower interest rates. • Term deposit Interest rate returns to the funder

Appendix H. Westpac Foundation and WISE Grant Funded Social Enterprises

Westpac Foundation's WISE partners in 2025 - see the [Impact Report](#) for details.

UnitingCare Kippax	ACT	Warrama Li	NSW	Beautiful Bunch (Merchant Road)	VIC
BackTrack Works	NSW	Wildflower Gardens for Good	NSW	Christie Centre Inc	VIC
Beacon Laundry	NSW	Impact North	NT	Civik Group	VIC
CareerSeekers	NSW	JUNKURI	NT	Common Ground Project	VIC
CommUnity Construction	NSW	Ability Enterprises	QLD	Concern Australia - Fixit	VIC
Confit Pathways	NSW	Australian Spatial Analytics	QLD	Enable Social Enterprises	VIC
Green Connect Farm	NSW	Bama Cape York Services	QLD	Fruit2Work	VIC
Hotel Etico	NSW	GARUWA	QLD	Good Cycles	VIC
Jigsaw Group	NSW	Goodness Enterprises	QLD	Green Collect	VIC
LeaderLife Limited	NSW	Happy Paws Happy Hearts	QLD	Homie	VIC
Loop Foundation	NSW	Lovewell Foundation and Lovewell Cafe	QLD	SisterWorks	VIC
Maliga Ngura Services	NSW	Mimili Maku Arts	QLD	Space2b Social Design inc.	VIC
Plate It Forward	NSW	Nundah Community Enterprises Cooperative	QLD	The Social Studio	VIC
Prisoners Aid Association – Mates on the Move	NSW	Substation33	QLD	The Torch Project	VIC
Seed Foundation	NSW	APY Art Centre Collective		WomenCAN Australia	VIC
SHORETRACK	NSW	Aboriginal Corporation	SA	Aboriginal Art Centre Hub WA	WA
Studio A Limited	NSW	GOGO Foundation	SA	Dismantle/Renew	WA
The Freedom Hub	NSW	MarionLIFE Community Services	SA	Foundation for Indigenous Sustainable Health	WA
The Reconnect Project	NSW	Multicultural Youth South Australia	SA	Mettle Women	WA
The SHIFT Project	NSW	Hamlet	TAS	The Underground Collaborative	WA
The Social Outfit	NSW	NOSS Tasmania	TAS		
Waminda South Coast Women's Health & Wellbeing Aboriginal Corporation	NSW	All Things Equal	VIC		



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