

Strategic Plan 2024-2026



Why WA Needs Social Enterprise Now More Than Ever

As we look across Western Australia today, we see both opportunity and challenge. The cost of living continues to climb, regional communities are calling out for support, and the need to diversify our economy has never been clearer. But amidst this complexity, we're seeing something powerful rising: a new way of doing business - led by purpose, grounded in community, and focused on long-term impact. This is the moment for social enterprise.

At the WA Social Enterprise Council (WASEC), we believe in the potential of businesses that exist not just to make a profit, but to solve problems, create jobs, and reinvest in people and place. Whether it's tackling homelessness, addressing youth unemployment, supporting First Nations enterprise, or driving sustainability in our regions - social enterprises are stepping up to lead real change. But they can't do it alone.

That's why WASEC's 2024 - 2026 Strategic Plan is about more than organisational goals - it's about building a future-focused economy for Western Australia. We've set out a clear direction under four pillars: *Connect*, *Sustain*, *Grow*, and *Advocate*.

Our vision is bold but grounded in reality: a thriving social enterprise sector that drives inclusive economic development, supports stronger communities, and builds a better WA for all.

I'm proud of what we're building - and even more excited about where we're headed. We're calling on partners, policymakers, funders, and community leaders to join us. Because if we get this right, the next chapter for Western Australia will be one written with purpose, driven by innovation, and shaped by businesses that truly care.

Olivia Chapman, CEO, WA Social Enterprise Council (WASEC)

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The WA Social Enterprise Council is the peak body for social enterprise in Western Australia.

Purpose

To build a thriving social enterprise sector in Western Australia.

Ambition

A transition to a new Western Australian economy where social enterprise is the norm.

Theory of Change

By supporting social enterprises to connect, grow and sustain their impact, we can build a thriving social enterprise sector in Western Australia. This will contribute to a society where people, places and planet thrive.

Our values

Enterprising

We think like entrepreneurs - curious, bold, and solutions-focused. We champion innovation that drives a stronger, more inclusive economy for Western Australia.

Change-making

We don't just talk about impact - we deliver it. We're driven to create real, measurable change that benefits communities and builds a fairer, more sustainable WA.

Goodwill

Trust is our currency. We build meaningful, long-term relationships with members, partners, and communities grounded in mutual respect and shared purpose.

Dedicated

Our commitment runs deep - to our purpose, to our members, and to WA. We work with grit and purpose to unlock opportunities for positive economic and social outcomes.

Respectful

We bring respect into every interaction, knowing strong relationships and diverse perspectives are vital for progress - especially in a high-impact, purpose-driven environment.

Strategic Objectives

2024 - 2026

Western Australia is at a turning point - facing rising costs, regional challenges, and the urgent need for a more inclusive, diverse and resilient economy. Social enterprises are already leading the way, creating jobs, tackling complex issues, and strengthening communities across the state. At WASEC, we believe this is the future of business - and our 2024-2026 Strategic Plan is designed to help make it a reality.

More than just organisational goals, our approach charts a bold course toward a thriving social enterprise ecosystem through four clear pillars: *Connect*, *Sustain*, *Grow*, and *Advocate*.



CONNECT



Goal: Build a connected social enterprise sector in WA - nurturing a culture of innovation.

Goal: Support social enterprises to learn, connect and grow their impact.

GROW



Goal: Increase the influence and impact of social enterprise in West Australia.

ADVOCATE



Goal: Be a sustainable organisation that delivers lasting impact into the future.

SUSTAIN



Priorities

As outlined above, WASEC's work is guided by four strategic pillars: *Connect*, *Sustain*, *Grow* and *Advocate*. Together, these focus areas drive our mission to strengthen, support and scale the impact of WA's social enterprise sector. Below is a snapshot of our key priorities and deliverables across each pillar.

CONNECT



- Launch WASEC's digital platform and directory
- Implement a targeted membership strategy
- Facilitate peer learning and knowledge-sharing
- Strengthen social impact in networks rural, regional and remote WA

GROW



- Deliver practical capacity-building tools and resources
- Offer learning and peer support opportunities
- Partner across the ecosystem to scale sector impact

ADVOCATE



- Shape policy and grow sector influence
- Host the inaugural WA Social Enterprise Awards (2025)
- Elevate the profile of social enterprise statewide

SUSTAIN



- Strengthen WASEC's governance and organisational resilience
- Finalise business planning and revenue model
- Build long-term financial sustainability

Outcomes for WA

Realising our vision means unlocking lasting value for all West Australians - social enterprises are key to this future. They drive economic diversification by creating inclusive jobs, sparking innovation, and tackling complex social and environmental challenges. By embedding purpose into business, they strengthen the economy while delivering practical solutions - from reducing waste and emissions to improving wellbeing, equity and resilience in communities across the state.

In the short to medium term, success means a strong and sustainable peak body, increased collaboration across the sector, and growing public recognition of social enterprise as a powerful force for good. WASEC will advocate for supportive policy and funding settings while equipping enterprises with the skills, tools and networks to maximise their impact.

Over time, social enterprise will be a core part of WA's diversified economy - embedded across regions and industries, creating inclusive jobs and sustainable growth. This is about building a future where economic success goes hand in hand with social and environmental wellbeing - delivering better outcomes for all Western Australians.



Our experience



Katie Liew

FOUNDING BOARD MEMBER & SECRETARY

Katie is the Founder and CEO of the Underground Collaborative. The organisation exists to provide employment to empower women and young people experiencing or at-risk of homelessness.



Kylie Hansen

FOUNDING BOARD MEMBER

Kylie is the Founding Director of Impact Seed and has 20+ management roles across the government, corporate, and not-for-profit sectors.



Pat Ryan OAM

FOUNDING BOARD MEMBER & CHAIR

Pat is a Westpac Foundation Social Change Fellow and the CEO of Dismantle Inc, a charity that exists to enable at-risk youth to build futures.



Vanessa Rauland

FOUNDING BOARD MEMBER

Vanessa is a climate specialist, National Climate Director at the Industry Capability Network and Founder of ClimateClever.



Manraj Ludher

DIRECTOR & TREASURER

Manraj is CFO at Good Sammy Enterprises, bringing 20+ years of financial and commercial leadership across diverse industries in Australia and the UK.



Amanda Healy

FOUNDING BOARD MEMBER

Amanda, a proud Wonnarua woman from the Hunter Valley, NSW, is an award-winning businesswoman and founder of Warrikin Engineering and Kirrikin, a social enterprise creating authentic Indigenous products.



Kathleen Burton

FOUNDING BOARD MEMBER & DEPUTY CHAIR

Kathleen is CEO of Perth City Farm, providing space and opportunities to build community connections, and educate and enable people to live sustainably.



Rosie Irwin

MEMBERSHIP COORDINATOR

Rosie brings deep experience in community engagement and research, with a Master's in Public Policy and previous work on Impact Seed's Impact 2 Innovate program.



Olivia Chapman

CHIEF EXECUTIVE OFFICER

With over a decade in social impact, Olivia brings visionary leadership from shaping policy, leading initiatives in WA, and partnering with Google at the UK's innovation agency, Nesta.



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