

STRATEGY

July 2023 - June 2024



The Social Enterprise Council of NSW & ACT (SECNA) is the sector-led peak body for social enterprise across NSW and the ACT

- VISION** A just, inclusive and sustainable society
- MISSION** To build a thriving social enterprise sector in NSW and the ACT
- VALUES** Authenticity
Creativity
Justice
Collaboration
Diversity

- PRINCIPLES**
- An independent, sector-led council
 - We collaborate in and build the social impact ecosystem
 - Optimistic, energetic, and entrepreneurial
 - Open and responsive to the needs of the social enterprise sector
 - We understand social enterprises to:
 - o Have a clear and primary social or environmental mission
 - o Generate revenue from trade
 - o See profit as a means, not an end goal
 - o Be transparent about how they operate and the impact they make

STRATEGIC OBJECTIVES	Engage and connect the social enterprise sector in NSW & ACT to work towards common goals	Build understanding, engagement and investment in social enterprise in NSW & ACT, especially from governments	Be an organisation that can sustain and grow its impact
Key measures of success	Increase the number of members to 500 by June 2024 Facilitate at least 30 collaborative activities (e.g. codesign of events, strategies or asks) and consistently track engagement and value generated	Strong working relationships with at least 6 state government representatives Paid by at least two government bodies to deliver peak functions At least \$10m in new government (NSW and/or ACT, state or local) funding for social enterprise announced	Secure \$200,000/year for 3 years to cover core operations Increase non-philanthropic revenue to at least 50% of core operations Key compliance and governance strategies, policies and procedures are established.
Key activities (July 2023 to June 2024)	<ol style="list-style-type: none"> 1. Deliver a well run and accessible Annual General Meeting in 2024 (incl. quorum, constitutional changes) 2. Conduct an annual check-in with each industry member 3. Host 6+ Sydney networking events and 12+ regional networking events, with positive net event revenue 4. Run 4+ communities of practice (e.g. refugee and migrant social enterprises, health and wellness, local government, and circular economy) 5. Undertake consultation with the sector as needed 6. Relaunch membership working group with a clear remit (including local regional champions) 7. Keep website up-to-date 8. Develop and deliver on a strategic marketing and communications plan 9. Create a user-friendly industry member list on the website, ensuring it is accessible, up-to-date and meaningful (driving traffic to member websites) 	<ol style="list-style-type: none"> 10. Develop government advocacy strategy (articulate our offer, ask and tactics for engaging with government) 11. Make submissions to government on behalf of the social enterprise sector as needed 12. Develop working relationships with at least 3 ACT government representatives and at least 10 NSW government representatives, including at least 2 Members of Parliament 13. Engage with at least 12 local governments quarterly 14. Relaunch government advocacy working group with a clear remit that includes researching local and state governments' procurement policies, funding opportunities and other social enterprise support offered; establishing and delivering on a government engagement plan 15. Engage with City of Sydney to deliver SEWF Hub 16. Have up-to-date information of which LGAs, state electorates and federal electorates each industry member operates in 	<ol style="list-style-type: none"> 17. Develop and test a financial sustainability plan for SECNA to cover at least 50% of its core operational costs through non-philanthropic revenue 18. Establish robust compliance and governance strategies, policies and procedures to ensure the organisation is adequately equipped for growth and success (specifically the 14 recommendations proposed by SECNA's independent governance auditor) 19. Implement data and reporting infrastructure (including member and events outputs) 20. Ensure the co-working space at South Eveleigh is financially self-sustaining, including overheads 21. Launch partnerships working group with a clear remit