The Social Scale-up Grant

At Westpac Foundation, we are passionate about helping create more job opportunities for Australians who need it most, in particular – Indigenous Australians, refugees and asylum-seekers, youth-at-risk, as well as people who have experienced homelessness, domestic and family violence and mental health issues.

Our Social Scale-up Grant is designed to help scale-up not-for-profit social enterprises that are creating jobs and employment pathways for individuals who often face significant barriers to entering the mainstream job market or are often excluded from the workforce.

In 2017, we will award five grants valued at $1.5 million to organisations that have a proven model to support those individuals in accessing jobs, training and qualifications, or work experience. We expect our Social Scale-up grant recipients to have a well-developed workplace support model that responds to the specific social support needs of their employees or trainees who are within our target groups.

Successful grant recipients will receive $300,000 over three years, as well as valuable non-financial support such as business mentoring through our More than Money Program, to help scale-up their operations, grow their business and increase their social impact.

Social Scale-up Grant Applications will open on 1st February 2017.

Our approach to funding social enterprise

The Social Scale-up Grant program applies the Foundation’s knowledge and experience gained from supporting social enterprises over the past 10 years and replaces our previous ‘Explore’, ‘Seed’, and ‘Strengthen’ grants.

We have developed a deep understanding of the numerous challenges that social enterprises looking to grow and scale-up their operations are facing including: accessing appropriate finance; procurement opportunities; staffing; governance and risk management.

We have designed the Social Scale-up Grants to help enable social enterprises to scale-up and take on calculated risks without significantly affecting their ongoing operations or impacting their existing training and employment programs.

As part of our More than Money program, each shortlisted applicant will be matched with a Westpac business mentor over a 8-12 week period to help review, guide and advise on key elements of the application including the business plan, governance/management structure, risk strategy, and financial information. Many of the mentoring relationships formed during the Social Scale-up
process continue regardless of whether the applicant is successful if both the mentor and mentee find the relationship valuable.

Before Applying: Complete the Social Scale-up Self-Assessment

We value your time and understand that preparing an application is an investment. This document has been created to help you submit a strong grant application for the Westpac Foundation Social Scale-up Grant. Our intent is to provide you with some insight into how the grant application process works and what we’re looking for in a strong application.

The first step in applying for a Social Scale-up Grant is to complete our Self-Assessment to help you determine if your organisation is eligible for a Social Scale-up Grant and either:

1. A strong applicant; or
2. A high-potential applicant; or
3. Unlikely to be shortlisted for the 2017 round of Social Scale-up Grants.

Eligibility criteria

To be eligible, your organisation must meet all of the following criteria:

1. Does your social enterprise have a proven model for creating jobs and/or employment pathways (training, qualifications or work experience) for Australians (in Westpac Foundation’s target groups) who face barriers to employment, or are often excluded from the job market?
2. Has your social enterprise supported 10 or more people facing barriers to employment (within Westpac Foundation’s target groups) into an Award wage paying job (casual, part-time or full time), or employment pathways?
3. Is your social enterprise registered and operating in Australia?
4. Does your social enterprise have Deductible Gift Recipient (DGR) Item 1 Status?

*Youth at risk refers to children/teenagers over 12 years old. If your target group is children aged 0-12 years, please refer to the St George Foundation.

If you have answered YES to all of the above eligibility questions, please continue the survey and answer the qualifying questions.

If you have answered NO to any of the above questions, your social enterprise is not eligible for the 2017 Round of Social Scale-up Grants. However, if you have DGR Item 1 status you could consider applying for a Westpac Foundation Community Grant when they open on 1st May 2017.

You may also wish to consider seeking support from other Westpac Group Foundations. Philanthropy Australia and Our Community are useful resources to identify other potential grant providers.

Please contact the Foundation at westpacfoundation@westpac.com.au if you have any questions.
QUALIFYING QUESTIONS

Please answer the following nine qualifying questions relating to your social enterprise:

1. Has your social enterprise been operating for 18 months or more?

2. Is your social enterprise looking for funding to achieve both the scaling-up of its operations and increasing its social impact? (i.e. increasing the percentage of gross annual income it earns from trading AND increasing the number of participants who face barriers to Award wage paying employment / employment pathways).

3. Does your social enterprise have a robust business plan outlining its strategy for at least the next 3 years (including financial forecasts out to FY2019/2020) OR if in development, will it be completed by 30 April 2017 at the latest?

4. Is your social enterprise’s gross annual income for this financial year (FY2016/2017) expected to be $300,000 or more? (Please INCLUDE income from government grants, donations, fundraising or philanthropic funding AND the sale of goods and services).

5. Comparing your current and projected financial forecasts, will the gross annual income of your social enterprise have increased by $300,000, or more, over the next three years, i.e. by FY2019/2020? (Please INCLUDE income from government grants, donations, fundraising or philanthropic funding AND the sale of goods and services).

6. Is the income from trade generated by your social enterprise at least 50% of the gross annual income expected for this financial year (FY2016/2017)? (i.e. income from trade as generated from the sale of goods and services, EXCLUDING income from government grants, donations, fundraising, or philanthropic funding).

7. According to your financial forecasts for FY2019/2020, will the income from trade generated by your social enterprise grow to be at least 75% of its gross annual income? (i.e. income from trade as generated from the sale of goods and services, EXCLUDING income from government grants, donations, fundraising, or philanthropic funding).

8. Can your social enterprise demonstrate that it employs an experienced management team (with relevant experience in the business operations of the social enterprise and the social support elements provided to employees), has an experienced Board and is well governed?

How many qualifying questions did you answer YES to?

- YES to six or more qualifying questions
- YES to five qualifying questions
- YES to four or less qualifying questions

If your Social enterprise answered YES to six or more qualifying questions and YES to all the eligibility questions, your social enterprise is likely to be a strong applicant for the Social Scale-up
Grant. We recommend that you continue reading these guidelines and encourage you to Apply for a Social Scale-up Grant when they open on 1st February 2017.

If you answered **YES to five qualifying questions** and **YES to all the eligibility questions**, your social enterprise may be a high-potential applicant. We recommend that you continue to read our guidelines and look to Apply for a Social Scale-up Grant when they open on 1st February 2017. If you are still unsure about your suitability after reviewing these guidelines, please contact a Senior Advisor at westpacfoundation@westpac.com.au to discuss any gaps between our criteria and your current situation.

Please note that **all shortlisted applicants** are eligible for support through our More than Money program including a business mentor.

If you have answered **YES to four or less qualifying questions**, your social enterprise **should not apply for the Social Scale-up Grant**, at this stage.
Application Process and Timelines

Social Scale-up Grant Applications will be open from 1st February 2017 and close on 28 February 2017. Below are some key dates to help you plan.

<table>
<thead>
<tr>
<th>Key Dates</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open all year round</td>
<td>Self-Assessment Survey – take the survey anytime</td>
</tr>
<tr>
<td>1 February 2017</td>
<td>Social Scale-up Grant applications OPEN</td>
</tr>
<tr>
<td>28 February 2017</td>
<td>Social Scale-up Grants applications CLOSE</td>
</tr>
<tr>
<td>31 March 2017</td>
<td>Organisations will be advised if they have been shortlisted (approximately 15 organisations) and invited to submit supporting documents. All shortlisted organisations will be matched with Westpac business mentors to provide support with the finalisation and presentation of the supporting documents and business plan.</td>
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<tr>
<td>8 May 2017</td>
<td>Deadline for shortlisted organisations to submit supporting documents and business plan.</td>
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<tr>
<td>May/June 2017</td>
<td>Internal assessment and review of shortlisted organisations occurs during May and June.</td>
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<tr>
<td>July 2017</td>
<td>Five to seven finalists will be selected and site visits conducted. Runners up will continue to receive non-financial support from our More than Money program with the aim of strengthening them to apply again in future years.</td>
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<tr>
<td>September 2017</td>
<td>Five Social Scale-up Grants are confirmed in September. There will be a formal announcement in November.</td>
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Overview of the Application Process:

Webinars

Westpac Foundation offers webinars to help organisations through the application process and provide hints and tips on submitting a strong application.

- Overview of the Social Scale-up Grant and Submitting a Strong Application (10 Feb 2017, 12-1pm)
- Presenting Financial Information (10 April 2017, 12-1pm)
• Managing Risk (12 April 2017, 12-1pm)

Visit the Foundation’s Social Scale-up Grant web page to register for the webinars.

Selection Criteria

We aim to fund social enterprises that can demonstrate:

• A proven, viable and sustainable business model.
• Good financial records that evidence that the social enterprise is generating at least 50% of its total revenue from trading.
• A proven model for creating jobs and employment pathways for individuals who often face significant barriers to entering the mainstream job market or are often excluded from the workforce.
• A well-developed workplace support model that responds to the specific needs of people within our target groups.
• A strong management team and board with relevant experience in both, the core social need or problem, and relevant commercial experience in the industry in which the organisation is trading.
• A strong commitment to measuring social impact.
• A need for funding to help grow/scale-up the business, its operation and the number of people it can train or employ.

Examples of funding purposes of our grants include:

• Funding wages for key roles, such as a General Manager, Human Resources Manager, Financial Controller, or Business Development Manager, to help improve the business’ long term financial sustainability.
• Funding the costs of the social support programs e.g. hiring a fulltime Trainee Support Manager.
• Funding expansion of the social enterprise’s operations to additional premises or locations.

Definitions

Social enterprise

Social enterprises generate most of their income from trading – i.e. selling goods and services. Unlike most businesses, they seek to solve a complex social problem at the same time. The more a social enterprise sells its products and/or services, the more it can re-invest in its social mission. Social Traders’ website has a useful overview of where social enterprise fits on the spectrum between community organisations and mainstream business.

Our Social Scale-up Grant program focuses on employment generating not-for-profit social enterprises whose primary purpose is to create jobs and employment pathways for Australians (in Westpac Foundation’s target groups) who often face barriers to employment, or are often excluded from the mainstream job market. Westpac Foundation will only fund organisations that have Deductible Gift Recipient Status Item 1, as endorsed by the Australian Tax Office.
We accept applications from independent social enterprises as well as from social enterprise subsidiaries of larger non-for-profit organisations, however the application form must be completed on behalf of the social enterprise subsidiary.

**Jobs**
We define a job as paid employment at a rate equal to or greater than the minimum Award wage. However we acknowledge that jobs created through self-employment may not be at the minimum Award wage. We also acknowledge that a ‘job’ can be created through employment on a permanent full-time, part-time, contract or casual basis. A job can also be created through enabling self-employment opportunities. We define full-time employment as being greater than or equal to 35 hours per week.

When asking for the number of jobs created by the social enterprise, we understand that individuals can be either directly employed by your social enterprise or employed by another organisation (including self-employment) as a result of your support.

The application will ask for details on the specifics of the types of employment created.

**Employment pathways**
We define an employment pathway as an outcome intended to lead to meaningful and sustainable employment for people in at least one of the target groups.

An employment pathway can be at least one of the following for people in our target group(s):
- improved core employability skills;
- obtained work experience;
- and/or obtained a qualification.

**Westpac Foundation’s target group(s)**
Organisations applying for a Social Scale-up Grant must support primarily one or more of the following 'target groups':

- Indigenous Australians
- Refugees and Asylum Seekers
- Young people at risk*
- People living with disability
- People experiencing domestic and family violence
- People living with a mental health issue
- People currently homeless or at risk of homelessness

*Young people at risk refers to children/teenagers over 12 years old. If your target group is children aged 0-12 years, please refer to the St George Foundation.

**Plain English please**
Your application will be reviewed by several people. If they believe in it strongly enough to recommend taking it forward, they will have to explain it to others. The easier that it is to understand and share, the more likely this is to happen.

Please bear in mind that we are not necessarily experts in your industry and we may not as deeply understand the working specifics of the issues that you are tackling, or the organisations with whom you partner.
Assume that we do not know what acronyms and abbreviations mean – it is better to spell them out and avoid any industry/sector specific jargon.

**Keep it brief and focused**
Word counts apply to most of the free text questions in our forms. Please pay attention to these when you draft your answer. As a rule of thumb, a shorter clear answer is better than a detailed and potentially off-topic answer.

**FAQs**

**Can I apply if my organisation has previously received a grant from Westpac Foundation?**

Yes. Provided you meet our eligibility and selection criteria.

**Can I apply if my organisation was previously declined for a grant from Westpac Foundation?**

Yes, as long as you meet our eligibility and selection criteria.

**If I am not successful in this round, can I apply in future rounds?**

Yes, as long as you meet our eligibility and selection criteria, you will be able to re-apply for future rounds. You can email westpacfoundation@westpac.com.au to subscribe to our newsletter to receive updates and alerts when our next round of grants opens.

**Can I make a ‘late submission’?**

No, we do not accept late submissions.

**Can I apply for both a Community Grant and a Social Scale-up Grant?**

Yes, we encourage eligible organisations to apply for both grant programs, simultaneously.
The Application Form: Questions and Tips
This section presents the questions asked in the Application form with hints and tips on providing strong answers.

If you are applying on behalf of a larger organisation that operates a social enterprise initiative through a subsidiary, please answer on behalf of the social enterprise subsidiary only.

1 - Organisational details
Q: Primary Contact Details - Name, Role, Email, Phone.
Q: Social Enterprise Details - Name, website, address, ABN lookup.
Q: Is the social enterprise that this application relates to a subsidiary of another organisation? (Yes or No)
Q: If yes, what is the name of the ‘parent’ organisation? - Name, ABN lookup
Tip: Exactly as it appears on the ABN – refer to the Australian Business Register.

2 - About the Social enterprise
Q: If you had to explain to someone, in 30 seconds, what the social enterprise does and why that’s important; what would you say? Word limit: 200 words
Tips: This is your elevator pitch. Be brief, better to leave us wanting more than to attempt to describe the minutiae and subtleties of your business. Be matter of fact and answer these questions quickly and concisely:

- What does your business do: what goods and services does it provide?
- What is the social need/problem that your social enterprise is tackling? Why is it important or a pressing issue in your region?

Q: Do you provide goods and/or services to [tick all that apply]:
- The corporate sector
- Government and/or public sector organisations
- The non-for-profit sector
- The general public

Q: Can you demonstrate that trading (i.e. selling goods and/or services) is central to how your social enterprise generates its income?
Tips: We will prioritise funding social enterprises that have a demonstrated track record as a business, and that derive at least 50% of their total income from trade, rather than other sources of funding. We are looking for evidence that your trading income (as a percentage of total income) is going to grow over the next three to five years; however we acknowledge that most social enterprises supplement their income with philanthropic funding, government funding, and donations.

- What is the market for your goods and services?
• Is your offer distinctive or complementing others providing similar goods and/or services?

Q: What year was the social enterprise established? (Year it was established)

Q: Please select the region where your social enterprise is primarily operating (drop down by State/Territory; can select more than one option).

Q: Which target group does the social enterprise primarily support into jobs or pathways to employment?

- Indigenous Australians
- Refugees and Asylum Seekers
- Young people at risk
- People living with disability
- People experiencing domestic and family violence
- People currently homeless or at risk of homelessness
- People living with a mental health issue

Q: Which other target groups does the social enterprise support into jobs or pathways to employment?

- Indigenous Australians
- Refugees and Asylum Seekers
- Young people at risk
- People living with disability
- People experiencing domestic and family violence
- People currently homeless or at risk of homelessness
- People living with a mental health issue

Q: Do you identify as [tick if applicable]:

- Indigenous owned business (at least 51% owned and controlled)
- Australian Disability Enterprise
- Business owned by women (at least 51% owned and controlled)
- B Corporation

Q: Are you a member of or certified with any of the following organisations? [tick if applicable]

- Indigenous owned business: Supply Nation, FACCI/State Chamber of Commerce
- Social Enterprise: Social Traders
- Australian Disability Enterprise: Australian Government Department of Social Services
- Business owned by women: WeConnect
- B Corporations: Australian B Lab

3 - Creating Jobs and Employment Pathways

Q: Is your organisation creating jobs and/or employment pathways for people in the above target groups or both? (drop down: jobs only/ employment pathways only/ both)
Q: What type of jobs and/or employment pathways for people in the above target group(s) are created through the social enterprise? **Word limit: 200 words**

**Tip:** We’re looking for a brief description of:

- The type of jobs created by your social enterprise (what will people do, what is the skills level involved, are these stepping stones to career opportunities?)
- Whether the jobs created are directly within your business or via other organisations
- The nature of the employment: full-time, part-time, casual, contract, self-employment etc.
- The type of employment pathways (if any) provided by your social enterprise (training, work experience or qualifications)

Q: How does the social enterprise support individuals in those target groups in their journey get job-ready? **Word limit: 200 words**

**Tips:** Compared to conventional businesses, employment-generating social enterprises often have larger human resources costs, arising from the realities of supporting employees with limited work experience. However, this workplace support is vital to achieving sustainable employment for people in the target group. In reality, it is not enough to simply create a training program and offer a job to someone who has experienced significant disadvantage. We look for:

- Formal, documented policies and procedures describing the practical support provided to people in the target groups in their journey, from their first interactions with the social enterprise through to recruitment, induction, employment or training programs, and transition to employment within and/or outside the social enterprise and into the wider workforce (if applicable);
- Examples of how individual’s needs are assessed prior to providing support with employment and/or pathways; whether the organisation is still in contact with individuals that have been employed or supported in the past;
- Evidence of collaboration with other agencies/support organisations in providing support or employment to your target group;
- Whether the organisation employs staff specifically to provide direct support to your target group, and if so, evidence that the people who fulfil this function have appropriate experience and qualifications;
- If available, how much do you spend per individual annually, on average, to support them with employment and/or pathways (i.e. what is the unit cost of the support?)?

Q: What other ‘social’ support is available to help employees or trainees with other issues (personal, financial, mental health) that they may face? **Word limit: 200 words**

**Tips:** Try to demonstrate how the ‘social’ support provided is aligned to the needs of the individuals involved, that it is evidenced-based, that it has been tried and tested and ideally, is continuously improved.

Explain what support is provided in-house and what programs or assistance is delivered in collaboration with other agencies, for example with regard to mental health, financial issues, housing, other.
Q: What percentage of the individuals that you support in the above target groups have been employed before in Australia? \% 

Q: How many people in the above target groups has the social enterprise supported in the past 12 months? number 

Q: How many of them achieved achieve employment in the past 12 months on a part-time, full-time, or casual basis? number 

Tip: We want to help create sustainable jobs. Realistic and conservative estimates carry more weight than overly-optimistic and potentially unachievable targets. 

Q: How many of them achieved employment pathways such as work experience or qualifications in the past 12 months? number 

Q: If successful with the grant, how many additional people in the above target groups will the social enterprise support over the course of the 3-year grant period (2018-2020)? number 

Q: If successful with the grant, how many additional people in the above target groups will achieve employment on a part-time, full-time, or casual basis over the course of the 3-year grant period (2018-2020)? number 

Q: If successful with the grant, how many additional people in the above target groups will achieve employment pathways such as work experience or qualifications over the course of the 3-year grant period (2018-2020)? number 

Scale-up plans 

Q: Please describe your plans to grow/scale-up the social enterprise. Word limit: 250 words 

Tips: We are looking for a clear overview of your business strategy over the next 3-5 years, including: 

- Why you are looking to scale-up at this point and why it makes sense? e.g. is your social enterprise looking for funding to achieve scale-up of its current operations, open a new office/location, or expand to a new region? 
- Evidence that there will be a sustainable market for the goods and/or services that you provide; e.g. if you plan to grow your trading revenue as a result of scaling-up, do you know that you will be able to generate enough sales or attract new customers? 
- Your views on your competitors 
- Describe market opportunities that your scale-up plans will help you explore / tap into. 

Q: Why does the social enterprise need this grant and why is the grant integral to your plans to grow/scale-up? Word limit: 250 words 

Tips: In the first five to ten years of trading, social enterprises often struggle to secure funding and capital required to cover the costs associated with necessary social support programs for their clients/employees. 

- We want to understand how the funds will be used to address this challenge and/or contribute to the journey towards financially sustainability, past the break-even point and possibly be investment-ready.
Q: How will your plans to grow/scale-up lead to more opportunities for individuals in the Westpac Foundation target groups? **Word limit: 200 words**

Q: What are the risks involved with your scale-up plans? Briefly outline likely risks and barriers to achieving intended outcomes as well as your plans or actions to address them. **Word limit: 250 words**

Tip: All businesses face risks. We are looking for evidence that you have identified the key risks involved in your business and its scale-up aspirations and therefore you will be in a position to better manage those risks. We are particularly interested in financial risks (e.g. cash flow issues), resourcing and staffing risks, reputational risks, and operational risks.

Q: Please select the region where your social enterprise is intending to scale-up (drop down by State/Territory or select same State/Territory).

Q: Describe any partnerships critical to business operations or growth for the next 3-5 years. **Word limit: 250 words**

Tip: We are looking for information on any formal partnerships that you have in place, or will need to have in place in order to achieve your scale-up plans.

**Financial information**

Q: What was the gross annual income for the social enterprise in the last financial year (FY 2015/2016)? **number**

Q: How much of this income was generated through trade ONLY (i.e. from the sale of goods and/or services) in the last financial year? **number**

Q: What was the net surplus (or deficit) for the social enterprise in the last financial year (FY 2015/2016)? **number**

Q: What is the total gross annual income expected for the social enterprise this financial year (FY 2016/2017)? **number**

Tip: For a strong application it is expected that your gross annual income is at a minimum $300,000. Please INCLUDE funds from government grants, donations, fundraising or philanthropic funding AND the sale of goods and services.

Q: How much of this income will be generated through trade ONLY (i.e. from the sale of goods and/or services) for the current financial year? **number**

Tip: income from trade as generated from the sale of goods and services only. DO NOT INCLUDE funds from government grants, donations, fundraising or philanthropic funding. For a strong application it is expected that your social enterprise will generate a minimum of 50% of the gross income expected for this financial year (2016/2017)?

Q: What is the expected net surplus (or deficit) for the social enterprise for the current financial year (FY 2016/17)? **number**

Q: What is the gross annual income forecast for the financial year 2019/2020? **number**
Tip: Please INCLUDE funds from government grants, donations, fundraising or philanthropic funding AND the sales of goods and services. Comparing your current and projected financial forecasts, will the gross annual income grow by more than the size of our grant? A strong application will be a social enterprise that has increased gross annual income by a minimum $300,000 over the next three years i.e. by 2019/2020?

Q: How much of this income will be generated through trade ONLY (i.e. from the sale of goods and/or services) for the financial year 2019/2020?

Tip: DO NOT INCLUDE funds from government grants, donations, fundraising or philanthropic funding. Comparing your current and projected financial forecasts, a strong application will generate a minimum of 75% of the gross annual income expected by 2019/2020 through sale of goods and/or services.

Q. What will be the expected net surplus (or deficit) for the social enterprise for the financial year 2019/20?

Social impact measurement
Q: What does success look like for your trainees and/or employees? Word limit: 250 words

Tip: Give us examples of how your trainees/employees have been able to successfully transition into a job or improve their quality of life as a result of your support.

Q: What methodology is in place to measure the impact on the lives of people in the target groups, as a result of their interaction with the social enterprise? Word limit: 200 words

Tip: We want to see a robust methodology that captures the difference that your social enterprise makes to people in our target group: (In answering this question, it’s important to describe how you developed the methodology).

- What is measured?
- How is it measured?
- When is it measured?
- Who does the work of measuring and reporting?
- How much data have you collected (i.e. for how long, how many data points, etc.)

Management team
Q: Can your social enterprise demonstrate that it employs an experienced management team (with relevant experience in the business operations of the social enterprise and the social support elements provided to employees)? Word limit: 250 words

Tip: Do people in the management team have relevant experience in addressing the core social need or problem, that this social enterprise sets out to address, within the target group(s)? (Please provide their name, role and URL to website profiles/Link to their LinkedIn Profile).

Do people in the organisation have industry experience that is directly relevant to the social enterprise that this application relates to? (Please provide their name, role and URL to website profiles / Link to their LinkedIn Profile).
Q: Can your social enterprise demonstrate that it has an experienced Board and is well governed? 

**Word limit: 250 words**

Tip: Do the Board members have relevant experience in addressing the core social need or problem, general commercial experience, and/or relevant experience in the industry that the social enterprise is operating? (Please provide their name, role and URL to website profiles/ Link to their LinkedIn Profile).

Q: Would your organisation be willing to show the Westpac Foundation or an independent auditor how you track data regarding jobs and employment pathways to help us ensure that the way we capture data about our grantees is consistent? Yes, No, Other.

**Feedback**

To help improve our grant making process, we appreciate your assistance in completing the following questions.

1. **Were the following resources helpful in preparing your grant application?**
   a) Westpac Foundation webpage: Yes, somewhat, no
   b) Grant Funding Guidelines: Yes, somewhat, no
   c) Webinars: Yes, somewhat, no

2. **How many hours did it take you to complete the application form? [Drop down]**

3. **Do you have any other comments or suggestions for improvement?**

Thank you for completing the application form.

**I’ve submitted my Application form – what next?**

You will be notified by email by March 31st 2017 as to whether your submission has or has not been shortlisted. Please refer to ‘Application Process and Timelines’ within these guidelines for more information. You can also contact the Westpac Foundation Team at westpacfoundation@westpac.com.au if you have any questions.