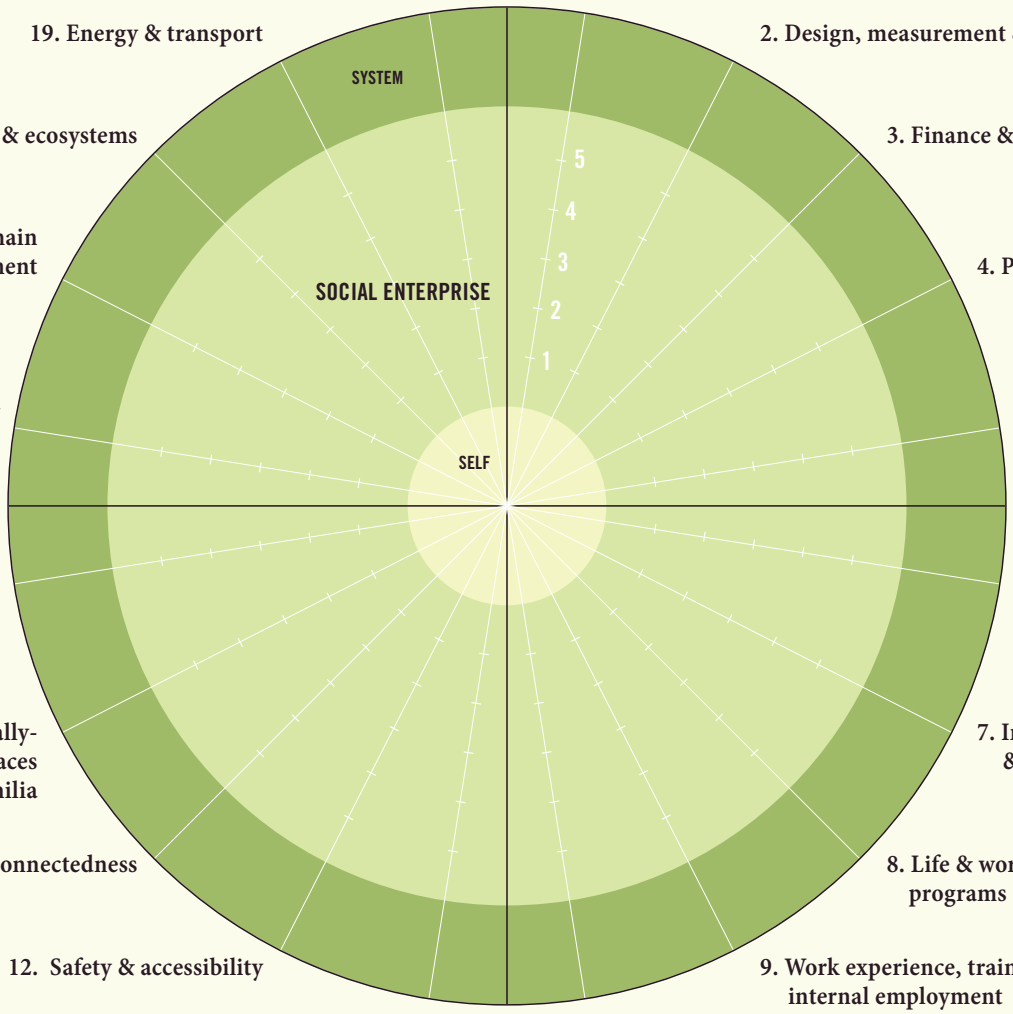
STREATwise

THE AVOCADO

A health check tool for Work Integration Social Enterprises (WISEs)

PLANET

PERFORMANCE

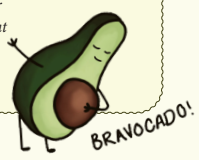


PLACES

PEOPLE

Why did we build the Avocado?

*When we started STREAT we searched online for a book or manual titled something like 'How To Build A Social Enterprise Café'. We were stunned that it didn't exist. So, we wrote down the first 114 questions that stumped us and we set about finding people who could help us answer them. Since then, we've asked thousands more questions, and fortunately continued to find practitioners and experts who helped us answer many of them. The Avocado is our attempt to identify the key areas that WISEs need to be working in, and also give a structure to the broader set of tools, templates and resources that accompany this checklist (available at **www.streat.com.au/streatwise**).*

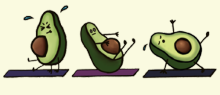


Working at three levels

We have a suite of resources for WISEs that span three levels:

- ***Self** – resources designed for the individuals within WISEs (staff, volunteers, participants).*
- ***Social enterprise** – resources for use at the organisation-level.*
- ***System** – resources to help WISEs collaborate, network and aggregate with others.*

Whilst this tool works at the Social enterprise level, we've left it nested so you can see where it fits in our overall framework.



Avocado disclaimer

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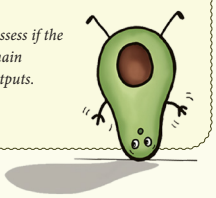

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PERFORMANCE

1. PURPOSE, GOVERNANCE & STRATEGY		RATING
1	We have a constitution and mission statement that outlines why we exist.	
2	We have a diverse board with a range of skills and experience relevant to our organisation.	
3	We have a document that outlines how all of our different activities combine to create our impact.	
4	We undertake strategic and operational planning every 3-5 years.	
5	We have the necessary policies and procedures in all areas of our operations.	

2. DESIGN, MEASUREMENT & INNOVATION		RATING
6	We have a Measurement & Evaluation framework and track our progress against it.	
7	We use evidence when we build our programs.	
8	We track the progress of our participants.	
9	We compare our performance against other organisations undertaking similar programs.	
10	We have a process for ideating, testing and building new programs, products and services.	

3. FINANCES & OPERATIONS		RATING
11	We have a wide range of financial and in-kind support in place across multiple years.	
12	We develop an annual budget and regularly track & report our performance against this budget.	
13	We undertake an independent financial audit every year.	
14	We have the necessary skills and resources in place to meet our goals (including policies, staff, tools, equipment, supplies, insurance, and finances).	
15	We have Standard Operating Procedures (SOPs) in place and the necessary tools and systems across all areas of our operations.	

4. PEOPLE & CULTURE		RATING
16	We have staff with the right knowledge, skills and experience in place to achieve our goals.	
17	We have a safe and inclusive workplace.	
18	We have an induction process to ensure that all people (including board, staff and volunteers) understand the organisation's mission and their role in helping achieve it.	
19	We undertake annual performance reviews to ensure that all team members are effective in their roles and have the necessary supports and growth opportunities.	
20	We offer opportunities for staff members to learn, develop and advance in their roles.	

5. PARTNERSHIPS & GROWTH		RATING
21	We have a broad range of supporters, partners and collaborators who help us achieve our goals.	
22	We have mapped our work against other global initiatives like the UN's Sustainable Development Goals (SDGs) and understand where our work fits into bigger systems.	
23	We know where our work interfaces with policy at all three levels of government.	
24	We are engaged with our local communities.	
25	We have a plan for growing our business operations and the necessary skills in marketing, sales and business development to drive this growth.	

Don't panic!

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If you're in start-up, this checklist can help get things on your radar and help you structure your work. If you're already operating, you can use it to map current activities and then track their progress. (Each section has 5 questions, each with a 5-point rating scale. You can average the rating in each section and then plot it onto the Avo. This will also help you see areas that might need some extra attention).

RATING SCALE
1 Never / Unknown or not applicable
2 Rarely / Not yet considered
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6. BELONGING & PARTICIPATION		RATING
26	We actively seek out participants who would benefit from our programs and services (eg: through referral agencies, social support agencies, outreach activities).	
27	We involve our participants in designing and improving our programs and services.	
28	We create opportunities for our participants to create positive and caring relationships with staff and peers.	
29	We help participants develop confidence, a sense of purpose and belief in their own abilities and to learn from their mistakes	
30	We actively create spaces that feel safe and inclusive (trauma-informed design, visible symbols and cues that ensure that people, especially those with complex backgrounds feel included and at ease, and therefore can trust and learn).	

7. INDIVIDUAL CARE & SUPPORT		RATING
31	We have qualified professionals (like allied health workers) who conduct a comprehensive and objective intake assessment of the personal issues related to each applicant, and the anticipated dynamics in any program which is undertaken as a group.	
32	We have qualified professionals (like allied health workers, transition workers) who work with participants to identify their personal strengths and needs, set appropriate goals and create individual written plans for each participant. Each participant has a key worker with whom they meet frequently and regularly across the program to reflect on progress and revise the plan as needed.	
33	We have qualified professionals (like allied health workers, transition workers or trained / supported peer workers) who provide or coordinate access to the necessary wrap-around supports and specialist services each participant requires (such as housing, legal, mental health, CALD, LGBTIQ+, drug and alcohol).	
34	We have clear human-centred rules, boundaries and principles (code of conduct) set by the organisation for participants, and empower them to set their additional 'group rules' if it's a cohort program. We set high expectations for participants.	
35	We build the capability and confidence of our day-to-day operational staff (workplace supervisors/mentors/trainers) by providing specific information required to tailor the workplace activity for each participant. Staff have regular, frequent and as-needed access to the support team working directly with the participants they are training on the job.	

8. LIFE & WORK READINESS PROGRAMS		RATING
36	We are responsive to the diverse styles, rates of learning, and abilities of participants and design content that is personally relevant to them, with an emphasis on experiential and interactive learning.	
37	We role model and support healthy relationships and personal decision-making.	
38	We provide flexible and responsive wrap-around support for all participants. This strengths-based support is provided by professional and/or trained staff as mentioned above.	
39	We offer a blend of education and employment that enables participants to experience what it is like in a safe, professional workplace that increases their confidence.	
40	To provide the most supportive work environment possible for participants, we offer a regular professional development program to our operational staff on topics relevant to our participants.	

9. WORK EXPERIENCE, TRAINING AND INTERNAL EMPLOYMENT		RATING
41	We offer a range of options for work experience, training or employment within our enterprise to build new skills and provide exposure to different experiences and work environments.	
42	We create regular opportunities for participants to gain feedback on their performance.	
43	We use accepted assessment tools to identify the industry/technical skill levels of participants and provide opportunities for them to engage in self-assessment and reflect on their learning and growth.	
44	We provide opportunities for participants to develop general competencies to secure and maintain employment (eg: resume writing, interviewing, job search skills, communication, teamwork, and lifelong learning skills).	
45	We ensure that participants develop qualifications that are relevant to the local labour market and industry needs (eg: White Cards, recognised credentials, qualifications).	

10. TRANSITIONS INTO OPEN EMPLOYMENT		RATING
46	We work with each participant to develop a plan for their future training and career goals.	
47	We work with values-based employers to connect participants to work experience, work-based learning and employment opportunities.	
48	We offer ongoing assistance and support to employers who provide work experience and employment for participants.	
49	We provide and/or coordinate the necessary support services a participant needs for transitioning to further training or employment for as long as possible to ensure a smooth transition.	
50	We involve industry/open employers in the development of programs and services to ensure relevance to the market or industry.	

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11. RECONCILIATION & HISTORY		RATING
51	We know the Traditional Owners of the land we operate on and publicly acknowledge them onsite (eg: signage, plaque, flags, stickers).	
52	We ensure our staff have the necessary cultural training, skills and resources to support Aboriginal and Torres Strait Islander staff and program participants.	
53	We partner with, do business with, and support local Aboriginal owned and operated businesses and projects wherever possible.	
54	We are allies in working with local Traditional Owners on reconciliation and addressing the structural issues associated with the widespread dispossession of Aboriginal peoples from their culture, land, waters and air.	
55	We 'Pay the Rent' each year and have a Reconciliation Action Plan (RAP).	

12. SAFETY & ACCESSIBILITY		RATING
56	We have the necessary policies and procedures to ensure the physical and emotional safety of our staff and participants.	
57	We have clear, consistent and fair rules, expectations and consequences for misconduct by staff and volunteers.	
58	Our places are accessible by public transport.	
59	Our places and services allow participation by people with a full range of mobility and abilities to participate and benefit fully.	
60	Our places feel 'non-institutional', safe and respectful (eg: designed using Trauma-Informed principles with a range of safe micro-environments that are sensory and calm).	

13. CONNECTEDNESS		RATING
61	Our places feel welcoming to people of diverse identities, beliefs and experiences (eg: Aboriginal acknowledgements, LGBTIQ+ safe stickers, non-gendered toilets, prayer rooms).	
62	Our places make people feel comfortable, cared for, valued and challenged to reach their potential.	
63	Our places are neighbourly and engaging and allow people to connect with others and positively take action.	
64	Our places are fun, playful and joyous.	
65	Our places connect people to nature (biophilic design).	

14. ENVIRONMENTALLY-FRIENDLY SPACES & BIOPHILIA		RATING
66	We allow staff to work flexibly as required and ensure they have the necessary space and equipment to operate effectively (space, ergonomics, equipment, tools, systems).	
67	We create ways for staff working offsite to stay connected to their teams (check-ins, social gatherings, tech platforms).	
68	We have clear job design and reporting structures to enable staff to work independently and effectively on work that will progress our organisation's goals and purpose.	
69	We have a clear organisation culture, with specific behaviours that we encourage to support a sense of belonging while working remotely.	
70	Our places have a range of micro-environments that allow people to work flexibility and find the right environment for the right tasks.	

15. CLIMATE & CRISIS ADAPTATION		RATING
71	Our places have the necessary facilities and equipment to deal with extreme weather conditions (heat, cold, storms that impact power, water, internet, access to place and/or resources that enable staff to work.	
72	Our places are well ventilated with clean air to support overall health and minimize the spread of disease (well ventilated across seasons, (ventilators, sanitation procedures, PPE)).	
73	We have incorporated climate change adaptation into our plans, including strategic plans and program or service plans (eg: if demand for services are likely to increase or change due to climate events).	
74	We have the structures and processes in place to implement climate change adaptation plans and a process for staff to contribute ideas and improvements to our adaptation plans and response to climate events.	
75	We have planned and prepared for a range of crises including natural disasters, climate related events and pandemics (eg: business continuity plan, crisis plan).	

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16. PLANNING & MEASUREMENT		RATING
76	We have baselined our annual environmental impact.	
77	We have a strategy or plan with a wide range of activities underway to reduce our environmental impact.	
78	We have senior people responsible for tracking the organisation's environmental impact, and they engage our broader team on our environmental initiatives.	
79	We annually budget for our planned environmental initiatives.	
80	We measure and publicly report our environmental impact and progress each year.	

17. VALUE CHAIN MANAGEMENT		RATING
81	We have researched our supply chain to reduce negative impacts.	
82	We procure goods and services from green and social providers wherever we can.	
83	We have clear guidelines on which suppliers, goods and services are unacceptable to procure from a green and social perspective.	
84	We have targets and a plan to progressively increase our procurement of green and social suppliers, including products and embedded services (like banking, superannuation).	
85	We have a process for selecting new suppliers which includes researching and assessing the impact they have on people and planet.	

18. BIODIVERSITY & ECOSYSTEMS		RATING
86	We have mapped the biodiversity on our sites and have a plan for increasing it.	
87	We grow, buy, prepare and serve local, seasonal, heirloom, chemical-free and regeneratively grown produce wherever possible (or equivalent).	
88	We capture and re-use water efficiently.	
89	We don't use any toxic chemicals across our operations.	
90	We are working with others to increase the health of the ecosystems around us (eg: projects with neighbours, residents, local government, businesses, schools).	

19. ENERGY & TRANSPORT		RATING
91	We design and operate our buildings to have high energy efficiency.	
92	We use efficient appliances and machinery and have smart meters to track energy efficiency & use.	
93	We use renewable energy.	
94	We use low-emission vehicles or offset our transport emissions each year and plan our logistics and deliveries to optimise transportation and minimise carbon miles.	
95	We provide facilities that encourage green transport (eg: bike parking, EV chargers, showers).	

20. WASTE & CIRCULARITY		RATING
96	We have undertaken a full waste audit and set targets for minimizing our waste.	
97	We minimize waste going to landfill by separating all of our waste (eg landfill, recycling, organics, soft plastics) and dispose of this waste separately.	
98	We have eliminated unnecessary and single use packaging across our operations.	
99	We have a process for re-using products from our waste stream and creating circular systems.	
100	We have a plan to become a Zero Waste organisation.	

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