

Annual Review 2018-2019





000
EMERGENCY

Community
Education
1300 794 453

T.P.S.
NAIDOC DAY
DEADLY

SHANDA

Contents

Thank you	4
From the Chair	6
From the CEO.....	7
The SVA approach.....	9
Understanding and improving our impact	10
Highlights this year.....	13
Learning what works in communities	14
Helping organisations be more effective	16
Sharing our perspectives	20
Advocating for change.....	22
Working to influence systems.....	24
Looking forward	26
Welcome to new team members	28
A growing network of alumni	31
Board and governance	32
Financials	34

Thank you

The SVA team would like to offer heartfelt thanks to each of our incredibly generous supporters for making it possible for us to carry out this work.

Financial supporters

Charitable Foundations

The Bryan Foundation
Foundation of Graduates in Early Childhood Studies
J. Permsew Foundation
The Jack Brockhoff Foundation
Lord Mayor's Charitable Foundation
Paul Ramsay Foundation
Thyne Reid Foundation
William Buckland Foundation

Corporate

AMP Foundation
Bamboo Textiles P/L
Citi Foundation
Citi Group
Commonwealth Bank of Australia
Crawford Foundation
Ernst & Young Foundation
Euroz Limited (Euroz Charitable Foundation)
IAG
JP Morgan Chase Foundation
Macquarie Group Foundation
NAB
Origin Foundation
Samsung Electronics Australia
Suncorp Group
Teachers Mutual Bank
Third Link Investment Managers

Government

The Bastow Institute of Leadership
Department for Education
- South Australia
Department of Education
- New South Wales
Department of Education and Training
- Victoria
Jobs Victoria

Individuals and Family Foundations

Adrian Appo
The Antipodean Family Foundation
Robert Backwell
Baly Douglass Foundation
Carol and Tony Berg AM
Cameron Foundation
Carla Zampatti Foundation
Kara and Jeff Chin
Natalie Ciccone
Day Family Foundation
Alison Deans
Heather Doig and Rob Koczkar
Drummond Foundation
Vesna and Patrick Elliott
Eureka Benevolent Foundation
Robert Fitzgerald AM
Lisa George and Paul Hunyor
Tanya Gilerman and Robert Horninge
Rebecca Gorman and John Sevier
Fiona Griffiths and Tony Osmond
Lorraine Grove
Chris Harrop

Sheridan and William Hopkins
JAAM Trust
Gill and Chris Lee
Tina and Robert Lee
Liangrove Foundation
Susan and Stuart Lloyd-Hurwitz
Magnolia Foundation
Daisy and Edward Mallett
Lex Manefield
Peter McGovern
Sheila and Arnold Metcalf
Lisa Paul PSM AO
Greg Peirce
John Plummer (Vale)
Jamie Prell
Greg Pritchard
Mary Reemst
Robertson Foundation
Philip Robinson
Sally Foundation
SG Foundation
Manjinder Singh
Richard Spencer
Christine and Russell Stewart
Anthony Sweetman
Rob Thomas
Lauren Thompson
Tracker Foundation
Turner Family Foundation
Uechtritz Foundation
Shemara Wikramanayake and Edward Gilmartin

Pro bono supporters

Allens Linklaters	Experience the Pulse	Pamela Grigg
AMP Foundation	EY	Pan Pacific Melbourne
Ashursts	Fraser Place Melbourne	PARKROYAL Melbourne Airport
Australian Hotels Association	Geoff Wilson	Penfolds
Australian Investment Council	Gilbert + Tobin	Queensland Investment Corporation
Baker McKenzie	GT Insurance	Questacon
Bird & Bird	Herbert Smith Freehills	Rachel Black
Boccalatte	In the Loupe	RACV City Club
BrightBytes	InfoXchange Australia	Radisson Flagstaff Gardens
Brigitte Smith	Inhouse Print	Risk Advisory Services
British Council	Innovation Unit	Royal Shakespeare Company
The Bryan Foundation	Jala Design	Samsung Electronics Australia
Coles Supermarkets	King & Wood Mallesons	Sarah Buckley
Commonwealth Bank of Australia	KPMG	Scooda
Credit Suisse	Leadership Space	Skye Capital Advisory
Darren Smorgon	Leading Hand Design	Smarta by Design
Department of Education & Training Victoria	Macquarie Group Foundation	Stamford Plaza Melbourne
Doncaster Council UK	Mansion Hotel and Spa	Today Strategic Design
Education Services Australia	Matthew Grounds	Tourism Accommodation Australia
Emma Goodsell	Michael Traill AM	True Pictures
Employsure	MinterEllison	UBS
Essential Media	Noni Carroll Photography	University of Canberra
	Nous Group	University of South Australia

Alongside the generous funders listed to the left, and our donors who wish to remain anonymous, SVA's Leadership Team and Board members all provide contributions to our work.

From the Chair

In last year's report I mentioned that one of the most important things a Board does is choose a CEO – and that the SVA Board has been fortunate to have had Michael Traill and Rob Koczkar as two outstanding CEOs. It would seem that fortune has smiled on us a third time with Suzie Riddell.

After our extensive search last year, we were certain that Suzie was the right choice to lead SVA. Coming up to a year since her appointment, that certainty has proved to be well-founded. It has been a pleasure for the Board to work closely with Suzie this past year, and to see the depth of her personal and professional commitment to SVA's mission for a fairer Australia.

Our thanks must go to Rob for setting SVA in its current position of strength and for charting the course through to 2020.

His diligent stewardship of SVA through a period of significant growth means that SVA is in great shape to assess its future approach to alleviating disadvantage in Australia. The Board has thoroughly enjoyed working on SVA's future strategy with Suzie and the leadership team and wholeheartedly endorses their considered and comprehensive approach to this task.

I am particularly pleased at the progress made over this past financial year on our work to understand and drive community-led, whole-of-system approaches to social change. Crucial to this work has been the investment

in ensuring that the voice of those with lived experience of disadvantage is central to SVA's work and is embedded as an integral part of any response. Equally pleasing is the continuing commitment to working towards reconciliation, as articulated through this year's Reconciliation Action Plan (RAP), which has been guided by close First Australian friends and colleagues, demonstrating our dedication to ongoing engagement with First Australian leaders and communities.

We remain deeply appreciative of the skilled and talented people who choose to work at SVA and believe in its values. As we look back at what we have achieved together over this past financial year, we'd like to extend our heartfelt thanks to SVA's staff, funders, partners and supporters. It is your dedication that is enabling real change to the lives of people in Australia and we hope you are as proud as we are to be a part of this organisation.



Paul Robertson AO

"SVA is in great shape to assess its future approach to alleviating disadvantage in Australia."



From the CEO

"I believe that small groups of people, working together, can make change happen."

I've been lucky enough to see change happen first-hand at SVA. From being part of building the social enterprise ecosystem in Australia, to driving the landmark Goodstart transaction that changed the way early education and childcare are delivered in Australia, to our pioneering role in shifting the way not for profits, governments and funders work towards, and commission, outcomes – SVA has brought together various players to make change happen.

Looking forward, I see immense opportunity to have a positive impact on the lives of millions of people living in Australia. It's one reason I feel so privileged to have stepped into the role of CEO at SVA this past year.

I want to thank all of you who have made the transition to CEO so smooth, including SVA staff, leadership team and Board, our wonderfully supportive funders and partners, and the many helpful advisers who believe in our work and have stepped forward to provide their support. I also want to give personal thanks to Rob Koczkar, SVA's outgoing CEO – it has been extremely helpful to step into this role with an established plan in place that has taken us right through FY19.



I am honoured to be leading SVA as we develop our new strategy and articulate our vision for the future of the organisation. We are taking a considered approach to this task (you can find more details in the Looking Forward section of this report) and I can't wait to share with you our plans for how SVA will continue to work towards an Australia where all people and communities thrive.

The strategy process requires taking stock of our current position. This has been an inspiring exercise as I believe the SVA of today has all the ingredients required for future success. Our long-standing partnerships with brilliant players in the sector, our specialised knowledge developed over 17 years of operation, and our talented, passionate staff who believe in our mission are all evident in the pages of this report.

The stories and statistics in this review just skim the surface of the work our dedicated staff and partners delivered in FY19. We took a deliberate whole-of-system approach to developing new programs of work, such as our initiatives to reduce the risk of homelessness for older women, improve outcomes for young children experiencing vulnerability, and alleviate the financial hardship faced by families as a result of funeral costs. We continued our work to grow an effective impact investing market in Australia with pleasing results; helped the Victorian and Aboriginal Child Care Agency understand future demand on key services for the Aboriginal population in Victoria; and fostered effective outcomes management practice with youth employment programs.

Though the location, approach and people involved in each of these stories varies, the common thread that ties them together is the unwavering commitment of our staff and partners to delivering an Australia where all people can thrive. It is this passion for a better way of doing things, for better outcomes for our people and communities, that excites me about the future of SVA and the future of our society.

A handwritten signature in black ink that reads "Suzie Riddell".

Suzie Riddell



SUSTAINABLE DEVELOPMENT GOALS

The 2030 Agenda for Sustainable Development was adopted by the United Nations General Assembly in September 2015 (A/RES/70/1) as a plan of action for people, planet and prosperity.

The centrepiece of the agenda is a set of 17 goals and 169 targets that are integrated and indivisible.

SVA's work is aligned across nine of the Sustainable Development Goals (SDGs), which are shown below.

We are pleased to see increased momentum across the business, government and social sectors to report on contributions to the SDGs. In the examples of SVA's work shared in this Annual Review, we have noted which SDGs each of these projects align to.



The SVA approach

Social Ventures Australia (SVA) is a not-for-profit organisation that works with partners to alleviate disadvantage – towards an Australia where all people and communities thrive.

We influence systems to deliver better social outcomes for people by learning about what works in communities, helping organisations be more effective, sharing our perspectives, and advocating for change.

In FY19 SVA

Shared our perspectives at

119
events

Supported

100k+*
people with lived experience
of disadvantage

Assisted

230
unique investors

Helped

125
consulting clients
be more effective

Reached

\$119m
impact investing funds
under management

Lodged

6
government submissions
advocating for change

** This is a considered estimate of people who have directly benefited from our Impact Investing and Ventures work in FY19. The many people served by our Consulting clients have not been included.*

How we do it



Ventures

We work with partners to pilot, prove, refine, and scale effective approaches to tackling disadvantage.



Impact Investing

We invest in organisations and projects that deliver both social and financial returns.



Consulting

We help social purpose organisations, government, funders and corporates strengthen their ability to alleviate disadvantage.



Policy and Advocacy

We engage with government and convene networks to build momentum for effective policy and practice.

Understanding and improving our impact

SVA is committed to understanding how we achieve, measure and improve our impact.

Theory of Change

The SVA Theory of Change holds that greater impact will be achieved by taking a multi-faceted approach across a system. It demonstrates how our work builds towards better outcomes and deeper impact.





**SVA
FUNDAMENTALS
FOR IMPACT**

SVA Fundamentals for Impact

SVA's work to distil the essential ingredients of impactful organisations into the SVA Fundamentals for Impact has also informed our own priorities. Utilising the framework, SVA has identified and prioritised connection with people in communities, knowledge of the wider evidence environment and building connection with social sector ecosystems as the most important areas for further development within our own organisation.

Monitoring, Evaluation and Learning framework

SVA has always regarded monitoring, evaluating and learning from our work as critical to organisational effectiveness. SVA developed a Monitoring, Evaluation and Learning (MEL) framework that builds on our MEL practice at team, venture, investee, partner and client levels. The SVA MEL framework will enable us to better understand our contributions towards an Australia where all people and communities thrive. We are prioritising learning, reflection and review to strengthen our work, inform our decision making and help us change course where required. FY19 marked the first full year of data collection, and MEL measures have enabled us to better describe the reach of our organisation and strengthen accountability to our stakeholders.





Highlights this year

SVA works to achieve better outcomes for people by learning what works in communities, helping organisations be more effective, sharing our perspectives, advocating for change and influencing systems. Highlights of this work in FY19 are shared in the following pages.



Learning what works in communities

Ensuring all Australians have access to justice

Access to justice is a critical issue. The law touches on and underpins many parts of everyday life – housing, work, family, education, debt, public transport, social security and telecommunications to name a few. It is of fundamental importance to our society that individuals receive appropriate legal support to address their needs should they encounter issues across any of these areas.

Yet in Australia today there are significant barriers to accessing justice including geography, cost, availability of services and a lack of trust in or understanding of legal rights and the legal system. Also, specific cohorts are more likely to experience issues around access to justice than others, for example Aboriginal and Torres Strait Islander people, children and young people, or people experiencing homelessness or family violence.

In FY19, SVA Consulting undertook several projects aimed at ensuring that all Australians have access to justice. These included supporting Justice Connect with its organisational strategy, and the strategy for its Homeless Law division, working with WEStjustice on developing a business plan to scale its School Lawyer Program, and supporting Court Services Victoria to evaluate Marram-Ngala Ganbu (Koori Family Hearing day) at the Broadmeadows Children's Court, an innovative program designed to deliver a more culturally appropriate experience in court for Aboriginal families and children who are involved with the child protection system.

SDGs: Peace, Justice and Strong Institutions, Reduced Inequality



Promoting health and wellbeing for Aboriginal communities and young people

Malpa's Young Doctors is a unique Australian project that enables Aboriginal communities to lead their own community health practice initiatives. Young Doctors is a culturally-focused and curriculum-aligned health and education project which trains Aboriginal and non-Aboriginal children aged 9-12 years old, in a school setting, to become health ambassadors in their families and communities.

In FY19, SVA supported Malpa to pursue its vision of scaling the Young Doctors project in response to requests from an increasing number of communities across Australia. Malpa saw excellent growth in 2019, increasing the number of projects it ran by almost 40% to support over 650 students. This meant that Young Doctors was delivered for the second time in the NT, in addition to NSW, SA, Vic and the ACT, and next year projects will start in WA. To support this growth, SVA worked with Malpa to develop and implement an organisational strategy. The strategy both outlined a clear plan to scale and identified the resources that would be required to facilitate it, such as more effective governance structures and processes, engagement with Government departments, and funding and capacity building support.

Partners who provided funding to support this work in FY19 included Bank of Melbourne, William Buckland Foundation, Foundation of Graduates in Early Childhood Studies, Magnolia Foundation and The J. Permsew Foundation.

SDGs: Good Health and Well-being, Quality Education, Reduced Inequality





Helping young people overcome barriers to employment

SVA partnered with SYC Ltd and the NSW Government to bring Australia's first social impact bond (SIB) addressing youth employment to market. The \$5 million Sticking Together SIB finances SYC's delivery of the Sticking Together Project in the Southern Highlands and Shoalhaven, Illawarra, and Sydney's city and inner-south communities. The project will provide intensive coaching support over a four-year period to approximately 900 unemployed young people who face high barriers to employment. The Sticking Together Project has been piloted in South Australia, Queensland and Victoria and we are delighted to see the program replicated and scaled under an outcomes-based contract in NSW.

In FY19, the Sticking Together Project team were recruited and trained, and 195 young people have already been enrolled into the program and started their 60 weeks' coaching. Some of the young people enrolled in the program have already had some preliminary coaching support, and some have even been successful in securing a job. The program will collect and share rich outcomes data and contribute to the evidence base for 'what works' for young people experiencing vulnerability.

SDGs: Decent Work and Economic Growth, Reduced Inequality



Supporting the development of transitional economies in the Northern Territory

With the imminent closure of several high-profile mining operations, Aboriginal land owners across the Northern Territory have a unique opportunity to plan for and shape a new economy, grounded in their own aspirations for their country and people.

SVA Consulting has worked on several engagements across East Arnhem and the Groote Archipelago supporting Aboriginal communities in their planning work with the Commonwealth, Northern Territory and local governments, Aboriginal corporations, mining companies and other key stakeholders.

These have included working with the Anindilyakwa Land Council to develop and begin the implementation of the Future Groote Strategy to create an Anindilyakwa-led economy that will outlast manganese mining, supporting the Njarrariyal Aboriginal Corporation to develop a 20-year Master Plan for the township lease in Gunyanjara, giving them control over how they use their land, and working with Developing East Arnhem Limited (DEAL) to develop its next five-year strategic plan, which will see an increased focus on supporting Yolŋu to become leaders and partners in economic life across East Arnhem.

SDGs: Sustainable Cities and Communities, Reduced Inequality

Helping organisations be more effective



Supporting cross-government reform for vulnerable children and families

SVA has worked on a range of initiatives with Their Futures Matter, a cross-government reform that was established to better support vulnerable children and families in NSW.

SVA worked with Taylor Fry and Their Futures Matter, bringing a whole-of-system perspective to the seminal lifetime costs project, which set out for the first time the full outcomes and costs for vulnerable young people.

At a community level, SVA has worked with Their Futures Matter to encourage Aboriginal-led organisations to determine responses to community issues. Our support has helped I.D. Know Yourself, Redfern Youth Connect and other community organisations to implement their visions.

SDGs: Good Health and Well-being, Reduced Inequality



Supporting teachers and improving student growth in mathematics

The typical Year 7 classroom has an eight-year spread of maths comprehension. Melbourne-based education services start-up and certified B Corporation Maths Pathway is trying change the way students learn maths to better meet this diverse need. Co-founded by two teachers in 2013, the program is now being used in over 250 schools by more than 2,500 teachers with over 65,000 students. This tech-enabled approach helps teachers use best-practice to teach to each student's point of need. According to data collected by Maths Pathway, the program more than doubles the amount of new maths students can learn each year when compared with a traditional classroom.

In FY19, SVA was pleased to announce that Maths Pathway is the first equity investment for the \$15 million SVA Diversified Impact Fund. The \$1 million investment is to further develop the model, scale operations and work towards the goal of improving the educational outcomes of the greatest possible number of Australian students.

SDGs: Quality education





Understanding the future demand on key services for the Aboriginal population in Victoria

Demand for most services among the Aboriginal population in Victoria currently exceeds capacity in all regions and continues to rise due to substantial projected population growth.

The Victorian Aboriginal Child Care Agency (VACCA) operates in many of these highly interconnected service sectors, which are significantly impacted by shifts in Victorian Government policy towards increased self-determination. In FY19, SVA supported VACCA to better understand and plan for the issues that will influence their capacity to deliver effective services and support to Victoria’s Aboriginal population. We created three interconnected models to forecast demand for VACCA’s services over the next decade including a population growth model, created with advice from Taylor Fry, a service model forecasting demand for priority services, and an operational model forecasting the demand for VACCA’s services and the implications for their operating model. We also explored shifts in government policy likely to impact service demand and supply and provided advice to VACCA for using this information for advocacy and strategic planning.

This information has since been used by Aboriginal leaders to advocate for budget planning to better take into account and prepare to serve the needs of the fast-growing Aboriginal population in Victoria, and will potentially contribute to better service delivery across the state.

SDGs: Sustainable Cities and Communities, Reduced Inequality



Supporting better learning in early childhood

Early childhood is a critical moment in a person’s life as high-quality early learning has a significant positive effect on a child’s readiness for school, with the greatest benefit for those from families experiencing disadvantage. Investment in early childhood education not only provides a strong return but is critical to developing thriving communities.

In FY19, SVA-incubated venture Evidence for Learning (E4L) expanded its work to include early childhood education. E4L is working with the sector to increase the benefits of early childhood education by building an evidence base of rigorous and relevant research, and ensuring this information gets into the hands of educators across the system.

The Queensland-based Bryan Foundation provided \$1 million in cornerstone funding to E4L to deliver an Early Childhood Education initiative. This initiative focuses on the learning lives of children before they start school and aims to ensure that early childhood expenditure is directed towards approaches that increase learning so that all children, regardless of background, make the best possible progress.

In 2019, this included the initial design and development of a free, open access, web-based Early Childhood Education Teaching & Learning Toolkit summarising the global and Australasian research on 12 topics relevant to early childhood education. In the coming year, E4L will release additional Early Childhood Education resources, announce new research trials and partnerships, and continue to work with educators, providers and supporting organisations to help great practice become common practice across the system. The work will have a specific focus on Queensland given the partnership with The Bryan Foundation.

Evidence for Learning is supported by Social Ventures Australia, The Commonwealth Bank of Australia and the Education Endowment Foundation.

SDGs: Quality education



Review

Designing Better Outcomes

Fostering effective youth employment programs

Across Australia, many organisations deliver community-led employment programs that make a valuable contribution to the lives of young people. However, evidence of the impact of this important work is limited, and program improvement is both time-consuming and difficult.

In FY19, SVA developed the Review toolkit to help address this need, supported by a design working group made up of the Brotherhood of St Laurence, Orygen: The National Centre of Excellence in Youth Mental Health, VicHealth, the University of Melbourne, Jobs Australia and Jesuit Social Services.

The toolkit is designed for community-led youth employment programs to assess their effectiveness against ten characteristics and incorporate a process of continuous improvement. SVA launched the Review website in June, as well as a free online resource and PDF toolkit, to help address the need for increased evidence on the effectiveness of youth employment programs. Citi Foundation is the major corporate sponsor for this initiative, with additional support from the Lord Mayor's Charitable Foundation and The Jack Brockhoff Foundation.

SDGs: Good Health and Well-being, Decent Work and Economic Growth



Supporting school leaders in communities experiencing disadvantage to improve student outcomes

School leaders have a very important role to play in the lives of their students and communities. Great school leaders create conditions that enable both outstanding education and successful social outcomes for students.

In FY19, the SVA Bright Spots Schools Connection (The Connection), now in its sixth year, continued to work with the sector to address this problem. The program welcomed Teachers Mutual Bank as a new funder, and celebrated the graduation of eight schools from their five-year Powerhouse Schools partnership, which assisted the leaders of these high-performing schools to share successful education practice with other schools. At their graduation celebration, this alumni group shared how The Connection has supported them and encouraged other schools to participate in this transformative project.

In June, as an extension to its major corporate sponsorship of The Connection, Samsung Electronics Australia and The Connection provided a trip to Vivid Sydney festival for students from three regional South Australian schools. The students were immersed in STEM learning experiences, including being given special access to the Samsung Digital Playground and an educational excursion to Vivid at Taronga Zoo. This trip was part of their school's involvement with the Connection's STEM Learning Hub which aims to give all children in Australia access to learning experiences supported by technology regardless of their postcode.

The Connection is very proud to partner with State Governments in Victoria, South Australia and New South Wales, and the Catholic Education system in Victoria.

SDGs: Quality Education

Sharing our perspectives



Enabling all Australians to experience the best possible mental health

SVA recognises that mental health and wellbeing is an essential component of thriving communities, and that it is inextricably linked to good outcomes in education, employment and housing.

This year we developed the SVA Mental Health Perspective Paper, based on our experience, research and extensive consultation with the sector. This report shares what we believe is required to build a mental health system that effectively supports all Australians, with changes specifically required in prevention, early intervention and recovery. However, we believe that any true transformation of the mental health system in Australia must start with the empowerment, voice and participation of people with a lived experience of mental ill-health and their carers in all elements of program, service and policy design and delivery.

This work was funded through Equity Trustee's Sector Capacity Building Fund.

SDGs: Good Health and Well-being



Ensuring the voice of clients is represented in service design and delivery

In the social purpose sector, it is particularly important to listen to clients. If social purpose organisations are truly committed to delivering the best possible outcomes for their clients, then soliciting their feedback on what works – and what does not – is essential.

In FY19, we created *Harnessing the power of client feedback: The collection and use of client feedback in the social sector*, an original research report into the use of client feedback in the disability sector and key areas for improvement. The report also includes a best-practice framework for an effective client feedback system in the social sector and practical advice on how to use it.

We focused our research on the disability sector, given that client feedback is of particular importance in the consumer-driven funding environment of the National Disability Insurance Scheme. However, while the research results focused specifically on the disability sector, the lessons are relevant for any service delivery organisation in the social sector.

In April, we launched the report in Sydney at a joint event with the New South Wales Council of Social Services (NCOSS) with NCOSS CEO Joanna Quilty, SVA Board member and Bain and Company Director Chris Harrop, and Head of Disability at Uniting Anita Le Lay.

SDGs: Reduced Inequality



Understanding the supply of Specialist Disability Accommodation (SDA) across Australia

SVA and the Summer Foundation share a vision for an Australia where people with disability have access to high quality housing that meets their needs and fosters connection to communities. We partnered with the Summer Foundation to produce Specialist Disability Accommodation Supply in Australia, a report detailing how the housing market is responding to the opportunity to expand housing supply for people with disability.

We created this report due to the lack of data about the number of people being funded for SDA and current SDA supply in Australia. This has created a barrier to the investment required to grow the stock of SDA as there has been

uncertainty about where to build new SDA housing and who for. SVA and the Summer Foundation conducted a survey of the sector to capture key aspects of SDA development projects to inform and guide the next phase of investment in SDA.

The report was released in March and we are currently collaborating with the Summer Foundation to deliver an FY20 update to the report as we continue to work with people with disability, providers, investors and governments to create an SDA market that delivers affordable, high quality housing for people with disability.

SDGs: Reduced Inequality, Industry, Innovation & Infrastructure, Sustainable Cities and Communities



Contributing to the national discussion on intergenerational disadvantage

Australia has a long-standing problem that despite prolonged economic growth, a group of our citizens experience persistent and entrenched disadvantage and exclusion. We also know that this persists beyond a single generation. In September, SVA lodged a submission to the Inquiry into Intergenerational Welfare Dependence with a clear message that intergenerational welfare dependence is just one manifestation of intergenerational disadvantage and is a symptom of a more complex problem.

Experiences of social exclusion and marginalisation can be intersectional, cumulative and in some circumstances, exist from birth. Intergenerational disadvantage has particular implications for children, young people and families, as there are opportunities to break the cycle at critical life stages. Many of the examples we highlighted in our submission focus on these groups. Following our submission, we were invited to give evidence to the Senate Committee and were quoted in the final report.

SDGs: Reduced Inequality, Sustainable Cities and Communities

Advocating for change



Campaigning for the wider adoption of evidence-informed practice in education

SVA continued to advocate for bringing more evidence-informed practice to our education system for better student outcomes. We welcomed the shared national commitment to an independent evidence institute by signatories to the National School Reform Agreement (NSRA) to inform teacher practice, system improvement and policy development. Having committed to its creation to improve the use of evidence in schools, we continued our advocacy campaign to the Federal Government on how to fund and implement the institute, including its operating model and type of entity. The intensive campaign has involved encouraging government to build capacity in the sector by commissioning and curating high-quality research, partnering with philanthropy and supporting professional bodies and school networks to create a culture of evidence-informed practice to continuously improve education outcomes.

There is now direct line of sight for an announcement from the Education Council in December for the selected strategy moving forward with the institute to be in operation by mid-2020.

SDGs: Quality Education



Capturing an opportunity for social enterprises with the rise of social procurement

Social procurement is the process by which business and government buy goods or services from social suppliers with the intention of making a positive social impact. It is rapidly gaining momentum among both government and industry sectors, recognising the power of their sizeable spends and purposefully seeking to engage social enterprises and mainstream social benefit suppliers in their procurement processes.

SVA has identified key enablers, detractors and gaps in the current ecosystem and believes it is uniquely positioned, as an intermediary, to facilitate impactful social procurement outcomes and contribute to the surge in social procurement momentum. In FY19, we began this work by convening our first Social Procurement Ecosystem roundtable. The event engaged funders, government, industry, social enterprise and social sector intermediaries to discuss the opportunities and challenges faced in activating social procurement in Victoria.

Later in the year, we successfully secured funding on behalf of two separate social enterprises to allow them to develop investment cases, so in turn, they can attract further funding, allowing them to grow their impact. We also co-delivered a Victorian Government Boost Your Business voucher in conjunction with Social Traders to support Jigsaw, a document management social enterprise that trains and employs people living with disability, to evaluate and plan a Melbourne expansion of their Sydney based operation.

SDGs: Decent Work and Economic Growth, Sustainable Cities and Communities



Growing an effective impact investing market in Australia

In FY19, SVA continued to help shape a more effective impact investing market in Australia by sharing the insights we've developed from our work. Given our ongoing advocacy on the need for the Commonwealth Government to be more proactive in growing the impact investing market in Australia, we were pleased to see the announcement in the 2019-20 Commonwealth Government Budget of the establishment of a Social Impact Investing Taskforce, with an Expert Panel chaired by our founding CEO Michael Traill. Multiple teams from SVA, including Impact Investing, Policy and Advocacy, and Consulting, are engaging closely with the Expert Panel as it progresses its work, as well as with the Department of Prime Minister and Cabinet and the Department of Social Services.

SDGs: Reduced Inequality



Ensuring the voice of people with lived experience is central to our work

To ensure SVA maximises the potential for social impact from our work, we must ensure that people with lived experience are at the centre of everything we do. SVA aims to give people with lived experience a voice in policy, program and service design. As part of a broader initiative around older women at risk of or experiencing homelessness, SVA has engaged the advice of two women with lived experience of housing stress and homelessness to be paid project advisors on the initial phases of this work. Once the project has secured funding, a formal advisory mechanism will likely be established to ensure their voices are incorporated into the work of the project.

Image: Penny Leemhuis, lived experience advisor.

SDGs: Reduced Inequality

Working to influence systems



Reducing the risk of homelessness for older women

Older single women are the fastest growing cohort of people experiencing homelessness. Most have not previously experienced homelessness, with largely 'conventional' housing histories throughout their life. Older women's vulnerability to homelessness reflects systemic gender inequality and is a product of decades of underinvestment in appropriate social and affordable housing.

Given this, we believe a multipronged approach is required to tackle this issue. SVA is taking a deliberate systems change approach to reduce the number of older women experiencing homelessness across Australia. Our aim is to ensure that women have affordable and appropriate housing as a foundation for security and wellbeing as they age.

SVA's program of work to reduce the risk of homelessness for older women comprises of three foundational initiatives that focus on the supply of appropriate and affordable housing, the provision of appropriate services, and improved financial wellbeing.

In FY19, we developed this program of work through a design process that referenced relevant research and policy papers, the lived experiences of older women, consultation with sector experts and a screening process to refine and prioritise responses. We will continue to roll out these initiatives in FY20 and beyond.

SDGs: No Poverty, Reduced Inequality, Sustainable Cities and Communities, Gender Equality



Improving outcomes for young children experiencing vulnerability

Over a fifth of Australian children are developmentally vulnerable in one or more domain when they start school. SVA, alongside other organisations and services, sees a need and opportunity to pursue a systems change agenda to drive large-scale change to transform outcomes for children and families experiencing vulnerability.

During FY19, we have led research and development to build a new program of work focused on improving outcomes for young children experiencing vulnerability. This proposed work comprises multiple strategies to address where the configuration and performance of the system fails to provide appropriate support to children and families experiencing vulnerability. The priority areas identified during the process include evidence mobilisation, service access and quality, First Australians, place-based practice and government funding reform.

These areas focus on the critical challenges, gaps and opportunities across the education, health and child and family sectors and build on SVA's existing initiatives in the space such as Evidence for Learning's Early Childhood Education work and Restacking the Odds, as well as our experience in projects relating to First Australians, place-based initiatives and government funding mechanisms through social impact bonds.

SDGs: No Poverty, Reduced Inequality, Good Health & Well-being, Quality Education

Alleviating the financial hardship faced by families as a result of funeral costs

SVA Consulting was invited to drive an innovative system-wide intervention in the funerals and funeral financial products markets, the latter being a key focus of the Royal Commission into Misconduct in the Banking, Superannuation and Financial Services Industry. In our initial research commissioned by the Commonwealth Bank, we found that funerals needed to be more affordable and that a fairer way for families to prepare financially for funerals was required. We then identified a range of partners and models to deliver on this vision. The coalition of funders for the initiative included The Commonwealth Bank of Australia, IAG, NAB and Suncorp.

SVA Consulting is now working with Tender Funerals to replicate its not-for-profit model of affordable, meaningful funerals in communities across Australia, with the first replication site likely to deliver services in early 2020. The team is also working with financial services organisations to host a new funeral savings approach. This new financial product, which will be a savings product with a hardship cover, is due to go to market at the end of 2019.

SDGs: No Poverty, Reduced Inequality



Looking forward

Since 2016, SVA has been working towards our 2020 Strategy which describes four strategic pillars that will enable the achievement of our objectives.



Trusted
partnerships



Practical
knowledge



Outstanding
team



Financial
sustainability

2020 Strategy update

In FY19 we were pleased with the following achievements:

- Continuing to deliver high-impact engagements and activities with our partners and clients, for the benefit of people and communities
- Establishing new community-led systems change programs to develop our approach to catalysing effective systems-wide change
- Launching SVA's third Reconciliation Action Plan (RAP), which stretched the fundamentals of our previous two RAPs and incorporated learnings and advice from First Australian stakeholders, and is designed to embed reconciliation throughout the organisation
- Extending our ability to collaborate by capturing, codifying and sharing our practical knowledge of how to reduce disadvantage, including through the publication of SVA Perspective Papers in new sectors such as Mental Health
- Ensuring the voices of people with lived experience of disadvantage are informing our work
- Investing in staffing and infrastructure to increase the efficiency and sustainability of our work.

Where to next?

It's time for us as an organisation to reflect on our progress and articulate our vision for the future of SVA.

We are taking a considered and thorough approach to developing our updated strategy. From July 2019, a dedicated working group sourced from within SVA has been researching sector trends, consulting with internal and external stakeholders, and putting together a plan that will maximise the impact of our work. This process is expected to be completed early next year.

This is an exciting time for SVA as we reflect on our 17-year history of operation, take stock of the strong capabilities we have built up in our team, the knowledge we've acquired through our work in the sector, and consider to how we can best deliver on our vision of an Australia where all people and communities thrive.

We look forward to sharing our future strategy with you in mid-2020.



Welcome to new team members

At SVA, our people are our greatest asset. Our team of over 100 passionate professionals have been drawn to SVA from a variety of backgrounds, including international development, top-tier strategy firms, government and policy, not for profits, law and beyond. What unites these leaders in their fields is their desire to create an Australia where all people can thrive. We believe in the strength of diversity and that our cross-disciplinary approach is key to alleviating disadvantage. We are pleased to have welcomed the following members to the SVA family over the past year.



Jen Ehlers

"I grew up being told that I lived in the 'lucky country' but it didn't take long before I realised that it wasn't 'lucky' for everyone. Through my work at SVA I have the opportunity to help create thriving communities where everyone has an equal opportunity to not only participate, but to flourish."

Jen is a Director in the Consulting team in Perth. She has over twenty years of multi-disciplinary business acumen combined with Education, MBA and Social Impact qualifications to support organisations to develop and carry out strategies to improve their impact and performance. She brings an in-depth understanding of the issues driving major projects and how to support successful delivery with multi-stakeholder clients.

Prior to joining SVA Jen was with EY in the Performance Improvement Advisory team working with clients on organisational effectiveness, strategy and governance particularly on large public sector transformations. Previously she was the founding director of a manufacturing and export-import business in Vietnam, trading internationally, and creating employment opportunities in Vietnam during the US embargo. Earlier in her career, she was a teacher. Jen is a firm believer in the importance of a supportive community to the health and wellbeing of our social fabric and to that end, has served on three not-for-profit boards. She is currently Chair of Ngala, one of the oldest not-for-profits in WA that responds to the changing needs of families and communities, to meet the challenges of raising children and young people.

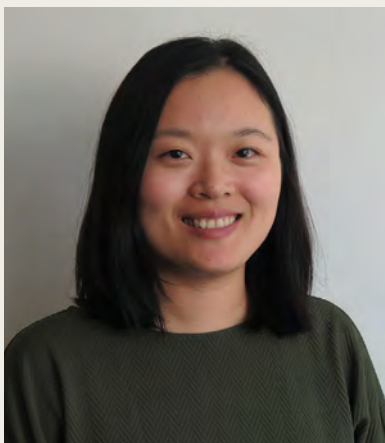


Lisa Fowkes

"Too many people find themselves locked out of work, or unable to access the type of work that meets their needs. SVA is uniquely positioned to catalyse new thinking about what can be done."

Lisa leads SVA's Employment Ventures work. This work aims to contribute to system change by generating new ideas and insights as well as improving the effectiveness of existing approaches.

Lisa has spent over 15 years as a practitioner, researcher and policy advocate in the area of 'welfare to work'. For nearly ten years she worked in senior roles at a large national non-profit employment services provider, for three and a half years as its CEO. This included working with local community-based organisations across the country to improve their capacity to support long term unemployed people into work. She has managed large-scale programs for young people, people with disabilities, ex-offenders and for those seeking apprenticeships. She recently completed a PhD which examined the design and delivery of employment services in remote, predominantly First Nations, communities. She has contributed to policy debate over the design and direction of employment programs over many years, most recently advising a coalition of Indigenous and non-Indigenous organisations about alternative approaches in remote areas.



Lucia Guo

"It's an exciting opportunity to work for an organisation that aims to deliver critical social value in a responsible, sensible and innovative way. It's a very fulfilling and rewarding journey for me both professionally and personally."

Lucia joined SVA in March 2019 as the Senior Accountant. Lucia supports the finance function by ensuring that business activities are accurately communicated to key stakeholders and decision-makers through financial accounting, management accounting, business partnering, reporting and analysis. She also supports compliance activities and continuous business improvement through the finance function.

Prior to joining SVA, Lucia worked as a Management Accountant at the Interpublic Group, where she gained financial and management accounting experience through budgeting and forecasting, month-end reporting, and financial and operational analysis. She also had exposure to financial services from her experience in corporate banking in one of China's largest banks.

Lucia holds a Master of Finance from the University of New South Wales and a Bachelor of Commerce from the University of International Business and Economics in Beijing. Lucia is a CPA and passed CFA Level III.



Heather McQuiggin

'Working at SVA presents a wonderful opportunity to work with like-minded people utilising their unique talents for a purpose – to improve the lives of others in our community.'

Heather is the Director, People & Culture at SVA. Heather has an extensive career working in Human Resources. Prior to joining SVA, Heather spent time working in for purpose organisations, most recently consulting to YMCA Victoria to support their work in Safeguarding Children and Young People. Prior to that, she spent eight years with Heart Foundation as the National Resources Manager. Heather has also spent time working with Consulting Engineers whose commitment was to shape a better world.

Heather has a Bachelor of Business in Human Resources Management from Deakin University.



Colin Stimpson

"I want to invigorate the social procurement ecosystem to create real jobs for people experiencing disadvantage in Australia."

Colin Stimpson is an Associate Director, Impact Investing at SVA. He is focused on SVA's long term social procurement strategy, activating impactful industry and corporate social procurement plans, and providing targeted capacity building that significantly scales up social enterprises.

Colin draws on his extensive experience building, operating and directing small, medium and large organisations in the for-profit and not-for-profit sectors.

Prior to joining SVA, Colin worked in a broad range of local and international managerial roles in the industrial sector while nurturing a personal passion to elevate commercial purpose and deliver social good by founding and operating a successful social enterprise.



Lili Sussman

'I believe love, compassion and courage can change an individual, and change the world.'

Lili Sussman, Ph.D. is SVA's Chief Strategy Officer, leading the Strategy, Advocacy, and Marketing teams.

Lili's career has spanned the social purpose, public, and corporate sectors in Australia, the United States, Canada, UK, and China. She brings a breadth of industry experience across international development, government, financial services, technology, and healthcare sectors. Her expertise is in customer-centric innovation, strategy, and transformation to create impact by tackling complex, multi-disciplinary, cross sector challenges.

Lili holds a PhD and MA in Political Science from Harvard University, an MA in East Asian Studies from Yale University, and a BA in Philosophy, Politics, and Economics (PPE) from Oxford University.

A growing network of alumni

While it is hard to bid farewell to beloved colleagues, we are always excited to see former staff taking what they have learned at SVA and pursuing new ways to make positive social impact.



Clementine Baker

Now: Social Impact Consultant, Ākina Foundation, New Zealand

At SVA: Consultant

"SVA gave me really fantastic training, a broad range of experiences and exposure to perspectives that helped shape my thinking. I now have an amazing network of colleagues around the world who still help push each other to discover the approach that would have the maximum positive impact."

At SVA I learned about the value of hearing the community perspective, about the value of refining the focus to the outcomes that really matter and about how change can be modelled and represented in all kinds of ways, from traditional linear frameworks to meaningful qualitative stories. It was exciting having a mandate to observe the bigger picture, understand the drivers of change and think creatively about how to do things differently."



Ben McAlpine

Now: General Manager, Strategy, Innovation and Growth, Aftercare

At SVA: Principal, SVA Consulting

"My time at SVA was an immensely important period of my life. From a professional perspective, it provided me with the gateway from the corporate world to the social sector and helped me develop the skills to be a greater contribution to my community."

As a member of the Consulting team, I developed the ability to shape an organisation's strategy, design outcomes measurement approaches and bring organisations together in collaborations. More importantly, SVA provided me with the opportunity to better understand how the system works in Australia and what we need to do differently to help people live better lives."

From a personal perspective, I developed friendships with amazing people that will last a lifetime, and a deep sense of gratitude for the opportunities I have been so privileged to receive throughout my life. Keep up the great work, SVA!"



Susan Metcalf

Now: CEO, Chief Executive Women

At SVA: Chief Marketing Officer

"SVA is a rare place where head and heart come together with deep strategic thinking and business intelligence. The team come from diverse fields, experiences and backgrounds and apply everything they know to finding better solutions to long-standing challenges in the community. There's an unequivocal commitment to a fairer, more equitable Australia and an exceptional group of people and partners driven to realise that purpose. I learned something every day at SVA. I've carried that knowledge with me into my new role and it informs my ongoing community involvement."

Board and governance

The Board of SVA governs our overall direction and purpose, acting as the centrepiece of governance, fiduciary and overall responsibility for SVA and related companies. Our Board brings a diverse range of business, financial, entrepreneurial and philanthropic capabilities to SVA.



**Paul Robertson AO
(Chair)**



Adrian Appo OAM



Robert Fitzgerald AM



Tanya Gilerman



Chris Harrop



Lisa Paul AO PSM



Daisy Mallett



Suzie Riddell

SVA's governance is augmented by its Members and Leadership Council.

SVA Members are the guardians of the underlying mission and values of SVA, and the Leadership Council provides input and guidance on strategic opportunities, networks and funding.

Thank you to everyone involved in ensuring SVA is well governed and effectively delivering its mission.



Financials

SVA's revenue comes from generous philanthropic support provided by a variety of trusts, foundations, corporate and individual funders, combined with government grants as well as cost recovery and fee-based income from our consulting and impact investing work. With a modest capital base, SVA relies on continually generating fee-based income and philanthropy to support our work.

In FY19, SVA invested in increased staffing and infrastructure to support a broader activity base and set up the organisation for increased efficiency. We also invested in research and development for new programs of work, which we expect to attract philanthropic funding in FY20 and beyond.

The SVA Champions Network was also launched in FY19, a network of passionate individuals united to help change the trajectory of people experiencing disadvantage in Australia. Their annual donations support SVA's ongoing work to tackle the root causes and institutional structures that perpetuate disadvantage.

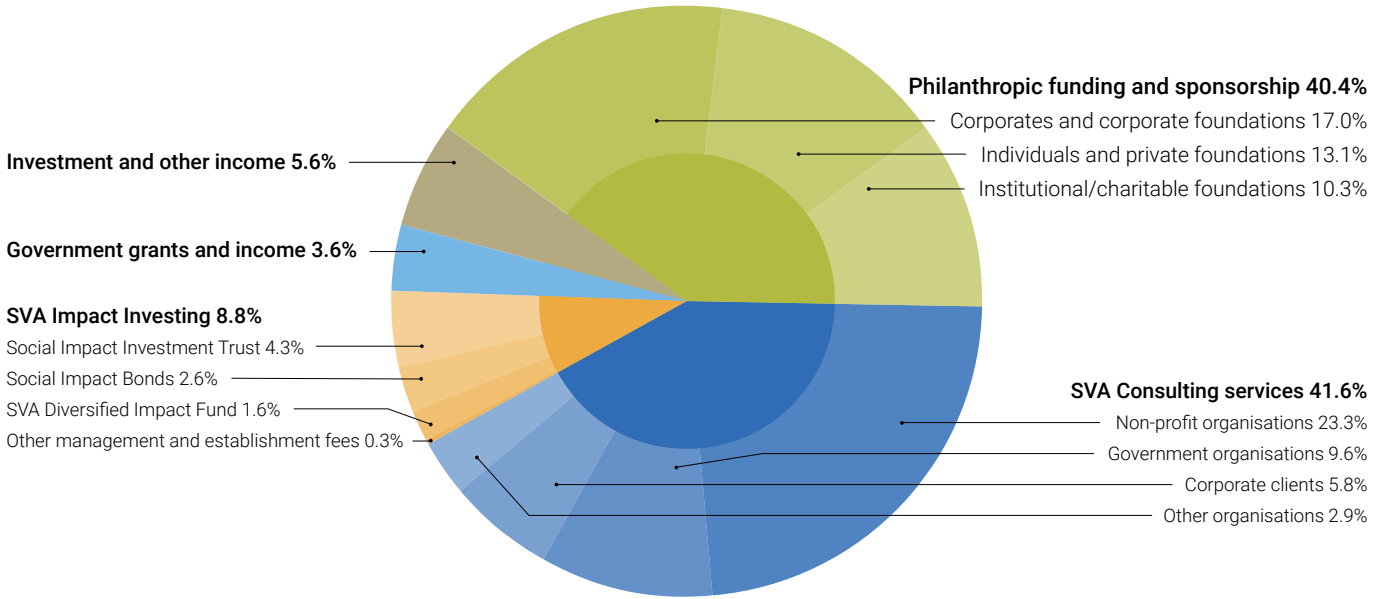
SVA's audited financial statements are available at <https://www.socialventures.com.au/about-sva/financial-information/>

Revenue Sources

SVA's total revenue for FY19 of \$17,453k was sourced from:	\$	%
Philanthropic funding and sponsorship	7,050,000	40.4%
SVA Consulting services	7,259,000	41.6%
SVA Impact Investing	1,536,000	8.8%
Government grants and income	636,000	3.6%
Net finance income	972,000	5.6%
Total SVA revenue	17,453,000	100%
Total SVA income per audited FY19 financial statements		
	17,453,000	
Represented by:		
Total revenue	16,481,000	
Net finance income	972,000	
Total income	17,453,000	

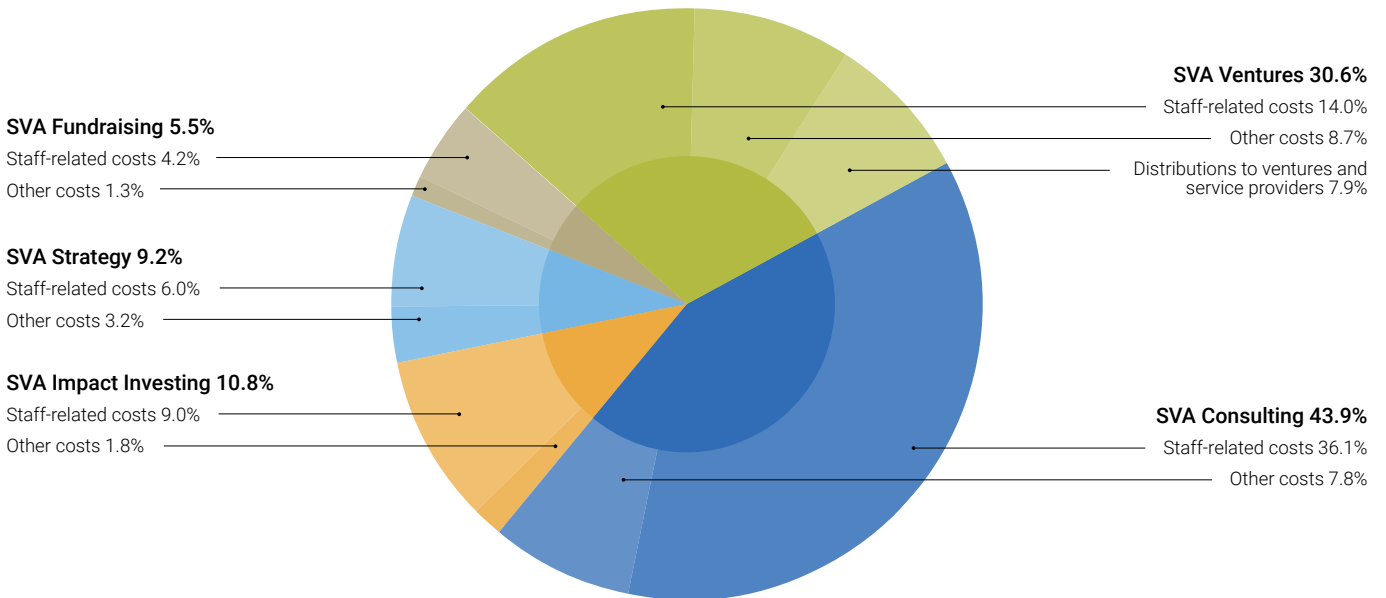
FY19 income

SVA's income came from the following sources:



Where we applied income in FY19

SVA's income is directed to our venture portfolio, activity-based services, operating costs, the development of new programs of work, and to support our future sustainability.



The staff-related costs disclosed are directly incurred by each by business unit. 'Other costs' includes an allocation of back office and support staff, as well as infrastructure and other operating costs such as occupancy costs, IT costs, insurance and compliance.

Images:

Front cover, p8, p33: SVA Bright Spots Schools Connection, by Noni Carroll Photography.

p2, p14 (right): images courtesy of Malpa.

p11: Cottage by the Sea, SVA photo.

p12, p17: Narrariyal Aboriginal Corporation, SVA photo.

p14 (left): Marram-Ngala Ganbu, Broadmeadows Children's Court, SVA photo.

p15 (left): image courtesy of SYC.

p15 (right): photo taken during consultation with Central Land Council rangers, SVA photo.

p16 (lower): image courtesy of Maths Pathway.

p18 (left): Victorian Aboriginal Child Care Agency, by Deon Van Den Berg.

p19 (right): SVA Bright Spots Schools Connection, by Vikki Foord.

p20: SVA Mental Health Perspective Paper launch, SVA photo.

p20: Harnessing the Power of Client Feedback Report launch, SVA photo.

p22: image courtesy of Jigsaw.

p23: Aspire SIB, by True Pictures.

p24: lived experience advisor Penny Leemhuis, by Jamie James.

p25: image courtesy of Tender Funerals.

p27: SVA staff, SVA photo.

All other photos are stock images.

Social Ventures Australia

Brisbane | Melbourne | Perth | Sydney | ABN 94 100 487 572 | AFSL 428 865

info@socialventures.com.au | socialventures.com.au | @Social_Ventures

SVA Social
Ventures
Australia