

**SVA VENTURE PHILANTHROPY FUND  
IMPACT REPORT 2015**





## A letter from **our CEO**

One million people live in disadvantage in Australia today. Each year billions is poured into social services and reform programs across welfare, education and health and yet so many people continue to live in entrenched poverty.

At SVA we look for truly innovative solutions to some of the most complex problems facing society.

**How** do you provide the most disadvantaged communities with excellent teaching and learning opportunities?

**How** can kids who have not been exposed to the world of work be encouraged to stay at school and successfully transition to further study or a career?

**How** can the most excluded members of the community find and keep a job?

Most importantly, **how** can approaches to these issues that actually work influence the system to benefit even more people?

SVA seeks to tackle these problems in new ways. We support innovative organisations and great ideas with multi-year funding, capacity building and access to our networks. We help them to grow, become financially sustainable and develop an evidence base to create transformational social change. In some instances, SVA has taken the lead and has formed partnerships to incubate a new approach to tackle a persistent problem. It's complex and challenging work – just like the problems we're working with these incredible partners to help solve.

We have pioneered this hands on approach – called venture philanthropy – since 2002, bringing funders, social entrepreneurs, and the business and government sectors along with us. This report profiles our venture philanthropy work in 2015 and celebrates the strong partnerships we've forged over many years. It also looks forward to the social change we seek to achieve alongside our partners in 2016.

Creating systemic change requires bold and brave ideas, followed by consistent, targeted actions.

We must take calculated risks and quickly learn and iterate from mistakes. SVA is committed to the venture philanthropy approach to building a community of engaged philanthropists and ensuring the most disadvantaged members of society have the opportunity to experience a great education, transition successfully from school and find and keep a real job.

Thank you to everyone who has supported our work. There's much more to do. We invite you to be part of it by supporting our portfolio.



ROB KOCZKAR  
CHIEF EXECUTIVE OFFICER  
SOCIAL VENTURES AUSTRALIA

In 2015, over an average partnership period of six years, the ventures in our portfolio had achieved an average annual growth in beneficiaries of 50%, and an average annual growth in turnover of 40%.

**50%**

Average annual growth rate – beneficiaries.

**40%**

Average annual growth rate – turnover.

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# Unlocking the potential for change

## A note from **our funders**

SVA has already made a huge contribution to the non-profit sector. The focus on achieving outcomes and being willing to innovate sets a standard I would love to see practised more widely.

SVA has rightfully become a market leader for intelligent philanthropists.

ROBIN CRAWFORD  
FOUNDING DIRECTOR, MACQUARIE BANK  
AND SVA SUPPORTER



The AMP Foundation has been a long term supporter of SVA – from the very beginning when it pioneered social venture philanthropy in Australia.

SVA has been a significant investor in the sector for well over a decade and is at the cutting edge of results-oriented social investment.

SVA is an effective intermediary bringing together expertise, investment and advice to help each of its venture partner organisations to develop and scale their programs and as well as the organisations themselves.

We see how SVA's hands-on management support coupled with its strong links to the corporate world

enable it to link its venture partners with funders and networks of pro bono supporters and in doing so effect greater change for the people they help.

We support SVA with the knowledge that our investment will be leveraged and multiplied across the organisations SVA works with, and more broadly with the non-profit sector.

HELEN LIONDOS  
AMP FOUNDATION MANAGER



Achieving positive, sustainable change for people in need is central to our venture philanthropy work.

SVA works with partners – who are seeking to create transformational change – including funders, venture partners, Government and corporates, to test and scale new approaches for overcoming disadvantage.

## Understanding **the problem**

### The issues

There are too many people in Australia who experience chronic and persistent disadvantage. To deeply understand the complexity of the issues faced by the people we serve, SVA seeks the guidance and expertise of our venture partners, sector experts, Government, other funders and most importantly – community members themselves. By understanding the root causes behind disadvantage, and where the current system is failing to meet needs, we can identify and support innovative approaches to achieving social change.

### The environment

We also understand the barriers facing social purpose organisations. Constrained and fragmented funding, and limited support for capacity building or evaluation compound the already complex work of the sector. Our approach to venture philanthropy overcomes these hurdles by providing venture partners with the strategic funding and support they need to focus on driving their desired outcomes.

## Delivering **impact**

SVA identifies approaches with enormous potential; both to significantly impact the lives of people in need and to influence the way the system works. We provide a tailored package of support to ventures in our portfolio that includes:



### Funding

Multi-year funding to build their sustainability and reach.



### Capacity building

Active, hands-on support for their leadership team.



### Networks

Access to SVA's deep networks to unlock skills, knowledge and resources.



### Evidence

Support to use data to understand what works and manage to outcomes.

In the early years of a partnership, we ramp up our support to a venture as they prove their model and start to scale. But critically, as the ventures in the portfolio become increasingly resilient, we start to step back. When they reach a point of positive,

independent momentum, they leave the portfolio and join our valued alumni network. The learnings from the experience are embedded in SVA's strategic approach to addressing disadvantage.



## Influencing **systems change**

When almost one in twenty people in Australia lives in disadvantage, we need a systemic response to tackling social issues.

SVA's model of venture philanthropy works to test and support innovative ideas, programs and technologies that can be integrated into the social service system to create impact at scale.

Our collaborative approach and ability to draw lessons from across our portfolio make us uniquely placed to influence this kind of change.



**Almost 1 in 20** people

in Australia live in disadvantage.



SVA brings together our funders, strategic partners and venture portfolio in a partnership committed to using evidence to drive social change.

Our **network** brings a diverse range of expertise and new perspectives.

Our portfolio of **venture partners** bring a deep connection to communities and understanding of the issues.



Programs & services



Our **funders** are strategic and dedicated to impact, enabling us to take thoughtful risks to test new approaches.

SVA invests in a portfolio of outstanding venture partners, both stand-alone organisations and collaborations between SVA and other partners.

We focus on organisations and programs that are changing outcomes for people at key stages in their life, helping them access better quality teaching and learning, transition well from school to work or further study and find sustainable employment.

## Learn & teach well

Educational outcomes are heavily influenced by a child's socio-economic status. By the age of 15, students in the bottom socio-economic quartile are on average almost three years behind those in the top quartile. To find out what our ventures are doing to ensure equal opportunity to great education, see pages 8 – 15.

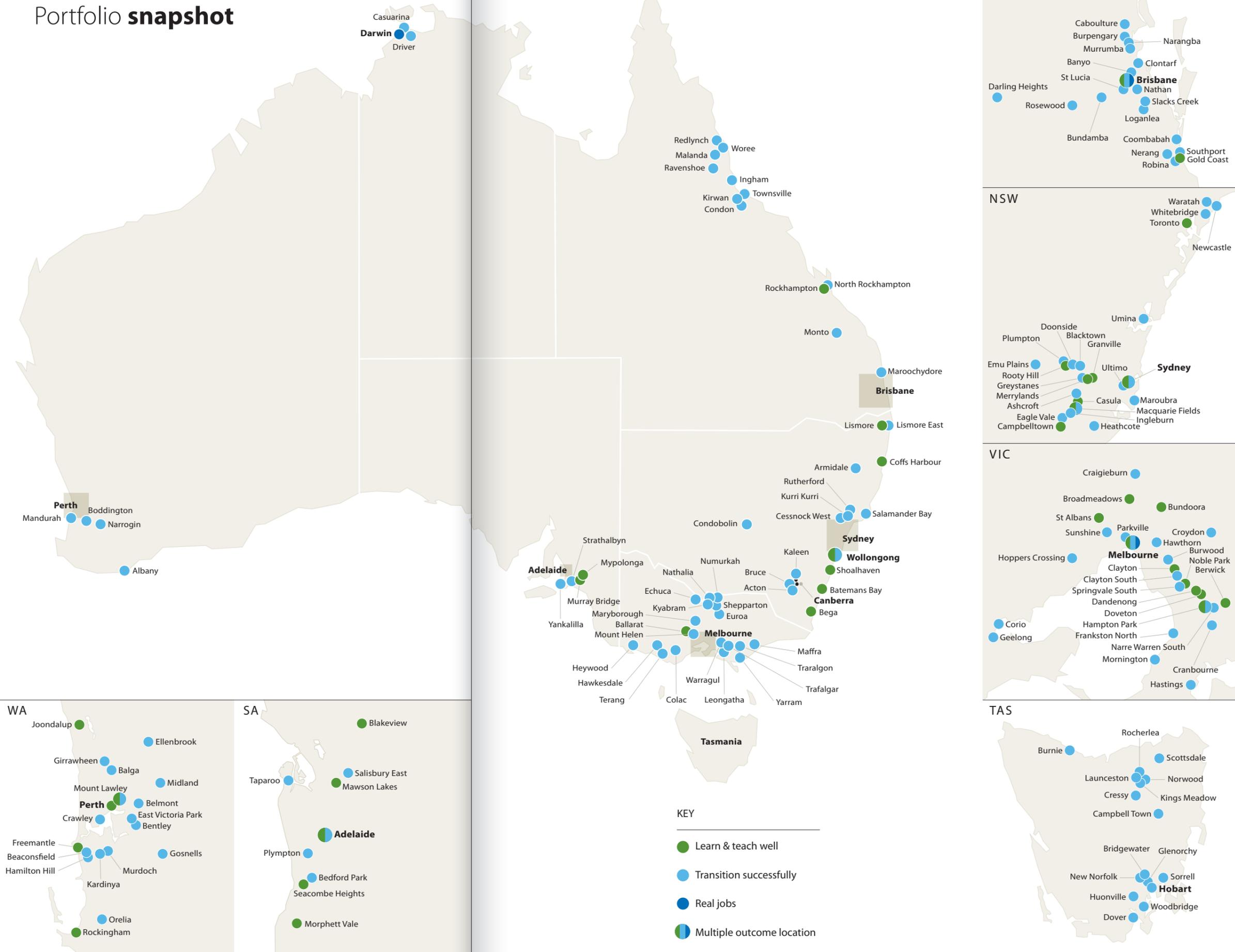
## Transition successfully

School to work transitions are challenging, particularly for young people in disadvantaged communities. People with low educational outcomes (non-completion of Year 12) make up half of those who are long-term unemployed. Our ventures are working to ensure all young people have exposure to a range of pathways. See pages 16 – 23.

## Real jobs

Unemployment is a key driver of disadvantage and has far reaching social and economic consequences. Approximately half a million people in Australia have been out of work for over a year. Learn more about the demand-led employment and social enterprise solutions we support on pages 24 – 29.

# Portfolio snapshot



# Learn and

# teach well

All children should have access to a high quality education but this is not the case in Australia today. Too often, students who start behind, stay behind and by the age of 15, students in the bottom socio-economic quartile are on average almost three years behind those in the top quartile<sup>1</sup> and are more likely to drop out before completing Year 12.<sup>2</sup>

## What are the **challenges**?

Inside the school gate, quality teaching has the largest impact in education outcomes. High quality teaching and learning is not delivered consistently across Australia. Schools in disadvantaged communities can struggle to attract and retain experienced teachers and school leaders, resulting in valuable skills and experience not being deployed where they could make the largest difference.

In addition to formal teaching, there is a critical role for the community in supporting young people through school. Research has shown that more than 50% of a child's educational opportunity is created by what that child brings with them to school. Education is everyone's business – families, businesses, mentors and the community have a role to play, particularly in disadvantaged communities to bridge the gap in education outcomes.

## What SVA is **doing**

Empowering and strengthening school leadership in disadvantaged communities to improve the outcomes of their students.

Using evidence of 'what works' to focus on activities that are likely to have the biggest impact.

Providing culturally appropriate support to disadvantaged communities and First Australians to help close the education attainment gap.





## The Bright Spots Schools Connection

### ISSUES

#### By age 15

students in the bottom socio-economic quartile are on average almost three years behind those in the top quartile.<sup>3</sup>

#### 20% gap

in retention rates to the end of Year 12 between young people from high and low socio-economic groups.<sup>4</sup>

Principals account for **25%** of a school's total impact on achievement.<sup>5</sup>

### VENTURE MISSION

The Bright Spots Schools Connection ('The Connection') supports exceptional school leaders in disadvantaged communities to improve the outcomes of their students, so that every child in Australia has the chance to thrive at school.



### KEY OUTCOMES

The Connection:  
Works with  
**26 schools**  
in disadvantaged communities across three states.

### INTERVENTION MODEL

The Connection works with the leadership teams of schools in disadvantaged communities, engaging school leaders to share knowledge and build expertise to improve learning outcomes for their students. The Connection includes three components:

**Powerhouse Schools:** high performing schools in disadvantaged communities that test and prove approaches.

**Star Hubs:** networks of aspiring schools that work together to share insights and best practice on school improvement.

**Thought Leadership Gatherings:** engage all schools to network, share and improve practice.

Reaches  
**1,700 educators**  
and  
**15,500 students**

Is supporting dissemination of good practice:  
**91%** of Star Hub schools are implementing new practices.  
**82%** are reporting that the practices improve learning outcomes for students.

### MILESTONES

2013	2014
SVA develops a new education initiative: The Bright Spots Schools Connection.	The Connection launches. 8 Powerhouse Schools in NSW and VIC join The Connection.

### CASE STUDY

Merrylands East Public School (MEPS) is a K-6 Primary School located in the highly disadvantaged area of Western Sydney. The school's enrolment demographic includes 45% of students in the bottom quartile of socio-educational advantage, 91% of students from English as Second Language backgrounds and 12% of students from refugee families.

MEPS has adopted a progressive teaching approach with a strong focus on personalised learning supported by technology. SVA's investment and support has created the opportunity for the school leadership team to consolidate and refine this practice while creating an evidence base around how it works.

In 2015 SVA introduced MEPS to Atlassian, a leading software development company based in Sydney. MEPS and Atlassian partnered to provide Merrylands East students with a hands on experience of life at a technology company. The students went through a recruitment process (where they all got a job!), were inducted into Atlassian and then were put to task to solve a big tech problem using software.

*'It has been a fantastic opportunity for school leadership, teaching staff and students to engage in professional learning conversations with staff from other sites. For the leadership team in particular, it has really helped to both challenge and sharpen their thinking around school structures, directions, focuses and initiatives.'*

STAR HUB SCHOOL RESPONDENT –  
BRIGHT SPOTS SCHOOLS CONNECTION  
EVALUATION SURVEY

*'One day I might even work for Atlassian because this experience just changed my future!'*

GEETNASH,  
MEPS STUDENT

### GOALS OF THE PARTNERSHIP

By understanding what works with our Powerhouse Schools (the Bright Spots), and sharing the learnings, SVA seeks to turn these Bright Spots into a Bright System. Ultimately,

the Connection seeks to inform and influence the Australian education system to ensure every child in Australia has the same opportunities in life.

### SVA SUPPORT

As the driving force behind the Connection, SVA acts as a convenor, broker, investor, influencer and capacity builder. Our support includes:



#### Funding

Investment in strategic change initiatives in the Powerhouse schools.



#### Capacity building

Support implementation of Powerhouse change initiatives and adaptation of successful strategies in Star Hub schools.



#### Networks

Build sustainable learning networks to share effective practice and drive improvements in education outcomes.



#### Evidence

Conduct research and evaluate the ingredients for success to catalyse change across education systems.

**3 years**  
Years in portfolio

**\$1,594,000**  
Total distribution

**63%**  
Average annual growth rate – beneficiaries

**57%**  
Average annual growth rate – turnover

### WAY FORWARD

The Connection demonstrates the value of empowering talented school leaders to lead the work to improve student outcomes in disadvantaged communities. SVA seeks to scale the model to double its current size, to serve an estimated 50 schools, 3,000 educators and 28,000 students within three years.



## Teach for Australia

### ISSUES

**33%**

Attrition rates for teachers in low SES settings are a third higher than in non-disadvantaged schools <sup>6</sup>

Teachers account for a **30%** variance in student achievement outcomes <sup>7</sup>

People living in the country are **1/2** as likely to have a degree as those living in the city. <sup>8</sup>

### VENTURE MISSION

Teach for Australia's (TFA) vision is of an Australia where all children, regardless of background, attain an excellent education.



### INTERVENTION MODEL

TFA recruits highly talented Associates (university graduates with non-education degrees and young professionals) to teach in schools serving low socioeconomic communities for a minimum of two years.

TFA Associates undertake a rigorous Leadership Development program over the two years that includes a 13 week initial academy

and completion of a Master of Teaching (Secondary) degree with Deakin University, while undertaking an 80% teaching load.

In addition to training and supporting great teachers TFA fosters an Alumni movement, to influence across a variety of sectors and make a lasting contribution to the Australian education system.

### KEY OUTCOMES

Since 2010, TFA has:  
Partnered with

**96 schools**

Placed

**419 associates**

in schools serving low socioeconomic communities.

**90%**

Positively impacted students; with approximately 90% of principals finding that Associates have a greater impact on student achievement than other graduate teachers.

**90%**

Positively impacted schools; with over 90% of principals likely to recommend hiring an Associate to a fellow school leader, with the key reason being the passion and energy that Associates bring to the school.

### MILESTONES

2008	2010	2011	2012
TFA launches.	First cohort of Associates commenced the program in Victoria.	Jan: TFA expands into ACT. Dec: First TFA cohort graduates; Alumni program launched.	TFA expands into NT. TFA awarded Best Graduate Development Program (small programs) by the Australian Association of Graduate Employers.

### CASE STUDY

Adam Ross didn't know that he wanted to be a teacher. He did know that he had seen his peers in the public education system miss out on too many opportunities. He also knew that he wanted the skills he'd developed as a lawyer to have a wider social impact.

Adam became a TFA Associate and spent two years at Portland Secondary College in Victoria. Teaching in a regional school presented many challenges, but the measurable changes in his students and the strong relationships that he built count as some of Adam's proudest achievements. 'Every day in teaching, you're working with up to 80 different people who all have different stories. You need to be able to understand where those people have come from to best work with them.'

Adam's experience as an Associate in a regional school equipped him with invaluable skills for working with at-risk kids and ultimately enabled him to earn his current position as an Acting Assistant Principal at Horsham College.

*'Our Associates have a deep and developed knowledge of their respective subject areas. They set high expectations for students and improved student outcomes in a short period of time. They get along well with other staff and are willing to work extremely hard. They are involved in extracurricular activities across the campus and they have developed a culture of mentoring at the school.'*

LAURETTA GRAHAM – PRINCIPAL,  
MACKILLOP CATHOLIC COLLEGE, NORTHERN TERRITORY

*'Teach For Australia Associates have been a catalyst for change at Horsham College. The energy, aspirations and commitment of Associates have been harnessed to create a better school environment and ultimately impact on student outcomes!'*

ROB PYERS,  
PRINCIPAL

### GOALS OF THE PARTNERSHIP

TFA's goal is to address educational disadvantage by transforming outstanding graduates into exceptional teachers and inspirational leaders. 100% of TFA Associates teach in schools in low SES areas. SVA supported TFA to expand the

program and to gain clarity around their impact, with the ultimate goal of creating a pipeline of leaders to drive long term transformational reform and innovation in education to address educational disadvantage.

### SVA SUPPORT

Over our 5 year partnership with TFA, SVA has:



#### Funding

Provided introductions to funders and assisted TFA in building a strong funder base.



#### Capacity building

Supported TFA to develop an advocacy strategy with recommendations for engagement with unions and state and federal governments.



#### Networks

Introduced and helped develop relationships with a wide range of funders, state and federal government officials and key education union representatives.



#### Evidence

Evaluated the impact of TFA's Alumni, both those who remained in the teaching profession and those who did not.

**5 years**

Years in portfolio

**\$280,500**

Total distribution

**35%**

Average annual growth rate – beneficiaries

**10%**

Average annual growth rate – turnover

### 2013

TFA obtains Deductible Gift Recipient status. TFA receives \$22.2m funding from Federal Government.

### 2015

TFA expands into WA, supported by Shell Australia.

### WAY FORWARD

Having expanded into four states, TFA graduated to being an Alumni venture in 2015. As part of our Alumni network, SVA continues to share knowledge and learn from TFA. This includes TFA participating in SVA's Thought Leadership Gatherings and working together to build and share evidence of effective practice in education.



## AIME

### ISSUES

Indigenous youth are almost **five times** more likely to have no engagement in study or work than their non-Indigenous peers.<sup>9</sup>

Only **59%** of Indigenous Australians have completed Year 12, compared to **88%** of non-Indigenous Australians.<sup>10</sup>

### VENTURE MISSION

The Australian Indigenous Mentoring Experience (AIME) believes in an Australia where Indigenous children finish high school at the same rate as all Australian students.



### KEY OUTCOMES

In 2014, AIME students completed Year 12 at a rate of **93%**. The Indigenous average is 58.5% and non-Indigenous 86.5%.

### INTERVENTION MODEL

AIME is an educational program that gives Indigenous high school students the skills, opportunities, belief and confidence to finish school at the same rate as their peers. By matching Indigenous high school students with university student mentors, AIME successfully supports the students to finish high school. AIME also connects students with post Year 12 opportunities, including further education and employment.

An independent economic evaluation conducted by KPMG found AIME contributed **\$38 million** to the Australian economy in 2012. For each \$1 spent on the AIME program, \$7 in benefits were generated.

### MILESTONES

2004	2009	2010	2011
AIME is founded.	SVA partners with AIME.	The AIME program expands to two new states and participation increases by 60%.	AIME partners with three new universities and works with 49% more Indigenous young people.

### CASE STUDY

Minarli Smith, Coombabah State High School, QLD

On May 5th, Griffith University held their first ever AIME Program Day. It was an electric day from start to finish. It was extra special however for Year 12 student Minarli Smith.

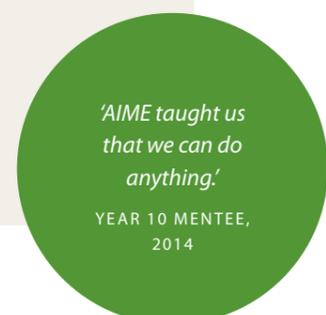
Minarli missed a lot of his Year 11 classes, did not pay attention in most of the classes he did attend and didn't participate in any Year 11 AIME sessions. At risk of being held back or expelled, Minarli's older brother, Tyrone stepped in and had the brother-to-brother life talk. Tyrone is studying at Griffith University to be doctor and is also an Indigenous AIME mentor.

In January Tyrone and Gumurrii Learning Officer Dale Rowland asked if AIME Program Coordinator Tyler Smith would help tutor young Minarli. He had a deadline to complete all his Year 11 work or risk being held back. Over the next 2 months Minarli completed his previous year's work in addition to his Year 12 workload.

Minarli successfully finished Year 12 in 2015 and is set to begin TAFE in 2016. He then plans to take on a degree in popular music at Griffith University.

*'Without SVA being hands on in the trenches with us – helping to build our credibility externally, whilst shaping our operations internally – we simply would never have got to where we are. Thanks for daring to walk with us when so few would.'*

JACK MANNING BANCROFT – CEO, AIME



*'AIME taught us that we can do anything.'*

YEAR 10 MENTEE, 2014

### GOALS OF THE PARTNERSHIP

AIME is leading the way in closing the gap between Indigenous and non-Indigenous education outcomes, a key factor in breaking the cycle of entrenched disadvantage for First Australians.

SVA partners with AIME to create a generation of Indigenous young people ready to transition into university, further education or employment.

### SVA SUPPORT

When AIME first joined the SVA venture portfolio in 2009 they were working with 325 Indigenous young people. By 2015, AIME was connecting approximately 5,700 mentees with 1,700 mentors across 18 Australian universities in NSW, QLD, WA, SA, VIC and the ACT. Over the years, SVA has:



#### Funding

Distributed more than \$1million to AIME.



#### Capacity building

Mentored and provided leadership development to the AIME CEO as a young entrepreneur in start-up stage.



#### Networks

Introduced AIME to the Bryan Foundation, which is now a significant funder of theirs, and frequently showcased AIME at investor dinners facilitating introductions with corporate investors, funders and pro bono providers.



#### Evidence

Conducted a baseline SROI for AIME in 2011, which showed that for every \$1 invested in AIME \$2.80 in value was generated.

**7 years**

Years in portfolio

**\$1,266,417**

Total distribution

**61%**

Average annual growth rate – beneficiaries

**50%**

Average annual growth rate – turnover

### 2012

AIME has a total of 9 university partners.

### 2014

61% growth in mentee participation from 2013, now working with 18 university partners.

### WAY FORWARD

AIME's goal is to work with 10,000 Indigenous kids per year by 2018 and see them finish school at the same rate as every Australian child. By continuing to expand into more areas, AIME can reach more kids. It is critical for AIME to receive further corporate, government and philanthropic support to enable them to continue to build valuable relationships with schools and universities to deliver its programs and work with as many Indigenous young people as possible.

# Transition



# successfully

The youth unemployment rate in Australia is currently at 13.4%<sup>11</sup>, reaching as high as 22% in some communities.<sup>12</sup>

School to work transition is a major challenge for many young Australians and the problem and risks are more acute for young people in disadvantaged communities. A successful transition into employment is important to support a productive, secure and healthy life and to break the intergenerational cycle of poverty and disadvantage.

## What are the **challenges?**

Young people in disadvantaged communities often lack knowledge and experience of opportunities outside their own, often limited, networks. This means markedly different employment aspirations and pathways for further education and career than their more affluent peers.

Work and training pathways provided in school can lead to successful adoption and retention of students into trade and other vocational qualifications, but there aren't enough. Partnerships with local businesses delivering work experience initiatives are often developed in an ad hoc manner and depend heavily on the social capital of the community.

## What SVA is **doing**

Embedding employment options and career pathways into the curriculum from upper primary.

Improving careers education in schools, including meaningful work placements and curriculum on 'work readiness'.

Ensuring every student has a line-of-sight to further training, education or employment as part of their planned school transition.



## Ganbina

### ISSUES

**60%**

The percentage of Indigenous young people aged 17 – 24 who are not in education or employment.<sup>13</sup>

**2x**

The number of young Indigenous Australians who are unemployed is nearly double that of non-Indigenous youth of the same age.<sup>14</sup>

### VENTURE MISSION

Ganbina's goal is for Indigenous people to reach social and economic equality with non-Indigenous Australians within two generations.



### KEY OUTCOMES

In 2015 **347** young people registered to participate in Ganbina's Jobs4U2 program, of which **97%** completed their relevant year of education training or employment.

### INTERVENTION MODEL

Ganbina works with school aged Indigenous young people to unlock their potential. The program involves activities focused on education, training and personal development – essential building blocks

for sustainable employment outcomes. The activities help young people complete their schooling, reach their career potential and become positive community leaders and role models.

### MILESTONES

1997	2003	2004	2005	2010
Ganbina founded by Adrian Appo as the Koori Economic Employment and Training Agency with 30 young people participating.	SVA partners with Ganbina.	Ganbina's 'school to work' program grows to 80 participants.	Youth Leadership program commences.	Jobs4U2 program expands to include primary school kids.

### CASE STUDY

Lena-Jean started the Ganbina program when she was in Year 7 at Mooroopna Secondary College. She successfully completed her Masters degree in Public Health at the University of Melbourne this year, the first Ganbina participant to obtain a Masters degree.

'It's a dream come true for me. I didn't really know what I wanted to do after Year 12 ... I had thought about university, but I didn't know if it would be possible. Ganbina supported me all the way, both at school and at uni, and here I am today with a Bachelor's degree in Sociology and my Masters in Public Health.

I think Ganbina is a fantastic foundation for Indigenous kids to access opportunities they wouldn't necessarily have otherwise. It's also great for younger kids in the community to see older kids having success and realising that they can achieve it too. Knowing that Ganbina is behind you, and is there for you when you're trying to figure out where you want to go and what you want to do, means a lot.'

*'I am committed to my part in ensuring Ganbina continues to create the prosperity and independence that our Indigenous young people so eagerly aspire to as they strive to gain equality in Australian society.'*

ANTHONY CAVANAGH  
– FROM GANBINA 2013/14 ANNUAL REPORT

*'It's a dream come true for me ... here I am today with a Bachelor's degree in Sociology and my Masters in Public Health.'*

LENA-JEAN,  
GANBINA PARTICIPANT

### GOALS OF THE PARTNERSHIP

Ganbina works to significantly improve the aspirations, education and employment outcomes of young First Australians. Understanding the vital importance of evidence-based Indigenous programs,

SVA partnered with Ganbina to improve the futures of disadvantaged Indigenous students, creating long-lasting change in Indigenous communities.

### SVA SUPPORT

Since 2003, SVA support for Ganbina has included:



#### Funding

\$2.5million in philanthropic funding directed from SVA.



#### Capacity building

Mentoring and leadership development for both Adrian Appo and Anthony Cavanagh by SVA CEO and Executive team, with significant support during the leadership transition.



#### Networks

Exclusive showcasing of Ganbina to SVA's closest network of philanthropic supporters.



#### Evidence

A 2013 Social Return on Investment (SROI) showed that an investment of \$1.1m in the 2012 calendar year created \$7.5m of social and economic value for stakeholders. SVA also assisted in documenting Ganbina's operational model in order to share with other Indigenous communities in Australia.

**13 years**

Years in portfolio

**\$2,521,620**

Total distribution

**16%**

Average annual growth rate – beneficiaries

**5%**

Average annual growth rate – turnover

### WAY FORWARD

After 13 years in the portfolio, Ganbina transitioned to an Alumni venture in 2016. Ganbina remains one of the standout organisations supporting young First Australians to secure a brighter future. SVA and Ganbina will continue to have a close relationship, providing advice around the replication of the Ganbina model into other First Australian communities.



## CareerTrackers

### ISSUES

Indigenous Australians are **3 times** more likely to be unemployed than non-Indigenous Australians.

Only **1 in 7** Indigenous Australians are in highly skilled occupations.

Only **39%** of young Indigenous people are engaged in any form of formal employment.

**7 out of 10** Indigenous university students fail to complete their degree.

### VENTURE MISSION

CareerTrackers' goal is to become embedded into corporate Australia to enable all Indigenous tertiary students to successfully pursue their career aspirations.



### KEY OUTCOMES

CareerTrackers interns complete university at almost **80%**, compared to **38%** for all other Indigenous students.

### INTERVENTION MODEL

CareerTrackers recruits Indigenous university students and links them with private sector employers to participate in a paid summer internship over 1 – 5 years, with the aim of securing a permanent place in that company at the completion

of their degree. CareerTrackers provides pre-employment training, skills development, social and cultural support to ensure success of the program for both the intern and sponsoring company.

To date **1,138** interns have been engaged by **86** employers

**89%** of participants transition to full-time employment.

**37** partner universities

CareerTrackers now operates as a **self-sustaining** social enterprise.

### MILESTONES

2009	2010	2013
CareerTrackers launched.	CareerTrackers secures 18 internships in its first year of operations and receives its first funding from a Commonwealth social enterprise development fund managed by SVA. This enables CareerTrackers to establish itself as an organisation.	CareerTrackers joins the SVA venture portfolio.

### CASE STUDY

As an Indigenous kid growing up in regional Victoria, university was not on Morgan Coleman's horizon. Nevertheless, through hard work and strength of character he won a place at the University of Melbourne to study commerce, the first in his family to do so. 'The first couple of years were tough. I never really felt comfortable or like I belonged there until I become involved with CareerTrackers,' Morgan says.

Morgan had always thought about getting into property development and with the help of CareerTrackers, Morgan was able to secure an internship with Lend Lease.

'CareerTrackers has changed my life. The pinnacle of my internship was giving a speech with the CEO of Lend Lease, Mark Menhinnitt, at the company's Reconciliation Action Plan launch. It's hard when I look back to think this was ever possible. 18 months ago I was cleaning pools and now I am sharing a stage with a company's CEO.'

*'SVA's support of CareerTrackers has been critical from the start. SVA provided funding for us to become an organisation with employees, participants and supporters. Today, SVA is not just a funder, they are a partner, walking side by side through the rapid growth and development of CareerTrackers.'*

MICHAEL COMBS – CEO, CAREERTRACKERS

*'The pinnacle of my internship was giving a speech with the CEO of Lend Lease at the company's Reconciliation Action Plan launch'*

MORGAN COLEMAN, CAREERTRACKERS GRADUATE

### GOALS OF THE PARTNERSHIP

CareerTrackers is the vital link that ensures those from a disadvantaged background have the guidance they need to successfully transition from an early learning environment to a rewarding career. Recognising the

power of the model and their ability to expand, SVA supported CareerTrackers to develop strong Indigenous business leaders and ultimately create generational change.

### SVA SUPPORT

Over a six year partnership with CareerTrackers, SVA's support has included a number of elements:



#### Funding

SVA funding in 2010 was the first funding received by CareerTrackers, enabling it to establish itself as an organisation.



#### Capacity building

SVA CEO has provided leadership mentoring to CareerTrackers CEO, advice on governance and how to scale effectively.



#### Networks

SVA has leveraged its networks to CareerTrackers' benefit in several capacities, most notably showcasing them to key corporates who have been integral to their scale and providing ongoing employment opportunities for interns.



#### Evidence

An SROI demonstrated that for every \$1 invested in CareerTrackers, \$4.40 is returned in value.

**3 years**

Years in portfolio

**\$301,667**

Total distribution

**69%**

Average annual growth rate – beneficiaries

**49%**

Average annual growth rate – turnover

### WAY FORWARD

#### 2015

CareerTrackers implemented the 10x10 initiative, securing 10 year commitments from 14 large employers. CareerTrackers placed over 1,000 internships.

#### 2016

CareerTrackers launched its 10x10 university initiative, seeking to secure 10 year partnerships with 10 universities.

After three years in the portfolio, CareerTrackers transitioned to an Alumni venture in 2015. The success of this venture relationship means that CareerTrackers now operate a business that is self-sustaining and has the capacity to access networks and employers using their own brand. This is evidenced by the 10x10 initiative where CareerTrackers has entered into 10 year partnerships with 14 large employers to provide internships and funding for the program. As part of our Alumni network, SVA continues to share knowledge and learn from CareerTrackers.



## Beacon

### ISSUES

**4%**

The percentage of employers who engage with education providers to align careers advice to their needs.

**\$2.6 billion**

The amount that early school leaving is estimated to cost Australia per year.<sup>15</sup>

**50%**

People with low educational outcomes (non-completion of Year 12) make up half of long-term unemployed.<sup>16</sup>

**75%**

The percentage of young people in the juvenile justice system who dropped out of school before Year 10.<sup>17</sup>

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### VENTURE MISSION

Beacon is working towards an Australia that understands, cares and is motivated to support young people to successfully transition from education to meaningful employment.



### INTERVENTION MODEL

Beacon works in schools to help students make informed, aspirational decisions about their future pathways. It partners with students, teachers, employers and the broader community to deliver activities and events that complement the schools' career curriculum and support young people in their transition to a positive post-school future.

Learning opportunities are developed with industry

to link school with skills to increase student's ambition and employability. These include work career exploration experiences, professional development workshops, industry based lessons and pathways into preferred careers.

Beacon's new on-line platform, eBeacon, has the capacity to break through economical and geographical barriers to allow for significant growth of the Beacon model.

### KEY OUTCOMES

**96.8%**

post Year 10 retention.

**98.7%**

of post Year 10 students were fully engaged in work, education or training nine months later.

**97%**

of Beacon students reported an increase in industry knowledge, learning aspirations and employability skills.

### MILESTONES

1988	1999	2002	2011
Beacon Foundation founded in Tasmania as a state based organisation.	Beacon Foundation expands nationally operating in 5 schools.	SVA partners with Beacon Foundation, who are operating in 19 schools nationally.	Real Futures Generation (RFG) program commences with pilot funding from the Federal Government.

### CASE STUDY

Not so long ago, Plumpton High School in Sydney's west was floundering. Students lacked confidence and as a result were underachieving. 'Behaviour and attendance was an issue and there were high suspension rates – all the ingredients to perpetuate low performance' says Principal Eric Jamieson.

Adeel Shamf, a Year 10 student, typifies the bold new spirit at Plumpton High School which has been engendered by Beacon's support. At Plumpton, Beacon's programs include Buddy Up mentoring, industry overviews, Speed Careering and Polish, designed for etiquette and interview techniques. These programs have raised Adeel's aspirations and his ability to achieve beyond his earlier expectations. Apart from his school studies, the 16-year old is on the way to gaining his first qualification as a pilot. Adeel also has ambitions to become school captain.

Plumpton's vibrant new sense of purpose is embodied in the school charter board in the school's entrance on which students sign their commitment to a positive pathway of learning, training, or employment.

'Without Beacon, it would have taken another three or four years to get to where we are now,' says Eric Jamieson, Beacon's 2011 Principal of the Year.

*'SVA has provided Beacon with the necessary advice, process, mentoring and hands on support to advance our work. Without this we would not have been able to reach the number of students or progress the number of schools we work with nationally to provide a more positive future for young Australians.'*

SCOTT HARRIS –  
CEO, BEACON FOUNDATION

*'Without Beacon, it would have taken another three or four years...'*

ERIC JAMIESON  
PRINCIPAL, PLUMPTON  
HIGH SCHOOL

### GOALS OF THE PARTNERSHIP

The Beacon Foundation pioneered a business community engagement model that has proven impact on the retention, engagement and employment of disadvantaged young people. SVA partners with Beacon to grow

and scale this transformative approach to preventing youth unemployment, to ensure all young people in Australia transition successfully to a positive post-school future.

### SVA SUPPORT

Since 2002 SVA has helped Beacon navigate their journey from a small Tasmanian based organisation to a national organisation working with over 15,000 young people in 2015. Over this time SVA support has included:



#### Funding

Provision of more than \$1.5 million of philanthropic funding.



#### Capacity building

Developing a three year strategic plan to help take Beacon's impact and growth to the next level.



#### Networks

Facilitating an introduction to the Federal Employment Minister and key corporates, resulting in government support for Beacon's RFG program and more jobs for young people with corporate partners.



#### Evidence

An SROI analysis in 2008 showed \$11 social impact created for every \$1 invested in Beacon.

**14 years**

Years in portfolio

**\$1,598,067**

Total distribution

**18%**

Average annual growth rate – beneficiaries

**10%**

Average annual growth rate – turnover

### 2015

Beacon worked with 15,000 young people in 120 schools across every state and territory in Australia.

### 2016

eBeacon, an on-line careers platform is launched which will enable access to the Beacon model in all schools across Australia.

### WAY FORWARD

SVA is partnering with Beacon on the development and national roll out of eBeacon, a cost effective online platform that allows the proven Beacon model to be scaled across Australia, reaching more schools and communities. SVA believes that the eBeacon program has the potential to deliver real systemic change in Australia. Breaking through economic and geographical barriers, eBeacon will improve access to best practice careers education in Australian schools and ultimately support more young people to transition from school to work successfully.

# Real jobs



There are more than 1.7 million Australians either without work, or without sufficient hours of work.<sup>18</sup> More than half a million people have been out of work for a year or longer and are considered long-term unemployed.<sup>19</sup>

Long-term unemployment is a key driver of disadvantage, and has far reaching social and economic consequences and impacts individuals, communities and the Australian economy.

## What are the **challenges?**

Employers can be wary of engaging people who have been long-term unemployed due to perceived poor attitude, poor motivation and lack of recent work experience. Even when employers do want to create a more diverse workforce, they often lack an understanding of how to support people who are disengaged from the labour market. This puts a huge number of entry-level vacancies out of reach for many disadvantaged job seekers, and leaves an entire pool of potential talent untapped.

Employers report that the government funded employment system is too complex to navigate. Currently only 7% of employers use the system to fill roles, creating a growing gap between employers who have job vacancies and disadvantaged job seekers.<sup>20</sup>

Job seekers who are at risk of or experiencing long-term unemployment require individualised and wrap-around support that diagnoses and addresses both work related and personal barriers to employment.

Further, those experiencing entrenched long-term unemployment often require a different pathway into the labour market. Social enterprises can provide this stepping stone into mainstream employment creating jobs and opportunities for people who may have struggled to find work.

## What SVA is **doing**

Engaging with employers to support the recruitment and retention of disadvantaged job seekers and foster a diverse workforce.

Providing individualised and wrap-around support to meet job seeker needs.

Supporting the development of the social enterprise sector with an emphasis on scalability and sustainability.

Ensuring funding is focused on evidenced-based programs.



## Industry Employment Initiative

### ISSUES

Approximately **half a million** people in Australia have been out of work for over a year.

**41%** of Australian employers report difficulty filling jobs.<sup>21</sup>

Young people are almost **3 times** as likely to be unemployed.<sup>22</sup>

**20%** One in five of 15 to 19 year olds are unemployed.<sup>23</sup>

**70%** of poor children live in jobless families, making joblessness the main cause of childhood poverty.<sup>24</sup>

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### VENTURE MISSION

The Industry Employment Initiative (IEI) aims to effectively bridge the gap between national employers with vacancies and the many disadvantaged job seekers who are willing and able to work.



### INTERVENTION MODEL

The IEI prototypes a demand-led employment model to more effectively connect national employers with service providers and job seekers. The IEI works with employers to co-design pathways that are tailored to each employer's needs. For job seekers, the pathway includes work-readiness, holistic support and training with line of sight to a job.

### KEY OUTCOMES

Launched in 2014, the IEI:

- Works with **9** national employers across **3** states.
- Has **100** jobs committed.
- Has delivered **40** young people into employment or further training/education.
- Has an **83%** retention rate.

### MILESTONES

2013	2014	2015
Australian philanthropy commit to backing the IEI.	IEI Youth Pilot launches. Dec: First employer signed.	April: First young person employed.

### CASE STUDY

The IEI was established to serve as a 'one stop shop' for national employers. It provides them with a single contact point to manage their recruitment needs across geographies, increase their workforce diversity and support them to effectively recruit and retain young disadvantaged job seekers.

Working with Goodstart Early Learning provided the IEI with the opportunity to prototype, test and improve the 'one stop shop' approach in Victoria and Darwin. In the absence of an IEI approach, Goodstart would have needed to:

- advertise their available positions via standard recruitment tools (online, in newspapers, etc.),
- engage each candidate individually,
- engage separate jobactive agencies across two States.

Additionally, jobactive candidates would not have undertaken pre-vocational training tailored to Goodstart's needs, been provided with the opportunity to participate in a supervised work placement, or received the wrap-around support for non-work barriers.

Ultimately, the 'one stop shop' approach presented Goodstart with an attractive recruitment model and provided them with suitable candidates, increased their workforce diversity and also effectively supported disadvantaged job seekers into roles that would have been out of reach.

*'Hey Sophie everything is fantastic!!! I'm working 5 days a week, I have been given the chance to step up by replacing an educator in the morning to greet families as they arrive for a week while she is out of state....All the staff are absolutely amazing and supportive, we had our Christmas party over the weekend, we went on a party boat ☺... I am based in Kinder 1 & 2 and I started my Cert III yesterday via the Goodstart portal.'*

BEAU - IEI PARTICIPANT WHO WAS OFFERED A FULL TIME ROLE WITH GOODSTART EARLY LEARNING

*'This is an entryway into an industry that I enjoy and get something out of.'*

RORY, IEI PARTICIPANT

### GOALS OF THE PARTNERSHIP

The IEI was developed to test a demand-led approach and build an evidence base around what works, what is effective and what is efficient to support long-term unemployed job seekers to find work.

Using lessons learned from the IEI SVA will seek to influence the Government funded employment system and improve outcomes for disadvantaged job seekers.

### SVA SUPPORT

Since IEI's conception in 2013, SVA has provided financial investment and technical expertise including:



**Funding**  
Secured over \$1million in philanthropic funding for the pilot.



**Capacity building**  
Supported national employers to recruit and train disadvantaged young job seekers.



**Networks**  
Acted as collaborator between consortium members, service providers and employers.



**Evidence**  
Developed a best-practice monitoring and evaluation framework that is peer reviewed to ensure lessons learnt through the pilot are captured and evaluated, in preparation for scaling.

**3 years**  
Years in portfolio

**\$519,067**  
Total distribution

**62%**  
Average annual growth rate - beneficiaries

**103%**  
Average annual growth rate - turnover

### 2016

Jan: IEI expands to NSW.

### WAY FORWARD

The IEI pilot demonstrates the success of a demand-led approach in improving outcomes for disadvantaged job seekers. SVA is seeking funding to continue to iterate and improve the model, extend the youth pilot, expand to other cohorts and ultimately influence policy and Government employment contracts.



## STREAT

### ISSUES

**44,000**

The number of young Australians under the age of 25 who are homeless.<sup>25</sup>

**57%**

The percentage of homeless youth destined for long-term unemployment.<sup>26</sup>

**52%**

The percentage of homeless young people looking for a job.<sup>27</sup>

**\$706,264**

The current cost to the community of a young person remaining homeless across their life.<sup>28</sup>

### VENTURE MISSION

STREAT aims to stop youth homelessness and disadvantage, one mouthful at a time.

## STREAT

### KEY OUTCOMES

**437**

young people have gone through the STREAT program to date.

**60%**

of young people successfully transitioned into further employment/training.

**95%**

The percentage that young people rate their sense of belonging at STREAT.

**94%**

of young people engaged in STREAT's Certificate II program have improved their wellbeing.

**100%**

of young people in FY2014/15 maintained or improved their housing situation during their course.

STREAT reached **69%**

financial sustainability in FY15.

### INTERVENTION MODEL

STREAT is a social enterprise helping homeless youth to have a stable self, stable job and stable home. Through its six hospitality businesses in Melbourne STREAT provides

young people with supported pathways to employment – including assistance finding stable housing, vocational skills, improved mental health and well-being.

### CASE STUDY

Aaron has experienced significant periods of homelessness as well as out of home care when he was younger. He began using drugs at 14 years of age and found himself abusing cannabis, leading to a psychotic episode and ongoing mental health problems.

When Aaron first came to STREAT, he was 22 years old, had just been discharged from a youth mental health facility and was living in supported care. His mother was sleeping rough at the time. Aaron worked hard to apply himself to the STREAT program, but was struggling with drug addiction preventing him from committing to his training.

STREAT encouraged Aaron to take time off to address his issues. He successfully completed the detox program and, continuing to access support for his mental health, returned to STREAT.

Aaron committed from then on, recently completing his Certificate II in Kitchen Operations. With the help of STREAT, Aaron now lives in private shared accommodation in Sydney and has started study to become a Youth Worker. He's proud of his achievements and looking forward to a bright future.

*'Our partnership with SVA has been absolutely critical to our growth and success...SVA has provided us with an extraordinary level of business skills, critical thinking and support that was always perfectly targeted to our stage of evolution.'*

REBECCA SCOTT –  
CEO, STREAT

*'STREAT gave me a lot of confidence, and got my skills up.'*

AARON,  
STREAT PARTICIPANT

### GOALS OF THE PARTNERSHIP

STREAT demonstrates how social enterprise can effectively provide pathways to employment for the most disadvantaged. SVA partners with STREAT to actively promote employment as a key success factor in strengthening

disadvantaged individuals. Ultimately, SVA seeks to enable systems change through sharing insights from STREAT's model with the sector and advocating for employment services reform.

### SVA SUPPORT



#### Funding

SVA has partnered with STREAT since 2011 to help them grow their impact and assist even more homeless young people to achieve a bright future. The partnership has included the following support for STREAT:

Grant funding to build capacity, followed by joint impact investment of \$2.5m to fund the development of a new flagship site, Cromwell Manor.



#### Capacity building

Business growth projection and early strategic planning helping STREAT get 'investment ready' for the acquisition of The Social Roasting Company.



#### Networks

SVA has helped facilitate introductions to several key funders, particularly in STREAT's early growth phase.



#### Evidence

Undertook two SROI analyses in 2010 and 2012.

**5 years**

Years in portfolio

**\$653,500**

Total distribution

**84%**

Average annual growth rate – beneficiaries

**38%**

Average annual growth rate – turnover

### MILESTONES

2009	2010	2011	2012	2013
STREAT is launched.	Café opens at Melbourne Central.	100,000 customers served.	STREAT acquires two new cafés and a coffee roasting company.	STREAT is gifted Cromwell Manor by Geoff Harris for 50 years to use as its flagship site.

### WAY FORWARD

SVA continues to support STREAT to sustainably grow the social impact they are delivering in addressing youth homelessness in Australia. Each year we eat 1,095 meals, and STREAT has set itself the symbolic 'One meal, one life' goal of working with this many young people per year by 2022. SVA will support STREAT to broaden their funding base and identify options to sustainably scale the program beyond Cromwell Manor, firstly deeper into Victoria and then more broadly interstate.

## Looking forward

In 2016, we are proud to introduce a number of new initiatives to the SVA Venture Philanthropy Fund. Each testing new approaches to some of our most pressing social issues, we're excited to see how we can help to amplify their impact.

By supporting our portfolio you too can be part of this journey.

### eBeacon

Building on Beacon Foundation's decades of experience, SVA is supporting the development of eBeacon; a digital platform designed to increase student engagement in careers education and better prepare young people for employment, regardless of their location.



### First Australians Capital

We are proud to be incubating First Australians Capital, an Indigenous-led organisation that will provide new sources of capital and support for Indigenous businesses.



### Qld and WA Venture Philanthropy Funds

In the last year we have launched funds dedicated to Western Australia and Queensland that draw on the deep knowledge of local, expert Advisory Committees and social entrepreneurs.



### Rooty Hill

In partnership with the Department of Social Services we are testing a place-based, collective impact approach to improving school to work transitions in Rooty Hill, NSW.



### Evidence for Learning

With the support of the Commonwealth Bank of Australia, SVA is building a social enterprise to enable and support evidence-informed practice in schools leading to higher learning impact.



### High Growth Jobs – Talented Candidates

The NSW Department of Family and Community Services has engaged SVA and the Australian Network on Disability to build the capacity of employers to employ people with disability through the High Growth Jobs – Talented Candidates project.



# How to get involved

## Why give through SVA?

SVA's Venture Philanthropy portfolio provides philanthropists with an efficient way of identifying and supporting organisations that are effectively addressing the most challenging social issues facing Australia today. Our funders know that SVA's strategic guidance increases a venture's chance of success and delivers a greater social return on their investment. They know they boost

their effectiveness by linking, learning and acting with others to help improve the lives of people in need in Australia.

SVA provides funders with regular progress reports and hosts events with opportunities to meet other donors and venture partners.

## Funding SVA

Our managed portfolio of high performing venture partners is primed for success, with your support.

Donations to the SVA Venture Philanthropy Fund are fully tax deductible.

## Pro bono support

Business support alongside cash investment is one of the most critical differences between venture philanthropy and other types of giving. It develops the capacity of the venture to have a sustainable and long term impact. SVA has an extensive network of pro bono partners who provide invaluable support through their skills and time to our portfolio of ventures. We welcome the opportunity to discuss how you could become part of this network.

## Making contact

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SVA's work is only possible through the generous support of corporates and foundations, individual philanthropists, government partners and pro bono suppliers. Thank you.

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