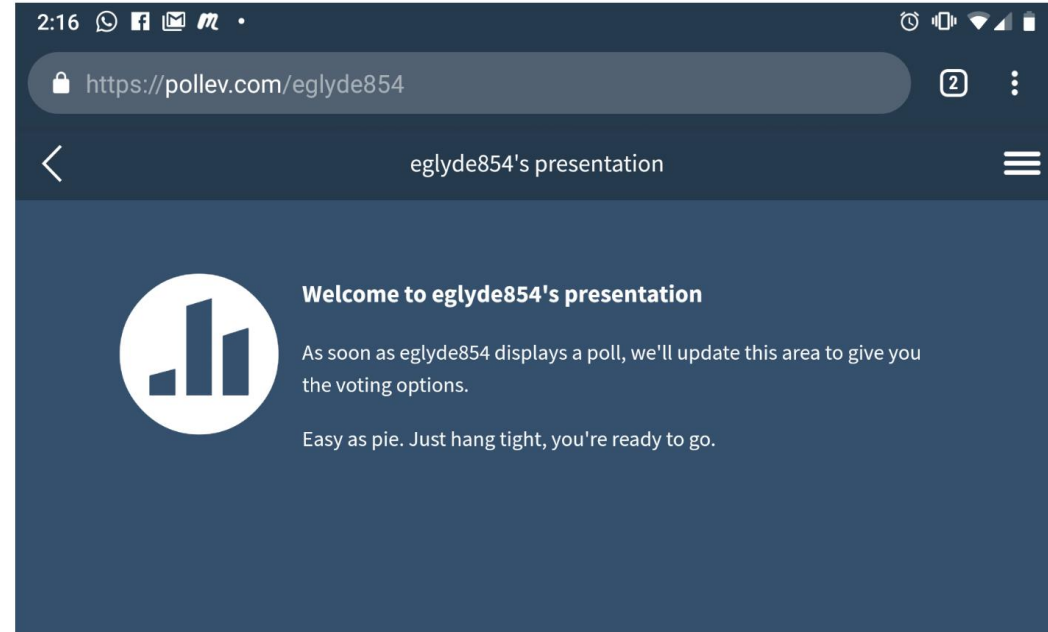


We will be running an anonymous live poll during this session using Poll Everywhere

Please log into  
**Bit.ly/svapoll**

No need to  
download the app



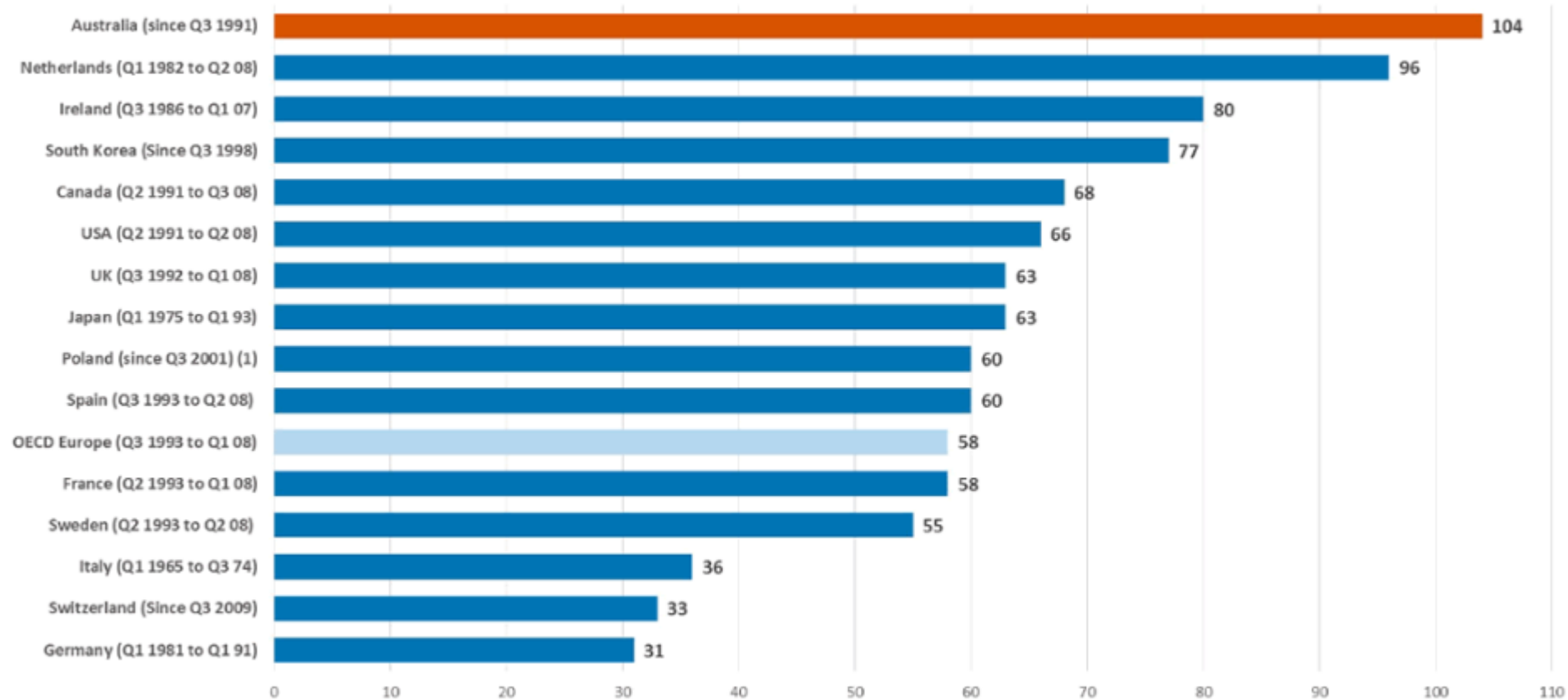
# The SVA Fundamentals for Impact

## Organisational Effectiveness for Social Sector Organisations

3 August 2019

# Australia – World Champions in Economic Growth

## Consecutive Quarters of Economic Growth up to 2017

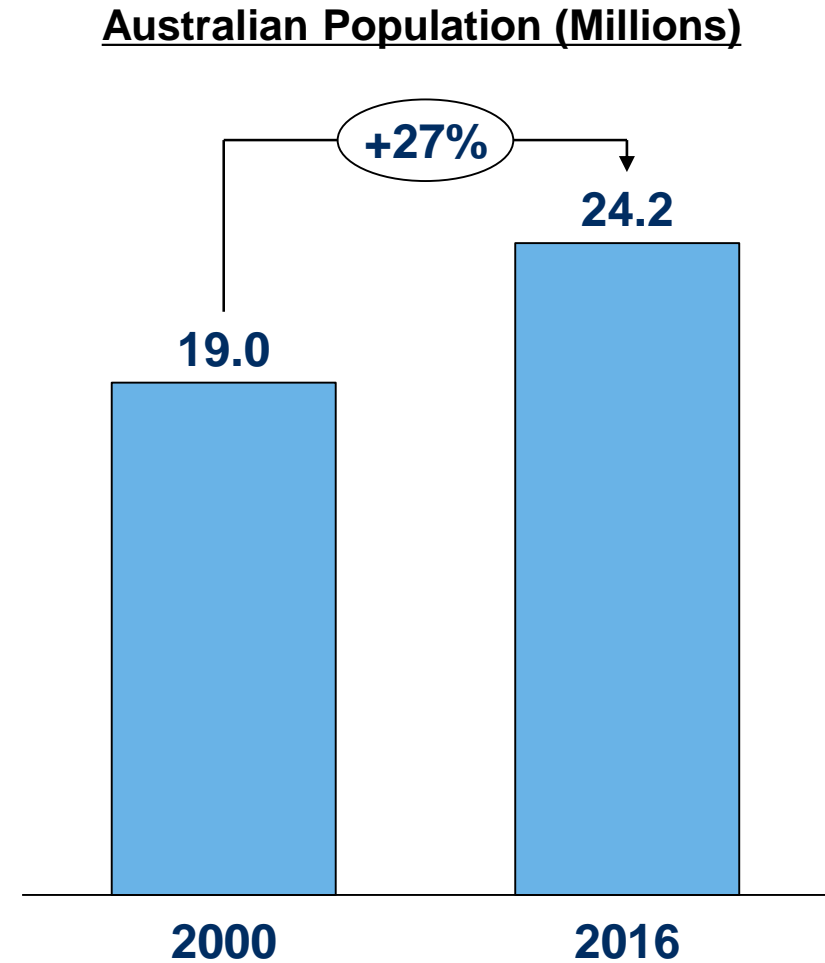
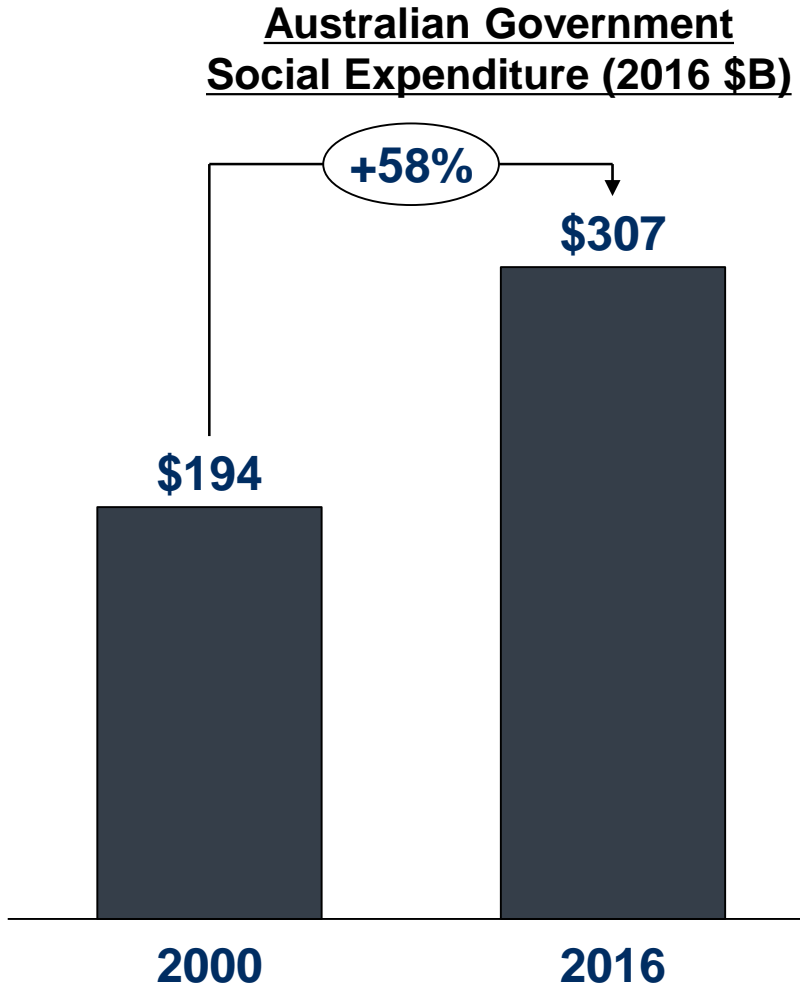


Australia

(1) Data for Poland only go back to 1995

Sources: OECD, Data extracted on 07 November 2017 from OECD.Stat; Austrade

# Economic growth has enabled Government Social Expenditure in real terms to grow faster than the population



Source : OECD Social Expenditure, Reserve Bank of Australia, Australian Bureau of Statistics

# However socio-economic disadvantage persists

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## **Council for Economic Development of Australia (CEDA):**

“It is a disgrace given more than 20 years of economic expansion in Australia that four to six per cent of the population – one to 1.5 million Australians – is classed as being in entrenched disadvantage, with little to no hope of getting out of that situation.”

## **Brotherhood of St. Laurence:**

“In 2014 (deep social exclusion) remained at 1.2 per cent, which means that more than 220,000 Australians experience very deep social exclusion each year.”

## **Jesuit Social Services & Catholic Social Services Australia:**

“A major theme of *Dropping off the Edge 2015* is the consistency with which localities identified as extremely disadvantaged in 2015 resemble those similarly ranked in earlier studies.”

# Social Ventures Australia

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**Not-for-profit organisation that works with partners to alleviate disadvantage – towards an Australia where all people and communities thrive**



## Consulting

1000+ projects over 10 years



## Impact Investing

\$115M funds under management



## Ventures

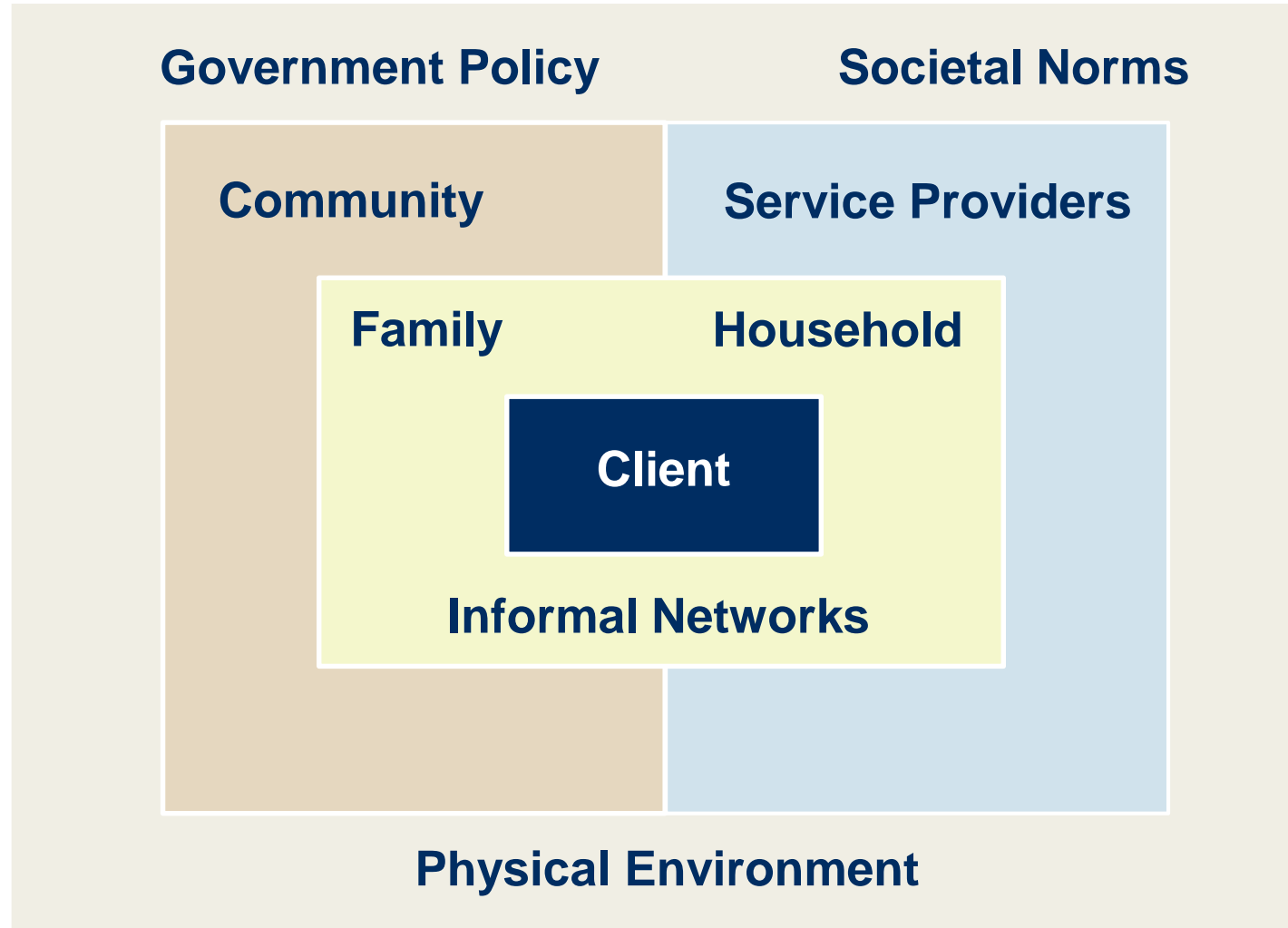
50+ Ventures over last 17 years



## Policy & Advocacy

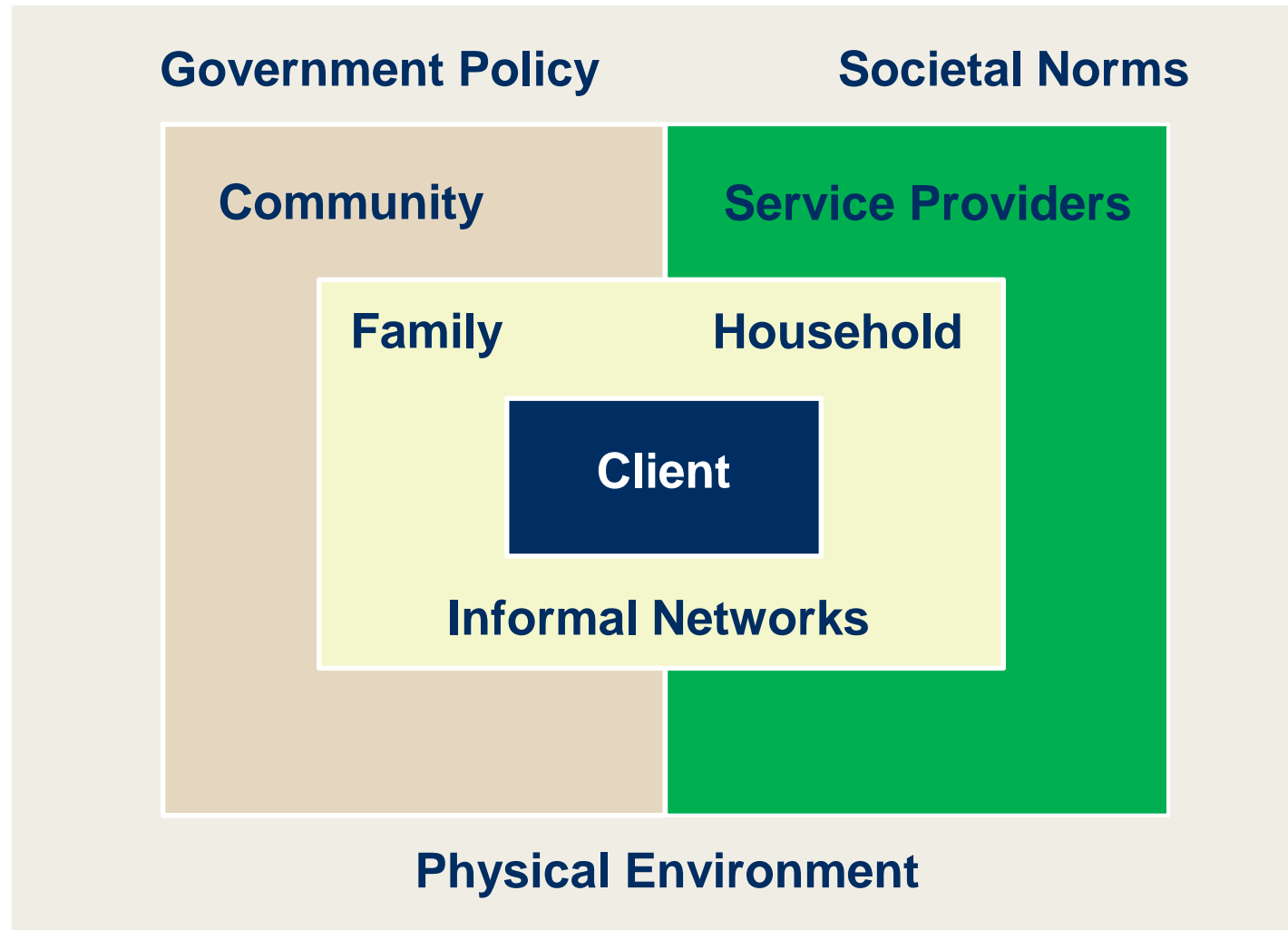
11 government submissions in 2018

# Many societal factors impact outcomes for people experiencing disadvantage – not just government spending



Source : Adapted from Bronfenbrenner's "Ecological Model of Child Development"

# Today is about discussing how effective we, as service providers, are in improving client outcomes



Source : Adapted from Bronfenbrenner's "Ecological Model of Child Development"



# How effective is your organisation?

Very effective - we are having the maximum possible impact

Quite effective - we feel we are doing well

Average - we are no better or worse than most organisations

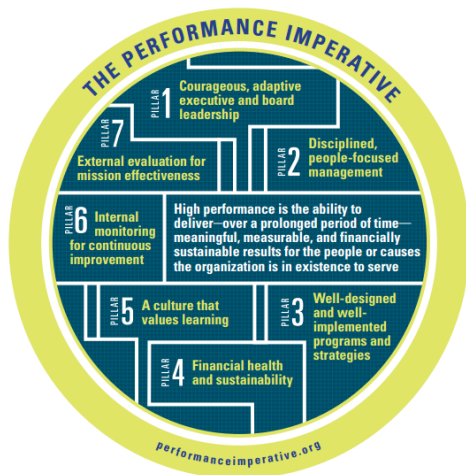
Below Average - we have a number of things to improve

Well Below Average - we have a lot to work on

# SVA Fundamentals For Impact

The SVA Fundamentals were developed from the experience and expertise of SVA staff, academic research and the experience and expertise of other practitioners

- 1) The experience and expertise of current and past SVA staff
- 2) Academic research
- 3) The experience and expertise of other practitioners



@NPCThinks #CharityAnalysis



# The SVA Fundamentals are a set of 15 characteristics in 3 groups

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**CLIENT CENTRED**



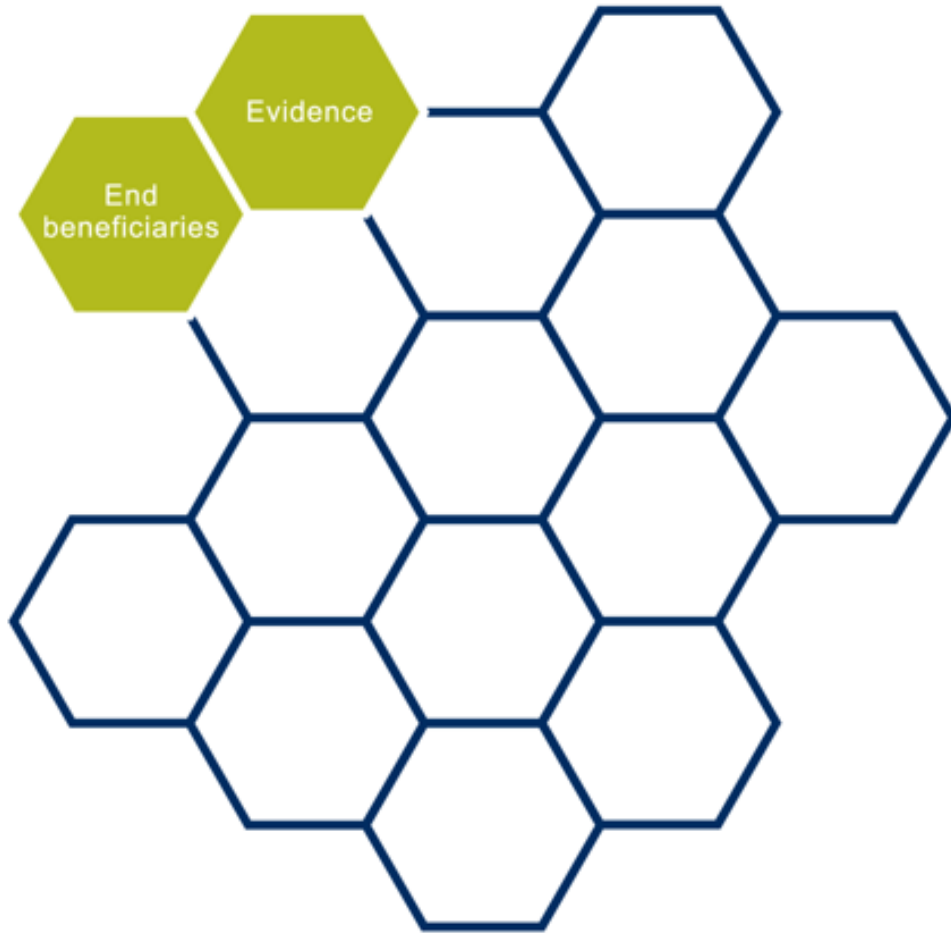
**EFFECTIVELY RUN**



**ENGAGED WITH  
THE ECOSYSTEM**

# Client Centred

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## **CLIENT CENTRED**

### **End Beneficiaries**

- Focus on end beneficiaries

### **Evidence**

- Evidence informed and appropriate services

# Effectively Run

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## EFFECTIVELY RUN

### PLAN

- Mission/vision/ambition
- Organisational strategy

### DELIVER

- Operational efficiency
- Financial health
- Skills and capabilities

### LEARN

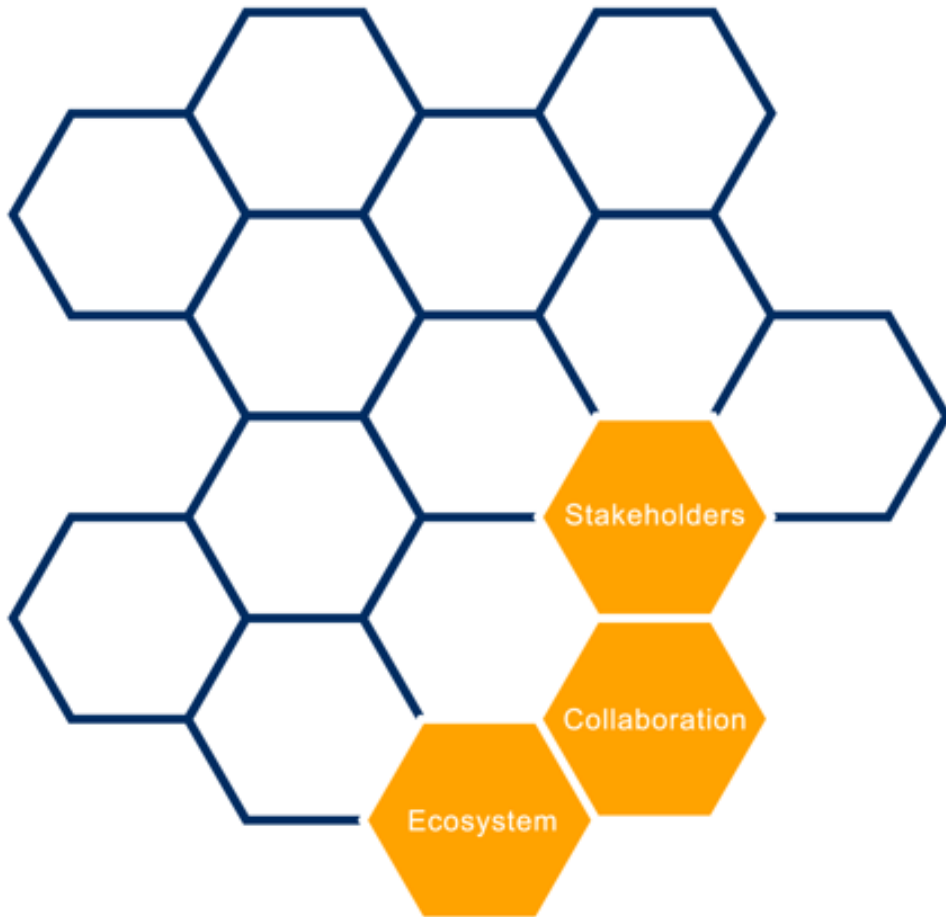
- Measurement and evaluation
- Learning culture

### GOVERN

- Values
- Governance
- Leadership

# Engaged with the ecosystem

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## ENGAGED WITH THE ECOSYSTEM

### Ecosystem

- Understanding of and contribution to ecosystem

### Collaboration

- Networking and collaboration

### Stakeholders

- Accessibility and responsiveness to stakeholders

# The SVA Fundamentals for Impact

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## CLIENT CENTRED

- Focus on end beneficiaries
- Evidence informed and appropriate services

## EFFECTIVELY RUN

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## ENGAGED WITH THE ECOSYSTEM

- Understanding of and contribution to ecosystem
- Networking and collaboration
- Accessibility and responsiveness to stakeholders

# We have developed a free downloadable tool so you can evaluate your organisation against each of the 15 characteristics

FUNDAMENTALS FOR IMPACT		Assessment
1	FOCUS ON IMPACT & END BENEFICIARIES*	Somewhat Strong
2	EVIDENCE INFORMED & APPROPRIATE SERVICES*	Somewhat Strong
3	FINANCIAL HEALTH	Somewhat Strong
4	SKILLS & CAPABILITIES	Somewhat Weak
5	LEADERSHIP	Somewhat Weak
6	GOVERNANCE	Somewhat Strong
7	VALUES*	Somewhat Strong

8	LEARNING CULTURE*	Somewhat Strong
9	MEASUREMENT & EVALUATION PRACTICES	Somewhat Weak
10	ORGANISATIONAL STRATEGY	Somewhat Weak
11	MISSION / VISION / AMBITION*	Very Strong
12	OPERATIONAL EFFICIENCY	Somewhat Strong
13	UNDERSTANDING OF & CONTRIBUTING TO ECOSYSTEM	Somewhat Strong
14	NETWORKING & COLLABORATION	Somewhat Strong
15	ACCESSIBILITY & RESPONSIVENESS TO STAKEHOLDERS	Somewhat Strong

Tool is a spreadsheet that can be downloaded at our website  
[www.socialventures.com.au/learning-insights/sva-fundamentals-impact](http://www.socialventures.com.au/learning-insights/sva-fundamentals-impact)



# The tool can be used to address different organisational needs and questions

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# Case Study - Lifeline



## What we did?

- Comprehensive organisational diagnostic

## Why?

- Newly formed Leadership team, inc. new interim CEO
- Undergoing strategy refresh and defining interim priorities
- Significant changes in external environment

## What was the benefit?

Provided comprehensive understanding of the organisational strengths & weaknesses

Opportunity to understand how each person viewed organisational challenges and opportunities

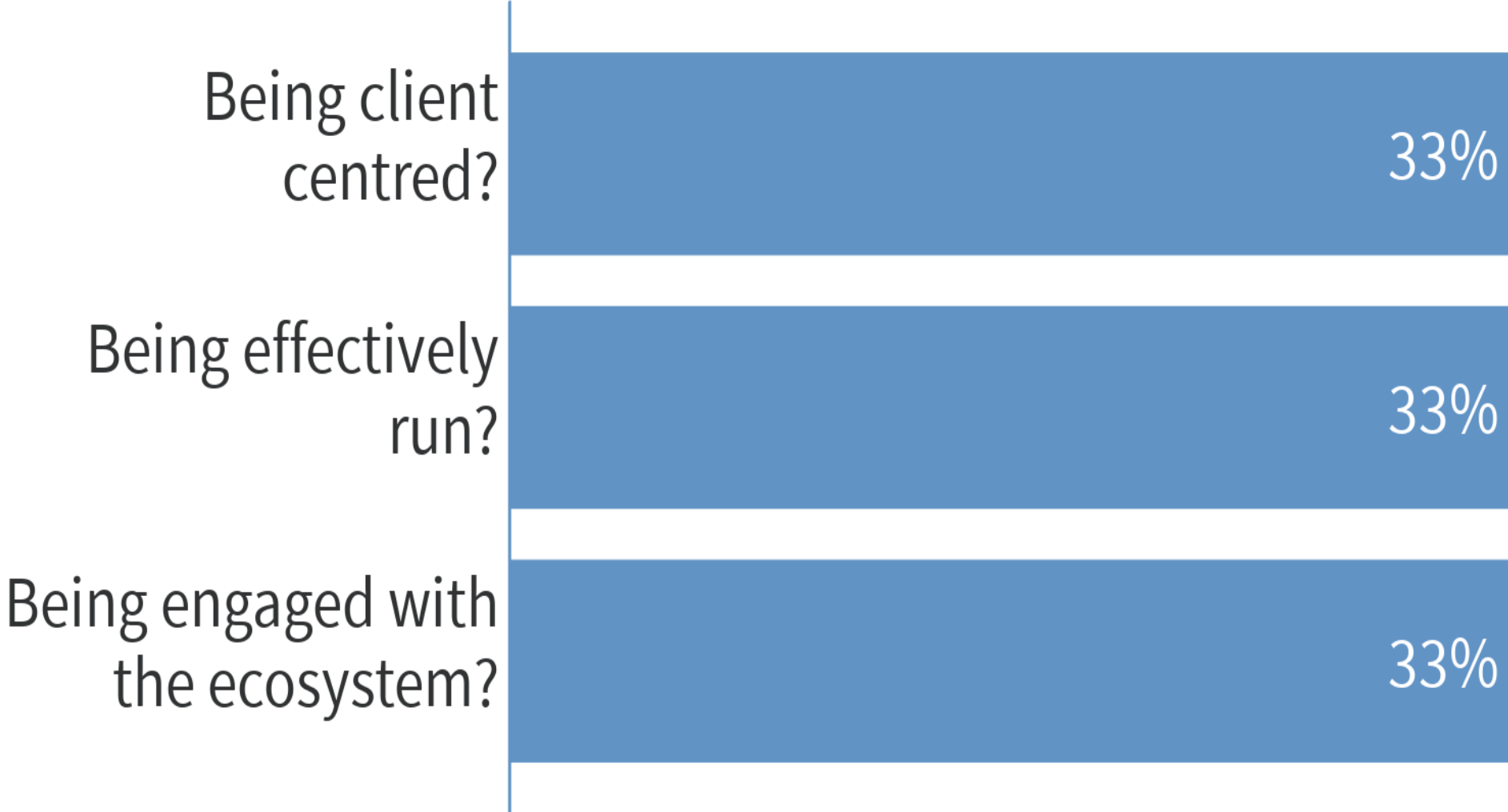
Helped 'sell' the proposed strategic plan and focus areas to the Board

Facilitation process allowed interrogation of where the team wanted to take the organisation and acknowledge risks

***"In the social sector there is a bit of a crisis management approach. [The Fundamentals for Impact Diagnostic] helps you stop pause and think strategically about where you want to be and what the actual health of your organisation really is. And the approach is more scientific, rather than just relying on your gut feel" Lifeline CEO***



# What are you strongest at?



# Which is your strongest characteristic?



# What are you weakest at?

Being client  
centred?

Being effectively  
run?

Being engaged with  
the ecosystem?

# Which is your weakest characteristic?



# The SVA Fundamentals for Impact

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## CLIENT CENTRED

- Focus on end beneficiaries
- Evidence informed and appropriate services



## EFFECTIVELY RUN

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## ENGAGED WITH THE ECOSYSTEM

- Understanding of and contribution to ecosystem
- Networking and collaboration
- Accessibility and responsiveness to stakeholders

# The challenge – we need a revolution in organisational effectiveness

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- We owe it to our clients and to our funders to operate organisations that are maximising impact
- We need our organisations to be:
  - Client centred
  - Effectively run
  - Engaged with the ecosystem
- We need to be measuring our performance and holding our organisations to account for high performance
- And if others are doing it better, and you can't bridge the gap, then all options should be on the table