



# Strategic Plan 2022-2025

**Social  
Enterprise  
Network  
Victoria**

**Social  
Enterprise  
Network  
Victoria**



# Acknowledgement of Country

SENVIC proudly acknowledges the traditional owners of country and pays respect to past, present and emerging Elders.

Since time immemorial, Victorian Traditional Owners have practiced their laws, customs and languages and nurtured the country.

Sovereignty was never ceded.

Through the strength, resilience and pride of our First Peoples, their cultures, communities and economies endure and continue to grow and thrive today.

---



## What's ahead?

This document is for our community, members, partners, staff, directors and the newcomers to social enterprise.

The Strategy is our first refresh since SENVIC was formed in 2018 with nine social enterprise pioneers in Victoria.

We now have over 800 members and a network of Local Leads in all 11 regions of our state.

This is the first multi-year strategy. It will evolve and adapt as we do.

The intent of this Strategy is to help us focus, grow and deepen the change we want to see.

## How to use this strategy

- Understand where you fit
- Share ideas to accelerate our vision
- Align decision-making to values and vision
- Understand how to partner



## Vision

A just, inclusive and sustainable society.

## Purpose

To grow a thriving social enterprise ecosystem in Victoria.

## Principles

Enable an independent, practitioner-led network.

Collaborate with, and support the development of the broader social enterprise ecosystem.

Be optimistic, energetic and entrepreneurial.

Harnessing resources effectively for impact.

---



## Priorities

### Connect

Build a connected community of social enterprise practitioners and enablers, from the founders, leaders and workers within social enterprise to the funders, researchers, government and other champions.

### Develop

Drive impact through a focus on capability strengthening and access to learning and development.

### Influence

Increasing the voice and influence of the social enterprise community.

### Systems

Establish a system-shifting network of networks.



# We are part of a bigger change

The past two years saw unprecedented change and put a spotlight on the interconnections and complexity of our world.

We have spent this time listening, reflecting and learning.

Our members are navigating complex problems to create meaningful and sustainable employment pathways, to elevate the stories from lived experience, to transition the economy to greener and regenerative models and away from the climate crisis before us.

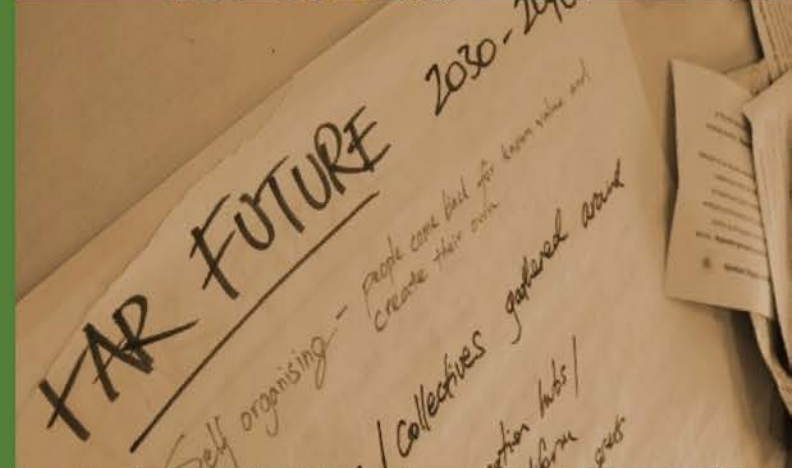
---

To tackle complex problems, we need complex solutions.

Complex solutions need inclusive, adaptive and enabling networks.

More than ever, we need networks, alliances and communities leading that path to an inclusive, just and sustainable society.

---



# Theory of Change

## BECAUSE

### COMPLEX PROBLEMS REQUIRE COMPLEX SOLUTIONS

**PEOPLE** - The pandemic has exacerbated and brought new attention to existing **inequality, exclusion** and **marginalisation**.

It is now more urgent that we shift to **inclusive, just and strength-based** approaches that **nurture wellbeing, care and relationships**

**PLANET** - The climate has changed. The **destructive, exploitative and extractive** economies of the past must be replaced with **regenerative, circular and strength-based** approaches.

**PLACE** - The pandemic's great pause magnified **our reliance on place**. Everyone needs to **belong** and participate in communities that are **fair, inclusive and sustainable**.

## WE BELIEVE

### NETWORKS AND ALLIANCES ARE NEEDED NOW MORE THAN EVER

We need:

Stewardship  
towards the **UN SDGs**

To increase the **visibility** of  
social enterprise

To **strengthen** capability

To improve **individual** and  
**collective impact** of social  
enterprise

To catalyse new **alliances** and  
**collaboration**

To inspire and embolden  
**social innovation** and  
transformation  
To **shape policy** for and with  
the social enterprise  
community

## SO WE

### CREATE A GRASS-ROOTS AND SYSTEM-SHIFTING NETWORK OF NETWORKS



SEE NEXT PAGE

## THAT LEADS TO

### INCREASED COLLABORATION AND BETTER OUTCOMES

Greater **economic inclusion** and access to **meaningful, ethical and valuable employment pathways**

Growth in **regenerative business models** that  
repair and protect vital  
ecosystems

Improved **quality of life**  
and **wellbeing**

Increased **participation in civic life** and **ownership of social innovation**

**Diverse, resilient** and  
**future-facing** local  
communities

## AND RESULTS IN

### MOVING TOWARDS A JUST, INCLUSIVE AND SUSTAINABLE SOCIETY



# Five elements of SENVIC

To achieve our vision we will establish the backbone infrastructure for SENVIC to become a systems-shifting network of networks.

---



# Three Horizons towards our vision



## Far

Communities are resilient, self-organising and leading from the bottom up

**80% of businesses are social enterprises**

We have social enterprise beacons in every neighbourhood across Victoria

Social enterprise is enabling government and communities to achieve our shared vision

## Near

We embed the voices of lived experience and diversity across government, business, philanthropy and other enablers.

Social enterprise is a distinct business model and legal structure for emerging entrepreneurs

**Hubs, clusters and demonstration projects are multiplying our impact**

Social enterprise is shaping policy portfolios across government

## Next

**We elevate the voices of those who we serve**

Social enterprise is widely recognised and understood

**SENVIC enables place-making collaborations and alliances**

Social enterprise leaders are driving local SENVIC activities across Victoria

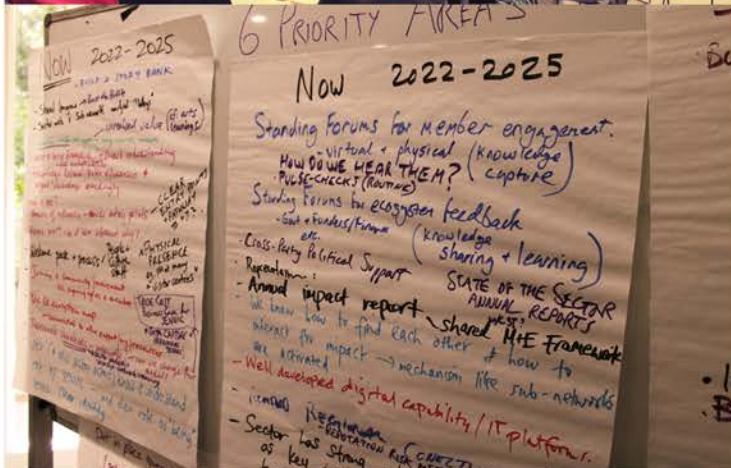


# Priority Activities 2022-25

## CONNECT

Build a connected community of social enterprise practitioners and enablers

- Appoint **Local Leads** across Victoria and hold regular forums for collaboration and knowledge exchange.
- Activate our Diversity, Equity and Inclusion Policy to establish **standing forums** and accessible and equitable practices in everything we do to drive **inclusive and deeper member engagement**.
- Amplify recognition and connection with a **public directory** of social enterprises to create a presence in every region of Victoria.
- **Mobilise resources** to accelerate self-organising networks and **new places** for collaboration and innovation.
- **Support strong networks** connecting communities across Victoria whilst fostering industry, theme and SDG-based networks.







# Priority Activities 2022-25

## DEVELOP

Drive impact through a focus on capability strengthening and access to learning and development

- Map the spectrum of learning and development needs and support **members to access the right support** for them.
- Launch an **Emerging Leaders Program** commencing in 2022 for young social entrepreneurs.
- Deliver in-person and online opportunities for **peer-based learning** programs.
- Build a **way-finding platform** and an online library of resources to **support growth and collaboration**.
- Work with government and other enablers to **fund capacity building** programs and reduce barriers to access.
- Develop a **Reconciliation Action Plan** for SENVIC and engage members on the process and the learning journey.

## INFLUENCE

Increasing the voice and influence of the social enterprise community

- Amplify the **achievements** of social enterprise through **awards** and **advocate** for **policy reforms** that accelerate our vision
- Open doors and enable sector leaders to **build influential** cross-government **relationships** throughout Victoria.
- Use **knowledge and influence** to drive transformational change and system-level stewardship.
- Create new alliances for **sharing knowledge and resources**, and encourage broader collaboration opportunities.
- Contribute to the development of the first **National Social Enterprise Strategy** and work with the Victorian Government to **implement the Social Enterprise Strategy 2021-25**.





**Join the movement for a just, inclusive  
and sustainable society.**

**[senvic.org.au](https://senvic.org.au) | [hello@senvic.org.au](mailto:hello@senvic.org.au)**

SENVIC is a place for you to connect.  
We support you to grow.  
We advocate for a thriving social enterprise ecosystem.

Front page: Emerging Leaders Program August 2022  
Back page: Mildura Social Enterprise Bus Tour April 2022