



**FULL CIRCLE  
SOCIAL ENTERPRISES**

# 2024 Annual Report

**Prepared by**

Tina Brunet (CEO Founder)  
Livy Singh (Chair)

**Reviewed by**

Sandra Zivcic (Committee Member)  
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# OUR WHY

We rise, by lifting others.

We are ordinary people who decided, one ordinary day, to use our privilege as a tool to create change.

Change that is meaningful, the kind that makes it possible for a child living on the other side of the world to dream of a life bigger than what they were given permission to imagine.

We partner with hearts akin to ours to design opportunities that support children to exit from the cycle of poverty and oppression. We place the needs of children at the centre of our thinking and hold their needs at the core of our vision. We invite you to join us in enabling this change.





# OUR PURPOSE

The purpose of Full Circle Social Enterprises (Full Circle) is to create transformative, sustainable change by empowering underserved communities through education and leadership development. Focused on breaking cycles of poverty and inequality, Full Circle's goal is to equip first generation learners with the skills, mindset, and tools needed to dream beyond their circumstances and achieve meaningful careers.

Through inclusive, co-designed programs that address systemic challenges, Full Circle fosters resilience, uplifts educators, and builds empowered individuals who serve as role models, driving broader community transformation.

We are currently in partnership with a school, Future Hope, based in Kolkata, India that delivers primary and high school education to students from underprivileged communities. We have developed a Leadership Program curriculum around the needs of the school and the community. The modules in the Leadership Program include Foundational, Life Skills, Entrepreneurship, Speaker Series, Employability and Sex Education. Each module is designed to address gaps between what the students were learning at school and what they needed to build emotional intelligence, confidence and resilience.

Full Circle provides funding to partner schools so that they can appoint a dedicated Leadership Coach to lead the Program on the ground. We create Lesson Plans and work with the Coach to build their capacity. The model enables additional teachers to be trained in the Program so that the Program is not dependent on a single resource and can be scaled as needed.

We also provide robust measurement frameworks to ensure that we keep track of the impacts of the Program on students. These measures are defined and connected to the UNs Sustainable Development Goals of SDG4 (Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all), SDG5 (Achieve gender equality and empower all women and girls) and SDG8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all).

Our goal is to partner with additional schools across underprivileged communities around the world including India with the support of philanthropic and other sustainable fundraising sources.







# CEO REPORT



Our dream started as a seed of hope and has this year emerged and bearing fruit. This is all thanks to the tremendous efforts of all those who have poured their hearts into our collective vision.

The foundations laid in 2023 were built upon this year starting with a visit to India with a passionate team. Together we were able to delve deep into the world of Future Hope and the students for which the leadership vision was created. It was deeply moving to spend time with all of the parts that make Future Hope's work possible. Hearing the stories of some of the students and witnessing the slums where some previously lived was confronting for all of us.

The railway tracks house thousands of people who live in poverty, struggling to survive on meagre wages, many of them are illiterate and have only seen perpetual poverty in their lifetime. Knowing that the students are taken from this context and given a place where they can hope and dream of a future that they never had dared to before, has cemented our drive to continue to pour passionately into our work.

The impression that this trip has left on us will be lifelong lasting. It was our privilege to be witness to the stories, and connect with all of the passionate people who create the tapestry that enable each student to strive for their dreams.

From there we were able to quickly build our curriculum and appoint a leadership coach to deliver the Program to students.

Future Hope commenced providing lessons in June 2024, starting with Grade 8 and Grade 9 students. The delivery has been slow to ensure that we are taking time to evaluate methods, student engagement and outcomes. This approach has ensured that we can pivot easily and be nimble as we experiment with different strategies.

During this time, we have also embarked on defining a sex education curriculum for the school and also recommendations of how to support students with intellectual disabilities. All of these come together with consideration of how one part of the system can impact on another.

We want the interwoven fabric of this program and our approach to realise success for all, not just a few.

Cultivating trust with the school and its leaders is an important part of our approach and our ethos. We have ensured this through transparent and frequent communication and openness to respectfully challenge where necessary.

As we close off this year, I am in awe of our accomplishments and the journey to here. Although it's too early to analyse the data we have collected to date, I am encouraged by anecdotal feedback and stories of the students engaging with the leadership content and leaning into their curiosity.

A massive heartfelt thanks to our committee members, friends and people who have partnered with us in small and big ways to enable this dream and bring it to life. A special thanks to our chair Livy Singh who has gifted us with her passionate dedication and drive.

We are excited to bring on the turning chapter of 2025 as we work toward opening the door to sustainable funding. In the meantime we are enjoying the journey whilst looking to the horizon to big dreams of what the future might bring.

With gratitude,

A handwritten signature in black ink that reads "Tina Brunet".



# CHAIR REPORT



As we reflect on the year gone by, we are filled with immense pride and gratitude for the strides Full Circle Social Enterprise has made towards our mission of creating sustainable change in the lives of young people.

This year has been one of deep commitment and significant growth, marked by the launch of exciting new initiatives that hold the potential to change the trajectory of many lives.

One of the most exciting developments has been our partnership with Future Hope School in Kolkata, India. We are thrilled to announce that we officially commenced our work with this incredible school, an institution dedicated to empowering young people from vulnerable backgrounds.

Our collaboration led to the launch of our pilot leadership program, for which we hired a leadership coach, based within Future Hope School.

Together, we have embarked on a journey to equip these students with the tools and skills they need to thrive, both in their academic pursuits and in their future careers. Through this partnership with Future Hope School, Full Circle has been able to connect with some of the most inspiring and resilient young people, whose potential is limitless.

These milestones represent just the beginning of an exciting journey, one that holds the promise of long-term, transformative change for the young people we serve. As we continue to build on these successes, we are inspired by the stories of hope, determination, and ambition we see unfolding every day.

Thank you to our dedicated team, partners, and supporters who have made these achievements possible. Your belief in our mission continues to drive us forward, and we look ahead to a year filled with new opportunities to deepen our impact and reach even more young people across the globe.

Together, we are shaping a brighter future—one where every young person has the chance to unlock their full potential.

With gratitude & optimism,

*Livy Singh*



## *A Year's Overview*

# WHAT DID WE ACHIEVE

- 1 **Blueprint and Design Thinking Approach:** A comprehensive blueprint outlining the Design Thinking approach for building the leadership curriculum was created and approved by Future Hope stakeholders.
- 2 **Workshops and Data Gathering:** A detailed plan for face-to-face workshops and data gathering was developed. A team of five visited India to conduct these workshops with Future Hope teachers, students, alumni, and the community.
- 3 **Promotional Videos:** Two promotional videos were produced to document the partnership between Full Circle and Future Hope. [Link to Video 1.](#) [Link to Video 2.](#)
- 4 **Leadership Coach Appointment:** A Leadership Coach, Mrinalini Sen was appointed to deliver the Program at Future Hope. Two of the teachers from Future Hope have shadowed her during the last 6 months with plans for them to take the lead with their respective classes in 2025.





## A Year's Overview



- 5 Funding Agreement:** A formal funding agreement was signed between Future Hope and Full Circle, ensuring the funding for the leadership program in Kolkata. Funds are being transferred as per the agreement.
- 6 Fundraising Initiatives:** A fundraising page was created with the Australian Cultural Fund, enabling tax-deductible donations for the "This is Me" event.
- 7 Recognition:** Tina Brunet was named a finalist for the Australian Professionals of Colour Community Leadership award for her work with Full Circle. This is Me was also nominated as the Community Initiative of the Year in the Yarra City Council awards in 2024.
- 8 Policy Development:** Full Circle policies were established to formalise ways of working and ensure good governance.
- 9 Grants Awarded:** The "This is Me" event received a total of \$3,000 in grants from the City of Yarra (\$1000) and Bank Australia (\$2000).
- 10 Business Plan:** A comprehensive business plan for Full Circle was created.
- 11 Theory of Change:** A Theory of Change framework was drafted to formalise the measurement of the Leadership Program's impact.
- 12 Teacher Training:** Two teachers were trained alongside the Leadership Coach to ensure sustainability and progression of the Leadership Program. In 2025 we aim to expand the Program to 2 more Grade levels, expanding the teacher training further.
- 13 Leadership Curriculum:** The Leadership Curriculum was established and approved.
- 14 Program Commencement:** The Leadership Program began in June 2024 with Grade 8 and Grade 9 students at Future Hope. The Foundational Module was completed in December 2024.
- 15 Support for Children with Disabilities:** A Proposal and Feedback Report was provided to Future Hope on supporting children with disabilities in achieving employability outcomes.



## *A Year's Overview*



16

**Sex Education Program:** A framework for a Sex Education program was created and approved by Future Hope.

17

**Podcast Interview:** A podcast interview with an Australian/Indian professional was recorded in November 2024.

18

**AI Tool Development:** Development of an AI tool called Quest, aimed at providing personalised career and employability feedback for students, commenced in November 2024.

19

**Pro-Bono Partnership:** Engagement with Forvis Mazars as our formal pro-bono partner is expected to be formalised by mid-December 2024.

20

**Professional Development:** Tina completed the Company Directors Course with the Australian Institute of Company Directors. Livleen completed a Governance module for not-for-profit groups with AICD with Sheena completing this same module in August 2023.



2024

# FINANCIAL PERFORMANCE

Full Circle has had a good year in terms of profit, which is mainly derived from donations. This is despite a decrease in Full Circle’s profit margin for the This is Me event, which dropped by 16% in comparison to FY23.

The gross profit margin for FY23 was 63% versus 48% for FY24. While this drop is mainly attributable to a decrease in revenue earned from the This is Me event, expenses incurred in running the event increased in FY24 by \$1,056. Committee members were advised to review this fundraiser and assess the expenses in order to retain greater profits towards Full Circle.



## PROFIT & LOSS STATEMENT FOR THE YEAR ENDED JUN 2024

INCOME	2024	2023
Donations	\$7,219	-
This is Me	\$7,591	\$7,967
Miscellaneous	\$1,251	-
Interest	\$164	\$9
	<b>\$16,225</b>	<b>\$7,976</b>
LESS EXPENDITURE	2024	2023
Bank Fees	\$11	-
Future Hope	\$2,750	-
This is Me	\$3,968	\$2,912
Future Hope on-site expenses	\$1,758	-
Other	\$9	\$554
	<b>\$8,496</b>	<b>\$3,466</b>
NET OPERATING PROFIT	\$7,729	
NET PROFIT AFTER INCOME TAX	\$7,729	
Retained profits at the beginning of the financial year	\$12,157	
TOTAL AVAILABLE FOR APPROPRIATION	\$19,886	
RETAINED PROFITS AT THE END OF THE FINANCIAL YEAR	\$19,886	



# BALANCE SHEET

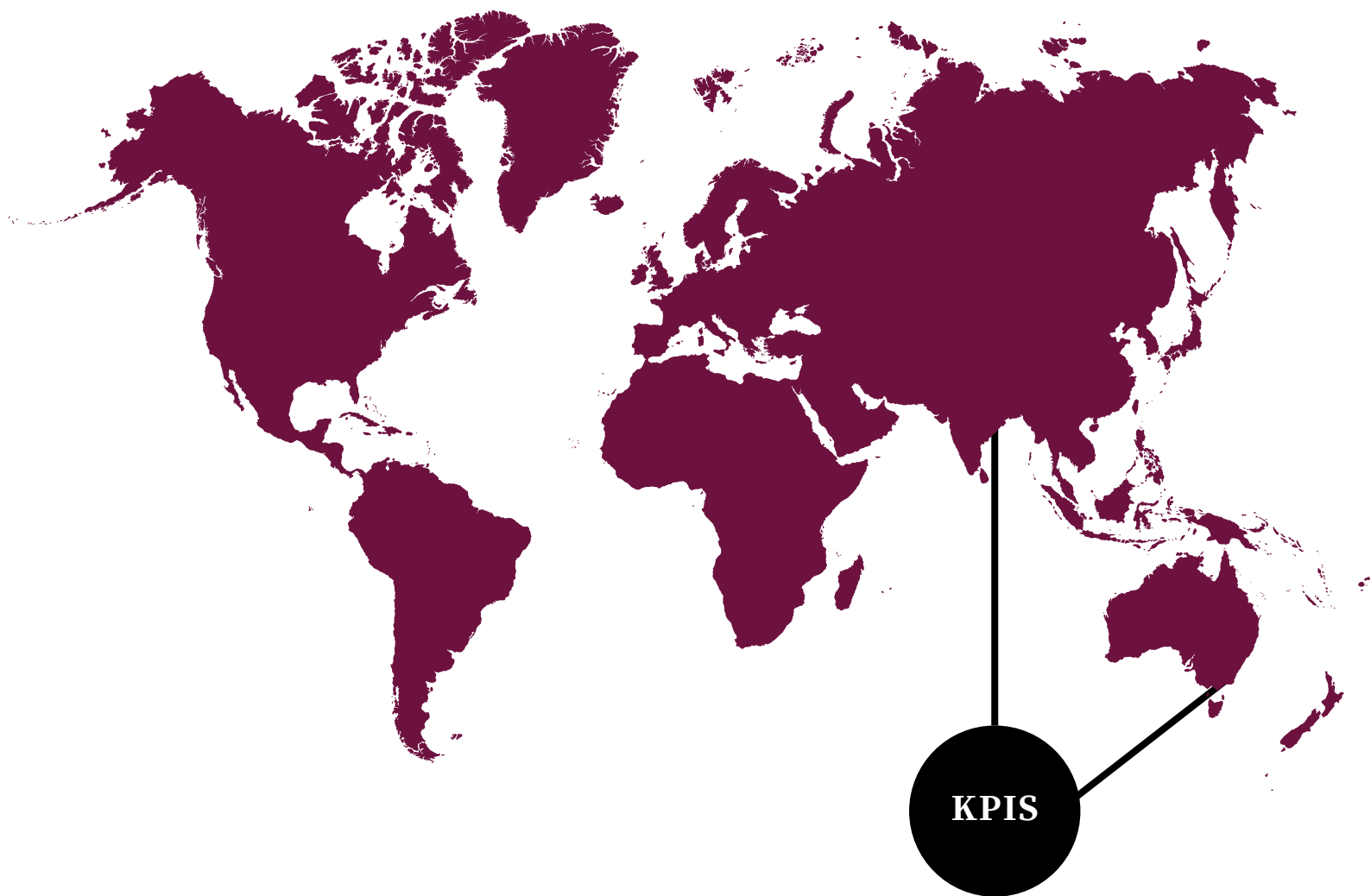
AS AT 30 JUNE 2024

ASSETS	2024	2023
<b>CURRENT ASSETS</b>		
Cash on hand	-	\$20
Cash at bank	\$19,906	\$12,677
<b>TOTAL CURRENT ASSETS</b>	<b>\$19,906</b>	<b>\$12,677</b>
<b>TOTAL ASSETS</b>	<b>\$19,906</b>	<b>\$12,697</b>

LIABILITIES	2024	2023
<b>CURRENT LIABILITIES</b>		
Loan Tina	-	\$520
	-	\$520
<b>TOTAL CURRENT LIABILITIES</b>	<b>\$19,906</b>	<b>\$12,177</b>
<b>NET ASSETS</b>	<b>\$19,906</b>	<b>\$12,177</b>

EQUITY	2024	2023
Issued Capital	\$20	\$20
Retained Earnings	\$19,885	\$12,157
<b>TOTAL EQUITY</b>	<b>\$19,906</b>	<b>\$12,177</b>
<b>NET ASSETS</b>	<b>\$19,906</b>	<b>\$12,177</b>





# KEY PERFORMANCE INDICATORS

Our Key Performance Indicators (KPIs) reflect the measurable goals outlined in our Business Plan, tracking progress across the formalisation of our leadership program, creating operational efficiencies to maximise sustainable growth, and measuring our impact. This year, we achieved key milestones, including establishment of the Funding Agreement with Future Hope School, establishment of the Leadership Program framework and implementation of the program.

These KPIs demonstrate our dedication to the ethos on which our organisation was created and our continual evolution towards realising successful outcomes for the students participating in the Leadership Program.





## BUSINESS GOALS

1A

### Create leadership program

Create a Leadership Program unique to the needs of students, school and community using Human Centred Design principles.

In 2024 we created a leadership program curriculum to the needs of Future Hope school and community in Kolkata using design principles. This included surveys with alumni and teachers, research, interviews with staff and directors as well as founders and workshops with students.

The Leadership Program will eventually be made available to all students from Grade 6 to Grade 12. In 2024 we commenced the Program, offering it to Grade 8 and Grade 9 students. In 2025, this will expand to Grade 10, 11 and 12.

1B

### Partnerships

Leverage partnerships, experts and teachings grounded in data and research to inform content.

We spoke with experts including psychologists, medical doctors, qualified teachers and data scientists to create a curriculum and robust frameworks for our Leadership Program.





1C

## Teacher Training

Train teachers in content and delivery of programs and establish quality measures of success to ensure student needs and growth are prioritised.

A Leadership Coach was hired by Future Hope and continues to work with Full Circle to co-create lesson plans aligned to each of the focus areas of the Leadership Curriculum.

1D

## Local Employers

Establish partnership with local employers to create pathways to work experience, placements, internships and employment.

This will be actioned with support from Future Hope as we move closer to the Entrepreneurship and Career Counselling section of our leadership curriculum.

# OPERATIONAL GOALS

2A

## Establishment of Committees

Understanding the gaps in the makeup of the Board and professional volunteers currently subscribed to Full Circle, there is a need to recruit into key strategic positions to enable future growth.

We have established committees for This is Me however for overall governance of Full Circle itself, we have identified advisors that would be beneficial to have on our team. The Board will work together in formalising these partnerships with advisors in 2025.





2B

## Funding Plan

Creation of a funding plan to map out current funding requirements and future needs aligned to sustainable sources of income (philanthropic, donations, grants)

The funding plan and identifying opportunities to generate sustainable funding will be a focus for 2025.



# PROGRAM GOALS

## 3A Individual Leadership Plan

Percentage of participants who have developed an Individual Leadership Plan. The objective of the Program is to develop leadership skills, part of which includes creating a leadership plan. This metric is to determine if students have developed a plan customised for themselves.

In November 2024, the Goal Setting module was delivered to Grade 8 and Grade 9 students. During these sessions, the students completed their respective Leadership Plans.

## 3B Leadership Capabilities

Percentage of improvement from baseline in Yearly Survey. A positive shift in leadership capabilities identified in the Leadership Curriculum is a measurement of the effectiveness of the Program.

Baseline data has been collected however it's too early to assess the improvement as the Program has not been running for a period of one year for the current cohort.





### 3C Goal Setting

Percentage of participants who have achieved at least 50% of their goals within a full year.

Goals have been defined however it's too early to assess the achievement of goals as these have only been established recently.

### 3D Value of Program

Percentage of students who felt that gained value from the modules undertaken.

Data has been collected however it's too early to assess the improvement as the program has not been running for a period of one year for the current cohort.

### 3E Media Coverage

Media coverage and interest in the Program in-country and in Australia.

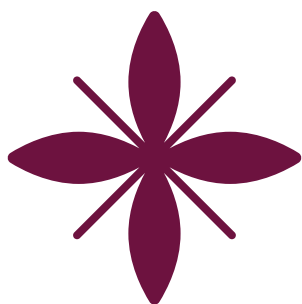
We have provided 1 podcast interview with an Australian Podcaster in November 2024. Following clear data relating to outcomes, we plan to approach the media to generate interest and coverage of the Program.

### 3F Teachers Engagement

Increase in the number of engaged teachers.

There is a positive indication that existing teachers are engaged in the Program and have come forward to be a part of the delivery of the Program to students. In 2024 two teachers were coached and trained by the Leadership Coach. Future Hope has plans to train an additional teacher commencing January 2025.





## *A Year's Overview*

# CHALLENGES & OPPORTUNITIES

### 1) **Committee of Management Gap**

In November 2024, our Board Secretary Kareena Nihalani stepped down, creating an opportunity to recruit additional members to the Board in 2025. This recruitment will focus on addressing the gaps identified in our skills matrix analysis, ensuring we have a diverse and well-rounded Board to guide our organization effectively. While the formalised agreement with Mazars has been a positive step forward, recruiting a new secretary will be a priority in the new year to strengthen our governance framework.

### 2) **Changes to This is Me Committee**

We have experienced some shifts within the committee roles for the "This is Me" initiative. New recruits have been appointed, and Debbie Shirley will take on the leadership role for the first time. This change aims to establish a sustainable model that reduces reliance on Tina Brunet alone, promoting a more resilient and adaptable leadership structure for the future.

### 3) **Leadership Program Delivery**

The Leadership Program has faced delays due to the limited onsite availability of the Leadership Coach, who is present in Kolkata only two weeks per month as per the agreement. While her contributions to the design and feedback of lesson plans have been invaluable, the slower rollout has impacted the students' experience.

Plans for 2025 include expanding the delivery team, reducing dependency on the coach, and ensuring smoother program execution.

### 4) **Fundraising Challenges Amid Economic Pressures**

The ongoing cost of living crisis poses a risk to our fundraising efforts, with potential impacts on donor contributions. While grants from Bank Australia and Yarra Council have supported key initiatives this year, more strategic marketing and promotional efforts are essential to ensure the success of events like This is Me.

### 5) **Program Expansion Potential**

Interest from two additional schools in Kolkata and Goa presents an exciting opportunity to expand the Leadership Program. However, further steps are needed before this can proceed, including a comprehensive evaluation of the Program after its first full year and careful consideration of funding and sustainability to support growth effectively.



# MARKET & INDUSTRY TRENDS

Understanding market and industry trends, as well as conducting competitive analysis and positioning, is crucial for Full Circle's strategic planning and innovation. Staying informed about trends such as non-profit collaboration, the growing role of community-based organisations, and the use of AI allows Full Circle to adapt its strategies, adopt new technologies, and identify funding opportunities. This ensures the organisation remains relevant, effective, and capable of engaging stakeholders by demonstrating a forward-thinking approach.

**Non-profit Collaboration:** Collaboration between non-profits is becoming increasingly important to address complex social issues and create a supportive infrastructure for the sector. This trend encourages partnerships and shared resources, which can enhance the impact of Full Circle's initiatives.

**Artificial Intelligence (AI):** The use of AI is expanding in the non-profit sector, helping organisations improve efficiency and amplify their efforts. Full Circle is exploring how AI tools can be developed for personalised career and employability feedback, enhancing the support provided to students.

**Digital Marketing and Fundraising:** Digital marketing and online fundraising initiatives are becoming more prevalent. Full Circle can benefit from these trends by enhancing its online presence and engaging with a broader audience through digital campaigns. This is planned in 2025 for This is Me through social media amplification and public relations planning efforts.

**Sustainability and Fiscal Planning:** With the end of pandemic-related funding, non-profits must focus on sustainability and fiscal planning. Full Circle's business plan and funding agreements are crucial steps towards ensuring long-term financial stability.







# GOVERNANCE & COMPLIANCE

In 2025, Full Circle has made significant strides in enhancing its governance practices to ensure robust and effective oversight. We have completed the drafting of several key policies aimed at promoting good governance within the organisation. These policies are currently pending approval from our Board Members. Once approved, they will strengthen our internal governance framework.

## Formalised Agreement with Forvis Mazars

We are pleased to announce that we have formalised an agreement with Forvis Mazars to provide a range of essential services that will enhance our financial governance and compliance. The services under this agreement include:

- 1) **Preparation of Annual Financial Statements and Income Tax Returns:** Forvis Mazars will prepare our annual financial statements and income tax returns, ensuring accuracy and compliance with all relevant regulations.
- 2) **Preparation and Lodging of Relevant Statements:** This includes the preparation of annual information statements and financial statements, which will be lodged with the relevant authorised governing bodies.
- 3) **Tax Planning Services:** Forvis Mazars will provide tax planning services to optimise our financial management and compliance.
- 4) **Attendance at Annual General Meetings:** Representatives from Forvis Mazars will attend our Annual General Meetings to discuss the figures in the financial statements and address any queries.





## Compliance with Regulatory Requirements

Full Circle remains committed to maintaining full compliance with all regulatory requirements applicable to not-for-profit incorporated associations in Victoria, Australia. Our ongoing efforts include:

- 1) **Regular Review of Policies and Procedures:** Ensuring that our policies and procedures are up-to-date and in line with current regulatory standards.
- 2) **Training and Awareness:** Providing regular training and raising awareness among staff and volunteers about compliance issues and best practices.
- 3) **Risk Management:** Continuously identifying and mitigating compliance risks to safeguard the organisation's integrity and reputation.

These initiatives reflect our dedication to upholding the highest standards of governance and compliance, thereby ensuring the long-term sustainability and success of Full Circle.





# 2025 GOALS

## Fundraising Event: This is Me

We are setting ambitious goals for our annual "This is Me" event in 2025. Our target is to raise \$10,000, making it the most profitable event in our history. This event will play a crucial role in funding our initiatives and expanding our impact.

## Leadership Pilot Program

The pilot Program at Future Hope will continue to be a major focus in 2025. We plan to roll out the Program to all grade levels by the end of the year, ensuring that every student benefits from our innovative approach to education and leadership development.

## Data Analytics and Program Efficacy

Throughout 2025, we will analyse data analytics from our measures to evaluate the efficacy of our programs. This analysis will provide valuable insights into the impact of our initiatives and guide future improvements.

## Career Planning Tool

We aim to finalise the build and testing of a Career Planning Tool in 2025. This tool will be a valuable resource for Future Hope and other school partners, helping students plan their career paths and achieve their goals.

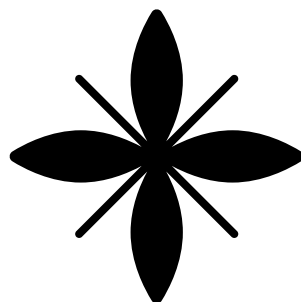
These plans reflect our commitment to growth, innovation, and impact in 2025. We are excited about the opportunities ahead and look forward to achieving these goals with the support of our community and partners.





# RECOGNITION & ACKNOWLEDGEMENTS





The work of Full Circle Social Enterprises would not be possible without the unwavering support and dedication of several key individuals and teams. Their contributions have been instrumental in driving the growth and transformational success of our organisation.

### Committee Members

We extend our deepest gratitude to committee members Livy Singh, Sheena Saigal, and Sandra Zivcic. They have poured their hearts and time into the growth and transformational development of Full Circle. We continue to leverage their expertise, passion, and nurturing to propel our organisation forward.

### Sujata Sen

Sujata Sen, the CEO of Future Hope, has been an incredible advocate and champion of the Leadership Program since its inception. She continues to support the growth and evolution of the Program, providing space to experiment and pivot to the needs of the school. Her passion for the students at Future Hope is palpable, and we continue to benefit from her leadership, guidance, and enablement of the Program and its impact.

### Mrinalini Sen

Mrinalini Sen, our Leadership Coach, has delivered the Program with passion and energy, creating a trusting environment and building strong relationships with the cohort of participating students. She has shown deep commitment to each student, ensuring that no one is left behind in realising the benefits of the Program.

### Additional Support

We also acknowledge the invaluable support provided by Andrea Fernandes and Michelle Tydeman, who have worked together on the Theory of Change framework for Full Circle. Wilson Ho has commenced the first version of a Career Planning Tool that can be used to guide students and career counsellors. Additionally, the "This is Me" committee has enthusiastically participated in the recruitment, planning, and nurturing of our role models.

Thank you to all these dedicated individuals for their unwavering support and contributions to Full Circle Social Enterprises. Your efforts have made a significant impact, and we look forward to continuing our journey together.





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