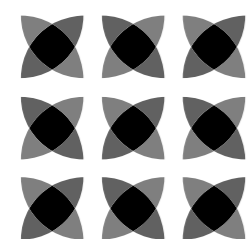
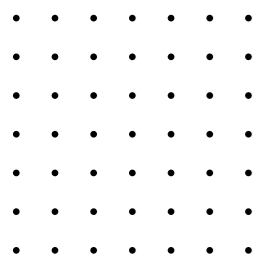


2023 ANNUAL REPORT



CENTRE
for **SOCIAL**
IMPACT



Acknowledgement of Country

In the spirit of reconciliation, the Centre for Social Impact acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and/or Torres Strait Islander peoples today.

CELEBRATING 15 YEARS OF SOCIAL IMPACT

In 2023, we proudly celebrated 15 years of the Centre for Social Impact – a testament to our enduring commitment to driving positive social change.

To honour the milestone, we gathered with 100 of our supporters, colleagues, alumni, partners, and esteemed guests, including the Hon Dr. Andrew Leigh MP, Federal Assistant Minister for Competition, Charities and Treasury, at a special event set against the iconic backdrop of the Sydney Harbour Bridge. The evening was a celebration of our collective achievements and the shared vision that continues to inspire our work 15 years on.

Throughout this period, our unique collaboration of four universities has partnered with not-for-profits, governments, businesses, and philanthropy to build the evidence and capabilities needed to advance social progress.

We are proud to be the largest, most comprehensive, and most effective provider of social impact education in Australia, offering programs ranging from undergraduate courses to MBAs and world-class professional development. Through these efforts, we’ve supported thousands of individuals and organisations in making a meaningful difference in their communities and driving positive social change.

Over the past 15 years, CSI has been at the forefront of social impact research. Highlights include, playing a key role in introducing Social Impact Bonds to Australia; creating the nation’s first Social Progress Index; and driving knowledge that disrupts cycles of disadvantage. Our partnerships have produced tangible results, such as the South Australian Government’s \$85 million recontracting of homelessness services toward outcomes-based solutions.

It is our privilege to contribute to these reforms and provide the evidence base that empowers decision-makers to implement lasting, impactful solutions.

As we look forward to the next 15 years, we remain inspired by the potential to unlock new possibilities through systems leadership and collaboration. Thank you to everyone who has been part of this journey. Together, we’ll continue to foster social progress for all.

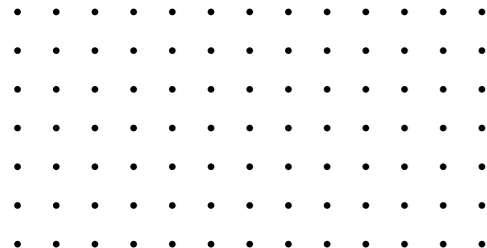


EDUCATION

WE EMPOWERED SOCIAL PURPOSE LEADERS

The Centre for Social Impact remains Australia's leader in social impact education, dedicated to developing the capabilities of current and future leaders through our transformative undergraduate, postgraduate and professional development programs.

We are pleased to report that in 2023, student admissions and subject enrolments increased to 2,730, marking a 17% rise from the previous year's total of 2,323, demonstrating a growing numbers of students who are gaining the skills and knowledge needed to achieve lasting change.



In 2023



2,730

total student admissions and subject enrolments across the CSI network



\$135,000

in scholarships awarded



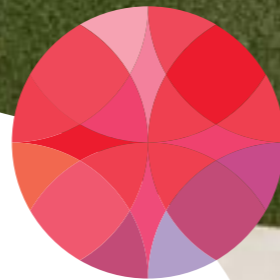
CSI FLINDERS

In 2023, CSI Flinders celebrated the launch of its education program, becoming South Australia's first tertiary institution to offer dedicated education for social impact. We also proudly honoured CSI Flinders' inaugural graduating class, who are now equipped to lead in fostering positive social change.

"After doing the course, the main change has been to my mindset. I now have the principles and process of social impact in the back of my mind influencing how I think, which is fantastic! It means the course has integrated with my everyday work and my work will always have a focus on creating and demonstrating social impact,"



Tristan Warneke,
CSI Flinders
graduate



CSI SWINBURNE

At CSI Swinburne, undergraduate social impact subject enrolments quadrupled in 2023 - a reflection of the growing interest in the field. Additionally, its Social Investment and Philanthropy unit achieved an outstanding 98% student satisfaction rate, underscoring its exceptional quality and relevance.



98%

student satisfaction at
CSI Swinburne

"The course has been hugely relevant in taking that social value knowledge and bringing it to my corporate clients. It's also been an opportunity to meet people with a finance background who want to do more work in impact investing,"



James McHugh,
CSI Swinburne
Graduate.



CSI UNSW

The popularity of CSI UNSW's social impact units continues to grow with 1,490 enrolments, up 12% on last year. Undergraduate subject enrolments also jumped from 599 to 815, a 30% increase. In more good news, enrolment numbers in the Graduate Certificate in Social Impact at CSI UNSW doubled in 2023, with an 86% student satisfaction rate.



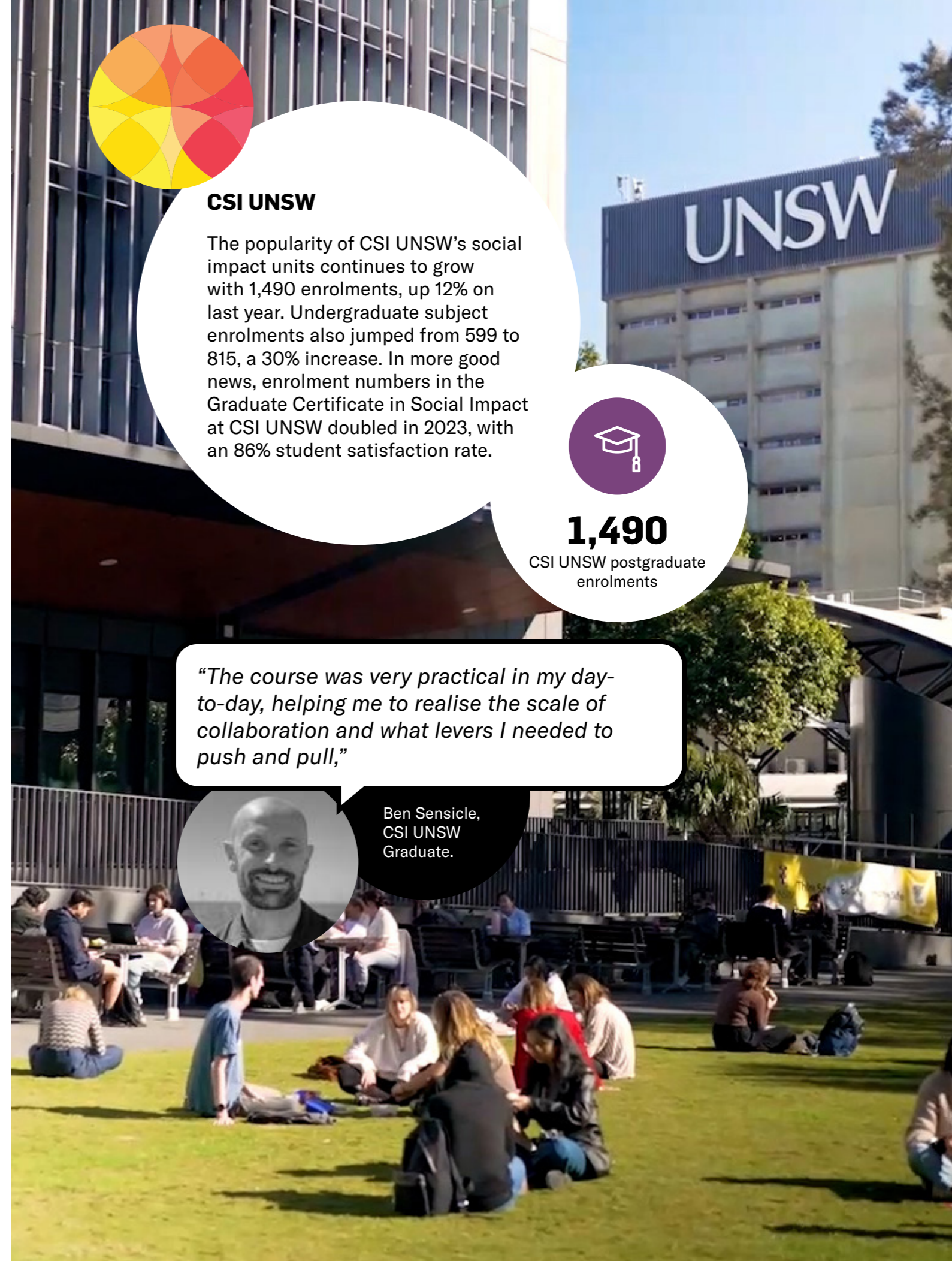
1,490

CSI UNSW postgraduate
enrolments

"The course was very practical in my day-to-day, helping me to realise the scale of collaboration and what levers I needed to push and pull,"



Ben Sensicle,
CSI UNSW
Graduate.





CSI UWA

CSI UWA recorded an outstanding average student satisfaction rate of 91%, with postgraduate degree enrolments almost doubling in 2023. Leadership for Social Impact was once again the most popular subject, with students praising its relevance and effectiveness in preparing them to make a significant impact in their fields.



91%

student satisfaction at
CSI UWA

“The Leadership for Social Impact unit truly changed my mindset and inspired innovative thinking, equipping me with key leadership tools to create a more positive and ethical work environment,”



Naomi Winter,
CSI UWA
Graduate

SCHOLARSHIPS

In 2023, the Centre for Social Impact surpassed the one million dollar mark of social impact scholarships awarded to changemakers across the country.

Seeking to empower individuals to make a meaningful difference in society, almost 200 scholarships have been granted since the program began in 2014.

As part of this milestone, \$180,000 in scholarships were awarded to 20 students dedicated to studying social impact in 2023.

“I would like to say thank you to the Centre of Social Impact and their funders as the scholarship helps me afford the travel to attend the university and I can commence my units with worrying about the financial burden on my family.

The cost of living in remote and regional areas can prevent our mob going on and gaining higher educations and upskilling. It also means that my Language Centre would not need to seek out funding sources to support my professional development and we can allocate more resources to Kimberley Languages,”



Pepita Wilson,
2023 CSI UWA
Scholarship
Recipient

PROFESSIONAL DEVELOPMENT

WE DELIVERED WORLD-CLASS PROFESSIONAL DEVELOPMENT PROGRAMS

As Australia's leader in social impact education, we deliver best-in-class programs to sector leaders through our professional development portfolio, including;

- Social Impact Leadership Australia
- Governance For Social Impact
- Outcomes Measurement Workshop



Peter Tuchin,
Lifeline Board
Director and
Governance for
Social Impact
Participant

SOCIAL IMPACT LEADERSHIP AUSTRALIA

A further 24 for-purpose CEOs across two states have participated in the third year of our Social Impact Leadership Australia program. Delivered by the Centre for Social Impact over 10 transformative months, SILA is the most comprehensive executive education program for social purpose leaders across the nation.

In 2023, the fully-funded, multimillion-dollar initiative was delivered to CEOs from South Australia and Western Australia, following overwhelming success across NSW, the ACT, Victoria and Tasmania. Focusing on leadership and capability building, SILA participants often experience strengthening commitment to their purpose, an evolution in their identities, and a deeper understanding of how to drive systems change.



Net Promoter Score of **95**, making SILA a world-class program



100% of participants agreed they have clear ideas about how they can use their new skills and knowledge



87% of participants say they have enhanced their organisation's capability and culture thanks to SILA

GOVERNANCE FOR SOCIAL IMPACT

In 2023, we delivered six Governance for Social Impact courses, including the inaugural online program, all crafted specifically for for-purpose Board Directors. Alongside online courses and face-to-face workshops, we also provided bespoke programs to over 50 leaders from Anglicare SA, receiving outstanding feedback.



100% of those surveyed said the course will help them be a better social purpose leader



144 for-purpose Board Directors completed the short course in 2023 and now have the knowledge, skills and confidence to make a more valuable contribution as a not-for-profit Board member

"This course literally blew my mind! My [other] training pales into insignificance with respect to social impact."

2023 Course
Participant,
Governance for
Social Impact

OUTCOMES MEASUREMENT WORKSHOP

In 2023, almost 170 people enrolled in the 2-day Outcomes Measurement Workshop in various locations across Australia, providing participants with the skills to measure and assess an organisation's impact.

Delivered by CSI UWA, the workshops were delivered face-to-face in Perth, Brisbane, Sydney and for the first time, due to popular demand, the program also expanded into Darwin.

"The course was awesome. I was able to see where we're at as an organisation, and if we're on the right track using the right skills and approaches to measure and evaluate our programs,"



Dr Rose Whitau,
Outcomes
Measurement
Workshop Graduate

RESEARCH

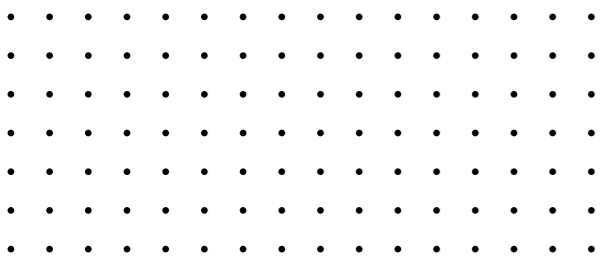
WE CHAMPIONED INNOVATIVE RESEARCH

THE CSI SOCIAL ECONOMY REPORT

Combining forces across our national collaboration, work commenced on the CSI Social Economy Report, developing insights from Australia’s non-profit and social impact organisations.

Employing over 1.4 million people and generating \$190 billion in revenue, the social economy is a key driver of national economic and social development. Yet, to date, it remains underexplored both in Australia and globally.

The CSI Social Economy Report aims to bridge this gap by deepening our understanding of the Australian for-purpose sector through longitudinal research. Launching in early 2024, CEOs and senior leaders are invited to participate in an annual survey for three years, to help foster the growth of the social economy.



In 2023



125

We worked on 125 research projects Australia wide.



\$6,000,000

We received over \$6million in research grant funding.



Dr Mariana Atkins
Senior Research
Fellow, CSI UWA

RIGOROUS RESEARCH AND EVIDENCE-BASED TOOLS

In 2023, our team was also involved in more than 125 research projects or contracts, receiving over \$6 million in grant funding to advance positive social change. Here we showcase a selection of projects that empower organisations across the social economy.



CSI SWINBURNE

Capturing new approaches to disability employment

The Centre for Social Impact at Swinburne University evaluated the IncludeAbility project, an initiative of the Australian Human Rights Commission operating from 2020 to 2023 (and now extended). The project aimed to increase job access for people with disabilities, create inclusive workplaces, and support young people with disabilities transitioning from school to employment. The evaluation highlighted innovations including the use of an Australian Disability Enterprises as a talent pool for large employers.

Outcomes from social enterprise make a difference

In 2023, CSI Swinburne produced the first of three evaluation reports on the Payment by Outcomes trial, a pioneering federal government-funded initiative. This trial, conducted in partnership with the Department of Social Services, White Box Enterprises, and 16 social enterprises, aims to create long-term meaningful employment for individuals facing barriers to work, specifically those with disabilities or eligible for the Community Development Program.

Celebrating citation success and paper of the year

For two years in a row, Professor Erin Wilson and Dr Robert Campain (et al.) were recognised for their top cited article in the Australian Journal of Social Issues, which explored the personal, programmatic and market barriers to choice in the NDIS for people with psychosocial disability.



CSI UWA

Opening the door to the nation's mental health crisis

An Australian first study by CSI UWA revealed nearly half of people feel in distress, with many struggling to access support nationwide. Working in partnership with Community Mental Health Australia, more than 37,000 homes were door-knocked across the country, highlighting the need for greater access to support services.

Early intervention program diverts at-risk families from homelessness

As cost-of-living pressures rise, CSI UWA was engaged to evaluate a program aimed at combatting homelessness in Western Australia. Involving almost 1,000 families, the Centrecare Entrypoint Outreach pilot provided rapid support to prevent three quarters of at-risk families from falling into homelessness by improving their skills and knowledge to obtain stable housing.

Breaking the cycle of entrenched disadvantage in WA

Authored by an Aboriginal-led team of researchers, CSI UWA released a multiyear report that sheds light on the profound strengths and challenges faced by disadvantaged Aboriginal families. Partnering with the Western Australian Council of Social Service (WACOSS), the report underscored the urgent need for better access to essential services, as well as engaging with Aboriginal culture and language, embracing new ways of working, to effect real change.



CSI UNSW

Increasing cultural diversity in Australian philanthropy

New research from CSI UNSW and the Jumbunna Institute uncovered the extent of cultural diversity in the Australian philanthropic sector. Just 14% of funders surveyed agreed that their executive leadership teams were culturally diverse. The study identified the need for greater cultural representation on philanthropic boards, and the flow-on impact on partners, communities and the beneficiaries they work with.

Tracking global indicators for health, housing, education and wellbeing

Housing affordability and insecurity was identified as the most pressing issue facing Australians according to the latest figures from the Social Progress Index, released by CSI UNSW. Ranking 168 countries globally, the index is Australia's only measurement tool to track community wellbeing over time, guiding policymaking and investment decisions.

Using a global model steered by leading figures from Harvard Business School and MIT Sloan, the Australian Social Progress Index gives each state or territory a performance score, tracking its social progress over time. In the latest overall scores, the ACT continues to rank first, followed by Victoria and New South Wales.



CSI FLINDERS

A map towards zero hunger: Improving food relief services in Australia

The recipient of a \$330,000 ARC Linkage grant, the team at CSI Flinders is working to improve food relief services to better meet the needs of the 5million Australians experiencing food insecurity annually. This collaborative, 3-year project investigates food relief service models that satisfy emergency needs, as well as address root causes of food insecurity.

Financial wellbeing guidelines for redesigned affordable living program

As South Australian families struggle with rising living costs, CSI Flinders has led the redesign of the Affordable Living Program in partnership with the Department of Human Services SA and the community sector. The newly revamped \$4.8 million Financial Wellbeing and Resilience Program, announced in 2023, focuses on enhancing collaboration among service providers and expands access to emergency financial assistance, financial counselling, and support services.

A new model for the decriminalisation of illicit drugs

Most countries across the globe criminalise use and/or possession of illicit drugs but there are increasing concerns about the costs and harms of this approach and conversely appetite for more effective responses. Throughout 2023 Associate Professor Catlin Hughes from CSI Flinders worked with the Swiss Federal Office of Public Health to contribute to reform of Swiss drug laws, putting forward a new model for the decriminalisation of the use and possession of all illicit drugs.

ENGAGEMENT

WE ENGAGED WITH THE SECTOR TO IGNITE CHANGE

As a leader in purpose-driven research and transformative education, the Centre for Social Impact is committed to sharing insights and evaluations to promote social reform and build capacity of the social economy.

In 2023, we deepened our engagement with the social purpose sector through our four partner universities. Here are some highlights:

- CSI UNSW signed a five-year agreement with the Cambridge Centre for Social Innovation to enhance global social innovation. The partnership kickstarted with a successful two-week knowledge exchange program.
- Presenting at Engagement Australia's flagship international conference, CSI UNSW Director Professor Danielle Logue and Emeritus Professor Peter Shergold AC joined other university leaders in unpacking the evolving role of the higher education sector.
- We also collaborated with the Government Outcomes Lab team from the University of Oxford in a CSI UNSW-hosted webinar, discussing the latest developments in government outcomes funds and key considerations for practical implementation.
- Now in its fifth year, CSI UWA was once again proud to provide a hosting platform for Danjoo Koorliny, an Aboriginal led and managed movement. The Danjoo Koorliny social impact festival was attended by over 600 people. The movement aims to create long-term systems-change to improve relations between indigenous and non-indigenous people in Western Australia.
- Professor Paul Flatau represented CSI UWA at an Economic Society of Australia event, and the WA Treasury's Public Sector Economic Forum in Perth, discussing GDP growth and the social purpose sector.
- CSI UWA also delivered monthly research seminars throughout the year, most notably a seminar on Decoding the Voice to Parliament, attended by almost 400 people.
- Professor Ian Goodwin-Smith, Director of CSI Flinders, featured as guest speaker at the Healthy Development Adelaide event on Living Below the Poverty Line.
- Associate Professor Caitlin Hughes of CSI Flinders attended the United Nations headquarters in Vienna, working to revise the international guidelines of the World Health Organisation and United Nations Office on Drugs and Crime.
- In November, the sector was invited to attend the online launch of new research by the CSI Swinburne. The study, "Understanding the Impact Costs of Work Integration Social Enterprises" was Commissioned by Social Enterprise Australia and funded by the Westpac Foundation.
- The Community Services Outcomes Tree (CSOT) approach expanded its reach over 18 months, gaining significant traction globally with more than 15,000 users making more than 50,000 visits to the site. The approach has been applied across sectors like homelessness, family services, early learning, NDIS recovery coaching, education, and energy efficiency.
- The Centre for Social Impact attended roundtable discussions at Parliament House with Treasurer Jim Chalmers and sector leaders, focused on social impact investment.
- In March, CEO Arminé Nalbandian was a guest speaker at the Asia Pacific Impact Investment Summit. In July, Arminé was also invited to be a keynote speaker at the inaugural Social Impact Summit in Sydney.
- Finally, we were honoured to judge the 2023 Third Sector Awards, recognising excellence in the non-profit sector. Hundreds attended the event with Acting CEO Lyndsey McKee presenting the CEO of the Year Award.





L-R Daniel Petre AO, David Gonski AC, Arminé Nalbandian, The Hon. Dr Andrew Leigh MP, Professor Peter Shergold AC

ACKNOWLEDGING OUR SUPPORTERS

We extend our deepest gratitude to our donors, advisory council members, board members, partners, and funders. Their invaluable support empowers us to deliver a diverse array of educational initiatives, research projects, capability-building programs, scholarships, and tools. Our achievements are made possible by the time, investment, and dedication of these individuals and organizations. Without them, our work to drive meaningful social change would not be possible.

FAREWELL TO A VISIONARY LEADER:

PROFESSOR PETER SHERGOLD AC STEPS DOWN AS BOARD CHAIR

Marking the end of an era, Professor Peter Shergold AC has decided to step down from his role as Board Chair at the Centre for Social Impact.

As the founding CEO and now outgoing Board Chair, Peter has been a pivotal figure at CSI since day one. His profound legacy will undoubtedly continue to influence our work and mission for years to come.

Reflecting on his enduring contributions, Acting CEO Dr Lyndsey McKee shared, "Peter's foresight and leadership have been instrumental in shaping CSI's trajectory. His unwavering commitment to advancing social progress within and across sectors has been invaluable."

We extend our deepest gratitude to Peter for his exceptional service and dedication. His visionary guidance has shaped CSI's growth and inspired our commitment to driving social reform and fostering collaboration.



Professor Peter Shergold AC, Outgoing Board Chair

OUR BOARD OF DIRECTORS

Professor Peter Shergold AC (Chair)
Stella Avramopoulos
Tom Dawkins
Professor Nick Wailes
Professor Peter Robertson
Professor Michael Gilding

Professor Keryn Chalmers (served until May 2023)
Professor Nicki Wragg (joined December 2023)
Paul Ronalds (served until March 2023)
Emeritus Professor Colleen Hayward AM (served until February 2023)

OUR EXECUTIVE TEAM

Arminé Nalbandian, CEO*
Dr Lyndsey McKee, National Industry Director and Acting CEO*
Professor Paul Flatau, Director CSI UWA
Libby Ward-Christie, Director CSI Swinburne
Professor Ian Goodwin-Smith, Director CSI Flinders
Prof Danielle Logue, Director CSI UNSW
Dr Michael Moran, National Education Director
Georgi MacDiarmid, National Communications Director

*Towards the end of 2023, our National Industry Director, Dr Lyndsey McKee took on the role of Acting CEO, whilst CEO Arminé Nalbandian went on parental leave.

OUR NATIONAL FINANCES

The Centre for Social Impact (CSI) is a unique collaboration among the Business Schools of four leading Australian universities: Flinders University, Swinburne University of Technology, the University of Western Australia, and UNSW Sydney. As CSI is not a separate legal entity, the following financial report pertains to 'CSI National,' which encompasses the management accounts maintained by UNSW Sydney. UNSW Sydney acts as the Administering University for CSI's collaborative activities.

For detailed financial reports of UNSW Sydney and the other partner universities, please refer to their respective websites, which are linked below:

[Flinders University](#)

[Swinburne University of Technology](#)

[The University of Western Australia](#)

[UNSW](#)

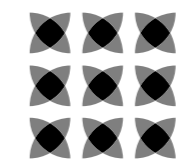
PROFIT AND LOSS 2023

	FULL YEAR 2023 ACTUALS	FULL YEAR 2023 BUDGET	VARIANCE \$	VARIANCE %
Philanthropic fundng (inc Scholarships, National Research Progam)	206,374	391,300	184,926	47%
UNSW, UWA, SUT & Flinders annual node contribution	826,875	826,875	-	0%
Other income (exec education, recoveries)	522,173	230,805	-291,368	-126%
Total Revenue	1,555,422	1,448,980	-106,442	-7%
Scholarship Expenses	106,074	100,000	-6,074	-6%
Contract & Consulting Services	164,119	286,000	121,881	43%
Marketing	59,192	69,800	10,608	15%
Other costs (incl travel, software, consumables, entertainment)	159,797	209,942	50,145	24%
Non-People Costs (Total)	489,182	665,742	176,560	27%
People Costs (Total)	1,653,817	1,837,529	183,712	10%
Total Expenditure	2,142,999	2,503,271	360,272	14%
Surplus/(Deficit)	-587,577	-1,054,291	-466,714	44%

BALANCE SHEET 2023

	DEC 2023 (\$MILLIONS)
ASSETS	
Cash & Equivalents	3.395
Receivables	0
Total Assets	3.395
LIABILITIES	
Sundry Creditors & Provisions	0
Equity	3.395
Total Liability	3.395

(*) these financial tables include CSI National finances only



CENTRE
for **SOCIAL**
IMPACT



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