

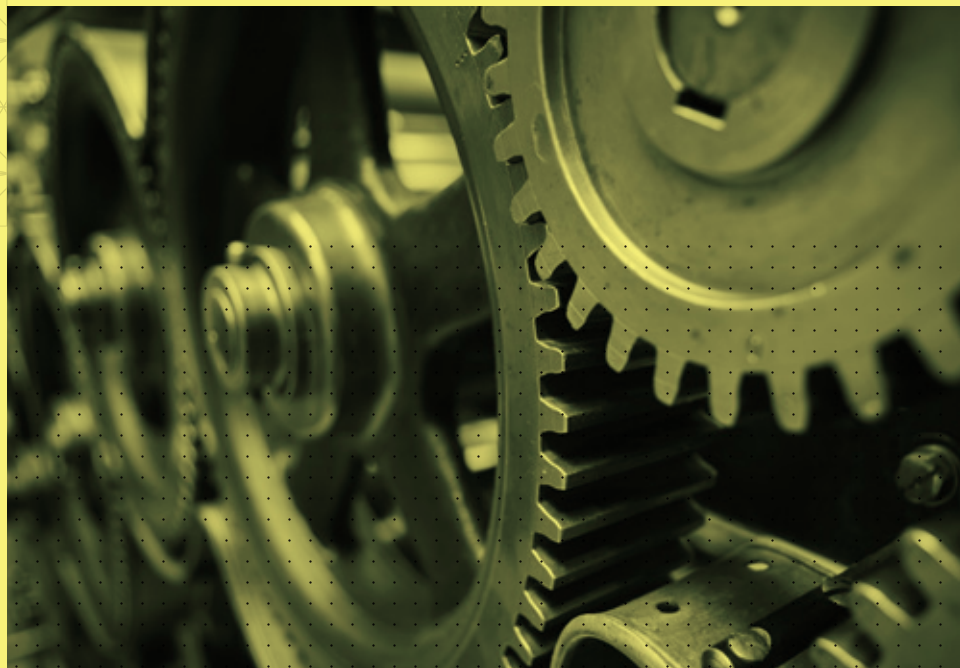
**CENTRE**  
*for* **SOCIAL**  
**IMPACT**

# ANNUAL REPORT

**2015**

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# WELCOME TO THE 2015 CSI ANNUAL REPORT

## 2015 WAS A PRODUCTIVE YEAR FOR CSI.

We made great progress in strengthening and broadening our education program across our partner universities. We saw our first MBA (Social Impact) students walk through the doors. This was particularly exciting as it was the realisation of our MBAX partnership with AGSM @UNSW Sydney.

We also had some significant milestones with our research. In particular, we partnered with the Australian Charities and Not-for-Profits Commission to produce their Australian Charities Report – an analysis of Australian charities' annual information statements.

CSI created a meaningful and sustainable way for the public to interact with the data in an online datacube. This translation added a new and valuable contribution to the way government, the not-for-profit sector, and the corporate sector can access important facts about Australia's charities. Accessibility of the ACNC's information statements will go to the heart of demonstrating its importance to the sector and beyond.

We acknowledge the contributions from all our partners, stakeholders, and supporters in making 2015 a successful year, and look forward to 2016.

*We raised  
the bar on  
academic  
research.*

# TEACHING


## 2015 WAS A YEAR OF CONSOLIDATION AND GROWTH WITHIN THE TEACHING PORTFOLIO.

Our flagship program, the Graduate Certificate in Social Impact had 344 enrolments, and our undergraduate courses saw 327 enrolments. Our education offerings go to the heart of our mission to improve beneficial social impact by creating future social impact leaders.

### ENROLMENTS ACROSS ALL THREE PARTNER UNIVERSITIES AT END 2015

University	Undergraduate	Graduate Certificate in Social Impact	MBA (Social Impact) and Masters in Social Investment & Philanthropy
Swinburne	N/A	72	10
UNSW Australia	222	134	4
UWA	105	138	8
<b>TOTAL</b>	<b>327</b>	<b>344</b>	<b>22</b>

Our Graduate Certificate in Social Impact maintained strong growth across all three partner universities. Our MBA (Social Impact) at AGSM at UNSW Australia and The University of Western Australia Business School were successfully established and gained significant momentum. And finally, CSI's undergraduate course exceeded the full year target at both UNSW Australia and UWA.



*CSI is developing tomorrow's social impact leaders and changemakers through teaching.*

# RESEARCH

**AS WITH PREVIOUS YEARS, 2015 SAW A NUMBER OF KEY PIECES OF THOUGHT LEADERSHIP EMERGE FROM THE WORK PERFORMED BY OUR OUTSTANDING RESEARCH TEAM ACROSS ALL THREE PARTNER UNIVERSITIES.**

We continued to increase the capacity for social impact across the social purpose sector, we facilitated collaborations to achieve collective impact, and we empowered organisations to fully understand the what, why, and how of outcomes measurement – the crowning jewel in CSI's social impact framework.

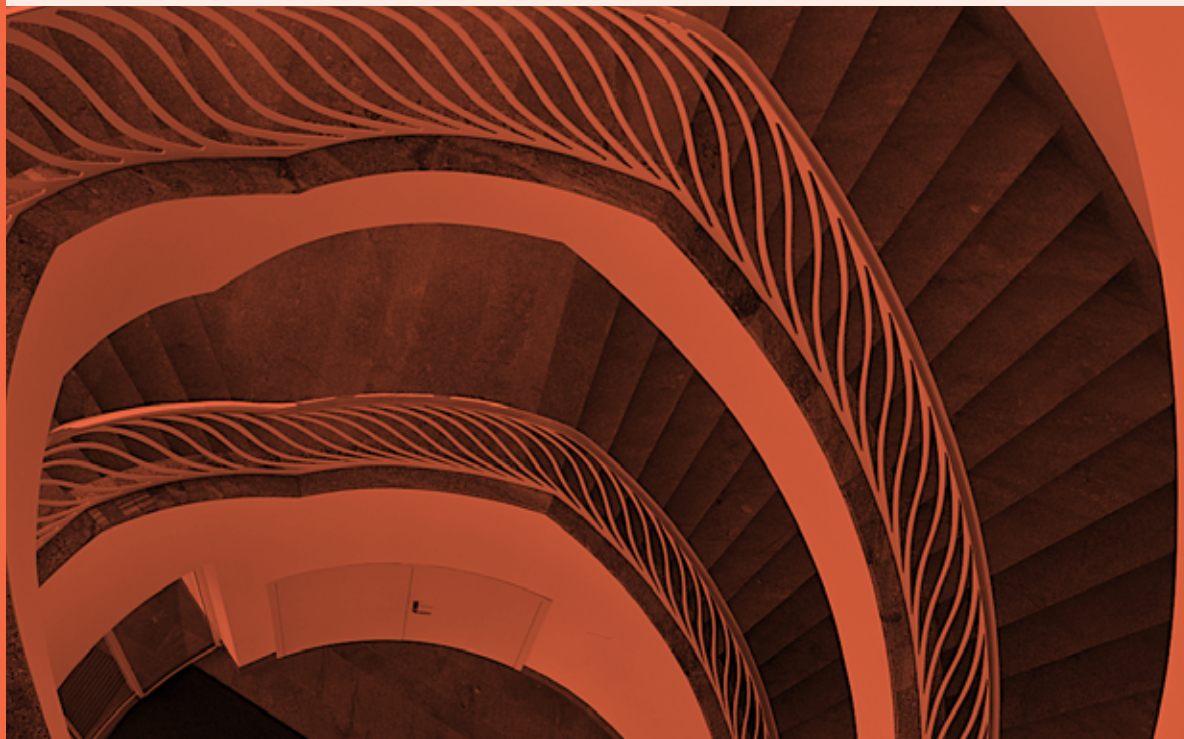
All of CSI's research supports one or more of four specific areas: Social Impact, Social Purpose Sector, Collaboration, and Outcomes Measurement.



**One in six**  
*Australians are excluded from basic financial products and services*



**One in five**  
*Young Australians are disengaged from full-time school or work*



## RESEARCH HIGHLIGHTS

### IMPACT HIGHLIGHTS

**ARC Cost of Youth Homelessness:** The first report was very successfully launched at an event held in February with a high level of uptake by the media.

**We Can't Afford Not To** examines how young people are supported in their families and communities to fully engage in education and employment.

CSI UNSW was contracted by the NSW Department of Family and Community Services to evaluate the **Ryde and Northern Beaches projects**. These projects are an early intervention and prevention model of working with young people at risk.

Analysis of data for **Australia's Social Pulse** (lead by UNSW and undertaken in collaboration with UWA) was presented at Policy + Pulse: the Australian Community Sector Policy + Research Forum 2015 in Q4.

Karen Soldatic was awarded **\$361,958** from the **Australian Research Council** to undertake a three year **DECRA** (Discovery Early Career Researcher Award) fellowship on a project titled 'Disability pension reform and regional Australia: the Indigenous experience'.

UWA's **AHURI (cost effectiveness) Sustaining Tenancies project** has successfully linked the WA housing data with a range of health data bases in WA.

**Is headspace making a difference to young people's lives?** The final report for Evaluation of the National Youth Mental Health foundation was submitted to the Department of Health.

CSI UNSW was contracted by the First Nations Foundation to undertake a new project on **The Financial Economy and Indigenous Young People in Australia**.

### SOCIAL PURPOSE SECTOR HIGHLIGHTS

Focus groups for the **FASES II** social enterprise project were completed.

The final report for **Mapping the social purpose market** in partnership with PriceWaterhouse Coopers is complete.

Roger Simnett received **\$265,000** from the **Australian Research Council** for a three year **Discovery Project** titled 'Extended reporting and assurance for not-for-profit organisations'.

CSI Swinburne (in partnership with QUT) was successful in winning the **Giving Australia 15** project.

The final report on the **Analysis of Annual Information Statement data** was launched by the Australian Charities and Not-for-profits Commission (ACNC) and reviewed favourably.

**Bankwest Foundation:** The snapshot 2 report launch was held at Bankwest. The topic was: Resourcing Social Enterprises: Approaches and Challenges.

**SRET project** "Learning for Purpose" with the Origin Foundation was completed. The report was widely covered in the media and is becoming a useful tool and shaping a conversation around NFP workforce development - which is in line with what Origin Foundation sought to achieve.

The Social Impact report two on the **financial lifecycle of social enterprises** has been completed as part of the CSI collaborative **Bankwest Foundation** project

### OUTCOMES AND COLLABORATION HIGHLIGHTS

**The Travel Companion: your guide to working with others for social outcomes** was completed, published and launched at the Collaboration for Impact Conference in July 2015.

CSI UNSW was commissioned by the Ten20 Foundation to develop **Striving for a better future for our kids and knowing whether we're achieving it: establishing a shared outcomes framework for 0-8-year-olds** in collaboration with ARACY, Telethon Kids Institute and Murdoch Children's Research Institute.

CSI partnered with Good Shepherd Microfinance (lead), the Australian Government Department of Social Services and Earnest & Young to implement the **Financial Inclusion Action Plan** across Australia. CSI's role is to conceptualise financial inclusion/resilience and to lead the measurement framework.

**The National Digital Inclusion Index** project (lead by Swinburne and in partnership with UNSW) was launched by Telstra

The longitudinal **Evaluation of Headspace** was completed and released by the Australian Government Department of Health.

CSI UNSW was commissioned by NAB to review its Corporate Responsibility initiatives and to develop a cohesive measurement framework for its social impact programs.

# ENGAGEMENT

CSI CONTINUED ITS MISSION TO FACILITATE KNOWLEDGE ENGAGEMENT & EXCHANGE THROUGH MARKETING, PUBLIC RELATIONS, AND EVENTS – BOTH CSI EVENTS AND EXTERNAL EVENT PRESENCE SUCH AS THE ACOSS CONFERENCE.

## MEDIA

*We received significant media coverage throughout the year, including syndicated pieces in both Fairfax and News Limited publications. Of particular note:*

The Conversation – Kristy Muir, Abi Powell and Rose Butler's piece "A whacking stick is not enough to get young people into work" received significant attention and was picked up by multiple publications.

Australian Charities Report - the ABC, The Australian, The Age, all of which were syndicated.

Learning for Purpose – received syndicated coverage in APN newspapers

The Search – The Sydney Morning Herald, the ABC and the Daily Telegraph, all of which were syndicated.

The Cost of Youth Homelessness report – the ABC, Sydney Morning Herald, the Age, and Yahoo news, all syndicated.

In addition, a number of CSI staff received media coverage in various formats. CEO Andrew Young featured on SBS World News and was recognised as being one of ProBono's "Impact 25". Swinburne's Chris Mason featured on ABC's Hack, and Paul Flatau was recognised for being a high profile UWA alum.

## EVENTS

*CSI ran a large number of successful events in 2015.*

Collaboration for Impact Conference, Sydney

Social Impact Festival, Perth

Outcomes Measurement Workshops, Sydney & Melbourne

Adaptive Leadership Masterclass, Melbourne

Design for Social Innovation, Perth

Public lecture with Julie McKay, Sydney

Knowledge Connect with Geoff Aigner, Melbourne

We also ran a number of social enterprise events including for International Women's Day (5 national events), the Australia for UNHCR Mother's Day Lunch and World Refugee Breakfast (both Sydney), Child Inclusive Practice Forum, Council for Australasian Tribunals National Conference, Council of Australasian Tribunals NSW, Department of Premier and Cabinet NSW.

# CSI'S FOUNDING FUNDERS & PARTNERS

The Centre for Social Impact was established in 2008 with \$12.5m funding from the Commonwealth Government. This was matched with cash and in-kind contributions from partners and supporters

Founding Partners	Total Contribution
Macquarie Group Foundation	\$ 2,000,000
AMP	\$ 1,000,000
National Australia Bank	\$ 1,000,000
PwC	\$ 1,000,000

Founding Partners	Total Contribution
Robin Crawford	\$ 1,000,000
Gonski Foundation	\$ 1,000,000
Warwick Negus	\$ 1,000,000
Daniel Petre	\$ 1,000,000





# GOVERNANCE

## BOARD OF DIRECTORS

At the end of 2015, CSI's board of directors included Emeritus Professor Richard Henry (chair), Stella Avramopoulos, David Bennett, Sarah Davies, Professor Phillip Dolan, Professor Michael Gilding, David Grant, Greg Hutchinson, and Paul Ronalds.

## CSI'S GOVERNANCE

The Centre for Social Impact is a national partnership of Universities.

CSI's national office is part of the Business School at UNSW Australia and functions as CSI's UNSW node as well as national office. CSI is led by Chief Executive Officer Dr Andrew Young with the support of an Executive Team.

The CSI nodes – CSI Swinburne and CSI UWA – are led by CSI Directors Prof Jo Barraket and Prof Paul Flatau. The nodes operate as a part of a School or Faculty within the respective partner University under a memorandum of understanding with CSI.

## ADVISORY BOARD

Until December 2015, the Chief Executive Officer reported to a Board of Directors including representatives from each node and independent Directors from corporate and social purpose sectors.

In 2015 UNSW Australia proposed a change to CSI's governance. From December 2015 the CEO reports to the Dean of the Business School at UNSW Australia and the CSI Board became an Advisory Board.

## ADVISORY COUNCILS

CSI benefits from the support and advice of Advisory Councils in each of its states (NSW, Victoria and Western Australia). Each Council provides advice in the context of the operation of the node in each State as well as on matters of national and strategic significance.

For lists of Advisory Council members see website

## CSI STRUCTURE

*CSI is a partnership of Universities. Our national office and University of New South Wales "node" are combined. The CSI nodes at Swinburne University of Technology and the University of Western Australia operate within their respective Business Schools/Faculties under a Memorandum of Understanding (MOU) with CSI.*

*The financial information reported here relates to the CSI UNSW (including national office) entity, including payments to University partners under our MOUs.*

# FINANCIAL STAINABILITY

## **CSI'S FIVE-YEAR STRATEGY (2013-2017) IS FOCUSED ON THE TWIN GOALS OF INCREASING IMPACT AND FINANCIAL SUSTAINABILITY.**

CSI was established in 2008 with the mission to improve the delivery of beneficial impact through research, teaching, measurement and the promotion of public debate.

CSI's establishment was made possible with the very generous support of the Commonwealth Government and eight founding funders (see below).

From 2008 to 2012, the founding contributions from the Commonwealth Government and eight founding funders were received. During this period CSI's university partnerships, teaching programs and research were established while we also established CSI's brand and name in the community.

In 2012 CSI developed a new five-year strategy with the twin goals of increasing impact and reaching financial sustainability. The implementation of this plan commenced in 2013; 2013-2015 were years of investment in the growth of research, teaching and events, as well as of increased investment in CSI's partner nodes.

### OPERATING INCOME GROWTH

The key to achieving CSI's goal of financial sustainability by 2017 is growth in operating income – that is, income earned through our research, teaching and engagement activities – to replace our historical dependence on our founding funding and interest in reserves.

*In 2015 our operating income grew by \$0.52m to \$2.72m – an increase of 330% in three years since 2012.*

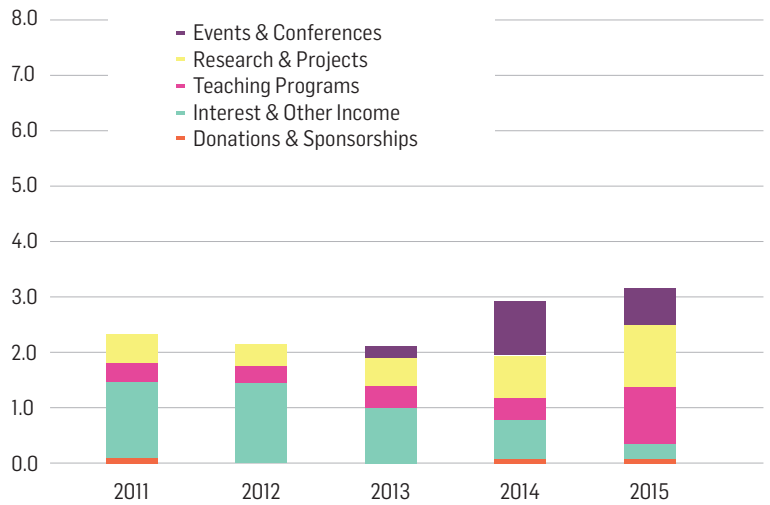
Growth in teaching (100% increase) and research (43%) was particularly strong in 2015.

Our teaching programs will continue to be a key growth area in coming years, including a budgeted increase of around \$1m in 2016. This increase will result from the successful establishment of our undergraduate teaching as well as the new MBAX program in partnership with the Australian Graduate School of Management.

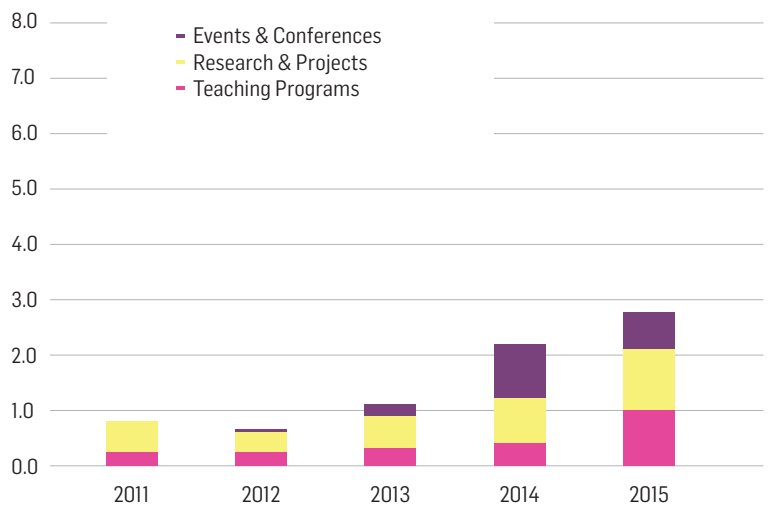
### INVESTMENT TOWARDS SUSTAINABILITY

Our overall five-year strategy was to invest in capacity in core functions and in our University partners. The main period of investment (2013–2015) will be followed by a period of constrained expense growth while we focus on increasing sustainable income.

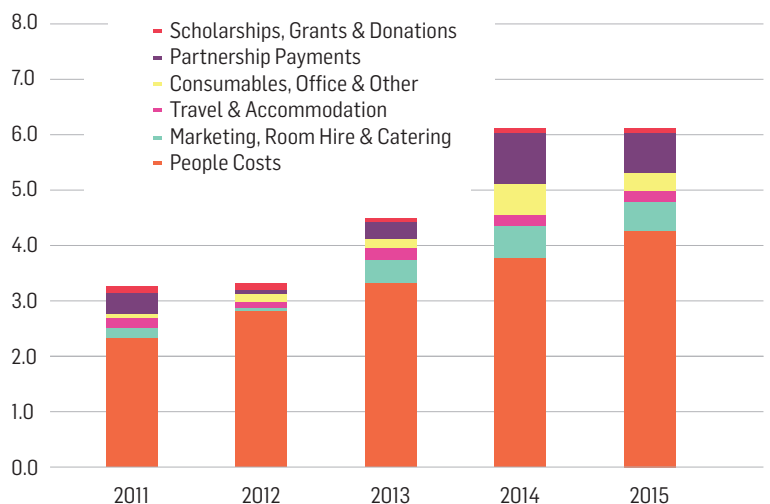
### HOW WE GENERATED OUR INCOME



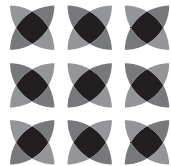
### GROWTH IN OPERATING INCOME



### HOW WE APPLIED OUR RESOURCES



# CONTACTS



**CENTRE**  
*for* **SOCIAL**  
**IMPACT**

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## OUR PARTNER UNIVERSITIES



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