

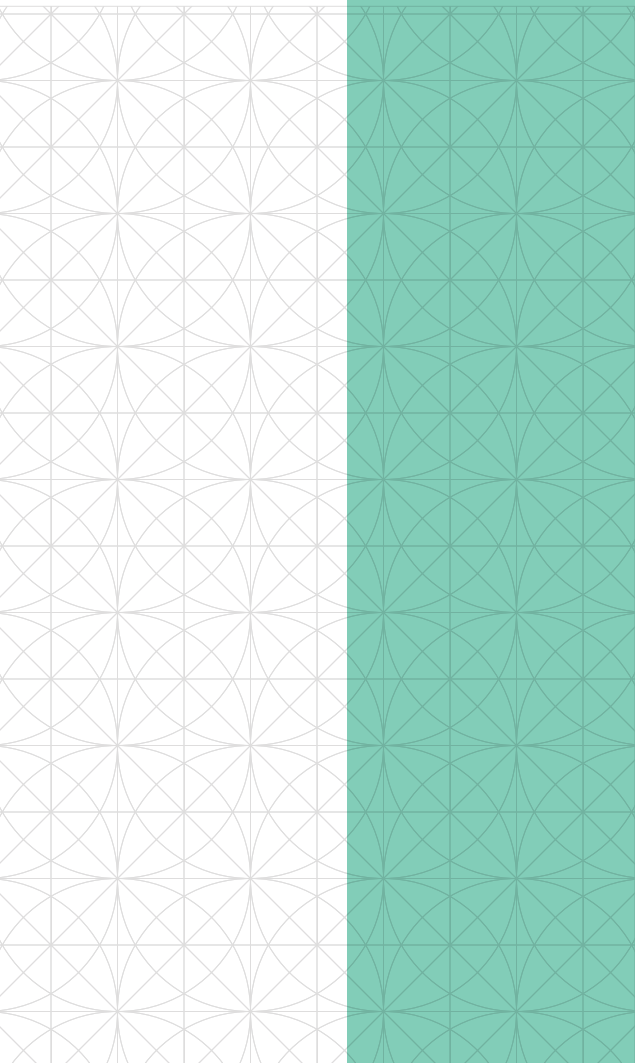
CENTRE
for **SOcial**
IMPACT

ANNUAL REPORT

2016

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WELCOME TO THE 2016 CSI ANNUAL REPORT

LETTER FROM CHAIRMAN

The Annual Report for 2016 is a record of significant achievement by the Centre for Social Impact.

The centre has a wonderful team of committed individuals, and continues to make great inroads in creating social change in Australia.

I would like to acknowledge the ongoing support of our main partner, the Macquarie Group Foundation, along with our corporate research partners for 2016: PwC, NAB, and Telstra. Their vision and commitment to achieving social impact is to be commended.

I would also like to congratulate CSI Research Director, Professor Kristy Muir on being elected to UNSW Council this year. It is a great honour, and ensures UNSW has an informed voice to lend guidance to keeping social impact at its heart. In addition to the council role, it is with great pleasure that we can announce that Professor Muir will be taking on the role of CEO of CSI in 2017.

Finally, on behalf of CSI's board of directors, and its advisory councils, we say thank-you to outgoing CEO Dr Andrew Young for his years of service to CSI. The organisation is positioned to achieve great things in the years ahead. We wish him all the best for the future.

Richard Henry

TEACHING

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

National postgraduate enrolments in the Graduate Certificate in Social Impact grew by approximately 12% in comparison to 2015 admissions. Admissions to the AGSM MBAX Social Impact at UNSW continued to strengthen. A number of students also transitioned from the GCSI to Masters level programs at all three universities.

National undergraduate course enrolments experienced a 43% growth when compared with 2015, and UNSW exceeded their 2016 target with year-end enrolments of 372 – a 68% increase on 2015.

ENROLMENTS ACROSS ALL THREE PARTNER UNIVERSITIES AT END 2015

University	Undergraduate	Postgraduate
Swinburne	N/A	116
UNSW Australia	373	241
UWA	98	124
TOTAL	471	481

CSI continues to build a strong community of practice, with teaching staff from a range of disciplines and practice areas joining the teaching teams in 2016.

ALUMNI STORY



When Janet Liu, Manager of Financial Inclusion at ANZ Bank was looking to study an MBA, one course and business school stood out above others.

“There are a few reasons I chose to study the MBAX at UNSW Business School – the reputation of the school and the academic rigour, as well as the ability to study online to match my work commitments and lifestyle,” she says. “And of course, I chose to study the Social Impact stream. The fact that this speciality was available for studying online was really exciting to me.”

Janet is currently the manager of financial inclusion at one of Australia’s leading banks, ANZ.

Upon completion of the program, Janet hopes to be even more of a change-maker and wants to encourage and enable the corporate sector to act on social change in a more meaningful way.

“I hope that the program equips me not only with the practical tools to accelerate change but also guides me on how to influence decision makers. So far, I feel like there is a real balance of academic and practical work in the program. I am already using some of my learnings in the workplace to drive change. It’s an exciting journey to be on.

Janet credits the program for influencing her thinking and expanding her understanding of issues faced by different sectors.

“I think one of the big surprises is how much I’m learning from my fellow classmates, even though I’m studying online. We come from such varied backgrounds so there is a lot of diversity in thought. We are also keen to challenge each other’s thinking. It’s stimulating and challenging and gives me new perspectives to reflect on.”

SCHOLARSHIPS

CSI and its partners continued their strong support for social impact leaders through the provision of a range of scholarships to support new and current students studying the GCSI nationally and those undertaking the AGSM MBA Social Impact at UNSW.

Throughout 2016, 12 scholarships were awarded to GCSI students from UNSW, Swinburne and UWA. These included:

- 1 x \$10,000 CSI National Scholarship awarded to a UNSW students
- 1 x \$5000 Shark Island National Scholarship for a student working in the arts
- 1 x \$5000 Shark Island National Scholarship for a student working in the NFP/ Social Sector
- 2 x \$5000 AMP National Scholarships
- 7 x \$5000 CSI National Scholarships

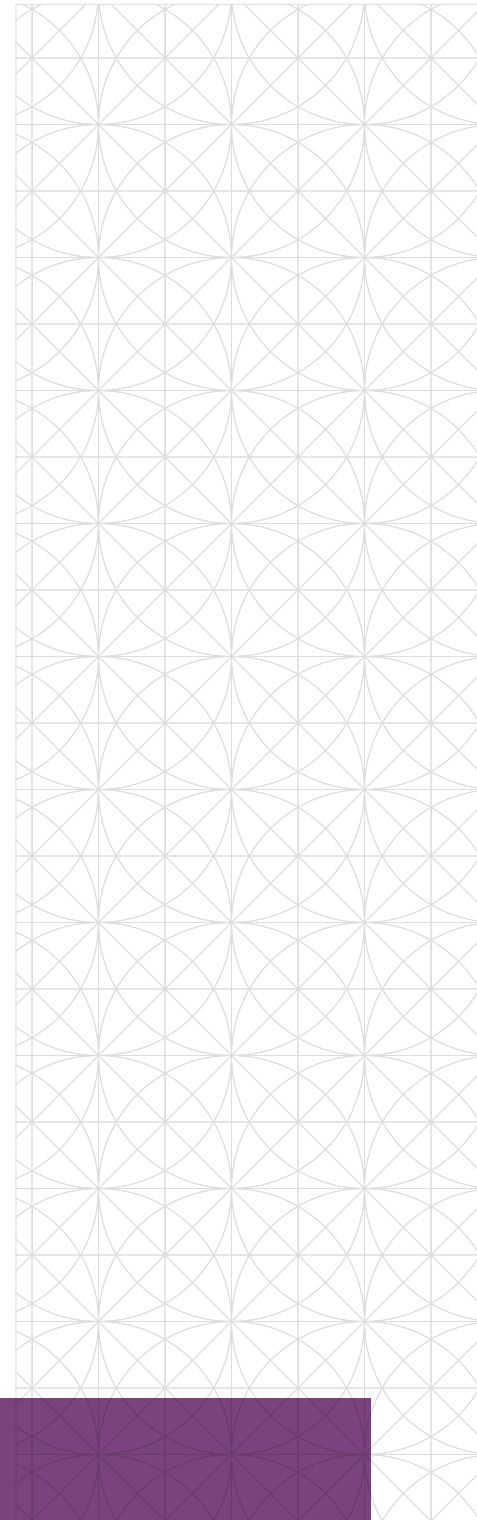
At CSI UNSW, four MBAX scholarships, were awarded in 2016. Three scholarships worth \$25,000 each were granted to new and current students in the program, including a joint CSI/AGSM scholarship for a student working in a social enterprise. A further \$12,500 was awarded to student transitioning from the GCSI to the MBAX program.

STUDENT ACTIVITY

CSI Alumni gathered at two social 'Connect' events in 2016, both of which were very successful and well received amongst the alumni community. In addition, the CSI UWA Student and Alumni community had their annual symposium featuring recorded video interviews with Ingrid Burkett and alumni working overseas, plus live alumni 20x20 presentations and facilitated design processes from defining our greatest challenges and prototyping solutions.

A number of alumni (and students) featured in, and worked on, CSI UWA's Social Impact Festival.

The UWA Undergraduate Unit took part in the Big Issues annual 'Big Idea' competition (a social enterprise competition for Uni students) as part of the assessment of the BUSN1102 unit. One UWA team reached the finals stage of the competition in Melbourne. CSI alumni have also been engaged in mentoring roles for The Big Idea social enterprise competition and CSI UWA's undergraduate unit Changing the World: Social Innovation, Finance and Enterprise.

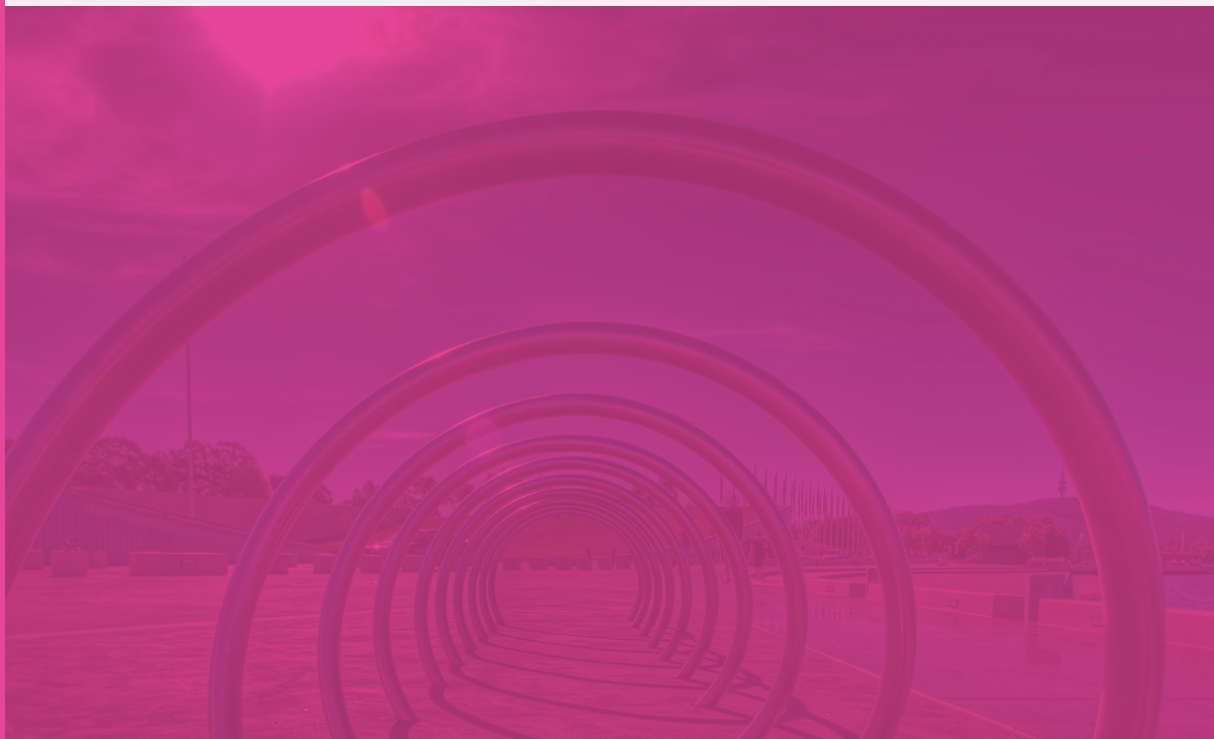


RESEARCH

CSI's research teams at all three universities continued to operate at full capacity in 2016, and completed a number of significant research projects with more projects in the pipeline for 2017 and beyond. CSI Research has three main outcomes it aims to achieve:

1. Being the leader in Australian social impact research and measurement
2. CSI's research has impact
3. CSI possesses strong research capacity

The research teams have successfully met these aims by: undertaking significant research projects in our social impact areas; delivering high quality publications (including academic, refereed publications, reports for funders across sectors, and position papers); and demonstrating our thought leadership and research quality, in our effort to be a catalyst for change.



RESEARCH HIGHLIGHTS

IMPACT HIGHLIGHTS

Launch of the Financial Resilience in Australia report with NAB

Launch of the Australian Digital Inclusion Index with Swinburne University and Telstra

Launch of the Australia's Social Pulse report and website

Establishment & launch of the Financial Inclusion Action Plan in collaboration with Good Shepherd Microfinance, the Australian Government, and EY

UNSW CSI and SPRC published "Is Headspace Making a Difference to Young People's Lives", a longitudinal evaluation of Australia's National Youth Mental Health Foundation

CSI exceeded its 2016 operating plan target of at least 35 quality publications across the CSI nodes. By the end of Q4 2016 CSI collectively had delivered 39 refereed publications, 16 reports and 5 position papers

SOCIAL PURPOSE SECTOR HIGHLIGHTS

Successful launch of the Australian Charities Report 2015 for the ACNC, in partnership with SPRC

The establishment & launch of the Social Enterprise Development Investment Fund evaluation (SEDIF)

Giving Australia 2016 findings launched by the assistant Minister for Social Services at Parliament House, Canberra

The Social Enterprise Resilience project in partnership with the Bankwest Foundation for its Social Impact Series

The launch of the PwC report "Australia's Social Purpose Market: understanding funding flows and exploring implications

Finding Australia's Social Enterprises 2016 launched at the Social Traders Masters Conference

OUTCOMES AND COLLABORATION HIGHLIGHTS

The National Shared Measurement System for Early Childhood Outcomes framework was completed. This collaboration was between CSI UNSW, ARACY, Murdoch Children's Research Institute, and the Telethon Kids Institute, funded by the Ten20 Foundation, GoodStart, and Woodside

CSI UNSW won the tender to playing "social outcomes and impact industry leader" for the Salvation Army Eastern Territory

New partnership with Collaboration for Impact to develop the Collaboration Health Assessment Tool

The launch of the "Practice, Prevalence, and Funding of Outcomes Measurement in Western Australia" report for the Bankwest Foundation's Social Impact Series

CSI UWA contracted to evaluate the RUAH 50 Lives, 50 Homes project

Launch of the Financial Economy and Indigenous Young People in partnership with the First Nations Foundation

Launch of the Cost of Youth Homelessness in Australia report in collaboration with Swinburne University and Charles Sturt University

ENGAGEMENT

CSI CONTINUED ITS MISSION TO FACILITATE KNOWLEDGE ENGAGEMENT & EXCHANGE THROUGH MARKETING, PUBLIC RELATIONS, AND EVENTS.

KNOWLEDGE ENGAGEMENT

CSI has created a number of highly-engaging research pieces that are designed to communicate our research findings to a lay-audience. Examples include the Australia's Social Pulse website, the NAB Financial Resilience Summary Report, and the Australian Charities Report Summaries. Presenting our research in this way has proven to be highly successful, and is further expanding CSI's reach, communicating our thought leadership to new audiences.

MEDIA

We received significant media coverage throughout the year, and received continued support from sector press including ProBono and Third Sector, in reporting our work. Research Director Professor Kristy Muir also featured as part of TedxUNSW on financial resilience. Other notable mentions including syndicated pieces in both Fairfax and News Limited publications, the Conversation, the Mandarin, ABC Radio, the Herald Sun, the West Australian, the Shanghai Daily, AAP, and SBS online.

EVENTS

CSI Events was established in 2014 with a two-fold mission: as a vehicle for fostering knowledge exchange and engagement, and as a social enterprise, facilitating event management for organisations with a purpose.

CSI was a key partner in a number of successful events in 2016 aimed at developing knowledge exchange and engagement:

- Think Outcomes, Melbourne
- Collaboration for Impact Conference, Melbourne
- Social Impact Festival, Perth
- Design for Social Innovation, Sydney
- Adaptive Leadership Masterclass, Sydney & Canberra
- IBEC Conference, Perth

CSI also continued to facilitate social enterprise events including for International Women's Day (5 national events attracting 5,370 participants), and the Council of Australasian Tribunals Annual Conference. However, in 2016 it became evident that, while CSI Events was helping community organisations produce outstanding events, the competitive environment of event production meant that CSI's social enterprise arm was not able to meet financial targets. Therefore, at the end of 2016 the viability of CSI events started to be assessed, as part of CSI's overall drive towards sustainability.

In addition to running events, CSI participated at a number of high-profile events, including the ACOSS National Conference, the Third Sector Expo, and the Affordable Housing Expo. Each conference allowed CSI to engage with a significant number of attendees around our education and research.

HOW WE COMMUNICATE:

Website –

www.csi.edu.au

Social Media –

Twitter, Facebook, LinkedIn

Newsletter –

www.csi.edu.au/subscribe

Publications –

www.csi.edu.au/research

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

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. In 2016, CSI was 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.

BOARD OF DIRECTORS

At the end of 2016, CSI's board of directors included Emeritus Professor Richard Henry (chair), Stella Avramopoulos, David Bennett, Sarah Davies, Professor Michael Gilding, Greg Hutchinson, Paul Ronalds and Professor Leisa Sargent.

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 SUSTAINABILITY

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 founding contributions from the Commonwealth Government and eight founding funders. 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.

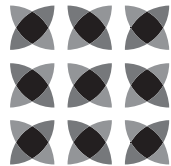
In 2012 CSI developed a new five-year strategy with the twin goals of increasing impact and reaching financial sustainability. The implementation of this plan commenced in 2013; 2013–2016 were years of investment in the growth of research, teaching and events, as well as of increased investment in CSI's partner nodes.

FINANCIAL STATEMENTS

CSI P&L SUMMARY (\$M)	2015	2016
Operating Income (Teaching , events , research, projects)	\$ 2.79	\$ 3.01
Non-Operating Income (Core funding donations , interest)	\$ 0.60	\$ 0.17
TOTAL INCOME	\$ 3.40	\$ 3.18
Staff Expenses (payroll, contractors , development)	\$ 4.08	\$ 3.92
Operating Expenses (Teaching, events, research, projects)	\$ 1.62	\$ 1.23
Non -Operating Expenses (University partner payments)	\$ 0.46	\$ 0.20
TOTAL EXPENSES	\$ 6.15	\$ 5.35
NET INCOME (LOSS)	-\$2.75	-\$2.17

CSI BALANCE SHEET Q4 2016	31-DEC-15	31-DEC-16
Cash Internal/External (A)	-1,707,750	5,411,255
Treasury Investment - Current	9,004,179	0
Treasury Investment - Non-current	0	0
Invest Liquid NC	198	-1
Petty Cash	400	0
Cash and Cash Equivalents	7,297,027	5,411,254
Accounts Receivable (B)	394,381	13,969
Interest Receivable (C)	20,130	0
Other Current Assets	61,107	58,931
Total Other Assets	475,617	72,900
Total Assets	7,772,644	5,484,154
Sundry Creditors & Provisions (D)	-118,693	-81,287
Total Liabilities	-118,693	-81,287
NET ASSETS	7,653,951	5,402,867
Net Off- Ledger Accruals (E)	-12,122	66,458
NET ASSETS 2	7,641,829	5,469,325

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IMPACT

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