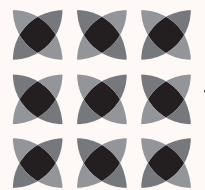


*Centre for  
Social Impact*

# 2018 ANNUAL REPORT

*Catalysing social  
change for a  
better world*



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

# WHO WE ARE

*An independent, collaborative network of researchers, teachers and social change innovators at three leading universities: University of New South Wales, Swinburne University of Technology, and University of Western Australia.*

# OUR VISION

*A better world where people have the opportunity to achieve their goals free of discrimination and social inequality, where complex social problems are addressed, communities are diverse and thriving, and where organisations across sectors work together to grow positive social impact.*

# OUR PURPOSE

*To catalyse positive social change.*

*We do this through transformational research and education, and by working with people, communities and organisations to grow their social impact capabilities.*

*We create tools, solutions and leaders that enable change.*

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# 2018 AT A GLANCE

## 1,476 STUDENTS

HELPED TO LEAD SOCIAL CHANGE FOR A BETTER WORLD

## 3 UNIVERSITIES

LEAD SOCIAL CHANGE EDUCATION AND LEVERAGED REMARKABLE PEOPLE, INFRASTRUCTURE AND EXPERTISE ACROSS AUSTRALIA'S SOCIAL PURPOSE ECOSYSTEM

## \$4.3 MILLION RESEARCH FUNDS

TO UNDERSTAND, CREATE AND DEMONSTRATE CONDITIONS FOR A BETTER WORLD

## \$190,400 IN SCHOLARSHIP GRANTS

ENSURED OUR EDUCATION PROGRAMS ARE ACCESSIBLE AND GRADUATES ARE DIVERSE

## 147 MILLION MEDIA REACH

SHARED SOCIAL IMPACT KNOWLEDGE ACROSS AUSTRALIA

## 88 EVENTS ACROSS AUSTRALIA

CONNECTED STAKEHOLDERS AND SOCIAL IMPACT LEADERS

## 37 KEY COLLABORATORS

BUSINESSES, GOVERNMENT DEPARTMENTS, NFPS AND ORGANISATIONS CONNECTED ACROSS TRADITIONAL DIVIDES TO SCALE CHANGE

## 60 MULTI-DISCIPLINARY RESEARCH PAPERS PUBLISHED

INFLUENCING POLICY AND PRACTICE TO CATALYSE SOCIAL CHANGE

## 62,000 TIMES RESEARCH ACCESSED

TRANSLATING KNOWLEDGE INTO ACTION TO SCALE SOCIAL IMPACT

## 220,000 WEBSITE PAGE VIEWS

ENGAGING AND PURPOSEFUL CONTENT

## 10 YEARS

OF CATALYSING SOCIAL IMPACT!

## PURPOSE. RIGOUR. HUMANITY. CONNECTEDNESS.

# MOMENTS OF SOCIAL IMPACT

### DISABILITY

- Long awaited research on competition and collaboration in the NDIS released
- Market stewardship actions for the NDIS released in October 2018, reaches the front page of the Sydney Morning Herald
- Invited discussions with shadow ministerial advisors re Market Stewardship and the NDIS

### HOUSING

- CSI UWA launched the major report on Homelessness in Australia's Cities prior to the launch of the WA 10-Year Strategy to End Homelessness
- Invited to the NSW Ministerial Roundtable on Overcrowding
- Collaboration with Mission Australia, the Australian Red Cross and PwC, called The Constellation Project, which has a vision to end homelessness in a generation
- Participated in the NSW Premier's Council on Homelessness meeting, the group has influenced the NSW Government's Strategy on Homelessness

- Discussions with Minister Peter Tinley in Western Australia around the development of the Western Australian Youth Strategy.

- Invited speaker at the Western Australian State Government working party on the State Government's homelessness strategy.

### DATA & DIGITAL

- Invited to Data Linkage Roundtable to examine how data linkage could be used to progress evidence-based policy and practice in Australia.
- Participated in a closed-door meeting convened by Minister Michaelia Cash to discuss the development of the National Digital Economy Strategy.
- Financial Inclusion Action Plan now has 30 trailblazers signed up, including the big four banks, energy companies, and the Queensland Government, along with UNSW Sydney.
- CSI UWA's Paul Flatau on the WA State Government's Outcomes Framework Working Group

### REGIONAL DEVELOPMENT

- Expert Advisor to the Select Committee on Regional Development and Decentralisation and was invited to Canberra as an expert witness.
- The Malaysian Government have committed to investing in rural women's entrepreneurship due to our research

### SOCIAL ECONOMY

- Prime Minister acknowledged CSI Swinburne research findings in his first major economic speech of 2018
- Map for Impact research used by the Victorian government to inform their new social procurement framework
- Met with the Queensland Minister for Employment and Small Business, staff and internal and external stakeholders to discuss their interests in developing a social enterprise strategy for Queensland.
- Discussions with staff from the Department of Economic Development, Jobs, Transport and Resources to discuss next steps in the Victorian Government's social enterprise strategy.
- Invited member of working group of Minister Dawson and his office along with CEOs of community organisations in Western Australia around the development of a major social enterprise initiative in the state.

CSI appeared in the following media: ABC, SBS, Pro Bono, Third Sector, SmartCompany, The Mandarin, The Conversation, MSN, LifeHacker Australia, AICD, Investment Report, The Sustainability Report, Choice, Financial Standard, Investor Daily, Investment news, Brisbane Times, Canberra Time, The Australian, Investment Magazine, Fairfax Syndicate, and the Daily Telegraph.



DISABILITY



HOUSING



FINANCIAL INCLUSION



HEALTH



CHILDREN & YOUNG PEOPLE



AGEING



SOCIAL ENTERPRISE



EDUCATION & EMPLOYMENT



# FROM THE CHAIR

*2018 was my first year back at CSI, this time as the board Chair. Returning to the fold after previously being CSI's first CEO was incredibly exciting. I arrived at a time when CSI's current CEO, Professor Kristy Muir had successfully steered the organisation on a path of sustainability, where our research was having unprecedented impact, and where our education numbers were simply soaring.*

In short, a very good time to join as Chair.

But that also means that we were facing new challenges. How do we ensure our financial sustainability? How do we scale our impact? How do we grow our education offering? How do we reach new audiences? How can we widen the network of CSI universities?



Along with my esteemed board members and CSI's accomplished leadership team, we are finding ways to do all of that and more. I am very thankful for their ongoing contributions, leadership, and support. In this report, you'll see how we marked our ten year anniversary. You'll also see how we're tackling housing affordability and homelessness, what we're doing for the NDIS, how we're improving the landscape for social enterprises. More importantly, you'll read about some of our wonderful students.

Thanks for being a part of our journey in 2018. We look forward to 2019 and beyond.

**Professor Peter Shergold**

# FROM THE CEO

*Our year of sustainability! 2018 was the year that CSI reached this for the first time, and I'm immensely proud that we did so without once compromising on our vision or our outputs, and in fact achieved more than we have in previous years in a number of areas.*

Our student numbers are higher than ever before. Our partnerships are stronger than ever, and our research is having far-reaching impacts. We celebrated ten years of impact, and we formed new, cross-sectoral collaborations.

We also welcomed our new board Chair, Professor Peter Shergold. Peter has proven to be a wonderfully insightful and collaborative leader and I am personally thrilled that he's with us. I'd like to personally thank Peter, and the rest of our board, for their passion and purpose in

helping lead CSI through 2018. I'd also like to acknowledge my team at CSI, across all three partner universities. It's because of these people that we have achieved so much, and never sacrificed our rigour, our purpose, nor our vision.

We are now looking at ways to scale our impact in new and exciting ways. Watch this space for future developments!

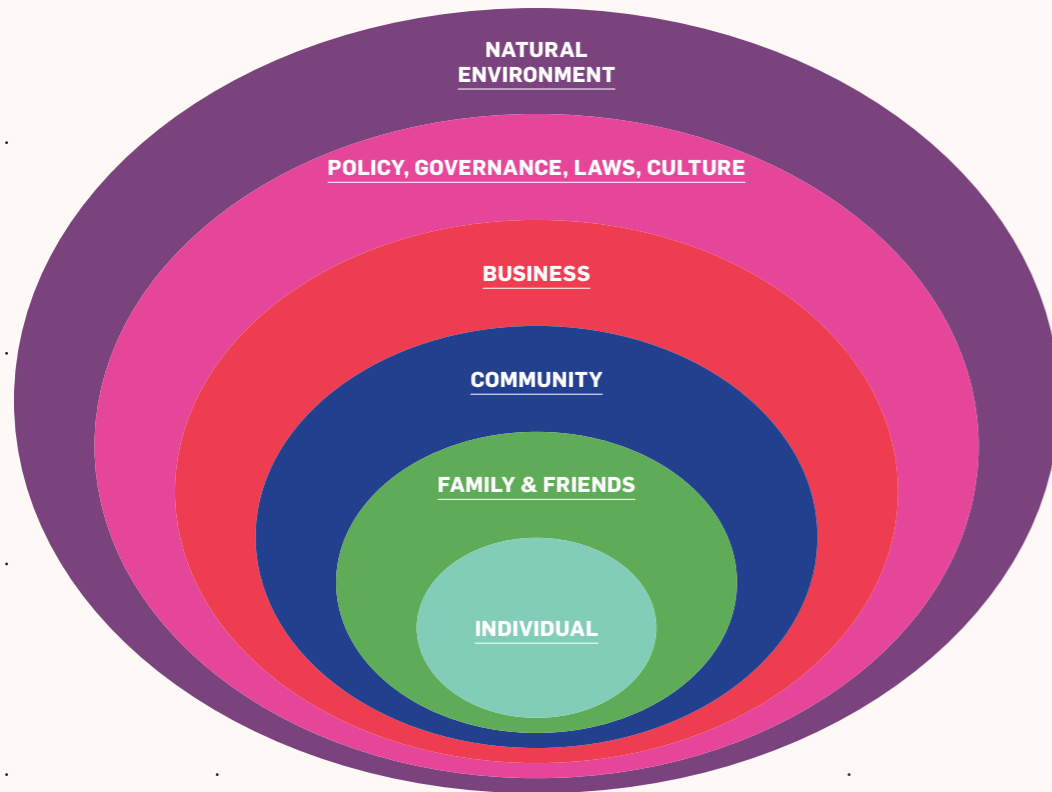
Thanks for being with us on this journey on creating a better world.

**Professor Kristy Muir, CEO**



# STRATEGIC VISION

*Our 2022 Strategic Vision guides our work to catalyse social change across the social purpose ecosystem*



## RESEARCH

*Quality, multidisciplinary, people-centred research that examines, illuminates and creates conditions for a better world.*

## EDUCATE

*Our undergraduate, postgraduate and professional development programs lead local and global social change education, developing leaders to enact social change across a range of industries.*

## CATALYSE CHANGE

*We work in partnership with others, across sectors, to create mechanisms that scale positive social change.*

# RESEARCH

*2018 was a landmark year for the Centre for Social Impact's flagship research programs aiming to identify, understand and address some of Australia's most complex social problems.*

We secured \$4.3 million in research funding in 2018, a 16% increase on 2017 (\$3.7m), enabling our leading researchers to explore critical questions and launch major reports to progress change on specific social issues, to create a better society through partnerships, collaboration and hybrid business models, and to determine and demonstrate what works and why to reduce social inequality in Australia.

Over two in three of our published articles (69%) were in ranked journals of high quality (A/A\* and/or the top quartile of SJR). In total we published 60 papers in industry based and academically ranked journals throughout 2018. Our website research pages received more than 200,000 visitors, with a media reach of 147 million people.

## HIGHLIGHTS



### FINANCIAL INCLUSION

*Financial Inclusion Action Plan (FIAP) – phase one evaluation complete*

Launched in 2016 with funding from the Department of Social Services, FIAP aims to build the financial inclusion and resilience of 3.3 million financially excluded Australians. FIAP is led by Good Shepherd Microfinance in partnership with the Centre for Social Impact and EY. 2018 saw thirty 'Trailblazer' organisations – including the big four banks, energy companies and the Queensland Government – collectively counting 80% of Australians as customers, committing 580 actions to address these issues. CSI is the official research partner of the FIAP initiative



### HOUSING

*"For rough sleepers, when we looked at A&E, ambulance, and inpatient admissions, we estimated that the health care costs alone come in at nearly \$25,000 per person every six months for rough sleepers who access these services. Yet we know that with a housing-first approach, integrated with ongoing social and health support and jobs, could result in significant healthcare costs savings over the longer term."* —Professor Paul Flatau - Study lead and Director, Centre for Social Impact at The University of Western Australia.

CSI UWA launched the major report examining Homelessness in Australia's Cities as part of the Western Australian 10-Year Strategy to End Homelessness, of which CSI is a partner. Representatives of the WA Alliance to End Homelessness, including CSI UWA's Professor Paul Flatau and Katie Stubbley, met with the Federal Minister

for Social Services, Shadow Minister and Shadow Assistant Minister for Preventing Family Violence, and Chief of Staff to the Shadow Health Minister.

CSI also participated in the NSW Premier's Council on Homelessness meeting, influencing the NSW Government's Strategy on Homelessness.

As part of our Amplify Social Impact initiative (see page X), CSI released the Amplify Insights: Housing Affordability and Homelessness report delving into the key drivers of homelessness and housing affordability in Australia, offering insights into the way forward.

We are working with founding partners Mission Australia, the Australian Red Cross and PwC, as well as numerous other collaborators, as part of a new initiative called The Constellation Project which has a vision to end homelessness in a generation. This new collaborative approach is using social labs

## HIGHLIGHTS



### DISABILITY

Centre for Social Impact at University of NSW Sydney (CSI UNSW) released the much anticipated report on Market Stewardship Actions for the NDIS examining international market stewardship and making key recommendations to ensure equity of access to National Disability Insurance Scheme services and efficient use of resources, generating front page news coverage in the Sydney Morning Herald.



### SOCIAL ENTERPRISE

— Prime Minister Turnbull acknowledged CSI Swinburne PhD candidate Aurora Elmes' research findings on her Vanguard Laundry evaluation in his first major televised economic speech of 2018.

— Vanguard Laundry reports that the evaluation has mobilized new interest in investing in their organization. CSI Swinburne's Aurora Elmes and Professor Jo Barraket provided advice on effective evaluation to senior Department of Social Services staff as a result of this work.

- CSI Swinburne had discussions with Department of Economic Development, Jobs, Transport and Resources staff to discuss next steps in the Victorian Government's social enterprise strategy.
- CSI's research which mapped Victorian social enterprises, "Map for Impact" was used by the Victorian Government to inform their new social procurement framework

*"Research from CSI, funded by the AMP Foundation, shows just how much Vanguard has achieved in our first year. I'm lucky enough to see the positive impact that Vanguard is having on lives every day but being able to produce this research means we can show the world that this model of supporting people with a lived experience of mental illness actually works."*

— Luke Terry from Vanguard Laundry Services

## TRANSLATING KNOWLEDGE INTO ACTION BY CREATING ACCESSIBLE AND APPLICABLE DATA, TOOLS, GUIDES AND RESOURCES

CSI worked hard in 2018 to ensure our research findings are:

- Translated and widely disseminated
- Meaningful to and used by industry and governments
- Implementable and scalable for broader social impact

### OUR WORK IS ALWAYS BUILT ON EVIDENCE.

It guides our creation of tools and resources for people across sectors, which have been downloaded or used thousands of times, including:

- The Collaboration Health Assessment Tool
- The Compass guide to outcomes measurement
- The Travel Companion guide to collaboration
- The Navigator guide to leadership
- Orienting your Journey guide to indicator assessment
- Learning for Purpose: NFP Workforce analytics
- The Social Enterprise Reporting Tool
- The Social Enterprise Impact Lab

*"We are using the Collaboration Health Assessment Tool as a tool for us to understand how well we were functioning in our collective impact efforts. Burnie Works aims to address long term, entrenched issues in our community, and with this tool, we can see and track our opportunities and challenges as a collaboration. As we improve our collaboration, so to we improve our impact in the community."*

— Olivia Lucas, Burnie Works

### Research with reach

# EDUCATE

## EDUCATING SOCIAL IMPACT LEADERS OF TODAY, AND TOMORROW

In 2018 we increased the capabilities of a record number of progressive social impact leaders – across sectors, industries and disciplines – through undergraduate and postgraduate course offerings at University of New South Wales Sydney (CSI UNSW), The University of Western Australia (CSI UWA) and Swinburne University of Technology (CSI Swinburne).

Collectively the three universities expanded their reach of evidence-based, high quality, innovative education with 1,476 course/unit enrolments in 2018 (37% increase on 1,077 students in 2017)

- CSI UNSW: 1,115 enrolments (+47%)
- CSI UWA: 208 enrolments (+30%)
- CSI Swinburne: 140 enrolments (-13%)



*“I found the course to be an excellent introduction to the social impact space, providing me with a deeper understanding about the different players, how they interact, their drivers, and political and cultural overlays. I’ve built on skills in designing and evaluating my projects and programs, communicating about them, and attracting grant funding. The system-level view of the not-for-profit sector gained has been very helpful in understanding, communicating, advocating and executing this [11 federated YWCA organisations into one national organisation] historic merger.”*  
—Kate Fazio, Master of Social Impact graduate.

*“I really enjoyed how this course complemented the work I’m doing on the ground in the Social Entrepreneurship and Economic Development (SEED) unit at World Vision. My undergraduate degrees were business orientated focusing only upon financial returns so this course really helped fill a gap in my own professional development. Having worked in the corporate sector for 7 years prior to transitioning into the NFP sector, this course provided the theoretical and scholarly background for our work which hopes to achieve both financial and social impact.”*  
—Mark Harwood, Master of Social Impact graduate



*“The course has helped me apply systemic thinking in approaching and addressing complex problems. It prevents me from taking any ‘silver bullet’ solution that seems to be effective but apparently it only cures the symptoms and not the root cause of the problem, hence is not sustainable. It also assists me in mapping relevant stakeholders whom I need to collaborate with to ensure and maximise the delivery of intended impacts.”* —Febe Amelia Haryanto, Master of Commerce (Global Sustainability and Social Enterprise) student

### 2018 SCHOLARSHIP PROGRAM

As part of our work to break down barriers to accessing education, thanks to Emeritus Professor Richard Henry and Dr Rachel Oberon and to BHP Billiton for their contributions to our 2018 scholarship funds. In 2018, scholarships valued at a total of \$190,400 were awarded to:

#### National Graduate Certificate of Social Impact (GCSI) scholarships:

- 10 x \$5,000 – Alex Markham (Swinburne), Ariana Ross (UNSW), Charmaine Kuwana (UWA), Emma Cahill (UWA), Emily Lapinski (UWA), Gabrielle Shaw (UNSW), Jeremy Cussen (Swinburne), Jocelyn Geary (SWIN), Nicola Curnow (UNSW), Renee Darbyshir (UWA), Victoria Edwards (UNSW).
- 1 x \$10,000 – George Brown (UNSW).



*“I am very excited and grateful to be awarded the National Scholarship from the Centre for Social Impact (CSI). The scholarship relieves the financial burden of studies and enables me to continue my work back home in Community, whilst completing my qualification.”*  
—George Brown, Graduate Certificate in Social Impact graduate, descendant of the Walbunga people of the Yuin Nation and Latje Latje people of the Wiradjuri Nation.

#### CSI UNSW Master of Business Administration (MBA Social Impact) scholarships:

- 2 x \$25,000 Centre for Social Impact UNSW MBA (Social Impact) Scholarship (commencing student) – Emily James, Alison Carter.

- 1 x \$12,500 Centre for Social Impact AGSM UNSW MBA (Social Impact) Scholarship (transitioning from GSCI student) – Kate Angelucci
- 1 x \$12,500 Centre for Social Impact AGSM UNSW MBA (Social Impact) Scholarship for a student transitioning from GCSI to MBA (Social Impact) – Kate Angelucci

Partial fee waiver Graduate Certificate of Social Impact (GCSI) scholarships:

- 3 x \$9,300 UWA BHP Billiton Social Impact (Not-for-Profit) Scholarship

#### First Indigenous Advantage MBA Social Impact scholarship

In 2018, Emeritus Professor Richard Henry and Dr Rachel Oberon launched the MBA Indigenous Advantage scholarship worth \$40,000. This was awarded to Nicole Moore.

*“This scholarship means the financial burden is relieved and I can now afford to concentrate on my studies. The MBA (Social Impact) really does offer the best of both worlds – a rigorous and well regarded business degree, combined with leading knowledge of how to make a positive social impact. I look forward to being able to apply my new skills and knowledge to keep fighting for social justice for Aboriginal people.”* —Nicole Moore AGSM MBA (Social Impact) scholarship recipient

***Our graduates are diverse and work in a range of industries to enact social change***

## EDUCATION INNOVATIONS

### GOVERNANCE FOR SOCIAL IMPACT INTENSIVE 2-DAY EXECUTIVE EDUCATION PILOT

In partnership with Australian Graduate School of Management (AGSM@UNSW), NAB, and JBWere, CSI piloted a 2-day professional development course for non-profit board directors, with 40 experienced Board Directors. Aimed at facilitating an in-depth examination of the social purpose ecosystem and how to exercise and lead effective social impact governance, the pilot achieved a Standalone Net Promoter score of 90.7 and overwhelmingly supportive feedback will be rolled out during 2019.

*“This course is absolutely brilliant and should be mandatory for all for-purpose leaders. The content is useful, informative, interesting and critical if you lead or govern for social impact.”*

*“It challenged our thinking and put some really great frameworks around some of the bigger question that boards quite often miss.”*

*“Absolutely exceeded expectations”*

### OUTCOMES MEASUREMENT WORKSHOPS

CSI UWA hosted a hugely successful sell-out Outcomes Measurement Workshop, providing a background to the relevance and importance of outcomes measurement. It taught participants how to measure and assess their organisation's impact, and how to understand the difference they're making.

### WORK INTEGRATED LEARNING

UNSW successfully piloted three new practicum courses with an international focus in response to student requests for this hands-on learning experiences.

19 students joined the new undergraduate international global practicum course in Israel to work directly with start-up companies; 14 postgraduate students travelled to India to learn about social enterprise start-ups in complex environments; and 11 postgraduate students travelled to Bali to work with social enterprises tackling the challenge of waste management.



## EDUCATION INNOVATIONS



*"It is so rare to be able to apply the tools and frameworks learnt in other*

*subjects to real life issues in a complex and foreign environment. And I learnt a lot about myself too – my leadership style, how I work with others, how I respond to and make decisions in chaotic and unpredictable environments."*  
—Janet Liu, India Social Impact Field Trip participant

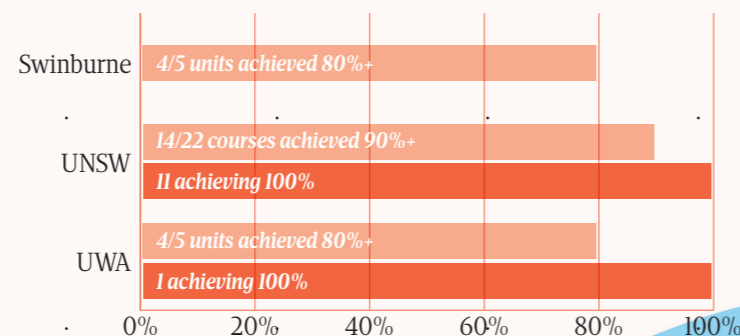
### NATIONAL BIG IDEA COMPETITION

UNSW students entered and won The Big Idea national university student competition at both undergraduate and postgraduate levels, developing their own social enterprise idea and gaining unprecedented access to social entrepreneurs. This collaboration between CSI and the UNSW Business School was offered for credit as part of (COMM3030) Social Entrepreneurship Practicum – Big Idea and (COMM5201) Social Enterprise: Doing Business for Social Good or as an extra-curricular activity.

### NEW MODES OF DELIVERY AT SWINBURNE

CSI Swinburne also launched a new undergraduate unit in social impact, and we transitioned from the Master of Social Investment and Philanthropy to the Master of Social Impact as part of the relaunch of the Australian Graduate School of Entrepreneurship (AGSE) in the Faculty of Business & Law. This included a comprehensive review, redesign and launch of foundational introductory units SIP800I7, Social Venture Development and ENT60009, Opportunity Discovery, Creativity and Design to introduce entrepreneurship and innovation processes and embed the social impact learning and teaching program.

### STUDENT SATISFACTION



### UNSW SUCCESSFUL PILOT OF COMM1000 FULLY ONLINE

- In the 2018 summer session, we successfully piloted our COMM1000 course in a fully online mode of delivery. The course was then offered in both online and face-to-face modes of delivery in each semester.
- In response to feedback from postgraduate students who were finding it increasingly difficult to take time off work to attend weekday classes over, we redesigned our postgraduate courses to a blended intensive mode of delivery incorporating two intensive weekends supported by online modules.

# CATALYSE CHANGE

## 'GO-TO' THOUGHT LEADERS

### CSI'S CEO AND DIRECTORS SPOKE AT HIGH-PROFILE EVENTS AND ROUNDTABLES INCLUDING:

- Paul Ramsey Foundation Board Strategy Day
- Queensland Homelessness Sector
- Impacting Investing Days conference
- Data Linkage Roundtable
- Commonwealth Government staff seminar on Indigenous Outcomes and Government Expenditures in the Pilbara and the Kimberley
- Commonwealth Government NDIS Market Readiness Submission: Joint Standing Committee on the NDIS.

- Western Australia Council of Social Services Conference
- Australian Advisory Board on Measuring Social Impact Investment
- Committee for Economic Development Australia Annual Conference
- Chartered Accountants ANZ NFP Industry Conference
- Philanthropy Australia National Conference
- Public Health Association of Australia Conference
- International Social Innovation Research Conference, Germany
- Social Enterprise World Forum Academic Symposium, Glasgow
- World Bank Forum on Regional Development, Brazil

And many more!

### MORE THAN 200,000 VISITORS VISITED CSI'S RESEARCH WEBPAGES

CSI's media reached people approximately 147 million times including mainstream coverage on ABC Radio National, Sydney Morning Herald, The Age, The Australian, The Australian Financial Review, Canberra Times, Courier Mail, WA Today, Brisbane Times, and The Mandarin.



*"3 ways to make the most of your CEO/ chair relationship Productive*

*teamwork between a chair and CEO is essential for good governance and positive business outcomes. Here's how the Centre for Social Impact make it work in practice..."* —Chair Professor Peter Shergold and CEO Kristy Muir appeared in the Australian Institute of Company Directors' magazine

## SCALING POSITIVE SOCIAL IMPACT ACROSS THE SOCIAL PURPOSE ECOSYSTEM

### LAUNCH OF AMPLIFY SOCIAL IMPACT

"In Australia, we spend \$500 billion on social purpose, yet more often than not, we have no insights into how effectively we're helping people. Amplify is our answer to that. This is

the first project of its kind that connects evidence, people, technology, and data to reveal the pathway to social impact in Australia." Professor Kristy Muir, CEO Centre for Social Impact

In April, CSI launched Amplify Social Impact™ (Amplify), an ambitious project providing innovation and insights to reveal strategies, actions and tools that help for-purpose organisations to better understand where and how to target their efforts and measure their effectiveness in improving social outcomes. Amplify received initial seed funding from UNSW Sydney, and over the next few years, CSI will be

engaging with numerous funding partners and collaborators to deliver this important work..

Post extensive consultation with stakeholders across the sectors, Amplify will deliver several key reports and tools for social impact practitioners and policy makers, including:

- Australia's Social Pulse™ reveals how we're tracking in key social issue areas – Housing, Education, Work, Social Inclusion, and Financial Wellbeing – over time, across the country, and across cohorts.





- Australian Social Progress Index looks beyond GDP and measures how Australian states and territories are faring against a set of indicators that measure wellbeing, aligned to the United Nations' Sustainable Development Goals.
- Indicator Engine™ helping organisations find the right measurements to know when, where, and how they're making a difference.
- Yardstick™ the database revealing programs, strategies, and initiatives across the country that are achieving outcomes and impacts, with opportunities for scaling and improvement.

***“The social sector is often under-resourced, with inconsistent benchmarks by which to understand and measure social issues. Amplify provides an opportunity to develop a national view on these key issues and bring collective intelligence to the impact we are achieving.”***  
—Dr Elli McGavin, National Head of Policy, Research, and Social Justice, Salvation Army

As part of Amplify, we released Amplify Insights: Housing Affordability and Homelessness Report delving into the key drivers of homelessness and housing affordability in Australia, offering insights into the way forward on this critical issue. Produced by CSI and City Futures at UNSW Sydney, in partnership with PwC Australia and QBE, with contributions from Australian Red Cross and Mission Australia.

***“This report shows that we need to work together, to do more to cater for a market that is representative of our Australian communities now and in the future. As an active participant in the Australian housing market, I'm really proud QBE has and will continue to support this work***

***along with other corporates, non-profits and government departments.”*** —Phil White, CEO, QBE Lenders' Mortgage Insurance

#### **CONSTELLATION PROJECT**

In 2018, in partnership with PwC Australia, Australian Red Cross, and Mission Australia, CSI launched The Constellation Project – a new initiative working towards ending homelessness in a generation. The project is building on the Amplify Insights into Housing and Affordability and Homelessness and has integrated the key levers for change for addressing this complex problem.

#### **SWINBURNE SOCIAL ENTERPRISE IMPACT LAB**

The Swinburne team has completed six theory of change workshops with social enterprises in the Social Enterprise Impact Lab project <https://www.seil.com.au/> and the website launched in early March.

Swinburne linkage on Youth Health Equity and Social Enterprise

The Swinburne team completed an engagement workshop, theory of change workshop and reference group meeting as part of our Linkage grant on youth health equity and social enterprise. More here.

#### **OUR ALUMNI ARE ACTIVE AMBASSADORS OF SOCIAL CHANGE**

CSI's students are leaders of social change. They are employed across sectors, across industries, throughout Australia and beyond. By building the capacity of current and future leaders who understand social impact, CSI is actively working to achieve our vision of a better world.

#### **Social Impact Festival**

CSI UWA hosted the fourth annual Social Impact Festival staffed by CSI alumni. More than 6,500 people attended 57 events over 33 days in Western Australia. The Social Impact Summit, saw 400 people engage

in a conference setting to reimagine the future we want. The culmination of the work resulted in resources including digital storytelling project videos and “The Letter from 2028”.

- Swinburne's alumni group raised \$100,000 for social change scholarships.



***“It has directly influenced and given weight to how I view my role designing systems and environments, particularly in the aged care and disability space. It has deepened my potential impact as a leader within my organisation and the industry and with the projects we create being ‘for humanity’”***  
Jessica Radny, UWA GCSI Alumni. KPA architects, speaker, presenter and property board member



***“Although moving from investments to social impact may seem like a big shift, the breadth of the Master of Social Impact enabled me to ascertain how best to combine my investment experiences with achieving social impact. This combination was invaluable in the negotiations for Victoria's first social impact bond between Sacred Heart Mission and the Victorian Government.”*** Suzanne Findlay Master of Social Impact graduate. Funding and Social Investment Coordinator at Sacred Heart Mission.

***Connecting people across the social purpose ecosystem to exchange ideas and co- create solutions for social change***

# CELEBRATING TEN YEARS OF IMPACT

***We've come a long way since 2008 thanks to our founding partners vision for “fostering a collaborative effort in the common and critical cause of building a more socially responsible business community and civil society in Australia.”***

Today, in partnership with three of Australia's leading universities, the Centre for Social Impact has become one of nation's most trusted independent social impact voices. Our unique approach to catalysing social change has created a CSI 'seat at the table' across government, business, philanthropic, social enterprise, and the not-for-profit sectors – and helped shape many of Australia's social impact leaders of today, and tomorrow.

To celebrate our 10-year anniversary we hosted three key stakeholder events:

***In Perth*** More than 100 people packed into the Lawrence Wilson Art Gallery during the Social Impact Festival in Perth, to hear from guest speakers, alumni, and live musical accompaniment.

***In Sydney*** More than 250 people joined our keystone event at the Museum of Contemporary Art to hear from a panel including David Gonski AM, Professor Peter Shergold and Stella Avramopoulos, facilitated by Professor Kristy Muir. We also launched ‘Ten Stories of Impact’, a booklet showcasing our contributions to social change in Australia.

***In Melbourne*** 65 people joined us at the Centre for Social Impact Swinburne for an Alumni and Friends Professional Development day panel discussion, networking and an address from the Swinburne Philanthropy and Social Impact Alumni chapter, who have raised more than \$100,000 to support charitable causes and scholarships in the Social Impact graduate programs.



# OUR ENABLERS

The Centre for Social Impact is proud to work with a broad network of Australia's brightest minds committed to catalysing positive social change at scale.

## BOARD



**Professor Peter Shergold AC** – Board Chair, Founding CEO, Centre for Social Impact; Chancellor, Western Sydney University; Chair, NSW Public Services Commission Advisory Board.



**Stella Avramopoulos** – CEO, Good Shepherd Australia New Zealand; President, Victorian Council of Social Service; Board, Family Peace Foundation; Advisory Board, National Centre for Social Impact Studies.



**David Bennett** – Chair, Social Enterprise Finance Australia; Chair, Challenger Retirement Services Limited; Director, Aquasure Holdings Pty Ltd; Investment Committee, Macquarie Debt Investments Solutions Fund.



**Sarah Davies** – CEO, Philanthropy Australia; Council Member, National Museum of Australia; Non-Executive Director, Kids Under Cover, Nestlé, Ladder.



**Professor Michael Gilding** – Pro Vice-Chancellor, Faculty of Business and Law, Swinburne University of Technology.



**Peter Robertson** – Dean and Head of School, University of Western Australia; Expert Consultant, Productivity Commission, Department of Innovation, Industry, Science and Research; Member, Australian Research Council College of Experts panel.



**Paul Ronalds** – CEO, Save the Children Australia; Non-executive Director, Campbell Collaborations, Community Council of Australia.



**Leisa Sargent** – Senior Deputy Dean, University of New South Wales Business School.

## NATIONAL EXECUTIVE

**Professor Jo Barraket** – Director, Australian Research Alliance for Children and Youth; Director, Centre for Social Impact Swinburne University of Technology and National Research Director, CSI network.

**Professor Paul Flatau** – Director, Centre for Social Impact University of Western Australia Business School.

**Nicola Hannigan** – National Communications Manager.

**Professor Kristy Muir** – Chief Executive Officer, Centre for Social Impact; Chair, Allan and Gill Gray Philanthropy Australasia; Non-executive

Director, Australian Research Alliance for Children and Youth; Member, Community Director's Council, NSW Premier's Council for Homelessness, UNSW Sydney's Council; Advisory Board, Gonski Institute for Education. Check

**Dr Lyndsey McKee** – Social Impact Industry Director

**Associate Professors Gemma Carey and Abigail Powell** – Co-Research Directors, UNSW

**Associate Professor Leanne Piggott** – National Education Director

## SELECTED 2018 ACKNOWLEDGEMENTS

UNSW Business School Award for Social Engagement (Financial Inclusion team)

Social Impact Measurement Network of Australia (SIMNA) Award for Collaboration (for Financial Inclusion Action Plan)

winner – Jo Barraket – Swinburne Vice Chancellor's Leadership Award

nominated – Kristy Muir – Australian Financial Review Women of Influence

winner – Ramon Wenzel – Pro Bono Australia Impact 25 Award

nominated – Gemma Carey – Agenda Women's Leadership Award

nominated – Katie Stubbley – UWA Teaching & Service Award

appointed – Lisette Kalaveld – Convenor of the Australasian Evaluation Society, WA

# ADVISORY COUNCILS

## SYDNEY

**Chair David Gonski, Chancellor, the University of New South Wales**

**Secretariat, Lisa Lusthaus**

Tony Berg – Gresham Partners

Catherine Brenner – Coca-Cola Amatil

Garry Browne – Stuart Alexander

Mary-Jo Capps – Musica Viva

John Colvin – Herbert Smith Freehills

Shamal Dass – JBWere

Jon Dobell – Ernst and Young

Tracey Fellows – Rea Group

Patrick Forth – Boston Consulting Group

Lisa George – Macquarie Group Foundation

Toby Hall – St Vincent's Health Australia

Jack Heath – Sane Australia

Elaine Henry – National Breast Cancer Foundation

Narelle Hooper – Documentary Australia Foundation

Peter Hunt AM – Grameen Australia

Greg Hutchinson – Bain & Co

Ted Kerr – the Australia Charities Fund

David Knowles – Koda

Sue Lennox – OzGreen

Danny Lester – NSW Deputy Ombudsman (Aboriginal Programs)

Helen Liondos – AMP Foundation

Sam Meers – Nelson Meers Foundation

Allan Moss – Allan Moss Investments

Sue Murray – Good2Give

Warwick Negus – Miller Street Partners

Cass O'Connor – Prime Media Group

Andrew Penfold AM – Australian Indigenous Education Foundation

Duncan Peppercorn – Partners in Performance

Richard Peters – Daymark

Daniel Petre – Petre Foundation

John Picot – Granth Thornton Australia

Rosalie Wilkie – PwC

Maxine Rich – Origin Energy

Ed Santow – Human Rights Commissioner

Doug Snedden – Chris O'Brien Lifehouse

Richard Spencer – Commissioner (Social Policy)

Australian Government's Productivity Commission

Chris Styles – UNSW Business School, UNSW Sydney

Doug Taylor – Uniting Care NSW & ACT

Michael Traill – Social Ventures Australia

Dr Jayne Meyer Tucker – JMTinc.

Sue-Anne Wallace AM – Humanitarian Quality Assurance Initiative (Geneva)

Louise Walsh – Future Generation companies

Dick Warburton AO LVO – Westfield Retail Trust

Julie White – Chief Executive Women for Social Impact

Kristy Muir – Centre for Social Impact

**MELBOURNE**

**Chair Jo Cavanagh, CEO, Family Life.**

Paul Bird – Australian Volunteers International (AVI)

Julie Edwards – Jesuit Social Services

Elaine Jacobs – Significant Women's Network

Krystian Seibert – CSI Swinburne

Hayley Bolding – Praxera

Molly Whelan – Foundation for Young Australians

Lisa Waldron – Westpac Foundation

Peter Allen Founding – Ethical Property Australia

Christian Stenta – Social Change, Australian Red Cross

Emma King – VCOSS

Nancie-Lee Robinson – Metro Trains Melbourne

Rowan Dowland – Bank Australia

John McLeod – JBWere Philanthropic Services, JBWere

Robyn Charlwood – Filantropia

Anthea Smits – The Difference Incubator

## PERTH

**Chair Jan Stewart, CSI (WA) Centre for Social Impact Advisory Council**

Wayne Bergmann – Ambooriny Burru Foundation

Pip Brennan – Health Consumers' Council (WA) Inc

Joe Calleja – Richmond Fellowship of WA

Kath Conway – CSI

Mark Fitzpatrick – Telethon Speech and Hearing

Paul Flatau – UWA Centre for Social Impact

Louise Giolitto – WACOSS

Amanda Hunt – UnitingCare West

Pauline Logan – Lotterywest

Tim Marney – Mental Health Commissioner

Brenda McGivern – UWA Faculty of Arts, Business, Law & Education

Kristy Muir – CSI National

Amanda Negus – BHP Billiton

Peter Robertson – UWA Business School

Paula Rogers – CEDA

Katie Rose – The Fabric Social

Mike Rundus – EY

Chris Ryder – Corrs

Ami Seivwright – The Centre for Social Impact

Anthony Smith – Mercycare

Craig Spencer – Royal Flying Doctor Service (WA)

Claire Stokes – The Centre for Social Impact

Katie Stubbley – The Centre for Social Impact

Jackie Tang – Department for Child Protection and Family Support

Colin Walker – Arts & Cultural Development, Department of Culture and the Arts

Tim Williams

Susan Young – University of Western Australia



# OUR PARTNERS

The Centre for Social Impact is a collaboration of the three leading Australian universities delivering socially responsible management education: University of New South Wales, Swinburne University of Technology and University of Western Australia.



Our work couldn't happen without the support of key partners who share our mission to help solve the social issues of today for a better Australia tomorrow:

[100 FAMILIES WA](#)

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[AUSTRALIAN ALLIANCE TO END HOMELESSNESS](#)

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# OUR FINANCES

## PROFIT AND LOSS 2018

	FY 2018 Actual	FY 2018 Budget	VARIANCE Actuals Vs. Budget	VARIANCE %
<b>Operating Income</b>	5,425,358	4,751,840	673,518	14%
Teaching				
Research and Projects				
Exec Ed/Workshops/Consulting				
Scholarships				
Sponsorships and Donations				
<b>Non-Operating income</b>	132,837	134,000	-1,163	-1%
Core funding and Interest Income				
<b>Total Income</b>	5,558,195	4,885,840	672,355	14%
<b>Staff Expenses</b>	3,772,672	4,135,525	-362,853	-9%
People Cost				
<b>Operating Expenses</b>	966,872	1,070,163	-103,291	-10%
Travel				
Operational				
Marketing				
Organisation Consulting				
<b>Non-Operating Expenses</b>	260,460	260,460	0	0%
UNSW Charges				
Scholarships and Grants Exp.				
<b>Total Expenditure</b>	5,000,004	5,466,148	-466,144	
<b>(Surplus)/Deficit</b>	558,191	-580,308	1,138,499	

Notes: Liabilities from 2018 to be incurred in 2019 as per the balance sheet c. \$127,000 (for Consultancy services & research)

## BALANCE SHEET 2018

<b>Assets</b>	
Cash Internal/External (A)	5,935,253
Invest Liquid NC	1
<b>Total Assets</b>	5,935,252
<b>Liabilities</b>	
Sundry Creditors & Provisions	127,458
<b>Net Assets</b>	5,807,794
<b>Equity</b>	5,807,794
<b>Total Equity</b>	5,807,794



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