



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



# 10 STORIES OF IMPACT

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# LETTER FROM THE CEO

***Back in 2008, our founding partners had a 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.”***

With funding from the Commonwealth Government which was generously matched by philanthropic and corporate sponsors, the Centre for Social Impact was born.

Today, in partnership with three of Australia's leading universities: UNSW Sydney, Swinburne University of Technology, and The University of Western Australia, CSI is one of the nation's leading voices in social impact. Our unique approach to addressing social issues has positioned us to have a seat at tables in government, business, philanthropic, social enterprise, and the not-for-profit sectors. Working with all sectors is a significant point of pride for CSI.

In January 2017, I became CSI's third CEO. Leading this wonderful organisation and its exceptional staff is my great privilege. Our teams work across the country and are united by their commitment to advancing social impact in Australia.

Together, we've achieved a lot. In “Ten Stories of Impact”, you'll see a small sample of the breadth of work that we do, and the people and partners who help us shape society in Australia.

I'm proud that after ten years we can look back and say that we have built the capacity of hundreds of individuals working across the social purpose sector. We have advanced our education offerings, with thriving options for undergraduates, postgraduates, and now, bespoke training for professionals working for social purpose including board directors.

We have established and built a renowned research team, delivered many research projects and developed tools, guides and resources to help catalyse change.

We remain an organisation that is passionate, committed, rigorous and purpose driven. And while we as a society, we still face complex problems, CSI has more work to do.

We're currently embarking on one of our biggest capacity building projects yet through Amplify Social Impact™. I hope you will join me in partnering with us on this and other initiatives to enable positive social impact over the next decade.

Join me in celebrating CSI's ten-year anniversary, and for being a part of that journey. Whether it's through leadership or technology, research or tools, together, we're having an impact and helping to create a better world.

To all of you, thank you. We couldn't have done this without your support. I look forward to what we might achieve together in the future.

***Professor Kristy Muir, CEO***

*When CSI began back in 2008, the vision for its education offering was clear. To inspire undergraduates to become future social change agents and to enable our postgraduate students to strengthen socially responsible business management in Australia.*

# 1. OUR EDUCATION PROGRAMS ARE DESIGNED TO CREATE FUTURE CHANGE-MAKERS

Today, CSI's education has flourished and now provides Australia's leading education programs on social impact, social entrepreneurship, leadership for social change, and global sustainability. Across our three partner universities, we have taught thousands of students how to create lasting social impact in Australia and globally. In 2017 alone, we saw more than 1,000 course enrolments, a record-breaking year for CSI.

We now have thriving undergraduate courses, graduate certificate programs, and masters level programs including the fully online MBAX (Social Impact). We've awarded dozens of scholarships and now have alumni spreading across sectors worldwide.

And from 2018, we are producing and delivering executive education programs aimed at building capacity of governing for social impact.

Notably, our education programs reach across disciplines and faculties. It's our aspiration that every single student at our universities undertakes at least one social impact course as part of their program of study.



## **Meet Clary Castrission, Lecturer**

Clary is the lecturer of the postgraduate course *Social Impact: Entrepreneurs and Social Innovation*. He is a multi-award winning, serial social entrepreneur having successfully built the 40K Group, an ed-tech social enterprise driven by the mission to provide education for severely underprivileged school children in India and most recently in Cambodia. 40K has received over a million dollars in development funds from organisations including Australia's Department of Foreign Affairs, the Australian tech giant Atlassian, and the MIT SOLVE global competition. In 2014 Clary was awarded the Medal of the Order of Australia for his work associated with the impact of 40K's work.



***Our students are leaders of social change in a variety of settings. They are employed across sectors, across industries, and throughout Australia and beyond. By building the capacity of future and current leaders who understand social impact, we are actively working to achieve our vision of a better world for people, communities, and sectors.***



**Meet Jessica Radny, GCSI student**

Jessica is an alum of CSI at UWA and is an established Architect and Human-centred designer.

“The GCSI course stands out through its delivery being aligned with the purpose of creating positive social impact. It concentrates on equipping students, fostering a strong alumni network to create impact beyond the course. Of most value are the connections I have formed as well as gaining shared knowledge and learning from the diverse and varied cohort’s background. 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 is an architect at KPA architects (WA), Speaker and presenter, a property board member at Churches of Christ and UWA GCSI Alumni Member.*



**Meet Janet Liu, AGSM MBA (Social Impact) student**

Janet is currently the manager of financial inclusion at ANZ, one of Australia’s leading banks. Janet is responsible for a number of initiatives to improve the financial wellbeing of Australians, including the management of Saver Plus, Australia’s largest and longest running matched savings and financial education program. The program assists individuals and families on lower incomes to develop long-term saving habits and reach a savings goal.

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

**2.**

**OUR STUDENTS  
ARE SOCIAL  
IMPACT  
LEADERS IN  
THEIR FIELD**

### 3.

# WE'RE UNDERTAKING RESEARCH THAT AFFECTS POLICY AND PRACTICE

#### **What's the path to social change, policy or practice? The answer is undeniably, both.**

Across our Universities, we've undertaken extensive research to better understand complex social problems, how we go about addressing them and whether and where social purpose organisations have made a difference.

We've looked in-depth at social issues like homelessness, housing affordability, disability, young people's economic engagement, ageing and place-based disadvantage. We've explored conditions that help to create positive social impact, like collaboration and leadership; funding models, like social impact investment; and business models, like social enterprises.

Our research work has had an impact on policy and practice from influencing individuals, community organisations, businesses and governments and it has reached millions through our coverage on national radio, television news and popular media.

#### ***Case Study: The NDIS and 'thin markets'***

CSI is working directly with the Commonwealth Government to address issues of 'thin markets' within the NDIS – that is, markets which are unable to provide the required services and supports to people with a disability.

The Commonwealth Government and the Productivity Commission have identified thin markets as the greatest challenge to the success of the NDIS and the scheme's ability to meet the needs of Australians with a disability equitably.

This work on market stewardship has been used extensively by the Productivity Commission in their reviews of the Scheme and CSI has been called to give evidence at government inquiries in the ACT and NSW.



## 4.

# WE'RE PRODUCING RESEARCH-INFORMED RESOURCES THAT ARE ACCESSIBLE ACROSS SECTORS



*Our work is always built on evidence. It's what guides us, what informs us, and it shines a light on the way forward.*

With this evidence, we create tools and resources for people across sectors, which have been downloaded or used thousands of times.

- 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. We are beginning to use this tool with our established and new working groups, to show changes in relationships, and how this assists our work. As we improve our collaboration, so to, we improve our impact in the community.” Olivia Lucas, Burnie Works

Beyond resources, we've also been the catalyst for creating two vibrant communities of practice: The Social Impact Measurement Network of Australia (SIMNA) and the original vision of Collaboration for Impact, now a thriving organisation in its own right.

Both organisations reach thousands of people across Australia, and are working to achieve lasting social impact.

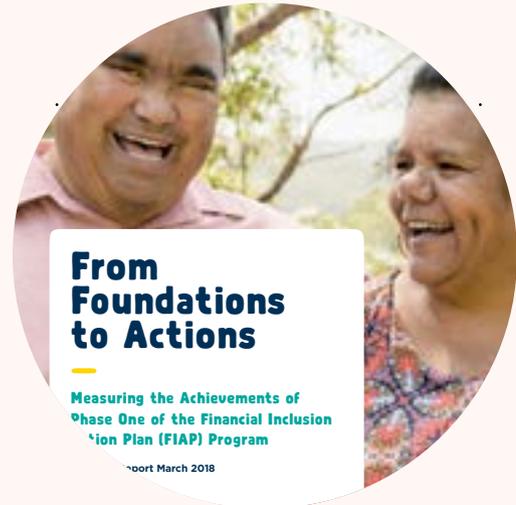
# 5. WE'RE HELPING TO BUILD THE FINANCIAL RESILIENCE OF PEOPLE IN AUSTRALIA

*Our research has found 2.5 million adults in Australia experience high or severe financial stress, 1 in 2 have less than 3 months income saved and more than 1 in 5 cannot raise \$2000 a week in an emergency.*

This places individuals, communities and society in economic stress and raises significant concerns for our ability to bounce back from an economic shock.

We work with corporate, government and not-for-profit sectors to understand, measure and help develop innovative solutions to improve Australians' relationship with money and the resources and supports they have access to in order to help improve financial resilience.

- We have worked with NAB to measure financial inclusion and financial resilience for over a decade;
- We have progressed our understanding of what matters, including working with Financial Literacy Australia to reconceptualise financial wellbeing for Australians, which has informed the Commonwealth Bank's index for financial wellbeing;



- We are working with First Nations Foundation to progress research into financial inclusion and Indigenous Australians;
- And we are founding partners on the innovative Financial Inclusion Action Plan Initiative (FIAP) with Good Shepherd Microfinance, the Australian Government Department of Social Services and EY.

As a result of the work on the FIAP initiative, 30 trailblazers (including the big 4 banks, financial services, insurance providers, law firms, not-for-profits, super funds, universities and utility companies) have committed almost 600 actions to deliver improvements in financial inclusion, financial wellbeing and financial resilience.



***Perhaps the most difficult and important of all the social issues, homelessness and housing affordability is the cause that is defining our time.***

CSI has a multi-faceted approach to catalysing change on homelessness. We work with partners, we are building an evidence base, and we're part of large-scale coordinating efforts around Australia to end homelessness such as with #EndHomelessnessWA and most recently a cross-sector initiative led by PwC.

- We have produced over ten years of research and have built the evidence base on a broad range of issues such as intergenerational and early onset homelessness, youth homelessness and refugee homelessness
- We have worked with AHURI to explore the financing of homelessness services and alternative funding models of affordable housing such as social impact investing.
- We've revealed the State of Homelessness in Australia's Cities by analysing seven years of Registry Week data and involving over 8000 people experiencing homelessness
- We are producing CSI's Amplify Response to homelessness, building an evidence base and supplementing it with data that tracks our social progress over time

- We are evaluating programs and initiatives to end homelessness including Housing First responses
- We are coordinating responses to homelessness by bringing together the right people to make change happen.

*"Sustainable housing, stability, love, and kindness."*

**A participant in the State of Homelessness report when asked: "What do you need to be safe and well?"**



## 6.

**WE'RE FINDING EVIDENCE AND INNOVATIVE WAYS TO SUPPORT PEOPLE OUT OF HOMELESSNESS AND INTO HOUSING**



***The future is in the hands of the company that actively achieves social good. It's becoming more than tokenism, it's expected from customers, employees and investors.***

CSI prides itself on working with business of all sizes. We've partnered with the Macquarie Group since day one and have recently helped the Macquarie Group Foundation develop its focused grant-making strategy on supporting economic and social opportunities for young people. We reviewed evidence-based practice about what works to advise the Foundation where its investment and Macquarie staff involvement could have the greatest social impact, as well as determining how this could be measured. And on the other end of the spectrum, we're one of the leading organisations working to support budding social enterprises, helping them achieve their mission of being sustainable and purpose driven.

***Meet Luke Terry from Vanguard Laundry Services***

"We first opened our doors in November 2016 and today we clean 24 tonnes of linen a week for more than 100 commercial clients.

We are a purpose-built commercial laundry and career development centre, which aims to create jobs and career opportunities for people living with mental illness who struggle to secure work or who have never worked before.

Our little project has delivered big things in our first year, surpassing all expectations.

Research from CSI, and 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."

7.  
**WE'RE HELPING  
BUSINESS DO  
GOOD**



# 8. WE'RE AMPLIFYING SOCIAL IMPACT



***In Australia, we spend \$510 billion on social purpose programs and initiatives, yet often, we don't know if they are effective. CSF's bold new project, Amplify Social Impact™ (Amplify) aims to address this by providing innovation and insights to address complex social problems and improve and transform lives.***

Imagine a social purpose sector that has access to rigorous and independent social research to guide their work. A sector that understands the impact their services are trying to achieve and online access to tailored tools to evaluate them. A sector that benchmarks results, makes service improvements, and focuses on only delivering effective programs. A sector that collaborates to bring cross-sector expertise to complex problems and to avoid duplication of efforts.

The vision of Amplify Social Impact™ (Amplify) is to improve the use of evidence-based decision making, enable widespread social impact evaluation, and provide insights to as many of the 56,000 registered charities in Australia as possible. This is the sector that we all want to work in, but evidence and evaluation can be costly and complicated endeavours, especially for the 1 in 2 charities in Australia with no paid staff. Amplify aims to change that with a suite of reports and online tools. We are already working with PwC to deliver on the vision of Amplify to support the for-purpose sector, with the partnership focusing on housing and homelessness.

*"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**



***Our mission is to break down barriers for people wanting to study social impact. And each year, CSI awards numerous scholarships to students wanting to study social change.***

Our scholarships are awarded on merit and need to those students who demonstrate potential and commitment to improving positive social impact.

The scholarships are made possible through the generosity of our donors. Providing scholarships continues to be a meaningful way that our supporters can make a difference.



***Meet Nicole Moore, AGSM MBA (Social Impact) student and scholarship recipient***

Nicole is CSI's first recipient of the new Emeritus Professor Richard Henry and Dr Rachel Oberon Indigenous Advantage MBA SI Scholarship. Nicole is currently studying the MBA full time as well as working as a casual academic at the University of Wollongong.

"I can't express how grateful I am to Professor Henry, Dr Oberon and the CSI team. One of the many costs of my previous employer winding up was that I thought I'd be unable to afford to continue my studies. 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."

9.

# WE'RE BREAKING DOWN BARRIERS TO STUDY



***Meet George Brown, GCSI student and scholarship recipient***

George is a CSI National Scholarship recipient. He is a descendant of the Walbunga people of Yuin National, and Latje Latje people of Wiradjuri Nation. He is currently the Human Resources Manager at Wreck Bay Aboriginal Community Council, and the Deputy Chair of the Jervis Bay Primary School Board. George is passionate about his community and country.

"I believe the new skills gained from studying the Graduate Certificate in Social Impact will help my community in areas of governance, land management, and community services. The scholarship not only relieves the financial burden of studies, but enables me to continue my work back home in community, whilst completing my qualification."



*Our mission is to catalyse social change for a better world. We believe everyone has a role to play in creating social change. We are proud to partner with organisations and companies from across sectors, governments across political divides, and people across purpose.*

Today, we are extremely proud to have positive working relationships with Macquarie Group Foundation, NAB and PwC who were all founding donors of the Centre, back in 2008.

With the development of initiatives like the Amplify Social Impact project, we're going to be bringing together government, community organisations, corporates, large not-for-profits, academics, and more to work on the best approaches to tackle Australia's biggest social issues.



10.

# **WE'RE WORKING ACROSS SECTORS TO LEAD POSITIVE CHANGE**

We're developing new partnerships all the time, finding innovative ways to tackle entrenched social issues, and building the capacity of leaders working to achieve social change. We're proud to launch our new executive education program "Governance for Social Impact" which we developed and delivered in partnership with JBWere and NAB for the first time in 2018, and we're collaborating once more with PwC on a new cross-sector initiative to tackle homelessness.

We're continuing our work with NAB on building the financial resilience of Australians, and we're reaching new audiences with our cross-sectoral Social Impact Festival.

If you have an idea or want to collaborate with us, we want to hear from you.

# HOW YOU CAN GET INVOLVED

***We are always seeking new partners and funders to work with us to amplify social impact.***

We have a number of projects we are seeking philanthropic support for, including our new flagship Amplify, extending the number of CSI scholarships and enabling us to undertake important research to improve knowledge and insights of and for the Australian for-purpose sector. We also can provide specialist services to partners such as support to refine your social impact strategy, measuring and evaluating your impact, providing educational courses or bespoke training on a variety of social impact areas.

***Scholarship Support***

Each year, the Centre for Social Impact (CSI) awards numerous scholarships to students to study social change. The scholarships are awarded on a combination of merit and needs criteria to those students who demonstrate potential and commitment to improving social outcomes in society.

To date these scholarships have allowed dozens of people to become social change leaders in their community and our society. From social entrepreneurs to community organisation leaders, to business leaders who understand they have a role to play in creating a better society, we have students across all fields, across all sectors.

We know that social change can only happen with good leadership. CSI wants to offer you the chance to help develop a future social impact leader.

Competition for existing scholarships is fierce and CSI wants to remove all barriers for people considering education. With more scholarships, we can create more leaders for social change. We'd love you to help us achieve this.

Scholarships start from just \$5,000 for a partial scholarship for the Graduate Certificate in Social Impact, and there are plenty of other options available.

***Contact Lyndsey McKee, Social Impact Industry Director, on 02 8936 0909 to discuss.***



# **CSI WOULD LIKE TO THANK THE GENEROSITY OF ITS DONORS**

*Our work would not be possible without the support of our donors and partners. Thank you to all those that have generously supported CSI to date, including our major funders below:*

***AMP***

***Dr Robin Crawford AM***

***Gonski Foundation***

***Good Shepherd Microfinance***

***JBWere***

***Macquarie Group***

***National Australia Bank***

***Origin Foundation***

***Petre Foundation***

***PricewaterhouseCoopers***

***The Department of the Prime Minister and Cabinet***

***Warwick Negus***

***Westpac Foundation***

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