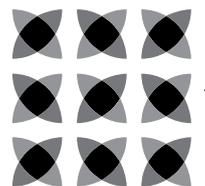


*Centre for  
Social Impact*

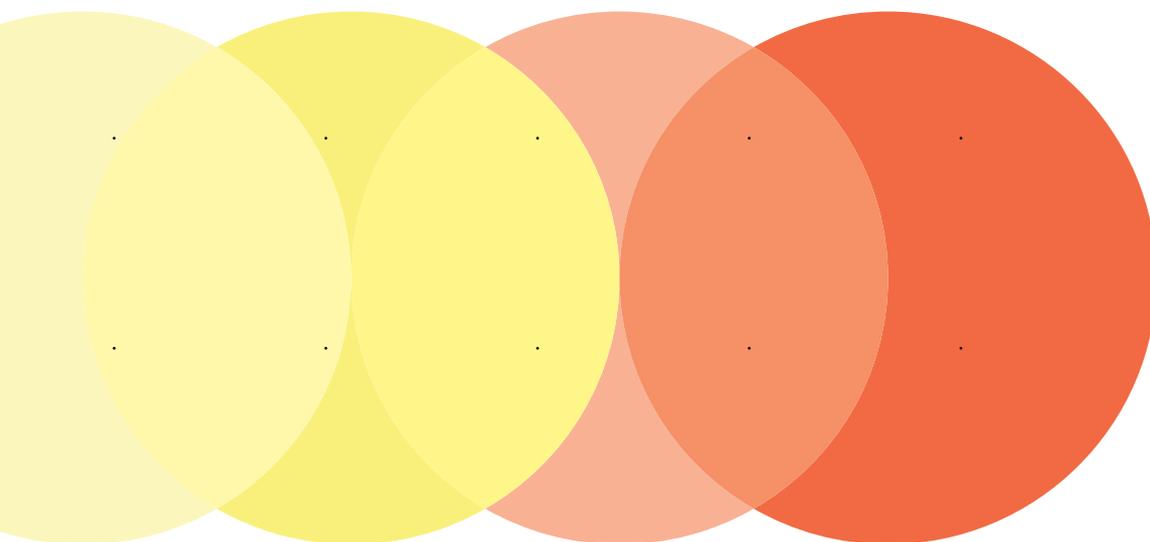
# ANNUAL REPORT 2017



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

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## OUR INVESTORS

### *CSI's Founding Funders and 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. The following contributions have been made since CSI was established:

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

## HOW TO CONTRIBUTE

### ***You can invest in social impact and make a difference.***

One of the most important and valuable ways of doing so is by creating a scholarship.

In 2017, 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 2017, 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 2017. 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 a student transitioning from the GCSI to the MBAX program.

We are happy to tailor a sponsorship to your needs. Please contact us on 02 8936 0909 or email [csi@unsw.edu.au](mailto:csi@unsw.edu.au).

# LETTER FROM THE BOARD CHAIR

*It is with great pleasure that I introduce the 2017 Annual Report from the Centre for Social Impact.*

This is my last annual report in the role of Chair, as I step aside at the end of 2017 to hand the reins to Professor Peter Shergold, CSI's founding CEO.

2017 saw many great changes at CSI, most notably of which was the addition of Professor Kristy Muir as CSI's third CEO. Kristy has moved at lightning-speed to set the organisation on a new course, with a new strategy and a renewed sense of purpose: to catalyse social change for a better world. At the same time, Kristy has reduced expenditure and increased revenue, thereby ensuring CSI is on a stable path toward sustainability. That she turned this around within a year, was exceptional and a testament to her leadership and vision. She has the wholehearted support of the Board as she steers the course.

As I reflect on my years as CSI's board chair, I would like to acknowledge the great privilege from holding such a role. I hand over this role at the end of a five-year term to a highly competent and accomplished individual in Professor Peter Shergold, a man I am fortunate to have known for many years, and who believes wholeheartedly in CSI's vision.

Thank you to my valued colleagues on the Board for their wonderful support and individual and collective contributions to CSI. Thank you to the staff and supporters of CSI for their passion and dedication to help make us a better and fairer society. I wish CSI all the very best for 2018 and beyond.

**Emeritus Professor Richard Henry**



# LETTER FROM THE CEO

I was incredibly proud and humbled to take the helm as CEO of this wonderful organisation in January of 2017, after serving as its Research Director for the previous three years.

And what a year 2017 was!

We developed and began to implement our new strategy “Catalysing social change for a better world”, formalising the role of CSI as catalysts for social change.

We achieved record education numbers, had unprecedented reach with our research, and worked with more partners across sectors than ever before.

We produced and disseminated tools and guides to further resource the social purpose sector in their mission to achieve more, with less.

And we embarked on a bold new project, turning a vision into a reality with Amplify Social Impact, CSI’s new flagship project which will enable everyone to understand, measure and communicate their social impact.

2017 was also the last year of Emeritus Professor Richard Henry chairing the CSI board. Richard has been a long time mentor and friend to both CSI and me personally, and has done an outstanding job of board chair over the years. He will be dearly missed by all.

As a result of Richard’s departure, 2017 also led us to seek out a new board chair. Our founding CEO Professor Peter Shergold was invited back into the fold in this capacity. His balance of government and academic experience with his deep understanding of the not-for-profit and business sectors in Australia led us to believe he would be the perfect choice. To our great delight, Peter agreed, and we welcome him to the role in 2018.

But 2017 wasn’t all about what we produced, it was in a large part about what we saved. We took great strides towards achieving financial sustainability this year. One of the more difficult decisions around that was to retire the events function of CSI, which we did in January of that year. We also took a strident approach to minimising expenses and it gives me great pleasure to report that we’re well on track, having reduced our expenses by nearly \$1 million per annum, and increasing our revenue by \$1 million, while not losing any ground on research or education.

With this news, I look forward to leading the CSI team as we continue to have a positive social impact into the future.

**Professor Kristy Muir**

## OUR UNIVERSITY PARTNERS

The Centre for Social Impact (CSI) is a national research and education centre dedicated to catalysing social change for a better world. CSI is built on the foundation of three of Australia's leading universities: UNSW Sydney, The University of Western Australia, and Swinburne University of Technology. Our research develops and brings together knowledge to understand current social challenges and opportunities; our postgraduate and undergraduate education develops social impact leaders; and we aim to catalyse change by drawing on these foundations and translating knowledge, creating leaders, developing usable resources, and reaching across traditional divides to facilitate collaborations.



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



**Professor Chris Styles,**  
*Dean of UNSW Business School, UNSW Sydney*



**Professor Peter Robertson,**  
*Dean of UWA Business School, The University of Western Australia*

## OUR MISSION

**WE WANT A BETTER WORLD.**

*We believe everyone has a role to play in creating social change.*

*Our role is to help enable others to achieve social impact.*

*We do this through transformational research and education that is rigorous and purpose-driven.*



# OUR FOCUS AREAS

## **WE HAVE A VISION FOR A BETTER WORLD FOR PEOPLE, COMMUNITIES, AND SECTORS.**

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 is to catalyse positive social change.

We aim to do this by engaging and working with people, communities, and organisations to grow their capabilities through three key dimensions:

### **RESEARCH:**

CSI undertakes research that illuminates, examines, and helps create conditions for a better world.

### **EDUCATE:**

CSI develops social impact leaders for a better world.

### **CATALYSE CHANGE:**

CSI aims to catalyse positive social impact across the social purpose ecosystem.



**UNSW Sydney:**  
led by CEO Professor  
Kristy Muir



**Swinburne University  
of Technology:**  
led by Centre and National  
Research Director,  
Professor Jo Barraket



**The University of  
Western Australia:**  
led by Director, Professor  
Paul Flatau

# OUR PERFORMANCE: AT A GLANCE

## **RESEARCH:**

\$3.7 million in research grant funding in 2017 with additional multi-year grants.

Major reports released including:

The role of impact investment in supporting vulnerable households in achieving their housing goals

Financial Resilience in Australia 2016: Parts 1, 2 and 3

Australian Charities Report 2016

50 Homes 50 Lives

The National Australian Not-for-profit Workforce Study received more than 2,500 responses across the NFP sector

## **EDUCATE:**

504 postgraduate enrolments across all three CSI nodes (Swinburne: 162; UNSW: 262; UWA: 80)

573 undergraduate course enrolments at UNSW Sydney (494) and UWA (79)

Innovation in our curriculum included the launch of CSI UNSW's fully digitised course *COMM1000 Creating Social Change*, which attracted enrolments well above target and most importantly has helped increase our reach of future social impact leaders.

## **CATALYSE CHANGE:**

Our presence in the media had a potential reach of 148 million people.

We featured at the ACOSS VCOSS conference and were official partners of the inaugural Third Sector Awards.

Our senior team spoke at many events across industries, and contributed to media commentary by way of Op-Eds and articles.

Our end of year stakeholder event was a huge success. "In conversation with David Gonski and Kristy Muir" attracted around 160 of CSI's invited key stakeholders at a standing-room-only event at the Sydney Sofitel Wentworth.

# OUR PERFORMANCE: RESEARCH

*CSI undertakes research that illuminates, examines, and helps create conditions for a better world.*

Our research develops and brings together knowledge to understand current social challenges and opportunities to create a better world. We work ethically and with rigour, across disciplines and by ensuring people, community and organisations are central.

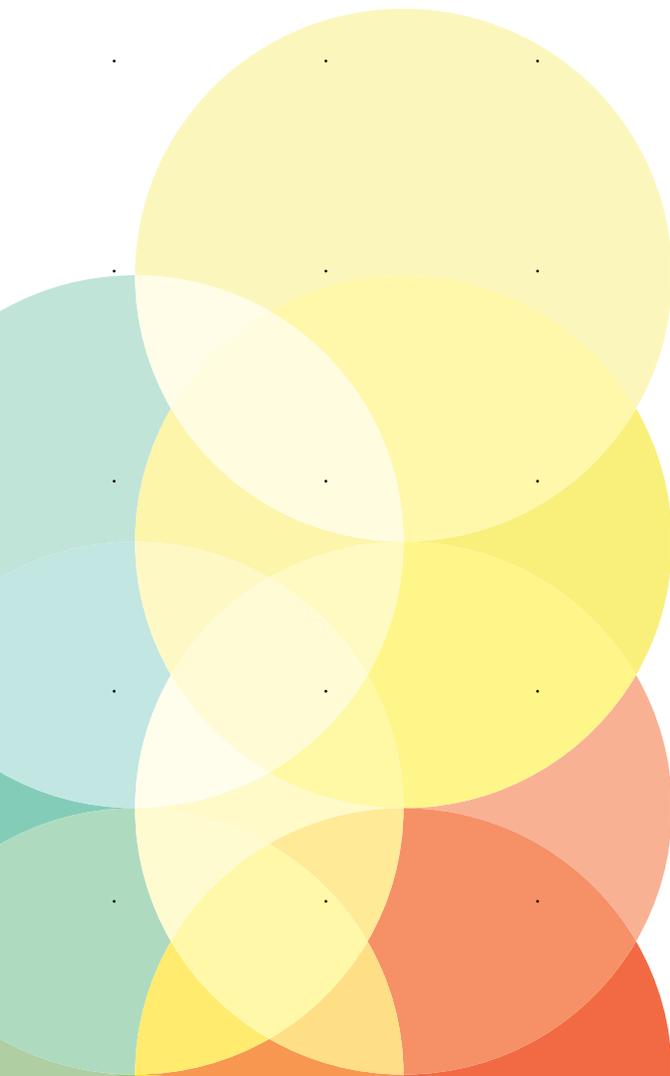
## **KEY ACHIEVEMENTS FROM THE YEAR**

### **Financial Resilience, Inclusion, and Wellbeing**

- Release of the *Financial Resilience 2016* report, part one, which provides a headline measure of financial resilience in Australia and changes since 2015 (UNSW). The report was launched by the CEO of NAB and received widespread media, including on Channel 10 news.
- CSI UNSW release of the second and third Financial Resilience 2016 report series. Report 2, *Financial Resilience and Access to Financial Products and Services*, revealed that a growing proportion of the adult population in Australia are at risk of not being able to access financial products and services they need. Report 3, *Financial Resilience and Employment*, showed that labour force participation as well as employment type (e.g. casual or self-employed) influence a person's financial resilience. This received a range of media and engagement.
- Release of the report *Exploring Financial Wellbeing in the Australian Context*. The report, funded by Financial Literacy Australia, defines and conceptualises financial wellbeing and identifies some of its potential influencers including financial capability, mental health and financial inclusion (UNSW).

### **Housing and Homelessness**

- CSI UWA Homelessness Week, *50 Lives 50 Homes* Report Launch - Rapid housing with support is key to addressing the complex and serious needs of Australia's most vulnerable rough sleepers. This is the aim of 50 Lives 50 Homes project in Perth, which housed 42 individuals and 8 families in its first year. The report was launched by the Hon. Simone McGurk MLA, Minister for Community Services (WA).





- CSI UWA published an AHURI report on the role of *Impact Investment in Supporting Vulnerable Households* in achieving their housing goals. Modelling the returns at the low end of housing market supports the viability of impact investing for low income and vulnerable households.
- CSI UWA released the *St Vincent's Hospital Melbourne Homelessness Programs Evaluation Report* examining the effectiveness of programs supporting those experiencing homelessness
- Impact Lab for Ending Homelessness in WA continued its program of work, reaching broader networks of stakeholders, drafting a 10-year action plan, and preparing for a launch of the plan in Q1 2018.
- CSI UNSW completed a project in collaboration with Homelessness NSW to support Specialist Homelessness Services, to identify and select appropriate outcome indicators that can best demonstrate change that occurs in the lives of people receiving services homelessness services.
- CSI UWA won a UWA Research Impact Grant to produce an annual report based on the Registry Week data and the state of homelessness in Australia. The RIG will also support a program of communication activities aimed at changing the national narrative and rhetoric around homelessness. The work will be linked and inform the newly established CSI UWA Impact Lab to End Homelessness.
- The Impact Lab for Ending Homelessness in WA is facilitated by CSI UWA and senior executives or CEOs of Ruah, Foundation Housing, St Bartholemew's House, Uniting Care West, St Vincent de Paul WA, and Anglicare WA. This is an ongoing program of work, reaching broader networks of stakeholders, drafting a 10-year action plan, and preparing for a launch of the plan in the first quarter of 2018.
- The J2SI (Journey to Social Inclusion) Mark II administered by Sacred Heart Mission aims to break the cycle of chronic-long term homelessness and improve housing and health outcomes of those experiencing homelessness in Melbourne by providing intensive trauma-informed case management over a three year period. UWA produced a report providing

insight into why 21,000 Australians are experiencing chronic homelessness. (UWA).

- Completion of St Vincent's Hospital Melbourne Evaluation Report on its Homelessness Programs. (UWA).
- Completion of the Social Housing Indicator Framework for the NSW Federation of Housing Associations. Informing shared measurement across the community housing sectors, by mapping 224 indicators across the NSW Human Service Outcome Framework (UNSW)

#### **Education and Employment**

- CSI UWA completed the co-development process for the initiative 'Mentoring to Work' as part of the Commonwealth's Try Test and Learn Fund. The program is designed to provide a pathway for young unemployed people to get back to work. CSI UWA worked with partners COTA WA, United Way, Department of Training and Workforce Development, Wanslea, Anglicare WA, MercyCare, Volunteering WA, Chamber of Commerce and Industry WA, ORS Group, AJ Grant Group, and Australian Childcare Alliance WA.
- CSI UWA are working on socioeconomic snapshots (education, economic participation, health, housing, utility infrastructure, commercial activity, public safety and environment) of BHP's regions of operation in Australia, called the BHP National Baseline Project.

#### **Government and the Social Purpose Sector**

- The *Australian Charities Report 2016* and online datacube was launched in December 2017 at Parliament House by the Assistant Minister to the Treasurer, the Hon. Michael Sukkar MP. The research for the Australian Charities and Not-for-profits Commission, completed by CSI UNSW and UNSW's Social Policy Research Centre, profiles over 52,000 registered charities. The online datacube has been viewed over 2,000 times since its re-launch.
- CSI UNSW completed work for the Department of Social Services to produce a syllabus of practice for outcome measurement across the department.

## OUR PERFORMANCE: RESEARCH (cont.)

- CSI UNSW completed a project for NSW Mental Health Commission on behalf of the NSW Wellbeing Collaborative identifying outcome areas to conceptualise wellbeing in NSW.
- CSI UNSW completed the *Evaluation Plan for the 2016–2020 NSW Ageing Strategy* for NSW Family and Community Services, currently awaiting approval by the Strategy's Interdepartmental Committee and NSW Cabinet. This work promises to shape how programs designed to improve the health, wellbeing and employment opportunities for older people are delivered across the State.
- CSI UNSW was invited by the Commonwealth Bank of Australia to provide expert advice on an innovative measure of financial wellbeing created on their behalf by the Melbourne Institute at the University of Melbourne.
- In July, CSI UWA released its eighth publication from the Bankwest Foundation Social Impact Series, and the fifth report in the Measuring Outcomes for Impact in the Western Australia Community Sector research program. This report, *Outcomes Measurement in the community sector: Are we headed in the right direction?* contains the findings of the second Australian survey of outcomes measurement in the community sector.
- CSI UWA continues to promote the need for the development of longitudinal regional Overcoming Indigenous Disadvantage outcomes measurement approach linked to Commonwealth and State and Territory expenditure on Indigenous specific services. This follows the release of *Overcoming Indigenous disadvantage across the regions: Mapping service expenditure and outcomes in the Pilbara and the Kimberley* <http://regionalservicesreform.wa.gov.au/p/expenditure-and-outcomes-mapping>
- Finalisation of a five-year strategic partnership in community services innovation with Uniting (\$1.7 million investment including a professorial position, a post-doctoral fellow and two PhD scholarships; Swinburne).
- UWA and UNSW are collaborating on a project examining "An accounting standard for outcomes measurement in Australia: Views of community sector organisations". The paper suggests alternative ways in which the sector, government and regulators can work together to produce outcomes information that leads to improvements in the effectiveness and impact of NFP entities.

### Social Enterprise

- Commencement of a multi-year project with Lord Mayor's Charitable Foundation and Family Life to pilot a tool for evaluating and communicating the social and economic impacts of social enterprises and enterprising community initiatives in Australia (Social Enterprise Impact Lab) (Swinburne).
- Mapping the population and characteristics of Victorian social enterprises to support the Victorian Government's social enterprise strategy (Swinburne)
- Award of the Australian Research Council Linkage grant to examine the relationship between social enterprise and youth health equity (Swinburne with colleague from UNSW)

### Digital Inclusion

- CSI Swinburne partnered with researchers from Swinburne's Faculty of Health, Arts and Design on a successful tender response to conduct a multi-year evaluation of the Department of Social Services' Be Connected program to improve digital inclusion of older Australians.
- The 2nd Australian Digital Inclusion Index was launched in partnership with Telstra and in conjunction with RMIT. The Index measures the level of digital inclusion across the Australian population over time. The report was launched by Telstra CEO, Andy Penn, presented by Jo Barraket (Swinburne).



# OUR PERFORMANCE: EDUCATION

In 2017, we taught a record number of current and future social impact leaders across our national education portfolio as we collectively taught 1,077 students (573 undergraduates and 505 postgraduates), an increase of 13% on our 2016 total enrolments. We also achieved growth in our course offerings with a new postgraduate course introduced at CSI UNSW and a new Master of Commerce specialisation in Global Sustainability and Social Enterprise approved for launch in 2018. Our curriculum innovation included the digitisation of UNSW's undergraduate course, *Creating Social Change*, which was piloted successfully in the 2017/18 summer session; and at our CSI Swinburne node, the Master of Social Investment and Philanthropy underwent a review and restructure resulting in a change of name to the Master of Social Impact from 2018.

## **OUR COURSES IN 2017**

### ***Undergraduate:***

- Creating Social Change: from Innovation to Impact at UNSW
- Changing the World: Social innovation, finance, and enterprise at UWA

### ***Postgraduate:***

Graduate Certificate in Social Impact (GCSI) – our flagship postgraduate program in social impact offered at all three partner universities. The GCSI is aimed at providing the knowledge and skills to enable our graduates to lead meaningful and sustained social change in Australia and abroad.

### ***Masters level Programs:***

#### **UNSW Sydney**

- MBAX (Social Impact)

#### **Swinburne**

- Masters in Social Investment and Philanthropy

#### **UWA**

- MBA Flexible (Social Impact)

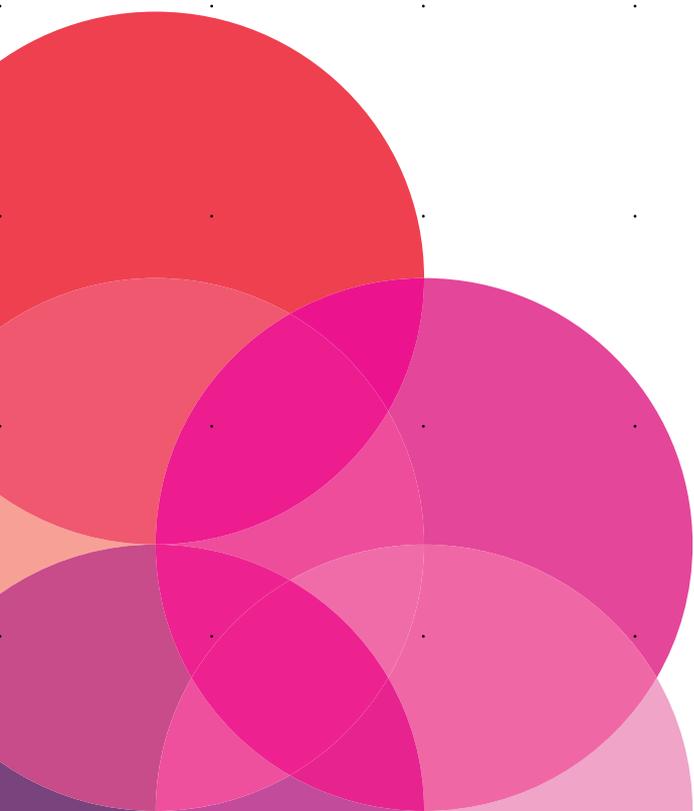
## **OUR GROWTH**

### ***At Swinburne:***

- Postgraduate enrolments increased from 116 in 2016 to 162 in 2017, representing a 39% increase.
- New admissions to the GCSI were 24 the same as for 2016.

### ***At UNSW:***

- Enrolments across all programs (undergraduate and postgraduate) increased from 613 in 2016 to 756 in 2017, which represents a 23% increase.
- 70 new students commenced the UNSW GCSI program in 2017, an increase from 50 new admissions in 2016 representing a 40% increase.
- In semester 2 a course in the Master of Commerce program, COMM5030 Social Entrepreneurship Practicum was offered for the first time. The course enables students to work on social enterprise business problems



## OUR PERFORMANCE: EDUCATION (cont.)

sourced from social enterprise clients. With CSI taking over the course from an external Third Party Provider the enrolments increased by 100% within a semester.

- The undergraduate course COMM1000 Creating Social Change was developed into a fully online mode of delivery and piloted in the 2017/8 summer session (November 2017-January 2018) with 85 enrolled in the 2017/8 summer session, a significant increase on an anticipated enrolment of 30 students

### At UWA:

- Enrolments across all programs (undergraduate and postgraduate) decreased from 221 in 2016 to 159 in 2017 which was largely a result of marketing and administrative changes to student admissions.
- New admissions into the GCSI decreased from 30 in 2016 to 24 in 2017.
- 79 students enrolled in UWA's BUSN1102: Changing the World: Social Innovation, Finance and Enterprise, the focus of which was The Big Idea competition.

### CURRICULUM DESIGN

With a commitment to innovate curriculum design and program delivery, ensuring that our programs are accessible, dynamic, and scalable:

- Students from CSI Swinburne's Experiential Giving unit were awarded a \$10,000 grant as part of their unit assessment. This unit is run by CSI Swinburne industry adjunct Krystian Seibert of Philanthropy Australia.
- Swinburne's Master of Social Investment and Philanthropy underwent a review and restructure resulting in a change of name to the Master of Social Impact from 2019. This program will now form part of the re-launch of Swinburne's 'Australian Graduate School of Entrepreneurship'. This re-launch included a realignment of core postgraduate programs within the Faculty of Business & Law with a focus on industry embedded learning and high-quality learning environments and technologies.
- The UNSW COMM1000 Creating Social Change online pilot launched on 27 November. The uplift process included the design of a series of professional development materials and training sessions for teaching staff, drawing on best practice in online curriculum design and facilitation. The CSI UNSW Education Team will draw on the learnings from this

process to inform the structure and delivery of our postgraduate online courses.

- The Social Impact Taster series was developed and led by UNSW's Selena Griffith, which involved filming CSI node researchers and industry experts and creating short and engaging videos with the aim of infusing course content with CSI research expertise and contemporary social impact case studies.

### SCHOLARSHIPS

In 2017 we were thrilled to award 16 scholarships to an outstanding selection of students.

- 1x \$10,000 National GCSI Scholarship
- 7x \$5,000 National GCSI Scholarships:
  - 1x Shark Island National Scholarship (Working in the Arts)
  - 1x Shark Island National Scholarship (Working in the Not for Profit Sector)
  - 1x Macquarie Group Foundation CSI Scholarship (National)
  - 2x AMP Scholarship (National)
  - 2x CSI Scholarship (National)
- 1x \$25,000 CSI UNSW MBA (SI) Scholarship (New Student)
- 2x \$12,500 CSI UNSW MBA (SI) Scholarship: 1x CSI MBA (SI) UNSW Scholarship (New Student)
- 1x CSI MBA (SI) UNSW Scholarship (transitioning student from the GCSI to MBA (SI))
- 2x \$12,500 Macquarie Group Foundation CSI MBA (SI) Scholarship (Continuing Student)
- 3 x BHP Billiton Social Impact (Not-for-Profit) Scholarships in the UWA Graduate Certificate in Social Impact



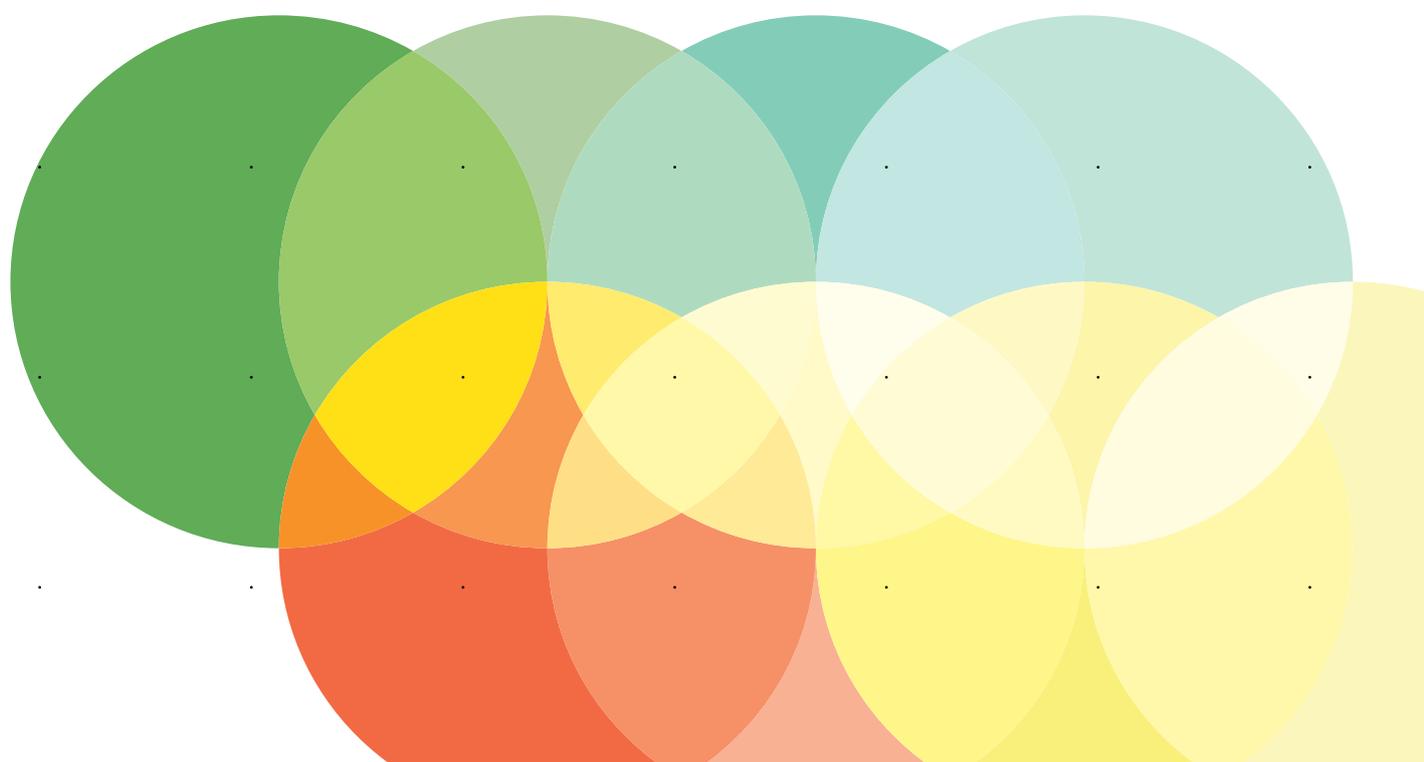
## **SCHOLARSHIPS AND AWARD WINNERS 2017**

### **2017 UNSW GCSI Scholarships**

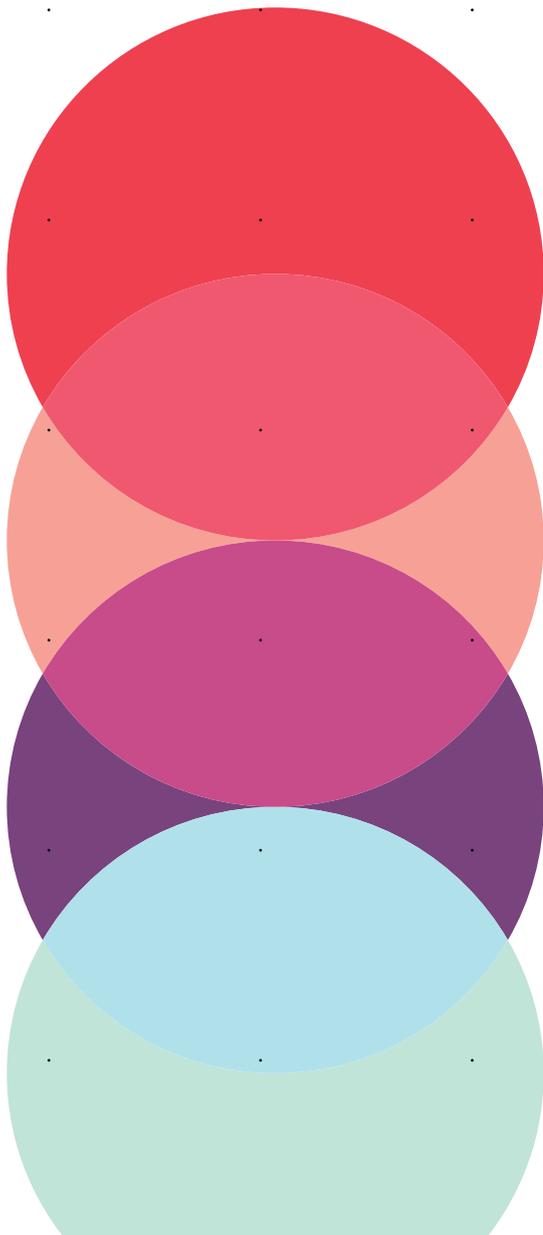
\$10,000 CSI National Scholarship:	Cassidy Dewar (UWA)
\$5,000 Shark Island National Scholarship (Working in the Arts):	Kate Eltham (UNSW)
\$5,000 Shark Island National Scholarship (Working in the Not for Profit Sector):	Christou Paraskevi (Swinburne)
\$5,000 Macquarie Group Foundation CSI Scholarship (National):	Keira Morris Akeroyd (UNSW)
\$5,000 AMP Scholarship (National):	Christine Parfitt (UNSW)
5,000 AMP Scholarship (National):	Alison Kwok (UWA)
\$5,000 CSI Scholarship (National):	Rosemary Southwood (UNSW)
\$5,000 CSI Scholarship (National):	Thomas Cappie-Wood (UNSW)

### **2017 UNSW MBA (SI) Scholarships**

\$25,000 CSI MBA (SI) UNSW Scholarship (New Student):	Maree Sidey
\$12,500 CSI MBA (SI) UNSW Scholarship (New Student):	Heather Chaffey
\$12,500 CSI MBA (SI) UNSW Scholarship (transitioning student from the GCSI to MBA (SI)):	Roxanne Hodda
\$12,500 Macquarie Group Foundation CSI MBA (SI) UNSW Scholarship (Continuing Student)	Matthew Allen Olivia Philpott
BHP Billiton Social Impact (Not-for-Profit) Scholarships in the Graduate Certificate in Social Impact for 2017 were awarded to:	Peter Leaversuch Gabrielle Trenbath Katie Curo



# OUR PERFORMANCE: CATALYSING CHANGE



*CSI continued its mission to facilitate knowledge engagement & exchange through marketing, media relations, engagement activities, and participation in key events.*

#### **KNOWLEDGE ENGAGEMENT**

Over the course of 2017, CSI gained ground in its knowledge engagement activities.

- CSI continued to partner with Good Shepherd Microfinance, EY and the Department of Social Services on the Financial Inclusion Action Plan (FIAP) program, providing strategic leadership and leading the evaluation of the program. The Financial Inclusion Action Plan (FIAP) Program provides a platform for organisations from diverse sectors to combine forces to collectively improve the lives of millions of people in Australia.
- Submission of the Inquiry report for CSI's AHURI-funded research into social impact investment's potential to address housing and homelessness, as well as presentation of research findings from the Inquiry projects at the National Housing Conference and International Social Innovation in Research (ISIRC) conference. (Led by UNSW, the report authors also included CSI UWA and Swinburne).
- CSI UNSW delivered a workshop to the Corporate Social Responsibility and Sustainability team at Kimberly-Clark on 6 December about menstrual health and hygiene in Australian communities.

**The following tools, guides and resources were developed and disseminated:**

- Social Enterprise Reporting Tool - was launched in Perth in October as part of the Bankwest project, with significant enthusiasm for the tool by small social enterprises.



- New Change Collection guide – The Navigator: Your Guide to Leadership for Social Purpose
- Collaborative Health Assessment Tool - to measure the health of collaborative initiatives and a report outlining the purpose, methodology and vision for the Collaboration Health Assessment Tool (UNSW), funded by Macquarie Group Foundation
- Housing Indicator Framework

**CSI helped further catalyse change through:**

- Tri-sector impact labs (e.g., #EndhomelessnessWA)
- Government submissions (Productivity Commission; Treasury; ASIC);
- Advice to government (e.g. social impact investing, homelessness, regional development);
- Direct policy impact (e.g. digital inclusion, new WA Government outcomes measurement focus building on the CSI UWA Bankwest Foundation partnership, Victorian Government Social Enterprise Strategy),
- Building capability and enabling progress for social impact (e.g. police force, ex-service / veterans' orgs, corporates- Suncorp, Macquarie Group, CBA, NAB etc);
- Social impact festival with over 4000 attending over 50 major events in a two week period in Perth.

**CSI's knowledge exchange activity**

**saw increasing reach e.g.:**

- the ACNC microsite had a 59% increase in visits (17,000 to 27,000);
- our Financial Resilience work had a 100% increase with 2,000 downloads;
- our Change Collection resources had broad use (3,000 downloads of the measuring social impact Compass and 1,500 hard copies distributed – a 30% and 50% respective increase since 2016; and 1,000 downloads of Leadership for Social Purpose)

**MEDIA**

Through concerted communications activities throughout 2017, CSI received significant media coverage, reaching an estimated 150 million people. CSI research was covered in syndicated Fairfax and News Limited publications, including

their key mastheads, the Guardian, and featured extensively on ABC Radio. For the first time, CSI's CEO was called upon by Channel 10 evening news for comment on inequality. CSI is now well positioned and considered for responses to topical media enquiries, and our CEO Kristy Muir is gaining significant ground on building her reputation for being an engaging and accessible speaker.

**EVENTS**

In 2017, CSI produced the Think Outcomes conference in partnership with ARACY and SIMNA. This marked the final conference produced by CSI Events as the organisation wrapped up its formal Events function to focus on financial sustainability. Nearly 200 people attended the conference over two packed days. The conference featured guest speakers the Revd Professor Norman Drummond, Yassmin Abdel-Magied, and Shamal Dass amongst others.

CSI at UWA hosted its third annual Social Impact Festival at venues around Perth, WA. The festival saw 4,000 people attending the more than 50 events over a two week period.

At the end of 2017 CSI hosted a stakeholder event to mark the end of the first year of Professor Kristy Muir's role as CEO. Featuring an illuminating conversation between Kristy and David Gonski AC, the evening was a huge success, 160 people packed into the standing-room only event at Sydney's Sofitel Wentworth.

In addition to these CSI-hosted events, the centre was a sponsor and exhibitor at a number of events throughout the year:

2017 Collaboration for Impact National Conference (Canberra)

2017 ACOSS VCOSS National Conference (Melbourne)

2017 Third Sector Live and official research partner of the inaugural Third Sector Awards (Melbourne)

**How we communicate:**

Website	<a href="http://www.csi.edu.au">www.csi.edu.au</a>
Social Media	<a href="#">Twitter</a> , <a href="#">Facebook</a> , <a href="#">LinkedIn</a>
Newsletter	<a href="http://www.csi.edu.au/subscribe">www.csi.edu.au/subscribe</a>
Publications	<a href="http://www.csi.edu.au/research">www.csi.edu.au/research</a>

# FINANCIAL SUSTAINABILITY

## **CSI STRUCTURE**

CSI is a partnership of Universities. It is not an independent entity and therefore the university annual reports should be referred to for fiduciary information. CSI has three nodes: Swinburne University of Technology, UNSW Sydney, and the University of Western Australia. The CSI National office sits within our UNSW Sydney Business School node. 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 National.

Each node creates income from research and teaching programs. While the original investment into CSI continues to support the national office as needed, each

node is self-sustaining as part of its respective university.

The financial information reported here relates to the CSI National office and UNSW Sydney node. It does not include financial information about Swinburne's Faculty of Business and Law, or UWA Business School. Please refer to the annual reports of the respective universities for more information.

## FINANCIAL OVERVIEW

CSI was established in 2008 with the mission to "improve the delivery of beneficial social 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.

From a history of over \$2m deficits per year (2008-2016) in 2017 CSI committed to achieving financial sustainability.

As at the end of 2017, CSI significantly improved its financial position through

appropriate reductions in operating expenditure including the removal of the events function, increased revenue from education and research grants and continued investment in our people to ensure we have the capacity to deliver. This resulted in a deficit of approximately \$170k against a board approved deficit of \$950k, putting CSI into a strong financial position for the future.

## GOVERNANCE

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

The CSI National office sits within our UNSW Sydney Business School node. CSI is led by Chief Executive Officer Professor Kristy Muir 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.

For current list of board of directors, please see website.

### **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.

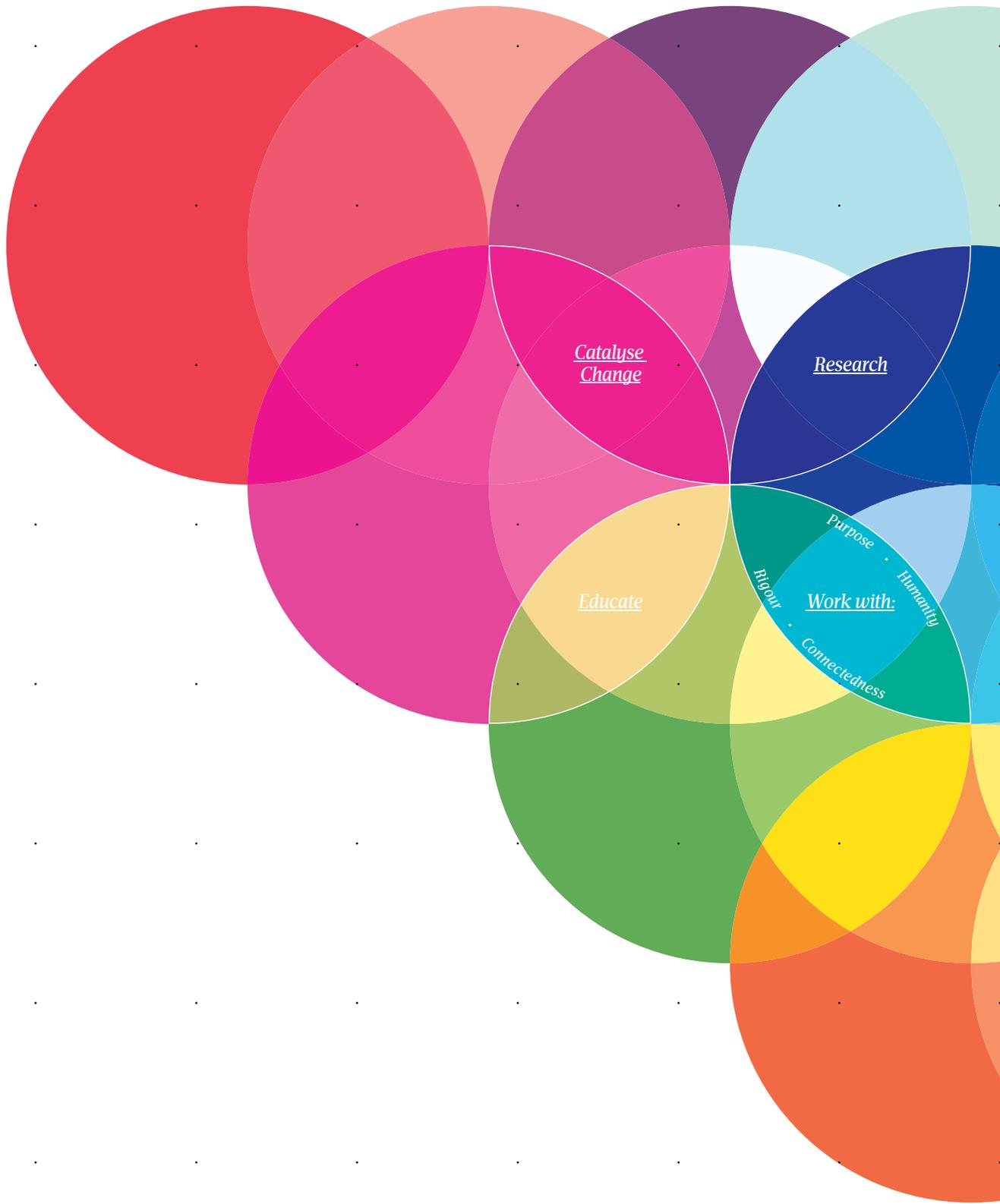


# PROFIT AND LOSS SUMMARY

CSI P&L SUMMARY (\$M)	2016 FULL YEAR		2017 FULL YEAR VS BUDGET		
	Actual	Budget	Actual	Var	%
<b>Operating Income</b> (Teaching, events, research, projects)	3.01	3.83	3.83	-0.00	-0.1%
<b>Non-Operating Income</b> (Core funding donations, interest)	0.17	0.46	0.44	-0.02	-3.5%
<b>TOTAL INCOME</b>	<b>3.18</b>	<b>4.29</b>	<b>4.27</b>	<b>-0.02</b>	<b>-0.5%</b>
<b>Staff Expenses</b> (payroll, contractors, development)	3.92	3.73	3.23	-0.49	-13%
<b>Operating Expenses</b> (Teaching, events, research, projects)	1.23	1.51	1.21	-0.30	-20%
<b>Non-Operating Expenses</b> (University partner payments)	0.2	0.00	0.00	0.00	0%
<b>TOTAL EXPENSES</b>	<b>5.35</b>	<b>5.24</b>	<b>4.44</b>	<b>-0.79</b>	<b>-15.2%</b>
<b>NET INCOME (LOSS)</b>	<b>-2.17</b>	<b>-0.95</b>	<b>-0.17</b>	<b>0.77</b>	<b>81.6%</b>

# BALANCE SHEET

	31-DEC-16	31-DEC-17
<b>Assets</b>		
Cash Internal/External (A)	5,411,255	5,241,000
Invest Liquid NC	-1	-1
Accounts Receivable (B)	13,969	35,478
Other Current Assets	58,931	
<b>Total Assets</b>	<b>5,484,154</b>	<b>5,276,477</b>
<b>Liabilities</b>		
Sundry Creditors & Provisions (D)	-81,287	-98,399
<b>Total Liabilities</b>	<b>-81,287</b>	<b>-98,399</b>
<b>Net Assets</b>	<b>5,402,867</b>	<b>5,178,078</b>
Adjustment: Net Off-Ledger Accruals & w/off RE	66,458	-27,922
<b>Net Assets 2</b>	<b>5,469,325</b>	<b>5,150,156</b>



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