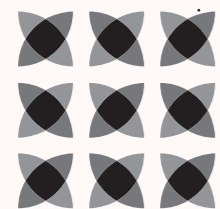




# IMPACT REPORT 2021

*In its 14th year of operation, the Centre for Social Impact (CSI) continued to grow the capability of the for-purpose sector through research, education and leadership development.*

*Our 2021 Impact Report highlights our key achievements and how these initiatives are being applied across the sector to catalyse positive social change.*



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

# EDUCATION

## WE EDUCATED CURRENT AND FUTURE SOCIAL IMPACT LEADERS

*The Centre for Social Impact is the Australian leader in social impact education, offering professional development, postgraduate and undergraduate courses within Swinburne University, UNSW Sydney, and The University of Western Australia. In 2022 Flinders University joined the CSI Network.*

### *Admissions and enrolments*

CSI's education programs maintained their strong performance in another challenging year for the university sector. Our programs recorded strong student feedback and exceeded student satisfaction benchmarks, reflecting the dedication of the staff to the courses and their students.

Lower student numbers in undergraduate courses were largely offset by higher intakes at the postgraduate level.

UWA recorded 54 new social impact degree admissions in 2021, up from 38 in 2020. This was driven by strong growth in MBA enrolments which were almost double 2020 levels. There were 15 Graduate Certificate enrolments in 2021, down from 18 in 2020.

Swinburne admissions fell slightly after a strong 2020. There were 38 admissions to the Graduate Certificate of Social Impact and Master of Social Impact programs, compared with 40 in 2020. More students enrolled in the Masters program than the Graduate Certificate.

UNSW experienced a slight decrease in overall program admissions. While MBA admissions fell from 50 to 32 in 2021, admissions to the Graduate Certificate of Social Impact and Graduate Diploma of Social Impact rose from 30 to 50. A key trend was the growth of the Graduate Diploma in its second year.

We continued our executive education program with the successful Governance for Social Impact Workshops, Outcomes Measurement Workshops and Social Impact Leadership Australia (SILA) Program.

### *Scholarships*

In 2021 our annual scholarship program supported multiple Graduate Certificate and MBA students studying at our different centres, totalling more than \$185,000 in CSI scholarships.

In addition, the Swinburne Philanthropy and Social Impact Alumni Committee ran a major fundraising campaign to support the Dr Christopher Baker Memorial Scholarship, in honour of the respected Swinburne alumnus and former CSI Research Fellow. The campaign raised around \$45,000 in a complex fundraising environment.



# RESEARCH

## WE LED GROUND-BREAKING RESEARCH

Transformational research drives our efforts to catalyse positive social change.

Our cross-institutional Build Back Better Deep Dive research series continued, exploring social issues in depth, including homelessness, mental health and service innovation.

Other notable research projects included:

- **Amplify Insights Financial Wellbeing:** This research by CSI UNSW called for a coordinated systems-based approach to address the many complex factors that contribute to financial hardship.
- **Assisting Communities through Direct Communication:** This national community mental health project, led by CSI UWA, aims to connect people with mental health and well-being services in their communities. The project entered its second round, with 17 Australian communities participating.
- **HOPE Housing:** An evaluation project by CSI UNSW to address affordable housing for essential workers.
- **Cradle Coast Authority:** The CSI Swinburne team, in partnership with the Cradle Coast Authority, received Tasmanian government funding for two collaborative projects to boost female regional entrepreneurship in Tasmania.
- **Zero Project:** CSI UWA is a key research partner in this project, which adopts a recovery-oriented approach to end homelessness in Western Australia. A public dashboard was completed, documenting the status of rough sleepers across regional areas in Western Australia.
- **The 100 Families WA Aboriginal Voice Project:** This Aboriginal-led research project hosted at CSI UWA aims to address entrenched disadvantage experienced by families living in Western Australia.
- **Australia's Social Venture Ecosystem project:** The CSI Swinburne team concluded this project, to inform the Paul Ramsay Foundation's strategic approach to supporting social entrepreneurship and impact investing.
- **Amplify Insights Education Inequity:** The CSI UNSW team launched a 2-year research project to address education inequity in the early, middle and senior years of school.

## WE ASSESSED THE ONGOING SOCIAL IMPACT OF COVID-19

In 2021, we continued our Pulse of the For-Purpose Sector research, monitoring the for-purpose sector on a national level over time.

Our Wave 2 report was released in November 2021, finding 80% of service providers struggled to meet requests for support.

We continued our Partners in Recovery series of reports in partnership with Social Ventures Australia, looking at the impact of the pandemic on Australia's charities.

Four reports were published in 2021, exploring the financial health of the sector and the role charities will play in the economic recovery.

## WE EXCEEDED OUR RESEARCH BENCHMARKS

CSI received \$4.48 million in research grants in 2021, exceeding our target of \$4 million. We had 68 refereed articles published, with 73% meeting A/A\* ranked journals from the Australian Dean's Business Council list and/or ranked as 1st quartile journal by SCImago journal ranking. Our average research impact factor was 2.91, a significant rise on the 2020 factor of 2.36.

# CHANGE

## WE BUILT KNOWLEDGE AND INFLUENCED POLICY

Our leadership in social research and education means CSI is regularly sought for commentary and analysis.

We delivered our highly successful impact2021 program, hosting a series of monthly webinars to build knowledge and capability across the for-purpose sector.

In partnership with Telstra, we launched the 2021 Australian Digital Inclusion Index, highlighting issues of digital affordability and access. The launch included a webinar featuring leaders from CSI Swinburne, Telstra and RMIT.

Working with the Indigenous Land and Sea Corporation on behalf of multiple Aboriginal organisations in Tasmania, A/Prof Emma Lee from CSI Swinburne developed a business case resulting in the Tasmanian Government's decision to establish a market for cultural fisheries in Tasmania.

## WE CONTINUED TO BUILD THE CAPACITY OF THE FOR-PURPOSE SECTOR

We initiated and progressed a number of programs to support the for-purpose sector and amplify its social impact.

The first cohort of the Social Impact Leadership Australia Program was announced, with 24 sector leaders selected from NSW and the ACT. This ground-breaking national capacity building and leadership program was designed by CSI specifically for CEOs of Australian for-purpose organisations. The 5-year program is co-funded by the Paul Ramsay Foundation, the Vincent Fairfax Family Foundation, the Sidney Myer Fund and The Myer Foundation.

The CSI Swinburne team launched the Community Services Outcomes Tree, a new outcomes framework and measurement approach for the community services sector.

CSI UNSW launched the Roadmap to Social Impact: Your step-by-step guide to plan, measure and communicate social impact. It has become an industry-leading guide for evaluating impact by the for-purpose, government and private sectors. The companion webinar, Measuring Outcomes

on a Shoestring, is now CSI's most popular webinar, used as an ongoing resource by for-purpose and corporate organisations.

We neared completion (and later launched in early 2022) the first component of the Amplify Social Impact Online platform, to help social purpose groups evaluate and improve their programs. Indicator Engine enables organisations to select measures, distribute surveys and collect data to reliably assess their impact.

The Danjoo Koorliny team, a long-term Aboriginal-led systems change project hosted at CSI UWA, held the world's largest social impact festival, with more than 450 people attending a 2-day summit event at Boodjargabbeelup Point Fraser in East Perth.

We continued to work with hundreds of partners, students and alumni from across the corporate, not-for-profit, social enterprise and government sectors.

## WE COMMUNICATED FOR SOCIAL CHANGE

- CSI received more than 331 media mentions in 2021, reaching an estimated 425 million people.
- Nearly 100,000 people visited the CSI website during the year and our social media activity was strong. We also started to build our new website.
- We continued to tell the stories of our students, staff, partners and network, with a focus on their social impact initiatives and how our alumni are changing the world.
- We launched a number of research reports and initiatives, and translated this knowledge for the for-purpose sector.

## OUR STAFF ACHIEVED ACCLAIM

The CSI Staff Impact Awards recognised exceptional achievements by education, research, impact, cultural and operational team members during the year.

Recipients included:

- Emma Barnes, Chris Hartley and Thomas Writer (Best Research Paper Award),
- Dr Roksolana Suchowska (Cultural Builder Award),
- Louise Luscombe, Kathryn Conway and Nicholas Chau (Director's Choice Awards),
- Elizabeth Rose-Ahearn, Dr Megan Weier and Emma Barnes (Impact Award),
- Vanessa Schilt (Leadership Management Award),
- Associate Professor Renu Burr (Research Teaching Excellence Award),
- Professor Paul Flatau, Dr Ami Seivwright and Zoe Callis (Research Translation Award) and,
- Libby Ward-Christie (Teaching Innovation Award).

### Our Enablers

An enormous thanks to our donors, advisory council members, board members, partners and funders who enable us to deliver existing and new educational, research and capability building projects, scholarships, tools and programs.

Without the time, investment and support of these individuals and organisations, our work would not be possible.

### CSI's Board Of Directors in 2021

- Professor Peter Shergold AC, Board Chair
- Stella Avramopoulos
- Professor Keryn Chalmers
- Sarah Davies AM
- Tom Dawkins
- Emeritus Professor Colleen Hayward AM
- Professor Peter Robertson
- Paul Ronalds
- Professor Leisa Sargent
- Debra Zanella

### CSI's Executive Team in 2021

- Professor Jo Barraket, Director, Swinburne
- Associate Professor, Graham Brown, Acting Director, UNSW
- Professor Gemma Carey, Director, UNSW & National Research
- Kathryn Conway, National Operations Manager
- Professor Paul Flatau, Director, UWA & Acting CEO
- Nicola Hannigan, Director, National Communications
- Dr Lyndsey McKee, Director, National Industry
- Dr Michael Moran, Director, National Education
- Professor Kristy Muir, CEO
- Rhonda Yanitsas, Acting Director, National Communications

We farewelled some of our senior leaders in late 2021, including Kristy Muir, Jo Barraket and Nicola Hannigan. We thank them for their outstanding contribution to CSI and the for-purpose sector, and wish them every success.

# OUR FINANCES

## PROFIT AND LOSS 2021

	FULL YEAR 2021 ACTUAL	FULL YEAR 2021 - BUDGET	VARIANCE \$	VARIANCE %
<b>REVENUE</b>				
Investment Income	4,135	10,000	5,865	59%
Scholarships	57,500	75,000	17,500	23%
UNSW, UWA & Swinburne Node fee	633,920	630,000	(3,920)	-1%
National Research Program	64,187	64,187	-	0%
<b>Total Revenue</b>	<b>759,742</b>	<b>779,187</b>	<b>19,445</b>	
<b>EXPENDITURE</b>				
<b>Non-People Costs</b>				
Scholarships	57,500	75,000	(17,500)	-23%
Contract & Consulting	55,611	264,965	(209,354)	-79%
Entertainment	-	6,450	(6,450)	-100%
Marketing	4,329	37,800	(33,471)	-89%
Consumables	3,293	-	3,293	
Travel	1,818	20,398	(18,580)	-91%
Other Expenses	54,661	50,900	3,761	7%
Internal Expenses	160	160	-	0%
<b>Total Non People Costs</b>	<b>177,372</b>	<b>455,673</b>	<b>(278,301)</b>	
<b>Total People Costs</b>	<b>915,334</b>	<b>830,626</b>		
<b>Total Costs</b>	<b>1,092,705</b>	<b>1,286,299</b>		
<b>Surplus/(Deficit)</b>	<b>(332,962)</b>	<b>(507,112)</b>		

## BALANCE SHEET 2021

DECEMBER 2021 (\$ MILLIONS)	
<b>Assets</b>	
Cash & Equivalents	4.423
Receivables	0
<b>Total Assets</b>	<b>4.423</b>
<b>Liabilities</b>	
Sundry Creditors and Provisions	4.423
Equity	0
<b>Total Liability</b>	<b>4.423</b>

These financial tables include CSI National's finances only.

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