

# Collective Impact for Social Impact

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**United Way Australia**

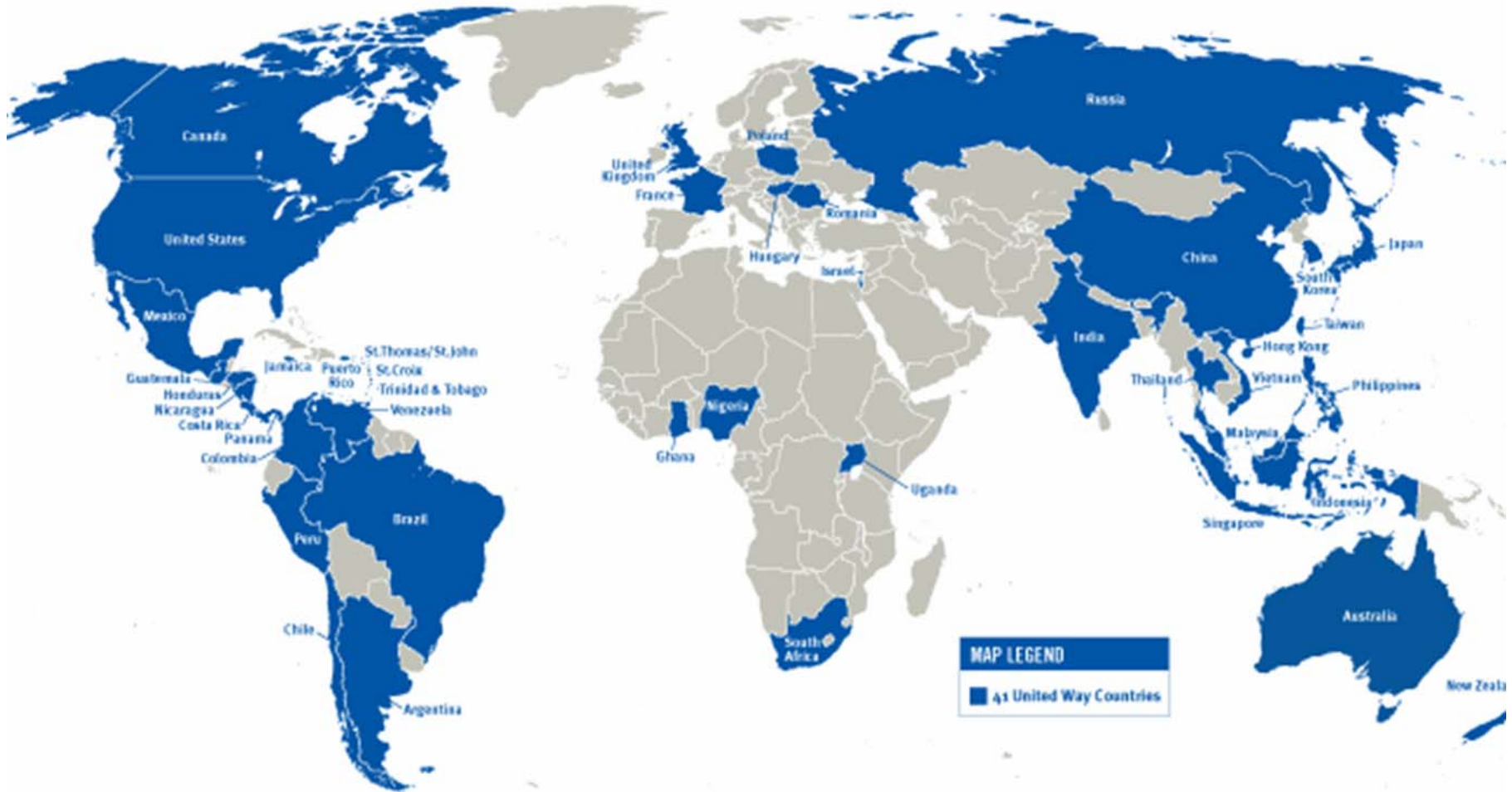
Tuesday 4<sup>th</sup> December 2012

**LIVE UNITED**



## Overview

- Who is United Way?
- Collective Impact explained
- Three examples –  
    Homelessness, Health and Income
- Summary of what has worked and challenges



**Current Global Footprint**



# Largest worldwide not-for-profit organization

## By the Numbers

**1,800**

local United Way organizations worldwide

**2,500,000+**  
volunteers engaged



**\$5,110,000,000** (USD)

raised by the movement worldwide in 2008-2009



**41**

countries and territories



**17,000,000**

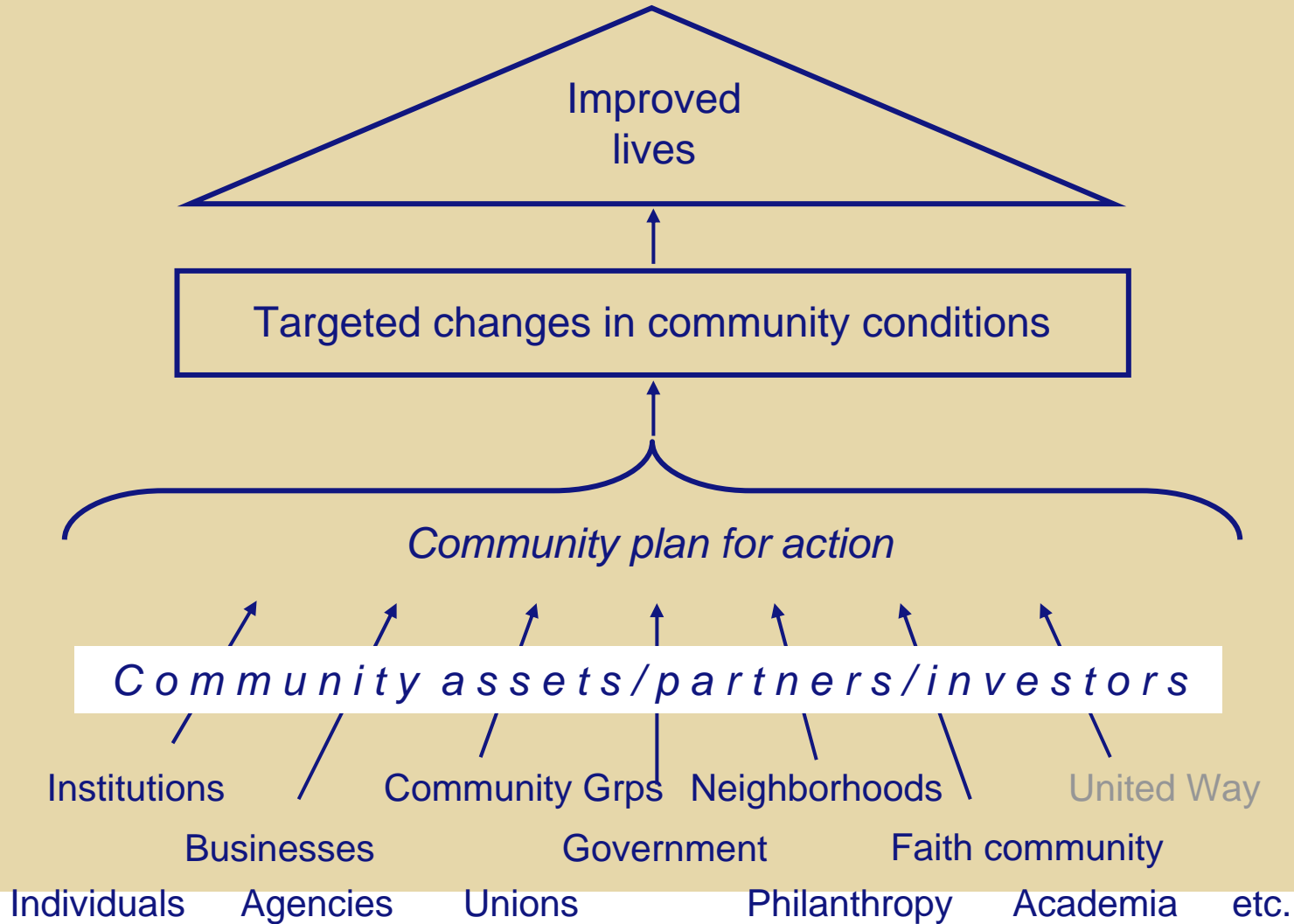
donors in the U.S.A.

**LIVE UNITED**

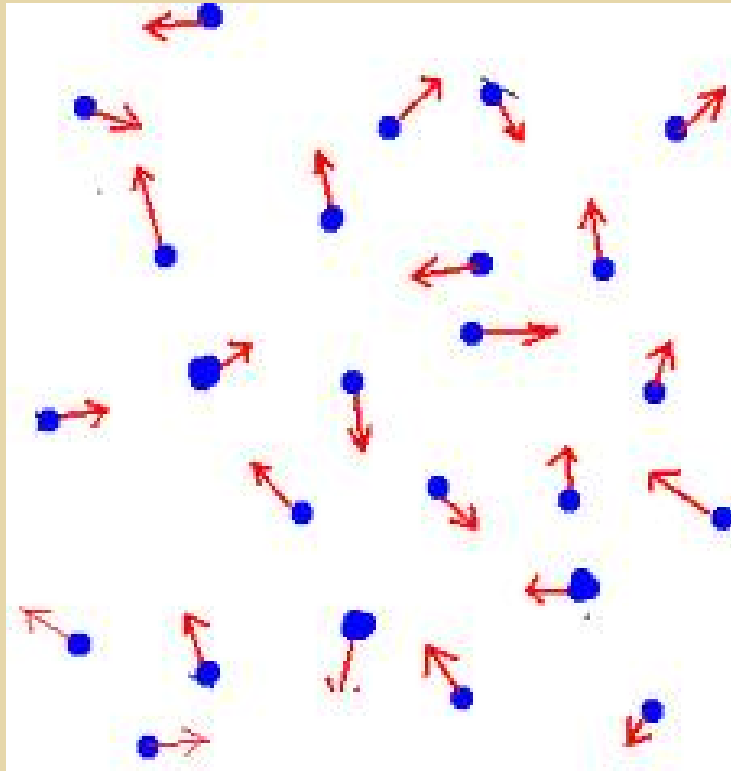
**United  
Way**



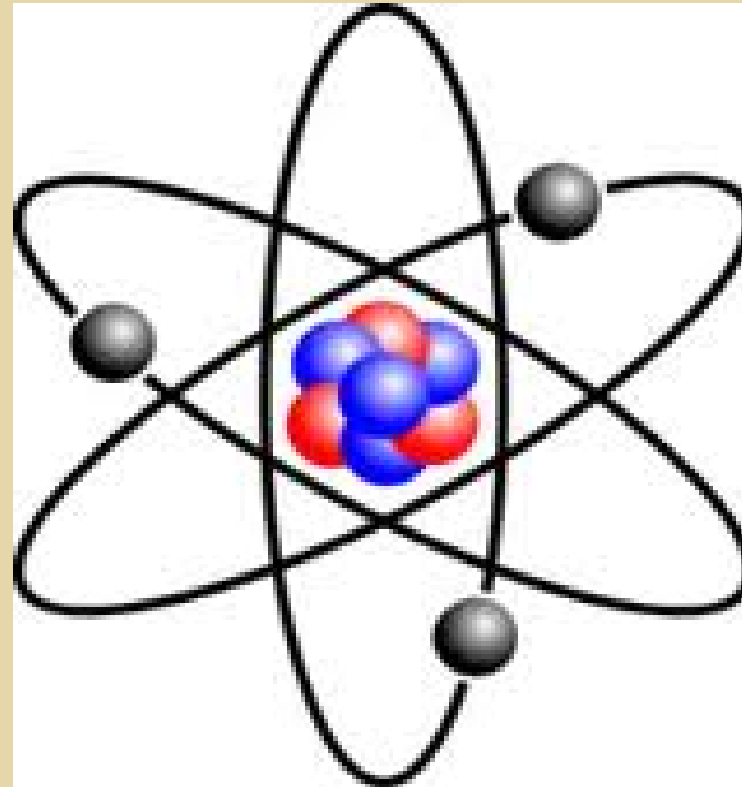
# Collective Impact



Collective impact is about going...



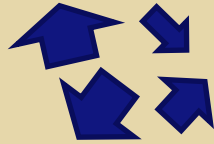
...from this....(hot gas!)



....to this.

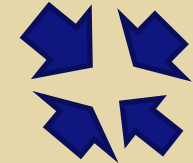
## Isolated vs Collective Impact

### Isolated Impact



- Funders select **individual grantees**
- Nonprofits **work separately** and **compete**
- **Evaluation** attempts to **isolate** a particular organisation's impact
- Large scale change is assumed to depend on **scaling organisations**
- Corporate and government sectors are often **disconnected** from foundations non-profits.

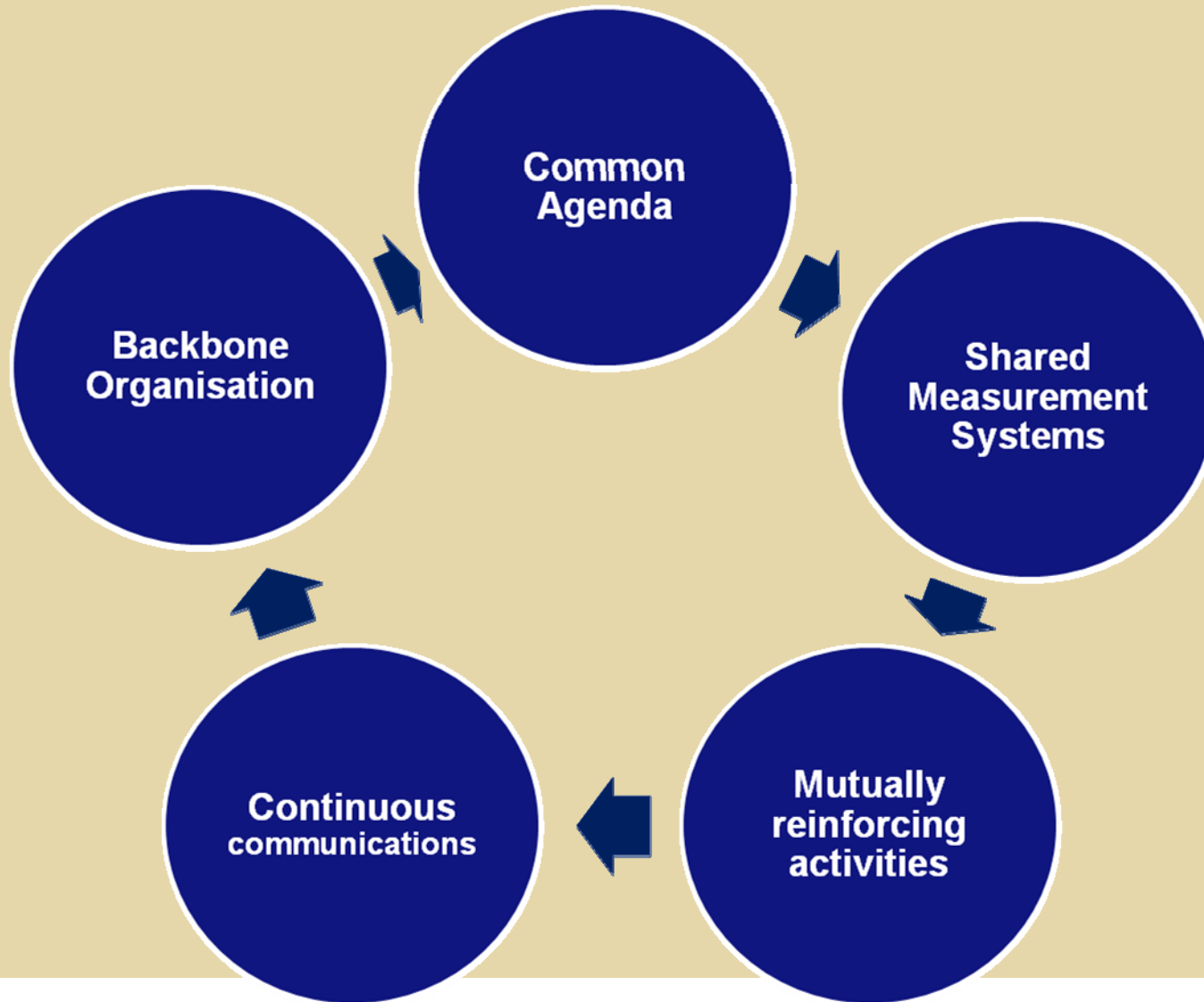
### Collective Impact



- All players work toward the **same goal** and **measuring the same things**
- **Cross-sector alignment** occurs, with government and corporations as **essential partners**.
- Organisations actively coordinate their action and share lessons learned.

***Multiple players working together to solve complex problems***

## 5 Elements of Collective Success





# Homelessness

The Woolloomooloo Project partners include:

Freehills

mercy foundation®



Chaired by UBS, COO: Government lobbying activities

City of Sydney: State Government lobbying activities, Street Count, working group participation and advocacy

Centre for Social Impact: development of an economic model for the Housing First proposal to Government

Freehills – Writing Housing First proposal and legal advice

Colliers: Property and building advice

St George and Metro Community Housing



## Outcomes

- 56 rough sleepers housed and 70 by March 2013.
- The lowest recorded number of rough sleepers in W'loo in the past 30 years.
- A cost-benefit analysis demonstrating a potential saving of \$4.5 million over a three year period to government if they used a 'Housing First' model.
- \$2.8million funding from Housing NSW over 2 years for 'Platform 70' to house 70 rough sleepers in Woolloomooloo under the Housing First model.
- Funding for start up kits for people entering new homes.
- Plans for purpose built building to house the remaining 20 rough sleepers.

## Young People's Mental Health in Redfern/Waterloo

1. Coalition of community organisations, government agencies and NFP started meeting in March.
2. In June a corporation, Amgen was invited to join.
3. The circuit break.
4. Independent facilitation, emphasis on outcomes and quality data, pro bono research on the target group.
5. A renewed sense of engagement and interest from the group.
6. About to review the data and develop a common goal.

## Young People Successfully Transition to Earn or Learn

1. Coalition chaired by ING DIRECT CEO includes;

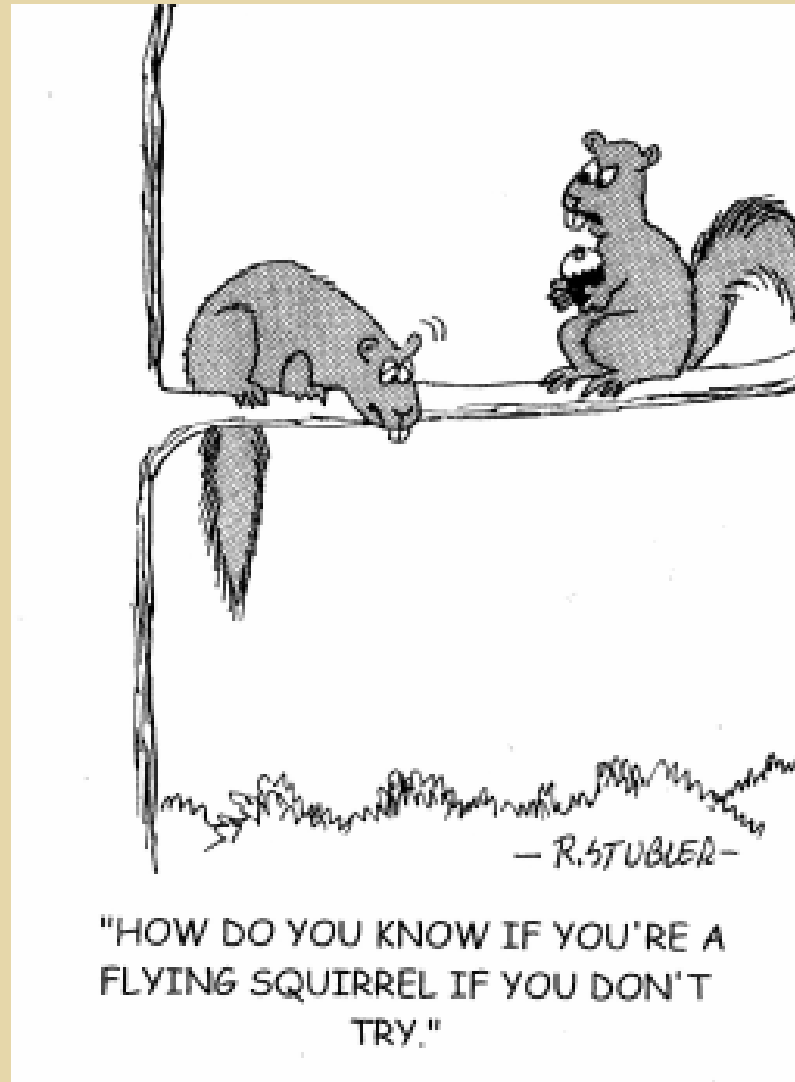
- Three high school principals,
- Two DEEWR representatives,
- Senior leadership from Fuji Xerox Australia, ING DIRECT and Genworth
- United Way, Beacon Foundation and Inspire Foundation.

2. Undertaken data review of schools, found a link between NAPLAN results and school completion.

3. Developed common objectives and goal for the collaboration.

## What worked

- The Goal
- The Group
- ‘Unlikely bedfellows’ – the mix
- ‘Everyone played to their strengths’
- The research and the data (including feedback)
- Circuit breakers – corporate engagement
- Dedicated ‘backbone’ support
- The Collective SWOT



# Challenges

- Initially taking a leap of faith
- Timing
- Subject matter
- Pressure to deliver
- Focusing
- Funding for the backbone support role

