



# 2022 ANNUAL REPORT

 **WAUC**

## **ACKNOWLEDGEMENT OF COUNTRY**

WAUC is honoured to work on the traditional lands of the Whadjuk Noongar people, who have been the custodians of this land for thousands of years.

We pay our respects to their Elders past, present and emerging, and acknowledge the continuing culture, knowledge and contribution they make to the life of this city and region.

While our clients come from across WA and Australia, we recognise the importance of acknowledging the traditional custodians of the land on which we operate. WAUC is committed to continuing and strengthening our relationship with Aboriginal and Torres Strait Islander peoples, and to ensuring unity, equity and reconciliation.

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# MESSAGE FROM THE BOARD



Jasper Hunt



Connor Jenkins



Emily Low



Angus Macleod



Clea Sanders



Julian Sanders



Brodie  
Stephenson

## YEAR IN REVIEW

2022 has been a year of continued success and improvement for WAUC. Our case teams successfully delivered 14 cases for 14 different charities, whose missions range from Indigenous empowerment to environmental protection to mental health support. We are incredibly grateful to and proud of the 60+ student volunteers who committed their time and effort to support our clients, who found their work to be high quality and impactful. From a strategic perspective, our

Executive Team carried out initiatives focused on codifying WAUC's intellectual property, cultivating support networks and ecosystems for our consultants, and continuing to build on the 2021 launch of WAUC Nexus, our digital capability. These initiatives will secure WAUC's ongoing organisational sustainability and ensure future consultants have access to the best of our network's knowledge and expertise, allowing them to continue to deliver exceptional results for our clients.

## LOOKING FORWARD TO 2023

Over the next year, WAUC will continue to work towards our mission of delivering lasting social impact in the Western Australian community by enhancing the efficacy of not-for-profit & charitable organisations and actively furthering the professional skills of our people.

This will be achieved through a sustained focus on the strategic pillars outlined above, and work to validate the logic model that articulates WAUC's impact on key stakeholders, namely our volunteers and WA not-for-profits. Our 2023 Executive Team will lead this work, which will begin with a review of our consultant training and client service offerings and the establishment of more diverse recruitment partnerships. These activities will enable WAUC to have a greater impact on our volunteers and WA not-for-profits in 2023 and beyond.

## OUR THANKS

Our work is not possible without the support of many generous individuals and organisations. We would like to extend our appreciation to our principal partner, the University of Western Australia, and McCusker Centre for Citizenship, who are critical in providing a rewarding student experience and ensuring WAUC's sustainability. We are also deeply indebted to our industry partners: Oliver Wyman, Bain & Company, McKinsey & Company, Boston Consulting Group, Visagio, Nous, and Accenture, for their invaluable guidance and mentoring of our case teams.

To our clients: thank you for entrusting WAUC to answer such challenging questions and taking the time to work so closely and collaboratively with our case teams. Finally, thank you to our consultants and 2022 Executive Team (Lucy Wang, Sam Joyner, Jessica Wang, Fraser Cull, Eva Marsh, Bronsen Ivulich, Ejay Bitangcol, and Riley Klug). The work you do for our clients is so thoughtful and impressive, as is your commitment to building each other's skills and fostering a safe and welcoming environment for new consultants. We also acknowledge the contributions of outgoing Board members Wina Yoman and Connor Jenkins, and welcome our new board members Emily Low and Lucy Wang. We look forward to WAUC's continued development over the next year.

**Clea Sanders**

*Board Director*

# MESSAGE FROM THE CEO



**Lucy Wang**  
*Chief Executive Officer*

*“2022 has been a year of growth and reflection... enabling WAUC to strengthen our approach to casework and clientele, and grow consultant experience.”*

## **YEAR IN REVIEW**

After an exceptional period of growth, 2022 has been a year of growth and reflection for WAUC. We have diversified our way of approaching casework and focused on improving internal capability to continue delivering lasting social impact in the Western Australian community and furthering the WAUC experience for our consultants.

## **GROWING OUR PARTNERSHIP NETWORK**

WAUC's partnership network is a fundamental pillar of our organisation.

Our partners are involved in every facet of WAUC's operations, from case support, to skill development and career opportunities, industry networking and consultant mentoring.

To continue to diversify the WAUC experience for both our consultants and our partners, we have remodelled our partnership offering. Our new partnership model provides more workshop and mentoring opportunities with a diverse range of consulting and external volunteering organisations.

This year, we have also pursued in-kind partnerships, developing close relationships with like-minded organisations, such as Coders for Causes and Zentient. This has enabled WAUC to unlock multi-faceted opportunities for our consultants to develop lateral skills, alongside their cases.

## **MCCUSKER CENTRE FOR CITIZENSHIP**

Our relationship with McCusker Centre for Citizenship continues to grow, with our first cohort of WAUC Project Leaders completing their internship this year.

# MESSAGE FROM THE CEO

McCusker is a fantastic structured internship program available for UWA students, which enables them to engage in skill-based work within a community context.

As a partner organisation, we offer Project Leaders the opportunity to accredit their WAUC hours through the McCusker internship, enabling students to gain course credit and professional recognition as apart of their WAUC cases.

## **STRATEGIC GROWTH**

This year, WAUC has continued to deliver on the initiatives and focus areas outlined on our 2020-2025 Strategic Plan.

A special area of focus was client diversity and impact. Over the past year, WAUC has continued to diversify our clientele, exploring new sectors, such as environmental, mental health and animal welfare organisations. Approaching new cases allows our consultants to embark on cases aligned with their passion and interests, whilst simultaneously growing with the experience of solving more complex, but rewarding issues. As a result of this, WAUC has significantly matured our approach to our casework, and continue to hone this to deliver lasting, quality social impact in our work.

## **OUR THANKS**

WAUC's success is driven by the support of the many people and organisations who contribute to the organisation. I want to personally thank the University of Western Australia for their continued and future support in our organisation, as well as our industry partners, Azure Consulting, Bain & Company, Boston Consulting Group, McKinsey & Company, Nous, Visagio and Accenture. Their generous and genuine support continues to enrich the experience of our consultants with invaluable professional and personal mentorship.

A personal thanks also goes out to our many organisational partners, for their warm collaboration with us this year.

Finally, I'd like to acknowledge and wish our new CEO, Eva Marsh, and her Executive Team the best of luck. I have experienced their unparalleled tenacity and passion towards the organisation. I have no doubt they will do a remarkable job as WAUC embarks on an exciting era of growth in the coming years.

**Lucy**  
*Chief Executive Officer*

# ABOUT US





# HISTORY AND MISSION

## MISSION

WAUC's mission is to deliver lasting social impact in the Western Australian community by enhancing the efficacy of not-for-profit organisations and actively furthering the professional skills and networks of our people.

## SOCIAL INNOVATION

The foundation of WAUC's strength is the dedication and talent shown by our student volunteers. By connecting the untapped competencies of these students with the unmet needs of WA charities, we can create lasting impact.

## HISTORY

For the past nine years WAUC has been empowering top university students to provide high-quality consulting services for not-for-profit organisations and charities. Each year of operation has seen WAUC improve in the quality of services it delivers, to ultimately help NFPs overcome challenges they face and assist them in creating meaningful impact.

Throughout WAUC's history, four key tenets have underscored the direction in which we have grown. These involve an ongoing commitment to being socially innovative, creating social impact, empowering students, and remaining connected to the community.

## SOCIAL IMPACT

Since 2014, WAUC has had the privilege of helping over 65 socially conscious charities and NFPs create impact in sectors ranging from Indigenous education to health, social justice and environmental protection. We remain firmly committed to achieving better outcomes for those in need in WA, and are honoured to contribute to social change in our community.

## COMMUNITY CONNECTION

WAUC is powered by young consultants who wish to give back to the communities that helped them grow. By understanding local needs, WAUC can better engage and tackle issues by creating tailored solutions for each NFP we serve.

## EMPOWERED STUDENTS

The foundation of WAUC's strength is the dedication and talent shown by our student volunteers. By connecting the untapped competencies of these students with the unmet needs of WA charities, we can create lasting impact.



# OUR PARTNERS

We would like to acknowledge and thank our partners for enabling us to deliver value within the community and empowering our students.

## PRINCIPAL PARTNER

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## RESIDENTIAL PARTNER

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## INDUSTRY PARTNERS

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# HIGHLIGHTS





This year WAUC partnered with Zentient, Coders for Causes and McCusker Centre for Citizenship.



We expanded our impact at UWA by connecting with UWA Student Guild and the UWA Boat Club as clients.



In 2022 we launched cases in the environmental space with Carbon Positive and Wilderness Society.

# STRATEGIC HIGHLIGHTS



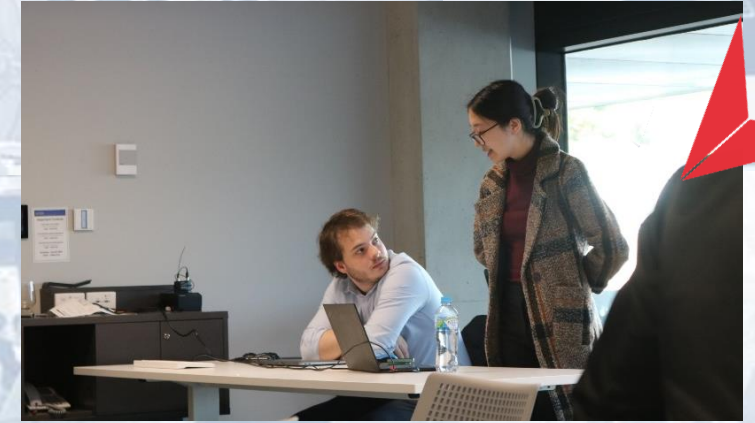
NEW PARTNERSHIPS



EXPANDED PRESENCE AT UWA



EXPLORED ENVIRONMENTAL



# CONSULTANT HIGHLIGHTS

**76**  
CONSULTANTS

**12**  
INDUSTRY  
PARTNERS

**11**  
INTERNAL  
TRAINING  
SESSIONS

**8**  
INTERNAL  
PROJECTS

## REPEAT CLIENTS



## NEW CLIENTS



# CLIENT HIGHLIGHTS

14

PROJECTS

4

REPEAT CLIENTS

100

NET PROMOTER SCORE

# STRATEGY





# NEW PARTNERSHIPS

To create greater value for our clients, one of our key aims at WAUC is to connect with forward-thinking organisations to share our knowledge and expertise. This year we established new partnerships with three exceptional organisations: Zentient, Coders for Causes and the McCusker Centre for Citizenship.

## ZENTIENT

Zentient is a not-for-profit technology consultancy that offers digital transformation solutions for local organisations. Zentient has a unique hybrid employee-consultant model, where a Zentient employee is dispatched to work within an organisation to assist them in technological restructuring. WAUC has launched a partnership with Zentient to provide opportunities for paid management consultant positions to our volunteers.

This partnership aligns with other internships we have run in the past with Polaris Consulting, Resources WA and FJM Property.

These internships allow students to gain practical work experience in the consulting industry and leverage skills learnt at WAUC in a professional environment. Furthermore, this partnership with specialists in digital technology was initiated in line with the launch of WAUC Nexus in 2021. Nexus is our branch which specialises in digital and data strategy solutions for clients.

Launching this partnership will strengthen Nexus' digital expertise and capabilities. We look forward to the new opportunities this partnership will bring.



## CODERS FOR CAUSES

Coders for Causes is a team of software developers that provide pro bono solutions to technical problems for charities and not-for-profits. In 2022 WAUC established a collaborative partnership with CFC, for technically advanced aspects of our cases to be implemented by them. Examples of deliverables from our cases that may require software expertise from CFC include implementing database systems, web applications or websites.

Collaborating with this talented team will open up opportunities for WAUC Nexus consultants to formulate the strategic solutions for their cases and entrust CFC to develop the software products. We look forward to working with CFC to provide advanced technological solutions for our clients.



cfc

## MCCUSKER CENTRE FOR CITIZENSHIP

The McCusker Centre for Citizenship Internship Program promotes awareness about social issues and fosters students to actively engage and become life-long contributors to their community. This program connects students with a not-for-profit, community or government organisation to engage in real work for the entirety of a semester.

We have partnered with McCusker through their internship program to **provide WAUC Project Leaders with the opportunity to accredit their volunteer hours as a coursework unit at UWA.** We are proud to be the only consulting charity at UWA offering this internship exclusively to our Project Leaders.



McCusker Centre  
for Citizenship

## CASE STUDY: OUR MCCUSKER INTERNS

This semester we had two Project Leaders participate in the McCusker Internship Program. These students completed 100 hours of volunteer work towards their cases, allowing their WAUC experience to contribute to their degree.

Throughout the semester the program included seminars by McCusker partners exploring areas such as disability advocacy and Aboriginal Cultural Awareness Training. Here's what one of our Project Leaders had to say:



“

*Completing the McCusker internship was a great opportunity for me to apply skills that I have learned at WAUC to assist my client. Through the workshops run by McCusker, I was able to gain a greater understanding of the social issues many not-for-profits face and transfer my knowledge to the rest of the team.*

*Overall, completing the McCusker internship through WAUC was a really rewarding experience for me, because I got to lead an amazing group of consultants, serve in an area I am interested in, and have my service work recognised.*

– Jazmyn Uden

”

# EXPANDED PRESENCE AT UWA

WAUC continued to deliver tangible impact to new clients, with feedback highlighting our consultants' professionalism and display of knowledge.

This year we offered management consulting services to two UWA clients: UWA Student Guild and the UWA Boat Club. Our consultants were able to provide new perspectives on these cases, which explored strategic decision making and performance improvement. We were very happy to hear the success of these cases with positive feedback from our UWA clients.

Reaching new clients and maximising our impact is a key enabler to achieving our mission. We continually seek to adopt an impact-first approach by reaching new clients, as demonstrated through our teams providing solutions for clients at UWA and clients in the environmental sector.

By expanding our presence at UWA we also hope to create exposure about the work we do and provide recruitment opportunities for new university students.



“

*Our experience working with WAUC was an impressive display of student knowledge and professionalism. It shows our future leaders in consulting and business are in excellent shape with this great organisation. Well done.*

”

- UWA Student Guild

# EXPLORING THE ENVIRONMENTAL SECTOR

WAUC remains committed to providing students with opportunities to serve in areas they are passionate about across a diverse range of client sectors.

## ENVIRONMENTAL CLIENTS

In 2022 WAUC offered consulting services to its first environmental clients: the Wilderness Society and Carbon Positive Australia. Innovation in sustainability is an essential element in society's response to pressing environmental challenges, and a space we have long wanted to explore.

Carbon Positive and the Wilderness Society are organisations that strive to empower individuals, groups and organisations to create environmental change in their community, and be leaders in the environmental space.

These cases allowed our students to understand more about sustainable development and how we can improve environmental conservation.

## WAUC'S CARBON FOOTPRINT

In conjunction with exploring the environmental sector, we also reassessed our carbon footprint as a charity. This year we identified reducing the use of paper as an area of improvement and have implemented eliminating all unnecessary use of paper and providing digital copies of final presentations to clients.

“

*WAUC provided a clear and smooth customer experience. The consultants we worked with were patient and professional. WAUC provided a fresh perspective on our processes and provided great advice and resources for us to continue working from. Thanks so much!*

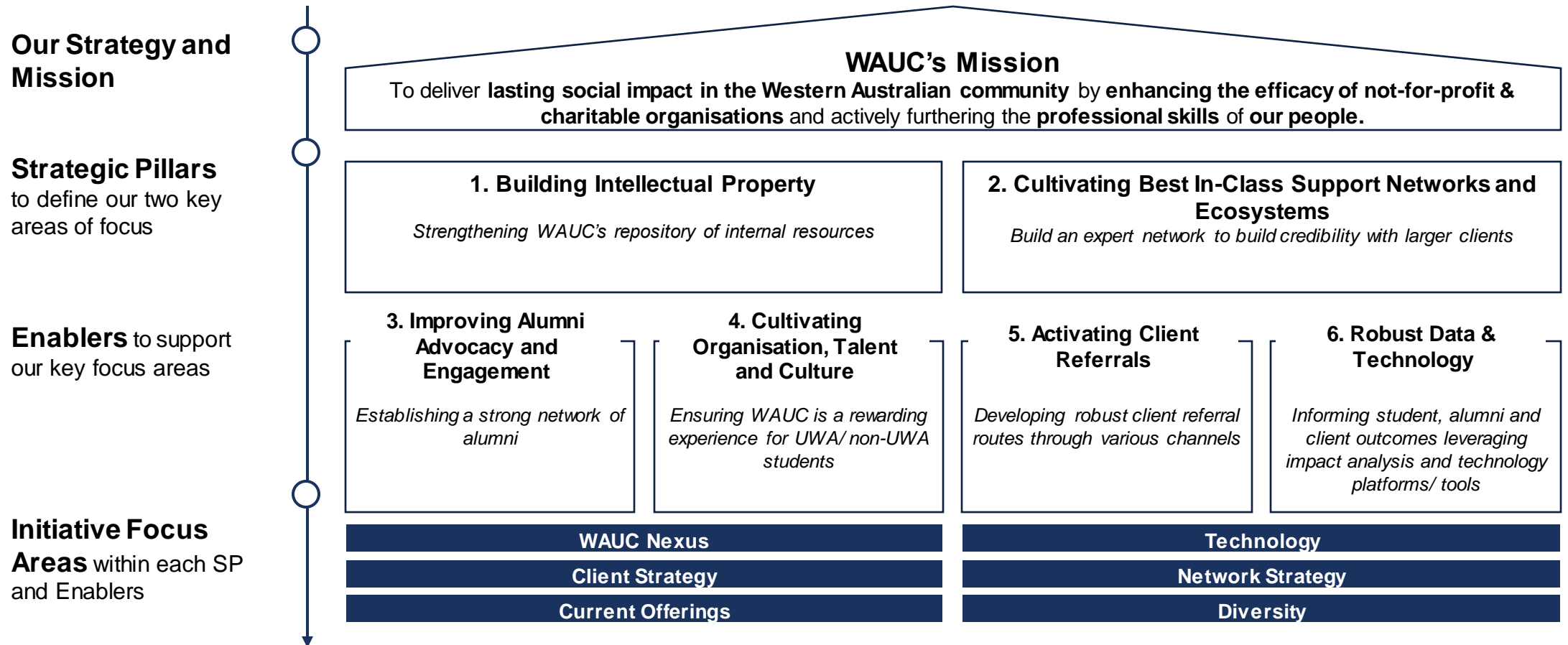
– Wilderness Society

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# 2020-2025 STRATEGIC PLAN

Through initiatives developed by our Executive Team, WAUC strives to meet 6 strategic pillars.



# CLIENTS

WAUC 2022



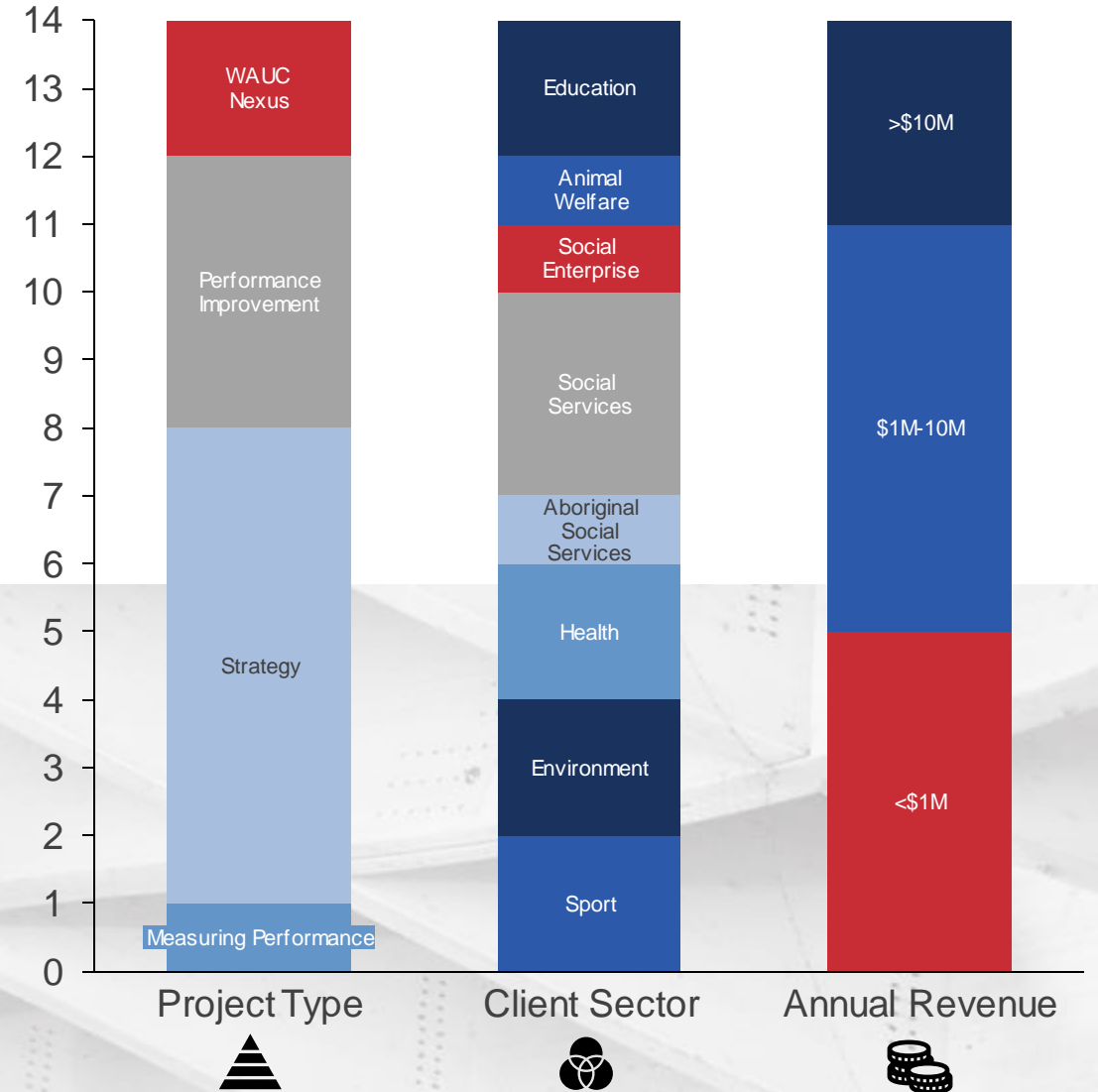
# A YEAR IN REVIEW

WAUC completed 14 projects with 14 clients for 2022. We explored various different client sectors and welcomed back 4 returning clients, 2 of which were completing their third case with us.



*WAUC Nexus team with North Cottesloe Surf Life Saving Club*

## Client Breakdown





# SEMESTER ONE OVERVIEW

Semester 1 saw the launch of cases in the environmental and sustainability space through our clients Carbon Positive Australia and Wilderness Society. This opportunity allowed consultants to pursue their interests in environmental causes and gain a deeper understanding of environmental advocacy and sustainable practices.

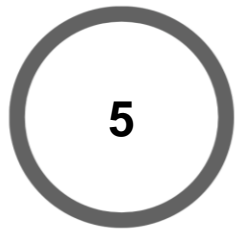
We were pleased to also work with Anglicare WA, Sexual Health Quarters, North Cottesloe Surf Life Saving Club, the UWA Student Guild and UWA Boat Club.



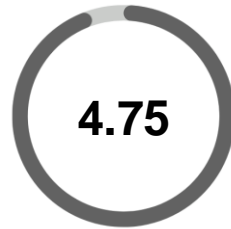
*“It was inspiring to see the passion the team approached everything with, and the level of investment was very high. The information and research they provided was very helpful and thorough.”*

- Anglicare WA

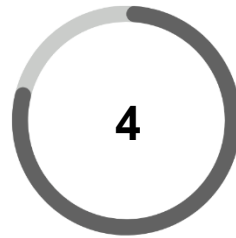
100 CLIENT NET PROMOTER SCORE



Satisfaction with work quality /5



Satisfaction with case team /5




Impact of WAUC's recommendations /5



# SEMESTER TWO OVERVIEW

Semester 2 saw Dismantle return for their second case with WAUC, as well as regular clients Wungening and TLG. We also welcomed RSPCA, Ruah, ReMida and MHM2 as clients for the first time. This semester we conducted a wide variety of case types, with consultants exploring marketing and feasibility strategies and performance improvement, whilst our Nexus team undertook a project on data governance.

We would like to thank our semester two clients for collaborating with us and helping us create solutions to drive social impact. The knowledge exchange and exceptional engagement from our clients was greatly appreciated.

“  

*I found the team at WAUC to be committed to professional and personable practice. They consistently demonstrated a willingness to engage openly in deep listening to understand, curious enquiry to discern and the level of reflective practice which underpins quality work.*  
 - Mental Health Matters 2 ”

**100** CLIENT NET PROMOTER SCORE



A photograph of two young women sitting at a desk in a classroom or computer lab. They are both smiling warmly at the camera. The woman on the left has long brown hair and is wearing a dark sweater. The woman on the right has long dark hair and is also wearing a dark sweater. In the background, other students are visible, some working on laptops. The scene is lit with soft, indoor lighting.

# STUDENTS

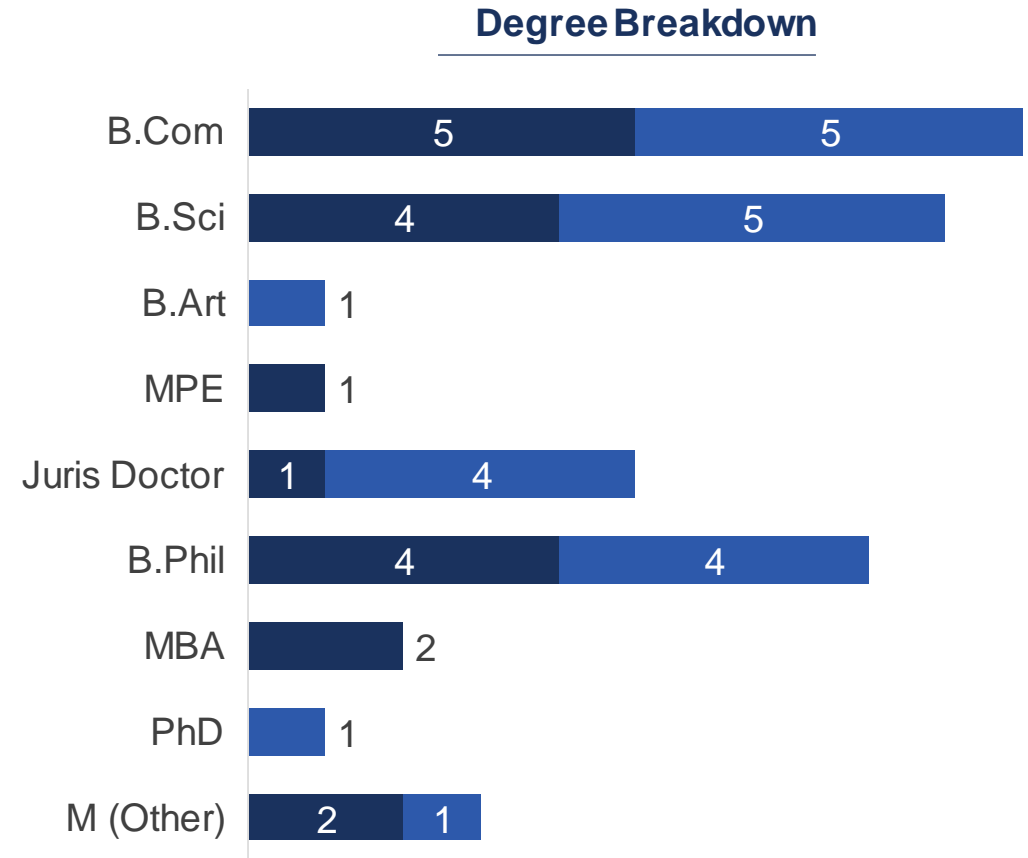
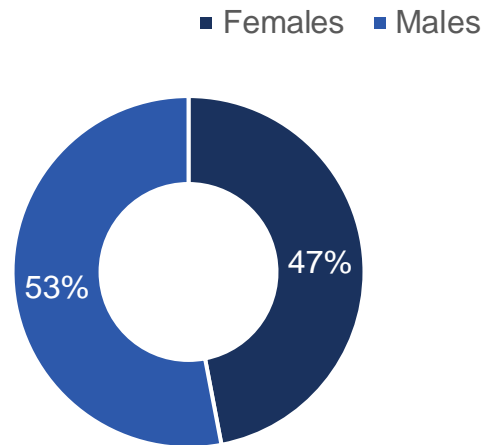
# OUR STUDENTS

WAUC prides itself on having a committed group of talented students from diverse backgrounds.

Diversity is a key pillar in our 2020-2025 Strategic Plan. This strategy reflects our commitment to fostering a diverse and inclusive environment where everyone feels respected and willing to contribute. We have also remained committed to promoting women in consulting, as this is our third successful year awarding the WAUC Women’s Scholarship.

WAUC is grateful to have a wide range of students from diverse backgrounds, as it has allowed us to collaborate between varying perspectives and stimulate innovation.

**76**  
CONSULTANTS



# STUDENT DEVELOPMENT

WAUC offers a range of trainings run by our Industry Partners to ensure our consultants have the skills to succeed.

At WAUC we always try to provide our consultants with the best resources and guidance in order to produce positive solutions for our clients. One way we do this is through our exclusive workshops with professional consultants. These workshops are an excellent way to gain invaluable skills applicable to our cases, and understand more about the consulting profession.

2022 saw a range of different workshops, including new workshops exploring data analysis, post-case reflection and work planning. The workshops that were run throughout the year are presented on the on the following pages.

## STORYBOARDING WORKSHOP

Bain & Company ran storyboarding workshops during both semesters in 2022. These workshops focused on creating a hypothesis and producing a cohesive story to answer each project's key questions. These workshops were held early in the semester to build a strong foundation for our cases.

## DATA ANALYSIS WORKSHOP

Being able to understand and create value from data is a skill drastically in demand in the modern world. For this reason, these skills were a key area of focus for our training, with McKinsey & Company delivering data analysis workshops during both semesters. These workshops covered discerning the data that was most important for our cases, and identifying the best ways to represent this data visually.

## PRESENTATION WORKSHOP

In semester one and two, Boston Consulting Group held presentation workshops that centred around communicating solutions in a clear and concise manner. These workshops gave our consultants invaluable knowledge and confidence going into their final client presentations.

## **SLIDE DESIGN WORKSHOP**

Throughout the year Bain & Company ran our consultants through slide design workshops. These workshops focused on how to present information logically and how to convey the key concepts most effectively. These skills assisted our consultants in presenting with impact in client workshops and final presentations.

## **EXCEL WORKSHOP**

Each semester WAUC consultants receive training on Excel skills from Visagio consultants. These workshops focused on basic spreadsheet navigation and using Excel functions to simplify large data set analyses. Many of our clients provide us with data to support our cases, so learning these fundamental skills assisted us in our problem solving and decision making.

## **INTERNAL THINK-CELL WORKSHOP**

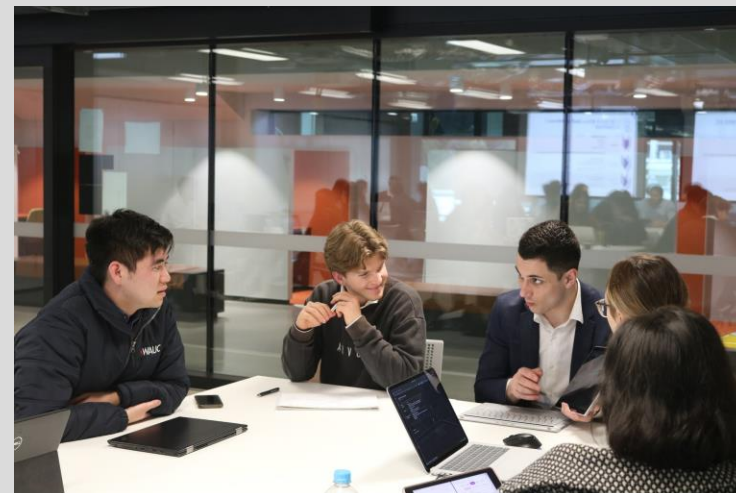
We are consistently striving to improve student development and outcomes for our clients through training focused on specific deck-curation practices. In semester two our Chief Technical Officer and one of our consultants ran a workshop on Think-cell (a data visualisation program) to improve slide creation efficiency and quality. This workshop accelerated our consultants' growth as it allowed them to explore software that many professional companies recommend.

## **LESSONS LEARNT**

In semester one Visagio consultants stepped us through a "lessons learnt" workshop for the very first time. The goal of this workshop was to allow us to review our learning experiences and identify ways in which we could improve our service delivery.

## **WORK PLANNING WORKSHOP**

In semester two Deloitte ran WAUC's first work planning workshop. This workshop focused on setting appropriate goals and an ideal timeframe for our cases, facilitating our decision making and allowing us to measure our performance against our objectives throughout the semester.



# STUDENT OUTCOMES

WAUC is committed to developing students with the right skill sets to succeed upon graduation. Many of our alumni have entered top-tier firms and we encourage them to remain engaged in WAUC's activities as alumni.

9.3

Score for Contribution to Development of Skills/10

9.5

Average Consultant Satisfaction Rate/10

9.2

Providing a Supportive and Inclusive Cultural Experience/10

## Alumni Firms

