



2021 ANNUAL REPORT





## **ACKNOWLEDGEMENT OF COUNTRY**

We wish to acknowledge the traditional custodians of this land, the Whadjuk people of the Noongar nation.

We would also like to pay our respects to their continuing culture and the contribution they make to the life of this city and this region, particularly in the social impact and advocacy spaces. We declare our commitment to reciprocal knowledge sharing and collaboration with Aboriginal and Torres Strait Islander stakeholders in our community.

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# MESSAGE FROM THE BOARD

Collaboration and Learning: 2021 has been a year of growth and change for the organisation with the launch of WAUC Nexus, and programs for our consultants to work directly with not-for-profits & industry

## YEAR IN REVIEW

2021 has been a year of growth and learning for WAUC as we continued to support our stakeholders in navigating opportunities through this year and beyond. In the past year, we focused on three key pillars of growth: increasing the number of teams per semester to seven, launching our new digital capability, WAUC Nexus, and creating opportunities for our volunteers to engage in external work experience with the charities that we work with. These steps as an organisation have allowed us to ensure that we can continue to deliver increased impact to our key stakeholders, our students and the not-for-profit community in Western Australia. This further supports the lasting impact of our advice with many of our interns at external organisations assisting with implementation of recommendations in case-work.

This is all in addition to our continued focus on supporting stakeholders, both internal and external through the challenges of the 'new-normal'. Throughout this year, WAUC has successfully delivered 14 cases for 12 different charities and not-for-profit organisations that support varying sectors of the Western Australian community. Two of these cases being repeat clients. We are incredibly proud of our consultants and volunteers that worked tirelessly to drive tangible impact for these organisations.

## LOOKING FORWARD

On the back of these changes, we have refreshed our strategic priorities for the next 5 years. Our mission: To continue 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.

The strategic plan sets out 3 key strategic pillars: (1) Building our intellectual property through codifying our vast experience on previous cases and building our WAUC Nexus capability; (2) Cultivating best in-class support networks and ecosystems to deliver more holistic services through engagement of our deep alumni network and the broader WA-NFP community; (3) Continuing to cultivate our organisations talent and culture to maintain diversity of thought in our organisation through engaging a heterogeneous base of student consultants.

As part of this broader plan over the next five years, in 2022 we hope to focus on 6 key initiative categories within these strategic pillars.

## OUR THANKS

As always, there are many people and organisations that contribute to our successes as an organisation. We also extend our appreciation and thanks to our external partners. As our principal partner, The University of Western Australia's support continues to be invaluable in delivering the student experience outcomes as an organisation to drive the impact we can for the Western Australian community. To our industry partners: Oliver Wyman (previously Azure Consulting), Bain & Company, Boston Consulting Group, McKinsey & Company, Visagio and Accenture, we appreciate all the time and dedication towards the mentoring and training of our Project Teams.

Finally, we'd like to thank the Executive and consultants that make up WAUC. As a charity, WAUC is fully dependent on the generosity of our Executive Team (Julian Sanders, Lucy Wang, Angus MacLeod, Fraser Cull, Clea Sanders, Lauren Moore, Daniel Jefferies and Sam Joyner) and consultants. The work you all do to commit your time to give back to the community and coach each other is impressive and never taken for granted. We look forward to the next year of growth as an organisation.

**Brodie Stephenson, Jasper Hunt, Connor Jenkins, Wina Yoman**

*Board of Directors*

# MESSAGE FROM THE CEO



The year has also seen WAUC develop and grow significantly as an organisation... evident in our expansion to 7 case teams and the launch of WAUC Nexus – a distinct branch of WAUC focused on digital consulting.

## YEAR IN REVIEW

2021 has been a special year for WAUC. Not only have our consultants produced some of their most comprehensive and impactful casework to date, but the year has also seen WAUC develop and grow significantly as an organisation. This is perhaps most evident in our expansion to seven case teams, and the launch of WAUC Nexus – a distinct branch of WAUC focused on digital/data-driven consulting. However, a series of initiatives at an operational level have also proven to be an important foundation of WAUC's development this year.

## IMPROVED CASE SUPPORT

As a volunteer-run organisation, WAUC's most important asset is its consultants' time. In order to make the absolute most of this asset, we have worked hard to revamp our case scoping procedures this year. By assembling a series of new scoping support resources, we have seen enhanced early case steering by Project Leaders and greater efficiency in initial client meetings. These improvements greatly impact the entirety of the case timeline, allowing teams to achieve significantly more over the course of a semester.

This year we have also continued to hone our team structures, in order to provide consultants with the support they need to succeed. This included semi-formalising the position of 'Workstream Leader' to enhance individual accountability and professional development, as well as implementing a mentoring program for consultants interested in becoming Project Leaders. Executive Advisors are also now subject to more rigorous training and internal mentoring from experienced colleagues, ensuring they are well-equipped to support our consultants effectively.



## WAUC INTERNSHIPS & SECONDMENTS

Over the years WAUC consultants have been offered a number of exclusive employment opportunities arising from our industry connections and ongoing client relationships. In 2021 we formalised these arrangements into two distinct programs: WAUC Internships and WAUC Secondments.

WAUC Internships are paid consulting positions working to support WAUC's industry connections. Through this program firms such as Polaris Consulting, ResourcesWA, and FJM Property have all sought WAUC consultants to complete various projects aimed at improving key business areas. WAUC Secondments are versatile paid positions working to support WAUC's clients in implementing our recommendations or improving their organisation more broadly. Clients such as Ronald McDonald House Charities, Murlpirrmarra Connection and TLG have employed WAUC consultants to perform diverse functions ranging from technical support to strategic guidance.

## DIGITAL TRANSFORMATION

A major focus of WAUC's organisational development this year has been revamping our internal databases and technology systems. This has seen teams of consultants working on multiple Internal Projects aiming to operationalise WAUC's internal databases in a practical and user-friendly manner. WAUC's intranet has also been entirely remodelled to maximise usability, ensuring consultants have constant access to our comprehensive bank of support resources and existing intellectual property. I would like to personally thank and congratulate all the consultants who have put their time and technical expertise into these important initiatives.

## OUR THANKS

As always, I would like to extend our sincere appreciation and thanks to the many people and organisations that have contributed to WAUC's continuing success this year. In particular, the University of Western Australia's ongoing support continues to be invaluable in delivering the student experience outcomes that drive our impact within the Western Australian community. To our industry partners Azure Consulting, Bain & Company, Boston Consulting Group, McKinsey & Company, Visagio and Accenture – we greatly appreciate the time and resources you dedicate to mentoring and training our consultants on such a generous basis.

Finally, I would like to wish our new CEO, Lucy Wang, and her incumbent executive team all the best for 2022 and beyond. After 3 years in this role, I am truly honoured to pass the reigns to such an experienced and effective group of consultants. I have no doubt Lucy and her team will do an incredible job of taking WAUC to exciting new heights as we enter a new phase of our strategic development.

**Julian Sanders**

*Chief Executive Officer*

# HIGHLIGHTS





# STRATEGIC HIGHLIGHTS

## WAUC NEXUS/ CTO ROLE

In 2021, we launched our new consulting branch and Executive role to guide WAUC's digital expansion. This was in response to an increasing demand for digital and data-driven capability within not-for-profit organisations.

100

NEXUS  
CLIENT NET  
PROMOTER  
SCORE (NPS)

WAUC was able to successfully secure 2 clients, both of which became repeat clients in Semester 2, after very successful case outcomes.

## WAUC SECONDMENT/ INTERNSHIP PROGRAM

7

WAUC  
INTERNSHIPS  
(2021)

3

WAUC CLIENT  
SECONDMENTS  
(2021)

In 2021, WAUC formalised and introduced a partnered student employment program with clients and industry firms. With 3 successful secondments to past WAUC clients, and 7 internships completed, this has allowed WAUC consultants to grow and apply their skillset outside of standard semesterly cases.

## WAUC STRATEGIC PLAN

This year, WAUC has finalised its new Strategic Plan to guide its growth and expansion for the next 5 years.

Key areas of focus include culture and diversity, service delivery enhancement and expansion of WAUC Nexus, new partnerships and client markets.

6

STRATEGIC  
PILLARS

17

INITIATIVES

# CONSULTANT HIGHLIGHTS

72

CONSULTANTS

~ 6K

CASE TEAM VOLUNTEERING HOURS

6

INTERNAL PROJECTS

10

INDUSTRY PARTNER TRAINING SESSIONS

8

INTERNAL TRAINING SESSIONS



# CLIENT HIGHLIGHTS



14 PROJECTS

12 CLIENTS

2 REPEAT CLIENTS

100 CLIENT NPS





# STRATEGY





# HIGHLIGHT: WAUC NEXUS

The launch of WAUC Nexus has been a clear highlight this year, as WAUC aims to enable WA not-for-profits to realise the potential of digital and data-driven solutions, whilst equipping them with the expertise to implement new technologies

## WHAT IS WAUC NEXUS?

WAUC Nexus is our new digital consulting offering for charities and not-for-profits seeking to define and implement their organisation's digital strategy ambition. Digital and data transformations are becoming more integral for organisations moving forward in the 'new-normal' and are also one of the costliest changes an organisation can undertake. WAUC Nexus aims to guide organisations in prioritising and developing their vision for digital and data strategy, as well as develop the core competencies required to effectively execute that strategy.

WAUC Nexus service offerings span 5 key pillars: Data, Technology Infrastructure & Platforms, User Experience (UX) Design, Governance, and Organisation & Capabilities.

In 2021, WAUC Nexus completed two cases, each resulting in 100% client satisfaction (measured via Net Promoter Score).

These cases respectively focused on a digital transformation strategy to map data purpose and collection, and data governance/rights of data ownership.



“ The WAUC team were fantastic throughout the project. They clearly identified the issues and made sure we were happy all the way through with what they would focus on and what would be delivered. They were incredibly thorough in thinking through the many facets of the issue, and also in understanding our situation. This was all reflected in their excellent final presentation, which our management team found extremely useful.”



# CASE STUDY: WAUC NEXUS

## DATA MANAGEMENT: SEXUAL HEALTH QUARTERS

In Semester 1, WAUC Nexus assisted Sexual Health Quarters in developing a data strategy.

The team consisted of a range of students from Data Science, Engineering and Economics backgrounds.

“ *The WAUC Team had engaging and enthusiastic students, who were all interested in the subject matter. They were enthusiastic and willing to dive in and learn about our organisation.*

- Sexual Health Quarters,  
WAUC Nexus Client



## WAUC NEXUS: MOVING FORWARD

As part of WAUC’s new 2020-2025 Strategic Plan, we intend to expand Nexus’ capabilities to encompass additional digital offerings beyond its current 5 pillars .

To facilitate this expansion and strengthen Nexus’ capabilities, further partnership arrangements with specialised industry firms and relevant student-run organisations are crucial.

At present, WAUC is beginning preliminary discussions to secure these partnerships and expand the Nexus capability over the next 5 years.

# HIGHLIGHT: WAUC SECONDMENT AND INTERNSHIPS PROGRAM

A formal launch of our Secondment and Internship Program in 2021 aimed to provide opportunities for consultants to gain professional employable skills beyond WAUC cases

## WHAT ARE WAUC SECONDMENTS & INTERNSHIPS?

The WAUC Secondment and Internship Program is a partnered student employment program which assists clients and industry firms in recruiting consultants to help support their operations on an ongoing basis. Secondments allow our consultants to connect with past and current clients, whilst internships give consultants practical work experience in the consulting industry. This has allowed our consultants to support our clients to implement WAUC's recommendations beyond the scope of WAUC cases and allows partners to access a recruitment pool of high-achieving consultants who transition into long term employees.



In 2021, WAUC saw three consultants undertake client secondments. One secondee worked to support ongoing process improvements in Business Development at Ronald McDonald House, whilst two provided ongoing database and analytical support at Murlpirrmarra Connection.

Five students were also fortunate to secure consulting internships with Polaris Consulting and Resources WA, allowing them to leverage skills gained at WAUC in a professional environment.



# CASE STUDY: OUR INTERNS/ SECONDEES

## MEET SAM JOYNER PROJECTS & OPERATIONS MANAGER, MURLPIRRMARRA CONNECTION

Murlpirrmarra Connection is a not-for-profit organisation that exists to provide Aboriginal youth in the remote communities of Wiluna, Leonora and surrounding regions in Western Australia, with educational opportunities. After working with Murlpirrmarra Connection on two WAUC cases, our Internal Compliance Manager Sam Joyner was hired to help implement WAUC's recommendations.

Here's what he had to say about his role as Project and Operations Manager:



“As a student studying Data Science, working here has been hugely beneficial for applying knowledge gained in my course. Having the opportunity to work with large databases and conduct analysis on them will be crucial in my future.

*From a social impact perspective, I also really appreciate the ability to work with a charity on a deeper and more personal level than I would at WAUC. Being involved at the ground level provides me with an opportunity to experience first-hand the difference Murlpirrmarra is making, as well as how my two cases at WAUC helped them do that.”*



# WAUC STRATEGIC PLAN 2020-2025

At the end of 2021, WAUC finalised a strategic roadmap to implement Executive initiatives under 6 strategic pillars, and a newly branded mission and ambition

## OUR NEW AMBITION AND MISSION

### Ambition

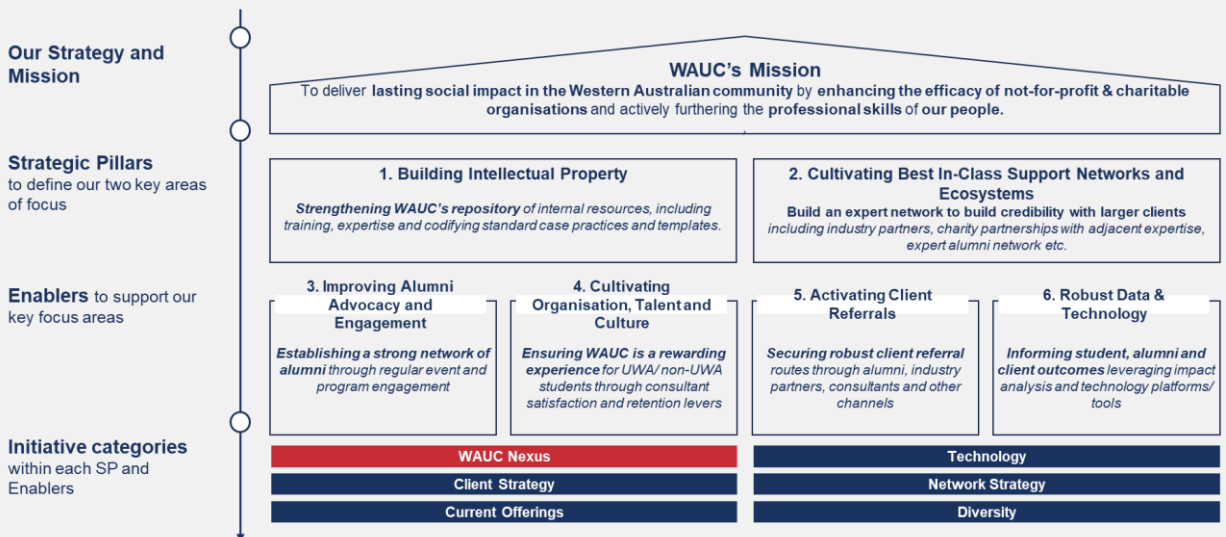
To be the highest-impact student-run charity in Australia

### Mission

To deliver 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

## OUR STRATEGIC PILLARS

WAUC's new Strategic Plan focuses on 6 Strategic Pillars and Enablers. This will aim to support the growth of WAUC's current offerings and new frontiers to achieve our new mission and ambition.



# WAUC 2020-2025: KEY FOCUS AREAS



# 1

## WAUC NEXUS EXPANSION

Expanding our new digital/data consulting branch, including its capabilities and technical training program. This involves forming partnerships with technical bodies, investing in technology platforms and strengthening current service offerings.

# 2

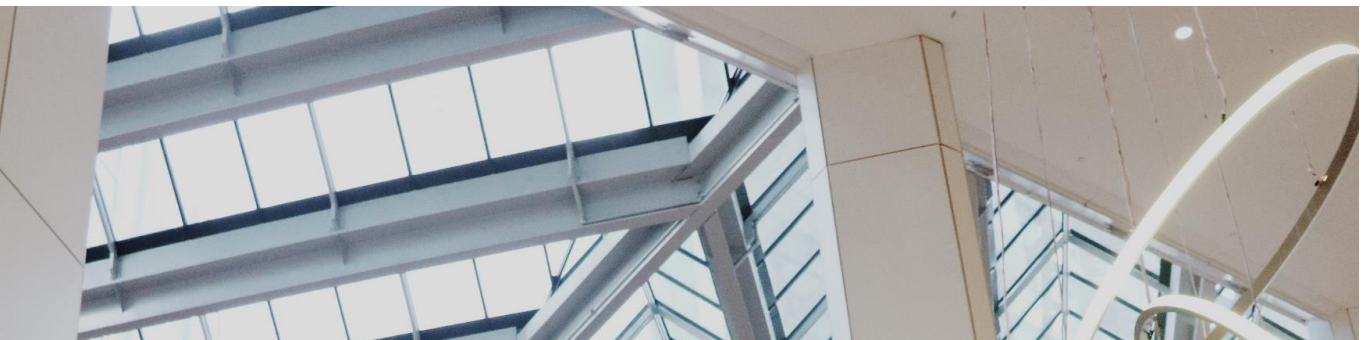
## CULTIVATE BEST IN-CLASS SUPPORT NETWORKS & ECOSYSTEMS

Formalising and expanding our expert network of industry partners, alumni, subject-matter experts and experienced NFP sector employees to improve and expand WAUC's service delivery.

## TALENT, ORGANISATION & CULTURE

Ensuring WAUC is a rewarding experience for all consultants by cultivating a diverse, collaborative environment for those of all gender, educational and cultural backgrounds

# 3



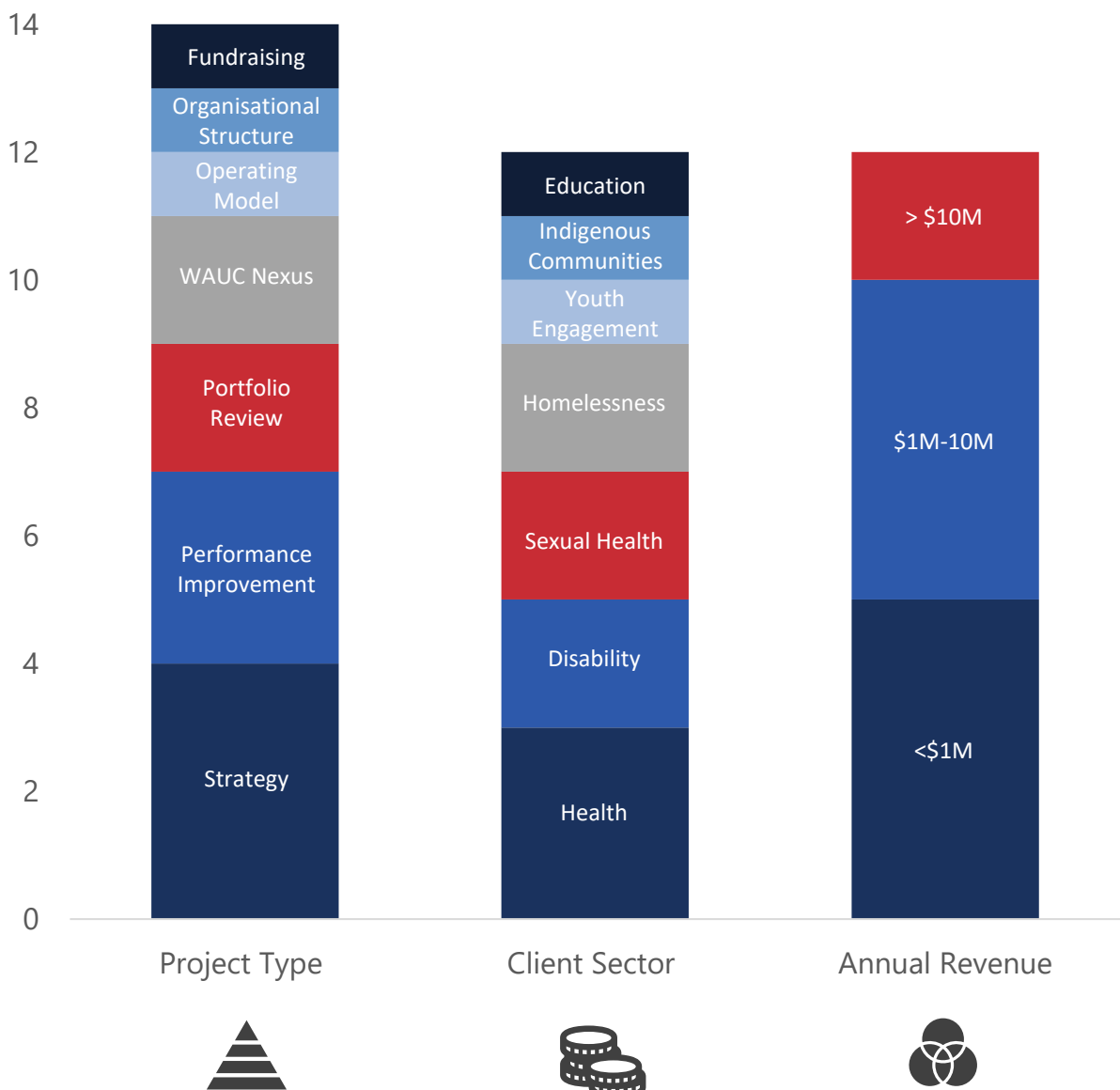
# CLIENTS



# A YEAR IN REVIEW

WAUC completed 14 projects for 12 clients in 2021, engaging 6 repeat clients. For the first time, WAUC maintained an NPS score of 100 across both semesters

## CLIENT BREAKDOWN





# SEMESTER 1 CLIENTS

In Semester 1, we continued to expand and explore different types of projects. This semester also saw the launch of WAUC's new arm, WAUC Nexus, which focuses on digital and data-based strategy cases.

**100** CLIENT NPS



Satisfaction with work quality /5



Satisfaction with case team /5



Impact of WAUC's recommendations/5

## SEMESTER ONE CLIENTS

WAUC would like to thank our fantastic Semester 1 clients, including Huntington's WA, Ronald McDonald House, Motor Neurone Disease WA, SECCA, Good Sammy's and Teach Learn Grow.



“ WAUC completed our project on time and as agreed, but also delivered the additional benefits of their insights into process improvements and efficiency solutions they noticed along the way. We were very impressed with the professionalism of the WAUC team and the polished nature of the presentation they delivered. WAUC provided long term value to our team, and we are very grateful!”



# SEMESTER 2 CLIENTS

Semester 2 saw the continued success of Nexus. This semester also saw more varied case types, such as performance measurement and data governance. This semester also saw an impressive return from previous clients, with 5 out of 6 cases being repeat clients

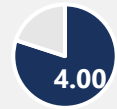
**100** CLIENT NPS



Satisfaction with work quality /5



Satisfaction with case team /5



Impact of WAUC's recommendations/5

## SEMESTER TWO CLIENTS

It was a pleasure to work with our clients this semester. WAUC would like to thank Street Law Centre WA, Wungening Aboriginal Corporation, VisAbility, On my Feet, Teach Learn Grow, Ronald McDonald and Dismantle for their continued support and enthusiasm..

### VisAbility



Ronald McDonald House® PERTH



“ Dismantle's experience working with WAUC and overwhelmingly positive. From the initial contact to execution and final presentation the team was professional and extremely hard working. They've enabled us at Dismantle to make the best decision utilising the work and research that the team presented. Thank you!



**DISMANTLE**



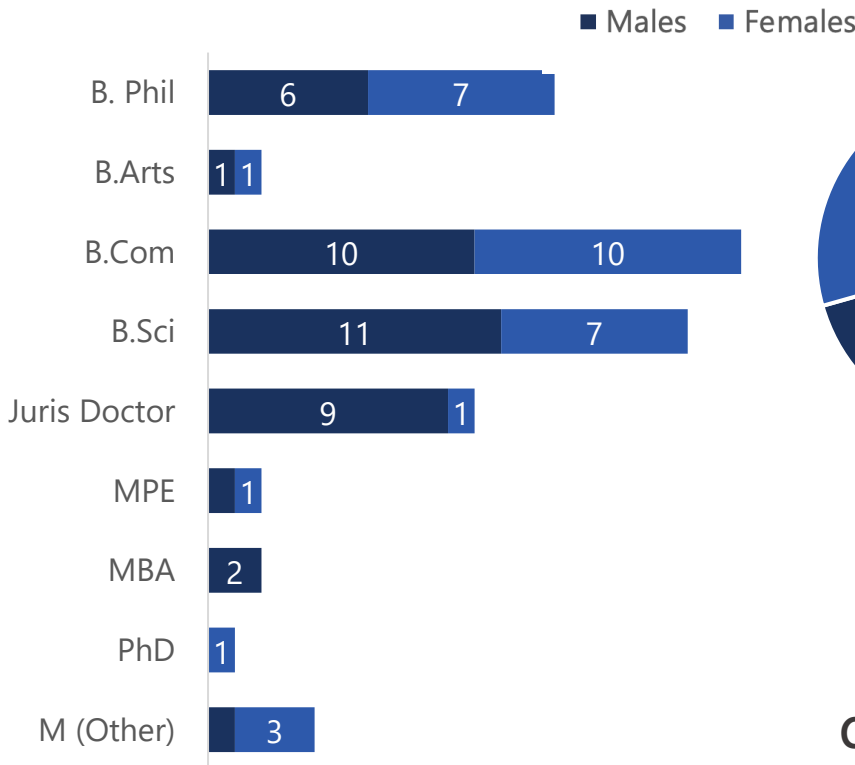
# STUDENTS



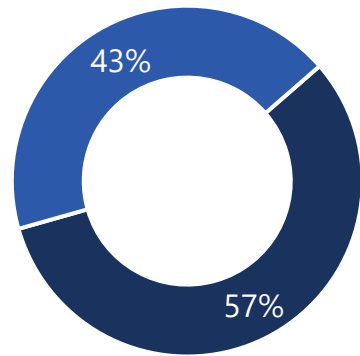
# OUR STUDENTS

WAUC is grateful to our diverse and passionate group of student consultants

## DEGREE BREAKDOWN



## GENDER SPLIT



**72**

**CONSULTANTS**

WAUC is grateful for the diverse backgrounds our consultants possess, and the unique insights this culture brings. This has allowed WAUC to draw from a wide range of experiences and pool a talented and passionate group of individuals.

This also means our clients receive deliverables that incorporate diverse collaboration and varying perspectives, maximising our client impact.

Diversity will remain a key focus in our 2020-2025 Strategic Plan, extending our efforts to cultivating diversity of educational and cultural backgrounds.





# STUDENT DEVELOPMENT

Student development remains a crucial priority for WAUC, offering a variety of trainings for our consultants



STORYBOARDING WORKSHOP



POWERPOINT SLIDE DESIGN

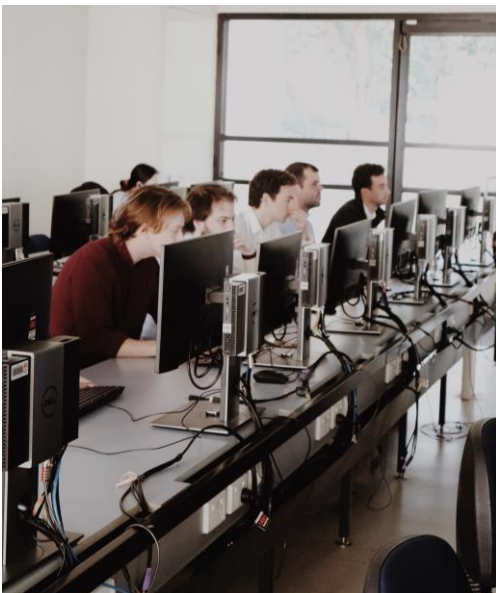


TECHNICAL SKILLS



PRESENTATION SKILLS

## TRAINING: TECHNICAL SKILLS



In 2021, we partnered with Visagio to run four technical training sessions with our consultants. Focusing on extracting data from Excel, consultants were exposed to data analysis and data visualisation.

These workshops sought to develop proficiency in combining data from surveys with other supplementary data to create meaningful insights; crucial skills in translating raw data into recommendations for our clients.



# STUDENT OUTCOMES

WAUC encourages the development of our consultants, with many alumni members entering top-tier firms upon graduation

**9.6** AVERAGE CONSULTANT SATISFACTION RATE/10

**8.7** SCORE FOR CONTRIBUTION TO DEVELOPMENT OF SKILLS/10

“ WAUC is an incredible and professional organisation that exercises pushes professional and personal aspects of one-self. From engaging with real clients to receiving top tiered firm mentorship, WAUC is incredible for anyone in any discipline. ”

## ALUMNI FIRMS



# ABOUT WAUC



# HISTORY AND MISSION

## MISSION

“ To deliver 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. ”

## HISTORY

For the past eight 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 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.

## SOCIAL IMPACT

Since 2014, WAUC has had the privilege of helping over 45 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.

## EMPOWERED STUDENTS

WAUC recognises our key strength is in our student volunteers, and accordingly we invest significant amounts of our resources in developing their skills and creating an environment where they can grow.

## 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 help.





# OUR PARTNERS

WAUC extends our deep gratitude to our partners, who enables us to drive social impact to the community we serve and empower future leaders

## PRINCIPAL PARTNER

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## RESIDENTIAL PARTNER

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**ST GEORGE'S  
COLLEGE**

## INDUSTRY PARTNERS

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WAUC is proud to be a registered charity with the Australian Charities and Not-for-profits Commission



