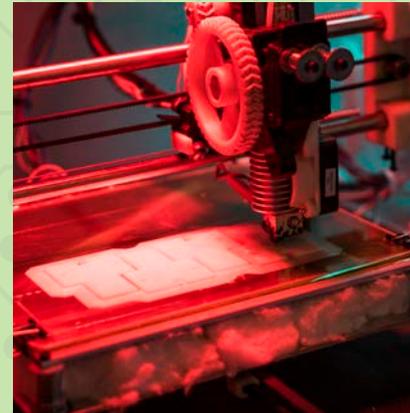
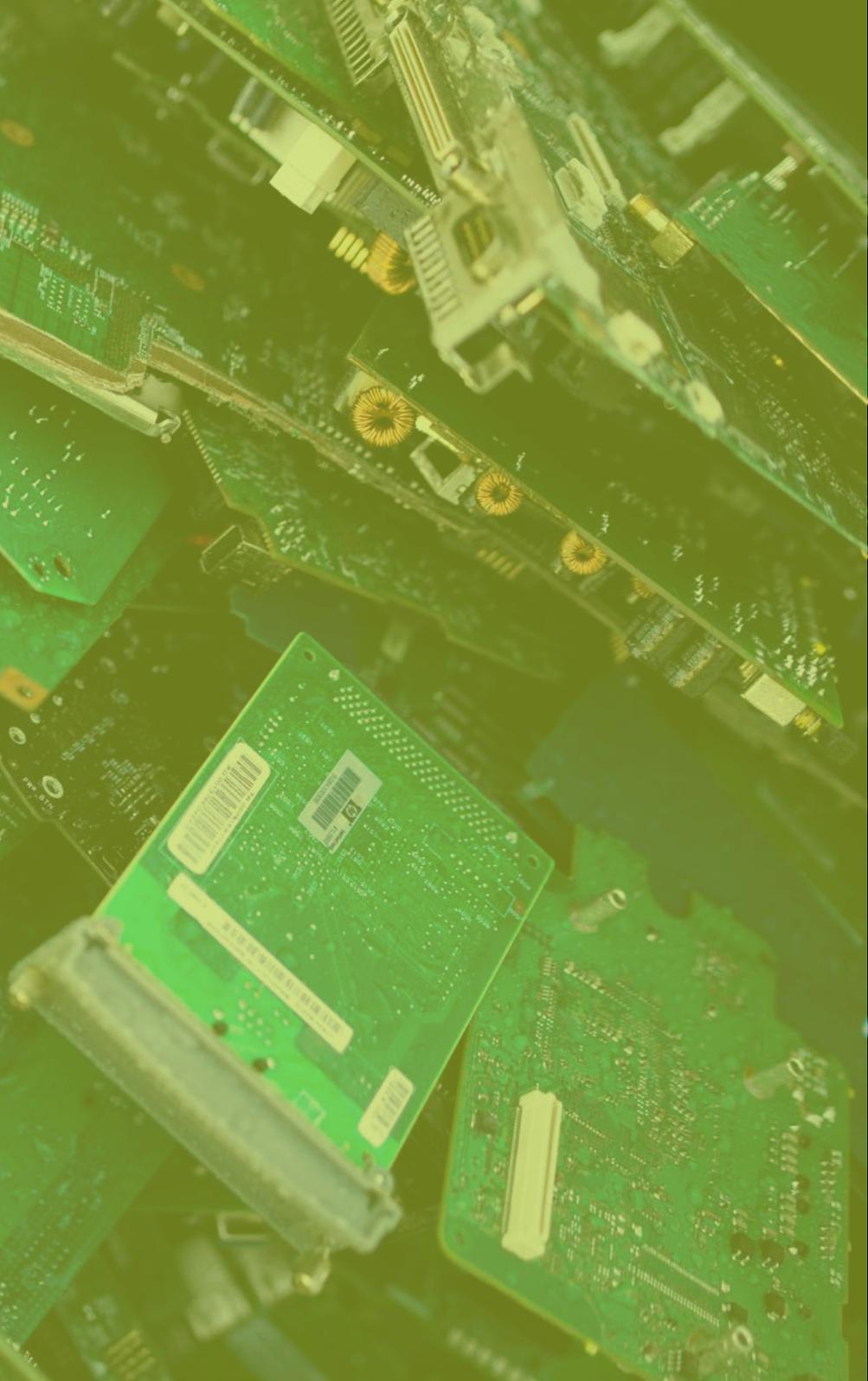


Substation33 Impact Report 2020





Contents

	Page
Part One: Background	4
What is Substation33?	5
A YFS Social Enterprise	6
Operating Context	7
Place: Logan	7
Social Purpose: Fostering Well-being	8
Commercial Sector: Manufacturing Re-use	10
Positioning Social Enterprise Business Models	12
Part Two: Impact Framework	
Rationale for the Approach Taken	16
The Brief for the Impact Framework	16
The Substation33 Impact Map	16
What Will be Measured to Track Impact?	19
Measuring What Matters to Focus on the Work that Matters	20
Induction	21
Daily Sign On	22
Daily Sign Off	23
Spaces of Employability	24
Implementation Approach	25
Part Three: Impact Snapshot 2020	27
Impact Snapshot Method	28
Impact Snapshot Key Findings	29
Impact Snapshot Data	30
Individual Level	31
Enterprise Level	35
Organisational Level	38
Ecosystem Level	39
Conclusion	42
References	43

Introduction

This report and the investigations on which it is based were made possible through a 2019 Social Enterprise Grant awarded by the Queensland Government. The grants program is designed to support the Queensland Social Enterprise Strategy, providing funds for social enterprises to access professional advice to support establishment or growth.

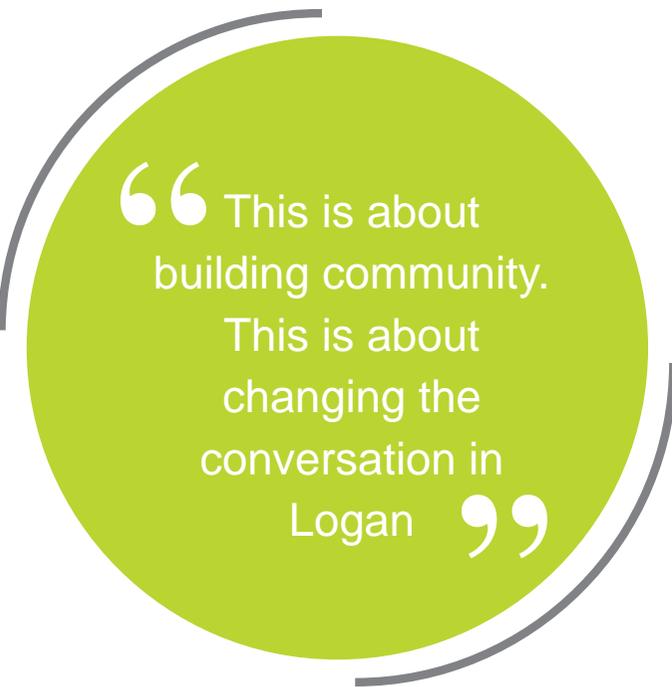
The Yunus Centre team – Professor Ingrid Burkett, Dr Joanne McNeill, and Matthew Allen – were engaged to examine the background and context of Substation33's work (Part One of this report) and then develop an outcomes framework for Substation33 (Part Two of this report) that would help track and hone the mission and deepen opportunities for creating employment pathways.

To ensure the framework is workable in practice, it has been applied to the development of a foundational 'Impact Snapshot' for 2019-20 (Part Three of this report). Through development of the snapshot, recommendations have been made around the staged implementation of specific indicators and monitoring methods. This approach allows time for impact reporting capabilities to establish and build, and for these to become integrated into Substation33's culture.

In recommending a staggered 'learning by doing' implementation method, the intention is to create robust scaffolding that will support building outwards from a solid foundation of learned practices.



“ Everything's different here. I think it's the absolute best place in the world. ”



“ This is about building community. This is about changing the conversation in Logan ”

Part One Background



ffith
ERSITY
and, Australia
Social
Business Centre
au/social-business

STARTUP
RAMP
mentoring pro
startup foun

What is Substation33?

Substation33 is a social enterprise based in Logan, around 25km south of Brisbane, Australia. It was established in 2013 to create employment pathways for jobseekers experiencing disadvantage, through recycling e-waste.

Today Substation33 is an award-winning enterprise that delivers three strands of impact that together contribute to an overarching ethos of fostering the wellbeing of all involved:

- 1.The provision of 'maker-oriented' engagement and support initiatives for diverse participant groups that include training and employment pathways for local people experiencing complex barriers to participation;
- 2.The design, development and production of innovative engineered products that solve real problems for its customers and partners; and
- 3.The disassembly and re-use of electronic products that would otherwise be sent to landfill.

Substation33 is a relationships-oriented enterprise, across all facets of its operations, and as such its impacts are achieved through working with a diverse cross-section of individuals, organisations and institutions.

Founder Tony Sharp and the team take great pride in 'meeting people where they are at' - offering a supportive and non-judgemental space where people from all walks of life can explore their talents and preferences, and engage in projects to develop practical skills that facilitate improving their wellbeing. The contributions of dedicated skilled 'altruistic volunteers' are one of the keys that help unlock potential with those who have experienced significant barriers in life.

Substation33 curates and cultivates deep partnership relationships across sectors – community organisations, education providers, government entities, and commercial businesses. Through these it creates meaningful training and employment opportunities that engage with solving real-world problems. Significantly, these relationships are also conduits for spreading ideas and practices that seed and foster positive social and environmental behaviours beyond its own doors.

Underpinning Substation33's approach is a 'tinkering' culture – where values of respect, acceptance and skills-transfer create time and space to engage in robust conversations and creative problem-solving, with a clear focus on practical outputs and continuous improvement.

In addition to the daily-level practices that sustain this culture on the factory floor, Substation33 also regularly hosts workshops, hackathons and maker-thons, think tanks, and guest speaker events to cross-fertilise across its own operations and outwards into its ecosystem. As a result, it has been recognised locally, nationally and internationally as an innovation leader through, for example, the Banksia Foundation's 2019 Minister's Award for the Environment.



Vision: people achieving independence and participation through work or meaningful activity

Purpose: create employment pathways through the collection, processing and recycling of electronic waste

Tinkerer

One who experiments with materials and ideas to fully understand their capacities, and who further iterates on their learning to find better solutions to current problems.

Tinkering is about hands-on experiences, learning from failures, and unstructured time to explore and invent. And through the processes of exploration and invention lies the potential for innovation.

<https://tinkerlab.com/what-is-tinkering/>

A YFS Social Enterprise

Substation33 is a YFS (www.yfs.org.au) social enterprise. YFS was established in 1983 and is a not-for-profit organisation that backs vulnerable people in the Logan and surrounding area, to overcome adversity and to thrive. Through delivering a range of initiatives and services, YFS builds capacity to live independently and participate in the local community. Its initiatives include programs that help people experiencing homelessness get into long-term housing, and that reduce the prevalence of domestic and family violence. YFS established Substation33 recognising that social enterprise models can be configured to create employment and training opportunities that support the specialised needs of its participant groups.

Substation33's approach is grounded in YFS' vision and purpose, and advances it through a specific social enterprise business model. Substation33's contributions towards organisational objectives centred around people's need for an income, connections, skills, and hope for the future are outlined in YFS Impact Reports (YFS 2016-17; YFS 2018-19). How Substation33 does this, including the interweaving of its three impact strands has informed the development of the Impact Framework presented in Part One of this report (see Figure 1 for examples of initial impact alignment).

In its 2018-2021 Strategic Plan, YFS has committed to improving its services, capacity, sustainability, and positioning. As the Impact Framework outlines, with a clear structure and methods in place, Substation33's ability to more clearly demonstrate its contributions towards achieving these strategic intentions will be significantly enhanced.

Importantly, the staged approach to implementation recommended here will ensure each step is integrated into the enterprise's culture and practices, building and deepening capacity to sustain the monitoring and demonstration of impact over time.

Figure 1: Examples from Substation33 Interview Data that aligns with key areas of the YFS Outcomes Framework



Vision: building independence and participation

Purpose: backing vulnerable people to overcome adversity and to thrive

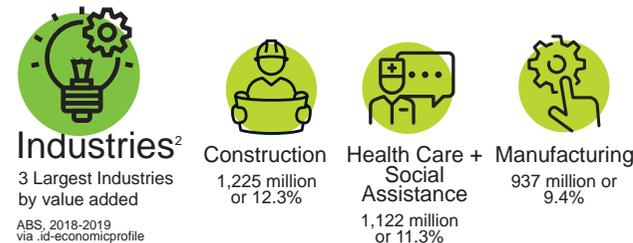
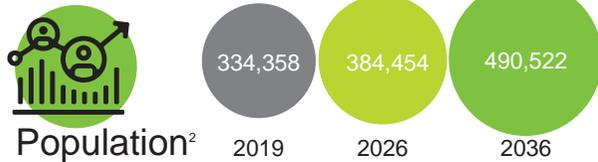
Operating Context

Each of Substation33's three impact strands is both enabled by and contributes to specific contextual characteristics and dynamics. To ground and orient the Outcomes Framework the following sections provide some background to three of these key contexts.

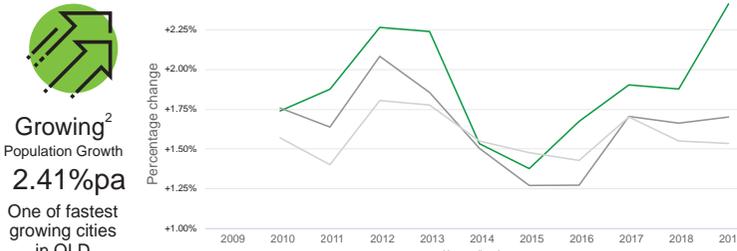
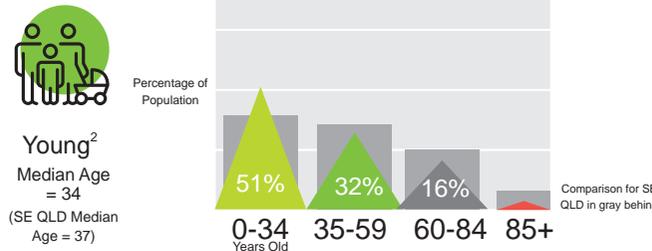
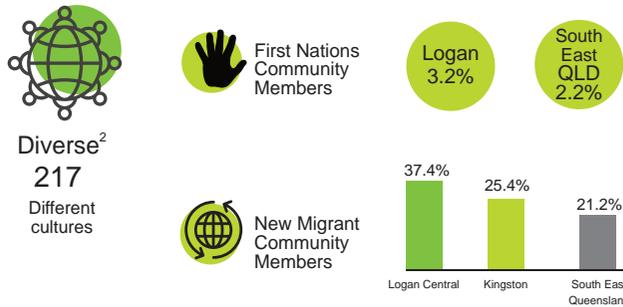
Place: Logan

The City of Logan is the fifth largest local government in Australia by population, and is a designated Priority Development Area for the QLD Government (QLD Government population projections 2015, p.15).

A 2019 analysis identified the three largest industries in the City of Logan as: Construction ; Health Care and

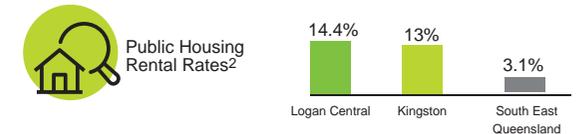
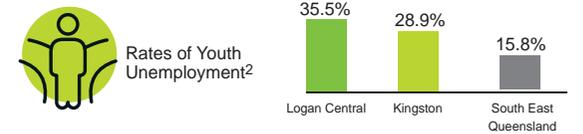
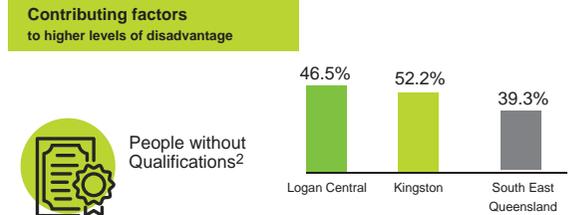
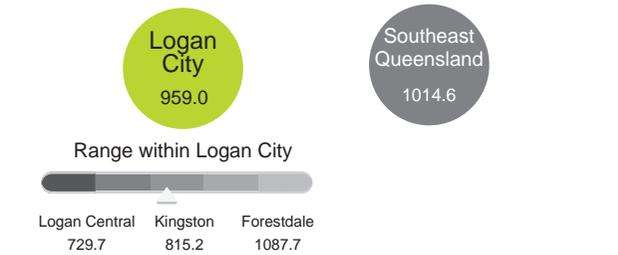


Social Assistance; and Manufacturing. Of relevance to Substation33, Advanced Manufacturing was one of the key growth target industries for the City of Logan between 2016-21 (Logan City Council; Economic Development Strategy 2016-2021), and Professional, Scientific and Technical Services has been identified as an emerging industry in the region (LOED, 2016). These characteristics are discussed further in the Commercial Sector section below.



The most recent Census data (2016) provides some population related insights into the local context that Substation33 is operating within and contributing to.

Disadvantage²
The SEIFA Index (Socio-Economic Indexes for Areas) measures the relative level of socio-economic disadvantage based on Census data.
The higher the score, the lower the level of disadvantage¹



“... Logan is routinely among the sites selected across Australia for commonwealth experiments with welfare. . . [but] despite its inherent disadvantages, is undergoing renewal as an accidental frontier of multicultural Australia. Among the payday lenders and pawn shops of Logan’s poorer parts are businesses reflecting new opportunities in an increasingly diverse community. Asian supermarkets sell pink taro appealing to Pacific Islanders. Afghani and Iranian food stores and restaurants offer authentic fare rarely seen in inner Brisbane. An African barber shop caters especially to style-conscious patrons from the Congo, Burundi and Sudan. . . the social conditions in Logan, much like Mount Druitt and Liverpool in Sydney’s west, give rise to creative impulses in young people that cannot be replicated in wealthier metropolitan areas”. Matt Noffs of the Ted Noffs Foundation and Street University says: “Because they’re dealing with a lot of difficulties in their home or in their community, there’s a lot of energy there and there’s a lot of desire not necessarily to escape but to express themselves . . .”

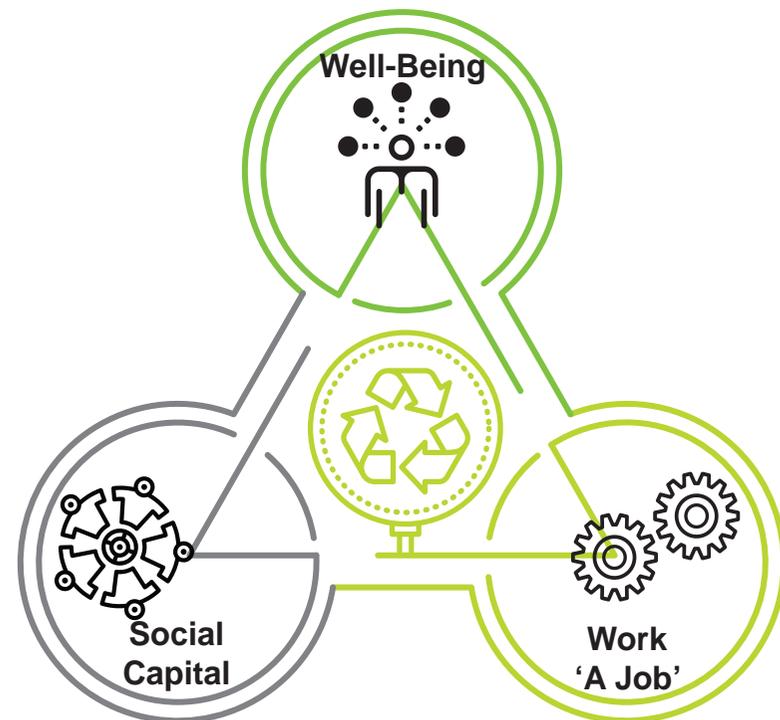
https://www.theguardian.com/australia-news/2016/feb/10/theres-enormous-vitality-logan-reborn-as-accidental-frontier-of-multicultural-australia_

Social Purpose: Fostering Well-being

Substation33’s vision is to support people achieving independence and participation through work or meaningful activity, which flows through to its explicit purpose to create employment pathways through the collection, processing and recycling of electronic waste. This vision and purpose are designed to directly contribute to YFS’ overarching vision and purpose.

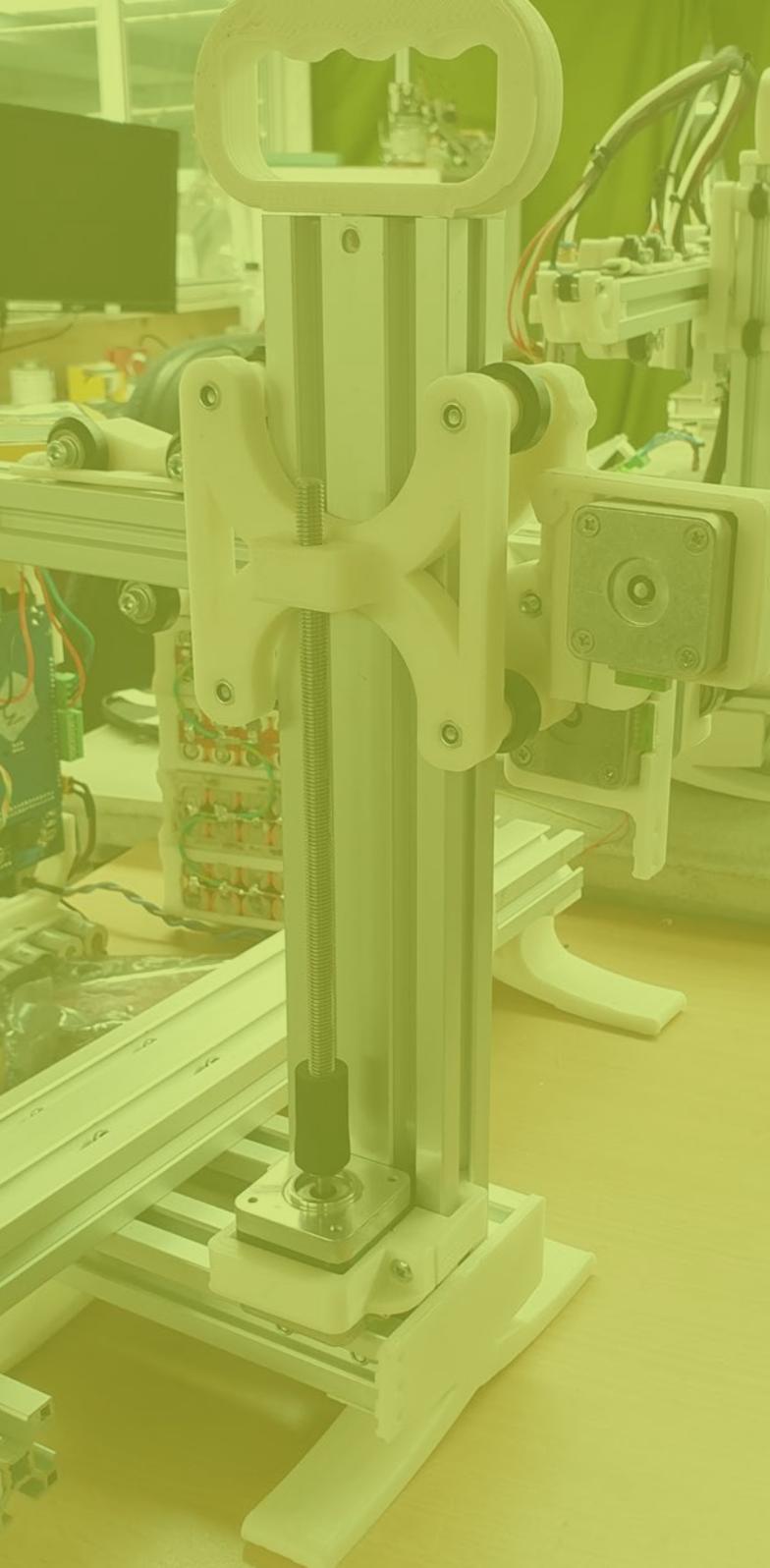
This clear framing for the enterprise’s work sits within a broader ethos of ‘fostering wellbeing’, which is the foundation for Substation33’s culture – informing and guiding its daily practices. Through this ethos,

Figure 2: Spheres of activity that underpin Substation33’s vision and purpose



Substation33 positions securing ‘a job’ as one sphere of activity that supports an individual’s journey towards wellbeing. The other sphere of activity it identifies as **at least equally important - is developing social capital – the creation and sustenance of interpersonal relationships, connections and networks; founded on a sense of shared identity, values, trust, and reciprocity** (see Figure 2).

Social capital takes time to develop, and what shape it takes will be different for every person. Therefore, Substation33 takes a bespoke approach to its engagement with each participant, supporting them to imagine and then embark on their own journey.



For some, this will result in a formally recognised employment outcome, whilst for others this may not be part of their story – either by design, or due to circumstance.

Enabling people to find their own pace and trajectory is the keystone to Substation33's approach to delivering on its social purpose, and one that is both supported by and reinforces its overarching culture of fostering wellbeing.

Where the focus is on developing pathways into formal training and/or employment opportunities, some participants can experience complex barriers to participation. Research has shown that tailored and personalised approaches are most effective as they:

“ . . . produce higher and better employment outcomes than mainstream employment services for people experiencing significant disadvantage”.
(Barraket, Qian, & Riseley, 2019)

Research has also found that for these participants, the Australian government approach, where jobseekers are offered basic services through a 'work first' model is: “. . . insufficient both in practice and outcome . . .” and that the tailored and personalised approaches employment-focused social enterprises offer are alternatives that “. . . create significant employment outcomes at the individual and community levels” (CSI, 2019).

Reinforcing these findings, the Victorian Government's Inquiry into Sustainable Employment for Disadvantaged Job Seekers found that:

“[p]lace-based approaches where local people create and deliver solutions to local problems have been effective at creating work opportunities that meet the needs of jobseekers and the local labour market. These approaches are flexible to local conditions and can capitalise on the community's links with employers and support services.” (p. xiv)

Effective employment-focused social enterprises have been found to be:

People-centred

offering flexibility and close engagement to better understand the needs of people they seek to support.

Integrative

integrating employment supports with education or training, as well as coordinating access to a range of services . . . for their beneficiaries.

Collaborative

developing strong community partnerships and networks to help link their staff and trainees to different social, work, and personal development opportunities.

Adaptive

providing tailored support that is agile and that they are able to adapt to new opportunities based on the individual's needs.

(Barraket, Qian, & Riseley, 2019)

Commercial sector: Manufacturing Re-use

The commerce dimension of Substation33's business model largely revolves around the recycling and re-use of e-waste. The World Economic Forum identified e-waste as the fastest growing waste stream in the world, and the Global E-Waste Monitor report for 2017 showed that by 2016 44.7 million metric tonnes of e-waste had already been produced globally, with only 20% being recycled through appropriate channels (p. 2).

At the same time, the e-waste industry is being targeted as a sector that has significant potential to contribute to the achievement of the Sustainable Development Goals - the obvious ones related to environmental protection (Goals 6, 11, 12, and 14) and health (Goal 3); but also Goal 8, which focuses on employment and economic growth – recognising that

“ . . . sound management of e-waste can create new areas of employment and drive entrepreneurship.”
(Global E-Waste Monitor 2017, p. 4).

The World Economic Forum argues that

“ . . . [i]f the sector is supported with the right policy mix and managed in the right way, it could lead to the creation of millions of decent jobs worldwide. . . ”.
(p. 6).

Specifically, this opportunity is linked to rethinking value chains for electronic goods, including mining existing e-waste stockpiles to extract all valuable resources, and more broadly growing the circular economy so as to disrupt the prevailing 'take, make and dispose'

approach to manufacturing (p. 6). (A New Circular Vision for Electronics: Time for a Global Reboot – WEF & PACE, January 2019).

A circular economy framing of the e-waste industry means that in practice, the skills and employment opportunities it affords can be defined as manufacturing-based. Recycling involves the deconstruction of items into their component parts, and re-use requires re-purposing existing items and/or re-designing componentry into new products.

As noted above, in Logan City, manufacturing is in the top revenue generating sectors and in 2017-18 was a top three employer supplying over 8 474 jobs, equal to 7.3% of total employment (Logan City Council, 2019 p. 2).

The Queensland Government is predicting 16 625 manufacturing jobs in Logan region by 2024, a 4.3% increase of 683 jobs over the baseline (Jobs Queensland, 2019). Of the six opportunities for manufacturing growth Logan City has identified for the region, four offer openings relevant to Substation33's business model:

1. Advanced manufacturing, precision engineering, automation;
2. Green, renewable and sustainable technology development and production;
3. Building and construction materials including eco-building materials;
4. Niche product manufacturing” (Logan City Council Manufacturing; 2019 p. 3).

Substation33 is operating at the intersection between the opportunity and need that e-waste is presenting globally, and the potential for growth in the

“E-waste is defined as anything with a plug, electric cord or battery electrical and electronic equipment from toasters to toothbrushes, smartphones, fridges, laptops and LED televisions that has reached the end of its life, as well as the components that make up these end-of-life products.” (p.7)

(A New Circular Vision for Electronics: Time for a Global Reboot – WEF & PACE, January 2019)

Whilst some jobs “. . . may be in low-paid and low-skilled work as more e-waste is reclaimed into the system, but over time, this will change with a wide range of job opportunities emerging. This will give rise to the need for instance for new designers, circular economists and urban mine specialists and EaaS (electronics as a service) officers. The future is bright. . . The transition to a circular economy must take place in a way that benefits all stakeholders . . . There will be a need for mass collaboration, system changing ideas, new policy frameworks and new ways of doing business.”

(A New Circular Vision for Electronics: Time for a Global Reboot – WEF & PACE, January 2019; p.18-19)



manufacturing sector in its region. As such, it is an e-waste innovator and entrepreneur – the type of organisation the World Economic Forum is calling for support for, to strengthen and expand on their experimentations with inclusive business models so as to re-frame the sector permanently.

For the Australian manufacturing sector, these types of enterprises also demonstrate how a ‘beyond business as usual’ approach can improve viability in ways that are truly ‘smart’ - through simultaneously addressing social, environmental and economic issues from within their business models - and that make direct contributions towards the Sustainable Development Goals (Gibson et al. 2019).

A specific domain where elements of this re-framing are evident at the global scale is in the surge of interest in ‘making’ and makerspaces seen over the past decade or so. Substation33’s business model embodies the values and aspirations of the maker movement, providing a genuinely work-oriented space where a diverse range of individuals and organisations can creatively explore and experiment (‘tinker’), learning technical and so-called ‘soft skills’ through engaging with peers, staff, and ‘altruistic volunteers’ to develop products that solve real problems.

Makerspaces like Substation33 democratise access to tools, spaces, and skills that would otherwise be unreachable to many. They are influencing the quantity and nature of entrepreneurship: through attracting more and different types of people, and so catalysing more ‘accidental entrepreneurs’; through generating dense and diverse networks that foster new ideas and innovative thinking; and through lowering the cost of prototyping (Van Holm, 2015).

The ‘maker movement’ is “. . . growing a culture of hands-on making, creating, designing, and innovating. . . Despite its diversity, the movement is unified by a shared commitment to open exploration, intrinsic interest, and creative ideas. . . The maker mindset empowers people not just to seek out jobs in STEM or creative fields, but to make their own jobs and industries, depending on their interests and the emerging needs they see in a rapidly changing society. . . Moreover, maker activities organically invite cross-generational and cross-cultural participation. . . Makerspaces are places for individuals with a range of expertise to share their passions. . .”

Peppler, K. & Bender, S. 2013. Maker movement spreads innovation one project at a time. Phi Delta Kappan. p.23-27



Positioning Social Enterprise Business Models

In Australia, the most widely used definition of social enterprise is organisations that: are led by an economic, social, cultural, or environmental mission consistent with a public or community benefit; trade to fulfil their mission; derive a substantial portion of their income from trade; and reinvest the majority of their profit/surplus in the fulfilment of their mission. (FASES 2016; p. 3).

There are three main types of social enterprises that organise themselves around different combinations of these features:

- **Employment focused (Type One)** – directly support, train and employ people who are experiencing some form of exclusion and disadvantage
- **Service provision to address a community need (Type Two)** – social or economic need and/or to achieve a defined social impact
- **Generate income for impact purposes (Type Three)** – for a parent organisation, particular community, or a defined issue (see Burkett, SEBMC 2020,p. 4)

Substation33 is characterised as a Type One social enterprise (though it does have characteristics of all three), as the primary vision and purpose – flowing from its positioning within YFS – specify the creation of meaningful training and employment opportunities for local people, some of whom experience barriers to participation. A profile of Substation33's staff and volunteers is included in Figure 3.

However, to understand Substation33's impact, it is important to recognise that, as discussed above, this specific framing sits within and is made possible through Substation33's culture. This culture is based on an ethos of fostering well-being through 'maker-oriented' activity – an approach that sees securing 'a job' and developing social capital as supports for an individual's journey towards their own version of well-being.

As businesses, Type One social enterprises have unique challenges in the form of additional operating costs that are over and above those that would be incurred by a solely commercial business operating in the same market. These often include: productivity deficit costs, related to rotating cohorts of unskilled staff; and personal support costs, incurred through providing layered and diverse forms of support to help some participants manage their often complex 'life-needs'.

“A business model clearly articulates ‘the rationale of how an organisation creates, delivers and captures value’. It outlines the overall destination the enterprise is heading towards. . . For social enterprises, this includes both financial and social value, and the model will make clear the relationship between the two. The business model is distinct from the business plan, which provides a detailed map of the goals and how they will be achieved.”

(Burkett, SEBMC, p.5)

As with all social enterprises, Substation33 has the challenging task of operating an enterprise that is both financially and socially sustainable. The balance between commerce and impact, and how they interconnect, needs to be strong and clear. The design of this balancing act is referred to as the enterprise's business model.

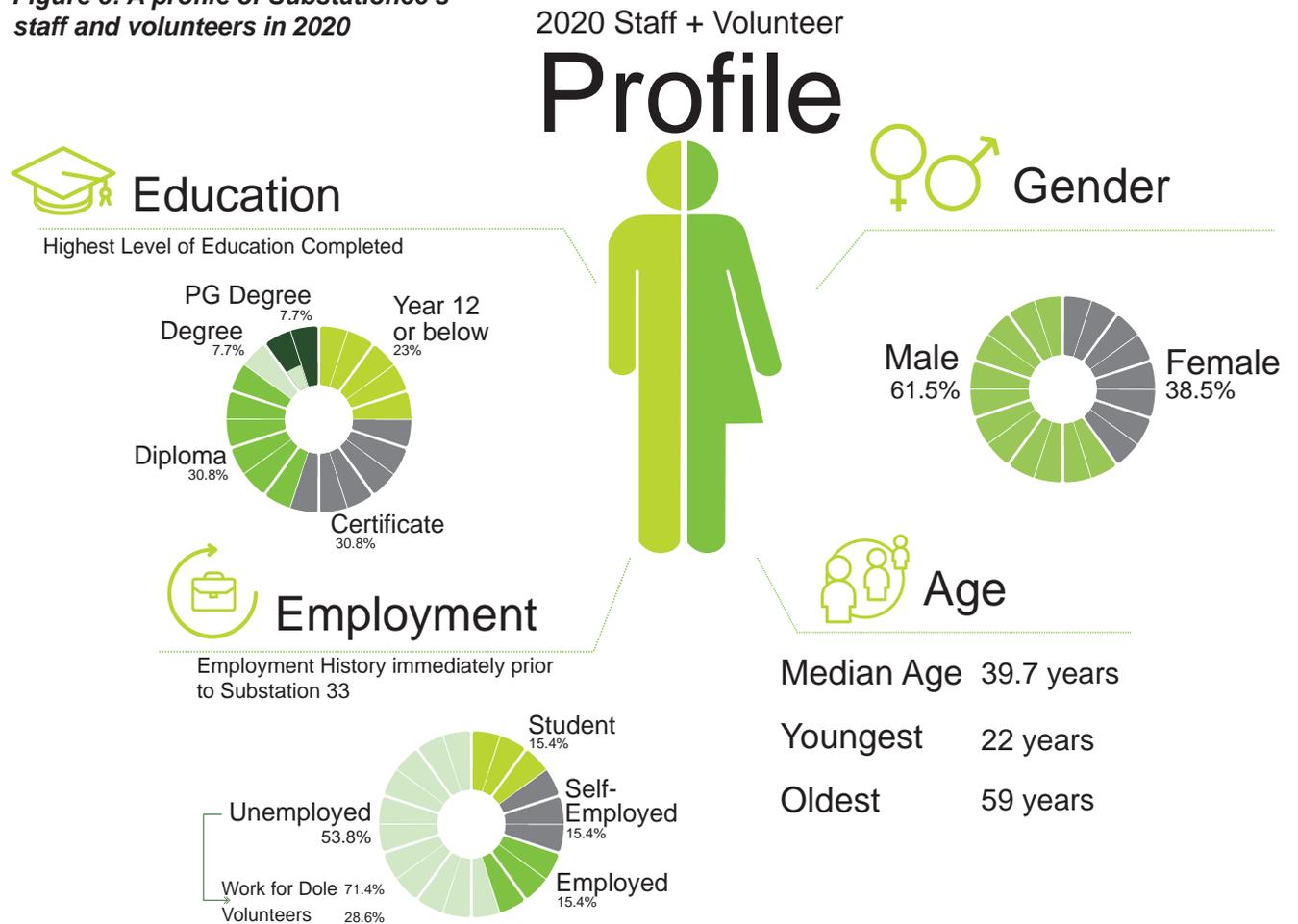
Managing a successful social enterprise business model - that delivers commercially and with impact - is notoriously challenging. It is not just about adding business skills to the realm of social impact, or about just adding a social goal to a commercial business. The blend of commerce and impact needs to be finely tuned, and also responsive to changes in the operating context over time. Developing a deep understanding of how the two dimensions of the enterprise support and/or compete with each other will be critical to the long-term viability of the enterprise.

For Substation33 this complexity is evident in that its commercial activities - largely related to e-waste related outputs – also generate positive environmental impacts that are much needed by society (demonstrating characteristics of a Type Two enterprise). In addition, where possible it contributes to the income of its parent organisation YFS (as Type Three enterprises often do).

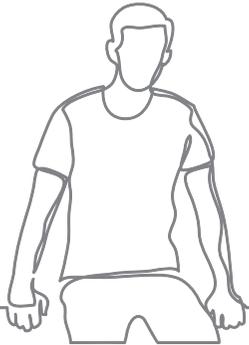
In developing the outcomes framework presented in this report, this multi-layered impact profile is outlined in the Impact Map (included on page 18), which shows Substation33's theory of change. The impact map has then been used as the foundation for designing the framework elements. In particular, this includes organising the indicators across four 'levels' of impact that Substation33 contributes to: individuals; enterprise; parent organisation; and ecosystem.

This approach is intended to 'design in' a mechanism that will improve clarity around the balance being achieved within the business model, and to strengthen the capabilities for managing this over time.

Figure 3: A profile of Substation33's staff and volunteers in 2020



CASE STUDY



Andrew

Migrated to Australia with his family from the UK. Studied electrical engineering.



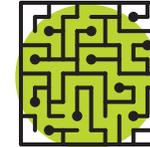
I moved to the UK from Australia about four years ago as an electrical engineering student.



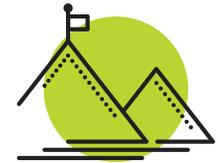
I came to do my community internship at Substation33, and I've worked on lots of projects.



I also got to do my own project, designing and building a solar-powered PA system. We're about to take the PA system out to its first major event, which is really exciting.



Substation33 has helped me out in so many ways - every day I learned something new. It's all about the practical skills that a university doesn't offer, and you get to physically build things - it's not just learning the theory. Now I know how to use a CNC machine and laser cutter, I can do electric circuit board design and layout, all sorts of practical things.



I've just been offered a permanent job, designing sensors, traffic lights and signs for motorways. I'm really excited to be moving into this new job, and Substation's help has been massively important.

Footnotes for Part One:

¹ “. . . the average (population weighted) SEIFA score on the index of disadvantage is 1,000. Therefore areas with an index above 1,000 are above the Australian average and so relatively less disadvantaged, while index figures below 1,000 indicate areas of relatively greater disadvantage when compared to the nation” (<https://atlas.id.com.au/logan/seifa-index?MapNo=socio-economic-disadvantage>). The ABS defines “. . . relative socio-economic disadvantage in terms of people's access to material and social resources, and their ability to

participate in society.” [https://www.abs.gov.au/ausstats/abs@.nsf/Lookup/by%20Subject/2033.0.55.001~2016~Main%20Features~FAQs%20-%20SEIFA%202016~4The SEIFA Index](https://www.abs.gov.au/ausstats/abs@.nsf/Lookup/by%20Subject/2033.0.55.001~2016~Main%20Features~FAQs%20-%20SEIFA%202016~4The%20SEIFA%20Index)

² <https://atlas.id.com.au/logan>

³ Whilst acknowledging that comprehensive research is needed to better understand community outcomes. (CSI; Do employment-focused social enterprises provide a pathway out of disadvantage? An evidence review; August 2019).

⁴ Inquiry into sustainable employment for disadvantage jobseekers; Parliament of Victoria – Legislative Assembly, Economy & Infrastructure Committee; August 2020 - https://www.parliament.vic.gov.au/images/stories/committees/eic-LA/Disadvantaged_Jobseekers/Report/LAEIC_59-01_Sustainable_employment_disadvantaged_jobseekers.pdf

⁵ A New Circular Vision for Electronics: Time for a Global Reboot – WEF & PACE, January 2019) p.6

Part Two

Impact Framework



To date, monitoring and evaluation activity undertaken at Substation33 has been hampered by lack of a structured approach and a reliable data baseline. This project provides a framework and implementation plan that will address these issues through an approach that is 'fit for purpose' for Substation33's operations and culture. The Impact Framework has been tested using what data was already available, through the creation of an Impact Snapshot for the 2019-20 financial year (Part Three).

Rationale for the Approach Taken

The first step in the process involved working with Substation33 to develop an Impact Map that clearly articulates their theory of change - outlining what Substation33 does, how and for what purpose. A range of indicators and measurement methods were then developed to create a structure for the ongoing collection of data that could track changes over time. As part of this process the team undertook the following:

- detailed audit, collection, and analysis of actual and potential data sources held by Substation33 about their activities, participants, and outputs;
- 25 semi-structured interviews with staff, participants, suppliers, partners and members of the Logan social innovation ecosystem to understand the impact and influence of Substation33 activities, outputs and processes. These interviews were transcribed and analysed to establish key themes, patterns and insights;
- staff workshops to test and refine an Impact Map that articulates a clear theory of change to reflect

findings of the interviews;

The key questions that this second part of the report responds to are:

- What are the hypotheses upon which Substation33 has developed its outcomes and work?
- What do participants, staff, volunteers, suppliers, partners and stakeholders see as the actual outputs, outcomes and activities delivered by Substation33, and what value do they attribute to these?
- What are the best fit methods for ongoing monitoring and evaluation of Substation33's work, and how would data deriving from this be used?

The Brief for the Impact Framework

The design brief for the Substation33 Impact Framework included:

- A preference for change indicators to focus particularly on engaging the participants in articulating the nature of the change - that is, on self-reported changes for participants;
- A recognition that the changes Substation is focused on occur at different levels - at an individual level; at a community level; and at an ecosystem level;
- That the framework needs to be 'fit for purpose' rather than off the shelf, reflecting the unique nature of what Substation33 offers;

- That the framework needs to be 'right size' - not demand too much time or energy from staff (as that will reduce the chances of completing data entry), and that can collect data as part of the ongoing operations of Substation33. The framework needs to reflect the reality of the work rhythms of Substation33, and engage staff positively rather than add layers of unrealistic or inappropriate burdens.

The Substation33 Impact Map

An impact map articulates the theory of change of an enterprise, including:

- the challenges or opportunities they are responding to;
- what they do to respond to these challenges, and how they do it (i.e. the activities and methods they use to respond);

“ In a community where we have high levels of depression, anxiety, suicide, disadvantage – Substation33 is a space and culture where people can thrive and their lives can be transformed. ”

- what results they expect from these responses that are measurable;
- what the longer-term outcomes are they these activities will influence; and
- what the broad goal is that the work of the enterprise will contribute to.

seeking to achieve);

- the purpose and goals of their work over time;
- the preconditions that need to be in place in order that the enterprise can achieve the goals - in the form of a logical sequence of outputs and outcomes.

An impact map can be used to both provide strategic signposts for the enterprise, and, if paired with clear indicators, guide learning, monitoring and evaluation in the work over time.

The purpose of an impact map is to transparently articulate:

- the enterprise's hypothesis about how change happens through the activities they undertake (for participants and in terms of the outcomes they are

One of the myths of evaluation centres on what outcomes can be attributed to particular enterprises or organisations (or programs) - particularly when the achievement of outcomes requires a relatively complex range of factors to be in place. For example, the outcome of 'employment' for people who have experienced long-term exclusion from the labour force can be much more complex than just connecting people to a job (as outlined above).

An Impact Map makes clear that the enterprise only has direct control over its activities, and over the direct results of these activities - in the form of outputs. While the enterprise can influence broader outcomes, it cannot legitimately attribute the achievement of these outcomes just to its own activities (see Figure 4).

The Substation33 Impact Map was co-developed in a series of workshops and interviews conducted between June and October 2020. The process included testing the framework through developing the snapshot evaluation in Part Three. The Substation33 Impact Map is included on page 20.

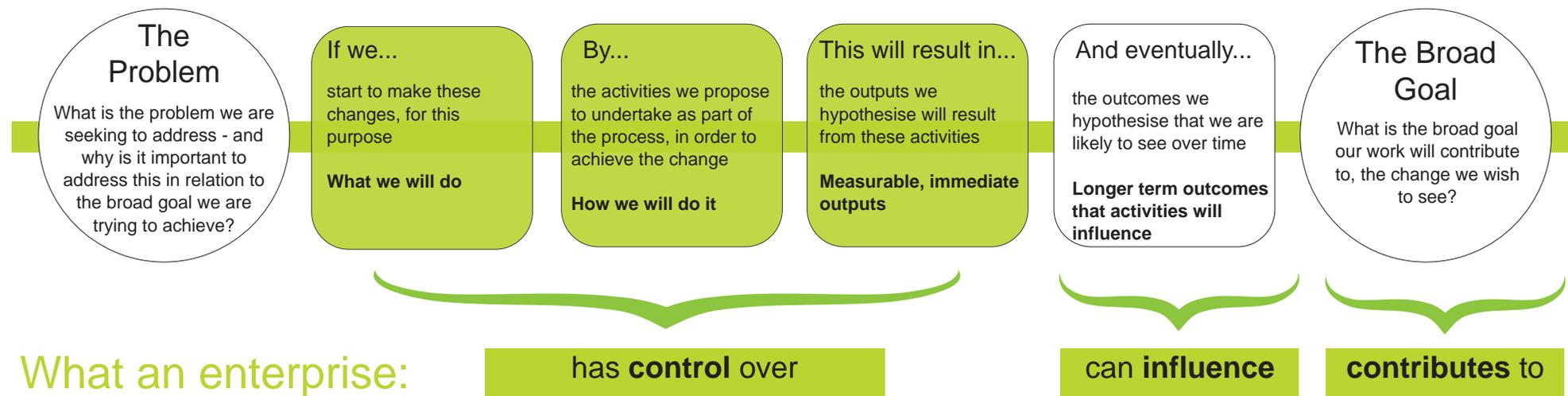


Figure 4: Elements of an Impact Map and what enterprises have control over in the map

Substation33: Impact Map

If we:

By:

This will result in:

And eventually lead to:



Create an environment where diverse people have opportunities to participate in making + recycling

Creating an open, safe, inclusive + welcoming space where a diversity of people can make things, learn new skills, + connect with others

Offering opportunities for participating in work, volunteering, placement, internships focussed on making, recycling, innovation + community

Collecting + processing e-waste for recycling + repurposing

Prototyping + Manufacturing innovative + inspiring products using recycled components

Demonstrating that e-waste can be transformed into new products - by harnessing the power of making, tinkering, manufacturing + innovation to provide opportunities for people to connect, learn + achieve goals

Increased skills + capabilities amongst participants, including tangible skills (problem solving, electronics, manufacturing, design) + intangible skills (social skills, confidence, self-esteem)

Stronger connections + relationships between the diversity of people at Substation that carry on beyond Substation.

Broader access to pathways that connect people to employment, participation, learning + achievement of goals.

Increased capability in making + manufacturing within a circular economy across a diversity of people

Demonstration of innovative repurposing of e-waste for social benefit

Reduction of waste to landfill + increased awareness of recycling + repurposing of e-waste



Stronger confidence amongst participants to learn, grow skills + share these skills with others

Growing opportunity and hope for the future amongst participants.

Improved employability prospects + job outcomes for Substation participants, leading to possibilities for a decent work + income security.

Contributing to a goal of:

A diverse + vibrant innovation ecosystem + circular economy in Logan

that enables...

Local people to achieve independence + participation through connection, work, learning skills and making inspiring products for the good of people and planet.

growing

The Opportunity



There are opportunities to create connections, employment pathways, learning, hope for the future through the collection, processing + recycling of e-waste.



Use e-waste and people's ingenuity to create innovative, commercial quality products + services



Grow an ecosystem of support for making, innovation and social entrepreneurship in Logan



Build a strong foundation for Substation as a local anchor organisation

Creating partnerships with business, universities and others to start, grow + spread innovative initiatives

Hosting events and projects that inspire people, grow their networks, and expand opportunities for people in Logan

Growing substation as an enterprise through solid connections to YFS, building financial sustainability + a thriving local community base

Stronger and growing networks forming around the role of making, tinkering + innovation for growing skills in the new economy

Increased recognition of Logan as a hub of making, innovation + entrepreneurship

Development of other models in other communities that draw on the work + focus of Substation

Increased awareness + recognition of Substation

Increased financial sustainability of Substation



Greater levels of connection to others, social capital, stronger relationships + more diverse networks amongst people associated with Substation, that carries over into their families, communities + networks.

Post-consumer electronics are used as inputs for a thriving and innovative local circular economy

Recognition of and pride in the strengths of Logan in growing making, innovation + entrepreneurship

Opportunities to deepen + spread the Substation model for growing opportunities for people through reframing + repurposing e-waste



The activities and outputs reflect the four levels at which Substation33 acts to create impacts:

- the individual level: focusing on the changes experienced by workers and participants as a result of working with Substation;
- the enterprise level: focussing on the changes the enterprise itself generates, both socially and environmentally;
- the organisational level: focussing on changes that link to the organising of the enterprise and its relationship with YFS as it's 'parent' organisation;

- the ecosystem level: focusing on the changes that Substation 33 contributes to in the social innovation and enterprise ecosystem, including how it is growing awareness of social enterprise business models, innovation processes, methods for repurposing e-waste whilst also creating participation opportunities for people and communities.

What will be measured to track impact

Substation33 is currently growing its capacity and capability to track its impact. Therefore, the indicators that were developed for this project are designed to sit at a level at which Substation33 has control and can

substantiate an attribution effect (i.e. the indicators are focused on outputs. It is worth noting however that these outputs are, according to research and evidence (see for example, Powell et al, 2018; Dean, 2013; Rudman and Aldrich, 2016; Goodwin-Smith and Hutchinson, 2015), are strongly indicative of movement towards outcomes such as improving the chances that someone may achieve and sustain employment.

In Figure 5 we outline each of the output areas at the different levels, and suggest what will be measured, and how easy or difficult the measurement of these indicators might be. These indicators will provide data that will strengthen the confidence that the work undertaken at Substation, and the resultant outputs, will, over time, influence the outcomes identified in the

Figure 5: Output indicators, suggested measures and ease of measurement



Substation33 will use this impact map and the impact framework built from it to:



- **Learn and improve:** to ensure that its activities align with what participants find helpful in achieving their goals, and to improve how the activities are undertaken to ensure that there is the best chance possible to contribute to the broad goal;



- **Be accountable:** to be accountable to participants, funders and governance structures about the nature and contribution of their activities;



- **Develop shared knowledge to contribute to the social innovation and enterprise ecosystem:** sharing what works and how to achieve outcomes over time with: others interested in starting up similar enterprises; the Logan community; other social enterprises in the region.

impact map.

Measuring what matters to keep the focus on the work that matters

Substation is a busy work environment where many different activities are occurring simultaneously. Staff are active on the floor throughout the day, engaging with participants according to and through the tasks at hand. Therefore it is imperative that the impact framework aligns with the rhythm, pace and priorities of the work - rather than requiring staff to 'down tools' in order to engage with the task of data collection or analysis. In addition, the participants in Substation are diverse, have different reasons for engaging, and are involved in Substation33's 'core business' activities - rather than focused on specific issues or challenges they themselves may be facing.

Substation33 is a workplace not a therapeutic environment, and any potential therapeutic effects result from the work participants undertake and the relationships they build in the process rather than from deliberate interventions or case management. For this reason it was essential to identify data collection and measurement methods that kept the focus on the work Substation undertakes rather than adding extra layers of tasks that would detract from this focus.

Three principles influenced the choice of data collection and measurement methods:

1. Build on and from the rhythm of the work

and find ways to collect data that fit into this rhythm;

2. Involve Substation staff in designing, developing and building effective ways to collect data and measure change;
3. Look for ways to assess change that grow out of a deep understanding of what happens at Substation, and what staff and participants value about the place and its work (rather than coming in from the outside with a preconceived idea of what is important).

Drawing on these principles the project team developed the impact map, the indicators and measurement methods with Substation33 staff. The staff then built and tested each tool (and continue to do so at the time of writing).

Using these principles the following methods for collection and measurement were developed reflecting the three core principles:

- Collecting baseline data from participants using the induction process;
- Using the sign-in and sign-out processes to collect data directly from participants;
- Mapping the employability skills linked to each work area in Substation33, and using this as a data point to measure how participants are developing capabilities over time.

Each of these methods is outlined below.

Induction

Inductions to Substation33 are conducted regularly to welcome and orient new staff, participants and volunteers. At the induction people are: shown around the site; asked to log in to the fingerprint sign-in platform; and asked some basic questions so that their interests and needs can be assessed.

The induction process will be used to: collect some baseline data from people; orient them to the purpose of the impact framework; and introduce the platforms and the methods that will be used for collecting data about their time at Substation33.

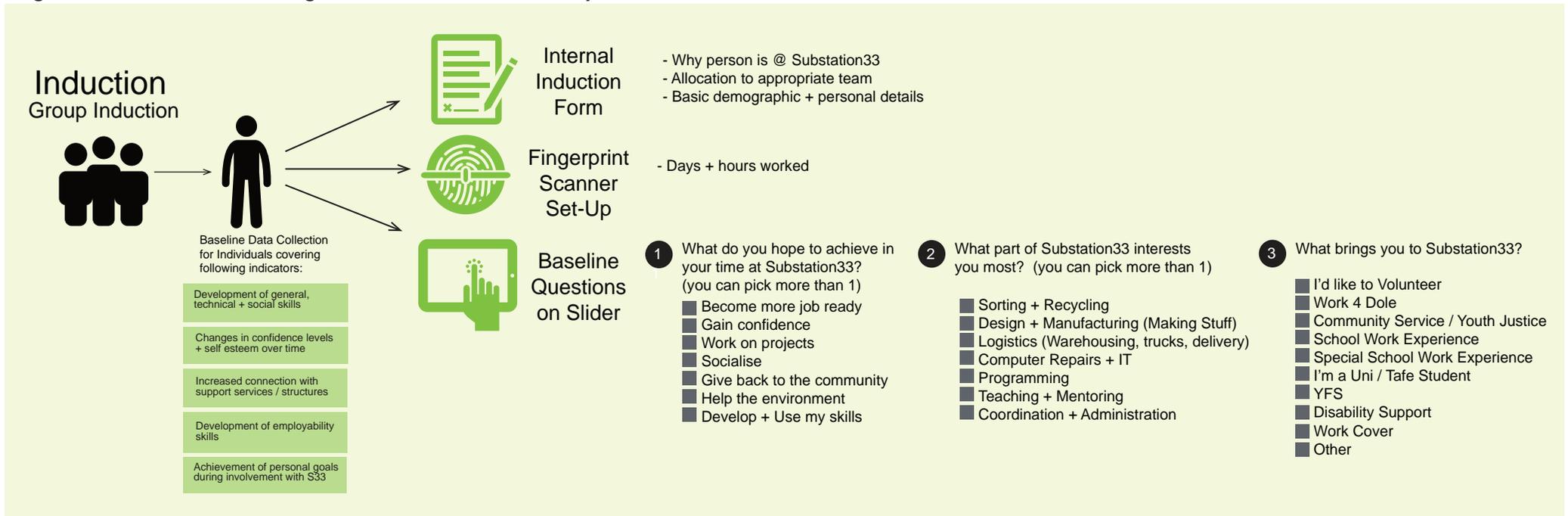
The induction will introduce participants to the 'slider' technology. Responses to the 'slider questions' are entered via a tablet that generates specific questions each time people sign in to start work each day. This will enable collection of data that is linked to identity, whilst ensuring this identity is not attached to the data (i.e. the data collected is de-identified), enabling the tracking of change over time for individuals (see Figure 6).

Baseline data will include:

- Basic demographic and personal information

- The reason people have some to Substation33
- Which work team they are allocated to and therefore which areas they are likely to spend time in, or - what kind of progression they are likely to make during their time;
- What goals people have for their time at Substation33;
- what skill sets they are interested in developing during their time with Substation33.

Figure 6: Data collection during the Substation33 induction process



Daily Sign On

When staff, volunteers, participants start their day at Substation33 they sign on using the fingerprint scanner. This enables Substation to capture who is on the premises, over what period and how often.

As this is a data collection point that everyone uses twice daily, the thought was to add in some additional data points have been added to the sign-in process to improve understanding of what is happening for people and track changes over time.

The Substation team have developed a tablet app that is linked to the fingerprint scanner and generates one random question every day at sign on.

These questions capture:

- Levels of motivation
- Levels of confidence
- Identification of goals on a daily basis.

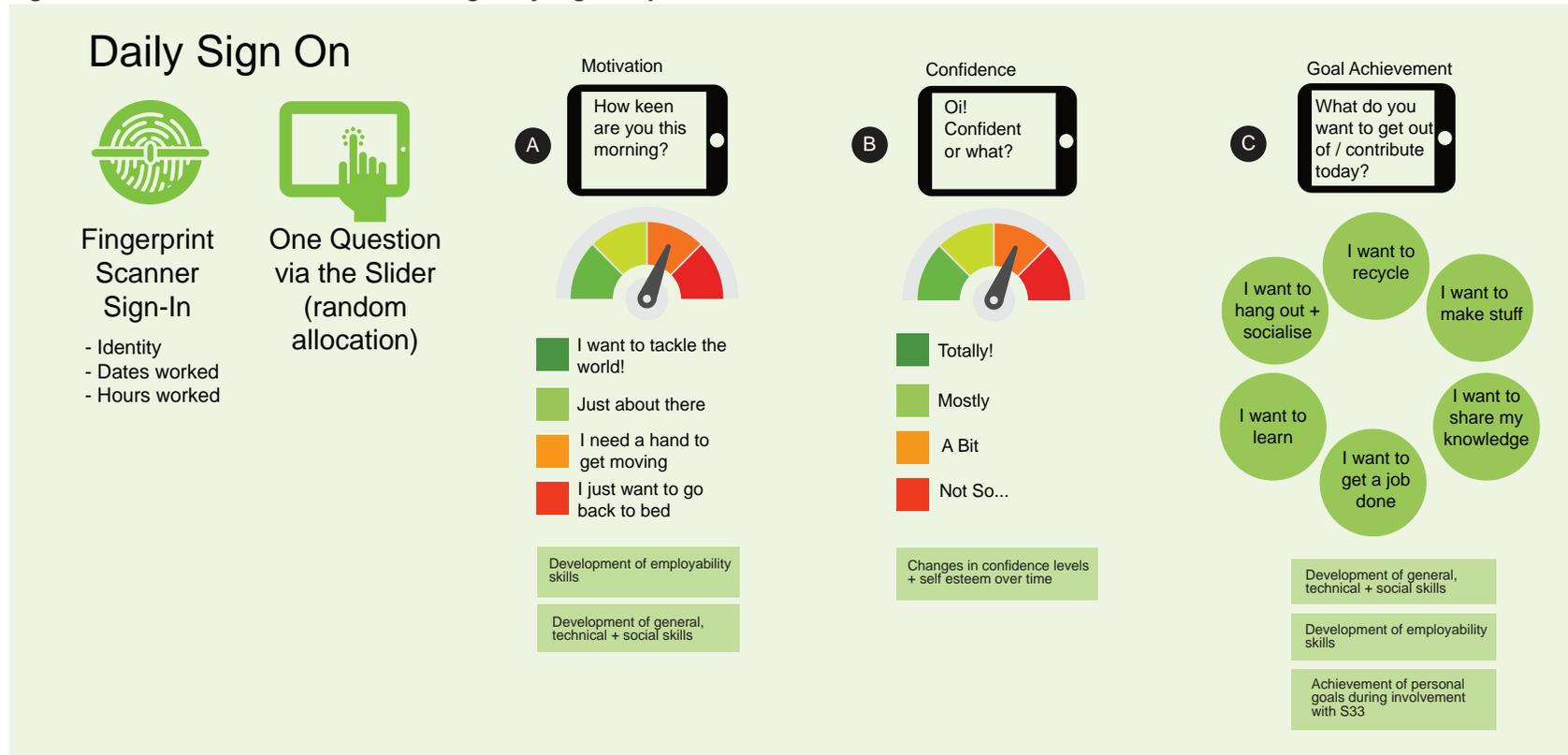
See Figure 7 for more detail.

The sign on questions are then linked to comparative

questions at the end of the working day at the sign out data point to capture change over time and as people work in different parts of Substation33.

Using and adding to existing sign on and sign out processes will enable Substation33 to capture, monitor and aggregate changes for people. This approach is in keeping with the principles outlined earlier - avoiding any characteristics of a case management approach, and without frequent costly and intrusive interviews with participants.

Figure 7: Planned data collection during daily sign-on process at Substation33



Daily Sign Out

When participants log out for the day they once again scan their fingerprint, meaning that Substation can capture data on how time has been spent during the day and - with the addition of questions 'paired' with the sign in questions - some data about their experience at Substation33 that day.

The sign-out slider will have one follow up question matched to the morning question, and then one additional question that asks participants where they

have spent time over the course of the day. (meaning linkages can be made between length of time spent in an area and development of some of the key employability skills associated with those areas.

At sign-out participants are asked to identify where they spent the majority their time at substation (enabling the linkage to be made with skill areas (See page 23).

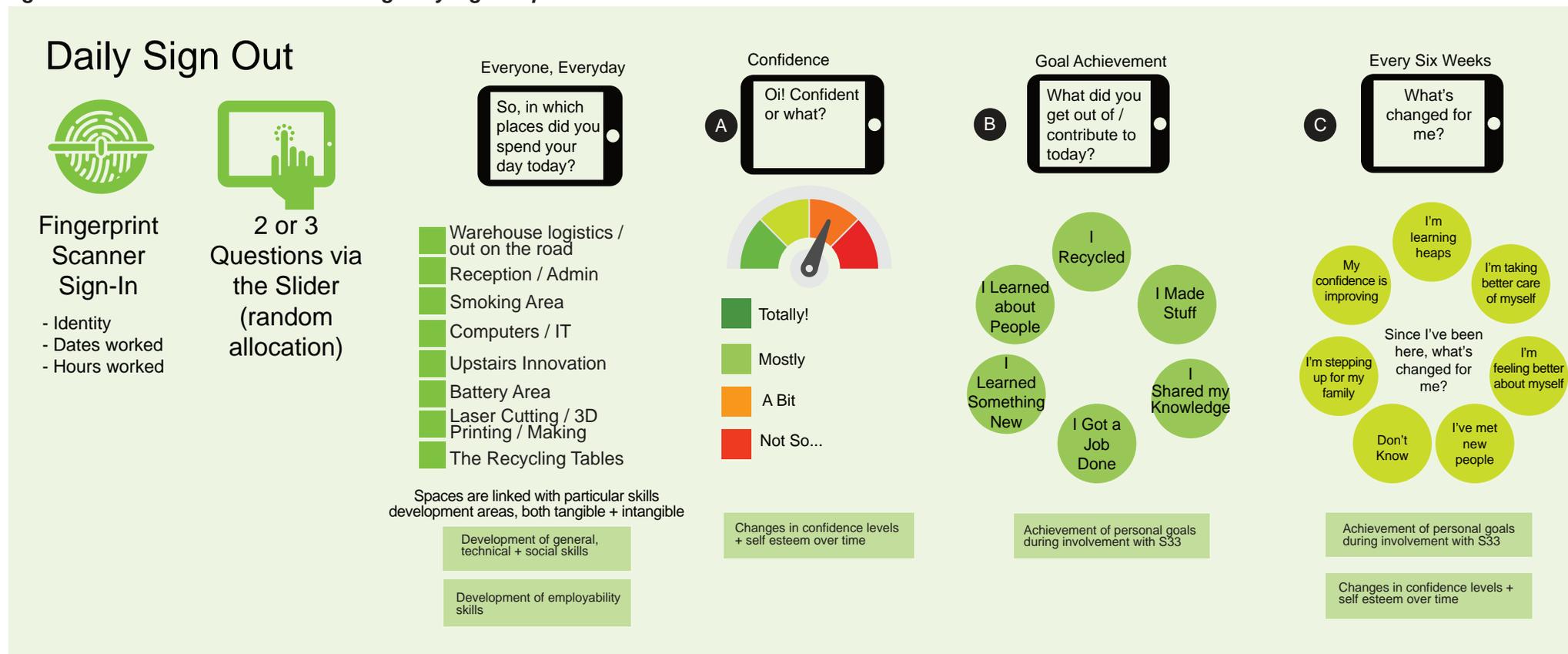
Every six weeks participants will also be asked what has changed for them - expressed in terms of some of the key areas that evidence suggests could enable

capabilities that improve employability.

Matching questions from morning to evening provides a comparison point for individual journeys, but also over time for a cohort of people. The daily sign-in and sign-out processes will be collated and analysed as a means to track what participants and staff are experiencing over their time at Substation33.

This data will identify linkages between length of time spent in an area and development of some of the key employability skills associated with those areas, as outlined in Figure 8 below.

Figure 8: Planned data collection during daily sign-on process at Substation33



Spaces of Employability

Drawing on recent work that maps spaces within social enterprise sites to demonstrate their contributions to wellbeing (See Munoz et al, 2015 and Farmer et al, 2020), Substation33's staff mapped out all the different 'work' areas and identified the skills and capabilities that are developed in each area. This map was also tested with the participants and staff during interviews.

The resulting map (Figure 9) shows the various work spaces and the employability capabilities and skills identified as associated with each area. By linking people's assessment of the time they spend in each area over the course of a day with the map of the skills people have identified with each of these areas, it becomes possible to track the types of capabilities people have opportunities to develop.

Over time, this will provide a reliable data set for establishing whether people are themselves identifying changes toward positive outcomes.

This map will be integrated into data collection through asking participants to record daily where they spent most time during the day. This can then be correlated with expected skills participants have been exposed to during their time at Substation33. It is often difficult to collect and monitor skill development outside of case management processes. This map and its linkage to time will act as a mechanism for tracking exposure to opportunities for skill development over time.

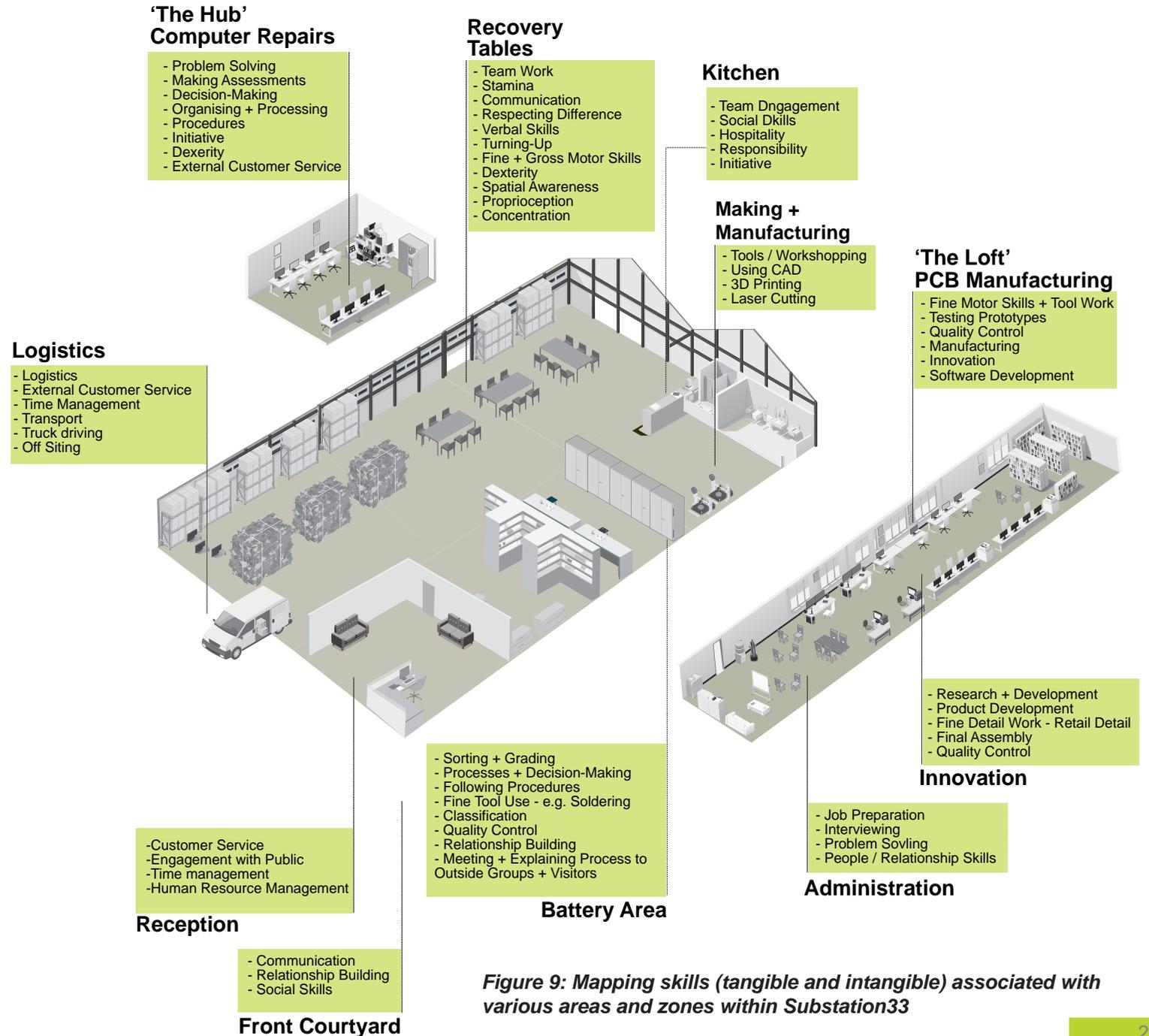


Figure 9: Mapping skills (tangible and intangible) associated with various areas and zones within Substation33

Implementation Approach

Substation33 is a busy workplace engaged in delivering real commercial products to real customers. As with many social enterprises, its approach relies on a limited formal resource base supplemented by much goodwill

and time investment from a diverse range of people and organisations.

Through the co-design process it was identified that for the Impact Framework to be effective careful attention needed to be paid to the implementation method. Too

often in the social enterprise sector, external parties recommend monitoring and evaluation methods that are overly complicated for the context and/or that do not fit well with culture and practices.

The project team worked with Substation33 staff to test a proposed 'staggered' approach to implementation of the Impact Framework, one that is 'fit for purpose' and 'right size' for the enterprise at this early stage of its evaluation journey. The approach proposed here has been designed to work with the rhythms of Substation33's daily practices, and to provide a realistic timeline for integrating the collection, collation and analysis of data across the full set of proposed indicators.

The three-year implementation timeline is outlined in Figure 10. In the first 12 months (2020/2021), the emphasis is on designing, testing and fully embedding key data collection practices related to the Impact Framework – and embedding continuity of collection, the specificity of data collected, and providing opportunities for Substation33's busy staff and participants to trial and become familiar with the activities each will need to be involved in. This Phase One period is considered absolutely critical to ensuring monitoring and evaluation become an integral part of daily life (at different levels) for all involved with Substation33. Preparation for the second phase will also begin, coordinating system elements that need to be adapted and preparing people for the tasks to come.

In the second 12 months (2021/2022), the emphasis is two-fold. Firstly, continuing to

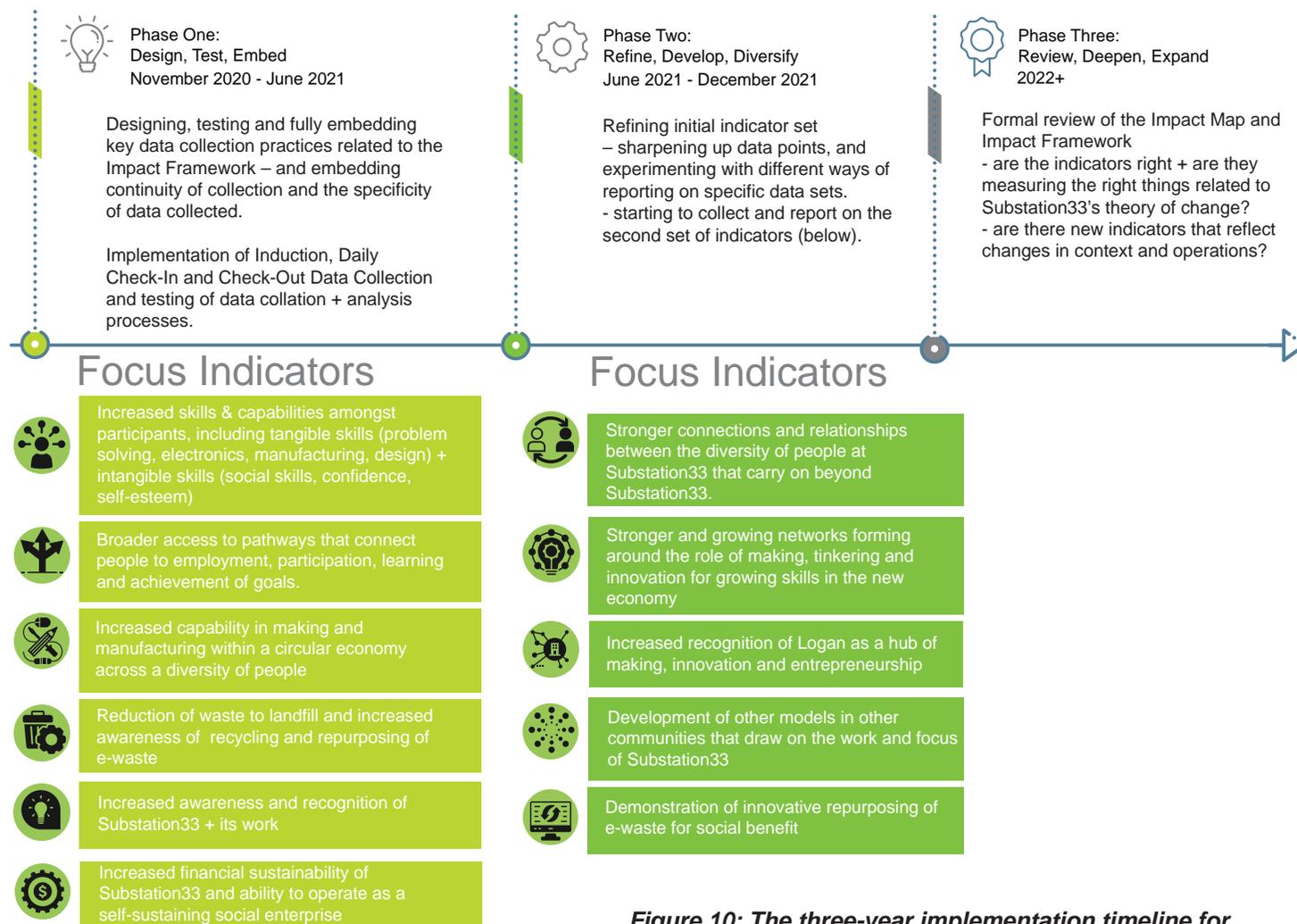


Figure 10: The three-year implementation timeline for Substation33's Impact Framework

refine the initial indicator set – for example, sharpening up data points, and experimenting with different ways of reporting on specific data sets. Secondly, starting to collect and report on the second set of indicators. These indicators are those identified in Figure 10 as currently being at a partial stage of development and implementation and/or that are more complicated to engage with, and so consequently require more time to fully explore and integrate. At this stage, the Substation33 team will have developed a level of confidence with monitoring and reporting, and the various elements should be well on the way to

becoming part of 'how we do things around here'. Preparation for the third phase will also begin, including undertaking any investigations or research that may be required to establish a robust method for each.

The final year covered by this initial implementation approach (2022) is focused on reviewing the Impact Framework, and deepening the indicators to ensure the breadth and depth of what Substation33 does continues to be monitored. During this stage it is recommended that a formal review of the Impact Map

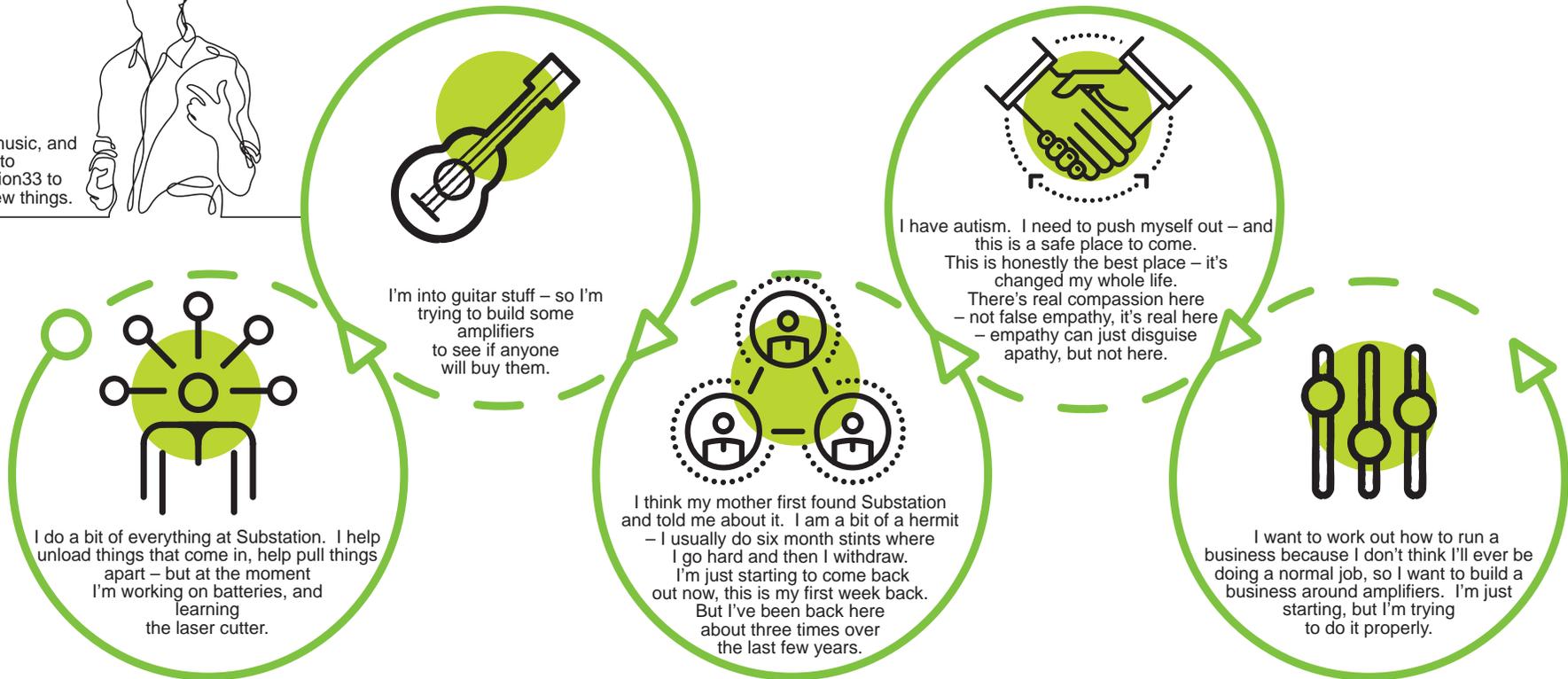
and the effectiveness of the Impact Framework be undertaken – covering both the indicators themselves, and how well they are demonstrating Substation33's theory of change, as well as the implementation process. As part of this review, potential new indicators that reflect changes in context and operations that may have occurred should be explored.

The staggered approach recommended here is designed to make the most of existing data and practices, whilst also providing scaffolding for deepening and improving the outcomes, monitoring and reporting processes over a realistic timeframe.

CASE STUDY

Rob

Loves music, and coming to Substation33 to learn new things.



Part Three

Impact Snapshot 2020





Impact Snapshot Method

As outlined, the Impact Snapshot presented here has been designed to test the Impact Framework presented in Part 2. As a prototype evaluation it draws on already existing data, which means a bricolage-style ('making do') approach has been taken to constructing the snapshot. As a result, some of the measures included rely on data that is relatively 'thin' at this stage, and which is often self-reported. For this reason we have included a measure of 'confidence' in the efficacy of the measurement to provide an indication of whether and how Substation33 is tracking towards the relevant outcome. We then also provide some commentary on how the Impact Framework outlined in Part Two plans to improve the tracking of change across the Impact Map.

Data collection and analysis involved:

For the impact snapshot the following data sources were used to measure how Substation33 is tracking in relation to influencing the outcomes and contributing to the goals it identified in the Impact Map.

- Review of 24 existing documents and summaries of collated qualitative and quantitative data; rating data quality 1-5 for each;
- Review of 18 existing video recordings (media coverage, participant interviews, staff interviews); summarising of input; mapping onto new Impact Map
- Conducting 25 new semi-structured interviews¹ to understand the impact and influence of

Substation33's activities, outputs and processes;

- Two workshops with key staff to develop the Impact Map and identify data that could be used to test this;
- Mapping useful data onto the new Substation33 Impact Map
- Thematic analysis to identify key themes, patterns and insights; mapping onto the new Impact Map;

The following discussion outlines the findings generated through the Snapshot Evaluation process.

These are organised around the four levels' at which Substation33 generates impact - individual, enterprise, organisation (YFS), and wider ecosystem.

“ I see what Substation does – you can't measure that with just a Profit + Loss statement. It's beyond that. A lot of things you can't measure with money. ”

Impact Snapshot: Key Findings

Impact measurement is inherently challenging, with many social enterprises justifiably focussing on the delivery of programs and services rather than collecting data. Added to this is the difficulty of choosing what things to measure, over what time period, and for what purpose. As noted in a recent study of employment-focussed social enterprises:

“...Impact measurement has been a challenge for many social enterprises, with approximately one in three social enterprises not measuring their social impacts. For those who have measurements in place, their frameworks are typically enterprise/program-specific, and employment-related impact measures are not standardised across the sector.” (CSI, August 2019).

When it comes to measuring impact and collecting data, social enterprises tend to use a combination of the existing tools and resources they have available to them, using a ‘Do-It-Yourself’ approach that does not always follow pre-defined ideas of what impact measurement ‘should’ look like (Molecke G & Pinske J 2017). As such, the Yunus Centre’s evaluation snapshot found a diverse mixture of impact measurement practices at work in Substation33, from in-depth recorded interviews to daily sign-in records and ewaste recycling data. Some of the key findings from our evaluation snapshot are summarised here.



A Unique Model

Substation33 represents a unique model of growing employability skills in a manufacturing / making environment.



Enabling Real Opportunities to Learn Skills

Substation33 offers a diversity of learning opportunities enabling people to grow skills, find interests and experience a range of possible future pathways.



Creating Community

Substation33 creates a space where people can meet others, share their skills, and build networks that grow out of the workplace, but extend beyond it. This extends peoples networks (growing opportunities for employability), and builds social capital, which is recognised as a critical characteristics of strong, resilient communities.



Creating Pathways Towards Employment

Substation33 is a real workplace that offers people the opportunity to get on-the-job skills and experiences, which can help create pathways towards employment.



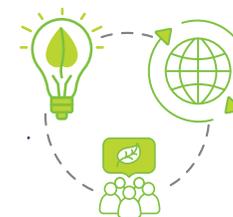
Demonstrating Innovation for Impact

Substation33 turns e-waste into innovative products for a purpose - from measuring water quality to creating solar powered warning signs, the innovations are driving impact.



A Welcoming + Safe Space for All

People see Substation33 as a safe place where they can be themselves, even when they are having a tough time. People feel like they will always be welcome at Substation33, and that their contributions are valued and recognised.



Helping to Grow an Innovation Ecosystem in Logan

Substation33 has participated in and initiated projects, networks, events and partnerships that are creating a strong ecosystem for innovation and entrepreneurship in Logan.



Turning E-Waste into Work

Substation33 uses e-waste reuse and recycling to create work opportunities in the Logan region, diverting over 1 million kg of e-waste from landfill over the past 8 years. E-waste is the fastest growing waste stream in the world, and only 20% is currently recycled through the appropriate channels.

Impact Snapshot Data

This Impact Snapshot is presented as an initial prototype of the Outcomes Monitoring Framework, in which the available data is presented against Substation33's Impact Map.

Data can be qualitative or quantitative. Qualitative data deals with qualities, and seeks to understand how people experience and interpret the world. It is descriptive, subjective and relative. Quantitative data deals with quantities, and seeks to interpret numerical data and statistics: how many, how much, how often. It is highly structured, based on evidence, and aims at objectivity (adapted from Muir K & Bennett S 2014).

Both types of data play a valuable role in impact measurement; quantitative data counts outcomes in clear, objective terms, while qualitative data shows the human stories behind the numbers.

This impact framework will improve data collection and reporting across Substation33 operations, drawing on a combination of qualitative and quantitative data.

This snapshot is based on self-reported data available as at October 2020. Figure 11 summarises outputs areas that are , along with a summary of the data currently available to support them.

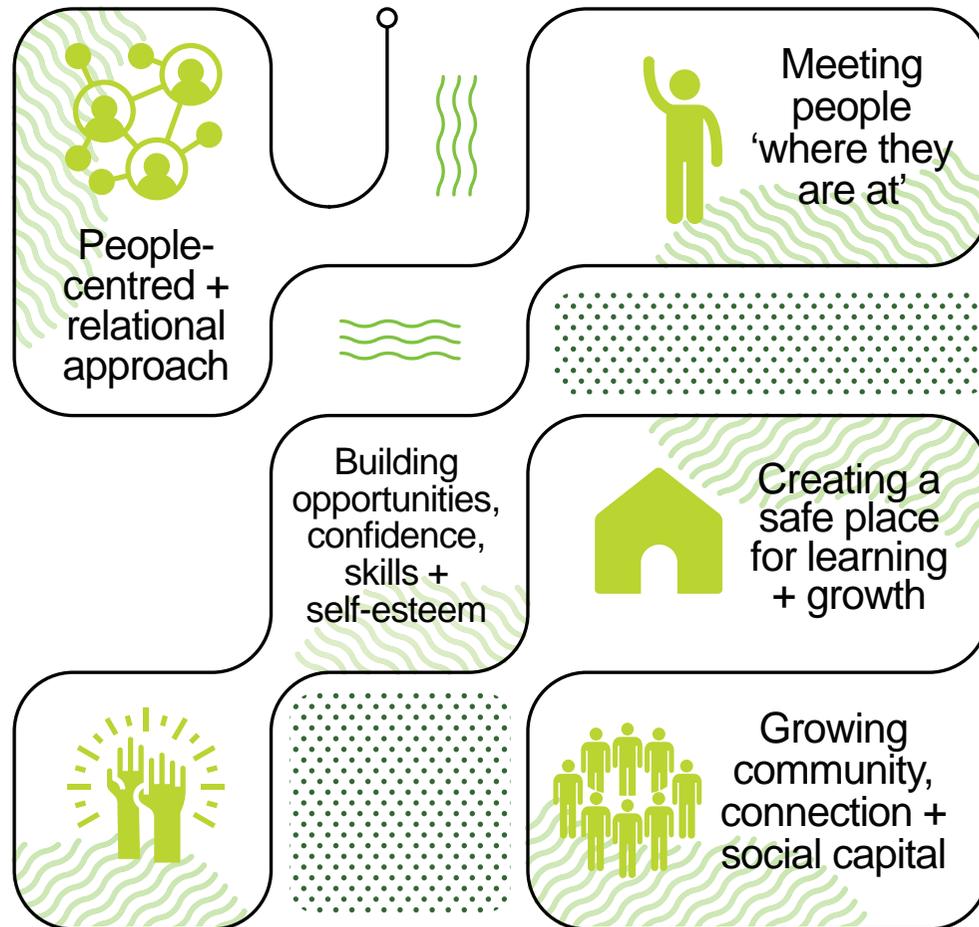
		Impact Area	Data Summary (For 2020 Snapshot Report)
1		Increased skills & capabilities amongst participants, including tangible skills (problem solving, electronics, manufacturing, design) + intangible skills (social skills, confidence, self-esteem)	Good qualitative- narrative data from recorded interviews and videos
		Stronger connections and relationships between the diversity of people at Substation33 that carry on beyond Substation33	Limited data available - though some narrative data from interviews
2		Broader access to pathways that connect people to employment, participation, learning and achievement of goals	Good qualitative- narrative data from recorded interviews and videos. Some specific information about support programs - services made available to Substation33 participants
3		Increased capability in making and manufacturing within a circular economy across a diversity of people	Some quantitative data available about participant backgrounds and length of time spent working/ volunteering
		Demonstration of innovative repurposing of e-waste for social benefit	Limited recorded data re: number-type of innovations supported by Substation33; some data from interviews + other sources
4		Reduction of waste to landfill and increased awareness of recycling and repurposing of e-waste	Good data re: waste diverted from landfill
8		Stronger and growing networks forming around the role of making, tinkering and innovation for growing skills in the new economy	Some data re: partnerships and networks Substation33 contributes to
7		Increased recognition of Logan as a hub of making, innovation and entrepreneurship	Limited recorded data re: number- type of innovations supported by Substation33. Good data about contribution from interviews
5		Increased awareness and recognition of Substation33	Good data re: social media engagement
		Increased financial sustainability of Substation33 and ability to operate as a self-sustaining social enterprise	Good financial data for recent years
6		Development of other models in other communities that draw on the work and focus of Substation33	Limited recorded data. Some data about other models from interviews + social media

Figure 11: Outputs that form the basis of the Impact Framework, and the eight that are the focus of the snapshot

Individual level

Substation33 has developed a strong qualitative evidence base through which to demonstrate the effectiveness of its programs and services, using interviews and videos to document changes in the lives of individuals who have been part of Substation33 over the years.

A number of cultural attributes that underpin Substation33's approach were identified through thematic analysis - as shown in Figure 12.



Impact + Business Model Pivot

Like many businesses, during the COVID19 lockdown in early 2020 Substation33 had to pivot its business model, and quickly. Given its core skills around innovation and e-waste, the focus shifted to the refurbishment of computers so that students of all ages and from diverse backgrounds could learn from home. Using old computers donated by businesses and individual households Substation33 has sold over 1000 computers to local families for \$100-\$250 (well below the market price for secondhand computers). Each requires around four hours of refurbishment time, and is provided preloaded with essential software. Demonstrating its agility, Substation33's 'covid-pivot' found a reuse for e-waste that has social as well as environmental impacts. Around 12% of households in Logan do not have internet access at home (ABS, 2016) so there was an immediate need. The program has since continued to contribute to digital inclusion post lockdown.

Figure 12: Recurring themes in the interviews and exit recordings used as part of this impact snapshot



Output 1 Increased skills & capabilities amongst participants including tangible skills (problem solving, electronics, manufacturing, design) and intangible skills (social skills, confidence, self-esteem).

Measured by:

- Changes in confidence levels & self-esteem over time/ achievement of personal goals during involvement with Substation33*
- Development of work-readiness skills/ employment outcomes *

Several participants expressed that engagement with Substation33 had directly improved their confidence levels, self-esteem, and sense of being able to achieve personal and professional goals. Individual level impacts, whilst challenging to measure are central to understanding the impact of Substation33's approach. Some of the key factors identified as enabling improvements in participants' confidence and self-esteem include:

- trust and belief in participants;
- willingness to give people multiple chances;
- a culture of inclusiveness;
- a focus on finding and building on strengths and interests; and
- a strong commitment to participants making their own decisions, having a sense of independence, and genuinely contributing to the workplace.

Whilst it may seem self-evident that the obvious overall measure of success for employment-focussed activities would be an employment outcome for the participant, as outlined in Part One, the realities are more nuanced.

Participants may require multiple periods of support and/or a range of support methods that involve small steps. This is particularly true for those who may have been excluded from the workforce for longer periods of time, or who have health, mental health, or other life challenges they are balancing at the same time.

Therefore, more appropriate measures would report on skill-building that contributes towards 'improved employability'.

To date, Substation33 has documented transitions to employment for some participants - although no 'further tracking' has been undertaken to determine the nature, length or quality of placements.

A 2019 impact summary for Substation33 reports that 623 people gained work experience in that year, with 75 participants moving into paid jobs.

Furthermore, Substation33's Rail Trail program provided work experience and training for 67 people, most of whom were from an Aboriginal and Torres Strait Islander background, with 38 people securing ongoing employment during or directly following the program.

Substation33 takes a person-centred approach to creating opportunities for participants to engage in a range of activities related to work readiness and general employability, whilst also supporting improved wellbeing more broadly through creating connections and other forms of social capital.

“
Most of the people who are now paid staff have come through the volunteer program. The staff are a really good example of seeing people meet their potential.”

“
Substation33 does a lot of things. It's like a maker-space on the surface, but it's much more about upskilling people.”

Figure 13 (adapted from Burkett, 2017) shows the employability skills identified through interviews as being actively fostered at Substation33 highlighted in green.

Outcome: Stronger confidence amongst participants to learn, grow skills and share these skills with others. We have a MEDIUM degree of confidence that the outputs above are leading to this outcome: more data is needed to show how participants develop specific technical and social skills over time. This has been built into the Impact Framework and will be tracked through various means in future (See Part 2).

“ After being at Substation33, people stand up a bit taller – they smile a bit wider – you can literally see a process of change. ”

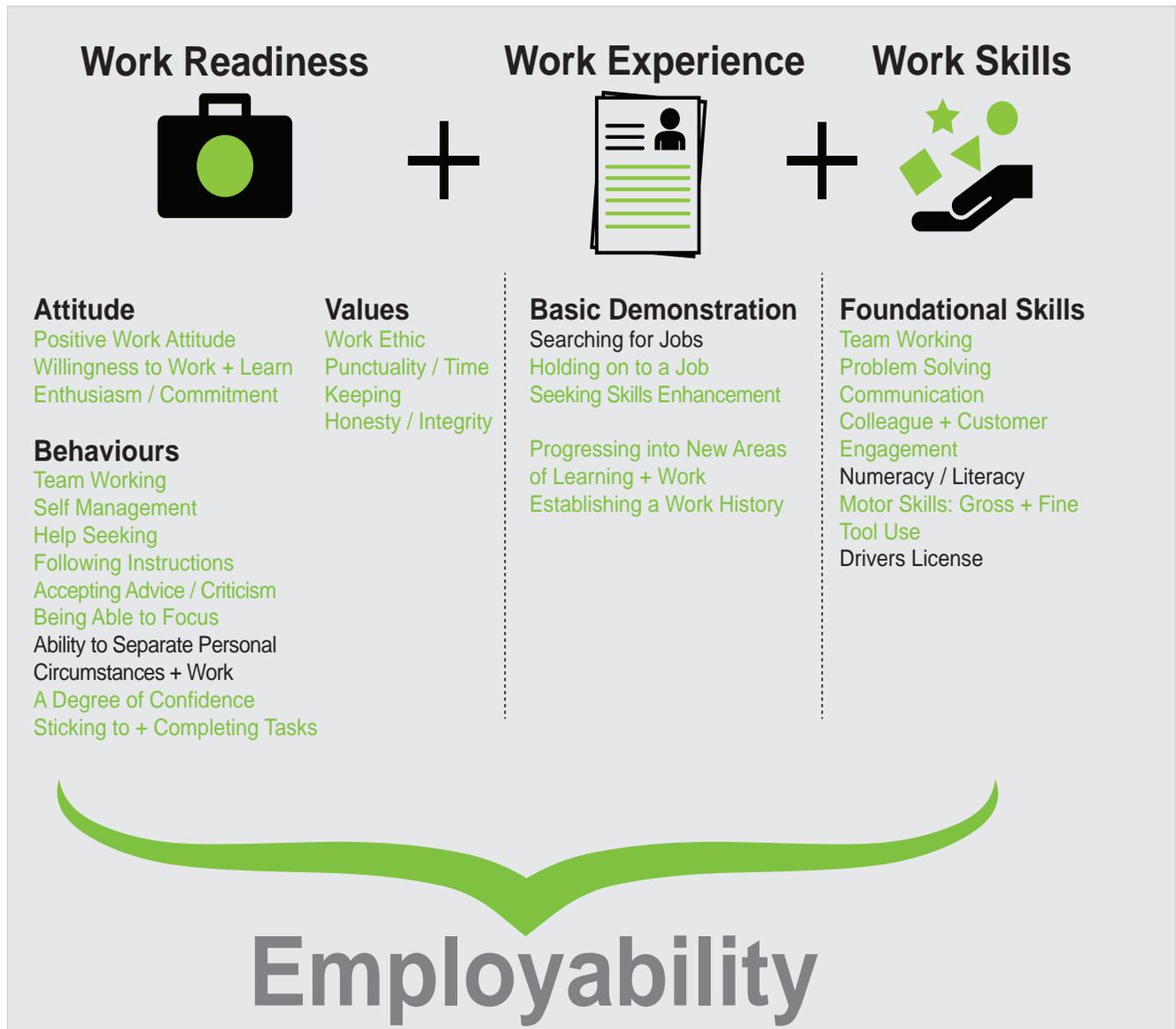


Figure 13: Areas of employability that are developed through working at Substation33



Output 2

Broader access to pathways that connect people to employment, participation, learning and achievement of goals.

Measured by:

- Increased connection and interaction with support structures and adjacent services*
- Development of work-readiness skills*

In situations where people face multiple barriers to In situations where people face multiple barriers to employment and/or participation in society, it is likely that they will benefit from a range of supports and services that extend beyond the capabilities of any one organisation.

One of Substation33's contributions to impact at the level of an individual's journey is its non-siloed approach to fostering increased connections and interaction between participants, volunteers and employees. This includes mixing with the full range of those involved in Substation33's varied activity strands - in the formal work spaces and in more informal spaces like the courtyard - where participants develop connections and receive non-judgemental support. It also includes the connections Substation33 makes between its participants and other agencies and support services.

The interviews surfaced a number of examples where Substation33 staff members played a critical, albeit informal, role in supporting volunteers and employees to navigate other support services beyond Substation33 and YFS. In particular, several interviewees noted that Substation33 regularly assisted people with maintaining Centrelink support payments and engaging with

JobActive providers. Through its relationships with other community organisations, Substation33 also facilitates connections to services like OzHarvest, which regularly delivers free groceries for Substation33 and YFS participants.

Outcome: Improved employability prospects and job outcomes for Substation33 participants, leading to possibilities for decent work and income security. This indicator is presented in the snapshot with a MEDIUM have a MEDIUM degree of confidence that the

output(s) above are leading to this outcome. More information is needed about medium and long-term employment outcomes for Substation participants - however, this data is very hard to obtain as it often sits with other service providers and it is long-term data. In the Impact Framework we have recommended that Substation33 track employability rather than employment as its outcome as this is the outcome area they have most influence over. While Substation33 does have employment outcomes, their core impact lies in the building of employability skills - tangible and intangible.



Figure 14: Staff have identified some of the key stages of the journey towards employability that participants undergo at Substation33

Enterprise level (Substation33)

Impacts at the enterprise level have been categorised into three activity strands - providing work experience and training opportunities, whilst reducing waste to landfill, and raising awareness of the Substation brand within its communities. One of the characteristics that sets Substation33 apart from other organisations, is its willingness and capabilities around providing tailored support for people from a diverse range of backgrounds. Drawing on the interview data, it is clear that this diversity - of people and of approaches - contributes to Substation33's effectiveness in providing a safe space for learning and skill development. This has been categorised as the 'enterprise level' of impact through which Substation33 contributes to its broader outcomes goals.

“ I don't know of another place where this is done – it's a wholly immersive experience in manufacturing. They stand head and shoulders above everything else in that space.”



Output 3 Increased capability in making and manufacturing within a circular economy across a diversity of people

Measured by:

- Background of participants and length of time spent working/ volunteering at Substation33*

In the 2019-2020 financial year, the hours recorded as worked by Substation participants are shown in figure 15. These indicate that Substation33 provides support to people from a diverse range of backgrounds, including some who experience overlapping life challenges such as disability, underemployment, and unemployment. In this way, Substation33 is supporting increased capability in making and manufacturing across diverse groups of people. Many of these are also at particularly high risk of joblessness, social isolation and disadvantage.

Outcome: Improved social capital in the form of greater levels of connection to others, stronger relationships, and more diverse networks amongst people associated with Substation33. Whilst difficult to substantiate without in-depth study, the data provides some indication that improvements participants experience in this area also generate benefits for their families, communities and networks. This indicator is presented with a MEDIUM degree of confidence that the output(s) above are leading to this outcome: more data is needed to demonstrate increase in connections/ social capital, and this data is difficult to collect as it requires longitudinal and 'off-site' monitoring.

 Total Hours
  Number of People
  Av. per person

	Total Hours	Number of People	Av. per person
Work for the dole	28,705	331	86.7
Volunteer	12,336	131	94.2
Support Agency	1,048	19	55.2
Special School Students	1,976	54	36.6
Tertiary Education Students	792	12	66
Youth Justice	1,971	53	37.2
Paid Staff	26,020	18	1,445.6
Rail Trail Trainees	2,835	18	157.5
TOTAL	75,683	533	

Figure 15: Hours worked by the variety of staff and participants at Substation33 over the last financial year



Output: 4
Reduction of waste to landfill and, increased awareness of recycling and repurposing of e-waste.

Measured by: Reduction in waste to landfill*

Environmentally, diverting e-waste from landfill is recognised as having significant positive impacts, particularly where items are repurposed or reused. While Substation33's diversion figures do not currently distinguish between reuse and recycling,

materials reuse makes up a significant portion of Substation33's work, with specific innovations (such as the road safety flood warning signs and PowerWells) being designed to maximise reuse of existing materials.

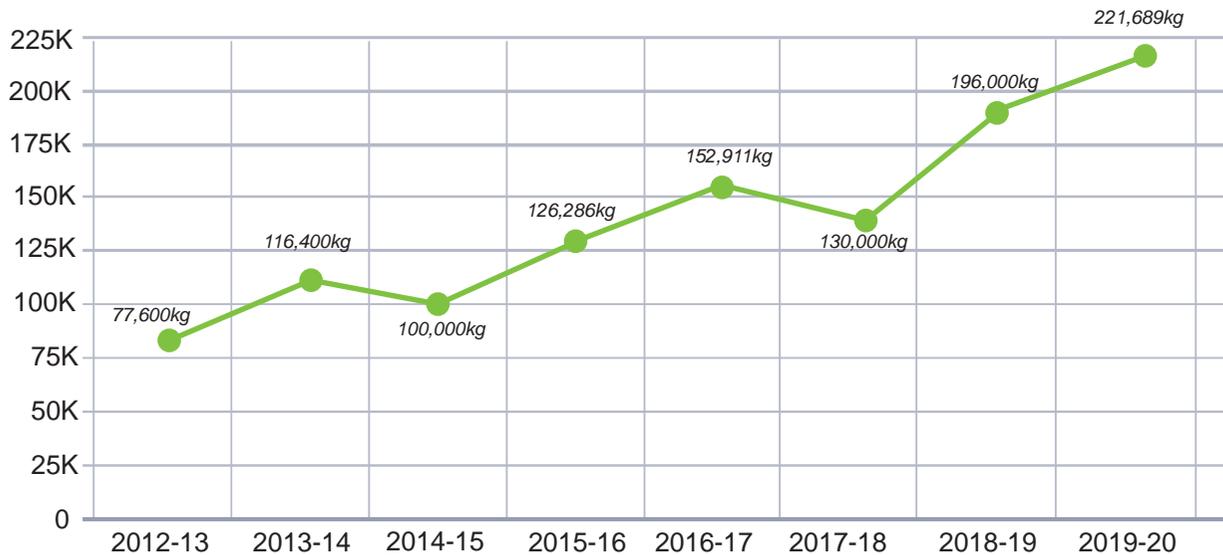
Environmentally, the benefits of reuse typically exceed those of recycling, as the resources involved are conserved and require less re-manufacturing; potentially offsetting the need to purchase a similar new item (WEF & PACE 2019; James, K 2011).

Reuse also conserves economic value; a reused iPhone retains approximately 48% of its original value, whereas as a source of materials through recycling it is

worth only 0.24% of its original value (Benton, D & Hazell, J 2013).

Activities such as reuse, up-cycling and tinkering also provide people with the opportunity to engage creatively with 'waste' materials as a source of employment, training, creativity and innovation. In the process of saving materials from landfill, Substation33 participants thus engage in a practical rethinking of social relationships and attitudes to waste, demonstrating to the wider community that what might be considered 'waste' is in fact a vast and largely untapped resource for local economic activity and community development (Ede, S 2016).

Over the eight years 2012-2020, Substation33 has diverted over one million kilograms of electronic waste from landfill. Figure 16 shows how annual figures have increased consistently over this time period.



Total: 1,120,886 kg of e-waste diverted from landfill between 2012 and 2020

Figure 16: Increasing weight of e-waste diverted from landfill since Substation33 started

“ We care about the environment – recycling, reusing, circular economy. We use that focus to help people – we can't have one without the other. ”



Output 5 Increased awareness + recognition of Substation33

Measured by: Social Media data, invitations to present, meetings with influencers, media reports

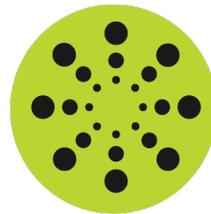
One of Substation33's objectives in the medium-to-long term is to broaden its impact through diffusing outwards its model of using e-waste to create participation opportunities for a diverse range of people. To date, the data available to support this impact is based on social media engagement and awards received.

Data collected via the Facebook page between April and September 2020 (S33) shows an average of 349 unique users engaging with the page per week (including link clicks, reactions and stories created), and an average of 3162 unique weekly organic views. These views are all from people who are accessing Substation33 content via a cost-free distribution channel.

Another measurable indicator of awareness and recognition is the Awards Substation33 has received for its work; including, in recent years:

- 2019 Get Ready Australia Resilient Awards
- 2019 Social Enterprise Champion of the Year (for Tony Sharp)
- 2019 Minister's Award for the Environment - Banksia Foundation
- 2018 Golden Tailed Gecko Award

Outcome: Recognition of and pride in Logan's strengths in making, innovation and entrepreneurship. This indicator is presented with a HIGH degree of confidence that the output(s) above are leading to this outcome: recent awards and media articles, as well as stakeholder interviews, point to a clear increase in recognition of Substation33 and Logan as sites of innovative activity. The impact framework will continue to track awareness and recognition via social media analytics, but also capture other moments of impact over time, such as key mentions of Substation33 in print and news media, public commentary and local support (such as donations and charity events focussed on Substation33).



Output: 6 Development of other models - in other communities that draw on the work and focus of Substation33

Measured by: Number of planned + actual replications or adaptations (annual)

The YFS Annual Report 2014-15 describes the creation of six 'mini Substation33s' at the local Special School, and two in Special Education Units attached to mainstream schools. While these do not yet operate completely independently of Substation33, such replications have the potential to grow and become small social enterprises of their own, potentially beyond the geographic area of Logan.

Substation33 has also mentored initiatives such as

eWaste Connection in Kenmore to become established and grow (See side box).

Outcome: Opportunities to deepen and spread the Substation33 model - growing opportunities for people through reframing and repurposing e-waste. This indicator is presented with a LOW to MEDIUM degree of confidence that the output(s) above are leading to this outcome based on the data: more tracking of replications/ adaptations is needed beyond 2014-15. However, there are several examples of 'replication models' under discussion. The outcome framework will capture further information and examples of how the Substation33 model is diffusing outwards, and how this in turn is growing a stronger awareness of reuse and recycling of e-waste.

Substation33 has supported initiatives such as eWaste Connection Ltd in Kenmore to start up similar models where e-waste recycling and reuse becomes the focus for engaging with and supporting people. eWaste Connection Ltd is focused particularly on supporting people with a disability. They are an NDIS provider, and use e-waste recycling and reuse to provide training, workshops, and volunteer opportunities. Substation33 has provided significant mentoring and support to eWaste Connection since its establishment in 2017 eWaste Connection is now expanding to a second site in Yeronga.

Organisational level (YFS related)

Substation33 is a YFS social enterprise. As such, it is uniquely placed to further YFS's organisational goals by engaging in commercial activities and providing practical work experience and training for the cohorts YFS engages with. However, data collected to date has not always demonstrated as clearly as it could the contribution Substation33 makes towards the overarching organisational goals and improving this alignment is addressed in the Outcomes Framework outlined in Part Two. With the data available, it is possible to determine that operating as a sub-entity of a larger and longstanding organisation supports Substation33's effectiveness and stability. The following impacts relating to YFS are not specifically tracked within Substation33's Impact Framework, but provide some insight into how Substation33 contributes to YFS's goals and objectives.

Awareness of YFS

As identified by a number of interviewees, Substation33's strong profile in the local community, and the awards and accolades it has been awarded, have improved community awareness and drawn attention to YFS's work more broadly. However, there is room to improve awareness of the relationship between Substation33 and YFS, as this was not always clear to external stakeholders.

Cross-referrals and support for YFS clients

A number of other positive organisational-level impacts can be associated with Substation33's activities. In particular, the cross-referral of YFS participants into Substation33's programs.

The positive outcomes that are generated through this process have been documented in YFS reports (S33) and were mentioned in a number of interviews. Substation33 also brings a grassroots and agile approach that make the opportunities it can offer appropriate to particular cohorts that may not be well serviced by other YFS programs. With a significant portion of its costs covered by earned income, Substation33 is less constrained by funding contracts and can respond directly and flexibly to the needs of participants. Furthermore, Substation33 is able to play a role in drawing in new and different community connections and support systems that can benefit YFS's direct participants, such as the collaboration with OzHarvest to provide free access to donated food (S33).

“ YFS helps people in a very different way – we complement one another but are quite different. ”

“ Substation33 has often been more engaged with external community than YFS. It's more accessible and more connected to a broader breadth of people and businesses. ”

Ecosystem level (place / local region, innovation communities)

The impact Substation33 has in the geographical region of Logan and in the wider community of innovators that it is involved with was recognised by a number of interviewees. Substation33's role in creating a supportive space for innovations to be explored and developed, and the 'hub' effect of bringing together a diverse range of people from the Logan region who have an interest in technology and innovation, were seen as particularly significant.

“ Substation33 is a breeding ground for innovation in the City. I can't imagine Logan without Substation33. ”

“ People can come here, do things, no money changes hands, and we can show Logan that this is a cool place where innovative things happen. ”



Output 7

Logan as a hub of making, innovation and entrepreneurship

Measured by: Contribution to innovation ecosystem

Substation33 is an e-waste innovator and entrepreneur that combines the culture of makerspaces and hackerspaces with explicit social and environmental objectives. Substation33 has been used as a case study to demonstrate how the 'hacker/ maker' space can be seen as a community of practice in which diverse individuals, often from low socio-economic communities, can come together in a space that generates opportunities for forming relationships, building social capital, and peer-to-peer learning (Taylor, Vyas, & Sharp, 2017).

Makerspaces are also recognised as potential sites where young people who face complex life challenges can become engaged in Science, Technology, Engineering and Mathematics (Barton, Tan, & Greenberg, 2016).

Substation33 also plays a role in mentoring other startup social enterprises - for example, its 2019 Impact Report tells of twelve social enterprises supported in this capacity in that year alone (S33). It is likely that the total number of other social enterprises and emerging innovations supported by Substation33 is much larger, ongoing and structured data collection efforts will ensure their contributions to the startup and success of technology- based innovations is better documented and recognised.

Outcome: Recognition of and pride in Logan's strengths making, innovation and entrepreneurship.

This indicator is presented with a MEDIUM degree of confidence that the output(s) discussed above are leading to this outcome: while independent research supports the role of makerspaces in innovation ecosystems, more local data would strengthen the degree of confidence



Output 8

Stronger and growing networks forming around the role of making, tinkering and innovation for growing skills in the new economy

Measured by: Participation in and growth of networks, groups and partnerships

Substation33 is involved in a number of networks and partnerships, including with local government and businesses, schools, other nonprofits, Indigenous organisations, and communities. Examples of these partnerships include: the Rail Trail program, which provides young Aboriginal and Torres Strait Islander jobseekers with work experience and formal training; and Substation33's schools program, which assists schools to set up their own 'mini Substations'.

Interviewees value the unique role Substation33 plays in the Logan region: both the direct impacts it has on the lives of local people and for its promotion of Logan as a hub for sustainability and innovation. While the exact size, scope and impact of networks and partnerships are difficult to measure precisely, feedback from Substation33's stakeholders suggest that they are viewed as an essential partner in the ongoing work of building an inclusive, cohesive and thriving community in Logan.

Figure 17 outlines an assessment undertaken with Substation33's staff about strengths of various partnerships in and around Logan with key organisations involved iwth current Substation33 initiatives.

Outcome: Recognition of and pride in Logan's strengths around making, innovation and entrepreneurship. This indicator is presented with a MEDIUM to HIGH degree of confidence that the output(s) above are leading to this outcome: Substation33 is a valued and significant part of the growing innovation ecosystem in Logan.

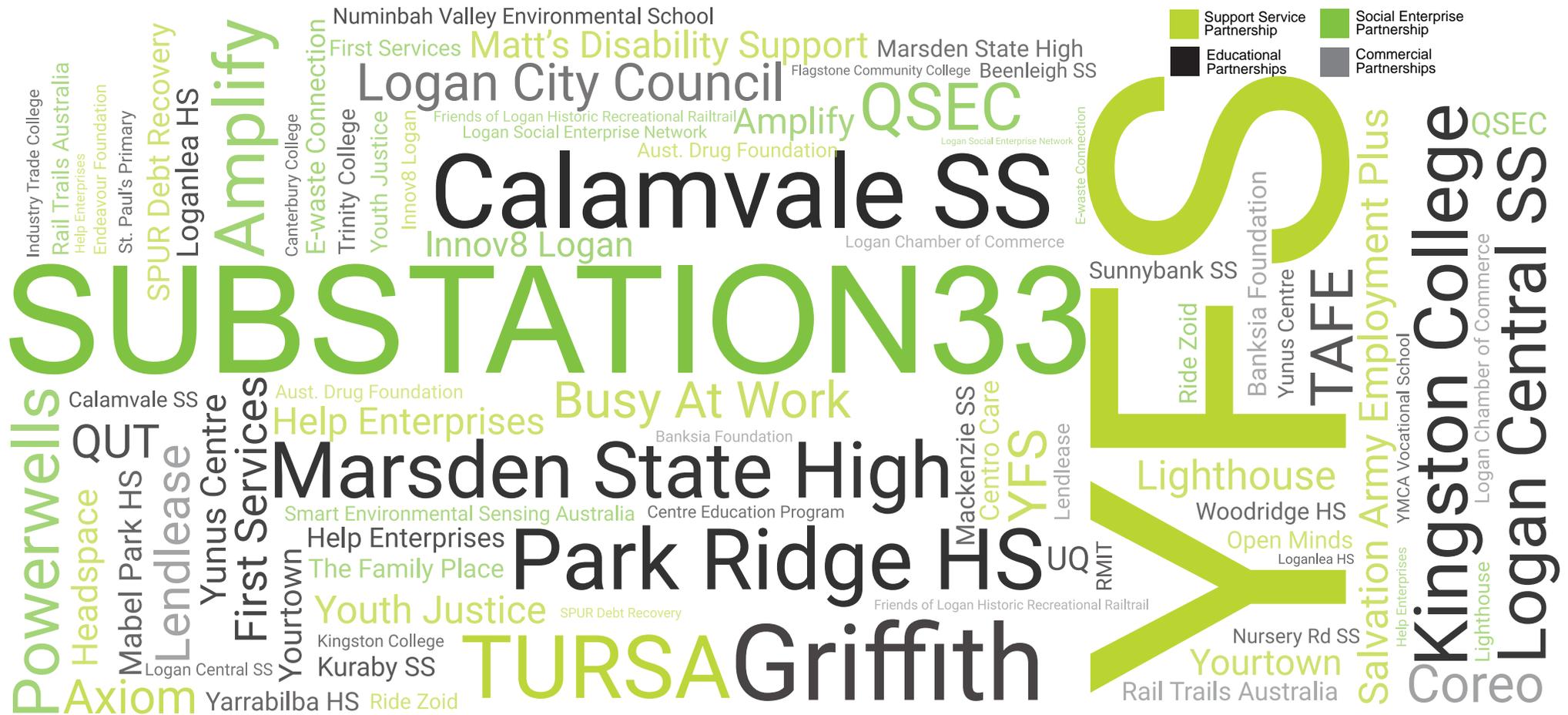


Figure 17: Substation's key partnerships, 2020

CASE STUDY



Tane

With a background in hospitality and construction, Tane came to Substation33 as part of Workcover obligations and now works as a floor manager.



Coming to Substation33 was so welcoming, and I just wanted to learn more. After my WorkCover time as up, I stayed for another 6 months, and started to work in different areas, learning things.



I started by taking things apart, then got onto batteries and the more I came here I learnt things – people showed me, taught me. I had a mindset that I wanted to work here when I got better.



Now I work here – we work as a team and I help to coordinate the team and teach other people who come to Substation33. The more you come here, the more you learn, and people are always willing to show you how to do things. Now I do the same for the next person – I show people, teach people, we learn together.



Here you are not just doing a job, you are connecting with people. You can learn more, know more, show more, help more. We get all kinds of people who come in - looking for a job, looking to take their mind off things, looking for something to do, looking for somewhere safe to be.



People keep coming back for a reason - they want to change their lives. People love coming here, and I know people feel safe here. You can come in here broken, and walk out of here happy.

Footnotes for Part Three:

1 Interviewees included 5 YFS staff/ board members; 4 Substation coordination and management team; 7 Substation participants (including some who have transitioned from volunteer to paid roles); 2 innovation hub participants; 2 2 local government representatives; 2 job agency/ disability service providers

Conclusion

Working together, the project team and Substation33 staff have designed an Impact Framework that is 'fit for purpose' and 'right fit' for Substation33 at this early stage in its monitoring and evaluation journey.

As part of this, a new Impact Map has been developed, that clearly articulates Substation33's theory of change. The Impact Map identifies three activity strands through which Substation33 achieves its impact goals:

- 1) the provision of 'maker' oriented engagement and support initiatives for diverse participant groups, that include training and employment pathways for local people experiencing complex barriers to participation;
- 2) the design, development and production of innovative engineered products that solve real problems for its customers and partners; and
- 3) the disassembly and re-use of electronic products that would otherwise be sent to landfill.

Substation33 is an operationally complex enterprise, as in practice these three strands are interwoven – each contributing to and drawing on the others. Through the theory of change process, the team also categorised the impact Substation33 generates into four 'levels' – individuals, enterprise, parent organisation, and ecosystem – which are reflected in the Impact Framework. Making this distinction is designed to improve clarity around the balance between impact and commerce being achieved through the business model, and to strengthen the capabilities for managing this over time.

Using the new Impact Map as the foundation, the proposed Framework outlines a scaffolded approach to implementation over a three-year period. This staggered approach engages with opportunities and challenges presented by Substation33's unique culture and operational context. In particular, it is designed to 'make the most of' existing data and practices, whilst also building capacity to deepen and improve outcomes monitoring and reporting over a realistic timeframe.

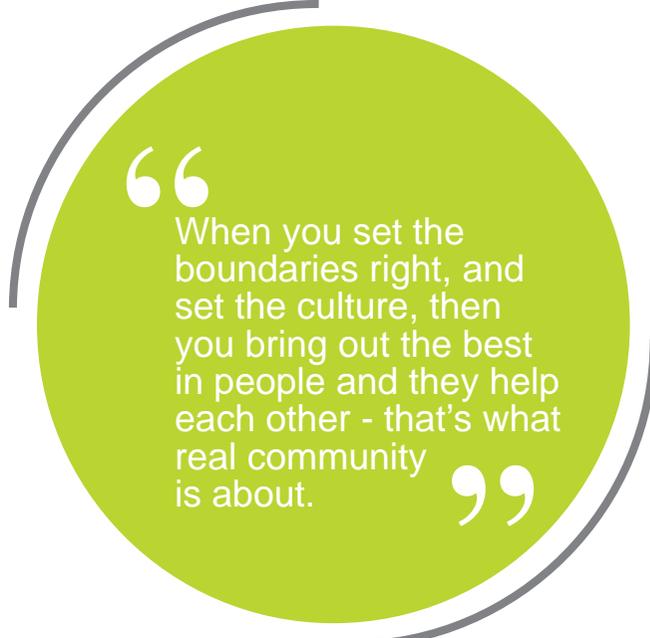
The 2019-20 Evaluation Snapshot included in this report was designed to test elements of the Impact Framework, and to engage staff in some initial data collection and reporting processes and so to begin the implementation process (rather than leaving this until the project was finished). This initial Snapshot relies on self-reported data, and as such is intended as a tool for 'making visible what's possible' and through this, for engaging stakeholders around contributing to Substation33's monitoring and evaluation journey.

As outlined in the Background section of this report, there are currently substantial contextual opportunities that Substation33 is well-placed to respond to and engage with. In essence, it is exactly the type of e-waste innovator and entrepreneur being called for by the World Economic Forum and others (see Part One), to be fostered and supported as key change agents in addressing the opportunities and challenges presented by the global e-waste crisis.

In addition, in the local Logan region, predictions for growth in the manufacturing industry and related jobs indicate there will be an upsurge in opportunities that Substation33's participant cohorts will be well positioned to engage with.

Substation33's inclusive, relational, 'tinkering and maker' culture is ideally suited to making a genuine contribution to the global e-waste challenge, and the type of skills development ('soft' and technical) it offers participants will position them well to take advantage of niche local employment opportunities over the coming years.

The Impact Framework, together with the staggered implementation method, will strengthen and deepen Substation33's capabilities around demonstrating the contributions it is making to addressing significant and complex social and environmental challenges.



“When you set the boundaries right, and set the culture, then you bring out the best in people and they help each other - that's what real community is about.”

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