

Pilot Evaluation Report

An inclusive work integrated learning
opportunity and professional services
business for social and Indigenous businesses



THE MILL HOUSE
CLINIC

Our Purpose

- To build an effective and sustainable venture, connecting and coordinating Indigenous and social businesses with professional services.
- Facilitate work integrated learning opportunities for multidisciplinary University and TAFE students and, in particular, provide particular support to Indigenous and CALD students.

Background

Why do we need a Clinic?

- Social and Indigenous entrepreneurs often lack the resources to manage the corporate and administrative affairs of the organisation.
- Mill House has provided the only dedicated social venture intermediary services in our region, providing a range of business advisory services, including the facilitation of engagements with professional service providers: lawyers, accountants, insurance brokers, HR professionals, ICT, Governance and Communications specialists.

Background: Our Impact

Why do we need a Clinic?

- Since our 2017, we have taken UC student interns across a range of disciplines, often providing their first exposure to social enterprises.
- We recognised that these placement opportunities were especially powerful for students from Aboriginal and Torres Strait Islander and other CALD backgrounds because
- Mill House utilises an approach to student placement called Service Learning which equally emphasizes hands-on 'doing' with opportunity for supported reflection.

Mill House Clinic Design

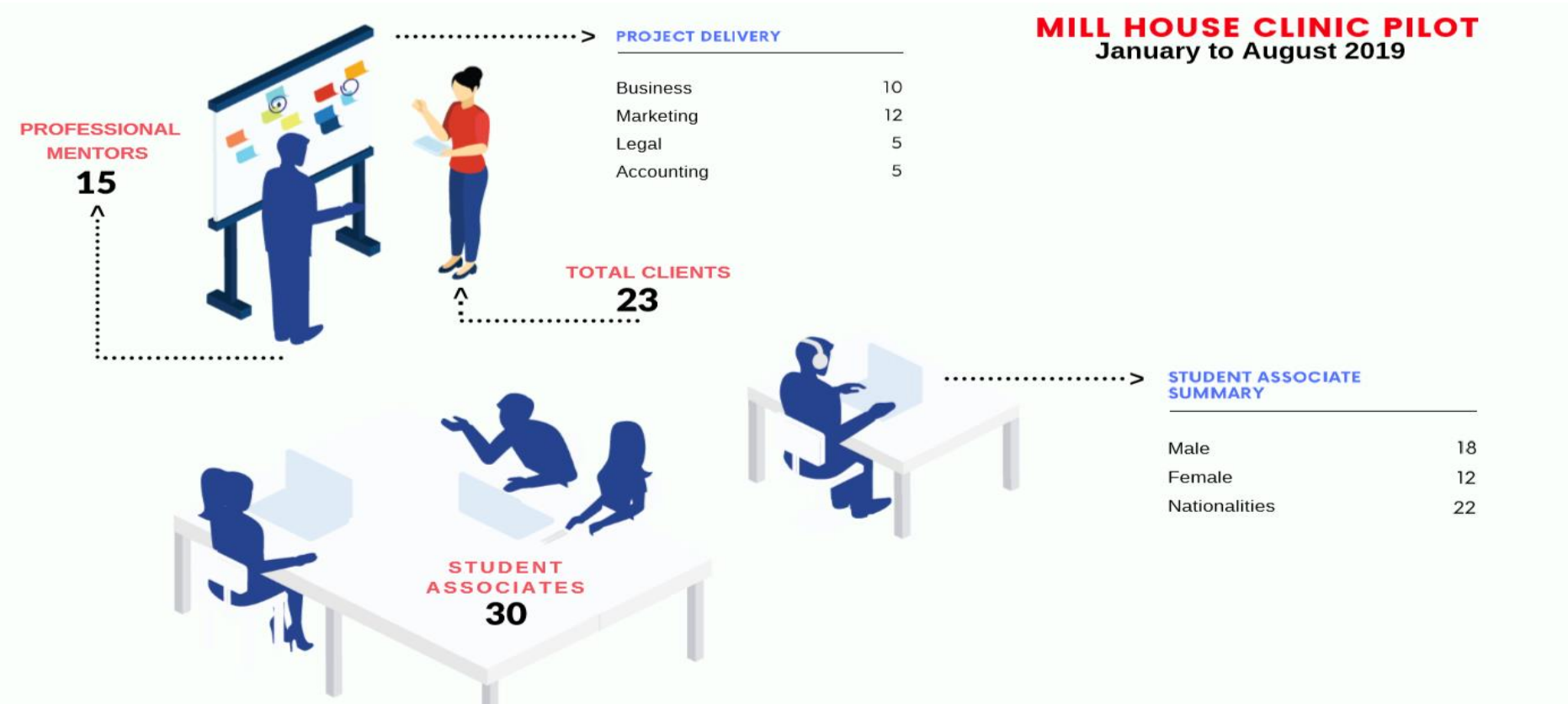
- In 2018, ISOBAR hosted a design jam where we invited key stakeholders to inform the design of a pilot service. Mill House commenced program design and recruitment of a Business Development Manager to lead the work.
- The Pilot formally started in January 2019 (UC Semester 1) and continued through the Winter Term 2019.
- The purpose of this report is to provide an interim update to the key Mill House stakeholders, including the design jam participants.

Identified Aims of the Clinic Pilot

1. Formalise and expand the facilitation Mill House already provides; making it no longer exclusive to Mill House Social Enterprise Accelerator participants and also to include Indigenous businesses that to do identify at social enterprises.
2. Create opportunities for regular intake of students from UC and CIT, particularly those from Aboriginal and Torres Strait Islander and other CALD backgrounds
3. Develop a clear workflow process monitoring and evaluation framework to measure impact for clients, associates and partners

Aim 1

- Mill House Clinic has created a second ‘front door’ for Mill House– allowing us to attract and engage with clients that are not suited to the Accelerator program but are still Social and Indigenous businesses in the ‘gap’ for business intermediary services in Canberra and the Region.



Aim 2

How did we do?

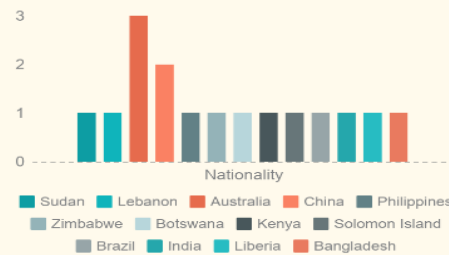
- We have created opportunities for regular intake of students from UC, particularly those from CALD backgrounds.
 - In Semester 1 we serviced two Indigenous businesses and in Winter term we are working with one. We did not have any Indigenous Associates in both terms.

Semester 1

13 Nationalities



Semester 1 Associates

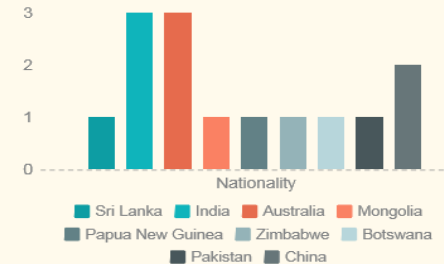


Winter Term

9 Nationalities



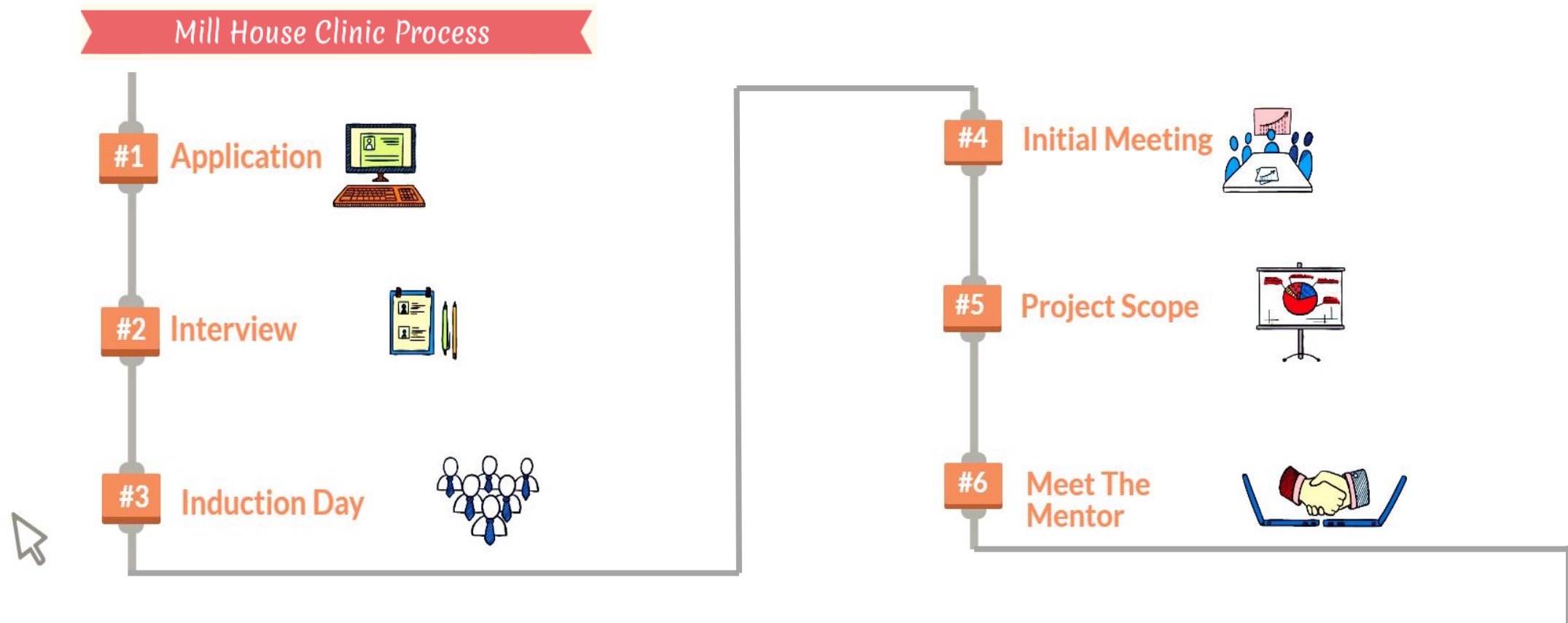
Winter Term Associates



Aim 3

How did we do?

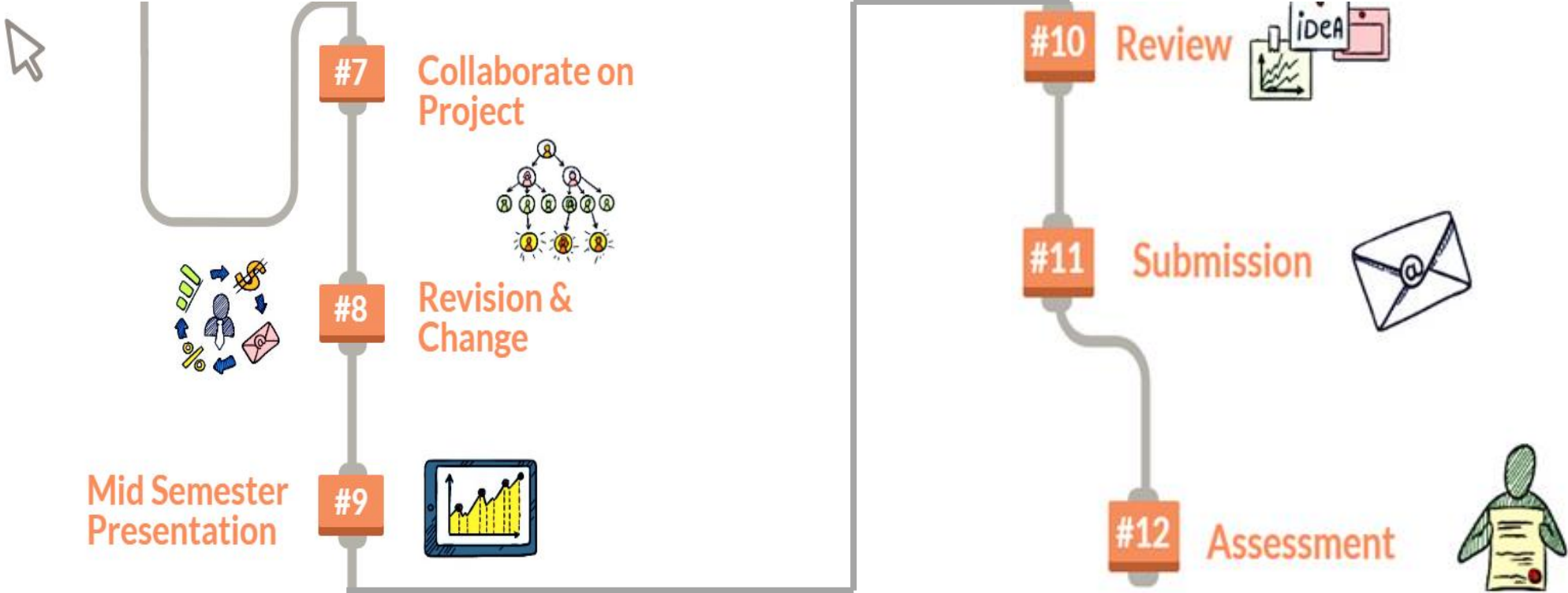
- We developed a workflow process, monitoring and evaluation framework to measure impact for clients, associates and partners through regular client and student surveys.



Aim 3

How did we do?

Mill House Clinic Process Continued



Aim 3

How did we do?

Student Testimonials

"I was supported through the whole process of my internship and I gained people skills and developed my communication skills." - Elizabeth, 3rd year student

"I would have never known about social media strategies and content plans unless I had done the internship with The Mill House Clinic." - Emma, 2nd year student

"The internship I embarked with the Mill House Clinic was a great opportunity to gain insights and knowledge in the workplace." - Josh, 2nd year student

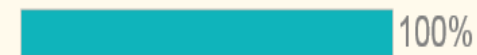
Mill House Clinic Survey - Semester 1

Associate



✓ 90% of 17 Associates surveyed would recommend the Clinic to other students

Client



✓ 100% of clients surveyed are satisfied with Clinic services

Mentor



✓ 100% of mentors surveyed would recommend Clinic services to others

Project Delivery

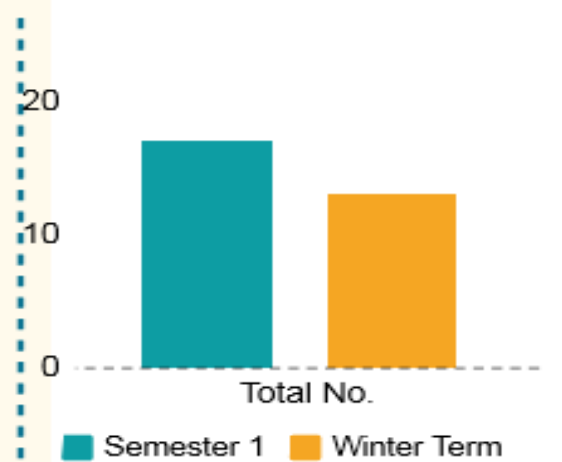
What did we accomplish?

- Out of the 13 clients we serviced in Semester 1, eight were new clients and five were GRIST Mill House Social Enterprise Accelerator Graduates.
- In Winter term we are servicing 7 new clients and 3 GRIST Graduates.
- This illustrates the aim to provide an additional support pathway for social and Indigenous ventures that is not the Social Enterprise Accelerator program.

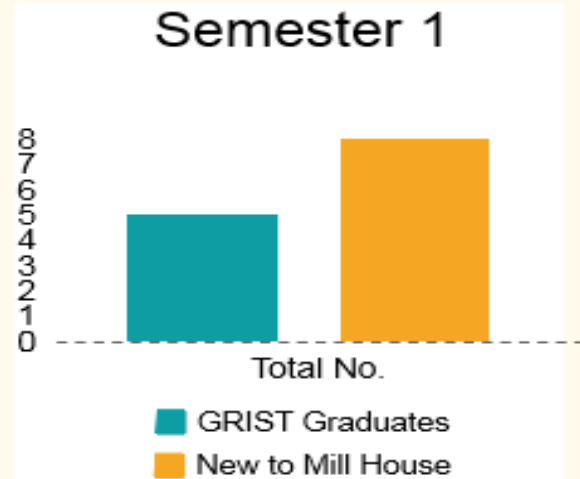
Project Delivery

Mill House Clinic

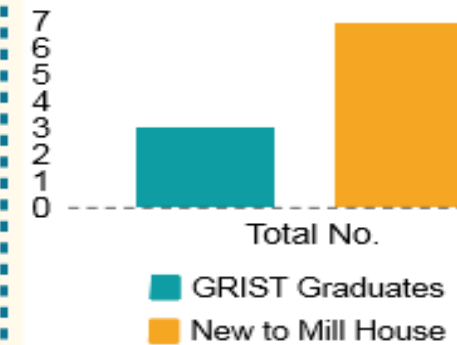
Associates



Clients



Winter Term



Key Recommendations Summary

- Require all Associates (regardless of what unit they are enrolled in) to attend an Induction event at the beginning of the term
- Obtain a legal services partner who takes the lead on all law projects pro bono and ensure that law students are properly supervised.
- Increase the total number and diversify the business background of the Clinic Professional mentors
- Improve the process of translating the challenges of the social and Indigenous businesses to actual deliverables that can meet the time and subject matter expertise and interest of the students.

Recommendations

Synthesis and Summary

- Associate Induction:
 - Induction day to be on the first day of each placement with Mill House to complete general introduction to Mill House and Social Enterprise businesses.
 - Policies, procedures, placement forms, student passes and training plans to be completed in the induction session.

Recommendations

Synthesis and Summary

- Law Students:
 - Law firms providing supervision for our legal associates are concerned about indemnity.
 - During the pilot semester we have identified that law students can not give legal advice.
 - The clinic is working with Mills Oakley to create a model where law students are provided adequate learning experience and clients get high quality work delivered.

Recommendations

Synthesis and Summary

- Mentor Engagements:
 - To deliver quality work to our clients and for proper supervision, it is imperative that we engage more mentors in the fields of marketing, communication, legal, accounting and health.

Recommendations

Synthesis and Summary

- **Brief Management:**
 - Incorporating initial workshop where the client, mentor and associates engage in project scoping is essential for the success of the program.
 - Introducing mid semester presentations where associates work can be analysed by mentors would provide room for improvement and effectiveness in delivery.

Indigenous Participation

- We have identified that attracting qualified Indigenous Associates as a major issue due to the small numbers of Indigenous students at UC enrolled in the Units applicable to the Clinic. This was not unexpected.
- We are resourcing some ‘upstream activities’ with the Ngunnawal Centre and UC Aspire Team. These projects focus on engagement with Indigenous high school students from Canberra and the region; and includes featuring Mill House and social entrepreneurship as part of the campus outreach and engagement activities.

Indigenous Student Participation –continued

- We have reached out to CIT and are working with the Business, IT, and Design faculties and the Yurana Centre to make sure that their students are effectively scaffolded into Clinic teams.
- We will continue to focus our developing relationship with Indigenous entrepreneurs, both directly and through intermediaries (e.g. Yerra, Indigenous Chamber of Commerce, First Australians Capital).

We believe that this will, in time, attract more young Indigenous students to the related professions. Its still early days!

Clinic Management



Nafisa Osman

Business Development Manager
The Mill House Ventures Limited

Nafisa is an energetic, driven and high performing management professional recognised for strategic ingenuity and insight in delivering innovative and sustainable consulting services with excellence in leadership and people management. Backed by extensive experience in training and mentorship, project management, strategic planning, business development, resource and change management.

Her expertise lies in Entrepreneurship, Stakeholder Relationships, Business Development and Facilitation.

She has a strong experience in working with clients from diverse backgrounds and cultures and very passionate about community development. She co-founded two consulting businesses and she is consistently advancing the quality of services provided by organisations to which she belongs, always maintaining a mindset dedicated to continuous learning and development.

In her spare time, she enjoys reading, writing, traveling and spending time with family.