

Side by side


Vincent Fairfax Family Foundation
Annual Report 2019





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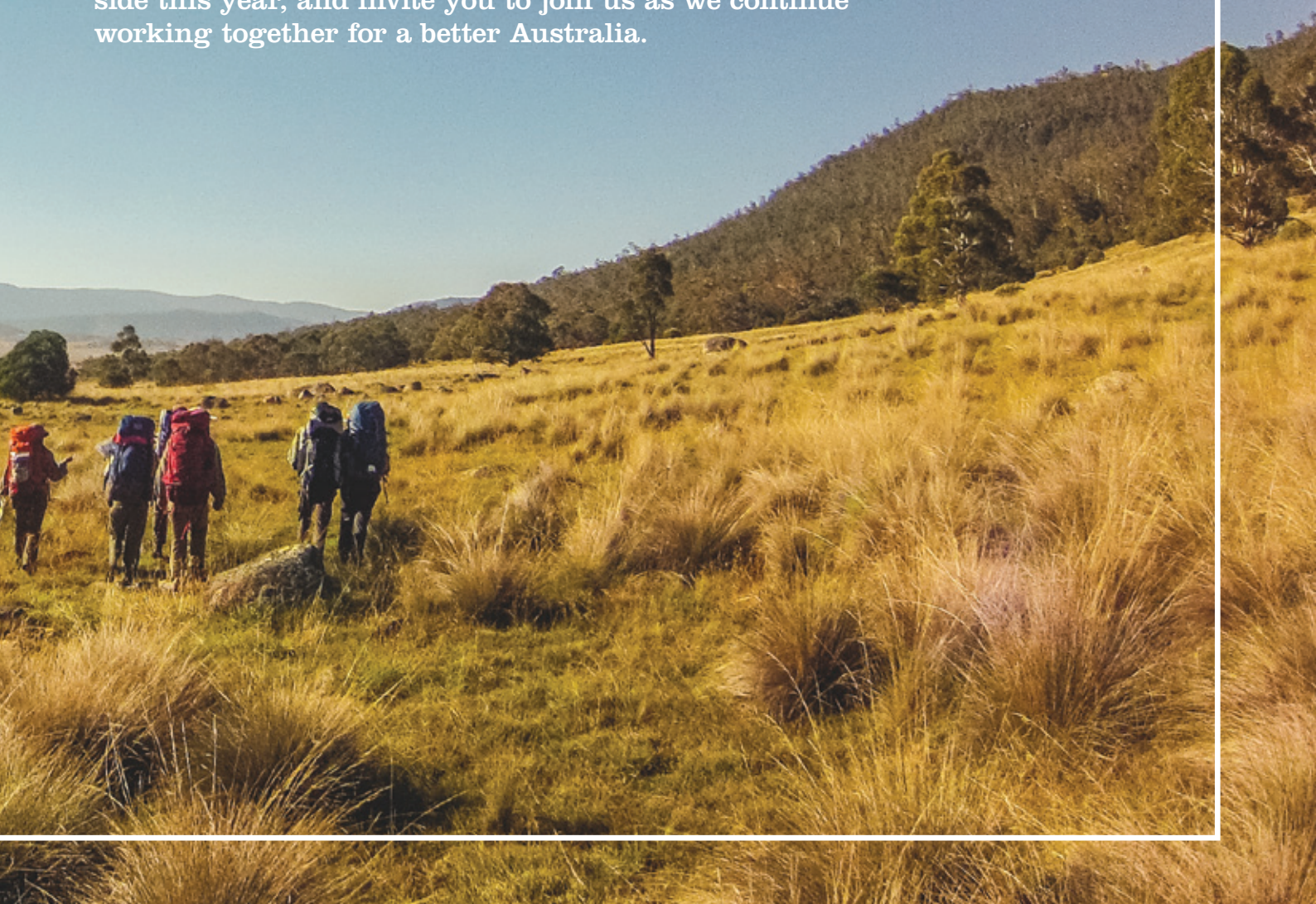


Outward Bound Australia
Photo: Joshua Cooper

Side by side

Since 1962, VFFF has been inspired by Australians doing extraordinary things in communities across our country. We are proud to work alongside so many of them, supporting their vision and hard yakka.

We hope you enjoy the stories of our working side by side this year, and invite you to join us as we continue working together for a better Australia.



Our Founders

Sir Vincent and Lady Nancy Fairfax

Continuing a long family tradition of philanthropy, Sir Vincent Fairfax established a charitable trust in 1962 that is now the Vincent Fairfax Family Foundation (VFFF).

Although small to begin with, Sir Vincent Fairfax hoped the foundation would become a mighty giving fund and sharing his vision, Lady Nancy Fairfax bequeathed a large part of her estate to VFFF in 2007, transforming its potential to benefit generations of Australians to come.

Today, three generations of the Vincent Fairfax Family are involved in the work of the Foundation that has gifted over \$175 million to Australian communities.



Sir Vincent and Lady Nancy Fairfax at Elaine, 1986

‘This action was taken on the basis that my children are well provided for, and hopefully, in their turn will contribute further assets to this Family pot of gratitude for all the benefits we have received since landing in Australia in 1838.’ Sir Vincent Fairfax, CMG 1973

Vision

In honouring our founders’ beliefs and intentions, VFFF seeks opportunities to benefit and care for Australians and our country.

Mission

VFFF aspires to a stronger and brighter future for people and places experiencing disadvantage, enabling them to reach their educational, social and economic potential and build thriving communities. We support a spiritually rich society that values Christian faith in action.

Chairman and CEO Message



James M. Millar AM and Jenny Wheatley

This is the 58th year that VFFF has sought to bring to life the beliefs and intentions of Sir Vincent Fairfax by seeking opportunities to benefit and care for Australians.

During the year, the Board approved a total of \$9.7 million to help build a stronger and brighter future for people and places experiencing disadvantage, and to encourage a spiritually rich society.

VFFF’s impact is delivered with input from many others, and we believe that developing and nurturing respectful partnerships provides improved and greater outcomes to those we seek to benefit. Key delivery partners including Australian Schools Plus, the Behavioural Insights Team, the Foundation for Rural & Regional Renewal and The Walter & Eliza Hall Trust, extend the reach of our small team in many valued ways. We highlight VFFF’s partnerships throughout this Annual Report and feature three very special relationships from the year.

The story of our increased funding to The Walter & Eliza Hall Trust (WEHT) is an example of VFFF building on a strong historical relationship to deliver outcomes that the VFFF team is not equipped to provide alone. The Board is pleased that WEHT, an organisation which our Founder served on the Board of for many years, remains open to working with us to provide much needed charitable support in this way.

VFFF was delighted for the community of Bourke that the Maranguka Justice Reinvestment Project, where we were able to work hand in hand with the Dusseldorp Forum, was recognised in the 2019 Philanthropy Australia Awards. This work was started six years ago, and the outcomes confirm our united belief in the Bourke community and that communities should be 'in the driver's seat' of their own futures. This relentless collaboration across community, private sector, government, service providers and philanthropy is a story worth telling and we are hopeful may be repeated in other communities.

The year has also seen the Vincent Fairfax Ethics in Leadership Foundation (VFELF) join with the Cranlana Foundation to create the Cranlana Centre for Ethical Leadership (CCEL). In partnership with Monash University, CCEL will continue to deliver the Vincent Fairfax Fellowship (VFF) and Cranlana courses. Both Cranlana and the VFF celebrated their 25th birthdays during the year. The VFF was established in honour of Sir Vincent, who lived with a sense of purpose and responsibility and expressed the desire to encourage the development of ethical leadership in Australia. CCEL will maintain a curriculum aimed at developing ethical leadership and moral courage in the business, government and for-purpose sectors.

We value our peer foundations who share their ideas and wisdom and welcome VFFF into funding partnerships where our interests align. We collaborate to enhance outcomes for our beneficiaries and the not-for-profit (NFP) sector more broadly. As an example – and noting that leadership is consistently highlighted as the most critical enabler to building the capability of the NFP sector – VFFF has come together with The Myer Foundation, Sidney Myer Fund and Paul Ramsay Foundation to establish the Not for Profit Leadership Development Program. The aim is to build the capability of NFP leaders and provide capacity support to their organisations. We expect the first cohort for the program to commence during the next financial year.

'VFFF's impact is delivered with input from many others, and we believe that developing and nurturing respectful partnerships provides improved and greater outcomes to those we seek to benefit.' Jenny Wheatley

We remain thankful for the efforts of VFFF Members, the Board and Team that combine to make thoughtful distributions which facilitate the delivery of the impactful outcomes showcased in this report. Our hope is that in telling these stories, others are inspired to consider flexing their 'giving muscle'.

The NFP sector plays a pivotal role in improving economic, health and social outcomes in the communities in which they serve. In closing, we acknowledge the tireless commitment and valuable contributions of all those who work in this sector and are grateful for the deep inspiration you provide.

James M. Millar AM



Chairman

Jenny Wheatley



Chief Executive Officer



VFFF Team Camilla Chapman, Emily Fuller, Jenny Wheatley and David Hardie

Family Connections

‘The balance between obligation and personal enthusiasm is a very positive characteristic of VFFF family activities. Everyone is there due to a level of personal enthusiasm, coupled with a sense of obligation stemming from our admiration for the founders.’ Family member, 3rd generation

VFFF’s goal is to continue being a thriving multi-generational family foundation for many generations to come.

This year the family office Cambooya celebrated its 30th anniversary, and a series of digital media resources were created to capture family history.

Through interviews, Sir Vincent and Lady Nancy Fairfax’s children shared stories about their parents, capturing these memories and insights in podcasts to help future generations answer the question ‘What would Sir Vincent and Lady Nancy Fairfax have thought?’

VFFF continues to benefit from the wisdom of Sally White and Trustee Emeritus Geoffrey White, who enthusiastically represent VFFF at events, seek out new funding opportunities and take great interest in all aspects of our work.

When family members turn 18 they are invited to become VFFF members and five members of the 4th generation have already joined the long history of Fairfax family involvement with the Foundation.



Tim Fairfax, Ruth Armytage, Sally White and John Fairfax



Emilia Kefford with Luke Kefford and Annabel Armytage

‘Good philanthropy is listening to the needs of others and working with the right people to facilitate change. Knowing about what areas we work in, not as experts but with enough knowledge to ensure that philanthropic resources are needed and in what form.’ Family member, 3rd generation



Timothy, Geoffrey and William White



Family members at Weave Youth & Community Services

‘With young kids, we would like to really embed a sense of community responsibility and compassion that carries through their teen and adult lives. This might be exposing them to lots of different organisations and people and experiences that they might not encounter in their everyday lives.’ Family member, 3rd generation

During the year, site visits to Weave Youth & Community Services in Waterloo and The Social Outfit in Newtown provided younger family members with the chance to see some of the work supported by VFFF in action.

There are many ways that family members can participate in our work and this year, VFFF Directors were delighted to hear directly from the 3rd and 4th generations about their involvement with VFFF.

Family members expressed a high degree of satisfaction with being part of the Grants Committee, which to date has provided an informal learning and connecting experience for 16 members of the 3rd generation. Responding to their feedback, VFFF extended its granting reach to Queensland at the Grants Committee level (grants up to \$50,000).



William White and Kitty Fairfax at The Social Outfit

Building ethical leadership – a timely opportunity

During the year, the Board of the Vincent Fairfax Ethics in Leadership Foundation¹ found a new delivery partner for the Vincent Fairfax Fellowship as it celebrated its 25th anniversary.

This was done at a time when the leadership concepts at the core of the Fellowship are more relevant than ever.

The Fellowship was established in 1994 by VFFF Trustee Emeritus Geoffrey White, to honour Sir Vincent Fairfax. Sir Vincent was an outstanding leader with a desire to encourage the development of ethical leadership and moral courage in Australia, and the Fellowship was designed for precisely that purpose.

In mid-2018, VFELF transitioned the Fellowship from its home at Ormond College, and together with the Cranlana Foundation established the Cranlana Centre for Ethical Leadership (CCEL). The Cranlana Foundation is a like-minded organisation that demonstrates a deep understanding of and commitment to ethical leadership, and holds a strong reputation for acting with integrity. In joining forces, we hope to encourage wider discussion on ethical issues in the community and among leading Australian businesses and institutions.

The establishment of CCEL and transfer of the Fellowship was well-celebrated. Firstly, at the graduation of the 24th Cohort of Vincent Fairfax Fellows held in Sydney, and then at the combined celebration of both the Fellowship and the Cranlana Foundation's 25th anniversaries in July.

The 24th cohort comprised senior leaders from the business, government and not-for-profit sectors.

The Fellowship has a rich and long-standing commitment to ethical leadership. We are confident that the new partnership is well-placed and committed to delivering Sir Vincent's wish that the landscape of community, business and public life in Australia be shaped by the sustained practice of ethical leadership.

'The real richness of learning came from the wonderful diverse cohort and the case studies we debated together. The often wildly divergent views of our co-fellows during our case studies have been an inspiration for me in my day-job at Lion. I'm now deliberately encouraging alternative points of view as our Leadership Team navigates our ethical issues as an alcohol producer. When we do this successfully, the conversations are deeper, the decisions are better and the ethical outcomes are stronger.' Libby Davidson, General Counsel and External Relations Director, Lion Group; Cohort 24 Fellow



The new partnership of VFELF, The Myer Foundation, CCEL and Monash University was announced by the Governor of Victoria, the Hon. Linda Dessau AC.



Left to right: James Millar, Tim Fairfax, Kim Williams, Angus White

¹ The Vincent Fairfax Ethics in Leadership Foundation (VFELF) is a Prescribed Ancillary Fund and the sole member of the Trustee is VFFF. The Board is chaired by Angus White and the Directors of VFFF are also directors of VFELF. Currently the purpose of VFELF is to oversee and fund the delivery of the Vincent Fairfax Fellowship (VFF).



The combined celebration of both VFELF and Cranlana's 25th anniversaries, with the Governor of Victoria, The Hon. Linda Dessau AC



Associate Professor Michael Liffman and Geoffrey White



Angus White

A special thanks...

VFFF wishes to acknowledge the many people who worked in the true spirit of egoless collaboration to successfully rehouse the Fellowship including; Leonard Vary who was among the first to see the possibility of a happy marriage between Vincent Fairfax Fellowship and Cranlana, making swift and valuable introductions and providing encouragement at just the right moments; Lara McKay and her team at Ormond College and the College Council who were generous in spirit and with their time and resources during the transition of the Fellowship; Kim Williams and the Board of The Cranlana Foundation for the warm welcome given to VFELF and the Fellowship, Vanessa Pigrum who executed superbly despite her full dance card; Peter Collins who continued to focus on business as usual and did not miss a beat in his delivery of the Fellowship during this year and most significantly Angus White who provided expert counsel during the process, perfectly balancing the requirement to honour his family's legacy while maintaining a calm commercial head during negotiations.



Together in relentless collaboration – Maranguka, Bourke

‘There is an elevated sense of positivity in Bourke. People in Bourke feel empowered. We’re doing things differently and demonstrating ways to have stronger relationships. We are forging new ways of collaborating that open up possibilities and unknown potential. It’s very exciting.’ Alistair Ferguson, Founder Maranguka Justice Reinvestment.

Maranguka, Bourke NSW

Maranguka is a model of Indigenous self-governance guided by the Bourke Tribal Council.

In 2013, Maranguka partnered with Just Reinvest NSW to develop a ‘proof of concept’ for justice reinvestment in Australia. The theory is that a whole-of-community and whole-of-government approach, led by the community, will see better outcomes for children and families.

By addressing the underlying causes of crime, cost savings are generated that can be reinvested in strategies that strengthen the community and further prevent crime.

The situation in Bourke at the time was acute with the media fuelling its reputation as a hotbed of crime. **The strategy was ambitious – back a remote NSW community, known as one of the state’s most dangerous, to develop the case for justice reinvestment in Australia.** It was a high-risk, high-return opportunity for philanthropy and in 2013, Dusseldorp Forum and VFFF jointly committed multi-year seed funding for the core costs of the Maranguka team.

Maranguka’s initial work focused on building trust between community and service providers, data collection, identifying community priorities and ‘justice circuit-breakers’. A shared vision, goals and measurement system were then developed as part of the community’s strategy: Growing our Kids Up Safe, Smart and Strong. Quarterly Working Groups were started to bring the community, government and service providers together to deliver the strategy, changing the way everyone works together.

Five years later, Bourke has changed the game. Maranguka created structures that enable the community to lead and bring partners alongside to work on delivering the community strategy together. **Bourke has become an example to all levels of government and other communities that better outcomes for children and families are achieved when the community is in the driver’s seat.** KPMG analysis confirmed the savings generated by the collaborative efforts in Bourke in 2017 at \$3.1 million with $\frac{2}{3}$ in justice savings and $\frac{1}{3}$ broader economic impact to the region.



Maranguka
Hub, Bourke

Crime reduction the headline numbers²

↓ **38%**

reduction in charges across
the **top five juvenile offences**

↓ **42%**

reduction in **days spent in custody**

↓ **72%**

reduction in young people proceeded
against for **driving without a licence**

↓ **39%**

reduction in **domestic violence** offences



Our Place Program

Headline outcomes include:

- a new Bourke narrative written by Bourke people
- increased safety and decreased crime
- reduced family violence
- more licensed drivers and fewer driving offences
- cost savings and economic development
- improved service collaboration and coverage based on community priorities
- government adapting to the community agenda and way of working
- evolved Police approach towards a proactive and reinvestment model of justice



Vivianne Prince and Superintendent Greg Moore

By asserting cultural authority, with this work the Bourke Tribal Council has given life and substance to many initiatives including Closing the Gap, NSW OCHRE and Local Decision Making, Justice Reinvestment, Collective Impact and Place based community-led development. Philanthropy's role has been enabling the time, space and independence for Bourke and partners to forge a new way of working together, characterised by relentless collaboration. In July 2019, Bourke Tribal Council, Maranguka, Dusseldorp Forum and VFFF were awarded Best Large Grant in the Australian Philanthropy Awards.

'It uses all the characteristics of philanthropy to its fullest extent: starting with the principle that communities and people know best what they needExploiting the wisdom of crowds. Understanding context and system. Freedom to take risks, break rules, ignore the standard approaches and models. But underpin this with rigour and strategy, test, prod, interrogate, evaluate, re-assess, communicate, clarify. And then share – everything – the process, the tools, the data, the lessons, the outcomes, so others can use it all.' Sarah Davies, CEO Philanthropy Australia

A special thanks...

We would like to acknowledge the many partners in this work including: Bourke Tribal Council, Aboriginal Legal Service (NSW/ACT), Just Reinvest NSW, Dusseldorp Forum, Lendlease, Gilbert & Tobin, Mick Gooda, Australian Human Rights Commission, NSW Ombudsman, KPMG, NSW Government, Federal Government, Bourke Shire Council, Cages Foundation, St Vincent de Paul Foundation, Matana Foundation for Young People, and the Ritchie Foundation.

² NSW Bureau of Crime Statistics and Research.
2015 to 2017 comparisons

Over 90 years in partnership with the Walter and Eliza Hall Trust

'His concern for the needs of others, especially those in disadvantaged circumstances or suffering from long term illness or disabilities' are the words used by the Trustees of the Walter and Eliza Hall Trust in honouring Sir Vincent Fairfax on his retirement in 1993, after serving as a Trustee for 39 years.

Walter and Eliza Hall Trust

The Walter and Eliza Hall Trust was established in 1912 by Eliza Hall in memory of her husband Walter Hall.

The principle aim of the Trust is to assist individuals and families experiencing financial disadvantage.

The Trust's association with the Fairfax family commenced in 1927 when Geoffrey Evan Fairfax was appointed Trustee, followed by John (Hubert) Fairfax (Trustee 1932-1950) and Sir Vincent (Trustee 1953-1992). The continuous association of the Fairfax family and the Trust has now spanned over 90 years. In this century alone, VFFF has distributed over \$3 million to the Trust to provide direct, essential assistance to those in our community who are experiencing significant hardship.

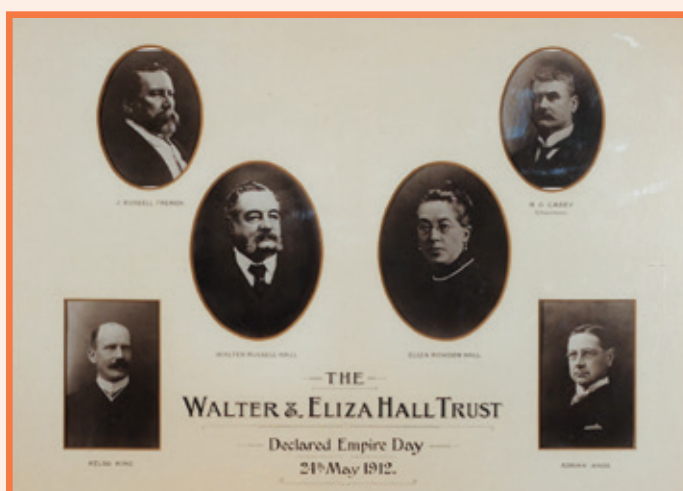
There are few charitable organisations with the capability to operate a grants program directly to individuals, and it was this particular focus which was so attractive to Sir Vincent. He commented that this was 'a suitable way for our family fund to provide for individuals who are in need in a way that could not be accomplished by ourselves without an agent to administer it'. He was particularly concerned 'to help individuals who suffered from special, unforeseen, emergency setbacks'.

Today, the Trust is a small and nimble organisation that promptly assists people with one-off small grants towards their critical daily needs.

Recognising the increased demand on the Trust's resources and their unique expertise, this year VFFF increased the annual distribution to \$500,000 for the next five years. VFFF is proud to continue this long tradition of charitable giving and to maintain this type of granting within our portfolio.



Walter and Eliza Hall



Original trustees

John's story

John has received a Disability Support Benefit for the past 18 years. He is skilled and passionate with fixing motor cycles and wanted to establish his own business and has been collecting tools over many years. John travels by public transport to the library to use their computers. WEHT provided \$400 for the purchase of a laptop which will enable John to establish his business.

'I'm the proud owner of my own PC. I really appreciate it. I would never be able to buy a personal computer without the help of a life changing charity'

Joanne's story

Joanne and her 9 year old son Brian fled their home as the result of domestic violence. They resided in a refuge prior to securing their own rental accommodation. WEHT provided funding for the purchase of a washing machine, dryer and bedding.

'Thank you ... for your help at this complex time of our lives. It has literally rescued us from an impossible situation financially. I know you will never really know the depth of our gratitude.'



Trust deed and minute book



Wildfell, the residence of Walter and Eliza Hall in Potts Point

THE WALTER AND ELIZA HALL TRUST
Helping Australians in need since 1912

Outcomes analysis and our goals

Our goals

In late 2017, VFFF set a number of three year goals based on what we've learnt about useful and impactful grantmaking:

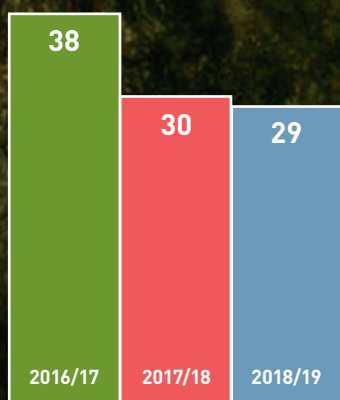
1. Make fewer, larger and longer term grants;
2. Increase funding for core operations and capacity building of organisations; and
3. Increase funding for work in rural and regional communities.

The statistics below relate to new grants approved in each of the specified financial years.³

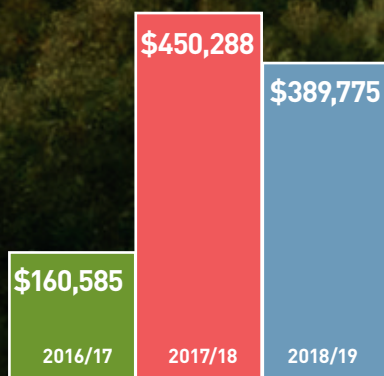
We continue to work toward these goals, and to talk to our grantees and analyse grant performance to make sure they have ongoing relevance.

Goal 1: Make fewer, larger and longer term grants

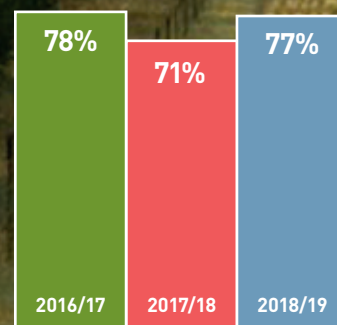
Total number of grants



Average grant size



Percentage of multi-year grants



³ The other statistics throughout this report refer to payments made this financial year, which includes payments to grants approved in previous years.

Performance of grants acquitted in 2019

VFFF has conducted outcomes assessment of all grants made since 2012, for learning purposes, informed by acquittal reports and conversations with grantees at the end of a grant. This analysis is conducted internally and has not been peer reviewed or independently validated.

Based on achievements against agreed outcomes and key performance indicators, each grant is rated as either Low, Medium, High or Exceeded Expectations. In 2019, VFFF acquitted 41 grants, bringing our sample of assessments to 247 grants.

Over time, we have seen patterns of performance among different grant types or characteristics emerge, which has informed our strategy and goals.

67%

of grants for **core operations** rated as Exceeded Expectations or High

41%

of **single payment** grants rated as **medium or low**

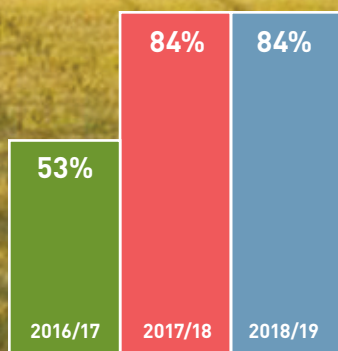
All grants that **exceeded expectations** were **multi-year** and over

\$100,000+

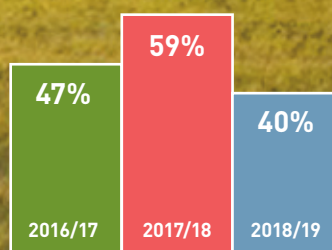
The **lowest performing** timeframe for grants was up to

12 months

Goal 2: 75% of funding for core operations and capacity building



Goal 3: 60% of funding for work in rural and regional communities



High achieving grants

Our greatest delight is seeing the achievements of organisations, individuals and communities supported by VFFF grants. Here are some of this year's stand-outs.



Photo: Alex Craig

The opportunity of a licence

Birrang – Maranguka Driver Licensing Initiative

↓ 56% drop in driving offences since 2013

\$223,832 multi-year, program start-up grant

Getting a licence is a game-changer – and for some more than others. This grant established the Maranguka Driving Licensing Initiative, as part of the Justice Reinvestment work in Bourke. Driver licensing had been identified as a 'justice circuit-breaker', or something that would have a rapid and substantial impact on reducing local people's involvement with the justice system.

The program supported people to navigate the licensing system, assisted them with obtaining identification documents (e.g. birth certificate) and found licensed drivers in the community to help aspirants reach their required hours of supervised driving.

310 people obtained a licence in Bourke between December 2015 and January 2019 – and in a remote place where access to transport can mean access to a range of new opportunities, it has already led directly to 10 people getting a job. 113 people were assisted with gaining Work Development Orders to pay off driving related fines and there has been a 56% drop in driving offences since 2013.

'Getting a licence essentially opens up possibilities for families, individuals and the community. Mum and Dad can go to work, pick the kids up from school, attend a football game as a family or with friends and do their Christmas shopping in Dubbo.' Birrang

Digitising Eternity

Bible Society Australia

\$269,000 multi-year, capacity building grant

With a 50% co-contribution from Bible Society, VFFF funding was used to boost and diversify the Eternity team to transition itself and the newspaper to a digital format.

The team set about quickly producing more stories and content and building a platform optimised for mobile and social media that sends stories to where people read their news. They also refined their editorial and social media strategy to encourage sharing of stories, which generated strong interest outside the usual spheres of Christian coverage. The grant accelerated the evolution of Eternity to a contemporary Christian news product, which has resulted in strong growth in readership – almost doubling the number of online stories read from 700,000 in 2016 to 1.3 million in 2018.

Advertising growth is also consistently exceeding targets, putting Eternity in strong shape as it celebrates its 10th anniversary in 2019.



Left to right: Dr Greg Clarke, Bible Society CEO with Sally White, Jenny Wheatley and Geoffrey White



Photo: Alex Craig

74% of the 658 participants have commenced full time employment after their internship

Accelerating employment for new Australians

CareerSeekers

\$200,000 multi-year, core operations start-up grant

CareerSeekers took the internship model of CareerTrackers to refugees and asylum seekers in Australia. It brokers 12-week paid internships for students studying full time at an Australian university, and recently arrived mid-career professionals with experience from their home country.

VFFF provided the initial \$150,000 to kick-start the program, followed by another \$50,000 when the fledgling enterprise hit a cashflow hurdle – a reminder that even the best laid plans hit challenges in implementation.

Four years later the achievements have been outstanding: 74% of the 658 participants have commenced full time employment after their internship. 56 private sector businesses now employ CareerSeekers graduates who have already contributed \$11.9m in taxes to the Australian economy. Through fees paid by employers CareerSeekers is on track to become a self-sustaining enterprise in 2020.

High achieving grants (cont).



17/20 staff work at The Social Outfit as their first Australian job

Colourful job creation

The Social Outfit

\$356,560 multi-year, core operations start-up grant

The Social Outfit (TSO) has achieved, with much sweat and tears, above expectations both in their retail social enterprise and supporting refugee and new migrant communities into employment.

TSO credits four years of VFFF support with providing critical stability to their start-up phase, enabling them to deliver five consecutive years of financial surplus and progressively build up net assets.

TSO has paid half a million dollars directly to refugees and new migrants in wages and work experience payments. The complexity behind providing a first Australian job to 17 of 20 total staff and assisting 19 in moving on to other employment cannot be underestimated – let alone the value of a first pay cheque and job. Their work has changed individuals' and families' lives for the better in so many ways.

Children in prison on the national agenda

Human Rights Law Centre

\$247,460 multi-year, program grant

VFFF supported HRLC's efforts with Indigenous partner organisations to address the over-imprisonment of Indigenous children.

While they continue to be imprisoned at 24 times the rate of non-Indigenous children and comprise 50% of the youth prison population, there has been a profoundly positive shift in the youth justice landscape. At the time of the grant, HRLC considered the major issue to be generating the political and community will for change. It continues to capitalise on the opportunities that the Royal Commission, and subsequent youth justice inquiries in nearly every state and territory, have opened up for reform of youth justice around Australia.

In September 2019, accompanied by HRLC, Djujan, a 12 year old from central Australia, became the youngest person to address the United Nations Human Rights Council. Djujan and HRLC were at the UN to gain support for raising the age of legal responsibility in Australia from 10 to 14 years, and increasing support for Aboriginal-led education models that will help hundreds of kids across Australia stay out of courts and prisons and in schools and playgrounds.



Djujan, a 12 year old Arrernte/Garrwa child and star of the documentary 'In My Blood It Runs', is the youngest person ever to address the UN Human Rights Council.

'My name is Djujan, I am 12 years old. I am from Arrernte and Garrwa Country. I came here to speak with you because the Australian Government is not listening. Adults never listen to kids like me. But we have important things to say...'
Djujan



1,550 asylum seekers were helped to lodge their applications

Whatever it takes

Refugee Advice and Casework Service

\$660,000 and \$500,000 multi-year, core operations and capacity building grants

In 2013, the Commonwealth Government's policy to cease funding legal advice for asylum seekers arriving by boat resulted in a sudden and dramatic change in RACS' circumstances.

Overnight, $\frac{2}{3}$ of its income ceased along with government referrals. At the same time, it was navigating client demand never seen before – at times greater than 500% of its regular caseload.

Having rarely received grants and never having fundraised, VFFF approved a Challenge Grant, wherein if RACS met its ambitious quarterly fundraising targets, VFFF would provide an additional 33c for every dollar raised. RACS went full force and reached its goals, receiving \$660,000 from VFFF and become a fundraising entity in the process.

In May 2017 a further grant was made under urgent and unusual circumstances, in response to the Government's announcement of a 'lodge or leave' deadline – asylum seekers who arrived by boat prior to July 2013 were given 60 days to complete applications for protection, or face deportation. This 'legacy caseload' created a rush on legal services with waiting lists in the thousands.

With \$500,000 from VFFF, RACS employed additional lawyers and worked at maximum capacity, evenings and weekends and assisted all 1,550 people on their waiting list to lodge their applications before the deadline. RACS' efforts have had real consequences for an extremely vulnerable group caught in the crossfire of a hot-button political issue.

Distribution snapshot

Payments in 2019

\$9.7m

distributed

87%

in multi-year grants

64%

for core operations and capacity building

77%

to NSW

44%

to regional areas

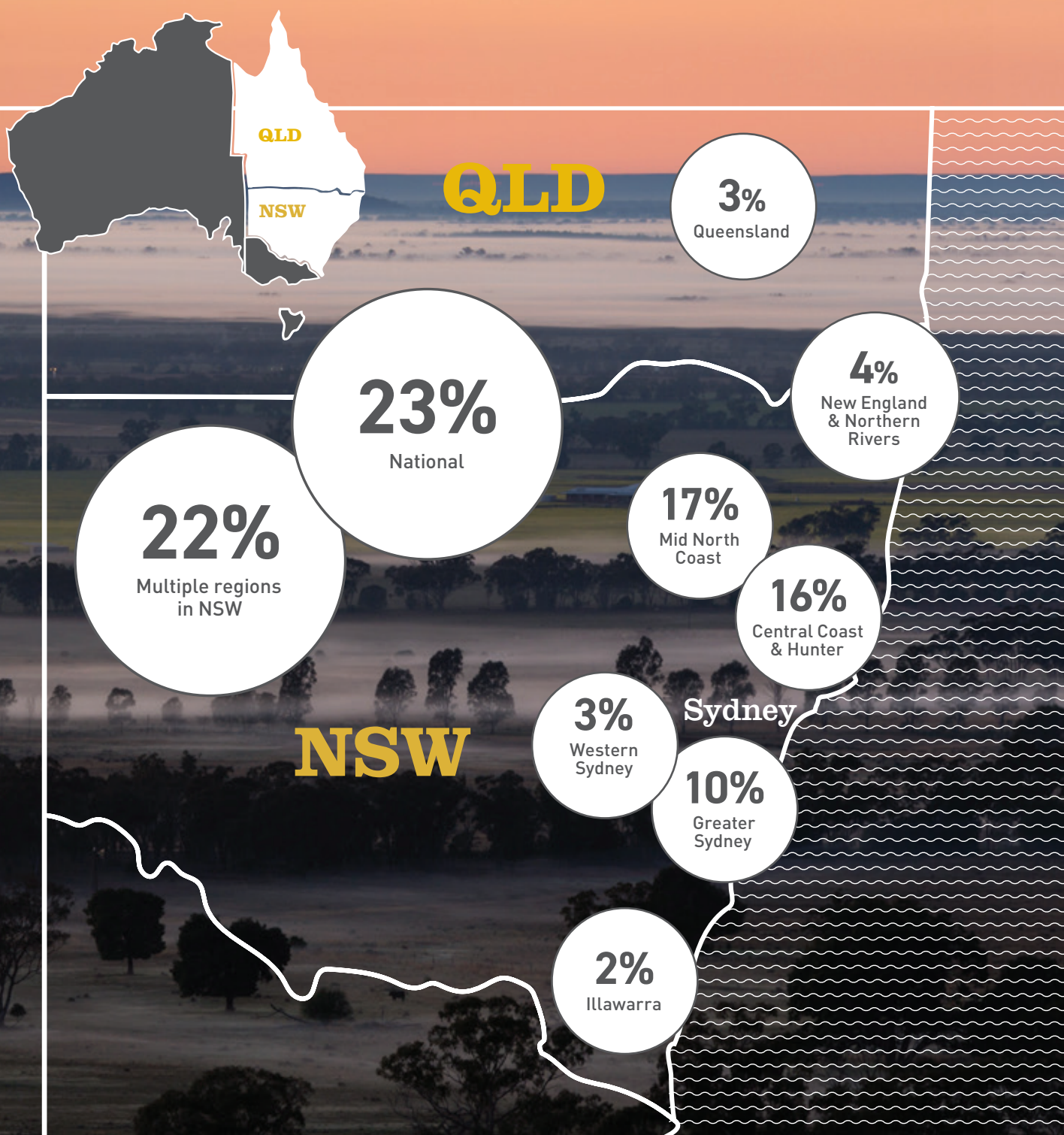
\$389,775

average size of new grants

Program/Theme	No. distributions	Total funding	% of funding
Thriving People and Places	21	\$3,415,237	35%
• Fair Education	2	\$1,330,533	14%
• Place-Based	2	\$339,801	4%
• Children & Prison	3	\$252,100	3%
Christianity	3	\$1,610,000	17%
Special distributions	4	\$1,932,288	20%
Continuing grants from former themes	8	\$806,993	8%

Total funding

\$9,686,952





NASCA supporting kids attending Alexandria Public School, Sydney NSW

Photo: Alex Craig

Thriving People and Places funding snapshot	Total funding \$5,337,671	Proportion of funding 55%	Number of distributions 28	Multi-year distributions 39%	% funds for regional areas 62%
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Thriving People and Places

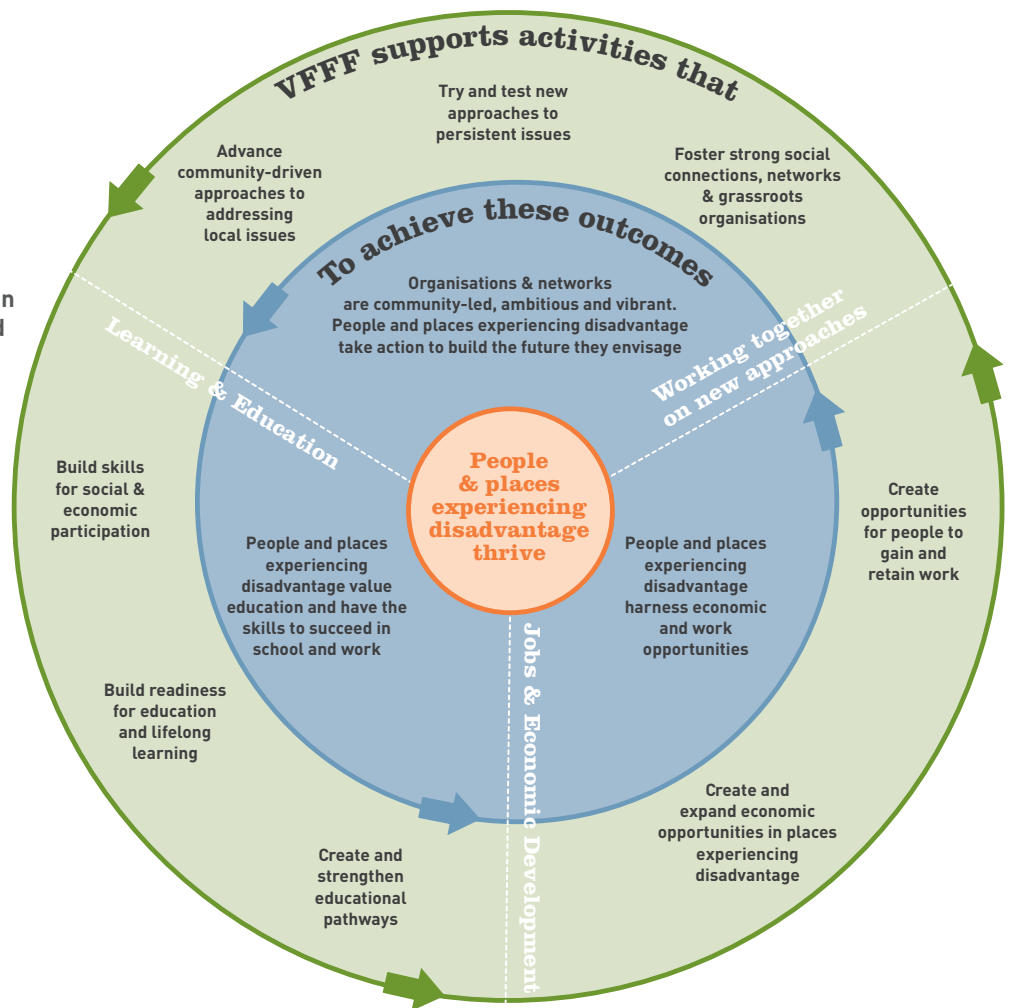
VFFF backs new ways of thinking and doing, invests in local people and works alongside communities and other funders, governments and the private sector so that more people can participate in education and work and build the future they want to have.

We look to provide responsive and flexible funding to high potential organisations who work on:

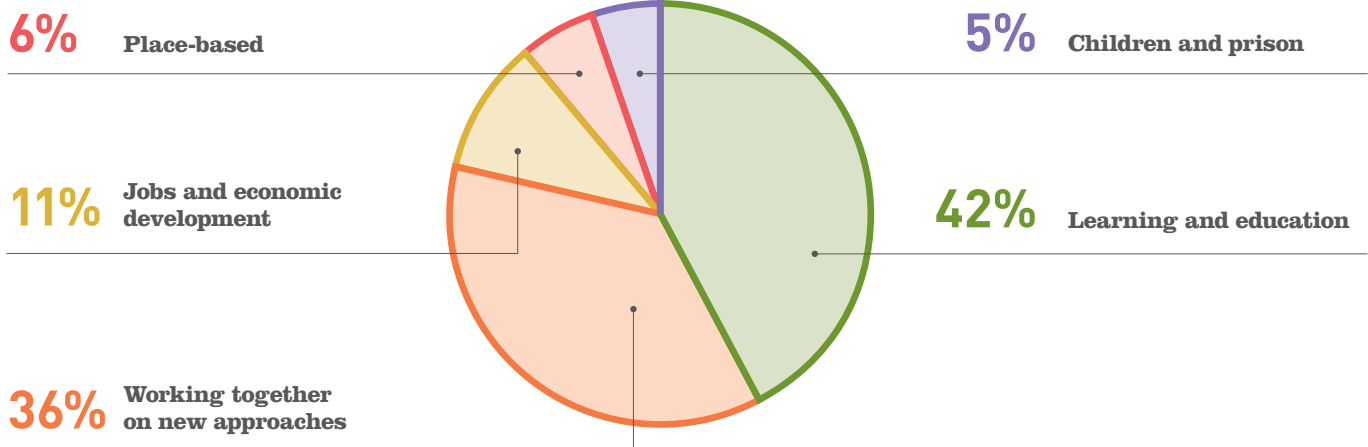
- New approaches in collaboration with others
- Learning and education
- Jobs and economic development

Additionally, a number of VFFF's strategic programs fall within Thriving People and Places:

- Fair Education
- Place-based
- Children and prison



Funding snapshot



Learning and education



The Girls & Boys Brigade

2019 Distributions

Australian Literacy and Numeracy Foundation **Refugee Action Support Program \$50,000**

Towards providing literacy and learning support for recently arrived refugee students.

Australian Schools Plus **Fair Education Program \$1,249,826 (total \$4,623,400)**

To support school leaders in low socio-economic areas to be more effective at engaging families and communities in student learning.

Eat Up Australia **To expand Eat Up in NSW \$49,023**

Towards a lunchtime food program for children who arrive at school hungry.

National Aboriginal Sporting Chance Academy **Building NASCA's fundraising capacity \$150,000** **(total \$375,000)**

To employ a Marketing and Fundraising Manager.

Poetry In Action **Expanding to regional NSW \$35,689**

Towards touring regional NSW with high-quality performances for young people.

Queensland Youth Orchestras **Regional Tour to North Queensland \$25,000**

Towards touring a symphony orchestra to perform educational and community concerts and workshops with local musicians.

Schools Industry Partnership **Inspiring the Future \$50,000**

Towards connecting schools with volunteers from the workforce.



Eat Up Australia

Shopfront Arts Co-op

Redevelopment and expansion \$350,000

A grant and matched funding incentive towards redevelopment and expansion of Shopfront's premises in Carlton, South Sydney.

The Fathering Project

Remote and Rural Schools in NSW \$50,000

Engaging fathers and father figures in a child's life for better social and health outcomes.

The Girls & Boys Brigade

Fundraising resources \$162,000 (total \$426,000)

Towards the employment of a Fundraising Manager and Coordinator.

Victoria University

Fair Education Program Evaluation \$80,707 (total \$264,761)

Working together on new approaches



Centre for Policy Development

2019 Distributions

Centre for Policy Development

Cities and Settlement Program \$200,000 (total \$600,000)

To enhance the delivery of employment and settlement services for refugees.

Hosanna Logan City

Hosanna Maternity Hub \$40,000

Towards infrastructure and programs for Pacifica mums and their children.

Public Interest Advocacy Centre

Indigenous Child Protection Project \$50,000

Responding to the over-representation of Aboriginal and Torres Strait Islander children in out-of-home care in NSW.

First Steps Count Foundation

First Steps Count Child and Community Centre (\$1,650,000)

Towards the construction and operational set up of First Steps Count Child and Community Centre in Taree, NSW.

Jobs and economic development



Warlpiri artists Angela Napurrurla Kelly and Myra Nungarrayi Herbert at the Blak Markets National Indigenous Art Fair

2019 Distributions

Australian Council of Social Service

Raise the Rate Campaign \$50,000

A campaign to increase the Newstart Allowance so people are better able to access meaningful employment.

Best Employment

The Best Garden \$34,800

Employment for young people and people with disabilities in Inverell, delivering fresh produce weekly to older community members.

Byron Region Community College

Sourdough Business Pathways \$150,000 (total \$415,000)

Towards expanding Sourdough Business Pathways across the Northern Rivers region.

Byron Youth Service

The Byron Flea \$50,000

Towards a monthly market at the Byron Youth Activity Centre.

Dress for Success Sydney

Peer Support Coordinator for Success Works \$48,725

Towards securing job opportunities for women leaving the criminal justice system.

First Hand Solutions Aboriginal Corporation

The National Indigenous Art Fair \$40,000

To support participation of remote art centres in the National Indigenous Art Fair in Sydney.

Jesuit Refugee Service

Empowered to Work \$50,000

Providing preparatory skills, workplace culture training and job-placement for people seeking asylum.

The Social Outfit

To pursue strategies towards the future of the work \$130,000

Increase fundraising resourcing and explore sustainable business models.

Place-based



It Takes a Town, Murwillumbah

Since 2012, VFFF has supported locals in a number of places – Lachlan Shire, Warwick Farm, Taree, Bourke, Dubbo, Logan, Murwillumbah – who are taking action to ensure their community thrives. Last year, we began a partnership with the Foundation for Rural & Regional Renewal that will see three more communities supported over five years.

2019 Distributions

Family Centre Australia

It Takes a Town, Murwillumbah \$109,176 (total \$319,606)

Towards a place-based, collective impact initiative focused on children and families in the 2484 postcode.

Logan Child Friendly Community

Logan Together \$230,625 (total \$692,016)

To improve child development outcomes for children aged eight and under in Logan, Queensland.

Children and prison



Apollo House, Dubbo

Most children who spend time in prison are on that path from the day they are born – simply because of who they are and where they come from. Since 2013, together with the Dusseldorp Forum, VFFF has been supporting efforts to reduce the over-representation of Aboriginal children in the NSW justice system.

2019 Distributions

Human Rights Law Centre

Boost and diversify the Aboriginal Rights team, working to reduce the over-imprisonment of Aboriginal children \$122,100 (total \$382,332)

Towards raising the age of criminal responsibility, expanding diversion opportunities and bail reform to reduce the number of children on remand.

Phunktional

Beyond the Walls \$30,000

A community arts and cultural development program for young people in custody in Sydney.

Weave Youth & Community Services Inc

Creating Futures Justice Project \$100,000 (total \$362,965)

A program to break the cycle of offending and support young people transition from custody back into the community.



Alpha Australia

Christianity funding snapshot

Total
funding
\$1,610,000

Proportion
of funding
17%

Number of
distributions
3

Multi-year
distributions
67%

% funds for
regional areas
27%

Christianity

The Christian faith was integral to Sir Vincent Fairfax and he was actively involved in the Anglican Church throughout his life.

VFFF's new Christianity funding guidelines took effect from July 2018, with the goal that: *Young people are able to make life choices informed by an understanding of Christian faith and belief.* Since that time we have been meeting with a number of organisations to identify exciting initiatives that young people enjoy.

'Nearly every young person before reaching adulthood comes to a point of decision about religion. When he faces up to it, he solves it in one of several ways: by avoiding a decision and accepting a state of drift, by positively deciding to set it aside, by continuing formal observance and remaining in doubt, by consciously continuing his 'search', or by finding his own terms for accepting a duty to God and endeavouring to expand a spiritual understanding through faith.' Sir Vincent Fairfax, August 1968



The Crusader Union of Australia



The Crusader Union of Australia

2019 Distributions

Alpha Australia

Alpha Youth Series Expansion \$80,000 (total \$240,000)

Helping young people explore and discuss the basics of the Christian faith in a church, youth group or school environment.

Kids Hope Australia

Expansion in NSW \$30,000

Operational capacity to develop a further 30 church-school partnerships.

The Crusader Union of Australia

Lake Macquarie Redevelopment \$1,500,000 (total \$3,000,000)

Redevelopment of the Lake Macquarie Outdoor Recreation Centre to support young people grow their interest and participation in Christianity.

Behavioural Insights Team



**Special
distributions
funding
snapshot**

Total
funding
\$1,932,287

Proportion
of funding
20%

Number of
distributions
4

Multi-year
distributions
75%

% funds for
regional areas
19%

Special distributions

VFFF maintains a degree of flexibility to grant outside its guidelines when an opportunity arises to support an initiative of catalytic potential or particular importance to the Vincent Fairfax Family.

This year, VFFF was delighted to work alongside The Myer Foundation and Sidney Myer Fund, The Ian Potter Foundation and Paul Ramsay Foundation to support the development of a leadership program specifically for not-for-profit leaders.

‘Every one of our privileges must be matched by a corresponding obligation. To accept our responsibilities in this way means that we must develop a sense of individual leadership and that is why I say that everyone must be a leader.’

Sir Vincent Fairfax, Leadership Broadcast, 1954

2019 Distributions

Not-for-Profit Leadership Program \$600,000 (total \$3,000,000)

Establish and deliver a leadership and capacity development program for the not-for-profit sector. This is part of a \$9m investment between The Myer Foundation and Sidney Myer Fund, Paul Ramsay Foundation and VFFF.

Behavioural Insights Team

Ethical Development Program Phase 4 \$707,768

To pilot the Code for Online Decision & Ethics (CODE) Program, supporting the ethical development of teenagers in a world of technological change.

Outward Bound Australia

Capacity Building \$124,520

To re-build Outward Bound's website and upgrade accommodation at the national base in Tharwa, both essential to the development and success of the organisation's work.

The Walter and Eliza Hall Trust

Small grants to individuals \$500,000 (total \$2,500,000)

Providing funds to assist individuals experiencing financial hardship.

Outward Bound Australia





Asylum Seekers Centre, Newtown

Continuing grants

In 2017, VFFF changed its granting structure and is still phasing out some funding themes. The below are multi-year grants made under these previous themes that are still active.

Asylum Seekers Centre

Employ a Volunteer Program Manager \$94,616 (total \$278,004)

Australian Research Alliance for Children and Youth (ARACY)

Right@home – phase 2 \$235,497 (total \$509,048)

CuriousWorks

Social Enterprise Program \$40,000 (total \$200,000)

Philanthropy Australia

Philanthropy Champions \$25,000 (total \$75,000)

Primary Industries Education Foundation Australia

Core funding and matched funding incentive \$29,000 (total \$300,000)

Strategic Community Assistance for Refugee Families (SCARF)

Core operations and capacity-strengthening \$182,880 (total \$518,807)

St Francis Social Services

The Humanitarian Hub \$100,000 (total \$340,000)

University of New South Wales

Centre for Healthy Brain Ageing (CHeBA) – The Dementia Momentum \$100,000 (total \$200,000)

Scholarships

Arthritis Foundation of Australia

AFA-ARA Heald Fellowship awarded to Dr Jacqueline Flynn for the development of a new therapeutic for SLE, commonly known as lupus, an incurable autoimmune disease.



Asylum Seekers Centre, Newtown

Photo: Alex Craig

Finance and Investment

Using our corpus to accelerate impact

In 2017 VFFF undertook a strategic review and determined as one of its four goals, to fully utilise our resources to accelerate outcomes.

As part of this, we are beginning to explore how to express VFFF's values throughout the investment portfolio.

Our investment manager, Cambooya will lead this work that will start by defining our values in the context of an investment framework and then determining the breadth of possibilities for aligning the portfolio with those values. We are looking forward to working with Riccardo Briganti and Kathryn Young and the team at Cambooya to consider how we might shape our investment strategy to enhance its alignment to our strategic goals, while continuing to generate strong financial and social returns.

Currently, VFFF has approximately 5% of Corpus invested on an impact first basis. We have five discrete investments across three asset classes, which represent a capital allocation of \$10.3 million from corpus.



BackTrack

Shelter and safety first. VFFF's first impact investment in 2016 was to purchase 'Warrah' in Armidale, as a BackTrack residence. Despite great results, BackTrack could see their impact was limited when some of their participants did not have a safe home to go to at the end of the day. Warrah provides a home for up to 12 young people and supports improved school attendance, sleep quality, regular healthy meals, evening debriefs, and learning skills like cooking, washing, and cleaning. The property is being leased to BackTrack in a structure designed to incentivise the organisation to acquire the asset. This enables VFFF to meet our three social impact investment conditions: 1) ability to protect capital 2) an exit strategy and 3) provide a yield.

Social Impact Investments



Evolve Housing

Increasing social housing supply.

\$4 million loan facility



The Crusader Union

Redevelopment of Lake Macquarie Recreation Centre to connect young people with Christianity.

\$3 million loan facility



Moore College

Redevelopment of theological training college.

\$2 million loan



Yume

Reducing food waste and benefiting farmers.

\$750,000 equity investment



BackTrack

Residential property in Armidale for young people having a tough time.

\$590,000 property

Asset allocation (as at 30 June 2019)

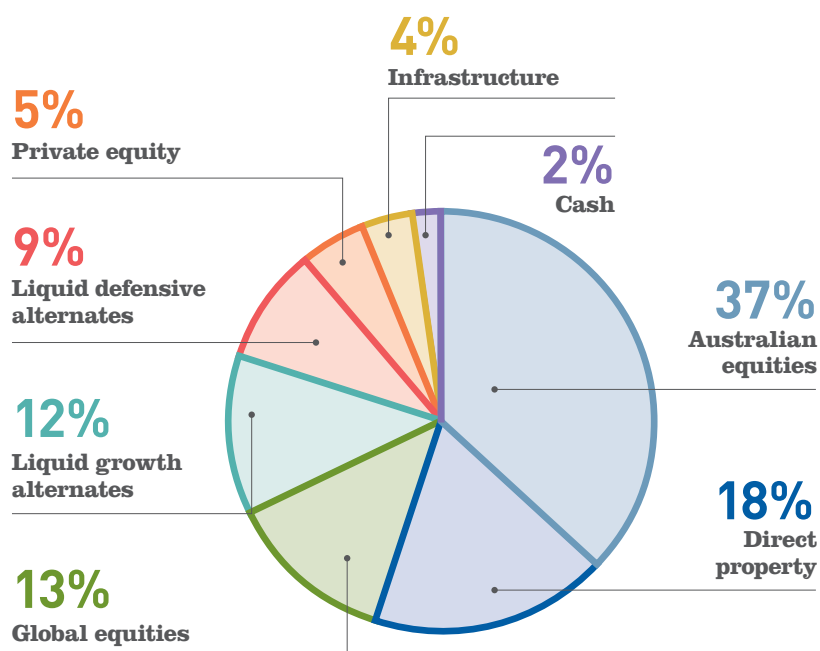
The corpus of VFFF and VFELF is invested in a diversified portfolio overseen by Cambooya Services Pty Limited and John Coombe and Raymond Lam of JANA Asset Consultants.

We are appreciative of the Cambooya Investment Committee (CIC) providing valued advice to the Cambooya team, led by Riccardo Briganti who manages the investment portfolio. Members of the CIC in 2018/19 were James Millar, Rosemary Vilgan, Susan Roberts and Richard Brandweiner. The CIC met on four occasions, where the VFFF and VFELF portfolios were considered.

Both the VFFF and VFELF portfolios continue to meet their return and risk objectives over the long term.

The Boards extend their appreciation to David Sinclair, Partner and KPMG who provide their audit services on an honorary basis.

Directors have set a distribution target of \$10 million for VFFF in the 2019/20 financial year.



	VFFF		VFELF	
	2018/19	2017/18	2018/19	2017/18
Corpus (at market value)	\$209.8m	\$207.7m	\$7.4m	\$7.4m
Distributions	\$9.7m	\$10.4m	\$0.4m	\$0.4m
Cumulative distributions	\$159.9m	\$150.2m	\$6.5m	\$6.1m
Future commitments ⁴	\$11.1m	\$9.3m	\$0.4m	\$0.4m

⁴ Future commitments are conditional on available funds in the distribution account.



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