

Up Stepping

VFFF Annual Report 2020




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Up Stepping



Cover and image: Jesuit Refugee Service (JRS) has supported and advocated for refugees and people seeking asylum since 1980. Between March and June 2020 they supported over 425 people with casework, 25 families with emergency financial relief, and 381 people via their foodbank.
Image credit: flashpointlabs.org



Inspired by the vision of our Founders, VFFF supports the efforts of many extraordinary people who are working towards a thriving Australia.

This year we have seen organisations step up to the challenges before them, unwavering in their commitment to the communities they support. We are motivated by their creativity and resilience and hope you enjoy reading some of their stories.

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.

our vision



(L to R) Sally White OAM, Ruth Armytage AM, Prue Pateras, VFFF Trustee Emeritus Geoffrey White OAM and Gina Fairfax



Three generations of the Vincent Fairfax Family, c. 1987



Sir Vincent and Lady Nancy Fairfax



The second generation of the Vincent Fairfax Family:
Tim Fairfax AC, Ruth Armytage AM,
Sally White OAM,
John B. Fairfax AO



Fourth generation
members: Luke Kefford,
Adam Kefford and
Miles White

Generation to Generation: Our Founders and Family Philanthropy

In 1962, Sir Vincent Fairfax established a family charitable trust, which would later become the Vincent Fairfax Family Foundation (VFFF).

In a note to his family explaining his motivation for establishing the Trust, Sir Vincent wrote:

"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 had a sense of purpose and responsibility in the way he lived his life. This was reflected in his work in a number of major Australian companies, his rural interests and his many charitable and voluntary commitments, as well as his family life. He believed that wealth and position brought responsibility and an obligation to serve the community.

Lady Nancy Fairfax was a Founding Trustee of the Foundation where she served with dedication for nearly 40 years. She was Chairman from 1993 to 2001, retiring as a Director in 2002, then Patron until her death in 2007.

Lady Fairfax bequeathed a large amount of her Estate to the Foundation. This transformed VFFF into one of the largest family foundations in Australia.

Today, the Vincent Fairfax Family maintains a commitment to VFFF as the flagship of their family's philanthropy. Family members strive to honour the legacy of Sir Vincent and Lady Nancy, while responding to present day challenges and opportunities.

VFFF has a strategic goal to be a thriving multi-generational family foundation for many generations to come. The VFFF team works with family members to encourage their participation in the work of the Foundation. Since 2012, younger family members have had the opportunity to be members of the Grants Committee, yielding a high level of engagement across the third generation of the family.

When family members turn 18 they are invited to become VFFF members. By 2021, there will be nine VFFF members from the emerging fourth generation. VFFF is excited by the opportunity this presents for their voice to inform the next VFFF strategic review in 2021.

'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

Chairman and CEO Message



“Stepping Up”: to come forward; to advance; to increase an effort; to take responsibility for doing something even though it is difficult.

We were ready for 2020 to be unusual. VFFF was settling into new premises, Emily Fuller indicated it was time to find her next adventure, it was the final year of a three year strategic plan, we identified a need to address a growing level of future commitments and Directors reaching maximum terms meant it was time for Board renewal. And then....

From September 2019 to March 2020 fires heavily impacted various regions of New South Wales. At its peak the Black Summer period saw air quality drop to hazardous levels. VFFF targets rural and regional areas for 60% of its annual granting. Many of the communities VFFF engages with were in the throes of drought and now faced devastating bushfires. By March the fires were extinguished, however less than three weeks later NSW went into lockdown to stem the outbreak of COVID-19. The restrictions imposed by government to tackle this once in a lifetime health issue impacted every community.



Chairman James M. Millar AM and CEO Jenny Wheatley

The 2020 VFFF Annual Report is dedicated to all those who stepped up throughout the year. The Webster Dictionary says that “Stepping Up” means to come forward; to advance; to increase an effort; to take responsibility for doing something even though it is difficult. VFFF congratulates health workers, teachers, grantees, philanthropy peers, government and community members who stepped up at this most difficult time to increase efforts to assist those most in need.

There will be many stories told about this time. The creative and collaborative efforts of organisations supporting asylum seekers and refugees were especially noteworthy. These organisations responded with great care, compassion and purpose to a set of common challenges – a significant increase in demand, reduced capacity to deliver services and highly vulnerable clients with limited access to government support.

We supported **Royal Far West** who moved swiftly and with great creativity to accelerate training in telehealth procedures and refine their clinical practices to adjust to COVID-19 conditions. This enabled Royal Far West to maintain their work with rural children when even intra-state travel was difficult.

VFFF joined The Paul Ramsay Foundation and Westpac Foundation to provide top up funding for **Community Resources** to secure the employment of people experiencing disadvantage who were ineligible for Job Keeper. At a particularly critical moment, we shared assessments, insights and streamlined our granting processes to back an organisation making a difference.

We admired **Eat Up Australia** as they combined forces with other food distribution groups to deliver hundreds of emergency food boxes to schools across three states, to be collected by families experiencing food insecurity.

Emily Fuller, David Hardie and Camilla Chapman, supported by Peta Rennie also stepped up in March by calling every grantee, staying true to mission, finding nimbleness and appropriately relaxing policies and rules. **VFFF held its first Special Board meeting in May where Directors approved \$750,000 of grants to assist organisations with their response to COVID-19.**

>> (continued)

our promise

Chairman and CEO Message (continued)



The VFFF team L-R: Natalie Buckett, Camilla Chapman, Jenny Wheatley, David Hardie, Claire Mannion and Peta Rennie.



Sally and Geoffrey White
with Emily Fuller



David Hardie,
Foundation Manager

In June, Directors approved a further \$370,000 of COVID-19 grants and approved bringing onto the balance sheet \$14.3m of forward commitments. This means the team will seek total new grants of up to \$9.5m in 2020/21. The Board stepped up and created capacity for the team to pursue opportunities for larger and more impactful grants.

Andrew Fairfax joined the VFFF Board in November, resulting in all four of Sir Vincent's and Lady Nancy's family groups being represented by a family member. We farewelled Rob Cartwright at the conclusion of his final term after 12 years as a valued member of the VFFF Board. Rob encouraged us to find effective leaders who demonstrated the ability to implement a sound strategy and to use plain English. Rob wished for succinct English that enabled the Board to think about the merits of the proposition rather than the prolixity of the author. In June we welcomed **Rosemary Vilgan** to the Board as the third independent Director. Rosemary brings a wealth of commercial experience to the Board.

It is rarely easy watching someone leave an organisation, especially a long-time team member that has helped achieve so much and commanded respect and admiration during their time as part of the team. It was a joy to work with **Emily Fuller** and she's taken us to places we never expected to go, including Silverwater Jail. We've shared some exciting times – particularly on road trips – no-one will forget the great Kangaroo bump, an ever so friendly chat with the local Condo police, kayaking on Lake Cargelligo, locating great coffee in Bourke, and the famous "vegetarian" omelette in Dubbo. Much has been achieved by VFFF through Emily's laser-focus on what matters in the art of philanthropy. We extend our heartfelt thanks to Emily and look forward to watching her achieve great things.

We were delighted when **David Hardie** stepped up and accepted appointment as Foundation Manager for VFFF. Those who have been lucky enough to work with David will appreciate this was a terrific outcome for VFFF and the sector generally. David's technical expertise is well known, and he has been instrumental in assisting many not-for-profits deliver impactful outcomes. David is diligent, thoughtful, caring, manages up and down with great expertise and has a wonderful sense of humour.

Camilla Chapman having successfully completed her eighteen months as Grants Trainee was promoted to the role of Grants Manager. Camilla shows a deep understanding of the challenges facing communities and seeks out opportunities that align with VFFF's funding principles.

Claire Mannion and **Natalie Buckett** joined the team from September 2020. We are excited to see how this fully resourced team will shape the VFFF's focus and impact over the next twelve months.

VFFF acknowledge the unbridled enthusiasm for more and better giving and effective sector collaboration led by **Sarah Davies** during five very successful years as CEO of Philanthropy Australia. We enjoyed working alongside Sarah and Directors fondly remember study tours led by her that positively influenced our strategy and operations. VFFF look forward to working with Jack Heath when he steps into the role as CEO of Philanthropy Australia in January 2021.



VFFF Board of Directors L-R: James M. Millar ^{AM}, Rosemary Vilgan, Annabel White, Andrew Fairfax, Joseph O'Brien, Angus White, Suzanne Cridge, Ruth Armytage ^{AM} and Tim Fairfax ^{AC}

We are grateful for the support of VFFF's peers and partners during this period. A challenging part of working through a global pandemic is the absence of opportunities to connect. Going from one Zoom meeting to the next without the downtime of walking with colleagues to and from locations or sharing a coffee or meal leads to a noticeable decline in knowledge sharing and development of new contacts.

We welcome the exchange of ideas about how organisations are responding to funding in this challenging period, maintaining team morale and discussing strategies to adopt when feeling overwhelmed. These relationships are highly valued and add meaningfully to the impact of our work.

Thank you to every community member who stepped up in the face of drought, bushfires and COVID-19 to make a difference when and where it was most needed. We are in awe of the creativity, commitment and courage displayed by all those VFFF work alongside. VFFF hope that the silver lining to 2020 is a more kind, thoughtful, accepting and understanding world.

James M. Millar ^{AM}
Chairman

Jenny Wheatley
Chief Executive Officer

VFFF's granting during COVID-19

The outbreak of COVID-19 was a call to action for many.

VFFF's first action was to reach out to the 60 organisations in current VFFF funding. These phone calls sought to communicate a supportive VFFF message to each organisation as they dealt with their rapidly changing circumstances. It also helped us understand the immediate and potential longer term impacts they were anticipating.

It quickly became apparent that the wider impacts of COVID-19 would continue for many months, with numerous charities facing significant revenue constraints and increased demand on their services. We recognised the need to keep listening to our grantees, to consider their circumstances on a case by case basis and to accelerate our giving to those who were stepping up to support their communities.

These conversations continue to inform our thinking about how to strike the right balance between 'business as usual' and thoughtfully shifting our granting and processes. We will keep thinking carefully about the best role we can play, balancing the needs of current grantees with new funding requests.

To help guide us, we developed the following principles to inform our work in the foreseeable future as the impacts of COVID-19 continue.

Provide additional core operations funding for current grantees to support:

- Business continuity challenges
- Service delivery shifts and adaptation opportunities
- Highly vulnerable groups

Provide more flexible funding

- Untying existing grants to enable funds to be repurposed
- Bringing forward future funding commitments

Support grantees

- Proactively communicate with all grantees and keep asking what they need
- Streamline application and reporting processes
- Extend grant reporting periods

Stay true to how VFFF funds

- New grants are aligned with current VFFF priorities and guidelines
- Core operations and capacity building focus
- Rural and regional focus
- Hold steady as circumstances shift.

We have been impressed and inspired by the quick and creative action of many organisations in responding to COVID-19. In May and June 2020, we increased support towards the core operations of these organisations:

- Asylum Seekers Centre
- Community Resources
- Eat Up Australia
- Good360 Australia
- Jesuit Refugee Service
- Logan Child Friendly Community
- Royal Far West
- St Francis Social Services
- The Crusader Union of Australia
- The Social Outfit
- Weave Youth & Community Services

Total granting in response to COVID-19

\$1.115m

in May and June 2020





Highlights



Granville East Public School

Backing school leaders: Fair Education hits the mark

The establishment of the Fair Education Program in 2015 was a significant VFFF milestone – our largest education investment and a new, long-term delivery partnership with Australian Schools Plus.

Five years on, and that first group of 29 schools has now grown to a program comprising 150 schools across NSW, Queensland and Victoria, with support from multiple funders.

Fair Education aims to build the capacity of school leaders in low socioeconomic areas to design and implement activities to strengthen family and community engagement. Individual schools and school clusters are supported through three year project grants and leadership coaching delivered by Schools Plus coaches.

VFFF funded an independent evaluation from the start of Fair Education to test the original Theory of Change and inform the program's continual review and improvement. The Centre for International Research on Education Systems (CIRES) at Victoria University has now concluded its four year evaluation for the first two cohorts of schools in NSW. VFFF is greatly encouraged by the emerging evidence that Fair Ed is effectively supporting school leaders to implement projects that enhance how parents engage in their kids' education.

Fair Education builds on the knowledge and experience of school leaders who work with families and students within disadvantaged communities. It does not impose a model of reform onto schools, instead, it aims to help empower school leaders to realise their own ideas and set their own objectives. This is to ensure that additional support is delivered in a way which is sensitive to each school's community and context drawing on the experience and knowledge of leaders and staff members at each school.

Building on the success to date, this year VFFF invested a further \$6.3m over five years for Australian Schools Plus to deliver two more cohorts of Fair Ed schools from 2020 to 2024. We greatly appreciate the continued leadership of Australian Schools Plus in the national expansion of Fair Education.

Fair Education provided school leaders with the opportunity to learn from one another and share their ideas about how to improve family and community engagement. The flexible school-initiated projects give schools the opportunity to try something on their own terms.

Even though the actual amount of project funding could be regarded as small when compared to other grants and system allocations, the sense of accomplishment that many school leaders derived through Fair Education was apparent. This is attributed to the fact that they were supported to work towards their own improvement agenda (CIRES, March 2020).

Fair Education

has supported 110 schools across NSW



Community led: Investing in Rural Community Futures



Mujaay Ganma Foundation
Aboriginal Corporation



Nambucca Valley Youth Services Centre



Nancy Sposato and Patricia Walker, Community Facilitators
Nambucca Valley

The Foundation for Rural & Regional Renewal (FRRR) and VFFF recognise the fundamental roles that not for profit organisations play in building and sustaining the social and economic fabric in their communities.

With a shared aspiration to keep learning about how to best support rural and regional communities, in 2018 the two foundations set out on a \$5m, five-year partnership to build the capacity and capability of not for profit organisations in three NSW communities.

VFFF funds the FRRR Investing in Rural Community Futures (IRCF) delivery team – including program management and community facilitators in each community. Employing people in place seeks to accelerate the connection and collaboration from this work, shifting relationships from a traditional granting model to one that has community voice at the centre.

The three selected communities – Nambucca Valley, Leeton and Junee – have each developed a community roadmap to identify their local priorities. Initial start-up grants and partnership grants have been awarded to local organisations and aligned with the four IRCF priority areas.

IRCF priority areas

Investing in
People



Investing
in Internal
Systems and
Structures



Investing
in Sector
Efficiencies



Investing in
Strategy



Through its mix of grants, facilitated community connection, peer to peer learning and evidence building, IRCF seeks to develop the resilience of local not for profits and to capture and share the impact of this work in each community. VFFF is grateful for the enthusiastic leadership of IRCF Program Manager Alli Mudford and the whole FRRR team. We were delighted this year when the Snow Foundation, after seeing the early success of IRCF, expanded the program into the Shoalhaven communities of Batemans Bay, Nowra and Ulladulla.

Bringing it home: Country Universities Centre

Many regional students are faced with the difficult choice between leaving their family and community or forfeiting the future opportunities that come with having a tertiary degree.

Because of this, regional students participate in higher education at less than half the rate of their metropolitan counterparts.

While distance education is widely available, the essential missing piece that Country Universities Centre (CUC) provides is a 'campus' environment, and all the benefits and supports that come with it. At a CUC, students pursuing any degree can enjoy a student-centric, dedicated space with high-speed internet and videoconferencing facilities, tutorial support, staff to assist with administrative and academic needs, and importantly, a cohort of fellow students, all while remaining in their local community.

This initiative is strongly aligned with VFFF's goal to test new approaches and grow local capacity in regional areas.

To strengthen the CUC delivery model, VFFF funding contributes to one-on-one academic support to students via the employment of Learning Skills Advisors (LSA) across the network. In response to COVID-19, CUC swiftly moved to remote delivery with video conferences, regular wellbeing check-ins, support with technology and communicating with universities to understand changes.

In June 2020, CUC was awarded Federal Government funding to establish a further six centres across NSW, Queensland and Victoria in 2021. The growing community of regional university centres will substantially benefit from the learnings and outcomes of the LSA Program.

Highlights from the Learning Skills Advisors Program



Bachelor of Health Science (Mental Health) student Corey, working towards his goal of becoming an Aboriginal Health Professional



Learning Skills Advisor Sophie running a workshop on study planning and time management

89%

of students felt more confident with their studies

98%

felt that using the CUC helped to improve their academic results

92%

listed "support from centre staff" as one of the best aspects of CUC

95%

stated they were more likely to continue with their studies

Job creator: Community Resources



Green Connect



Soft Landing

Community Resources is a national community development organisation. It owns and runs three social enterprises (Green Connect, Soft Landing and Resource Recovery Australia) and a range of community services.

Community Resources employs more than 500 people, 77% of whom joined when experiencing barriers to employment. As an organisation that exists to create jobs and employment pathways for individuals that need them, the work of Community Resources is well-aligned to VFFF's priorities. This is work that changes lives – providing employment and training and building a sense of possibility and optimism that results in improved economic, physical and mental health outcomes.

In November 2019, VFFF approved core operations funding for Community Resources, specifically to fund key roles in communications and safety and wellbeing in their leadership team.

When COVID-19 hit, Community Resources was in the process of consolidating after five years of rapid growth. It had made significant improvements to financial health and important governance, management and operational changes to strengthen the organisation. This business transition was disrupted by COVID-19, bringing short term financial pressures to the operating model.

This was a moment for funders to step up, to support an organisation to get through the COVID-related downturn without making further major adjustments. VFFF was pleased to join with the Westpac Foundation and Paul Ramsay Foundation to collectively and quickly provide additional funds to back an organisation we believe in as a proven model for job creation.

Community Resources highlights

579

people
employed

58

transitions to
mainstream
employment

77%

joined when
experiencing barriers
to employment

One of the family: The Girls & Boys Brigade



VFFF has a long standing relationship with The Girls & Boys Brigade, dating back to 1882 when it was established by Sir James Fairfax as 'The Boys' Brigade'.

Its original purpose was to support newspaper boys with education and recreation, while encouraging honesty, self-respect and industry to bring them under positive influences and provide them with a good start in life.

The Brigade's connection with the Vincent Fairfax Family has remained strong, and it has evolved into a safe and welcoming place off the streets for young people and families to learn, play, and access guidance and support services. Today, members of the Vincent Fairfax Family remain part of The Girls & Boys Brigade Board of Directors: John B. Fairfax AO (President), Ruth Armytage AM and Andrew Fairfax.



Like many organisations supporting vulnerable families, the onset of COVID-19 in early 2020 prompted the Brigade to shift to remote service delivery almost overnight.

During this time, they continued to support families via food and essentials delivery, digital devices, online education, phone and video support and assistance with the changes in schools, jobs and community services to ensure no one fell through the cracks.

Keeping their community's health and wellbeing at the fore, The Girls & Boys Brigade remains dedicated, with their consistent and practical approach, to helping their young people deal positively with life's challenges.



"Although in many ways the young today are better provided for by way of recreational and other leisure facilities than they were, there are still large areas of social deprivation affecting young people. To improve the physical conditions of life is only part of the task; the ideal goal is that every boy and girl should have the opportunity to fulfil their full potential." – Sir Vincent Fairfax, 94th Annual Meeting of the Boys' Brigade, December 1976

our future

The Grants Committee, formed in 2012, brings together family members to participate in the grant making process for grants up to \$50,000, and gain hands on experience in governance and grants assessment.

The Committee represents successful intergenerational engagement, with three-quarters of Sir Vincent and Lady Nancy Fairfax's grandchildren having participated as Grants Committee members. **Together they have produced excellent granting outcomes for VFFF, collectively approving more than 146 grants totalling just under \$5 million.**

The 2020 Grants Committee comprises Andrew Fairfax, Stephanie Fairfax, Camilla White, Emilia Kefford, Ben Poschelk, Jose Coulson and Joseph O'Brien. This year, the Committee approved grants totalling just over \$1 million to 23 organisations. We are pleased to share some of the highlights.



Image credit: russellshakespeare.com

Fishability Queensland

\$42,300 in core operations funding towards programs assisting with social inclusion and community participation.

Fishability supports people with disability and those in the community at risk of social isolation and loneliness in the Brisbane area. Fishability programs facilitate skills acquisition, healthy outdoor recreation activities, social inclusion and community connection.

Fishability Qld is a grassroots, community-led organisation which empowers program participants by providing the opportunity to become volunteer Board members.

"There is a lot to like about Fishability Queensland. At its core, Fishability has a simple mission of providing socially inclusive fishing opportunities to disadvantaged people in the community through a low cost, high touch "Fish and Forget" experience. Fishability is a new and vibrant initiative that is tackling a topical social issue. Keep up the good work."

José Coulson





Dress for Success Sydney

\$50,000 towards the ongoing employment of a Peer Support Coordinator for Success Works.

Success Works is a program conceptualised by Dress for Success Sydney to support women with a criminal history, respectfully and free of judgement, to find employment and change the trajectory of their lives. The program works collaboratively with correctional centres, referral agencies and employer partners in Sydney to increase participants' chances of securing and sustaining work. For participants, entering the workforce provides not only monetary means to live but also confidence, independence and empowerment.

"Everyone deserves a second chance, and with the wraparound support and job opportunities that Success Works provides, this can set their clients on track for a positive life."

Stephanie Fairfax



Fighting Chance

\$50,000 towards equipment at Jigsaw Mount Gravatt, to build capacity of the new Hub to provide training and employment for people with disabilities.

Jigsaw Australia is a document and data management social enterprise that trains and transitions people with disability into award wage employment. Jigsaw believes that "people prepare best for work, through work". This grant is towards the expansion of the new Jigsaw work hub in Mount Gravatt, Qld by providing infrastructure for Jigsaw to train more school leavers.

"The Jigsaw program is very valuable for people with disabilities, it gives school leavers an opportunity to learn a range of skills within a real business as well as access learning programs in social skills, workplace etiquette and job readiness. The learning programs are tailored to each individual. It was great to see their amazing workspace at Mt Gravatt via Zoom!"

Camilla White



The SHIFT Project Byron

\$47,231 towards the Linen SHIFT – Laundry with a Conscience.

The Linen SHIFT is a newly established social enterprise laundry service in Byron Bay, providing training, employment and support to women experiencing or at risk of homelessness. With a transitional employment model, the laundry workplace is a learning and skills development environment in which participants acquire work readiness through supported placement in a real job. The SHIFT Project strives to support and empower women through the transition from homelessness to independence, addressing wellbeing from a holistic perspective.

"Founder Anne Goslett's dedication to disrupting the cycle of women's homelessness in the NSW Northern Rivers is transitioning the lives of women and engendering purpose and independence. The SHIFT Project is not band-aiding an issue, it is impacting lives now and is helping to disrupt intergenerational poverty. This is a remarkable initiative, one that the community endorses and supports. I have no doubt that the VFFF Founders would be impressed by the good work SHIFT is facilitating."

Ben Poschelk



Sports Chaplaincy Australia

\$49,483 towards sports chaplaincy in junior sport, Sydney region netball pilot.

This project is directed at working with local churches to place volunteer chaplains in junior sports clubs, to provide pastoral care and a positive Christian influence and engagement in sports communities. The project is focused on netball and will serve as a pilot for future projects working with other junior sports and in other regions nationally. It arose from a partnership with Netball NSW and their request to grow chaplaincy in their sport.

"I believe there is, in practice, an endless need for opportunities for young people to experience a positive Christian life. Sport is a context of enjoyment and positive effort, and one where tradition is often present. This approach is humble, genuine and caring and has the opportunity to make a material difference to the life of a young person." **Joseph O'Brien**





The Royal Hospital for Women Foundation

\$50,000 towards the Malabar Midwives Service, providing midwifery care to Aboriginal and Torres Strait Islander families.

Malabar Midwives' motto is "Strong women. Strong babies". They provide one-on-one continuity of midwifery care for Aboriginal and Torres Strait Islander families during pregnancy, birth and the first six weeks after birth from three clinics in La Perouse, Malabar and Maroubra. Participants are prepared for the hospital system and gently introduced to the hospital's policies, provided with health and diet advice, as well as fruit and vegetable boxes and support packs after giving birth. The service also supports the ongoing training, mentoring and support of Aboriginal midwives.

"I think this is a highly valuable program. It's important to have continuity of support rather than seeing a different face every time.

A real benefit of this program is that they have that person they trust, who they know is there, who's a constant."
Emilia Kefford



Thrive Refugee Enterprise

\$35,000 towards the Regional NSW feasibility study.

Thrive Refugee Enterprise supports refugees to start and grow viable new businesses through loans, mentoring, and assistance navigating the complex and challenging path of starting and sustaining a business. To date, Thrive has focused on metropolitan NSW and is expanding and adapting its model for regional markets. This funding will enable a feasibility study of how best to support refugees and asylum seekers in regional NSW by understanding what support systems are already in place and how Thrive can best collaborate with them to increase economic participation for this cohort.

"Thrive utilise the existing skills, talents and motivation of refugees to help fund their entrepreneurial spirit. In this way refugees and asylum seekers can support themselves and their families whilst contributing to a better Australian society. It is with excitement that VFFF can help expand this successful organisation into rural and regional Australia."
Andrew Fairfax



Grants Snapshot

Approved in 2020

\$12.9m
approved

78%
in multi-year grants

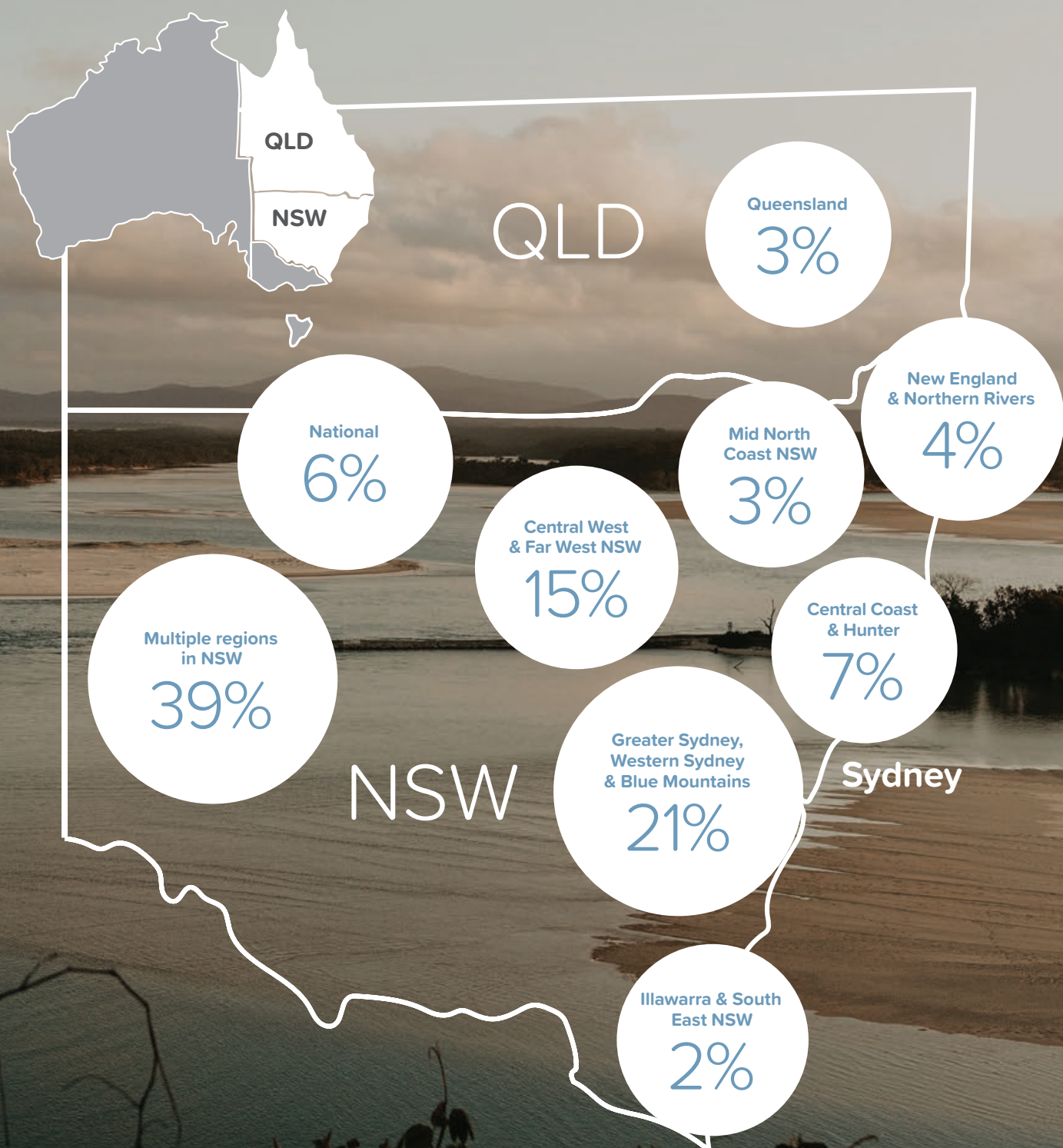
89%
for core operations
and capacity building

91%
to NSW

61%
to regional areas

\$281,127
average grant size

Program/Theme	Total grants	Total funding	% of funding
Thriving People and Places	32	\$4,068,600	31%
• Fair Education	1	\$6,306,443	49%
• Place-based	3	\$343,120	3%
• Children and Prison	3	\$478,263	4%
Christianity	5	\$820,127	6%
Family grants	2	\$915,300	7%
Total	46	\$12,931,853	100%



Thriving People and Places



Thriving People and Places grants snapshot

\$11m

Total funding approved*

87%

Proportion of total funding

39

Number of grants

* includes Fair Education, Place-based, and Children and Prison programs

This is the third year of Thriving People and Places, an aspirational statement about the overarching outcome that VFFF supports.

Over this time we have seen communities rise to the challenge of testing new approaches to persistent issues, breaking down barriers to education, and creating opportunities for work.

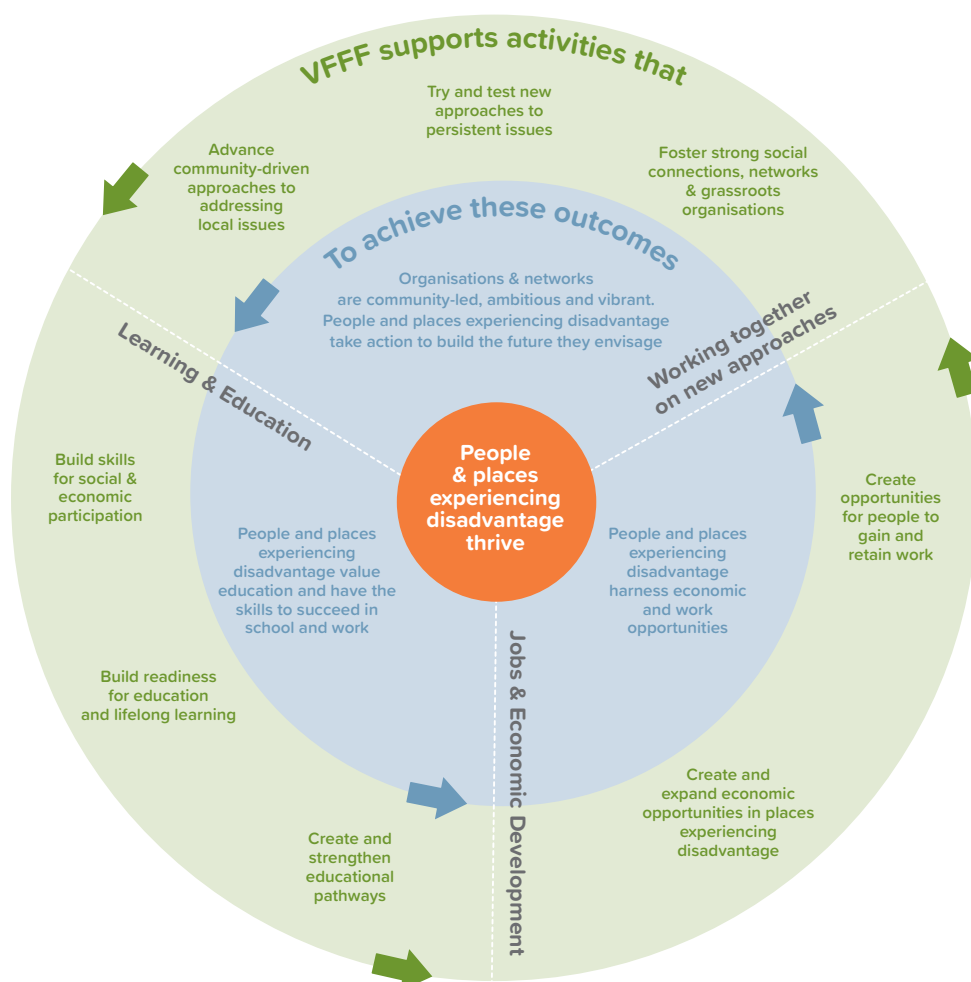
Thriving People and Places encompasses the holistic and interconnected nature of people and places. By shifting the focus away from single aspects of socioeconomic disadvantage, these grants acknowledge that people and places who experience disadvantage experience it in multiple ways, simultaneously.

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

- Fair Education
- Place-based
- Children and Prison Program



Royal Far West



Learning and education



Australian Schools Plus at Granville East Primary School



Eat Up Australia



Royal Far West

Aboriginal Legal Service NSW/ACT, \$49,973
SPIRIT Program Bourke

A community youth engagement initiative connecting young Aboriginal people with local elders to record oral history.

Arts North West, \$25,000
The North West Film Festival

An opportunity for young people from regional and remote areas to engage in creative digital and analogue screen media.

Australian Schools Plus, \$6,306,443
over five years

Fair Education Cohorts 3 & 4

School grants and operational funding to deliver the third and fourth cohorts of Fair Education NSW.

Australian Schools Plus, \$72,600
Rivers Secondary College

To support the re-engagement of year 11 and 12 students at Rivers Secondary College during COVID-19.

Burruga Foundation, \$50,000
Storylines School Based Traineeship Program

Supporting students to achieve a Cert III qualification whilst completing their HSC, through paid work and industry training.

Central Queensland Life Education Centre, \$50,000

Refurbishment of the Mobile Learning Centre

To facilitate educational programs for children in regional and remote areas of Central Queensland.

Country Universities Centre, \$520,049
over three years

Employment of Learning Skills Advisors across the network of Country Universities Centres

To support students in academic engagement and success.

Eat Up Australia, \$20,000

Core operations funding during COVID-19

Support for the delivery of emergency food boxes via schools, to families experiencing food insecurity.

Mirabel Foundation, \$300,000 over two years

Core operations and building local delivery capacity

Expansion of the Mirabel team to the Hunter Region, to support children and their carers.

Raise Foundation \$46,209

High school mentoring program

Delivery of on-site school mentoring programs at Narrabri, Young and Wee Waa high schools.

Royal Far West, \$376,582 over two years

Kids in Parkes

A community-led response to improve health and education outcomes for children in the Parkes Shire.

Royal Far West, \$100,000

Core operations funding during COVID-19

To support the transition to online Allied Health assessment.

Working together on new approaches



The Defence Bank Foundation



Good360

Fishability QLD, \$42,300

Core operations funding to run community fishing programs

Towards programs assisting with social inclusion and community participation through fishing.

Good360 Australia, \$100,000

Core operations funding during COVID-19

To support Good360 in their work providing unsold goods to charities, to distribute to people in need.

Our Community Project, \$50,000

To develop the replication strategy for Tender Funerals

Supporting the opportunity for communities in Australia to deliver personalised and affordable funerals.



Fishability QLD

The Defence Bank Foundation, \$46,720

Support for veterans and their assistance dogs

Training and matching assistance dogs to help veterans suffering from PTSD.

The Royal Hospital for Women Foundation, \$50,000

Malabar Midwives Service

Providing one-on-one continuity of midwifery care to Aboriginal and Torres Strait Islander families.



Malabar Midwives

Jobs and economic development



Fighting Chance

Abbeyfield Australia, \$40,452
**Abbeyfield Koorringal housing for
young people with disabilities**

To support independent living and employment
for residents in the Wagga Wagga area.

Asylum Seekers Centre, \$100,000
Core operations funding during COVID-19

To support the delivery of a wide range of services
to asylum seekers and refugees in Sydney.

Community Resources, \$335,485
Capacity building and consolidation

Establishing key leadership positions to continue
the management of social enterprises and
community services, providing jobs to those
experiencing barriers to employment.

Community Resources, \$230,000
Core operations funding during COVID-19
To continue delivery of services, provision
of employment and support.

Dress for Success Sydney, \$50,000
Peer Support Coordinator
Employment of a Peer Support Coordinator for the
Success Works program, assisting women with a
criminal record to find employment.

Fighting Chance, \$50,000
Equipment for Jigsaw Mount Gravatt
Building the capacity of Jigsaw's new hub,
training and supporting people with disabilities
to transition into employment.

**First Hand Solutions Aboriginal Corporation,
\$150,000 over two years**
Employment of an Operations Manager
To enhance the capacity of First Hand Solutions
to grow their work and impact.

**Great Lakes Agency for Peace and Development,
\$305,000 over two years**
Rural and Regional Resettlement
Towards the core costs of supporting migrants
and refugees to resettle and find employment
in regional and rural areas.

Jesuit Refugee Service, \$100,000
Core operations funding during COVID-19
Supporting refugees and asylum seekers in
Western Sydney through a range of services.



The Karrkad Kanjdji Trust

**Sandgate and Bracken Ridge Action Group,
\$49,311**

Employment of a Compliance Officer
To build organisational capacity through the
employment of a Compliance Officer to develop
and maintain critical accreditation systems.

St Francis Social Services, \$75,000
Core operations funding during COVID-19
Towards operations of the House of Welcome
in Western Sydney.

**The Karrkad Kanjdji Trust, \$458,970
over three years**
Expanding KKT's work across the region
Supporting Indigenous ranger communities
across Central and West Arnhem Land to live,
work and learn on country.

The S.H.I.F.T Project Byron, \$47,231
The Linen SHIFT - Laundry with a Conscience
A social enterprise laundry service, assisting
women into supported employment.

The Social Outfit, \$100,000
Core operations funding during COVID-19
Supporting refugee and new migrant employment
by boosting online sales, training and fundraising.

Thrive Refugee Enterprise, \$35,000
Regional NSW feasibility study
Investigating how best to support refugees
and asylum seekers in regional areas to start
and run small businesses.

Twin Rivers Centre, \$42,718
Hand Up Program
Supporting local training and employment
in Eagleby, South East Qld.

Place-based

Since 2012, VFFF has supported locals in a number of places who are taking action to help their communities thrive. Early signs of population level change are showing in some locations, and this work has brought to light several key learnings for VFFF, including:

- change can only come from within communities, so focus on building capacity in place
- hearing the voice of communities is the only way to ensure demand exists
- silos in isolation do not make a dint on multi-faceted issues, so connect and coordinate efforts.

Jesuit Social Services, \$50,000

Dropping off the Edge 2021

Towards the development of the 2021 edition of Dropping Off The Edge, mapping complex and entrenched place-based disadvantage in Australia.

Logan Child Friendly Community, \$100,000

Core operations funding during COVID-19

To continue supporting early childhood development and community connection in Logan, Qld.

Lower Lachlan Community Services, \$193,120 over two years

Operational and capacity building support

Supporting the organisation and its projects Growing Lachlan and Down the Track.



Children and Prison Program

Through extensive cross-sector collaboration, advocacy and social innovation, the Children and Prison Program (CAPP) has been supporting efforts to reduce the overrepresentation of Aboriginal children in the NSW justice system since 2013.

Aboriginal Legal Service NSW/ACT, \$388,263

Exploring expansion of Justice Reinvestment in NSW

To engage and build relationships with three communities interested in implementing a Justice Reinvestment approach.

Eternity Aid (ACTS Global Churches), \$50,000

Building a Stronger You Project

Aiming to reduce juvenile offending by intervening with therapeutic support at key points of risk.

Weave Youth & Community Services, \$40,000

Core operations funding during COVID-19

Supporting the Creating Futures Program to meet additional demand due to unanticipated early release from prisons.



Christianity

Christianity grants snapshot

\$820k

Total funding
approved

6%

Proportion of
total funding

5

Number
of grants

VFFF's Christianity funding is directed towards the goal that young people are able to make life choices informed by an understanding of Christian faith and belief.



The Crusader Union of Australia

This year, we spent time considering the question “*what are young people looking for in Christianity activities?*” Consultation with youth leaders and faith-based organisations helped inform how we might amplify the Christianity initiatives that are exciting to young people and that they want to be part of.

What we heard was that young people are interested in:

- An opportunity to take faith-based action, grounded in the notion of ‘service’ and often linked to social justice
- Building a sense of connection and trusted relationships and benefiting from someone investing time in them
- An opportunity to debate, ask questions and explore faith with both peers and other generations
- Activities that provide them with responsibility, autonomy and ownership and where their views are respected
- The chance to interact with faith role models and access peer support, often from someone a few years older
- Activities that meet them in their world – at community facilities, at sport, school, university and that they can attend with peers.



Sports chaplaincy in junior sport

The consultation helped us refine our Christianity funding guidelines to focus our future granting on activities which put the interests of young people at the centre.

Anglican Youthworks, \$338,000 over three years

Youth ministry expansion and deployment of the ministry survey

Building the capacity of the Ministry Support Team to focus on growth in Western Sydney.

Baptist Union of NSW, \$251,000 over three years

State youth camp and capacity building

To strengthen the Baptist Youth Ministries state youth camp and local Baptist church engagement with young people.

Chester Hill Anglican Church, \$31,644
Employment of a Children's Minister

To grow the children's ministry, including outreach and engagement of kids and parents through local schools.

Sports Chaplaincy Australia, \$49,483

Sports chaplaincy in junior sport

Towards the Sydney Region netball pilot, providing pastoral care and a positive Christian influence in sports communities.

The Crusader Union of Australia, \$150,000

Core operations funding during COVID-19

Supporting young people to grow their interest and participation in Christianity.

Family Grants and Continuing Grants



\$915k

Total funding approved

7%

Proportion of total funding

2

Number of new grants



Family Grants

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

Behavioural Insights Team, \$880,300
Ethical Development Program (CODE)
Phase 5: Evaluation and Scale
Evaluating the impact of Digital Compass through a randomised control trial.



Outward Bound Australia

Outward Bound Australia, \$35,000
Inspired Girls Program

Providing culturally diverse girls with the opportunity to participate in an outdoor adventure learning program.

Continuing Grants

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

Australian Research Alliance for Children and Youth (ARACY)
Right@home phase 2 \$168,100
(total \$509,048)

Australian Schools Plus
Fair Education Cohorts 1 & 2 \$465,000
(total \$4,623,400)

Byron Region Community College
Sourdough Business Pathways \$140,000
(total \$415,000)

Centre for Policy Development
Cities and Settlement Program \$200,000
(total \$600,000)

Cullunghutti Aboriginal Child and Family Centre
Nowra East Public School Wellbeing Hub \$25,608
(total \$194,139)

Family Centre Australia
It Takes a Town, Murwillumbah \$104,254
(total \$319,606)

Foundation for Rural & Regional Renewal
Investing in Rural Community Futures \$1,081,145
(total \$5,046,496)

Human Rights Law Centre
To boost and diversify the Aboriginal Rights team \$128,193
(total \$382,332)

Logan Child Friendly Community
Logan Together Child Development Campaign \$236,391
(total \$692,016)

National Aboriginal Sporting Chance Academy
To build NASCA's fundraising capacity \$125,000
(total \$375,000)

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

Strategic Community Assistance for Refugee Families (SCARF)
Core operations and capacity building \$96,767
(total \$518,807)

The Girls & Boys Brigade
Strategic Fundraising Resources Project \$142,000
(total \$426,000)

The Walter and Eliza Hall Trust
Small Grants Program for People in Necessitous Circumstances \$500,000
(total \$2,500,000)



Logan Together Child Development Campaign

Finance and Investment



Warrah



BackTrack



Moore College

Our balance sheet at work

The use of VFFF's balance sheet is an important part of the strategic goal to use all of our resources to achieve impact. VFFF has five discrete investments representing approximately 5% of Corpus invested on an impact first basis.

In 2016 VFFF purchased Warrah, a property in Armidale and leased it to **BackTrack Youth Works** to enable them to provide young people a roof over their heads while BackTrack helped them chase their hopes and dreams. The purchase by VFFF was structured to enable BackTrack to buy Warrah if capital became available. We were delighted when Bernie Shakeshaft (BackTrack CEO) and Greg Paramor AO (BackTrack Chair) called VFFF in June and advised that BackTrack was able to buy the property. The transaction was completed in August 2020 and Bernie tells us that *"VFFF's funding and support has been a game changer in BackTrack's capacity to impact the lives of young people doing it tough."*

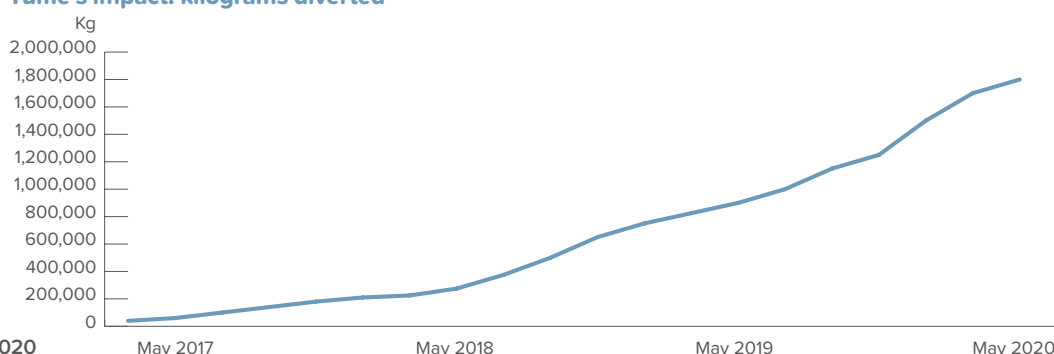
Credit facilities provided to **Moore College** and **The Crusader Union** assisted with major capital projects. VFFF support to Crusaders included a credit facility and a grant. It was cause for great celebration in July when the first camp was held at the revitalised Crusaders Lake Macquarie campsite.

VFFF continues to hold an equity investment in **Yume** and is pleased that the Yume team has continued to work hard to uncover opportunities. Despite financial challenges, Yume's impact graph shows that the amount of food waste they have diverted from landfill continues to grow. During COVID Yume supported Loaves & Fishes Tasmania, a local community food program who were able to purchase 1800kg of premium pork at a saving which meant they provided over 25% more meals to people in need. This particular purchase also created a new supply chain and generated a sale for a Victorian family-run pork producer who had been hit hard with cancelled orders and stranded inventory when hospitality venues were shut down. Founder Katy Barfield, CFO Ros Aikman and their team continue to step up for food producers and the environment in an ever-changing landscape.

We continue to work with **Evolve Housing** in relation to the right time to draw down their finance facility and align the balance sheet support with granting opportunities.

Kathryn Young, Head of Investments at Cambooya, has commenced a review of VFFF's investment portfolio and impact portfolio to assess how we might better align them to our values. With regard to the 95% of the portfolio that is invested to achieve the financial objective of CPI +5%, Cambooya's recent work has focused on developing standard criteria and a rating scale to assess and communicate the degree of values-alignment in existing and prospective investments. In 2020/21, Cambooya will summarise the alignment of existing and potential investment managers and restate the ethical investment policy and impact investment framework.

Yume's impact: kilograms diverted





Crusaders Lake Macquarie campsite

Our numbers (as at 30 June 2020)

The corpus of VFFF and VFELF is invested in a diversified portfolio overseen by Cambooya Services Pty Limited.

Given the challenges faced in the last quarter of 2019/20 VFFF is especially appreciative of the support provided by Chief Investment Officer Riccardo Briganti, the Cambooya Investment Team, the Cambooya Investment Committee (CIC) and John Coombe of JANA Asset Consultants.

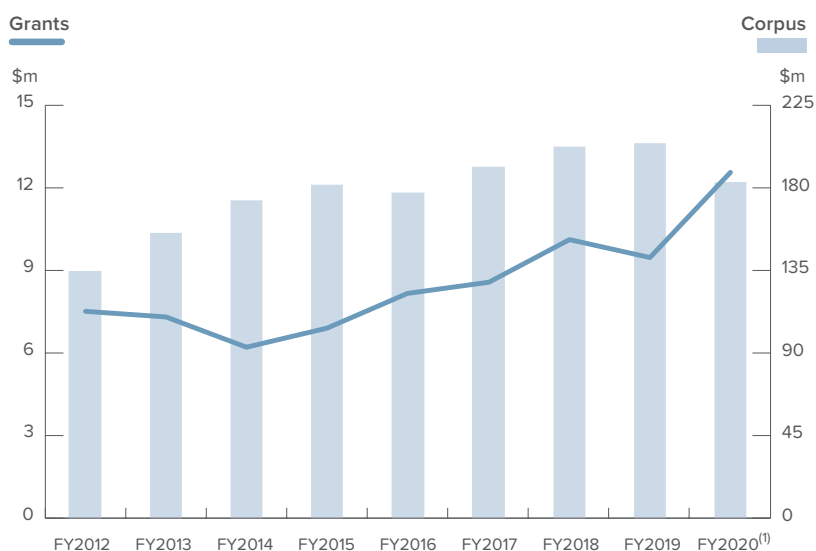
Our Advisors provided calm voices and sound advice as we navigated COVID-impacted investment markets. Members of the CIC in 2019/20 were Richard Brandweiner, James M. Millar AM, Susan Roberts and Rosemary Vilgan.

The implications of COVID-19 meant that the performance of the VFFF portfolio was negative for the 2020 financial year. The portfolio continues to meet its investment objective over the five and seven year terms and has recovered to pre-COVID levels since the end of the financial year. Directors acknowledge the challenges of achieving the investment objective but remain keen to structure portfolios such that granting targets are met without a depletion of real value.

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

Using the Yale Model, Directors have set a distribution target of \$9.5m for VFFF in 2020/21. VFFF will seek to fund \$9.5m in new grants following the decision by Directors to bring \$14.3m of forward commitments onto the balance sheet. This decision was taken after considering the high percentage of committed grants, the improved transparency from accurately reflecting VFFF's liabilities and net asset position and the forthcoming 2020/21 strategic review.

VFFF Corpus and Grants



	VFFF		VFELF	
	2019/20	2018/19	2019/20	2018/19
Corpus ⁽²⁾	\$182.2m	\$209.8m	\$6.7m	\$7.4m
Distributions paid	\$10.0m	\$9.6m	\$0.4m	\$0.4m
Cumulative distributions ⁽²⁾	\$184.2m	\$159.9m	\$6.9m	\$6.5m

(1) Distributions approved.

(2) In 2020 VFFF added forward commitments as liabilities, which reduced net assets and increased cumulative distributions by \$14.3m.

Vincent Fairfax Ethics in Leadership Foundation



VFELF Board of Directors

Angus White, Chairman
Ruth Armytage AM
Suzanne Cridge
Andrew Fairfax
Tim Fairfax AC
James M. Millar AM
Rosemary Vilgan
Annabel White

Starting the year celebrating 25 years of distinguished influence in ethical leadership, the focus of the Vincent Fairfax Ethics in Leadership Foundation was on the consolidation of the partnerships of Cranlana Centre for Ethical Leadership (CCEL) under the leadership of CEO Vanessa Pigrum.

Monash University began its role as the delivery partner for the Vincent Fairfax Fellowship (VFF) and related ethical leadership programs of CCEL.

Sydney-based Gail Hambly was appointed as CCEL Chair, bringing decades of strong leadership experience assisting Australian businesses and communities. Kim Williams AM was farewelled following his significant contribution as Cranlana Chair in bringing together the partnerships to create CCEL's springboard for future success.

VFF Cohort 25 and other CCEL ethical leadership offerings have been impacted by the COVID-19 pandemic. With participants of the VFF in significant leadership roles in organisations confronting urgent decisions, the VFF was affected as the impact hit Australia in March.

Cohort 25 shifted to monthly online sessions, with the final module and graduation planned for early 2021. Cohort 26 has been postponed until June 2021.

Early 2021 will see the appointment of a new VFF Program Director. Peter Collins, currently in this role, departs after 12 years' service to the VFF, having provided an invaluable contribution to the stewardship of the program and influencing more than 200 Vincent Fairfax Fellows.

A handwritten signature in blue ink, appearing to read 'Angus White'.

Angus White
Chairman



"In a year unlike any other, the Vincent Fairfax Fellowship has taken on increased relevance for me. This year I and the organisation I work for have faced more ethical dilemmas than ever, and the need for ethical leadership has never been stronger. Issues of equity in how we treat stood-down employees, how we ensure vulnerable and disadvantaged groups are not left at the margins, and how we balance the needs of our business to weather the storm, while still supporting the community have never been more relevant. The fellowship has helped me apply a new lens to all of these issues, and ensure I am a strong voice at the leadership table for ethical outcomes."
Mark Geraghty, Executive General Manager – Transformation at RACV, VFF Cohort 25



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