

IMPACT REPORT

YEAR 1



HELPING SHAPE BETTER STRATEGY AND BUSINESS MODELS FOR THE AUSTRALIAN CHARITY SECTOR ON A PRO BONO AND LOW BONO BASIS.

TANARRA PHILANTHROPIC ADVISORS LEADERSHIP TEAM



Tom Forde
CEO

Tom Forde's professional career began at PwC, in both audit and consulting to the Not-for-profit, Government and Corporate sectors. During his time in the Sustainability team, Tom furthered his interest in the complementary nature of commercial and social responsibility and grew a passion for providing advice that enhances both of these outcomes harmoniously. Through this work Tom developed a deep appreciation for the positive impact that charities can make. Tom has also worked at BHP in a variety of roles spanning Sustainability & Public Policy, Asset Planning, Strategy & Governance, Corporate Affairs and Health, Safety, Environment and Community. He spent two years leading their Corporate Sustainability Performance and Reporting division. When he is not assisting Charities, Tom supports Tanarra's investments in both public and private equity. Tom holds a Bachelor of Commerce and a Bachelor of Engineering with First Class Honours from Monash University where he also held a sport scholarship. Outside of work, Tom maintains a keen interest in teaching others and mentoring young professionals.



Lisa Kingman
Director Impact & Collaboration

Lisa Kingman has 30 years in the community and corporate sector as one of Australia's most respected independent advisors. Recognised in 2018 as one of *Australia's 100 Women of Influence* for her community work, Lisa has been at the coal face of social change strategies for decades. She's led over 40 corporations and hundreds of charities into mutually beneficial relationships at an estimated value of \$40 million. Lisa is a recipient of a Paul Newman Foundation innovation Award for her work as co-founder of EdConnect Australia. Lisa is also a founding member of Housing All Australians and has served on a number of NFP boards including Chair, Courthouse Youth Arts and member of the BHP Billiton Community Trust. Lisa's contribution to Indigenous organisations, education, health, social justice and the arts sector can be seen in all corners of Australia. Lisa holds a BA in Fine Art. When Lisa is not championing social change she is dabbling in her Geelong art studio or out on the bay having a fish.



John Wylie AM
Founder

John Wylie is Principal of advisory and investment firm Tanarra Group. He was previously CEO of the Australian business of global financial services firm Lazard. He co-founded advisory and investment firm Carnegie Wylie & Company, and before that was Chair of investment bank Credit Suisse First Boston in Australia. In these roles, John has advised companies and governments globally for over 30 years. John is the Chair of Sport Australia, President of the Library Board of Victoria, a Trustee of the Rhodes Scholarship Trust at Oxford University and a Director of the Melbourne Stars Big Bash League cricket team. He was formerly Chairman of the Melbourne Cricket Ground Trust. John is involved in a wide range of not-for-profit community activities primarily through The John and Myriam Wylie Foundation. John holds a Master of Philosophy degree from Oxford University where he was a Rhodes Scholar, and a Bachelor of Commerce with First Class Honours from the University of Queensland.



Myriam Boisbouvier-Wylie
Advisory Group

Originally from Monaco, Myriam Boisbouvier-Wylie had her own practice as a lawyer until she moved to Australia in 1996. Since then, Myriam has been involved in various not-for-profit activities on a voluntary basis; she is on the French Australian Chamber of Commerce and Industry, was the Olympic Attachée to the Olympic Committee of Monaco for the Games of Sydney, member of the fund-raising committee of the Eye Research Foundation of Melbourne, and President of the Parents' Association of the French school in Melbourne, before becoming its Honorary President. With John, she established The John and Myriam Wylie Foundation. Myriam serves as Honorary Consul General of France in which she has created two associations to support French citizens in Melbourne, including the Bastille Day French Festival. Her involvement in French education and community was recognized when she was appointed Knight of the French Order of Academic Palms, and Knight of the French National Order of the Legion of Honour. She also received the Medal of Honour of the French Senate.



Roger Harley
Advisory Group

Roger Harley is a founder and principal of independent corporate advisory firm, Fawcner Capital. Roger has over 30 years' experience as a corporate adviser, managing engagements spanning mergers and acquisitions, equity raisings and corporate growth strategies. Previously he worked for 11 years for Deutsche Bank, and held positions including Director of Corporate and Finance and Director of Equity Capital Markets. Roger has broad ranging experience as a Director of Government entities as well as a range of listed and emerging private companies. These previous Board roles included: Industry Research and Development Board, Innovation Australia and Medibank Private, Clean Teq Holdings, Kakadu Tourism, Yarra Bend Park Trust and National Financial Solutions. Roger is a Director of the John and Myriam Wylie Foundation and a Board Member of the People and Parks Foundation.



Tanarra Philanthropic Advisors also harnesses the capability and experience of the global **Tanarra Group**. www.tanarra.com. The Tanarra group has significant financial and business experience and skills in strategy, operations, finance, risk management, restructuring, marketing, industry positioning and strong governance.

THE REASON WE EXIST

WHO

We are Tanarra Philanthropic Advisors. We are a social purpose enterprise of the private sector global investment firm Tanarra. Our founder is John Wylie, investment banker and philanthropist. We were founded in 2017 in response to a gap in the market for pro-bono and low-bono access to high level independent business advice for charities.

WHAT

We help the Australian charity sector and those running charities to shape better strategy and business models, manage risks, improve financial models and efficiencies, optimise sector structures, improve governance and transparency, innovate and scale. Our projects range from direct charity advice to sector reform initiatives.

WHY

Because we want to see effective and efficient Australian charities. We want to see them enhancing the great work they are already doing. Through our interactions as donors, corporate community advisors, and voluntary directors, we have seen first-hand a gap in access to high level, impartial strategic and financial advice - the kind of advice which is usually only available to the corporate sector.

HOW

We harness the commercial skills, ideas and innovations of some of Australia's most experienced and successful investment minds to deliver practical, actionable and independent, high level advice. We ask the tough questions, act as a sounding board and provide strategic and financial recommendations. Our services are pro bono or low bono through the generosity of our founder, the broad Tanarra team and other collaborators.

Our Vision

An Australian charity sector realising its full potential to deliver significant social and economic outcomes.

Our Mission

To strengthen the strategic and financial positions of Australian charities, enhancing the great work they are already doing.

Contact Us



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Level 13, 8 Exhibition St, Melbourne VIC, 3000

FIRST YEAR OF OPERATION 2018

18



CHARITIES
SUPPORTED

43



PROJECTS

1,062



HOURS OF FREE
ADVICE GIVEN TO
CEO'S & BOARDS

\$757,700



COMMERCIAL
VALUE OF TIME
DONATED

SKILLS AND ADVICE PROVIDED BY THEME

30%



STRATEGY

21%



BUSINESS MODEL

19%



GOVERNANCE

16%



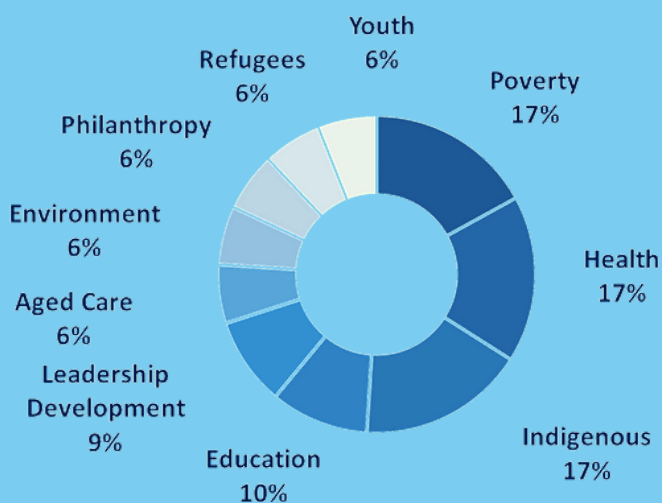
FINANCIAL MODEL

14%



NEW VENTURE

CAUSES SUPPORTED



OPERATING COSTS

Our Inaugural operating costs of \$350,000 includes venture set up, staffing, administration, overheads, technology and communication expenses.

These costs do not include the pro-bono support of our founder or Tanarra global team.

CASE STUDY

MAGGIE BEER
FOUNDATION



“
Tanarra has taken us to a new place of thinking. We've shifted how we do our core work to get better outcomes, at scale, for older Australians in Aged Care homes. The team has guided and mentored our senior leadership in a way we could not have afforded. It's been invaluable in the establishment of new ways of operating for us.



Peter Kenny, Chair,
Maggie Beer Foundation



SCALING FOR IMPACT

2017-18

Maggie Beer Foundation is a young, small charity with a celebrity leader. It has a big desire to shift the food experiences of those in 2680 Aged Care homes from a clinical institutional model to a hospitality driven and homely model in which access to food full of flavour and nutrients, together with an enhanced social experience becomes core business, while remaining cost effective.

Tanarra Philanthropic worked closely with the board and CEO helping them establish new ways of operating to improve clarity, sustainability and impact. We provided recommendations to improve their business case, proof of concept and advocacy. We recommended the establishment of a scalable education model including an online network of chef/cook alumni to help drive change. We reviewed their Masterclass model, broadened their understanding of how to work with big Aged Care providers, and procured high level Aged Care and Food industry expertise.

➔ About the Charity



The Maggie Beer Foundation was established in 2014 to improve the quality of life and wellness of older Australians through better quality food and food experiences.

➔ The need identified

- How to get impact and scale in Aged Care homes?
- Sharper strategic direction and clarity on the foundation's outputs and outcomes.
- Ensuring the Board composition reflects the skills and capabilities required for success.

➔ Advice delivered



STRATEGY



GOVERNANCE



BUSINESS MODEL



FINANCIAL MODEL

🕒 **Probono hours 142**

Charity outcomes

- Aged Care Providers are now paying for customised food Masterclass expertise to be delivered to their homes.
- New online training module partnership with William Angliss Institute and Altura Learning to scale our program.
- \$500k Federal Government grant for online training program.
- First steps in building an online community of cooks and chefs to exchange ideas and recipes for Aged Care residents.
- New mix of Board Directors and Advocacy Sub Committee.
- Sharpened strategy & financial model.

Community outcomes*

- 2,500 Aged Care residents have eaten the Maggie Beer Foundation recipes together with an improved dining experience.
- Over 330 chefs, cooks and executive teams of Aged Care homes have new skills in texturally modified foods, flavoursome recipes, preparation and the social importance of the experience.
- 45 online food modules have been developed awaiting funding support to go live.
- This new approach to food has positively affected leadership and the cooks who are shifting from a hospital style model to a home-cooked style model.

* Community outcomes resulting from Tanarra recommendations

CASE STUDY



CONSERVATION ECOLOGY CENTRE

“ It has been invaluable to work with someone who can not only speak and translate the language of investment, but also read between the lines and help us understand the potential risks and opportunities. Tanarra's brought new credibility to the Wildlife Wonders project and helped us to a much stronger position, with a revised and achievable business plan and financial model for future success. ”

Lizzie Corke, CEO
Conservation Ecology Centre



Image courtesy Mark LePla

➔ About the Charity



The Conservation Ecology Centre works to develop and deliver solutions to the most urgent conservation challenges in the Otways region of Victoria.

➔ The need identified

- Pursuit of a large \$13 million capital project/social enterprise opportunity.
- Review Wildlife Wonders financial model, business case, risks and marketing strategy.
- Negotiate and revise terms /timelines with financial partners.
- Design and deliver investment pitch to potential investors.

➔ Advice delivered



NEW VENTURE



STRATEGY



GOVERNANCE



BUSINESS MODEL



FINANCIAL MODEL

🕒 Probono hours 126

WILDLIFE WONDERS ECO TOURISM VENTURE

2017-18

The Great Ocean Road of Victoria is Australia's most popular nature based destination. To capitalise on this and the lack of surrounding tourism attractions, the Conservation Ecology Centre (CEC) designed Wildlife Wonders, a unique ecotourism enterprise. The 50 acre site will incorporate a world class visitor centre, cafe, gift shop, guided bush tours and a research centre. It offers a compelling business case and opportunity to engage millions of visitors while providing a reliable and sustainable income to undertake long term, significant conservation and biodiversity projects across the Otways.

Tanarra reviewed a high level business plan and financial model, and recommended amendments to the approach; budget, capital structure and investment thesis. We helped the Board understand the range of risks, gaps and controls to manage those. We supported the design of a marketing strategy including commercial activities, visitor management and price point and recommended engagement of marketing expertise. We also guided the impact investment approach and pitch to attract new investors. This included identifying appropriate strategic partners (commercial, in-kind, and financial) and leading high level conversations on the capital structure.

Charity outcomes

- CEC now has a more refined and comprehensive business plan and financial model to better inform project delivery, execution and risk management.
- Board has embraced a more appropriate funding mix with less debt for the organisation.
- New capacity to have the high level financial discussions with potential investors.
- Presented to 50 potential investors with positive early indications.
- Marketing professional employed and Strategy developed.
- Access to high level independent advice for important issues, without going into deficit.

Community outcomes*

- Watch this space - the project is still in development phase with 60% funds secured.
- Economic and employment benefits to the region are estimated at \$9 million per year.
- For the first time, visitors will have a new connection to, appreciation of, and respect for the biodiversity of the Otways Region. Future profits will go directly to conservation.

* Community outcomes are NOT a direct result of Tanarra's input.

REFUGEES WELCOME AUSTRALIA

“ Tanarra helped us find the right balance between what should be done and what can be done. They helped us formulate our priorities. We are now clear on where we fit in the sector and our primary value. We have implemented a number of big changes to help us work more efficiently. Personally, I also learnt how to manage a board where everyone is time poor.”

Susan de Groot Heupner,
Co Founder



2017-18

About the Charity



Refugees Welcome Australia helps refugees and people seeking asylum by providing safe and stable accommodation with residents who have spare rooms in their homes. Founded in 2016 it's part of a global network active in 14 countries.

The need identified

- A framework to develop a strategy and business plan.
- Re-alignment of Executive team and Board on strategy and business plan.
- To address the dependence on goodwill of volunteers to operate and manage the organisation.
- Board processes and governance appropriate to size and maturity.
- Develop the case for support and communication materials.
- Considerations and options for scaling programs.

Advice delivered



STRATEGY



GOVERNANCE



BUSINESS MODEL



FINANCIAL MODEL

🕒 **Probono hours 152**

START UP CHALLENGES

Refugees Welcome Australia epitomises 'a fair go'. Founded in 2016, it's a volunteer run, national charity connecting refugees and asylum seekers with local home-stay's. Like many start-up's it has relied on a passionate team with vision and commitment. However operating and sustaining a legitimate charity poses a myriad of complexities and requires considerable time, good governance, strategic clarity, rigor and ongoing resources.

Tanarra worked closely with executive team and board, leading a strategic review and providing structure and guidance for an achievable business plan. We gave feedback on the draft plan and key communication materials. A visit to the various state based chapters of the organisation identified operational differences and gaps. We helped the Board review its own effectiveness and coached the CEO, including shadowing her to key stakeholder meetings. We facilitated a workshop to clarify their case for support and identify potential supporters. We also highlighted the limitations for growth unless wages were allocated to program management.

Charity outcomes

- Improved organisational clarity on our purpose, value and place in the sector.
- Established 3 sub-committees to ensure good governance, work more efficiently and harness volunteer skills.
- Established interstate management team to strengthen collaboration.
- Secured new philanthropic funding due to improved governance, CEO confidence and improved case for support.
- Agreed on scale up strategy and secured pro-bono assistance from MBA group to further develop it.
- Clearer accountability for Directors & Executives.

Community outcomes*

- Secured 22 new placements, resulting in a 200% increase in 6 months.
- Increased our events and outreach by approximately 300%. *Increases above are partly due to the funding directed towards the allocation of wages together with a new focus on priorities.*
- We now involve communities we work in and with, and other stakeholders in our decision making procedures, which reflects a shift to a more inclusive and sustainable model of working.

* Community outcomes resulting from Tanarra recommendations

AUSTRALIAN RURAL LEADERSHIP FOUNDATION

“ The value was in having Tanarra focus on the shape of our organisation and our readiness to gain the most advantage from a new strategic direction. They said let’s have a look at your business model - how will you set yourselves up for future success? The fact they were able to immerse themselves into our work at board and CEO level had a far greater impact than them delivering a report of actions. The interaction was genuine, challenging and respectful. It continues today. ”

Matt Linnegar, CEO



2017-18

BUSINESS MODEL REFRESH

About the Charity



The Australian Rural Leadership Foundation develops and supports rural, regional and remote leaders so they have the skills, experiences and connections to lead.

The need identified

- New Strategic Plan to broaden our impact and secure our sustainability.
- Identify improvements to our business model to achieve our mission.
- Diversify our funding model.
- Identify the skills and capabilities needed to achieve our future success.

The Australian Rural Leadership Foundation (ARLF) has decades of success expanding the skills, networks and confidence of 1400+ future and current change makers. Embarking on the development of a new five year strategy it was timely to consider what else they could or should be doing in pursuit of their mission.

Tanarra Philanthropic posed the hard questions, offered new ideas and fortified or broadened board views. Advice included restructuring the existing funding model to diversify income through fee for service partnerships, and enhanced engagement with Trusts, Foundations and Government. Importantly, we stressed the opportunity to harness the power of the Alumni to bring new social and economic value to ARLF, similarly to other international Alumni programs e.g. Rhodes Trust. We delivered a board session on philanthropy, impact measurement and governance and participated in a two-day strategy session. We provided feedback on ARLF’s investment policy for managing a corpus and also supported the executive team with the development of new business plan and cost estimates for new strategic pillars.

Advice delivered

- STRATEGY
- GOVERNANCE
- BUSINESS MODEL
- FINANCIAL MODEL

Probono hours **137**

Charity outcomes

- New Strategic Plan - shift from single focus of Leadership development to 3 pillars of Action, Excellence and Life-long learning.
- New initiatives to build and leverage Alumni.
- New funding model.
- Piloting *Leadership in Action Forum* on issues facing rural and regional Australia. (Fee for Service)
- Employed a dedicated Fundraiser for the first time and reinstated an Alumni Engagement Officer role.
- A commitment to deepen our footprint in Asia Pacific for the benefit of leaders in those rural areas.
- Obtained high level independent business expertise without having to go into deficit and Tanarra relationship continues.

Community outcomes*

- 1400+ Alumni now have a new opportunity to leverage their expertise, positions and networks to grow the community impact of the foundation and therefore enact change in regional and rural Australia. They’re also inspiring and supporting other leaders in rural Asia Pacific.
- Watch this space - A new Centre for Rural Leadership is in proof of concept stage - to bring together some of the best regional leaders to collaboratively address key challenges facing rural Australia.

* Community outcomes resulting from Tanarra recommendations

STRATEGY

Plan on a Page 2019 - 2022



OUR VISION
An Australian charity sector realising its full potential to deliver significant social and economic outcomes.

STRATEGIC PRIORITIES

- Effective and efficient individual charities
- Charitable sector reform for community benefit
- Corporate and philanthropic collaboration for social change
- Building a model for self-sustaining success

MISSION

- Use our skills and expertise to deliver tangible change directly to charities
- Use our expertise and skills to contribute to sector impact and reform
- Drive, lead and contribute to cross-sector collaboration to reduce duplication and multiply impact
- An operating model that has a life beyond its seed funder

TARGET

- Direct advisory service to charity boards and CEO's results in:
 - ✓ Clear and achievable strategies and business models,
 - ✓ Risk management improved,
 - ✓ Improved financial models and efficiencies,
 - ✓ Improved governance and transparency,
 - ✓ Ability to scale and innovate work.
- Our experience informs our sector impact strategy.
- We are trusted and respected for our approach and work.
- We measure, demonstrate and share our impact.
- We know if the end gain for the charity is more valuable than us writing a cheque.
- New efficiencies and innovations enhance transparency, accountability and impact.
- Improved organisational capacity of those responsible for leading and governing charities.
- Public trust in charities is maintained or increased.
- Expand the pool of \$ capital for change.
- Optimised sector structures.
- Add value to the sector regulator and other peak bodies.
- Add value to the work of progressive philanthropic foundations and their charity partners.
- Collaborations with commercial organisations to inform and deliver projects or add value to sector impact.
- Tanarra is recognised by our philanthropic and commercial peers as a valued contributor to social change in Australia.
- New examples of multi sector collaboration results in less duplication and greater community benefit.
- Operating model is robust and effective.
- Options for financial sustainability identified, explored and tested.
- Breakeven at minimum by 2022.
- We will have answered the question of balance between direct charity advisory and sector reform focus.
- Our business model has been tested and we're confident our approach is the best way to achieve our vision.
- Credibility within the charitable sector and our peers.
- Flexibility to offer pro bono services.

- Strengthened strategic and financial positions of Australian charities.
- An effective, viable, trustworthy and contemporary charity sector.
- Results of our collaboration clearly outweigh solo effort.
- Sustainable model with options to scale and grow social impact.

OUTCOMES

FREQUENTLY ASKED QUESTIONS

Q HOW DOES TANARRA PHILANTHROPIC DECIDE ON WHO THEY WILL HELP?

A We have a criteria. It starts with due diligence on the charity, how impactful we perceive their work to be or could be. Is our skill set directly aligned to the project need? Does our time available sync with project? We also consider the real difference our advice could make to the charity and the community they serve.

Q HOW MANY HOURS OF PRO BONO ARE PROVIDED TO THE CHARITIES?

A We typically start with a 25 hour commitment. We have discretion to provide additional time based on project needs, availability of our team and likely outcome. In our first year of operation, some projects were given 100+ hours, however we are refining this with a view to implement a low-bono charge rate beyond a set number of pro-bono hours. If we generate some income, then we can employ others to scale our work.

Q WHAT ARE THE SPECIFIC SKILLS ON OFFER?

A Charities tell us our most valuable skill is asking the right questions from an independent and impartial view. Our team has excellent skills in financial modelling and analysis, strategy, risk management, governance, scaling up (or down) and generally coming up with a range of innovating ideas.

Q HOW IS THE DOLLAR VALUE OF HOURS CONTRIBUTED EQUATED?

A We've determined a conservative commercial dollar per hour rate for each member of our team. It's set on a skill level basis and varies from team members who advise CEO's and Boards of major corporations, through to investment directors and analysts. We begin tracking hours once the project is active. We do not track or include the hours of the charity personnel.

Q IS THERE ANY REQUIREMENT OR PREREQUISITE ON THE PART OF THE CHARITY?

A Yes. We must have the full support of the CEO and at least two Board Directors prior to us taking on a project.

Q ARE THERE ANY EXCLUSIONS IN TERMS OF THE TYPE OF ADVICE ON OFFER?

A Yes. We do not offer marketing, legal, accounting, or sponsorship or fundraising advice. We also do not make cash donations.

Q WHAT'S THE DIFFERENCE BETWEEN TANARRA PHILANTHROPIC AND A MANAGEMENT CONSULTING FIRM?

A We do not prepare long reports or manage projects. We only offer high level advice and recommendations.

Q WHO COVERS THE COST OF OUR PROBONO TIME?

A Our founder, John Wylie provides seed funding to pay our core team of two part-time staff and supports the broader Tanarra team to contribute to projects within their existing commercial salaries. Our Advisory Board is voluntary.

Q TANARRA PHILANTHROPIC ALSO HAS A FOCUS ON CHARITY SECTOR REFORM, WHAT DOES THIS MEAN?

A We mean addressing issues that are not specific to one charity, but have the potential to drive better outcomes for all; charities, communities, donors and supporters. We will work with multiple partners and organisations to address gaps. This includes foundations, businesses, researchers, peak bodies and charities.

Q WHAT DOES THE WORD TANARRA MEAN OR STAND FOR?

A Highest peak or top of the mountain. It is also the name of a property where our founder John Wylie grew up in Queensland.

