



TANARRA

PHILANTHROPIC
ADVISORS

2022 IMPACT REPORT: YEAR 5



Photo courtesy of Free to Feed

HELPING CHARITIES BE THE BEST THEY CAN BE
BY GIVING OUR COMMERCIAL EXPERTISE PRO BONO

OUR PEOPLE



Lisa Kingman OAM
CEO

Lisa is one of Australia's most respected community advisors. Awarded an Order of Australia in 2021 for her charity-business contribution and recognised as one of Australia's 100 Women of Influence in 2018, Lisa has been at the coal face of social change for decades. Lisa is a member of Barwon Regional Partnership Vic, a recipient of a Paul Newman Foundation Innovation Award and a founding member of charities EdConnect Australia and Housing All Australians. Lisa has served on boards including Chair, Courthouse Youth Arts and BHP Billiton Community Trust. Lisa holds a BA in Fine Art.



Anna McCann
COO

Tanarra Philanthropic Advisors welcomed Anna to the team in 2022. Anna's early career as a lawyer led to her role as Head of Pro Bono and Community at Baker & McKenzie. Anna has a strong sense of social purpose with particular interest in helping the not for profit sector to be more efficient and effective. Anna served on the Board of Smiling Mind for four years and more recently, as Chief Operating Officer of The Reach Foundation. Anna is an accomplished academic and holds a Law degree, a Science degree and an MBA.

ADVISORY BOARD



John Wylie AC
Founder

John is Principal of alternative asset investment firm Tanarra Group. He was CEO of the Australian business of global financial services firm Lazard. He co-founded advisory and investment firm Carnegie Wylie & Company in 2000 which was acquired by Lazard in 2007. John served as Chair of Sport Australia, Chair of the Melbourne Cricket Ground Trust and President of the Library Board of Victoria. John supports a wide range of charities through The John and Myriam Wylie Foundation. He 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 Board

Myriam is the Honorary Consul General of France in Melbourne, a position she has held since 2011. Myriam has a strong interest in education. She is a board director of Schools Plus Australia and Ambassador for EdConnect Australia. Myriam is the Founding President of the Bastille Day French Festival of Melbourne and a member of the Advisory Board of the French Australian Chamber of Commerce and Industry. With her husband, she established The John and Myriam Wylie Foundation. Myriam holds a degree in Business Law from the Panthéon-Sorbonne University in Paris and a MBA from Tulane University, New Orleans, and is an Officier de la Légion d'Honneur.



Roger Harley
Advisory Board

Roger is a founder and principal of independent corporate advisory firm, Fawkner Capital. He has over 30 years' experience as a corporate advisor across equity raisings, M&A, venture capital and corporate growth strategies. Roger worked for 11 years at Deutsche Bank, with responsibilities extending to Director of Corporate Finance and Equity Capital Markets. He has served as a Director of a range of companies including Medibank Private, as well as various Commonwealth Government entities including Innovation Australia. Roger has been a Senior Adviser at Tanarra Capital since 2015. He is also a Director of The John and Myriam Wylie Foundation.

WHY WE EXIST

Charities' goals are often bigger than their budgets or organisational capabilities. Tanarra Philanthropic Advisors (Tanarra) exists to help charities achieve their mission in the most efficient and effective way. Our end goal is to help good Australian charities become great by boosting their financial and strategic position. It is that simple.

OUR POINT OF DIFFERENCE

The type of advice we provide is usually only available to the corporate sector. For small to medium charities our advice is free. For larger charities, it's low bono. We tell charities what they need to hear, not necessarily what they want to hear.

WHAT WE DO

At Tanarra, we put our commercial skills to good use for community benefit. We provide honest, practical, informed, independent strategic and financial advice, utilising the skills of the Tanarra investment team - one of the best in the world - as well as a network of highly qualified supporters, to help charities:

- clarify mission and strategy
- sharpen business plans
- access first class financial modelling tools for budgeting and business planning
- organise for cost-effective success
- get the right mix of skills and commitment around the board table
- develop an optimal and sustainable funding model
- develop a sound (but not suffocating) risk management culture.

effective

adjective

productive of, or successful in producing the intended or expected result. competent. capable.

efficient

adjective

achieving maximum productivity with minimum wasted effort or expense.

“

At Tanarra, we approach our charity work as if we're active shareholders in the organisations. The return we're aiming for is social value not financial. The dividend is hopefully a more equitable and progressive Australia.

”

Anna McCann, COO
Tanarra Philanthropic Advisors

5 FOCUS CAUSES

WHERE WE PUT A MAJORITY OF OUR EFFORT

RURAL AND REGIONAL ADVANCEMENT

Distance and isolation often leads to disparity of opportunity and gaps in services. We look to boost the good work of grass roots community organisations responding effectively to local issues.

YOUTH

Young people are the future of Australia. We support organisations that work to ensure all young people are afforded the opportunities to develop and thrive - no matter what their background or circumstances.

PROTECTION OF OUR ENVIRONMENT

A healthy and biodiverse environment is the best legacy we can leave for future generations. We help boost the effectiveness of organisations that work to protect our fragile environment.

HOUSING FOR LOW INCOME AUSTRALIANS

Stable housing is a fundamental human right. Australia has a chronic shortage of affordable housing and we support organisations with innovative solutions to address this issue.

UNDER-EMPLOYED AUSTRALIANS

For many vulnerable groups, the opportunities to work are not forthcoming. We assist organisations that provide job opportunities for underserved Australians including people living with disability, survivors of domestic violence, refugees and ex-prisoners.



Who we helped in 2022

Australian Jewish Funders
Cherished Pets
Community First Development
Cool Australia
Down Syndrome Australia
EB Partnership Australia
EmpowR
Farm My School
Foundation for the WA Museum
Frankies Community Kitchen
Free to Feed
From the Heart

FRRR
Geelong Food Relief Centre
Graeme Clark Foundation
Housing All Australians
Mates on the Move
Native Food Ways
People and Parks Foundation
Read the Play
Robofit
Safe and Equal
San Foundation
Schools Plus

Sirovilla
Spinal Cure
Talk Out Loud
The Good Box
The Heart Foundation
The Water Well Project
Travengers
Whitebox Enterprises
WildLife Wonders
Youngster.co

Charities and Social Enterprises listed are beneficiaries of our pro bono strategic or financial advisory services.

IMPACT DATA

5 YEARS: 2018-2022

248 

ORGANISATIONS SUPPORTED

inclusive of Board Health Checks

\$1,913,150



COMMERCIAL VALUE OF TIME DONATED

CHANGE

Our advice results in....

3,877



HOURS OF ADVICE GIVEN

90%

TANARRA GROUP STAFF DIRECTLY INVOLVED IN 2022



OPTIMISED BUSINESS MODELS AND STRATEGIES through Tanarra led deeper organisation self-reflection

102 charities and social enterprises completed a free Board Health Check



“The Board Health Check is a great tool with strong and tangible recommendations that will allow us to review and put into action moving forward.”

Board Health Check feedback 2022

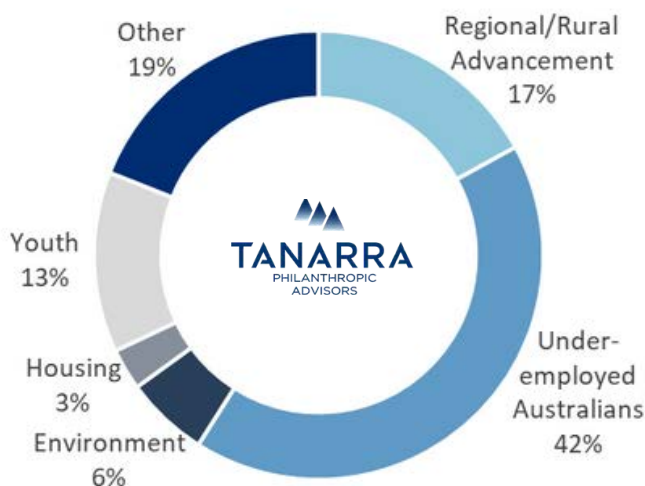


BETTER MONEY MANAGEMENT from Tanarra's improved financial models and cost structure reviews



MORE INFORMED DECISION MAKING as a result of new information and perspectives provided by Tanarra

Causes we directed our efforts to in 2022



IMPROVED RISK MANAGEMENT as a result of Tanarra analysis and insights



NEW NETWORKS AND ENGAGEMENT from the introductions and ideas Tanarra provided

OUR STRATEGY 2022-2025



PLAN ON A PAGE

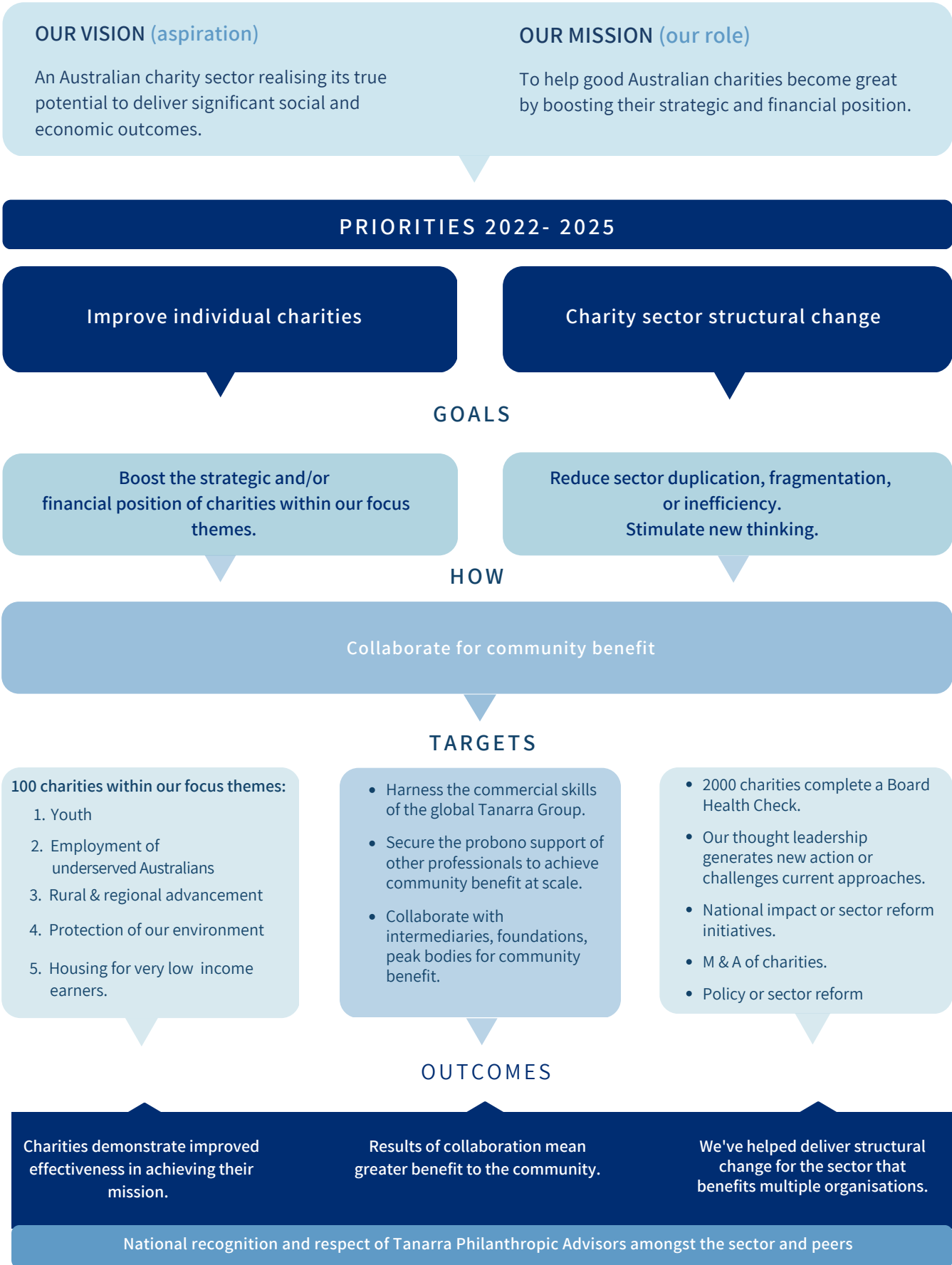




Photo courtesy of Wildlife Workers

PRIORITY 1

Improve individual charities

GOAL

Boost the strategic or financial position of charities within our focus themes.

OUTCOME

Charities demonstrate improved effectiveness in achieving their mission.

CASE STUDY

Free to Feed

“

The Tanarra team were insightful, technically skilled, astute, commercial and pragmatic - exactly what one seeks in an advisor. There was no need to decode their work, plus they were delightful to deal with.

”

Michaela Healey,
Chair,
Free to Feed



LONG-TERM SUSTAINABILITY

The Tanarra team worked closely with Free To Feed to understand its mission, financial drivers and long-term objectives. They undertook a sustainability analysis - reviewing each customer-facing service against contribution to mission as well as commercial outcomes. Tanarra provided insights and recommendations on maximising profitability on its existing cost base using a hierarchy of initiatives. Specifically, the Tanarra team recommended increasing corporate and community classes, and counteracting seasonal and intra-week variability in demand through mid-week catering and special community events. They also developed a simple financial dashboard enabling more efficient decision making, allowing Free to Feed to test scenarios on the number of classes, experiences and catering jobs that would result in cost recovery and breaking even. Finally, Tanarra advised on Free to Feed's long-term strategy, including on linking its social objectives to its premium market position and pricing, the importance of incremental growth rather than step changes, and prioritising services with recurring revenue streams.

About the Charity

Free to Feed is a social enterprise creating empowering employment opportunities for people seeking asylum and refugees through the creation of shared food experiences.

The need identified

How can Free to Feed improve its long-term business model sustainability, not simply to withstand future shocks and funding changes, but to chart a sustainable course through market generated revenue and other income sources?

Probono hours 82

Charity outcomes

- Greater focus on and confidence in strategic decision making to build operational success;
- Simple and practical financial dashboard to test and price different scenarios;
- Objective review of strategy confirming Board direction;
- Enhanced financial acumen of the team.

Community outcomes*

- Over \$1.2 million in paid participant wages for people seeking asylum and refugees since 2015;
- 38 unique cultural groups are represented amongst Free to Feed's participant cohort;
- 110 beneficiaries are directly supported by the Free to Feed programs per year.

*Community outcomes are not directly attributable to the work of Tanarra Philanthropic Advisors.

CASE STUDY



“

For the first time in our five year history we are on track to break even. Tanarra gave us a new financial model and insights that we use daily. They pressure tested our ideas. We subsequently increased our prices and truck efficiency, reprioritised customers and changed our messaging.

Lois Dillon,
Program Manager,
Mates on the Move

”



NEW FINANCIAL MODEL & INSIGHTS

Employment prospects for people leaving the prison system are limited. Mates on the Move (MoTM) has initiated an employment stream via niche commercial waste removal; paper towels and coffee cups, polystyrene, and glass and containers.

Tanarra reviewed their existing financial forecast. We assessed key cost and revenue operational factors that would impact on profitability e.g. labour efficiency, tipping fees, pricing and optimising the earning capacity of a single truck. These were then distilled into assumptions to drive a new financial model. Tanarra and MoTM created a simple, dynamic financial model including changeable inputs and scenario analysis. It is now being used to track trajectory and make informed decisions. A board presentation included key financial and operational take-outs as well as a refreshed customer value proposition to help the enterprise differentiate itself.

About the Charity

Mates on the Move is an enterprise of Prisoners' Aid NSW. The program provides employment for those leaving the prison system, through sustainable waste management services.

The need identified

Build a profitable waste management company to provide employment pathways for released prisoners. Develop a financial model that is simple, clear and can be used to track the enterprise progress and sustainability.

Probono hours 94

Charity outcomes

- New financial model, and formulas to track, plan and grow the enterprise;
- Customer base has grown, even with a price increase;
- Revenue increased by 40% within six months;
- Refined value proposition reflecting environmental and social benefits;
- Renewed confidence of the board and leadership in the enterprise.

Community outcomes*

- 41 people leaving prison have been employed part-time with over half going on to full time employment elsewhere;
- 81 customers are now utilising the waste collection services of MoTM, diverting waste from landfill, and giving genuine second chances to people who deserve them;
- Initiation of a new collaboration of organisations connected with the justice system who are sharing ideas and knowledge.

*Community outcomes are not directly attributable to the work of Tanarra Philanthropic Advisors.

PROJECT SNAPSHOTS



EMPOWR MOBILITY

Business model advice

Empowr Mobility helps young adults in rural and remote communities to become better drivers, leading to better employment and life outcomes. Tanarra worked with the founder and board to help clarify the organisation's purpose, core products and differentiation. Tanarra provided high level thoughts on the existing business model and sustainability. A Tanarra investment analyst conducted an independent review of their website resulting in a revised value proposition. Tanarra made some recommendations about capturing and communicating the impact of the program.



CHERISHED PETS

How to pitch to potential investors

Cherished Pets is a for-purpose veterinary organisation that supports companion pet ownership for vulnerable people. As part of the Scaling Impact program run by the Social Impact Hub, Tanarra helped Cherished Pets' founder to prepare an investment pitch aimed towards scaling their animal-human bond centric model beyond the Bellarine region of Victoria. In the lead-up to the pitch showcase event, Tanarra provided honest feedback on the strengths and weaknesses of the Cherished Pets pitch, posing challenging questions to help further refine the final presentation for greater success.



COMMUNITY FIRST DEVELOPMENT

Can our evaluation tool benefit others?

Community First Development (CFD) is a First Nations community development and research organisation that creates positive change in and with First Nations communities. CFD has custom developed a comprehensive project management and evaluation tool it envisaged would be of value to other likeminded organisations. Tanarra helped work through the strategic options, risks and considerations to enable the board to make an informed decision on effort versus outcome. Tanarra advised CFD on potential distribution channels and helped unpack the feasibility of a viable distribution model through a series of threshold questions.



SAFE AND EQUAL

Voice of lived experience enterprise concept

Safe and Equal is the peak body for specialist family violence services that provide support to victim survivors in Victoria. They saw an enterprise opportunity to connect those with a lived experience of family violence to paid opportunities using their insights. Tanarra guided Safe and Equal through a competitor analysis and product review process, resulting in a consolidated offering of services most likely to succeed from a mission and commercial perspective. Tanarra developed a user-friendly pricing and monitoring tool for three services. Tanarra also market tested the lived experience concept with corporates and others to gain insights into the customer requirements and value proposition.



FRRR - Foundation for Rural & Regional Renewal

Financial model to improve long term success

The Foundation for Rural & Regional Renewal (FRRR) provides funding, connections and capacity building support for organisations working in rural communities across Australia. The Tanarra team reviewed the funding model of FRRR's core programs and developed a new financial dashboard to provide a clearer picture of the impact of different programs on the overall sustainability of the organisation. Tanarra has also been working with FRRR to build connections within regional and rural Australia e.g access to our Board Health Check for grass roots groups.



FARM MY SCHOOL

Start up strategy for success

Farm My School is a new charity transforming unused school land into regenerative market gardens. They are bringing local, healthy food production to students and the community. Farm My School aims to generate an ongoing revenue stream through sale of the produce. Tanarra posed tough questions and provided initial feedback about their mission and strategy, financial model, road map for success, and growth plan. Tanarra tested assumptions and provided guidance to help ensure the program is a long-term success. Vegetables are already being harvested at Bellarine Secondary College with active and enthusiastic students and volunteers.

WHERE ARE THEY NOW?

Take a look at how some of the charities supported by Tanarra Philanthropic Advisors continue to thrive and grow.



OURSCHOOL

Ourschool creates thriving alumni communities for public (state) secondary schools so that when you leave your school, your school doesn't have to leave you. It is the only organisation of its kind in Australia. In 2020 Tanarra built a new financial model and dashboard to strengthen Ourschool's back-end operations. We advised on pricing, risks, and product offerings to help scale and sustain their work.

In 2022 Ourschool's impact continued to grow. Ourschool helped 28 Victorian schools establish and grow alumni networks to benefit students and strengthen each school community. 751 alumni returned to their old schools to give students career pathway advice - an 87% increase compared with the previous year. More than 35,000 students were involved in Ourschool's alumni career pathway sessions - a 58% rise in student numbers.



MOBILITY & ACCESSIBILITY FOR CHILDREN IN AUSTRALIA (MACA)

MACA is a world first charity, developing solutions for the safe and equitable transport of children with a disability or medical condition. In 2021 we helped MACA clarify its mission, target audiences and consolidate its service offerings. We built a new revenue model that enables tracking of self-sustainability and advised on monetising its IP. In 2022 MACA launched its online training program achieving over 300 enrolments, distributed 100 MACA guides to allied health practitioners, completed 54 reviews of the safety performance of special purpose car seats as part of its Australian Safety Assessment Program (AuSAP), and presented at two international conferences. MACA also made a small profit to continue delivering the solutions we know are so desperately needed for families. Following Tanarra advice, MACA now focuses the majority of its efforts supporting children under 16 years, including crash testing of special purpose car seats and training and information resources.



MAGGIE BEER FOUNDATION

The Maggie Beer Foundation (Foundation) exists to transform the food experience and nutrition of older people. Tanarra recommended the Foundation develop a scalable education model including an online network of alumni rather than influencing one aged care facility at a time. We provided strategic, financial, governance, operational, and government engagement advice to help the Foundation get traction in a sector that comprises 3000 providers across 9000 sites. In 2022 the Foundation launched a world-first Aged Care Skilled Training Program of online modules. Within 6 months over 6,500 online training bookings were made. The Foundation has been given a \$5million Federal grant to provide education and training plus support for cooks and chefs within their own aged care kitchens. The Foundation has refreshed its Board composition, doubled its revenue, and established a resource library of some 300 recipes. The Foundation is achieving its mission.



Photo courtesy of MACA

PRIORITY 2

Charity sector structural change

GOAL

Reduce sector duplication, fragmentation or inefficiency. Stimulate new thinking.

OUTCOME

We've helped deliver structural change for the sector that benefits multiple organisations.

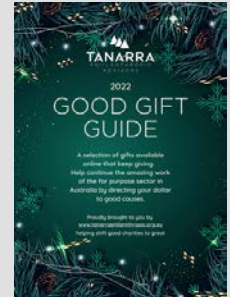
THOUGHT LEADERSHIP



Tanarra Philanthropic Advisors plays an active role in stimulating new thinking and reducing duplication across the for purpose sector. In 2022, our ideas were published or presented across mainstream and sector media, conferences, awards and events.

“Are some causes saturated and others barely touching the surface? Is there a supply and demand imbalance between those with the capital and the areas of greatest need?”

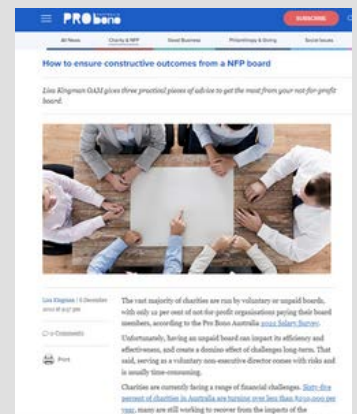
Lisa Kingman
CEO
Tanarra Philanthropic Advisors



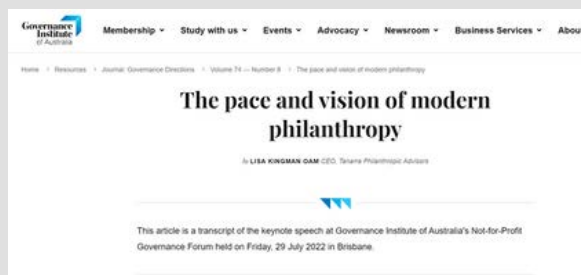
Imagine a single destination of great social change projects as nominated by funders.



John and Myriam Wylie receive the 2022 Creative Partnerships Australia, Philanthropy Leadership Award.



Gurindji Festival NT, learning about the Voice with members of From The Heart.



HOW GOOD IS YOUR BOARD?



Tanarra's free Board Health Check is a user-friendly Board evaluation performance tool for Australian charities and social enterprises.

The fully automated online tool was developed in response to requests on Board effectiveness and has been utilised by 100+ organisations to date.

With financial and in-kind support from Social Impact Hub we upgraded the Board Health Check technology platform and broadened the beneficiaries to include Boards of social enterprises in 2022.

“

The range of questions and analysis of results enabled an important conversation about where our Board's strengths lay and where our priorities should be in the future. We found the Tanarra Board Health Check a valuable resource.

”

Matthew McLean
Company Secretary,
Suicide Prevention Australia

TOP STRENGTHS & WEAKNESSES OF CHARITY BOARDS



STRENGTHS

- 1 Our organisation has a vision and mission statement that clearly and succinctly describes why it exists and what it seeks to achieve.
- 2 Board Members have been appointed in accordance with the Constitution.
- 3 Board Members ideas are listened to in a way that is constructive and respectful.
- 4 I am proud of the behaviors displayed by the Board.
- 5 Conflicts of interest do not affect the integrity of the Board.



WEAKNESSES

- 1 Our fundraising effort is adequately balanced between board members and management (staff).
- 2 We know who our main competitors are and discuss what we most admire about them.
- 3 At least once a year our board connects with our sponsors and supporters and seeks constructive feedback from them about our work and approach.
- 4 Board members know and act when they are not being effective and step down accordingly.
- 5 The Board is clear about its role in fundraising for the organisation.



HOW WE WORK

Collaborate to accelerate
community benefit

Photo courtesy of Ken Spence & Ourschool

GOAL

Harness pro bono support of likeminded others, in addition to our own investment of time and money.

OUTCOME

Results of collaboration mean greater benefit to the community.

COLLABORATION



Left to right; Lisa Kingman, Peter Le Huray, John LaVacca, Anna McCann, Wayne Read, and Martin Stokie - probono friends of Tanarra Philanthropic Advisors.

VOLUNTEER PROFESSIONALS

The Tanarra team can only do so much on its own. An ongoing demand from charities for quality independent probono expertise continues. To address this we took our concept and track record to our professional networks and asked for volunteer support from friends and retired partners of large firms. The response has been nothing short of inspiring. We are particularly grateful for the leadership shown by Alison Kitchen at KPMG and Tom Seymour at PwC, and to volunteers Nick Wormald and Matthew Churkovich.

PROBONO COMMERCIAL SUPPORT

- Technology consultant Dave Bonnett has literally given hundreds of hours of expertise to bring our free Board Health Check to life.
- Vu Consulting, a boutique PR and communications team led by Mylan Vu generously provides probono communication and media expertise and training to us, equipping us to action our thought leadership.
- Phil Taylor and the dynamic team at Pressroom Partners print this Impact Report for us at no charge.
- Antoine Genesi, a young Engineering graduate has upgraded the functionality of our Board Health Check platform.

SECTOR COLLABORATION

We encourage like-minded charities to collaborate in order to reduce duplication. We also try to walk the talk. Our collaboration with Social Impact Hub's Scaling Impact program saw 12 investment mentors from Tanarra help 8 social enterprises strengthen their pitch. Social Impact Hub also enabled us to broaden our Board Health Check for social enterprises. The Funding Network provides an annual opportunity to one of its alumni charities, in the form of a Tanarra probono advice package. FRRR shares our free capacity building resources with hundreds of small grass roots organisations in regional and remote Australia.



“

Tanarra encouraged us to collaborate with like-minded others. We've initiated an East Coast collaboration of organisations with a common focus on employment within the justice system.

”

Margaret Anderson
Prisoners' Aid NSW

TANARRA GROUP INVOLVEMENT

Tanarra is a growing alternative asset investment firm that invests in a wide range of early stage ventures, private and public companies in Australia and around the world.

Tanarra Philanthropic Advisors harnesses the capability and experience of the global Tanarra Group in Australia and Hong Kong.

90%

of Tanarra staff gave their time and expertise in 2022

We're grateful to the following Tanarra team members who directly contributed to our 2022 charitable projects:



Alexandra Bennett



David Birkbeck



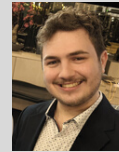
Gareth Bourne



Ian Carson AM



Fiona Doherty



Antoine Genesi



Jean Marc Genesi



Peter Han



Roger Harley



Peter Harris AO



Andrew King



May Krishnananthan



Graham Lees



Margaret Lesnik



Hanake Manohoran



Mick Millard



Claire Miller



Scott Molloy



David O'Connor



Michael Phillip



Vidhur Rangaswamy



Anna Shave



Maja Sliwinski



Neil Vinson



Garry Weaven



David Wright



John Wylie AC

WHO IS TANARRA?



Tanarra is a growing, diversified alternative asset investment firm. Its founder and CEO is John Wylie, one of Australia's most well regarded investment bankers and investors. Tanarra invests in and partners with a wide range of early stage ventures, private and public companies in Australia and around the world.



Donning a hoodie to raise funds for youth homelessness in 2022



Tanarra Philanthropic Advisors is a pro bono enterprise providing charities and social purpose organisations with independent high level commercial advice, that has historically only been readily available to the corporate sector. It harnesses the strategic and financial skills of the global Tanarra team and its networks to help organisations shift from good to great.



The John and Myriam Wylie Foundation is a private family foundation with a focus on education, social disadvantage, Indigenous self-determination and family interests e.g. French led initiatives. It operates independently to Tanarra's activities. Two of its major beneficiaries include the State Library of Victoria with an \$8 million donation to establish the new Victoria Gallery, and \$5 million to the University of Melbourne to establish a professorship of Australian literature called the Boisbouvier Founding Chair.



The strategic work with Tanarra Philanthropic Advisors has 100% made a difference to ATSIMA, we have been able to keep referring back to our plan and use it regularly to prioritise our activities.



Melinda Pearson
Business Manager,
Aboriginal and Torres Strait
Islander Mathematics
Alliance (ATSIMA)

“

I think we're good at telling the truth and not sanitising to please the CEO or Board. I hope to look back and see how we've grown the pie for the people charities exist to help, not helped a few charities take market share over others.

”

John Wylie AC
Founder,
Tanarra Philanthropic Advisors.

REACH US

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