



ACT
Government

Chief Minister, Treasury and
Economic Development

Freedom of Information Publication Coversheet

The following information is provided pursuant to section 28 of the *Freedom of Information Act 2016*.

FOI Reference: CMTEDDFOI 2022-137

Information to be published	Status
1. Access application	Published
2. Decision notice	Published
3. Documents and schedule	Published
4. Additional information identified	No
5. Fees	Waived
6. Processing time (in working days)	64
7. Decision made by Ombudsman	N/A
8. Additional information identified by Ombudsman	N/A
9. Decision made by ACAT	N/A
10. Additional information identified by ACAT	N/A

From: [REDACTED]
To: [CMTEDD FOI](#)
Cc: [REDACTED]
Subject: FOI Request | Chief Minister's Charitable Fund Business Plans
Date: Tuesday, 26 April 2022 12:49:24 PM

Good Afternoon,

RE: FOI REQUEST – CHIEF MINISTER’S CHARITABLE FUND (CMCF) ANNUAL BUSINESS PLANS

I write to request under the *Freedom of Information Act 2016* a copy of the *Chief Minister’s Charitable Fund* Annual Business Plans for financial years 2019 till 2022.

I ask that my request be transferred to other entities that may hold relevant information.

Should you require any further information or clarification about my request, please contact my office on [REDACTED]

Best,





ACT
Government

Chief Minister, Treasury and
Economic Development

Our ref: CMTEDDFOI 2022-137



FREEDOM OF INFORMATION REQUEST

I refer to your application under section 30 of the *Freedom of Information Act 2016* (the Act), received by the Chief Minister, Treasury and Economic Development Directorate (CMTEDD) on 26 April 2022.

Specifically, you are seeking: “A copy of the Chief Minister’s Charitable Fund Annual Business Plans for financial years 2019 till 2022.”

Authority

I am an Information Officer appointed by the Director-General under section 18 of the Act to deal with access applications made under Part 5 of the Act.

Timeframes

In accordance with section 40 of the Act, CMTEDD is required to provide a decision on your access application by 24 May 2022 however, following on an extension and third-party consultations, the due date is now 29 July 2022.

Decision on access

Searches were completed for relevant documents and two documents were identified that fall within the scope of your request.

I have included as **Attachment A** to this decision the schedule of relevant documents. This provides a description of each document that falls within the scope of your request and the access decision for each of those documents.

I have decided to grant access in full to the two documents relevant to your request.

Charges

Pursuant to *Freedom of Information (Fees) Determination 2017 (No 2)* processing charges are applicable for this request because the total number of pages to be released to you exceeds the charging threshold of 50 pages. However, the charges have been waived in accordance with section 107 (2)(e) of the Act.

Online publishing – Disclosure Log

Under section 28 of the Act, CMTEDD maintains an online record of access applications called a disclosure log. Your original access application, my decision and documents released to you in response to your access application will be published in the CMTEDD disclosure log after 3 days after the date of my decision. Your personal contact details will not be published.

You may view CMTEDD disclosure log at <https://www.cmtedd.act.gov.au/functions/foi>.

Ombudsman Review

My decision on your access request is a reviewable decision as identified in Schedule 3 of the Act. You have the right to seek Ombudsman review of this outcome under section 73 of the Act within 20 working days from the day that my decision is published in CMTEDD disclosure log, or a longer period allowed by the Ombudsman.

We recommend using this form [Applying for an Ombudsman Review](#) to ensure you provide all of the required information. Alternatively, you may write to the Ombudsman:

The ACT Ombudsman
GPO Box 442
CANBERRA ACT 2601

Via email: actfoi@ombudsman.gov.au

ACT Civil and Administrative Tribunal (ACAT) Review

Under section 84 of the Act, if a decision is made under section 82(1) on an Ombudsman review, you may apply to the ACAT for review of the Ombudsman decision. Further information may be obtained from the ACAT at:

ACT Civil and Administrative Tribunal
Level 4, 1 Moore St
GPO Box 370
Canberra City ACT 2601
Telephone: (02) 6207 1740
<http://www.acat.act.gov.au/>

Should you have any queries in relation to your request please contact me by telephone on 6207 7754 or email CMTEDDFOI@act.gov.au.

Yours sincerely



Katharine Stuart
Information Officer
Chief Minister, Treasury and Economic Development Directorate

26 July 2022



ACT
Government

Chief Minister, Treasury and
Economic Development

FREEDOM OF INFORMATION REQUEST SCHEDULE

WHAT ARE THE PARAMETERS OF THE REQUEST						Reference NO.
A copy of the Chief Minister's Charitable Fund Annual Business Plans for financial years 2019 till 2022.						CMTEDDFOI 2022-137
Ref No	Page number	Description	Date	Status	Reason for Exemption	Online Release Status
1	1-43	Hands Across Canberra Chief Minister's Charitable Fund Business Plan 2019-2021	Undated	Full release	N/A	Yes
2	44-78	Hands Across Canberra Chief Minister's Charitable Fund Business Plan 2021-2024 (composite document that incorporates all entities in the Hands Across Canberra Group).	Undated	Full release	N/A	Yes
Total No of Docs						
2						

Hands Across Canberra

Chief Minister's Charitable Fund

Business Plan
2019 - 2021

Hands
Across
Canberra
Your Community Foundation



Chief Minister's
Charitable Fund

in partnership with Hands Across Canberra

Executive summary

Hands Across Canberra (HAC) was created in 2010 to meet the need for an activist community organisation that would generate a new level of local generosity. HAC exists to support the community sector - they are the glue that bind our community together, supporting the most vulnerable through their vital work.

HAC is composed of three entities:

- **Hands Across Canberra Ltd** is the operating vehicle
- **The Trustee for Hands Across Canberra Trust** - our Public Ancillary Fund (PuAF), a charitable trust with Deductible Gift Recipient status
- The **Chief Minister's Charitable Fund Ltd** was established in 2018 with \$5m in seed funding from the ACT Government to meet the social, economic, cultural, educational, environmental and other charitable needs of the community

HAC Ltd and the Chief Minister's Charitable Fund have separate boards, but they are connected by common membership and formal service level agreements. Together the three entities form an integrated whole, aligned to the single purpose of supporting the Canberra community.

This Business Plan defines the strategies and plans of the integrated organisation, and the individual arrangements for each entity, for financial years 2019-2020 and 2020-2021. It describes the environment within which HAC operates, our strategic direction, our crucial fundraising and partnerships strategies, our organisational structure and governance, our planned activities for the period, our investment plan for the donations and investments we receive, and our financial plans for how our funds will be used.

Through our fundraising, we have increased our grant-giving to \$400,000 in 2019. Our ambition is to have a substantial investment fund along with regular donations, which would allow us to make grants growing to about \$2m annually and work with hundreds of community and social organisations.

Our growth will be driven primarily through individual sub-funds, established by individual Canberrans and businesses. Our fundraising strategy aligns to this, but is also multi-layered, encompassing community fundraising, major events, collaboration with the government and gaming sector and an annual charity house auction.

To get a better snapshot of what Canberra looks like and the challenges different groups face, HAC and The Snow Foundation jointly developed Canberra's first Vital Signs community-led research initiative in 2018. The Vital Signs report identified four main areas that will inform HAC's grant giving: Health, Education and Employment, Housing and Belonging.

Our work is built on three key principles, which inform everything we do:

Awareness

Partnering

Giving

Aligned to these pillars we have defined our vision of success, which paints the picture of the future world that HAC is trying to help create, and our critical capabilities, which are the things at which HAC needs to excel in order to realise our vision.

HAC is committed to ensuring that its work is a true collaboration between the community, business and government. Our work plan is built on continual engagement with community organisations, current and potential partners, and the Canberra population at large.

Partnerships are a powerful means of creating more than would be possible individually, and are a crucial aspect of what we do. This is true of HAC's partnerships with government, business and the community sector, and also of HAC's role in facilitating partnerships between community organisations and those able to provide the support they need.

Our Activity Plan sets out our priorities and activities in financial years 19/20 and 20/21, including target dates for completion. It also defines eight key performance indicators and target levels, that we will measure regularly to track our progress and inform our future planning.

We have also developed a proposed Investment Plan, informed by our expert investment partners, JB Were. The primary objective is to ensure liquidity, whilst preserving the capital but also allowing for income and capital growth to accrue. The investment return objective is to achieve a total return (income and capital growth) of Consumer Price Index (CPI) All Groups + 2.5% over a rolling 5 year period, after fees.

Based on this Investment Plan, the current sum invested and our assumptions about revenues, costs and grants, we expect to cross the \$5m mark in Financial Year 2023-2024; \$10m in FY2034-2035; and \$20m by FY2046-2047.

Contents

1	Introduction	5
2	Strategy	6
2.1	Strategic environment	7
2.2	Strategic direction	9
2.3	Fundraising strategy	10
2.4	Partnerships strategy	12
2.5	Annual cycle	13
3	Organisation	14
3.1	Organisational structure	15
3.1.1	Organisation - HAC	16
3.1.2	Organisation – Trust (PuAF)	17
3.1.3	Organisation - CMCF	18
3.1.4	Draft delegations schedule	19
3.2	Grants management process	21
3.3	Communications approach	22
4	Activity plan	23
5	Investment plan	26
5.1	Investment policy	27
5.2	Investment forecast	30
6	Financial overview	32
6.1	Financial overview	33
6.2	Financial plans	34
7	Strategic risks	35
	Appendices	37
	A. Summary of financial position	38
	B. CMCF Funding Deed requirements	40

1. Introduction

Hands Across Canberra (HAC) was created in 2010 to meet the need for a community organisation that would generate a new level of local generosity. HAC is modelled on the successful community foundations found in Canada, Melbourne and other cities, which aspire to engage business, the community and government in addressing local needs.

With legal support from Sneddon Hall and Gallop and tax and accounting advice from EY, Hands Across Canberra became a legal entity, with Hands Across Canberra Ltd as the operating vehicle, and a Public Ancillary Fund (PuAF) as the charitable trust with Deductible Gift Recipient status.

HAC exists to support the community sector - they are the glue that bind our community together, supporting the most vulnerable through their vital work. Our work is built on three key principles, which inform everything we do:

Awareness: encouraging every Canberran to recognise that we all have a part to play in ensuring the wellbeing of our community, and that our individual contributions can make a difference

Partnering: supporting a stronger community sector through partnerships, collaboration and capacity building

Giving: harnessing Canberra's generosity in money, resources and time, and providing a way for them to address the needs in their local community

In 2018 the ACT Government recognised the work that Hands Across Canberra was performing on behalf of the community by asking it to administer the Chief Minister's Charitable Fund (CMCF).

The objective of the CMCF is to address the social, economic, cultural, educational, environmental and other charitable needs of the community in the Australian Capital Territory and the surrounding region for the public benefit. The Australian Capital Territory (ACT) Government invested \$5 million in seed funding into the CMCF, and committed to providing 0.4 per cent of net gaming revenue from poker machines going forward.

The three entities working together make up HAC - HAC Ltd, the the trust (PuAF) and the CMCF. Together they form an integrated whole, aligned to the single purpose of supporting the Canberra community.

Our ambition is to have an investment fund of at least \$50m, which, along with regular donations, would allow us to make grants of over \$2m annually.

This level of funding will allow us to work with the hundreds of community organisations and social enterprises who work hard to assist those vulnerable people in our community. The more money we raise, the more innovative community-initiated projects we can support, helping to build a healthy and vibrant community where we can share a sense of belonging.

This Business Plan defines the strategies and plans of the integrated organisation, and the individual arrangements for each entity, for financial years 2019-2020 and 2020-2021. It describes the environment within which HAC operates, our strategic direction, our crucial fundraising and partnerships strategies, our organisational structure and governance, our planned activities for the period, our investment plan for the donations and investments we receive, and our financial plans for how our funds will be used.

2. Strategy



2.1 Strategic environment

Charitable giving in the ACT

Canberra is a city of 420,000 people in a region of about 700,000.

Canberra's economy is growing and the population has high average incomes. It is also one of the most generous populations in Australia - according to NAB's 2018 Charitable Giving Index, average charitable donations per donor in the ACT are the highest in Australia at \$446.

Philanthropic activity more broadly is restricted by the proportion of public sector employers in the economy, which cannot engage in philanthropy in the way major enterprises do in other cities. Combined with the common desire of donors to support charities that are outside the Hands Across Canberra scope or geographic location, there are systemic constraints to our ability to grow local philanthropy.

NAB (2018) provides some broader insights into the donating behaviours of Australians, and of the population of the ACT specifically.

At a national level, some of the key findings were as follows:

- Average donation size was biggest for Humanitarian Services (\$422) and over 3 times larger than for 'Other' charities (\$138).
- By age, giving increased among people over 55 and aged 15 to 24. While Australians aged 15-24 accounted for 4% of total giving, over 55s accounted for almost half of total donations in the year to February 2018.

At an ACT level, key findings were as follows:

- Charitable giving grew 2.9% in the year to February 2018 (-2.8% in the year to February 2017).

- Humanitarian Services (42%) had the biggest market share, Health and Disability (10%) had the next largest share, and Medical Research (4%) the smallest.
- Average donation per donor rose to \$446 in the year to February 2018 (\$439 in 2017) - the highest of all states across Australia.

These findings have informed HAC's strategy of targeting growth primarily through individual sub-funds, which tend to be established by people in older age brackets.

Vital Signs

To get a better snapshot of what Canberra looks like and the challenges different groups face, in 2018 HAC and The Snow Foundation jointly developed Canberra's first Vital Signs community-led research initiative, identifying trends, priorities and opportunities for the ACT community. The Vital Signs report identified four main areas that will inform HAC's grant giving:

Health	Education and Employment	Housing	Belonging
Rates of overweight/obese residents, and poor mental health	Education equity and under-employment	Housing affordability, rental stress, homelessness especially among older women, youth and children	Consider increasing numbers of new migrants and refugees

Our scope

HAC is the only locally-based, locally-focussed and publicly-accessible community foundation in the ACT. Other local philanthropic funds exist, but these are private foundations established to invest private funds.

As at May 2019, HAC has about 300 registered community organisations. It is expected that that number will grow to about 400 in time. The strength of our relationship with community organisations is absolutely critical to our success. Our focus on our community organisation partners also lies behind the three principles that define the scope of our activities.

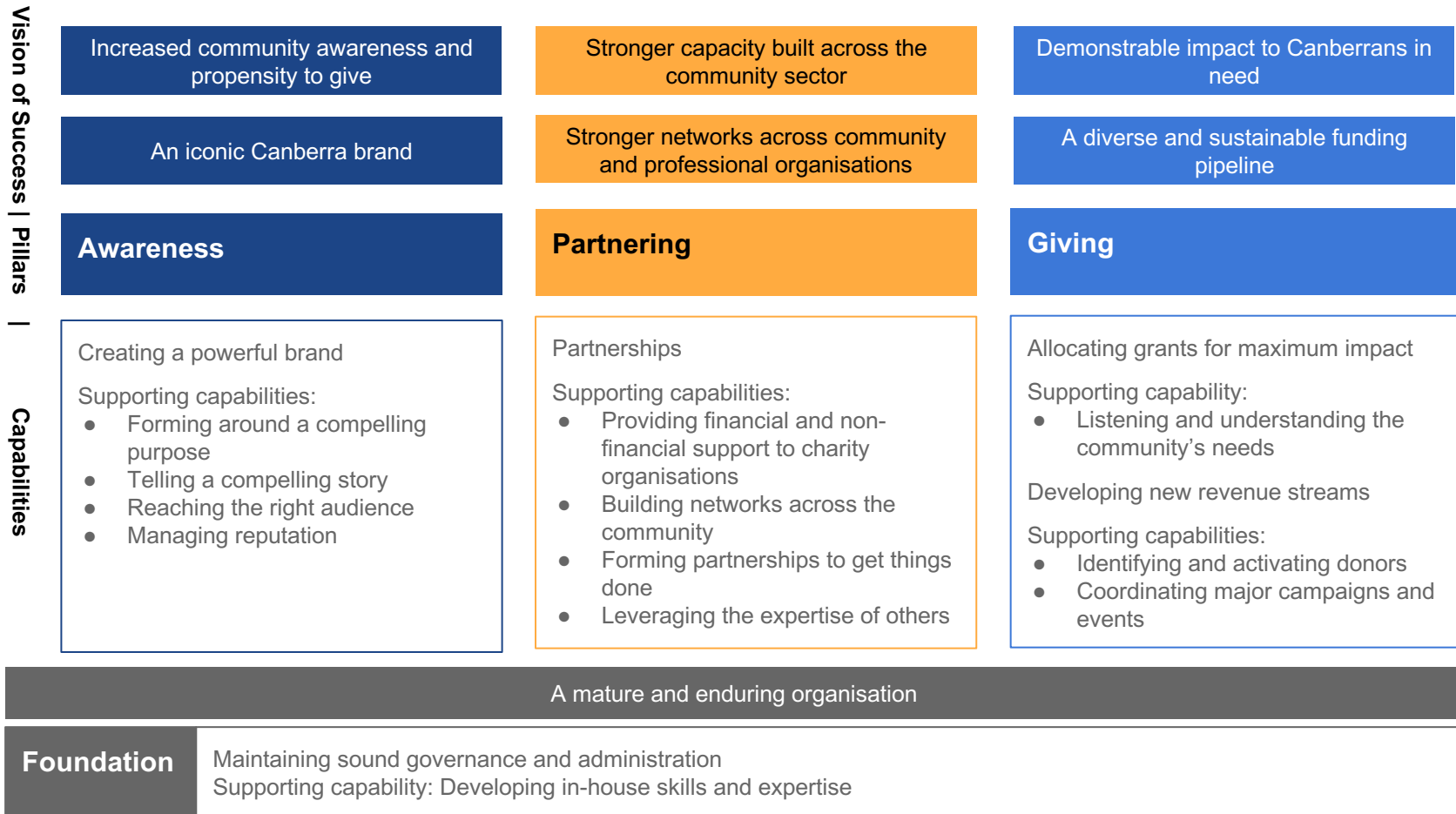
Growing the pie – Hands Across Canberra was created to grow the level of philanthropy in Canberra, we do not compete with or displace the fundraising activities of existing organisations.

Capacity building – When we consulted with the community sector on proving the need for such a foundation one of the key roles we were asked to preform was that of assisting community organisations get better at their vital work. Our work in that area will develop as we grow.

Scope limitations - limitations on what we will versus what we won't do. Hands Across Canberra is not distracted from its core purpose, which is to encourage greater levels of giving locally which in turn allow more resources to be deployed by those community organisations which provide essential services to our most disadvantaged.

2.2 Strategic direction

HAC's strategic direction comprises three elements: its vision of success, which paints the picture of the future world that HAC is trying to help create; its capabilities, which are the things at which HAC needs to excel in order to realise our vision; and its three pillars, which define what HAC does, supported by a strong foundation of sound governance and administration.



2.3 Fundraising strategy

HAC raises funds to allow it to make grants to charities working with vulnerable people, or to invest for the long term to allow its grant-making to be sustained and meaningful. Funds collected are also needed to raise awareness about giving back locally and provide a platform for the charities it supports. HAC's approach to fundraising is multi-layered.

This fundraising strategy builds on the successful fundraising activities of Hands Across Canberra over the last 8 years. Complementing this business plan, it draws on the outcomes of previous fundraising activities and expands on the recommendations by the board. The overall objective of the fundraising strategy is to secure the necessary funds in 2019-2021 to deliver on the organisation's vision of success.

While the organisation will continue to seek support of its regular partners, broadening the base of supporters is at the centre of this strategy, with a focus on named sub-funds, new donors and corporate sponsors. At the same time HAC remains committed to increasing efficiency and quality of its activities and operating procedures to maximise the return on investment.

To achieve its fundraising objective, the strategy will have four major interrelated components:

Expanding and strengthening relations with existing donors:

HAC will further strengthen its relationship with existing donors/partners, focusing on sustaining and where possible increasing the levels of donations received in 2018-2019 while also strengthening predictability of income. The ACT government will remain an indispensable partner of HAC, playing a crucial role in the fundraising and engagement strategy. HAC counts on the government's active support in the course of 2019-2021. HAC will further explore opportunities to increase the number of multi-year agreements with large donors. Developing the organisation's communications capacity will be a key component of strengthening relations. It will also further invest in growing income from online campaigns and corporate sponsorship. HAC will build on past successes in developing partnerships with the private sector through the annual lunch. The fundraising strategy will seek to establish partnerships with businesses in the ACT, in particular those with CSR commitments or whose leadership demonstrates interest in supporting the local community.

Tapping into new funding streams:

HAC is growing to be a substantial and publicly accepted part of the community and therefore must develop systems and approaches which are able to be accessed by the community broadly. HAC plans to increase individual giving in 2019-2021, as part of a major annual fundraising event. Our intention is to lay the groundwork for unlocking local philanthropy and increasing our brand awareness which will result in an increase from this funding stream in the medium term. HAC is best placed to leverage funding among Canberrans and expand the donor base through partnership with local media organisations. The organisation will also build on the operationalisation of two new funding avenues identified during the business planning process, namely the establishment of named funds and a major fundraising event in Canberra to grow the HAC investment corpus and support our community in perpetuity. This proposal is based on the advice of our investment partner JB Were, the findings of the NAB Charitable Giving Index 2018, and building on the long term success of the Canadian community foundation model and Australian successes such as the Geelong Foundation. HAC will also explore new opportunities with the technology and housing sectors. The gaming reforms will further provide a new funding stream.

Actively pursuing strategic partners and advocates:

HAC aims to forge strong partnerships with other grant making institutions, government agencies and local NFP's with a view to increase access to finance and social impact. These partnerships are crucial instruments of funding diversification and coordination. Building on past successes of mobilising key government agencies, industry leaders and generous board members, the organisation will further engage its partners to advocate for financial support to HAC. In 2019-2021 HAC will strategically engage key partners to achieve its funding goal as well as grow the investment corpus. In particular HAC will seek partnership to: broaden the donor base through partners' networks and contacts, facilitate the engagement of the organisation with high-net worth individuals (ie. JBWere), advocate for the organisations HAC supports as well as their causes, and consideration of HAC in CSR programs and government budgets. The purposeful selection of board members will help realise this activity. HAC seeks to forge strong partnerships with and engagement of other grant making institutions, government agencies, academia and local NFPs with a view to increase access to finance, maximise social impact and contribute to the awareness raising and visibility of the organisation. These partnerships are crucial instruments of funding diversification and coordination.

Strategic communications:

These are essential for effective fundraising. HAC will strengthen its communications towards public and private donors to sustain support for community organisations/vulnerable people in Canberra. The organisation will develop a communications strategy to support with fundraising and compile a comprehensive plan aimed at improving the brand it represents. This means developing and systematically disseminating messages about our value to the ACT region. In order to successfully implement a communications strategy that supports and delivers on its fundraising ambitions the organisation will engage communications expertise and make use of a wide range of communications channels, including its website, social media accounts, press releases, newsletters. HAC will encourage partners and donors to disseminate these communications assets further through their own platforms, increasing our outreach and visibility and increasing the opportunities for donations.

Building on the lessons learned over the last eight years, achieving these objectives will require further investment in our relationship with these donors at all levels, including enhanced engagement at political and business leadership levels (and their networks) as well as with the Canberra public more broadly to ensure continued understanding and appreciation of the relevance of HAC. HAC aims to increase the total level of local philanthropy. HAC and the CMCF will only raise charitable funds where they are not in competition with other local charities. At all times HAC must show that its fundraising complements that of the charities it aims to support. Raising donations from corporates and individuals requires long-term investment in engagement. Based on lessons learned the organisation will continuously evaluate and refocus on those activities that are most impactful.

2.4 Partnerships strategy

HAC is committed to ensuring that its work is a true collaboration between the community, business and government which is a key objective of the organisation and an important means for advancing its work. Government cannot be expected to do everything. As such HAC is interested in and cultivates relationships with all three sectors for mutual benefits for Canberra and the nearby region.

Partnerships are nurtured with:

- charitable organisations including those registered with HAC and who receive grants to support vulnerable people in the community
- the donors who invest in our community either by supporting the work of Hands Across Canberra directly or to a specific charity through the organisation's giving portal
- peer organisations like the Snow Foundation to collaborate on advancing the wellbeing of vulnerable people in our region
- Industry associations and leaders like the Master Builders Association and the Australian Information Industry Associations which allow HAC to reach further into the Canberra business community
- ACT government agencies, in particular Community Services and the Chief Minister Treasury and Economic Development directorates, a partnership which has led to the creation of the Chief Minister's Charitable Fund
- Caution with respect to our reputation

Collaboration and partnering are fundamental to the work of HAC. A number of core business partnerships are crucial to the organisation's essential activities. Charterpoint for example is a valued long-term partner providing accounting support as well as financial management and advisory services. Further core business partnerships which have contributed immensely to the successes of HAC include PwC, EY, Deloitte, the Australian Information Industry Association, the National Gallery of Australia.

As an illustration, the AIIA levies its members at each function it holds which then sees an important sector of the local economy donating to good causes regularly. The NGA has hosted our annual lunch for many years and has been an incredibly influential partner in our work.

HAC recognises the considerable support it has benefitted from in our relationship with the ACT Government and particularly the Community Services Directorate and the Chief Minister, Treasury and Economic Development Directorate.

A key understanding that binds the work of HAC is the centrality of the role and place of community organisations. It is these organisations that are so important to the vulnerable people they were set up to support. It is these organisations that HAC relies on to inform us about need, existing and emerging. As is demonstrated in our process map laid out in Figure 2 HAC Annual Cycle, we never stop engaging with the community sector. It is their views which are important and therefore must be sought and understood at all times.

We also support community organisations to partner with each other. In advertising our grant rounds collaboration is always highlighted as a desirable outcome. This can occur as collaboration between community organisations or between community organisations and businesses.

Generous business people including Stavros Dascarolis who built the commercial kitchen at Canberra City Care and Kevin Dwyer at Cromwell which donated substantial furniture to the sector are examples of individual partners making a substantial difference. John and Vicky de Margheriti have made generous donations which have allowed increased fundraising.

2.5 Annual cycle

HAC's annual cycle is built on constant engagement with:

- community organisations, in order to improve HACs giving and supporting capabilities, optimise impact and ensure we address community needs
- current and potential partners, cultivating and nurturing partnerships and building trusted relationships
- the Canberra population at large, raising awareness of community needs and activating philanthropy

The diagram below offers a snapshot of HAC's annual cycle of activities which bring our three strategic pillars to life.

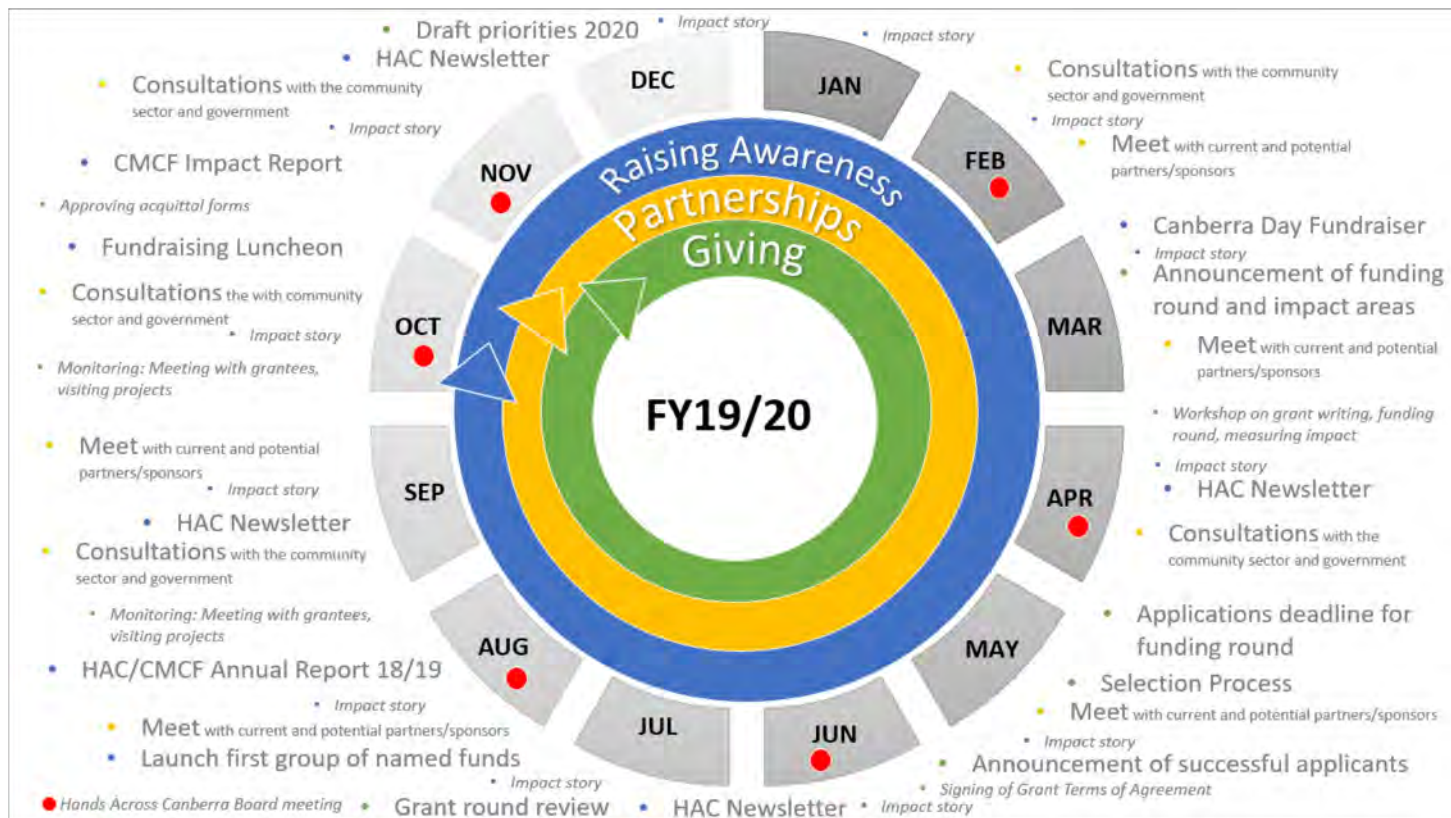


Figure 2: HAC annual cycle

3. Organisation



3.1 Organisational structure

Hands Across Canberra is a portfolio structure, composed of three entities:

- Hands Across Canberra Ltd - the operating vehicle.
- The Trustee for Hands Across Canberra Trust (Public Ancillary Fund) - the charitable trust with Deductible Gift Recipient Status.
- Chief Minister's Charitable Fund Ltd - a separate entity established with investment from the ACT Government.

Figure 3 provides an overview of the Hands Across Canberra portfolio structure, including the relationships between the three entities.

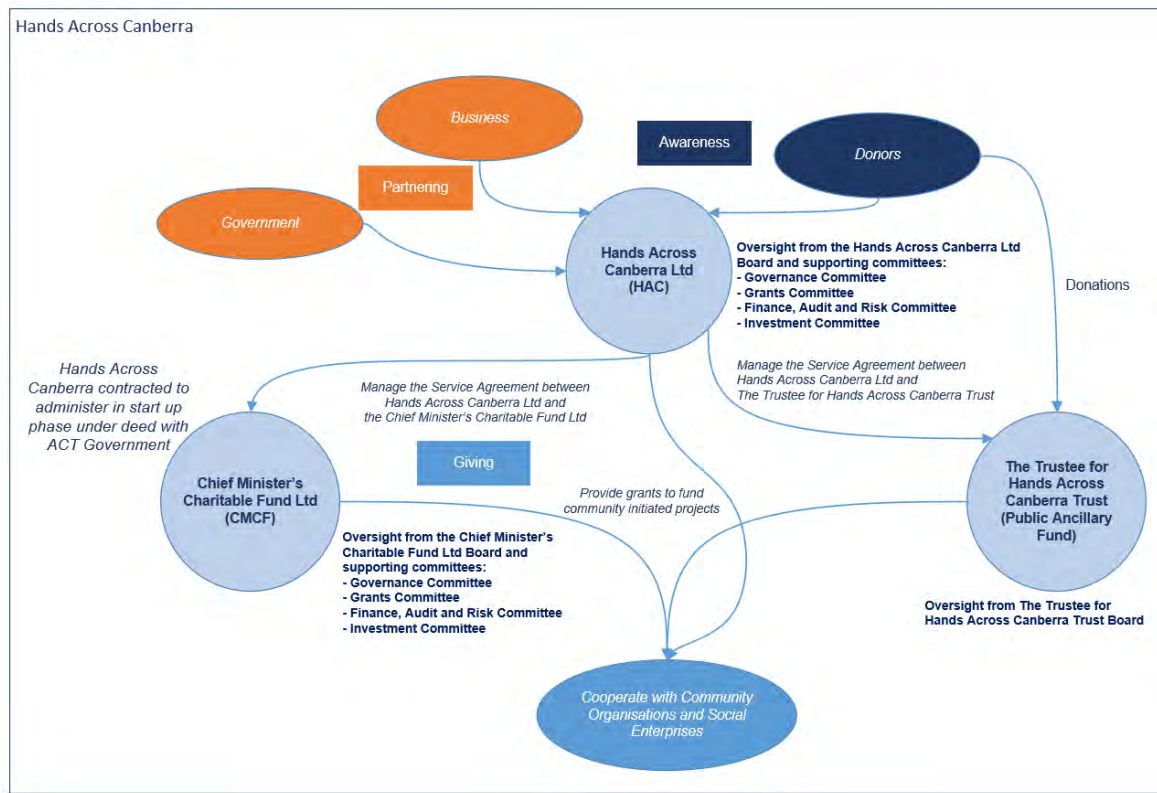


Figure 3: Hands Across Canberra Portfolio Structure

Service Agreements exist between Hands Across Canberra Ltd and The Trustee for Hands Across Canberra Trust (Public Ancillary Fund) and Hands Across Canberra Ltd and the Chief Minister's Charitable Fund Ltd. It is the responsibility of the HAC Board and management to ensure the obligations in these agreements are met.

3.1.1 Organisation – HAC Ltd

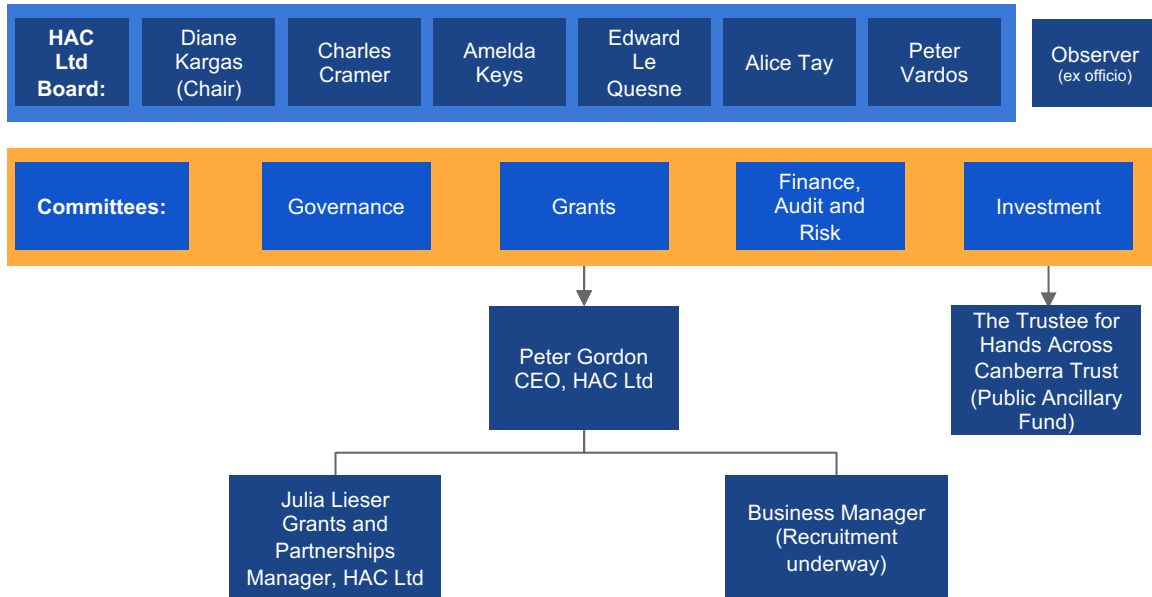


Figure 4: Hands Across Canberra Ltd Organisational Structure

As per the Australian Institute of Company Directors' Not-for-Profit Governance Principles (2019), the Hands Across Canberra Ltd Board's role can be broken down into six dimensions:

- *Strategy* - Establish strategies to guide, monitor and control the organisation's activities.
- *Resources* - Make resources available to achieve the strategy and oversee their use.
- *Performance* - Monitor the organisation's performance.
- *Compliance* - Oversee processes to comply with legal and regulatory requirements.
- *Risk* - Oversee a risk management framework that supports informed decision-making by the organisation.
- *Accountability* - Report progress and align the collective interests of members, stakeholders, board, management and employees.

Hands Across Canberra Ltd Board members are recruited to be an asker, advocate and ambassador.

PwC has worked with HAC to draft a Hands Across Canberra Ltd Board Charter and Committee Terms of Reference.

Management's roles and responsibilities include executing the goals and activities in the business plan and managing operational risk.

Hands Across Canberra Ltd has two agreements that guide its operations:

1. Service Agreement with The Trustee for Hands Across Canberra Trust (Public Ancillary Fund).
2. Service Agreement with the Chief Minister's Charitable Fund Ltd.

It is the responsibility of both the Hands Across Canberra Ltd Board and management to ensure all Service Agreement obligations are met.

At a high level, the controls framework includes:

- Quarterly Board reporting against the business plan (incl. KPIs).
- Management reporting to the Board, including action items/projects and financials.
- Delegations (refer to page 19 and 20).

PwC is working with HAC to assess the internal control framework and identify opportunities for improvement.

3.1.2 Organisation – Trust (PuAF)

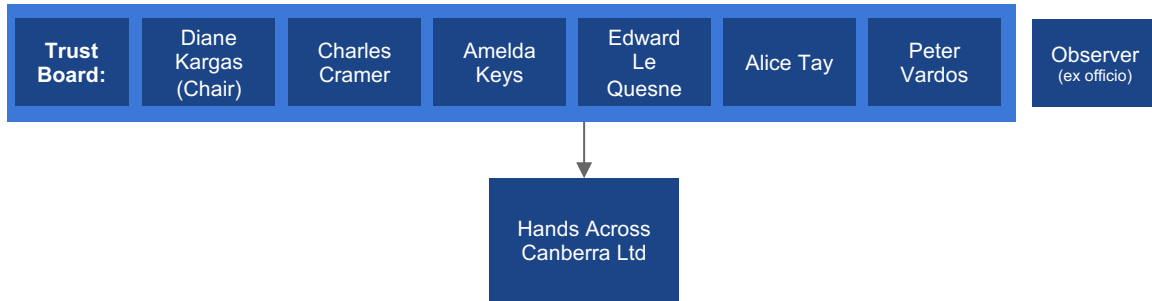


Figure 5: The Trustee for Hands Across Canberra Trust (Public Ancillary Fund) Organisational Structure

As per the Australian Institute of Company Directors' Not-for-Profit Governance Principles (2019), The Trustee for Hands Across Canberra Trust (Public Ancillary Fund) Board's role can be broken down into six dimensions:

- *Strategy* - Establish strategies to guide, monitor and control the organisation's activities.
- *Resources* - Make resources available to achieve the strategy and oversee their use.
- *Performance* - Monitor the organisation's performance.
- *Compliance* - Oversee processes to comply with legal and regulatory requirements.
- *Risk* - Oversee a risk management framework that supports informed decision-making by the organisation.
- *Accountability* - Report progress and align the collective interests of members, stakeholders, board, management and employees.

The Trustee for Hands Across Canberra Trust Board members are recruited to be an asker, advocate and ambassador.

PwC has worked with HAC to draft a The Trustee for Hands Across Canberra Trust Board Charter.

Management's roles and responsibilities include executing the goals and activities in the business plan and managing operational risk.

There is a Service Agreement between Hands Across Canberra Ltd and The Trustee for Hands Across Canberra Trust (Public Ancillary Fund). It is the responsibility of both the Board and management to ensure all Service Agreement obligations are met.

At a high level, the controls framework includes:

- Separate Board meetings for Hands Across Canberra Ltd Board and The Trustee for Hands Across Canberra Trust Board (to demonstrate The Trustee for Hands Across Canberra Trust purpose met).
- Management reporting to the Board, including action items/projects and financials.
- ACNC reporting.
- ATO reporting.
- Delegations (refer to page 19 and 20).

PwC is working with HAC to assess the internal control framework and identify opportunities for improvement.

3.1.3 Organisation – CMCF Ltd

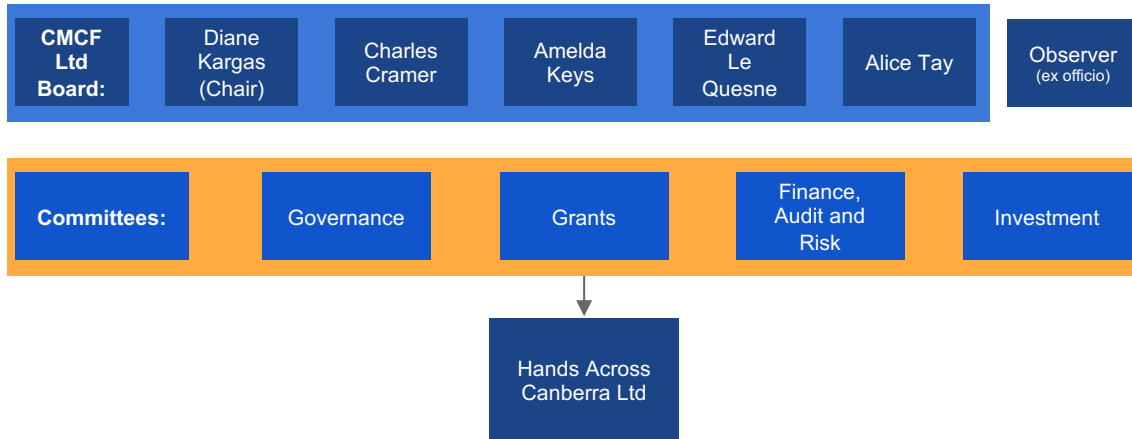


Figure 6: Chief Minister’s Charitable Fund Ltd Organisational Structure

The final composition of the Board of the Chief Minister’s Charitable Fund Ltd (CMCF) is yet to be settled. In the intervening period, members of the CMCF Board have been drawn from membership of the Board of Hands Across Canberra. Issues of potential conflict of interest are being addressed and the recruitment of members broadly representing the community is underway.

As per the Australian Institute of Company Directors’ Not-for-Profit Governance Principles (2019), the CMCF Board’s role can be broken down into six dimensions:

- *Strategy* - Establish strategies to guide, monitor and control the organisation’s activities.
- *Resources* - Make resources available to achieve the strategy and oversee their use.
- *Performance* - Monitor the organisation’s performance.
- *Compliance* - Oversee processes to comply with legal and regulatory requirements.
- *Risk* - Oversee a risk management framework that supports informed decision-making by the organisation.
- *Accountability* - Report progress and align the collective interests of members, stakeholders, board, management and employees.

CMCF Board members are recruited to be an asker, advocate and an ambassador.

PwC has worked with HAC to draft a CMCF Board Charter and Committee Terms of Reference.

Management’s roles and responsibilities include executing the goals and activities in the business plan and managing operational risk.

Hands Across Canberra Ltd has two agreements related to the Chief Minister’s Charitable Fund Ltd:

1. Funding Deed with the ACT Government to administer the CMCF.
2. Service Agreement with the CMCF.

It is the responsibility of both the Board and management to ensure all Funding Agreement and Service Agreement obligations are met.

At a high level, the controls framework includes:

- Separate Board meetings for HAC Ltd Board & CMCF Board (to demonstrate CMCF purpose met).
- Quarterly Board reporting against the business plan (incl. KPIs).
- Management reporting to the Board, including action items/projects and financials.
- ACT Government reporting as per the Deed.
- Delegations (refer to page 19 and 20).

PwC is working with HAC to assess the internal control framework and identify opportunities for improvement.

3.1.4 Draft delegations schedule

Table 1 provides an overview of the draft Delegations Schedule. This includes the delegated authority of the Hands Across Canberra Ltd (“HAC”) Board, Chief Minister’s Charitable Fund Ltd (“CMCF”) Board, The Trustee for Hands Across Canberra Trust (Public Ancillary Fund, “PuAF”) Board and supporting committees such as the Governance, Investment and Finance, Audit and Risk Committees.

Dimension	Dimension Description	Area	Delegated Authority	Authority
Strategy	Establish strategies to guide, monitor and control the organisation’s activities.	Business Plan	HAC Board and CMCF Board	Approve the HAC and CMCF business plan, delegations policy, partnerships strategy and media and communications strategy.
			PuAF Board	Approve the PuAF intended outcomes.
Resources	Make resources available to achieve the strategy and oversee their use.	Annual Budget	HAC Board, CMCF Board and PuAF Board	Approve the HAC, CMCF and PuAF annual budget.
		Recruitment and Contractors	HAC Board	Approve the appointment of the CEO and the HAC Board. Approve strategy for sufficient resources for HAC, including creation of committees and engagement of external parties.
		Organisation Structure	HAC Board, CMCF Board and PuAF Board	Approve HAC and CMCF organisation structure, including recruitment of positions.
Performance	Monitor the organisation’s performance.	Business Plan Performance	HAC Board, CMCF Board and PuAF Board	Approve HAC, CMCF and PuAF annual reports.
		Investment	HAC and CMCF Investment Committees	Approve HAC and CMCF investment strategy and plan.
Compliance	Oversee processes to comply with legal and regulatory requirements.	Legislative and regulatory compliance	HAC Board, CMCF Board and PuAF Board	Approve HAC, CMCF and PUAF compliance plans (i.e. demonstrated compliance with legal and regulatory requirements). Any functions reserved to the HAC Board under the Corporations Act.
			HAC and CMCF Finance, Audit and Risk Committees	Approve HAC and CMCF annual financial reports.
Risk	Oversee a risk management framework that supports informed decision-making by the organisation.	Risk management	HAC Board and CMCF Board	Approve the HAC and CMCF risk management framework, risk management plan and work health and safety plan.
Accountability	Report progress and align the collective interests of members, stakeholders, board, management and employees.	Stakeholder reporting	HAC Board, CMCF Board and PuAF Board	Approve external reports to meet reporting requirements to external bodies (e.g. ACT Government and ACNC).

Table 1: Draft Delegations Schedule – Board Responsibilities

3.1.4 Draft delegations schedule

Table 2 provides an overview of the draft Delegations Schedule as related to contracts, grants, payments and administration. This includes the delegated authority of the Hands Across Canberra Ltd (“HAC”) Board, Chief Minister’s Charitable Fund Ltd (“CMCF”) Board, The Trustee for Hands Across Canberra Trust (Public Ancillary Fund, “PuAF”) Board, supporting committees such as the Governance, Investment and Finance, Audit and Risk Committees, and management.

Area	Area Description	Delegated Authority	Authority
Contracts	Enter into contracts.	HAC Board, CMCF Board and PuAF Board	Approve the execution of high-risk contracts greater than a \$ value threshold agreed by the Board
		CEO	Execute low-risk contracts up to a \$ value threshold agreed by the Board.
Grants	Release grant funds to grant recipients.	HAC and CMCF Grant Committees	Approve the award of HAC and CMCF grants.
		CEO	Expenditure on Grants: To the limit approved by the Board for each grant. Authority to redirect grants to registered charities: To the full level of contributions made.
		Grants and Partnerships Manager	Expenditure on Grants: To the limit approved by the Board for each grant. Authority to redirect grants to registered charities: To the full level of contributions made.
Payments	Release payments to other entities.	CEO	Authority to commit expenditure on non-grant items in accordance with approved budget: \$20,000.
		Business Manager	Authority to commit expenditure on non-grant items in accordance with approved budget: \$10,000.
Administration	Expenditure for business purposes.	CEO	Authority to incur expenses for administrative purposes in accordance with the approved budget: \$20,000.
		Business Manager	Authority to incur expenses for administrative purposes in accordance with the approved budget: \$10,000.

Table 2: Draft Delegations Schedule – Contracts, Grants, Payments and Administration

3.2 Grants management process

The following principles underpin the management of the HAC and CMCF Grants Programs.

Our community

- Benefit organisations and social enterprises working with vulnerable people living in Canberra and the greater region
- Promote improved social outcomes for vulnerable people
- Support projects that do not discriminate based on race, religion, sexual orientation or other.

Accessibility

- Be accessible to all local charitable community organisations and social enterprises working with vulnerable people in Canberra and wider region.
- Be readily accessed, with a simple application process where only essential information is required to alleviate burden of grant writing.
- Have high application success rates, and not worse than one in three applications being successful.

Transparency

- Be managed in an open and transparent manner, including through processes which are transparent.
- Make publicly available clear guidelines for the assessment, awarding and administration of grants
- Be published online, including the names of organisations awarded grants, the amount and the purpose of the grants.

Collaboration and partnerships

- Encourage collaboration and partnerships for improved project outcomes and maximum benefit for the community.
- Seek collaboration of funding partners on projects where appropriate and consult with other potential donors.

Equity and inclusion

- Be open to all local charitable community organisations and social enterprises working with vulnerable people in Canberra and wider region.
- Be inclusive of the needs of diverse groups and people within the community.

Impact

- Optimise social impact by working with community organisations on leveraging outcomes to ensure maximum benefit for vulnerable members of the community.
- Drive social outcomes where need is evidenced through supporting and targeting projects that address these.
- Consistently communicate and exchange with government and other grant making institutions to avoid duplication and ensure gaps are filled.

Flexible

- Be proactive in identifying and addressing changing community needs through constant community consultations.
- Work with community organisations and social enterprises that meet community needs.
- Constantly evaluate policies and guidelines and adjust them based on best practice and feedback.

Figure 7 provides an overview of the approach to granting CMCF grants. Following this, all grants will be monitored to confirm the achievement of key milestones, with a final acquittal required.

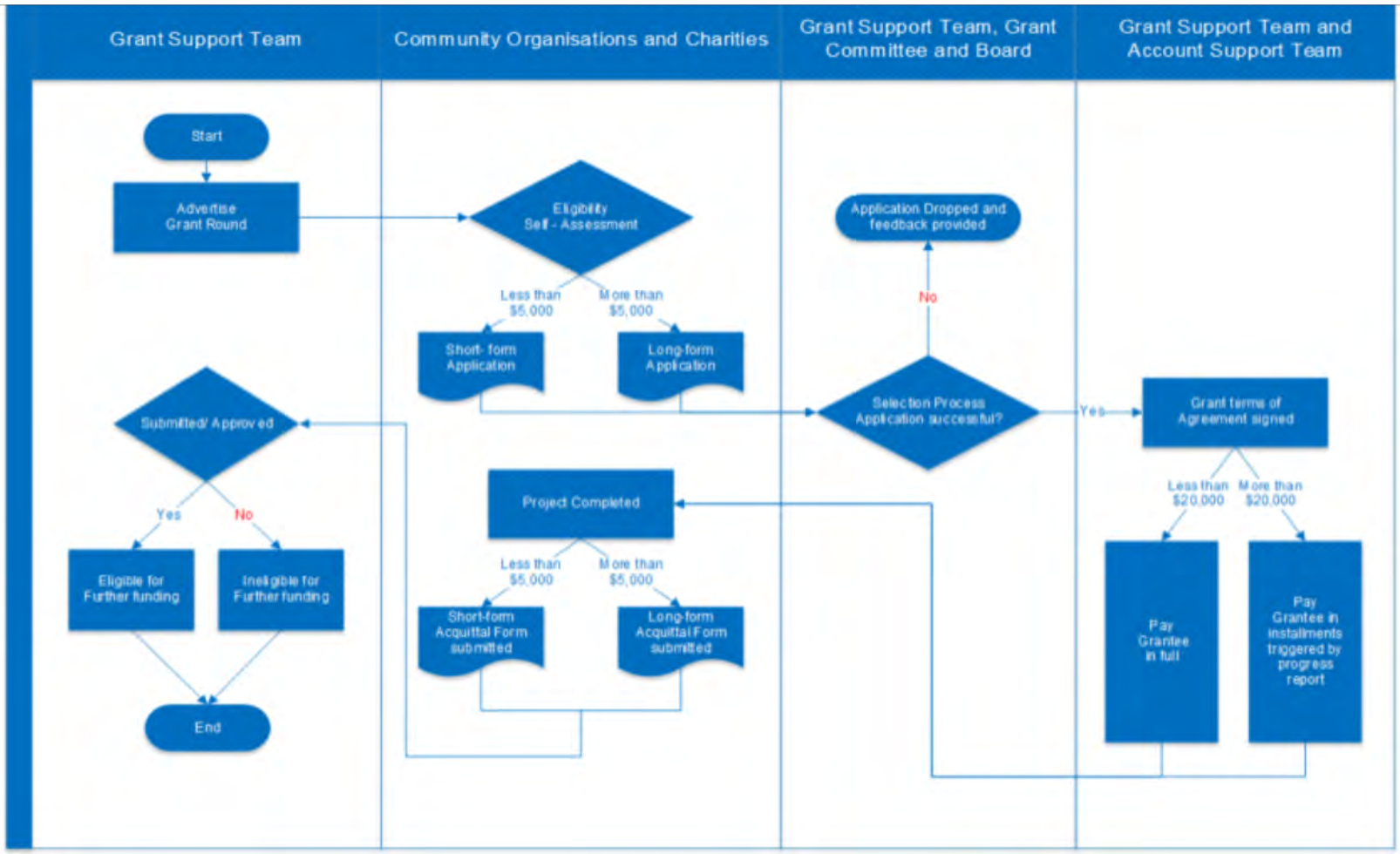


Figure 7: CMCF Grant Process Map

3.3 Communication approach

HAC will be successful when every Canberran, every business and every government agency knows who we are and responds to our call to action. Success under each of the three pillars being Giving, Partnering, Awareness is predicated on a compelling/dynamic communications approach.

Hands Across Canberra is an activist organisation seeking to change the way the community thinks and acts philanthropically. Everything it does is predicated on a form of engagement with the community.

To be successful Hands Across Canberra needs the full suite of communications resources expected of such an organisation. This includes communications professionals, a well-designed and functioning website, social media capability and the ability to influence media outlets and generate regular communications material.

This business plan includes a clear expectation that HAC will enact and resource strategies that create a powerful brand, raising awareness among key stakeholders and across the Canberra community, and enabling HAC to grow its reach and impact. These outcomes will be delivered through the development of a communications strategy, which will set out HAC's communication objectives, stakeholder analysis, target audiences and preferred channels.

In the past HAC has engaged either professional communications agencies including Three Sides and OPF Consulting to provide professional communications support. This work has been provided either as low-bono or pro-bono.

Currently we are supported by a volunteer media expert, who we engage on specific projects.

A key communication activity is the requirement of a skilled media and communications person to fulfil our ongoing communication needs. They would support the development of the communication strategy and lead the development of a communication and engagement plan and other materials.

The communication and engagement plan will embrace:

- Media relations and story writing/telling
- Social media creation & management
- Active charity engagement
- Active donor and sponsor engagement
- Event management/support
- Design & publications management
- Government relations
- Risk management
- Project management
- Website

Progress against our objectives will be measured by a small number of key performance indicators (KPIs), which will include the total number of all 'followers', both in terms of face to face, phone and email contacts, and on social media. An early task for the media and communications person will be to develop a second KPI, in the form of the best available proxy for growth of brand strength or recognition.

4. Activity plan



4.1 Pillars, capabilities, activities

Table 3 demonstrates the relationship between HAC's Pillars, its priorities and capabilities and planned activities against these in FY19/20 and FY20/21

Pillar	Priorities / Capabilities	Activities to be conducted in FY19/20 and FY20/21
Awareness	<p>Creating a powerful brand</p> <p>Supporting capabilities:</p> <ul style="list-style-type: none"> Forming around a compelling purpose Telling a compelling story Reaching the right audience Managing reputation 	<ol style="list-style-type: none"> Communications strategy (baseline) Recruit media and communications person to deliver: <ul style="list-style-type: none"> Brand strength assessment Communications and engagement plan Marketing collateral Annual events to highlight needs and giving opportunities Social media presence
Partner	<p>Partnerships</p> <p>Supporting capabilities:</p> <ul style="list-style-type: none"> Providing financial and non-financial support to charity organisations Building networks across the community Forming partnerships to get things done Leveraging the expertise of others 	<ol style="list-style-type: none"> Partnerships strategy Building and maintaining networks
Giving	<p>Allocating grants for maximum impact</p> <p>Supporting capability:</p> <ul style="list-style-type: none"> Listening and understanding the community's needs 	<ol style="list-style-type: none"> Framework for measurement of impact Impact indicators into grant assessment and reporting Hold sessions with community organisations on impact measures Coordinating with grant bodies Evaluation of grant framework (proposal to board)
	<p>Developing new revenue streams</p> <p>Supporting capabilities:</p> <ul style="list-style-type: none"> Identifying and activating donors Coordinating major campaigns and events 	<ol style="list-style-type: none"> Develop fundraising strategy (3 year) (define approach for 2-4) Introduce named sub-funds for high-wealth giving Work with corporates to identify and approach high-wealth individuals Organise high profile events Donor engagement strategy (incl. donor database) (3 year)
Foundation	<p>Maintaining sound governance and administration</p> <p>Supporting capability:</p> <ul style="list-style-type: none"> Developing in-house skills and expertise 	<ol style="list-style-type: none"> Dedicated business manager Investment management plan (review of plan) Define best practice governance and administration (e.g. AICD) and then source expertise to implement HAC Control Framework Develop workforce plan to 2022

Table 3: HAC Activities by Pillar, Priority and Capability

4.2 Activities, targets and KPIs

Table 4 outlines HAC's planned activities, target dates, KPIs, targets and frequency of measurement for each KPI in FY19/20 and FY20/21.

Pillar	Activities to be conducted in FY19/20 and FY20/21	Target dates		Key Performance Indicators	Target	Measurement frequency
		FY19/20	FY20/21			
Awareness	<ol style="list-style-type: none"> 1. Communications strategy (baseline) 2. Recruit media and communications person to deliver: <ul style="list-style-type: none"> o Brand strength assessment o Communications and engagement plan o Marketing collateral o Annual events to highlight needs and giving opportunities o Social media presence 		31 July 31 Dec Board review (TBC)	<ul style="list-style-type: none"> • Sum of all followers, including contacts and social media • Best available proxy for growth of brand strength/recognition 	<ul style="list-style-type: none"> • Targets to be determined through communications strategy 	<ul style="list-style-type: none"> • Quarterly • TBC
Partner	<ol style="list-style-type: none"> 1. Partnerships strategy 2. Building and maintaining networks 	Aug Board mtg	Board meeting: review (TBC)	<ul style="list-style-type: none"> • Number of partnerships fostered (with business and charities) • Measurable value of in-kind support (with business and charities) 	<ul style="list-style-type: none"> • 10 with business per annum • 25 with charities per annum • \$150,000 with business per annum • \$100,000 with charities per annum 	<ul style="list-style-type: none"> • Quarterly
Giving	<ol style="list-style-type: none"> 1. Framework for measurement of impact 2. Impact indicators into grant assessment and reporting 3. Hold sessions with community organisations on impact measures 4. Coordinating with grant bodies 5. Evaluation of grant framework (proposal to board) 	30 April	30 April (TBC)	<ul style="list-style-type: none"> • Total \$ of grants distributed • Proportion grants acquitted in full 	<ul style="list-style-type: none"> • \$600,000 FY20 • \$800,000 FY21 • 85% 	<ul style="list-style-type: none"> • Quarterly • Annually
	<ol style="list-style-type: none"> 1. Develop fundraising strategy (3 year) (define approach for 2-4) 2. Introduce named sub-funds for high-wealth giving 3. Work with corporates to identify and approach high-wealth individuals 4. Organise high profile events 5. Donor engagement strategy (incl. donor database) (3 year) 		Aug Board mtg Oct Board mtg Board review (TBC)	<ul style="list-style-type: none"> • Total value (\$) of donations received (funds, direct donations and events) 	<ul style="list-style-type: none"> • \$1.23 million FY20 • \$2.07 million FY21 	<ul style="list-style-type: none"> • Quarterly
Foundation	<ol style="list-style-type: none"> 1. Dedicated business manager 2. Investment management plan (review of plan) 3. Define best practice governance and administration (e.g. AICD) and then source expertise to implement 4. HAC Control Framework 5. Develop workforce plan to 2022 		1 July 31 Dec 31 Dec Oct Board mtg	<ul style="list-style-type: none"> • Total value (\$) of donations received (funds, direct donations and events) 	<ul style="list-style-type: none"> • Yes 	<ul style="list-style-type: none"> • Annually

Table 4: HAC Activities, targets and KPIs, FY19/20 and FY20/21

5. Investment plan



5.1 Investment Policy

5.1 Proposed Investment Plan - the CMCf draft investment policy is set out below, including the proposed investment plan for any funds that are surplus to requirement for the relevant 12 month period, ensuring that as far as practically possible the capital of the Funding is preserved but that there is some opportunity for growth in the capital of the Funding as well as income.

Purpose

The Chief Minister's Charitable Fund was established to provide additional help to the most vulnerable members of our community.

The objective of the Fund is to meet the social, economic, cultural, educational, environmental and other charitable needs of the community in the ACT and the surrounding region for the public benefit.

Scope

This Investment Policy Statement (IPS) specifies the parameters for managing the available funds. The IPS is to apply to the investment portfolio consisting of the Fund's investable assets as determined by the Board. It also describes the process by which the funds are governed, including the responsibilities of the Board.

The Board has ultimate fiduciary responsibility for the management of the Fund and to adopt sound investment principles with respect to the Investment Funds and its three components, including income generation targets, exposure to capital growth and sound diversification guidelines.

The IPS is required to be flexible and responsive to both current and future practices, whilst governing the management of funds for the very long term. The Board accepts that a portfolio of investments that is diversified across different asset classes, and which is prudently managed by expert advisers, will increase the probability of achieving its investment objectives.

The Chief Minister's Charitable Fund Limited Funding Deed (28 June 2018) lists that the funds that are not otherwise required for annual operations, shall be invested. The Deed stipulates that the funding, as far as practically possible preserves the capital of the funding but also allows for some income and capital growth to accrue to the funding. Sound and prudent management of funds and cash flows is required in support of this objective.

Investment Objectives

The primary objective of the Fund is to ensure liquidity, whilst preserving the capital but also allowing for income and capital growth to accrue. The Fund shall be invested conservatively to protect the Funding and maximise the amount of funds for charitable donations.

The investment return objective for this pool is to achieve a total return (income and capital growth) of Consumer Price Index (CPI) All Groups + 2.5% over a rolling 5 year period after fees.

The strategy adopted has a risk objective of delivering, with a 68% probability (1 standard deviation), returns between 0.7% and 13.2% (which equates to a probability of a negative return 1 year in every 8 years).

Allowable Investments & Restrictions

Only investments in the following investment holdings are permitted:

Cash:

- Cash deposits, Cash Management Trusts/investments backed by Australian licensed and regulated banks and deposit taking institutions with no less than an A- credit rating
- Term deposits with maturities less than 90 days

Fixed Interest: (Domestic and Global)

- Term deposits with maturities greater than 90 days
- Direct Government & Semi-Government bonds
- Corporate securities and direct securities within this class
- Direct Hybrid Capital issues
- Social and Environmental Bonds – Social Impact Bonds, Green Bonds, Gender or Social Development Goal Bonds
- Managed funds that are predominantly invested in those assets.

Alternative Investments:

- Managed alternative asset products relating to strategies such as long / short equity (absolute return focus), global macro, CTAs, diversified credit, private equity, currency, unlisted property, direct infrastructure, mezzanine finance, distressed debt, hedge funds, catastrophe bonds, solar/water/wind and commodities

Property

- Directly held property
- Listed Australian Real Estate Investment Trusts (REITs)
- Listed Global Real Estate Investment Trusts (GREITS)
- Managed funds that are predominantly invested in those assets.

Australian Equities:

- Direct Equities
- Listed Investment Companies with an Australian focus
- Exchange Traded Funds
- Managed funds that are predominantly invested in those assets (this may include Long/Short Australian Equity Funds as long as they are aligned with the benchmark)

International Equities:

- Direct International Equities - listed on a recognised major stock exchange
- Exchange Traded Funds
- Listed Investment Companies with an international focus
- Managed international equities products (this may include Long/Short Equity Funds as long as they are aligned with the benchmark)

Investment Restrictions

The following investment restrictions apply:

- No investments in fixed income instruments rated where the issuer rating is below investment grade (currently BBB-/S&P). (Social Impact Bonds are exempt from the investment grade issuer rating requirement if the contracted cash payments are from a Government entity, that is rated investment grade and the loss given default is not more than 50%)
- No direct investment in assets which involve lending arrangements, repurchase agreements or leverage (including warrants, options or other derivatives)
- No more than 35% of total portfolio in any one industry
- No more than 10% of total portfolio in any one issuer
- No more than 10% of total portfolio in any one stock
- No more than 20% of total portfolio in any one managed product or ETF

Liquidity Management

The significant majority of investment holdings are to be sufficiently readily marketable holdings that could be realised without significant delay to fund any shortfall in cash flow requirements.

5.2 Investment forecast

HAC has forecast its capital investment out to 2050, based on current assumptions, to illustrate the potential capital growth over time, in the absence of major additional capital injections into the CMCF.

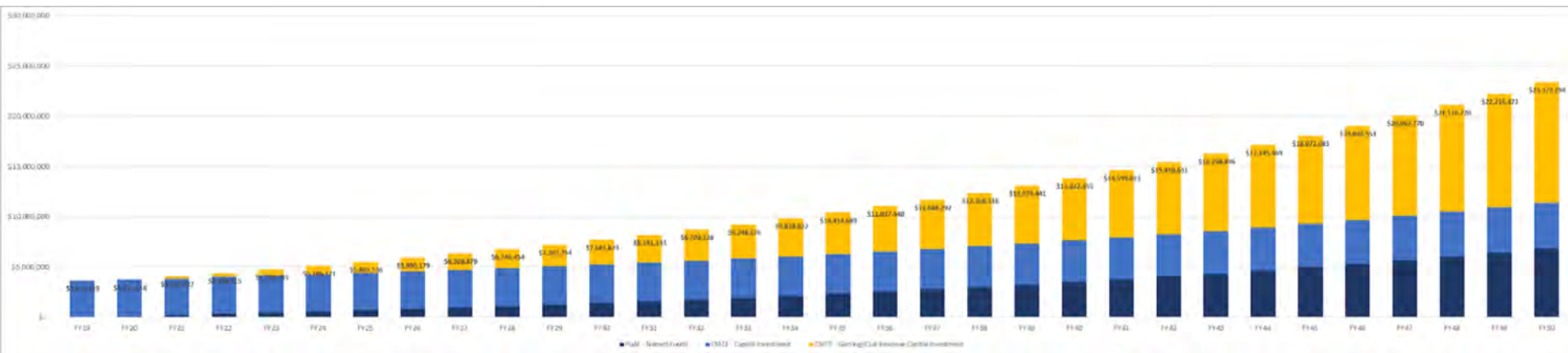


Figure 8: HAC Consolidated Capital Investment Forecast (FY19-FY50)

6. Financial overview



6.1 Financial Overview

HAC Ltd is the operating company, which manages its work and that of The Trustee for Hands Across Canberra Trust (the Public Ancillary Fund, “PuAF”) and CMCF Ltd (“CMCF”). PuAF receives income from donors and it is also the funding source of the bulk of HAC grants. Under a formal agreement, PuAF pays HAC Ltd to manage its affairs.

These forecasts project that PuAF carries forward funds, and is projected to generate a small loss on years 2019-20 and 20-21. It represents the cyclical nature of the funding arrangements, such as the MBA Charity House that is project to occur every three years. PuAF will always remain cash positive as the total funding allocated to grants is discretionary.

CMCF is shown to incur losses in 2019-20 and 20-21. CMCF was initiated with a grant of \$5m. Under the deed with the ACT Government, a portion of that grant is to be invested for the long term, with a smaller proportion allocated for grants in 2018-19 to 20-21. CMCF is projected to cash positive once new income sources are realised from 2021-22.

Revised Financial Forecasts		Financial Year		
		2018-19	2019-20	2020-21
HAC Ltd	Total Income	\$ 660,700	\$ 1,508,990	\$ 2,301,600
	Total Expenses	\$ 524,760	\$ 671,608	\$ 1,814,863
	Net Position	\$ 135,940	\$ 837,382	\$ 486,737
The Trustee for Hands Across Canberra Trust (“PuAF”)	Total Income	\$ 194,600	\$ 313,120	\$ 341,544
	Total Expenses	\$ 230,600	\$ 347,620	\$ 375,679
	Net Position	\$ (36,000)	\$ (34,500)	\$ (34,135)
CMCF Ltd	Total Income	\$ 5,110,219	\$ 155,239	\$ 556,134
	Total Expenses	\$ 4,139,000	\$ 560,239	\$ 956,134
	Net Position	\$ 971,219	\$ (405,000)	\$ (400,000)
Total Net Position		\$ 1,071,159	\$ 397,882	\$ 52,602

Table 5: HAC Ltd, PuAF and CMCF financial overview

6.2 Financial plans

HAC Ltd	Revised Budget	FY18-19 (Budgeted Actual)		FY19-20 (Forecast)		FY20-21 (Forecast)		FY2030 (Forecast)	
Income									
Fundraising									
Annual Lunch	\$	59,000	\$	100,000	\$	100,000	\$	100,000	
Canberra Day	\$	-	\$	250,000	\$	500,000	\$	500,000	
One-off events (e.g. trams)	\$	50,000	\$	52,500	\$	55,125	\$	85,517	
Vital Signs	\$	25,400	\$	-	\$	-	\$	-	
Contributions to HAC Ltd									
CMCF Contribution	\$	225,000	\$	125,000	\$	125,000	\$	125,000	
PuAF Contribution	\$	150,000	\$	154,500	\$	159,135	\$	207,635	
ACT Government Admin Contribution	\$	37,500	\$	100,000	\$	100,000	\$	100,000	
Other									
Investment Return on House	\$	-	\$	500,000	\$	1,000,000	\$	1,000,000	
General Donations to HAC Ltd	\$	63,800	\$	66,990	\$	70,340	\$	109,120	
Business Partnerships (e.g. Hyatt, ACT Law Society)	\$	50,000	\$	60,000	\$	72,000	\$	185,206	
In-kind services	\$	-	\$	100,000	\$	120,000	\$	336,738	
Total income	\$	660,700	\$	1,508,990	\$	2,301,600	\$	2,749,216	
Expenses									
Fundraising and Event Costs									
Annual Luncheon	\$	40,000	\$	41,200	\$	42,436	\$	55,369	
Vital Signs Expenses	\$	25,400	\$	-	\$	-	\$	-	
Other event costs	\$	-	\$	25,000	\$	50,000	\$	50,000	
Grants	\$	-	\$	-	\$	1,070,340	\$	1,100,000	
Salaries and wages									
CEO Salary	\$	150,000	\$	153,960	\$	157,896	\$	198,929	
Grants and Admin Staff	\$	50,000	\$	84,296	\$	89,094	\$	112,247	
Business Manager	\$	-	\$	62,784	\$	64,416	\$	81,156	
Employee On-costs	\$	40,000	\$	60,208	\$	62,281	\$	78,466	
Administration Expenses									
Fees for in-kind services (e.g. audit, accounting, business plan)	\$	-	\$	100,000	\$	120,000	\$	336,738	
Marketing and Advertising Expense	\$	50,000	\$	54,000	\$	55,620	\$	72,571	
Accounting and Management Fees	\$	40,000	\$	50,000	\$	60,000	\$	85,517	
IT Costs	\$	11,960	\$	18,660	\$	18,880	\$	24,634	
Insurance	\$	10,000	\$	10,400	\$	10,900	\$	14,222	
Stationery	\$	2,000	\$	4,200	\$	5,250	\$	6,850	
Bank Fees	\$	2,000	\$	2,100	\$	2,200	\$	3,100	
Filing Fees	\$	1,400	\$	1,500	\$	1,600	\$	2,088	
Staff Training	\$	1,000	\$	2,200	\$	2,750	\$	3,588	
Membership Fees	\$	1,000	\$	1,100	\$	1,200	\$	2,100	
Other Administrative Cost (CMCF Controls Framework)	\$	100,000	\$	-	\$	-	\$	-	
Total Expenses	\$	524,760	\$	671,608	\$	1,814,863	\$	2,227,576	
Net Position	\$	135,940	\$	837,382	\$	486,737	\$	521,640	

Table 6: HAC Ltd financial plan

The Trustee for HAC Trust	Revised Budget	FY18-19 (Budgeted Actual)	FY19-20 (Forecast)	FY20-21 (Forecast)	FY2030 (Forecast)
Income					
Named Funds - Capital Investment		\$ -	\$ 100,000	\$ 100,000	\$ 100,000
Interest Generated from Named Funds		\$ -	\$ -	\$ 4,800	\$ 59,813
Donations (direct flow through to other charities)		\$ 77,600	\$ 93,120	\$ 111,744	\$ 287,440
PAF Donations		\$ 117,000	\$ 120,000	\$ 125,000	\$ 193,916
Total Income		\$ 194,600	\$ 313,120	\$ 341,544	\$ 641,169
Expenses					
Capital investment from Named Funds		\$ -	\$ 100,000	\$ 104,800	\$ 159,813
Grants from Named Funds		\$ -	\$ -	\$ -	\$ -
Donations (direct flow through to other charities)		\$ 77,600	\$ 93,120	\$ 111,744	\$ 287,440
PuAF Contribution to HAC Ltd		\$ 150,000	\$ 154,500	\$ 159,135	\$ 207,635
Merchant Fees		\$ 3,000	\$ 3,090	\$ 3,183	\$ 4,153
Total Expenses		\$ 230,600	\$ 347,620	\$ 375,679	\$ 654,888
	Net Position	\$ (36,000)	\$ (34,500)	\$ (34,135)	\$ (13,719)

Table 7: PuAF financial plan

CMCF Ltd	Revised Budget	FY18-19 (Budgeted Actual)	FY19-20 (Forecast)	FY20-21 (Forecast)	FY2030 (Forecast)
Income					
CMCF Funding from ACT Government (\$5 mill)					
Capital Investment		\$ 3,500,000	\$ -	\$ -	\$ -
Funding allocated to grants		\$ 1,200,000	\$ -	\$ -	\$ -
Funding allocated for administration expenses (fees to HAC Ltd)		\$ 300,000	\$ -	\$ -	\$ -
Other Income					
Return on Investment (Interest)		\$ 110,219	\$ 155,239	\$ 156,134	\$ 163,661
Gaming/Club Revenue		\$ -	\$ -	\$ 400,000	\$ 400,000
Total Income		\$ 5,110,219	\$ 155,239	\$ 556,134	\$ 563,661
Expenses					
Grants from CMCF Fund		\$ 400,000	\$ 400,000	\$ 400,000	\$ -
Grants from Gaming/Clubs Revenue		\$ -	\$ -	\$ 400,000	\$ 400,000
Capital investment outflow from CMCF Funding		\$ 3,500,000	\$ 20,799	\$ 16,610	\$ 23,437
Investment and Management Fees		\$ 14,000	\$ 14,441	\$ 14,524	\$ 15,224
Fees to HAC Ltd		\$ 225,000	\$ 125,000	\$ 125,000	\$ 125,000
Total Expenses		\$ 4,139,000	\$ 560,239	\$ 956,134	\$ 563,661
	Net Position	\$ 971,219	\$ (405,000)	\$ (400,000)	\$ -

Table 8: CMCF Ltd financial plan

7. Strategic risks



7. Strategic risks

Through this planning process, HAC has identified a number of potential strategic risks to the delivery of this Business Plan. These risks have been reflected in the proposed activities outlined in Section 4.

Ref.	Risk	Description	Likelihood	Consequence	Risk Rating
1	Poor brand awareness or unclear positioning	Lack of brand sophistication leads to confusion among potential donors about HAC's purpose	Unlikely	Major	High
2	Reputational damage	Negative association with a third party or community organisation reflects poorly on HAC	Possible	Major	High
3	Lack of trust in ability to deliver	Questions are raised about the capability / capacity of HAC to deliver	Possible	Major	High
4	Lack of funds for grants and administration	Insufficient funds are available to perform administrative functions	Possible	Major	High
5	Key person risk	Relationships and organisational knowledge are tied to a small number of critical individuals	Likely	Major	High
6	Politicisation of the CMCF impacts HAC	Potential to be caught up in partisan debates / CMCF priorities perceived to conflict with HAC	Possible	Moderate	Medium
7	Grants - Awarding and Selection Process	Perceived lack of transparency in assessment / Conflicts of interest are not managed	Unlikely	High	Medium
8	Grants - Compliance	Grant recipients do not uphold the terms and conditions / Grant recipients use funds not for their intended purposes	Unlikely	High	Medium
9	Grants - Monitoring and Acquittal	Failure of recipients to provide outcomes and financial acquittal as required	Possible	Moderate	Medium
10	Non-compliance with legislative and regulatory requirements	Non-compliance with legislation	Possible	Major	High
11	Fraud	Inappropriate treatment of money that has been donated	Unlikely	Major	High

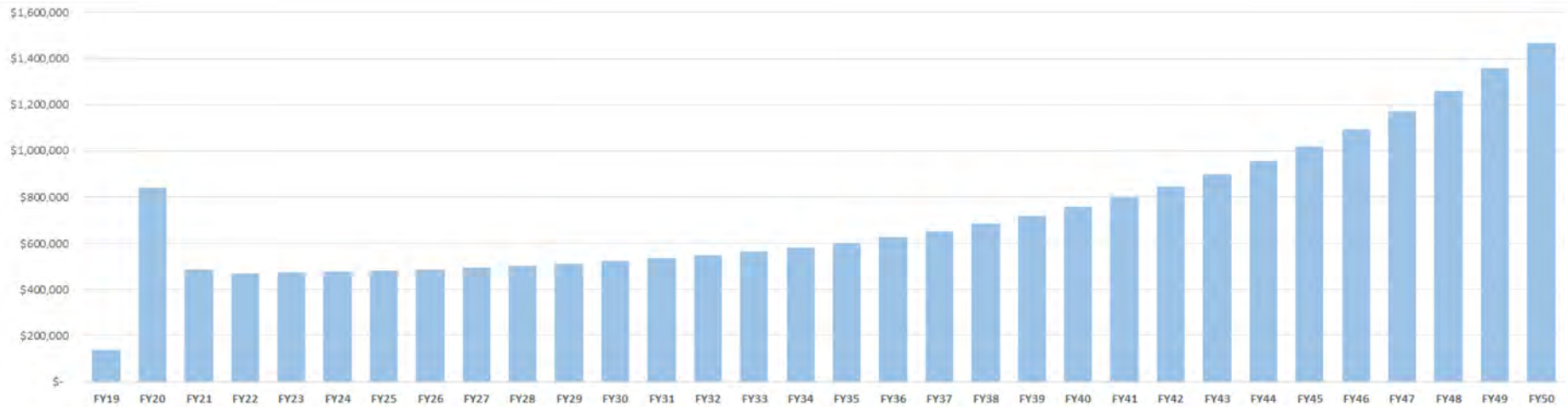
Table 9: Strategic risks to delivery of the Business Plan

Appendices



A. Summary of financial position

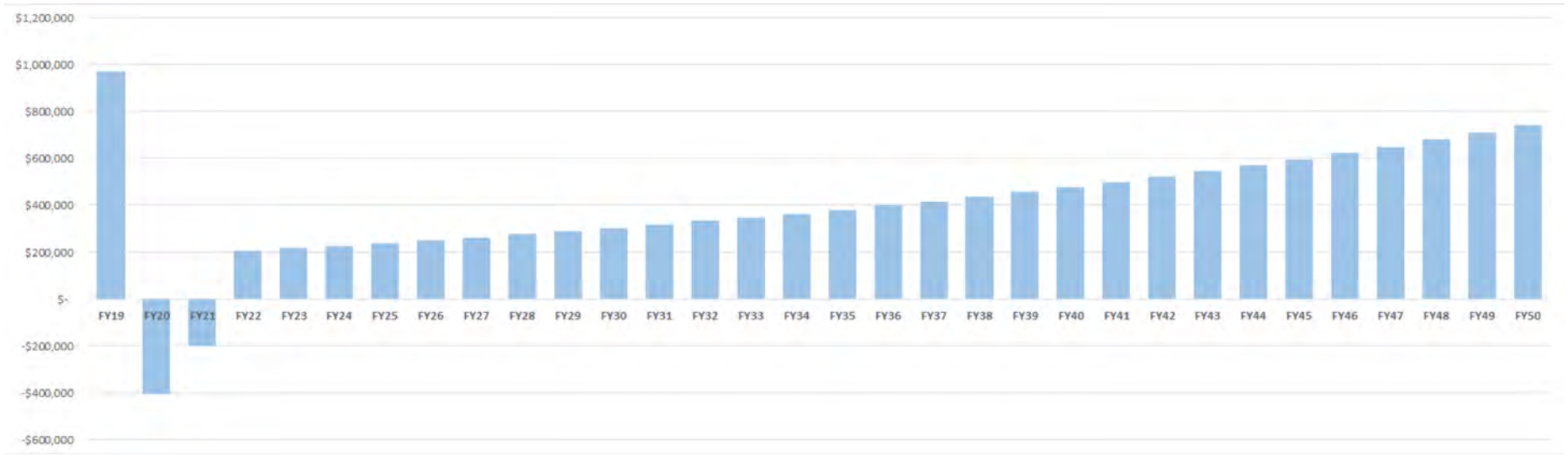
HAC Ltd - Net Position Forecast (FY2019 - FY2050)



Trust (PuAF) - Net Position Forecast (FY2019 - FY2050)



CMCF - Net Position Forecast (FY2019 - FY2050)



B. CMCF Funding Deed requirements

Reproduced below are key requirements of the CMCF Funding Deed between the Australian Capital Territory and the Chief Minister's Charitable Fund Limited, in relation to this Business Plan and ongoing reporting.

"5. Annual Business Plan

*5.1 The Recipient must provide to the Territory for approval an Annual Business Plan at the time and in the manner specified in **Schedule 3**.*

5.2 The Annual Business Plan must include at the minimum:

- (a) the program of identified activities, opportunities and goals that will comprise the Funded Activities for the coming Financial Year, including how those Funded Activities will be achieved;*
- (b) a proposed investment plan for any funds that are surplus to requirement for the relevant 12 month period, ensuring that as far as practically possible the capital of the Funding is preserved but that there is some opportunity for growth in the capital of the Funding as well as income;*
- (c) the projected itemised budget in respect of all proposed administrative fees and costs (see Item 2 Schedule 2 for the definition of administrative fees and costs) and proposed charitable donations to be charged to the Funding in order to achieve the specific Funded Activities; and*
- (d) performance indicators which will enable the progress being made towards achieving the Funded Activities to be monitored and measured.*

5.2 The Territory may request the Recipient amend the Annual Business Plan if in the Territory's opinion the proposed Funded Activities are insufficient to provide adequate value to the Territory, or the Recipient has not provided sufficient information on the proposed Funded Activities."

“8. Reporting of progress and expenditure

8.1 Regular Reports

- (1) *The Recipient must provide the Reports to the satisfaction of the Territory in the manner and at the times required in **Schedule 3**.*
- (1) *The Reports must include at a minimum:*
 - (a) *a summary of the progress of the Funded Activities against the Annual Business Plan and expenditure of the Funding against budgets identified in the Annual Business Plan;*
 - (a) *a summary of the Recipient’s performance against performance indicators identified in the Annual Business Plan;*
 - (a) *interim year to date accounts in respect of the Funding in a form approved by the Territory and certified by an accountant who is a certified practising accountant or a chartered accountant.*

8.2 Annual Report

- (1) *The Recipient must provide the Annual Reports to the satisfaction of the Territory in the manner and at the times required in **Schedule 3**.*
- (1) *The Annual Report must include at a minimum:*
 - (a) *details of all activities undertaken by the Recipient in relation to the Funding (including investment activities);*
 - (a) *details of the Recipient’s performance against performance indicators identified in the Annual Business Plan; and*
 - (a) *an independently audited financial report by a registered auditor that complies with the Australian Accounting Standards (Financial Report) including an audited statement of receipts and expenditure in respect of the Funding for the Financial Year which must include a definitive statement made by the auditor that the statements of receipts and expenditure are fair and true.”*

SCHEDULE 3

“REPORTING REQUIREMENTS

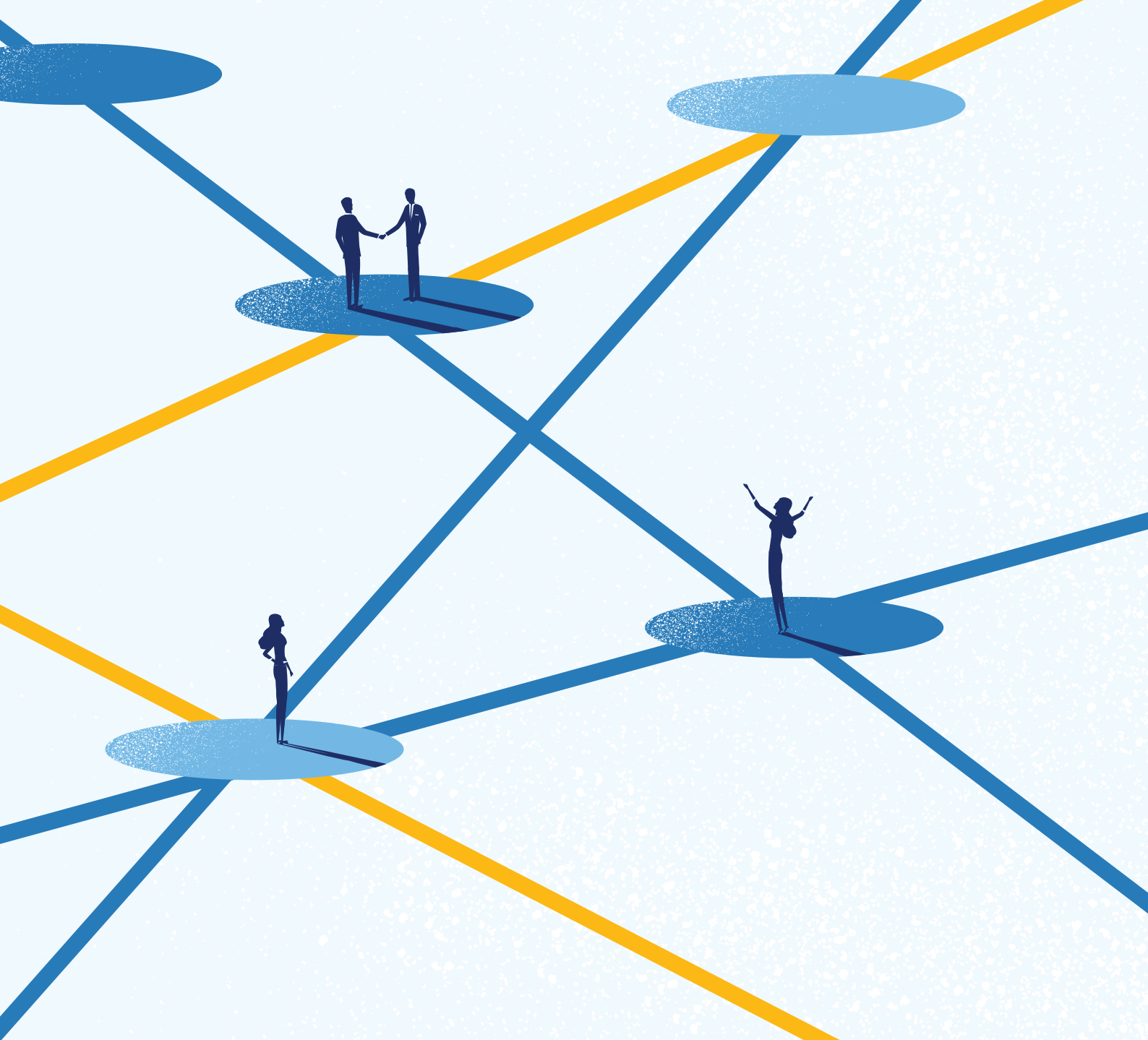
The Recipient agrees to:

- *Create the following plans and reports in the form as may be required by the Territory from time to time; and*
- *Provide the plans and reports to the Territory Contact Officer at the times specified below.”*

Details	Due Date
<p>Business Plan</p>	<p>Within 30 days of signing of this Deed the Recipient must provide to the Territory for its approval a Business Plan in respect of the 2018-19 Financial Year.</p> <p>On or before 30 May 2019 the Recipient must provide to the Territory a Business Plan in respect of the forthcoming two years.</p> <p>Detailed annual planning requirements will be developed during the first year of operation.</p>
<p>Regular Reports</p>	<p>At each Board meeting the Recipient must provide a written report with respect to the Funded Activities undertaken in the period. The report may take the form of a Board paper.</p>
<p>Annual Reports</p>	<p>Commencing on 31 August 2019 on or before each 31 August during the Term and upon expiration of the Term, the Recipient must provide to the Territory an Annual Report for the previous Financial Year.</p>

BUSINESS PLAN 2021–2024

Hands Across Canberra and
the Chief Minister's Charitable Fund

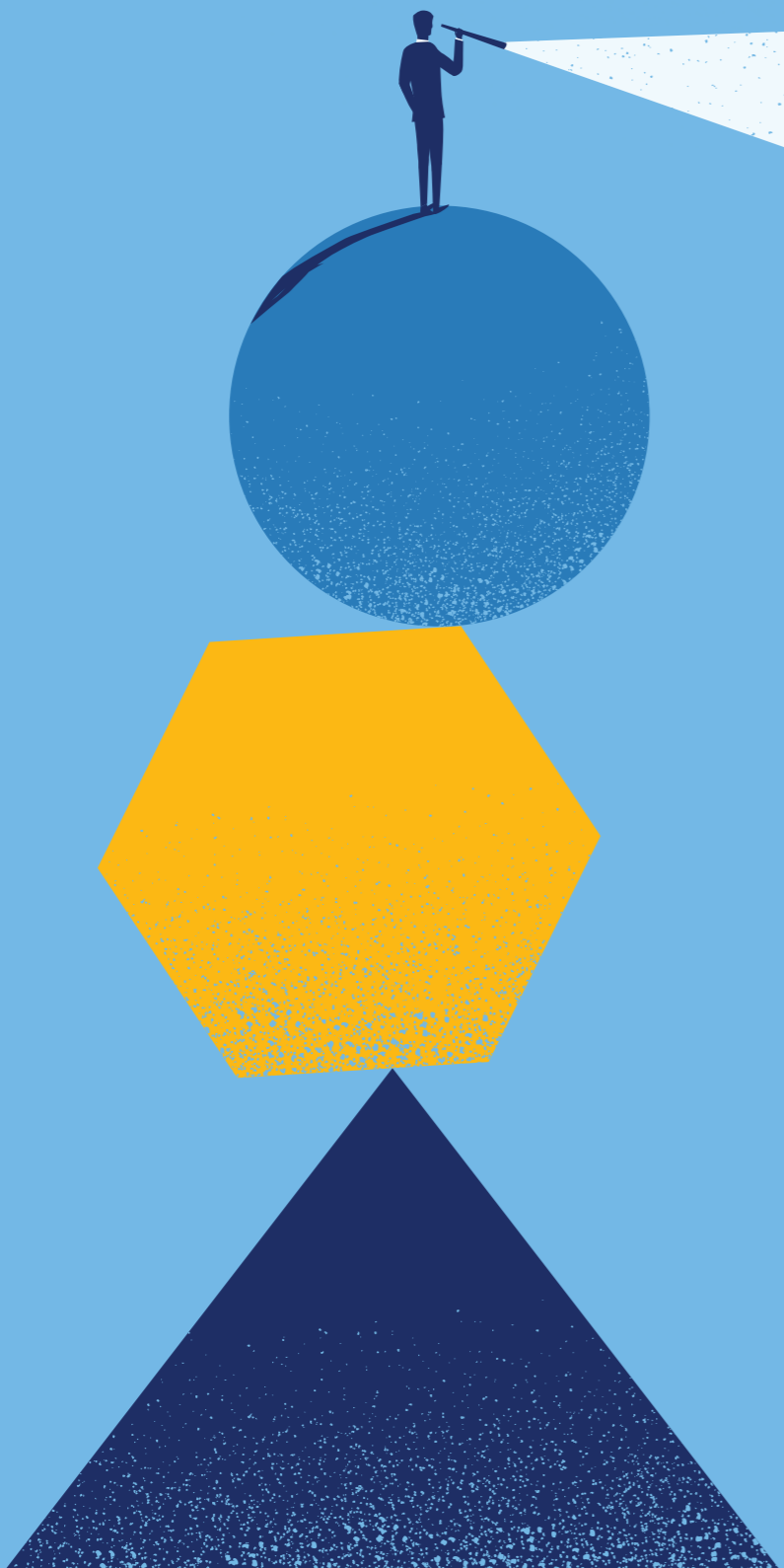


**Chief Minister's
Charitable Fund**

In partnership with Hands Across Canberra

**Hands
Across
Canberra**
Your Community Foundation





CONTENTS PAGE

STRATEGY	2
Who We Are	3
Achievements So Far	5
Our Journey	7
Canberra Today	9
HAC Ambition & Priorities	11
Strategic Priorities	13
DETAILED BUSINESS PLAN	16
Introduction	17
Organisation	19
Organisation – HAC Ltd	21
Organisation – Trust (PuAF)	23
Organisation – CMCF Ltd	25
Awareness – Strategy	27
Awareness – Activity Plan & Measures	29
Partnering – Strategy	31
Partnering – Activity Plan & KPIs	33
Giving – Strategy	35
Giving – Activity Plan & KPIs	37
Corporate – Activity Plan & Measures	39
Annual Cycle	41
Strategic Risks	43
Financial Overview	45
Financial Plan – HAC Ltd	46
Financial Plan – PuAF	50
Financial Plan – CMCF Ltd	55
APPENDICES	58
Grants Management Process	59

Hands Across Canberra and the Chief Minister’s Charitable Fund acknowledge the Ngunawal people as the traditional custodians of the Canberra region. The region was also an important meeting place and is significant to other Aboriginal people. Hands Across Canberra and the Chief Minister’s Charitable Fund acknowledge and respect First Australians’ continuing culture and the unique contribution they make to the life of this city and region.

STRATEGY

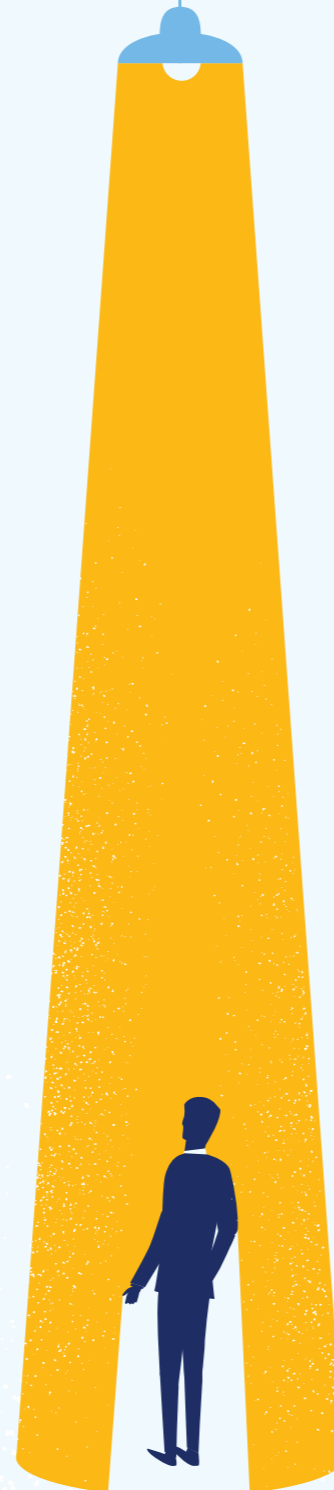


WHO WE ARE

Hands Across Canberra is the National Capital's community foundation.

Community Foundations are the glue that binds communities together, supporting the most vulnerable through vital work.

Since 2010, we have been working with local not-for-profit organisations, supporting their work, creating connections across the community and encouraging the spirit of giving.



We show who we are through the way we work. Everything we do is underpinned by three pillars – awareness, partnering and giving. Through them, we help charities, community organisations and businesses to make a difference to those in Canberra that need it most.

AWARENESS

Through our regular engagement with the not-for-profit sector, government and business we are able to identify and support the areas of highest need in our community and to establish priorities for granting beforehand, such as mental health and wellbeing; domestic and family violence; homelessness; children, youth and families; Aboriginal and Torres Strait Islanders; LGBTQ+; and persons with disability.

PARTNERSHIP

Our engagement strategies create opportunities for others to join with us to increase support to the most vulnerable in our community.

Opportunities are also created for linking not-for-profit organisations directly with business and benefactors that are interested in providing support.

We also work with charities to build their capacity and support them to continue their vital work. More than 300 charities in Canberra and the surrounding region are registered with us.

GIVING

Through our extensive community consultation process, we establish priorities for directing grants and support.

We also look at innovative support avenues, in partnership with others, to increase our overall impact.

ACHIEVEMENTS SO FAR

Hands Across Canberra (HAC) was created in 2010 to meet the need for a community organisation that would generate a new level of local generosity.

In 2018 we grew HAC with the establishment of the Chief Minister's Charitable Fund Ltd (CMCF) with \$5m in seed funding from the ACT Government to meet the charitable needs of the community.



The three entities operate as an integrated organisation:

- » Hands Across Canberra Ltd – the operating vehicle
- » The Trustee for Hands Across Canberra Trust – our Public Ancillary Fund (PuAF), a charitable trust with Deductible Gift Recipient Status
- » Chief Minister's Charitable Fund Ltd – to meet the social, economic, cultural, educational, environmental, and other needs of the community.

In 2018 as an integrated organisation we set ourselves the task to grow our contribution to the Canberra community by:

- » increasing community awareness and propensity to give
- » developing an iconic brand
- » strengthening capacity across the sector
- » strengthening networks across the community
- » demonstrating impact to Canberrans in need
- » establishing a diverse and sustainable funding pipeline.

Despite the unprecedented events of 2019–20, HAC was able to deliver on the task.

Our success was due in part to our commitment to engage with the sector and community about their changing needs. Together with The Snow Foundation, the 2018 Vital Signs Report was published, providing snapshot of our unique city, grounded in data and local knowledge focused on four themes of Health, Education and Employment, Housing and Belonging.

We also sought feedback from the sector through targeted community consultations, including hosting the HAC and The Snow Foundation inaugural Vital Conversation on Youth Homelessness (November 2019), and conducting the HAC Bushfire survey (February 2020) and the HAC COVID Impact survey (April 2020).

With greater information about the needs of local organisations, HAC was able to focus awareness and giving activities to help meet their immediate needs.

During 2018–21, we were able to facilitate giving from individuals, business and government, successfully raising donations through:

- » Two Canberra Day Appeals, raising a total over \$760,000
- » Canberra Recovery Appeal 2019–20 bushfire/COVID crisis (\$420,000 raised)
- » HAC Annual Fundraising Lunch (over \$130,000 raised in 2019)

HAC also distributed \$720,000 in funds to over 29 organisations through the CMCF, including COVID-19 Rapid Response Grant Round. \$269,093 in additional funds were also invested into the CMCF.

We also grew the HAC family, connecting with more charities, businesses and locals than ever before:

- » 250 HAC registered charities
- » 60 business partners

“Despite the unprecedented events of 2019–20, HAC was able to deliver on the task”.

OUR JOURNEY



CANBERRA TODAY

During 2019–20 Australia faced some of its biggest challenges to date, and this especially impacted local charities. Through our survey of affiliated charities during 2019–20, we learned that 98% of charities were effected by the unprecedented combination of the bushfires and the COVID-19 pandemic. Charities were under pressure from dwindling fundraising, volunteers not being able to work and increased demand for services.

During this time, and despite the challenges, HAC delivered substantial grants and two successful fundraising appeals:

- » Chief Minister's Charitable Fund Rapid Response Grant Round
- » Canberra Recovery Appeal — a 12 week fundraising campaign
- » Canberra Day Appeal — an annual giving day

HAC was able to help those most in need through fundraising, grant giving and the leveraging of other grant funds from our philanthropic partners.

Compared to other capital cities, Canberra could be seen as faring well. However, looking forward, the impacts of COVID-19 will continue to be felt by the sector as it supports those whose employment, business, housing and/or health has been adversely affected.

Canberra starts from a strong position, as one of the most generous cities in Australia, with its propensity to give the highest in Australia. We have seen this generosity throughout 2020, with increased giving through our fundraising activities than in previous years. Maintaining visibility of the challenges faced by people in need will be vital to continue this.

We will also continue our research-led approach to directing our efforts. HAC together with The Snow Foundation will commence work on the second Vital Signs Canberra report during 2021. Vital Signs provides a snapshot of our unique city, grounded in data and local knowledge focused on our four themes of Health, Education and Employment, Housing and Belonging.

INTERGENERATIONAL WEALTH TRANSFER

Australia is on the verge of an unprecedented wealth transfer — in the vicinity of \$2.6 trillion over the next 20 years¹. This represents the passing of assets from the baby boomer generation to younger generations. And while many may support charities, only a small proportion leave donations to organisations in their wills.

In Canberra, it's expected that the total wealth transfer between 2021 and 2030 will be \$15.8 billion with average wealth transfer from households aged 55 and over. This number increases to \$25.6 billion for the 20-year period from 2021 to 2040.

This presents an opportunity to encourage more Canberrans to give to the causes they care about in the local area as part of their estate.

¹ Seer Data & Analytics
<https://seerdata.ai/build-back-better-in-2021/>

HAC AMBITION & PRIORITIES

We imagine a future where philanthropy is embedded into the DNA of Canberra.

Canberrans are generous — they are more likely to volunteer and donate more than elsewhere in Australia (Vital Signs 2018). We would like to see a greater share of donations staying in Canberra to help the local community.

LONG TERM AMBITION

Our ambition over the next 10 years is to continue to grow HAC's contribution and impact in the Canberra community by:

- » Increasing our investment fund to \$30 million
- » Providing grants of \$5 million per year
- » Growing giving through the Canberra Day Appeal to \$5 million.

The more money we raise, the more innovative community-initiated projects we can support, help to build a healthy and vibrant community where we can share a sense of belonging. HAC will be successful when all of the community gets involved.

Increase in scale is not assumed. In planning to grow substantially, HAC will need to consider the strategic choices that will assist our beneficiaries and our organisation.

OUR PRIORITIES 2021–24

For HAC to be effective we need to focus our efforts on those activities where we can provide the most benefit to the Canberra community. Our strategic priorities will guide our activities over the next three years and set us on the pathway to achieve our 10 year ambition.

A major facilitator to reaching our priorities will be the growing of our corpus through the Named Funds initiative. The bulk of the corpus will ultimately come from hundreds of Canberran families, individuals and businesses opening contributing to a perpetual fund with sub funds in their names. The Named Fund opportunity was formerly launched on 28 June 2021.

Our five strategic priorities to make a positive impact on disadvantaged members of our community for 2021–24 are to:

1. Increase the capacity of charities
2. Increase direct funding to HAC
3. Grow fundraising for charities
4. Increase visibility of need in Canberra
5. Improve alignment and connection between stakeholders



STRATEGIC PRIORITIES

INCREASE THE CAPACITY OF CHARITIES

We want to work with local charities and community organisations to enhance their ability to support Canberra's most vulnerable people. Leveraging our local networks, we will continue to connect organisations with each other and to local business to support peer learning and collaboration. Through our regular engagement with the sector, we will also identify areas of specific capacity building need and explore one-off activities (e.g. tools techniques, advice) to support these needs. HAC continues to work with our partner charities towards addressing the root cause of issues, not just dealing with the consequences.

INCREASE DIRECT FUNDING TO HANDS ACROSS CANBERRA

The more we raise, the greater our positive contribution to the Canberra community. Our aim is to expand and strengthen our relationship with donors to increase individual giving through named funds and appeals. This allows members of the Canberra community a simple way to directly support causes and organisations they care about. We will also continue to seek to establish partnerships with local business to grow the corporate sponsorships.

GROW FUNDRAISING FOR CHARITIES

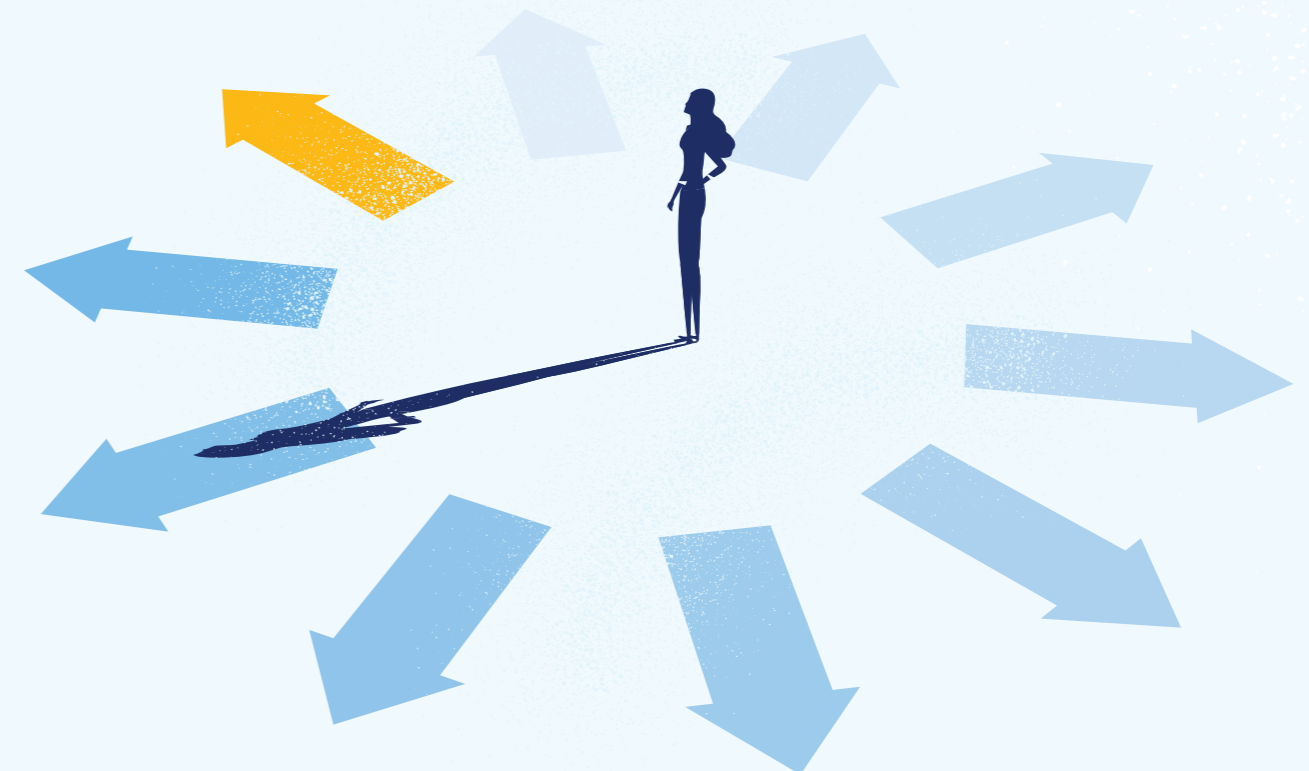
Our major appeals make donating to local charities easy. We will continue to grow the Canberra Day Appeal through individual donations as well as corporate donations. Growing corporate involvement and commitment to the Canberra Day Appeal will be important to underpin its growth. We will also continue to partner with the ACT Government through the delivery of the Chief Minister's Charitable Fund, including seeking opportunities to increase the Government's contribution to grants.

INCREASE VISIBILITY OF PROBLEMS IN CANBERRA

Canberra is perceived as a relatively well-off community and many Canberrans are unaware of the extent of disadvantage within their community. While a range of services are provided by Government, much of the help is provided by community organisations. These organisations need financial assistance to maintain their services and meet increasing demand. By shining a light on the areas of disadvantage, HAC aims to increase people's awareness and in turn encourage local giving to improve outcomes for those most in need.

IMPROVE ALIGNMENT AND CONNECTION ACROSS STAKEHOLDERS

HAC plays an important role in connecting charities, community organisations and business together. Through its networks and events, HAC will continue its role as facilitator to build relationships within the community sector and encourage philanthropic participation of private sector and businesses. As well as helping charities and community organisations to build capacity, it also provides practical ways for business to demonstrate how they are giving back to their local community.





DETAILED BUSINESS PLAN



INTRODUCTION

This Business Plan builds on our 2019–21 Business Plan and defines the strategies and plans of the integrated organisation, and the individual arrangements for each entity, for financial years 2021–2024.

It describes our organisation, along with the pillar strategies and plans, corporate activities plan, investment plan for the donations we receive, and our giving plans for how our funds will be used, as well strategic organisational risks.

Given our role as a grant manager, the business plan includes our approach to granting.

Progress against the business plan will be reviewed at regular intervals as part of existing HAC governance arrangements. Given the dynamic environment and need for HAC to maintain agility, the activities plan will be adjusted as needed to ensure it remains relevant.

ORGANISATION	HANDS ACROSS CANBERRA ORGANISATION		
	Hands Across Canberra Limited	Hands Across Canberra Trust	Chief Minister's Charitable Fund Limited

PILLARS	AWARENESS	PARTNERING	GIVING
	Strategy Activity Measures	Strategy Activity Measures	Strategy Activity Measures

ORGANISATION	CORPORATE ACTIVITY PLAN	
	Investment, Financial Plan and Forecast	

FIGURE 1: BUSINESS PLAN SUMMARY

ORGANISATION

Hands Across Canberra is a group, composed of three entities:

- » Hands Across Canberra Ltd – the operating vehicle.
- » The Trustee for Hands Across Canberra Trust (Public Ancillary Fund) – the charitable trust with Deductible Gift Recipient Status.
- » Chief Minister’s Charitable Fund Ltd – a separate entity established with investment from the ACT Government.

Three entities working together make up HAC – Hands Across Canberra Ltd as the operating vehicle, Together they form an integrated whole, aligned to the single purpose of supporting the Canberra community. Figure 2 provides an overview of the Hands Across Canberra portfolio structure, including the relationships between the three entities.

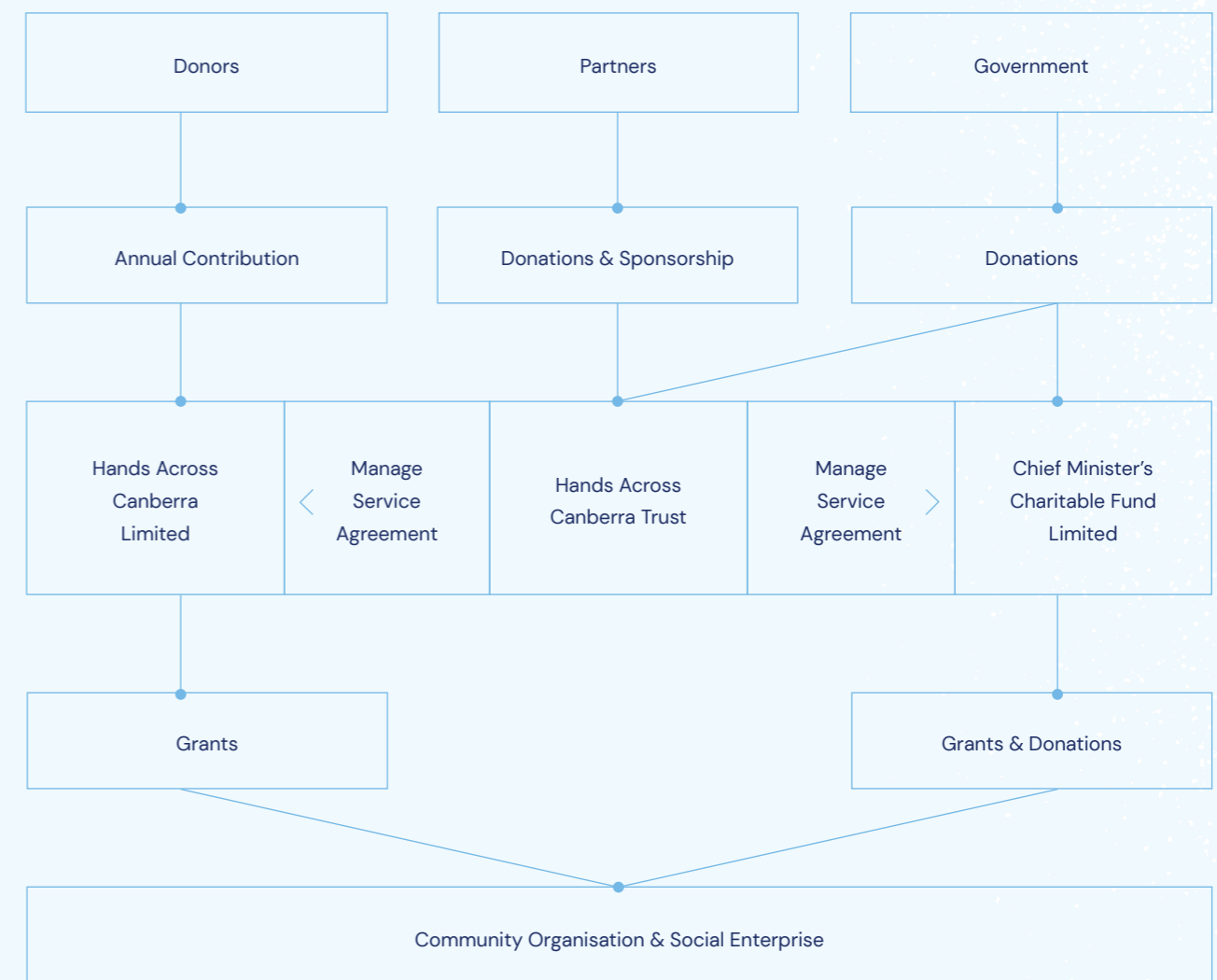


FIGURE 2: HANDS ACROSS CANBERRA PORTFOLIO STRUCTURE

Service Agreement exist between Hands Across Canberra Ltd and The Trustee for Hands Across Canberra Trust (Public Ancillary Fund) and Hands Across Canberra Ltd and the Chief Minister’s Charitable Fund Ltd. It is the responsibility of the HAC Board and management to ensure the obligations in these agreements are met.

ORGANISATION HANDS ACROSS CANBERRA LTD

As per the Australian Institute of Company Directors' Not-for-Profit Governance Principles (2019), the Hands Across Canberra Ltd Board's role can be broken down into six dimensions:

1. STRATEGY	Establish strategies to guide, monitor and control the organisation's activities.
2. RESOURCES	Make resources available to achieve the strategy and oversee their use.
3. PERFORMANCE	Monitor the organisation's performance.
4. COMPLIANCE	Oversee processes to comply with legal and regulatory requirements.
5. RISK	Oversee a risk management framework that supports informed decision-making by the organisation.
6. ACCOUNTABILITY	Report progress and align the collective interests of members, stakeholders, board, management and employees.

Management's roles and responsibilities include executing the goals and activities in the business plan and managing operational risk.

It is the responsibility of both the Hands Across Canberra Ltd Board and management to ensure all Service Agreement obligations are met.

Hands Across Canberra Ltd has agreements that guide its operations:

1. Service Agreement with the Chief Minister's Charitable Fund Ltd.

At a high level, the controls framework includes:

- » Quarterly Board reporting against the business plan (incl. KPIs).
- » Management reporting to the Board, including action items/projects and financials.

HANDS ACROSS CANBERRA LIMITED BOARD							
Diane Bray AM (Chair)	Charles Cramer	Edward Le Quesne	Greg Boorer	Heather Moore	John Kalokerinos	Travis Doherty	Director General Community Services Directorate (Observer)

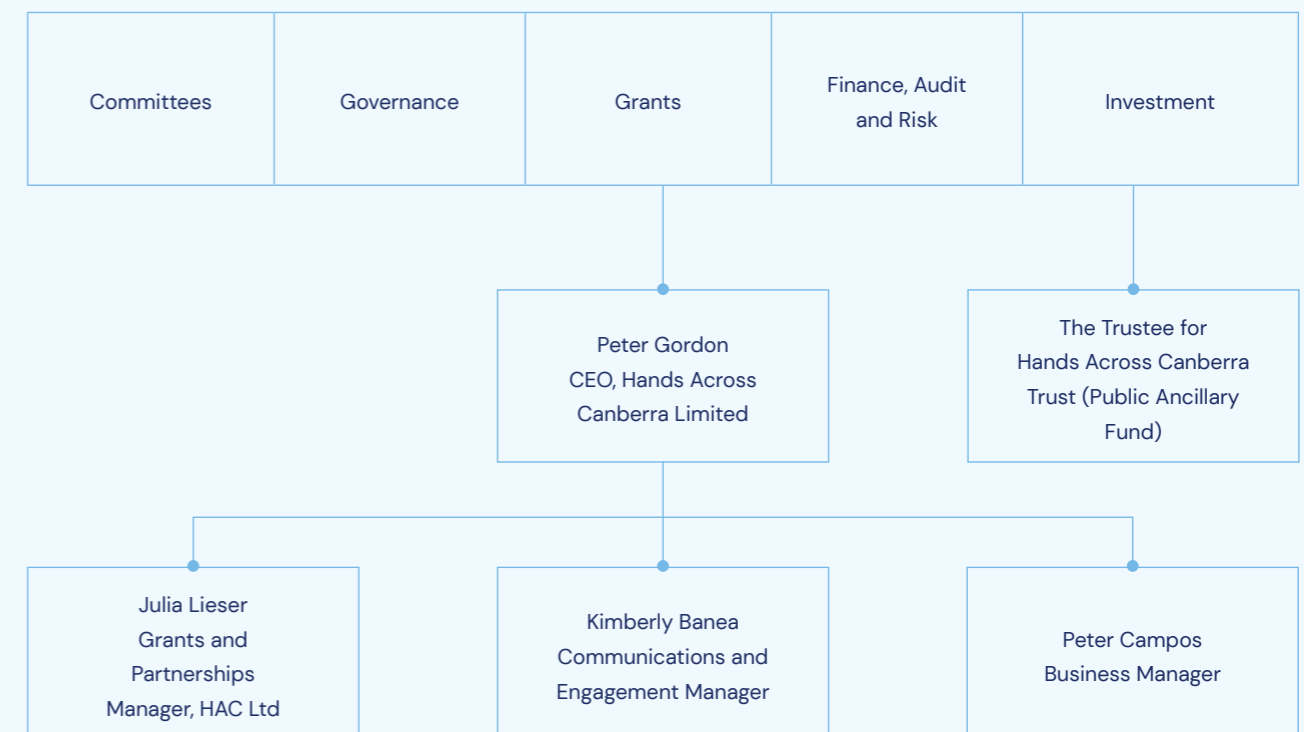


FIGURE 3: HANDS ACROSS CANBERRA LTD ORGANISATIONAL STRUCTURE

ORGANISATION TRUST (PUAF)

As per the Australian Institute of Company Directors' Not-for-Profit Governance Principles (2019), The Trustee for Hands Across Canberra Trust (Public Ancillary Fund) Board's role can be broken down into six dimensions:

1. STRATEGY	Establish strategies to guide, monitor and control the organisation's activities.
2. RESOURCES	Make resources available to achieve the strategy and oversee their use.
3. PERFORMANCE	Monitor the organisation's performance.
4. COMPLIANCE	Oversee processes to comply with legal and regulatory requirements.
5. RISK	Oversee a risk management framework that supports informed decision-making by the organisation.
6. ACCOUNTABILITY	Report progress and align the collective interests of members, stakeholders, board, management and employees.

Management's roles and responsibilities include executing the goals and activities in the business plan and managing operational risk.

At a high level, the controls framework includes:

- » Management reporting to the Board, including action items/projects and financials.
- » ACNC reporting.
- » ATO reporting.

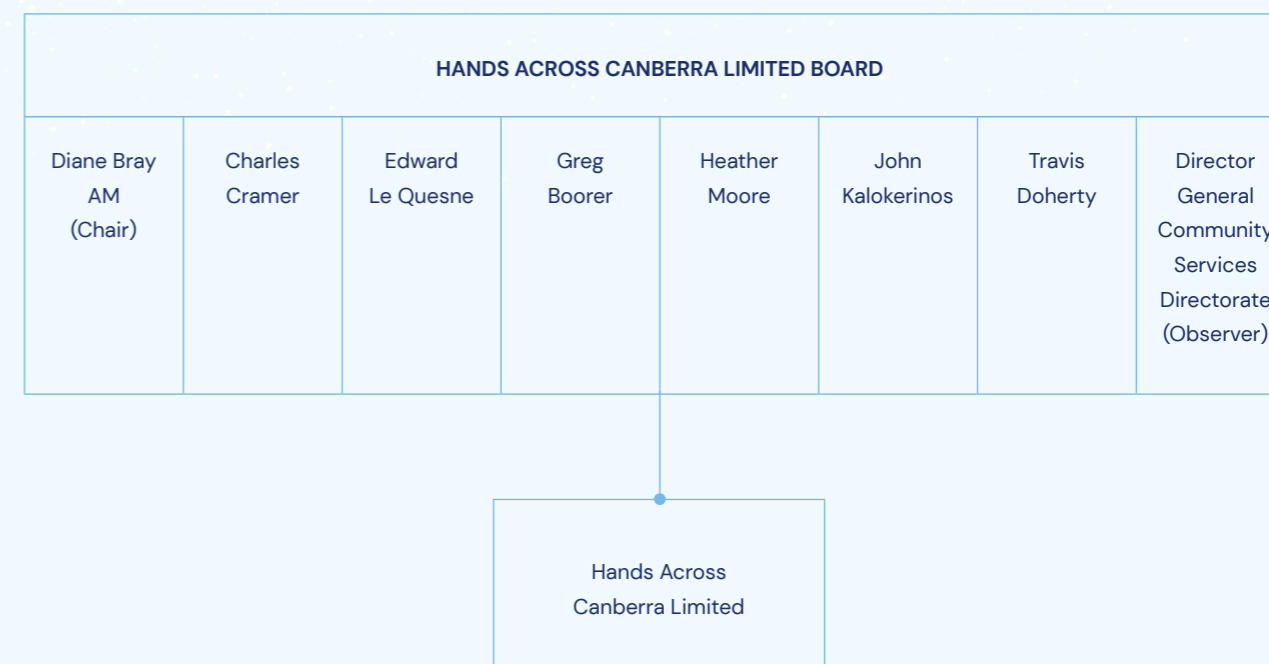


FIGURE 4: THE TRUSTEE FOR HANDS ACROSS CANBERRA TRUST (PUBLIC ANCILLARY FUND) ORGANISATIONAL STRUCTURE

ORGANISATION CHIEF MINISTERS CHARITABLE FUND LTD

In 2018 the ACT Government recognised the work that Hands Across Canberra was performing on behalf of the community by asking it to administer the Chief Minister’s Charitable Fund (CMCF).

The objective of the CMCF is to address the social, economic, cultural, educational, environmental and other charitable needs of the community in the Australian Capital Territory and the surrounding region for the public benefit. The Australian Capital Territory

(ACT) Government invested \$5 million in seed funding into the CMCF, and committed to providing 0.4 per cent of net gaming revenue from poker machines going forward.

1. STRATEGY	Establish strategies to guide, monitor and control the organisation’s activities.
2. RESOURCES	Make resources available to achieve the strategy and oversee their use.
3. PERFORMANCE	Monitor the organisation’s performance.
4. COMPLIANCE	Oversee processes to comply with legal and regulatory requirements.
5. RISK	Oversee a risk management framework that supports informed decision-making by the organisation.
6. ACCOUNTABILITY	Report progress and align the collective interests of members, stakeholders, board, management and employees.

CMCF Board members are recruited to be an asker, advocate and an ambassador.

Management’s roles and responsibilities include executing the goals and activities in the business plan and managing operational risk.

HANDS ACROSS CANBERRA LIMITED BOARD							
Diane Bray AM (Chair)	Charles Cramer	Edward Le Quesne	Greg Boorer	Heather Moore	John Kalokerinos	Travis Doherty	Director General Community Services Directorate (Observer)

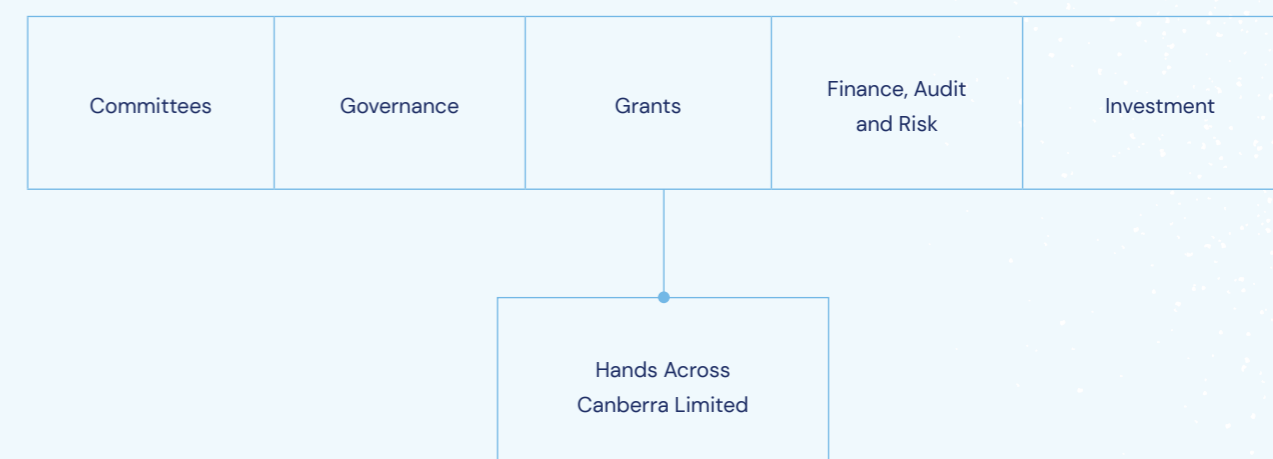


FIGURE 5: CHIEF MINISTER’S CHARITABLE FUND LTD ORGANISATIONAL STRUCTURE

Hands Across Canberra Ltd has two agreements related to the Chief Minister’s Charitable Fund Ltd:

1. Funding Deed with the ACT Government to administer the CMCF.
2. Service Agreement with the CMCF.

It is the responsibility of both the Board and management to ensure all Funding Agreement and Service Agreement obligations are met.

At a high level, the controls framework includes:

- » Separate Board meetings for HAC Ltd Board & CMCF Board (to demonstrate CMCF purpose met).
- » Quarterly Board reporting against the business plan (incl. KPIs).
- » Management reporting to the Board, including action items/projects and financials.
- » ACT Government reporting as per the Deed.

AWARENESS STRATEGY

We have successfully grown the community's awareness of the level of need in Canberra, and also of their power to support those in need through charitable giving and volunteering. Our Vital Signs 2018 report highlighted the areas in which the ACT can do better, to reduce hardship and disadvantage. Our Canberra Day Appeal has galvanised the ACT population to contribute directly to local causes, raising the profile of organisations doing important work in our community every day.

We have a platform to shape the culture of giving in Canberra. Vital Signs 2021 will examine how far we have come, and where we need to focus our attention over the next three years. Our partnerships with Region Media, the ABC, WIN Network and Agency 9 to take our message to people across the region, demonstrating the impact their donations have. By establishing youth programs, we will begin shaping a future in which everyone recognises the importance of supporting those who need it, and understands how they can help.

ACHIEVEMENTS PAST 3 YEARS

- » Awareness grew considerably as HAC responded to the 2019–20 bushfires and COVID-19
- » Canberra Day Appeals 2020 and 2021 were supported by strong media campaigns generating wide publicity
- » Following across social media platforms increased (Facebook, Instagram and LinkedIn)
- » HAC partnered with more businesses and charities
- » First Vital Signs report highlighted areas of greatest need
- » Annual Impact Reports
- » Annual Lunches continued to connect business with charities

FUTURE FOCUS NEXT 3 YEARS

- » Increasing reach across the community by leveraging existing and emerging communication channels — broadcast media, digital/social platforms
- » Improving the public's understanding of what HAC does
- » Engaging the community to understand the issues/priorities for the community and the sector
- » Building greater awareness of campaigns/appeals
- » Increasing profile as the organisation that best understands, helps and supports the Canberra charity sector and community
- » Supporting partners to endorse relationships with HAC to systematically build brand awareness
- » Vital Signs 2021
- » Identifying and filling gaps
- » Building capacity of the sector
- » Growing philanthropy
- » Growing links with other foundations
- » Developing youth engagement in HAC

STRATEGIC OUTCOMES NEXT 10 YEARS

- » All Canberrans will know who HAC is, what HAC does and the impact that HAC has in Canberra
- » Youth HAC will have an established and growing membership
- » The Canberra charity sector will be increasingly self-sufficient through ongoing capacity building
- » Long-term advertising campaigns will ensure ongoing and increased brand awareness
- » Sustainable Foundation
- » Dependable grantor

AWARENESS ACTIVITY PLAN AND MEASURES

Key Planned Activities

- FY21/22**
- » Ongoing agreements and partnerships with media outlets, including traditional media (ABC, WIN)*
 - » Annual fundraising events and initiatives (Canberra Day Appeal, Annual Lunch, Charity House)*
 - » Annual Vital Conversation*
 - » Impact measurement capacity building (Annual Impact Report, regular Vital Signs, charity and beneficiary stories)*
 - » Comms plan execution (segmentation, surveys)
 - » Enhanced website (new features, better user experience)
 - » Young people's engagement strategy and action plan
 - » Named Funds – professional engagement

- FY22/23**
- » Young professionals philanthropy group established (Youth HAC)
 - » Conversations with the public sector and business to promote the use and reporting of available staff volunteering hours
 - » Chief Minister public promotion of CMCF

- FY23/24**
- » Public speaking engagement (e.g. TED Talk)
 - » Physical location/presence
 - » Economic and social impact of HAC

Key Performance Indicators

	KPI	Data source	Measurement frequency	FY20/21 (baseline)	FY21/22	FY22/23	FY23/24
Community Engagement	Percentage of survey respondents who have heard of HAC and know what HAC does	Vital Signs Survey	2.5 years	0	25%	50%	75%
	Number of donations	CRM	Annual	1,500**	3,000	6,000	12,000
	Number of unique donors	CRM	Annual	TBC***	TBC***	TBC***	TBC***
	Percentage of ACT schools engaged with HAC	CRM	Quarterly	0%	5%	10%	25%
Community Awareness	Number of TV and radio ads	Media partners	Quarterly	2,000**	2,500	3,125	4,000
	Number of followers across all social media platforms	Comm's Lead	Bi-monthly	6,318	12,600	25,200	50,400

* Annual/ongoing activities

** FY19/20 data

*** Pending implementation of CRM, to enable reporting of this information

PARTNERING STRATEGY

Our partnerships give us the power to achieve what otherwise would be impossible: by harnessing the energy, resources and networks of the government, private and community sectors, we have had an outsized impact on the community. Our partnership with government led to the establishment of the CMCF.

Our partnerships with charities enable us to understand and be responsive to the needs of the community, as we did with our 2020 Recovery Appeal. Our partnerships with other philanthropic funds have multiplied our collective impact. Our partnerships with the private sector have brought funds, relationships and skills, for example helping to turn the Canberra Day Appeal into a high-profile, highly successful event. We will continue to maintain all these partnerships, strengthening them through digitally-enabled relationship and communication management.

As always, we will focus particularly on our charity partners, to ensure we better understand them and their needs, and reach a broader and more diverse range of organisations.

ACHIEVEMENTS PAST 3 YEARS

- » Demonstrated the benefits of partnering for HAC and charities by leveraging skills, resources and funds
- » Worked with government to secure funds and broader support for the Canberra community
- » HAC actively worked to connect businesses and charities through the Annual Lunch and Vital Conversation
- » Built successful relationships between partners and the HAC team and Board
- » Community-focussed partnering
- » Shared knowledge of need gleaned from community sector engagement with other foundations and government.

FUTURE FOCUS NEXT 3 YEARS

- » Growing charity partnerships through engaging charities not already registered
- » Increasing business/HAC partnerships to embed a philanthropic approach in Canberra
- » Supporting partners through their journey e.g. through evaluation, project management and donor engagement, and encouraging use of the HAC logo
- » Leveraging philanthropic and government networks to distribute more funds
- » Improving communications with donors and partners
- » Partnering to support innovation, leveraging strengths and relationships
- » Identifying areas of need in the sector and formalising targeted capacity building
- » Ensuring partner satisfaction through review/evaluation processes and donor recognition
- » Identifying activities and targeting partners for support e.g. with appeals, media, comms and evaluation
- » Connecting businesses with charities that need support for matching funds, sponsorship and volunteering

STRATEGIC OUTCOMES NEXT 10 YEARS

- » HAC will be connected with and support all charities working with vulnerable people in Canberra within HAC's scope of activity
- » Business will understand the direct benefits to them of partnering with HAC and actively seek out partnerships
- » Government and HAC will have a strong, positive, long standing relationship, which will be at arm's length, and government will have a stake in HAC's ongoing success
- » Partners will commit to long term relationships with HAC and charities as standard practice

PARTNERING ACTIVITY PLAN AND KPIS

Key Planned Activities

FY21/22	<ul style="list-style-type: none"> » Formalise partnerships with other peer foundations* » Formalise partnership with the Canberra Innovation Network » Continue partnerships with business associations (e.g. Canberra Business Chamber)* » Partnerships with individuals and professional advisors (high net worth individuals, legal advisors, wealth advisors etc.)* » Continued annual events that connect charities with each other and corporate partners* » Charity capacity building through existing, best practice tools, techniques, strategies etc.* » Develop different tiers of partner sponsorship levels
FY22/23	<ul style="list-style-type: none"> » Formal agreements with other key partners (e.g. Agency 9) » Register of business relationships » Activity/presence in schools as part of young persons strategy
FY23/24	<ul style="list-style-type: none"> » Support partners in triple bottom line reporting » Increased representation of community in HAC decision-making process

Key Performance Indicators

	KPI	Data source	Measurement frequency	FY20/21 (baseline)	FY21/22	FY22/23	FY23/24
Partner Growth	Number of charities registered	CRM	Quarterly	300	330	363	399
	Number of co-funders (including individuals)	CRM	Quarterly	3	8	13	18
	Additional funds leveraged through co-funders	Impact Report	Annual	\$1.5m**	\$3m	\$6m	\$12m
	Number of active corporate partners ('core business supporters')	CRM	Quarterly	8**	12	16	20
	Number of active donor partners ('supporters')	CRM	Annual	72**	100	150	200
	Number of charities engaged through impact measurement capacity building workshops	CRM	Annual	0	50	100	150
Partner Retention	Retention of active corporate partners	CRM	Quarterly	100%	100%	3,125	100%
	Retention of active donor partners	CRM	Quarterly	95%	95%	95%	95%
	Re-engagement of inactive donors	CRM	Quarterly				

* Annual / ongoing activities

** FY19/20 data

GIVING STRATEGY

Our giving has grown substantially in the past three years, supported by the awareness we've generated in the community and our partnerships with other philanthropic and private sector organisations. In 2020 our Canberra Day Appeal raised almost \$100,000 and we were delighted; in 2021 we raised \$660,000, exceeding all expectations. In 2018–19 we leveraged \$850,000 in grants for the community sector, working with our philanthropic partners; in 2020 we increased this to almost \$2m. Our success is also about more than just the numbers: we turned around one grant round in only two weeks, getting the money to where it's needed as quickly as possible.

In the next three years we will consolidate and seek to continue our growth, using the increasing awareness in the Canberra community, and our increasing profile to generate even more donations through the Canberra Day Appeal, larger individual donations, increased corporate dollar matching options, and a steady pipeline of annual Charity Houses. Long-term growth in our grant-making capacity will be complemented through the establishment of 'named funds' by individuals and families, enabling us to harness the unprecedented intergenerational transfer of wealth expected over the next decade.

ACHIEVEMENTS PAST 3 YEARS

- » Canberra Day Appeals were a big success, growing from \$100,000 in 2020 to \$660,000 in 2021
- » Rapid response grant rounds and additional appeals in response to COVID-19
- » Steady increase in the total funds distributed and leveraged: from \$850,000 in 2018–19 to almost \$2m in 2019–20

FUTURE FOCUS NEXT 3 YEARS

- » Embedding philanthropy in Canberra
- » Making it easy for people to give e.g. through user-friendly website/platforms and visible appeals
- » Identifying issues in real-time and granting funds quickly and flexibly
- » Increasing donations through named funds/public ancillary funds
- » Growing the Canberra Day Appeal
- » Growing the Annual Charity House
- » Drive an annual EOFY campaign
- » Increasing the value of donations e.g. through high-value one-off donations and higher donor retention
- » Targeting high net worth individuals and leveraging intergenerational wealth transfer
- » Targeting individuals to give now rather than in wills
- » Encouraging Canberrans to give locally rather than overseas
- » Increasing business dollar matching
- » Look at new fundraising events e.g. annual charity golf day

STRATEGIC OUTCOMES NEXT 10 YEARS

- » Paid volunteer leave across business and the public sector will be utilised, and monetised where possible
- » Government will have committed to supporting growth in the CMCF
- » Giving culture and philosophy will be embedded in Canberra, starting from an early age and continuing through families
- » Named funds will be established as a substantial component of the investment fund and enable perpetual grant giving, cementing HAC as Canberra's community foundation

GIVING ACTIVITY PLAN AND KPIS

Key Planned Activities

FY21/22	<ul style="list-style-type: none"> » Regular consultations and forums with the community sector to inform grant priorities* » Systems maps developed for various areas of disadvantage » Launching named funds and formalising guiding principles to grow the investment fund and enhance giving options » Seek increased funding into the CMCF » Revisit CMCF conditions » Growth in Charity House fundraising » Creation
FY22/23	<ul style="list-style-type: none"> » Enhanced granting methodology drawing from 'theory of change' principles
FY23/24	<ul style="list-style-type: none"> » Business and human resources plan » Angel investor network for charitable ideas

Key Performance Indicators

	KPI	Data source	Measurement frequency	FY20/21 (baseline)	FY21/22	FY22/23	FY23/24
Community Engagement	Amount in the investment funds	JB Were	Annual	\$3.7m	\$4.5m	\$6.0m	\$7.6m
	Value of named funds	Financials	Annual	\$30,000	\$239,000	\$549,500	\$974,900
	Amount raised across all sources	Financials	Annual	\$1,030,000	\$3,150,000	\$4,200,500	\$5,596,000
Community Awareness	Number of grants distributed	Financials	Annual	64	67	70	74
	Value of grants distributed	Financials	Annual	\$782,900	\$602,400	\$662,200	\$742,200
	Percentage of funds raised that are distributed	Financials	Annual	76%	58.8%	68.1%	64%
	Impact measurement	Financials	Annual				

Aspirational KPIs – pending future technical/organisational capability

CORPORATE ACTIVITY PLAN AND MEASURES

HAC has grown as a professional community organisation requiring a more sophisticated approach to managing its corporate activities. Over the past three years, HAC has developed a Board Charter, developed and implemented an investment policy (including appointment of an investment manager), completed the delegations schedule, established and operationalised the Board committee structure, implemented a new grants system, developed and activated a new website, and commenced implementation of a new CRM.

HAC will manage its corporate activities under two key principles:

- » Administration costs are kept to a minimum
- » Organisation administration activities are appropriate to its size and assurance requirements.

Key Planned Activities

- FY21/22
- » Implement a Customer Relationship Management (CRM) system
 - » Post-event reviews/evaluation
 - » Succession planning for HAC team and HAC Board
 - » Training for HAC staff
 - » Establish HAC office premises
 - » Develop ICT strategy and plan
 - » Develop policies and procedures

- FY22/23
- » Post-event reviews/evaluation
 - » Training for HAC staff
 - » Commence ICT integration between systems
 - » A Business Human Resources Plan 2022–25

- FY23/24
- » Post-event reviews/evaluation
 - » Training for HAC staff
 - » Continue to integrate and evolve ICT systems

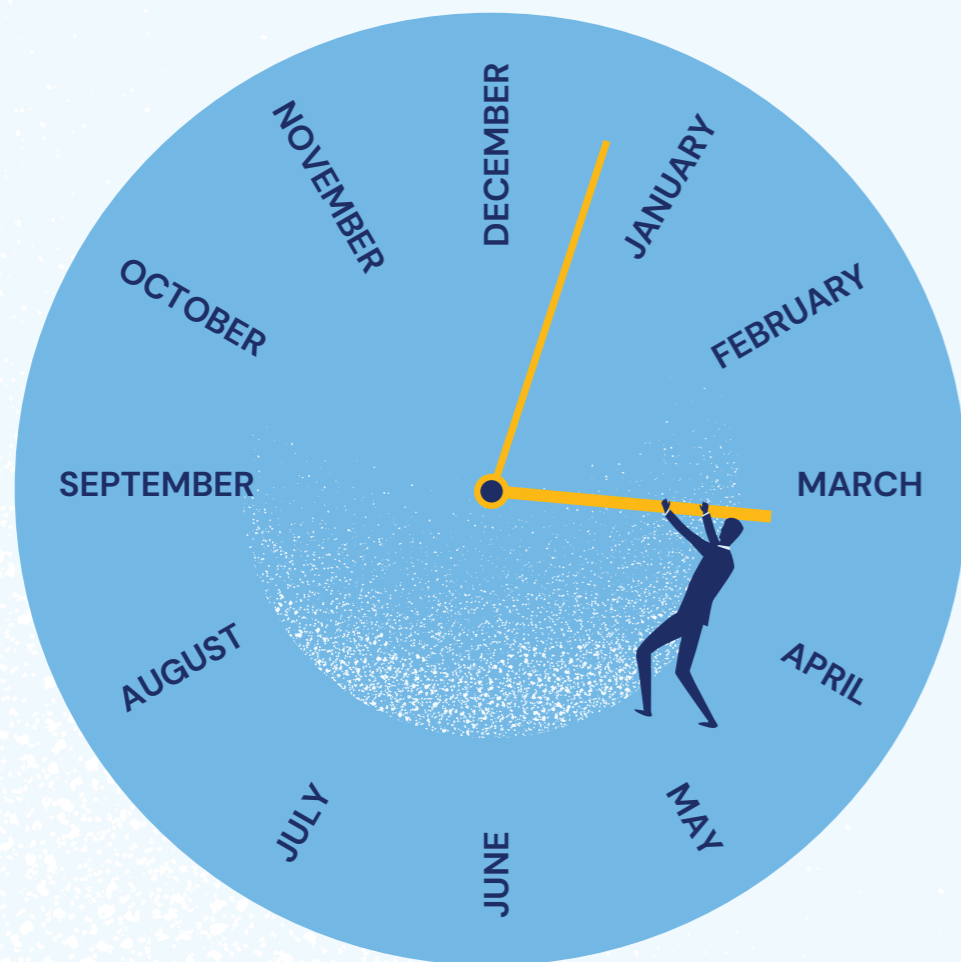
Key Performance Indicators

KPI	Data Source	Measurement frequency	FY20/21 (baseline)	FY21/22	FY22/23	FY23/24
Percentage of campaign and overhead costs to revenue	Financials	Quarterly	15%	15%	15%	15%

ANNUAL CYCLE

HAC's annual cycle is built on constant engagement with the following groups.

1. Community organisations, in order to improve HACs giving and supporting capabilities, optimise impact and ensure we address community needs
 2. Current and potential partners, cultivating and nurturing partnerships and building trusted relationships
 3. The Canberra population at large, raising awareness of community needs and activating philanthropy
- The summary on the following page offers a snapshot of HAC's annual cycle of activities which bring our three strategic pillars to life.



JANUARY

- 📢 Impact Story
- 🤝 Consultations with the community sector and government

FEBRUARY

- 📢 Impact Story
- 🤝 Consultations with the community sector and government
- 🤝 Meet with current and potential partners/sponsors
- 🌟 HAC Board Meeting

MARCH

- 📢 Canberra Day Fundraiser
- 📢 Impact Story
- 🤝 Meet with current and potential partners/sponsors
- 📦 Announcement of funding round and impact areas

APRIL

- 📢 HAC Newsletter
- 📢 Impact Story
- 🤝 Consultations with the community sector and government
- 📦 Workshop on grant writing, funding round, measuring impact
- 🌟 HAC Board Meeting

MAY

- 📢 Impact Story
- 🤝 Meet with current and potential partners/sponsors
- 📦 Applications deadline for funding round Selection Process

JUNE

- 📢 Impact Story
- 📦 Announcement of successful applications
- 📦 Signing of Grant Terms agreement
- 🌟 HAC Board Meeting

JULY

- 📢 Impact Story
- 📢 HAC Newsletter
- 📦 Grant round review

AUGUST

- 📢 HAC/CMCF Annual Report
- 📢 Named Funds event
- 📢 Impact Story
- 🤝 Meet with current and potential partners/sponsors
- 📦 HAC Grant Round
- 🌟 HAC Board Meeting

SEPTEMBER

- 📢 HAC Newsletter
- 📢 Impact Story
- 🤝 Consultations with the community sector and government
- 🤝 Meet with current and potential partners/sponsors
- 📦 Monitoring: Meeting with grantees, visiting projects

OCTOBER

- 📢 Fundraising Luncheon
- 📢 Impact Story
- 🤝 Consultations with the community sector and government
- 📦 Monitoring: Meeting with grantees, visiting projects
- 🌟 HAC Board Meeting

NOVEMBER

- 📢 CMCF Impact Report
- 📢 Impact Story
- 🤝 Consultations with the community sector and government
- 🌟 HAC Board Meeting
- 🌟 Capacity building exercise

DECEMBER

- 📢 HAC Newsletter
- 📢 Impact Story
- 📦 Draft Priorities 2021

DIAGRAM KEY

- 📢 Raising Awareness
- 🤝 Partnerships
- 📦 Giving
- 🌟 Internal Activity

STRATEGIC RISKS

Pillar	Risk	Sources Of Risk	Risk Likelihood	Impact Of Risk
Awareness	Poor brand awareness or unclear positioning	Lack of brand sophistication leads to confusion among potential donors and partners about HAC's purpose and impact in the community (e.g. viewed as an appeal organisation rather than a community foundation)	Unlikely	Major
Awareness	Reputational damage	Negative association with a third party or community organisation reflects poorly on HAC (e.g. unethical conduct or misrepresentation of HAC)	Possible	Major
Awareness	Lack of trust in ability to deliver	Questions are raised about the capability / capacity of HAC to deliver	Possible	Major
Partnering	Charities develop a dependency on HAC for funding	HAC's success in providing a platform for fundraising leads to charities coming depend on that platform	Unlikely	Minor
Partnering	Critical partnership ends	HAC loses a key partner relied upon heavily for financial support, capability support or otherwise	Possible	High
Giving	Lack of funds for grants and administration	Insufficient funds are available to perform administrative functions and/or grow at the rate planned, as the fundraising pattern of 2020 is not repeatable, or for other reasons	Possible	Major
Giving	Lack of fundraising for HAC	Excessive fundraising for charities through resource intensive appeals at the expense of raising funds for HAC	Possible	Moderate
Giving	Lack of Name Funds	Not attracting the value of named funds planned, severely impacting the ability to grow the perpetual fund given the positioning of named funds as a key driver of growth	Possible	Major

Table continues on following page >>>

Pillar	Risk	Sources Of Risk	Risk Likelihood	Impact Of Risk
Giving	Grants – awarding and selection process	Perceived lack of transparency in assessment / Conflicts of interest are not managed	Unlikely	Major
Giving	Grants – compliance	Grant recipients do not uphold the terms and conditions / Grant recipients use funds not for their intended purposes	Unlikely	Major
Giving	Grants – monitoring and acquittal	Failure of recipients to provide outcomes and financial acquittal as required. Equally, the acquittal process becomes too demanding for charities and detracts from their core activities	Possible	Moderate
Corporate	Key person risk	Key personnel leave the organisation and leave a hole, particularly in terms of leadership and relationships, that cannot easily be filled due to lack of succession planning	Possible	Major
Corporate	Governance and policy risk	Corporate policy, processes and procedures are too onerous and costly for the size of the organisation, detracting from HAC's core activities	Unlikely	Moderate
Corporate	Competitors entering the market	Peripheral funds entering the community sector and undermining HAC as Canberra's sole community foundation	Unlikely	Major

Table 1: Strategic Risks

FINANCIAL OVERVIEW

Financial Year		2022	2023	2024
HAC	Total Income	\$598,900	\$927,100	\$1,034,242
	Total Expenses	\$675,994	\$783,410	\$851,656
	Net Position	-\$77,094	\$143,690	\$182,586
CMCF	Total Income	\$524,814	\$1,225,110	\$525,412
	Total Expenses	\$524,814	\$1,225,110	\$525,412
	Net Position	\$0	\$0	\$0
PuAF	Total Income	\$2,325,000	\$4,795,950	\$4,805,553
	Total Expenses	\$2,260,200	\$4,752,060	\$4,773,058
	Net Position	\$64,800	\$43,890	\$32,495
Total Net Position		-\$12,294	\$187,580	\$215,081

Table 2: HAC Ltd, PuAF and CMCF financial overview

FINANCIAL PLAN HANDS ACROSS CANBERRA LTD

Financial Year	2022	2023	2024
Income			
Fundraising			
Annual Lunch	\$75,000	\$76,500	\$78,030
Vital Signs	\$25,000	\$0	\$25,000
Total Fundraising	\$100,000	\$76,500	\$103,030
Management Fees to HAC Ltd			
CMCF Contribution	\$250,000	\$250,000	\$250,000
PuAF – Canberra Day Appeal	\$150,000	\$300,000	\$450,000
PuAF – End of Financial Year Appeal	\$15,000	\$15,300	\$15,606
PuAF – Charity House	\$0	\$200,000	\$125,000
PuAF – Annual Lunch	\$18,750	\$30,000	\$45,000
PuAF – Annual Golf Day	\$15,000	\$15,300	\$15,606
PuAF – Administration Named Fund	\$150	\$0	\$0
Total Management Fees to HAC Ltd	\$448,900	\$810,600	\$901,212

Table continues on following page >>>

Financial Year	2022	2023	2024
Other Income			
General Donations to HAC Ltd	\$50,000	\$40,000	\$30,000
Sundry	\$0	\$0	\$0
Total Other Income	\$50,000	\$40,000	\$30,000
Total Income	\$598,900	\$927,100	\$1,034,242
Expenses			
Fundraising and Event Direct Costs			
Annual Lunch	\$50,000	\$51,000	\$52,020
Vital Signs Expenses	\$25,000	\$0	\$25,000
Canberra Day Appeal	\$49,500	\$99,000	\$148,500
End of Financial Year Appeal	\$4,950	\$5,049	\$5,150
Charity House	\$0	\$66,000	\$41,250
Annual Golf Day	\$6,188	\$9,900	\$14,850
Total Fundraising and Event Direct Costs	\$135,638	\$230,949	\$286,770

Table continues on following page >>>

Financial Year	2022	2023	2024
Salaries and Wages			
CEO Salary	\$136,986	\$139,726	\$142,520
Grants and Admin Staff	\$139,960	\$142,759	\$145,614
Business Manager	\$59,976	\$61,176	\$62,399
Employee On-costs	\$35,290	\$35,996	\$36,716
Total Salaries and Wages	\$372,212	\$379,656	\$387,249

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FINANCIAL PLAN PUBLIC ANCILLARY FUND

Financial Year	2022	2023	2024
Administration Expenses			
Marketing and Advertising Expenses	\$30,600	\$31,212	\$31,836
Accounting Related Expenses	\$45,900	\$46,818	\$47,754
Administration Expenses	\$20,400	\$20,808	\$21,224
IT Costs	\$25,900	\$26,818	\$27,754
Depreciation Website	\$10,084	\$10,084	\$10,084
Insurance	\$22,000	\$23,540	\$25,188
Stationery	\$5,406	\$5,514	\$5,624
Bank Fees	\$2,244	\$2,289	\$2,335
Filing Fees	\$1,632	\$1,665	\$1,698
Staff Training	\$2,754	\$2,809	\$2,865
Membership Fees	\$1,224	\$1,248	\$1,273
Total Administration Expenses	\$168,144	\$172,805	\$177,636
Total Expenses	\$675,994	\$783,410	\$851,656
Net result	-\$77,094	\$143,690	\$182,586

Table 3: HAC Ltd financial plan

Financial Year	2022	2023	2024
Income			
Named Funds			
Named Funds	\$200,000	\$300,000	\$400,000
Interest Generated from Named Funds	\$10,000	\$11,950	\$27,473
Total Named Funds	\$210,000	\$311,950	\$427,473
Appeals			
Canberra Day Appeal	\$1,000,000	\$2,000,000	\$3,000,000
End of Financial Year Appeal	\$100,000	\$102,000	\$104,040
Total Appeals	\$1,100,000	\$2,102,000	\$3,104,040
Fundraising Events			
Annual Lunch	\$125,000	\$200,000	\$300,000
Charity House	\$400,000	\$1,000,000	\$500,000
Grant to Purchase Land for Charity House	\$0	\$700,000	\$0
Annual Golf Day	\$100,000	\$102,000	\$104,040
Major Donor IT Firm	\$100,000	\$100,000	\$100,000
Major Donor Local Business	\$100,000	\$100,000	\$100,000
Total Fundraising Events	\$825,000	\$2,202,000	\$1,104,040

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Financial Year	2022	2023	2024
Donations			
Donations (to other charities)	\$100,000	\$100,000	\$100,000
PAF Donations General	\$90,000	\$80,000	\$70,000
Total Donations	\$190,000	\$180,000	\$170,000
Total Income	\$2,325,000	\$4,795,950	\$4,805,553
Expenses			
Appeals/Fundraising-Recoup Costs			
Canberra Day Appeal	\$150,000	\$300,000	\$450,000
End of Financial Year Appeal	\$15,000	\$15,300	\$15,606
Charity House	\$0	\$200,000	\$125,000
Annual Lunch	\$18,750	\$30,000	\$45,000
Annual Golf Day	\$15,000	\$15,300	\$15,606
Total Appeals/Fundraising-Recoup Direct Costs	\$198,750	\$560,600	\$651,212

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Financial Year	2022	2023	2024
Distributions to Charities			
Canberra Day Appeal	\$850,000	\$1,700,000	\$2,550,000
Charity House	\$300,000	\$400,000	\$187,500
Donations (to other charities)	\$100,000	\$100,000	\$100,000
Total Distributions to Charities	\$1,250,000	\$2,200,000	\$2,837,500
Grants Pool			
Named Funds	\$1,200	\$9,560	\$21,978
End of Financial Year Appeal	\$65,000	\$66,300	\$67,626
Annual Golf Day	\$65,000	\$66,300	\$67,626
Annual Lunch	\$81,250	\$130,000	\$195,000
Major Donor IT	\$65,000	\$65,000	\$65,000
Major Donor Local Business	\$65,000	\$65,000	\$65,000
Total Grants Pool	\$342,450	\$402,160	\$482,230

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Financial Year	2022	2023	2024
Transfers to Investments			
End of Financial Year Appeal	\$20,000	\$20,400	\$20,808
Charity House	\$100,000	\$400,000	\$187,500
Annual Golf Day	\$20,000	\$20,400	\$20,808
Annual Lunch	\$25,000	\$40,000	\$60,000
Named Funds	\$199,000	\$298,500	\$398,000
Donations General	\$90,000	\$80,000	\$70,000
Total Transfers to Investments	\$454,000	\$859,300	\$757,116
General Expenses			
Purchase of Land for Charity House	\$0	\$700,000	\$0
Merchant Fees	\$15,000	\$30,000	\$45,000
Total General Expenses	\$15,000	\$730,000	\$45,000
Total Expenses	\$2,260,200	\$4,752,060	\$4,773,058
Net Result	\$64,800	\$43,890	\$32,495

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Financial Year	2022	2023	2024
Investment Pool			
Named Funds			
Current & Brought Forward Balance	\$30,000	\$239,000	\$549,450
Annual Transfer	\$199,000	\$298,500	\$398,000
Interest Earned	\$10,000	\$11,950	\$27,473
Total Named Fund Balance	\$239,000	\$549,450	\$974,923
Other			
Current & Brought Forward Balance	\$0	\$225,000	\$1,175,800
Charity House (Net)	\$100,000	\$600,000	\$312,500
EOFY Appeal	\$20,000	\$20,400	\$20,808
Annual Golf Day	\$20,000	\$20,400	\$20,808
Annual Lunch	\$25,000	\$200,000	\$300,000
General Donations	\$90,000	\$80,000	\$70,000
Total Other	\$255,000	\$1,175,800	\$1,899,916
Total All	\$494,000	\$1,725,250	\$2,874,839

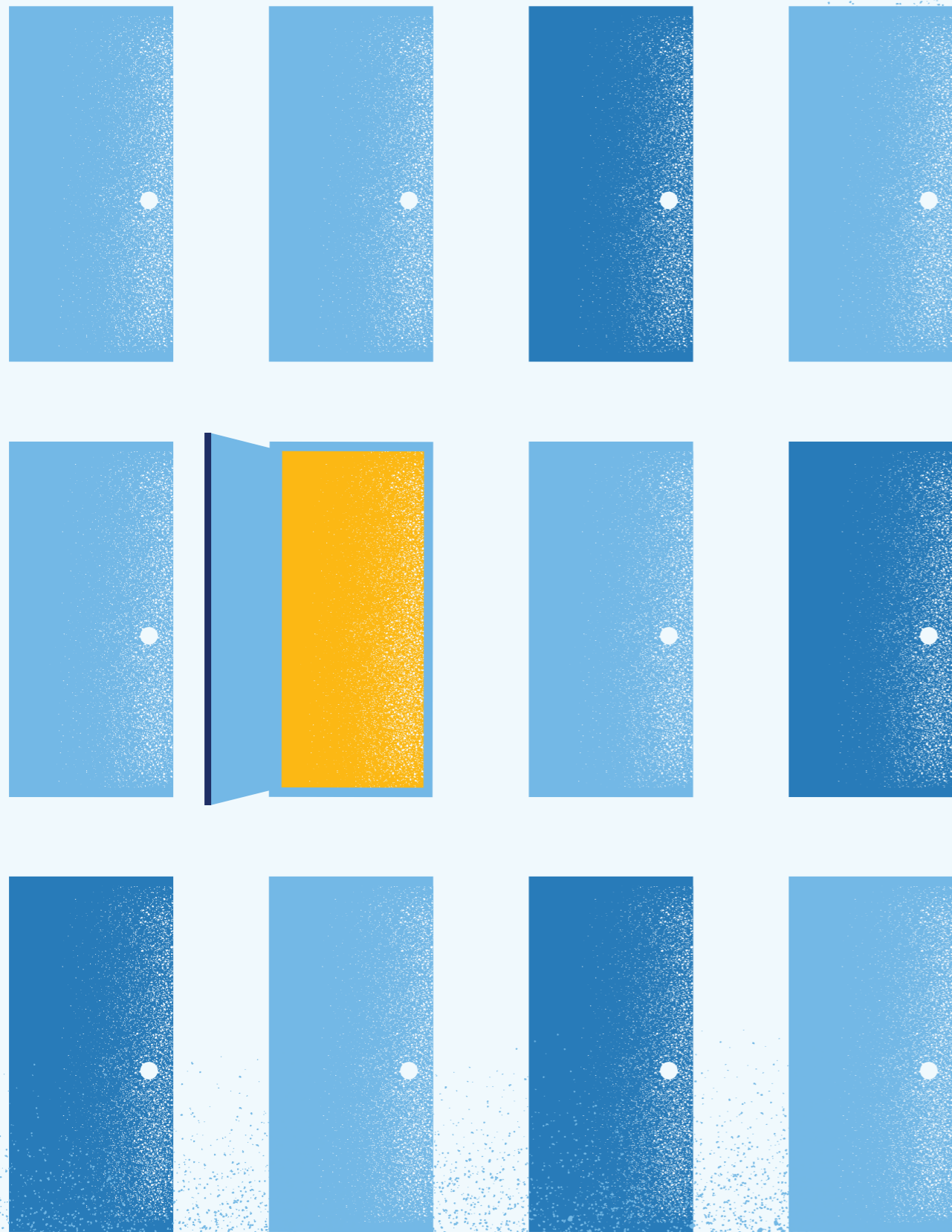
FINANCIAL PLAN CHIEF MINISTERS CHARITABLE FUND LTD

Financial Year	2022	2023	2024
Income			
Annual Contributions	\$260,000	\$260,000	\$260,000
Land Purchase Grant	\$0	\$700,000	\$0
Investment Management Fees	\$14,814	\$15,110	\$15,412
Contribution to HAC Ltd	\$250,000	\$250,000	\$250,000
Total Income	\$524,814	\$1,225,110	\$525,412
Expenses			
Grants from CMCF	\$260,000	\$260,000	\$260,000
Grant to PuAF for the purchase of land	\$0	\$700,000	\$0
Investment Management Fees	\$14,814	\$15,110	\$15,412
Contribution to HAC Ltd	\$250,000	\$250,000	\$250,000
Total Expenses	\$524,814	\$1,225,110	\$525,412
Net result	\$0	\$0	\$0

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Financial Year	2022	2023	2024
Investments Growth in Balance Sheet			
Current & Brought Forward Balance	\$3,672,400	\$3,996,020	\$5,035,821
Annual Earnings	\$183,620	\$199,801	\$251,791
Biannual contribution to purchase land for charity use		\$700,000	
Gambling reforms	\$140,000	\$140,000	\$140,000
Total	\$3,996,020	\$5,035,821	\$5,427,612

APPENDICES



GRANTS MANAGEMENT PROCESS

In 2010 the HAC Board instigated a grants system that was based on comprehensive engagement with the community sector and government and which deliberately saw all available funds released in grants toward identified priorities. As the role of HAC matured, so did our grant-making strategy.

2018 saw a major shift in HAC granting. The Chief Minister provided funds to create the CMCF which, as well as initiating our long-term investment corpus, substantially increased funds available for grants. Importantly our approach to our work embraced the Theory of Change approach which details why we do what we do. The Theory of Change requires organisations to define long-term goals and then map and identify changes that are needed to arrive at the goal as well as the interventions that will cause those and why.

SINCE 2018 HAC GRANTING HAS EVOLVED TO EMBED THE CONCEPT OF THE THEORY OF CHANGE INTO OUR SYSTEMS, WHICH REFLECT THE FOLLOWING FEATURES:

- » Participatory grant making, whereby those at the point of service delivery are strongly connected to the granting decision, slowly moving the power from the grant-maker to the provider
- » A more deliberate focus on building the capacity of organisations and through them the community including consideration as to how to make
- » ToC discipline across HAC supported beneficiaries
- » A patient, long term approach to community development but with a deliberate focus on measuring what matters most to our beneficiaries.
- » Deliberate attention moved from addressing symptoms of an issue to its root cause, such as not housing all homeless youth but reducing or eradicating the incidence of youth homelessness

2020 SAW MORE SIGNIFICANT DEVELOPMENTS:

- » Shared grantmaking with like-minded foundations
- » A number of grant rounds with different purposes including a rapid Covid assistance round
- » A substantial move toward business-oriented innovation practice by engaging the Canberra Innovation Network in the youth homelessness initiative

THE FUTURE OF HANDS ACROSS CANBERRA GRANT-MAKING

As funds available for grants grow so does our capacity to grant more deliberately. We can consider the duration of projects/works funded. HAC has typically funded projects to be delivered in the ensuing 12 months, but the duration of grants is open to consideration; multi-year grants are also possible.

The engagement of young people is a priority. In future a process will be deployed whereby young people have a deliberate say in grant-making for projects that are targeted at young people.

Impact measurement will be an increasing requirement and the role of HAC in this is to build a broad understanding of impact and measurement. UNSW Centre for Social Impact will publish its impact measuring software on-line in 2021 and HAC will consider adopting measures derived from that tool.

GRANTS MANAGEMENT PROCESS CONT.

Hands Across Canberra follow a 5 step grants management process.

STEP 1: PURPOSE To support the community sector in Canberra and the nearby region in their work with socially disadvantaged and marginalised people (HAC Theory of Change).

STEP 2: BY

- » Investing in local projects & the capacity of community organisations
- » Raising awareness of need in our community
- » Reducing barriers to giving
- » Brokering change by connecting people to causes and causes to causes.

Assuming that:

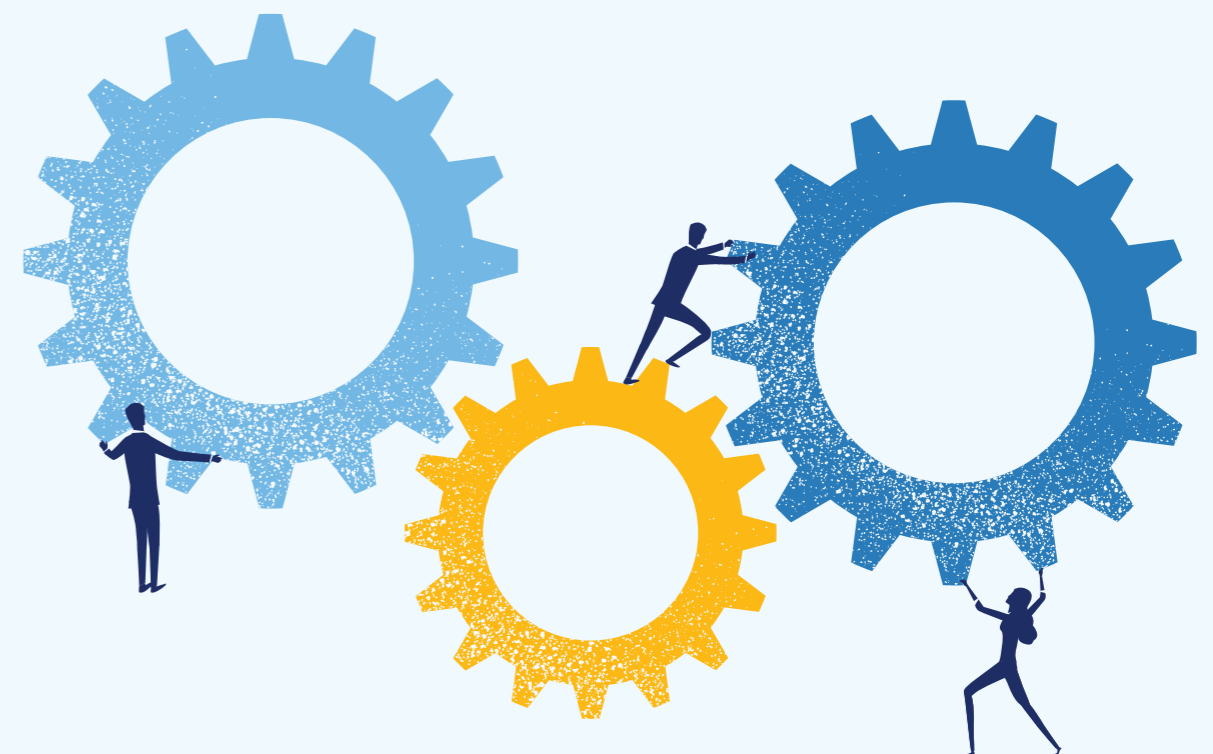
- » Making it easier for Canberrans to give back, means more will give back (increase in donors and \$)
- » Through increased awareness of local need, Canberrans will be encouraged to give in their own backyard.
- » Given the space, time, and support, organisations will be willing to collaborate with each other for better service delivery.

STEP 3: AND LEADS TO (OUTCOMES)

- » Increased funding available to support local projects
- » Organisations have access to ongoing capacity development
- » Public awareness of need in the community and propensity to give
- » Multiple and facilitated ways to give back in Canberra all in one place
- » Collaboration across sectors

STEP 4: WHICH IN TURN WILL RESULT IN (OUTPUTS) The community sector is strengthened and empowered to form robust alliances, pool assets and make evidence based decisions with a capacity to sustain.

STEP 5: AND LEAD TO (LONG TERM OUTCOMES) Those experiencing disadvantage in the community have improved social and economic supports, are provided with quality services and are able to break the cycle of disadvantage early in life I have a feeling this is more my personal ambition – can we say that the above will lead to that? Either we need to be more explicit about breaking the cycle of disadvantage or leave it out completely.



GRANTS MANAGEMENT PROCESS CONT.

The following principles underpin the management of the HAC and CMCF Grants Programs.

OUR COMMUNITY

- » Benefit organisations and social enterprises working with vulnerable people living in Canberra and the greater region
- » Promote improved social outcomes for vulnerable people
- » Support projects that do not discriminate based on race, religion, sexual orientation or other.
- » A more deliberate focus on building the capacity of organisations and through them the community

ACCESSIBILITY

- » Be accessible to all local charitable community organisations and social enterprises working with vulnerable people in Canberra and wider region.
- » Be readily accessed, with a simple application process where only essential information is required to alleviate burden of grant writing.
- » Have high application success rates, and not worse than one in three applications being successful

TRANSPARENCY

- » Be managed in an open and transparent manner, including through processes which are transparent.
- » Make publicly available clear guidelines for the assessment, awarding and administration of grants
- » Be published online, including the names of organisations awarded grants, the amount and the purpose of the grants.

EQUITY AND INCLUSION

- » Be open to all local charitable community organisations and social enterprises working with vulnerable people in Canberra and wider region.
- » Be inclusive of the needs of diverse groups and people within the community.

IMPACT

- » Optimise social impact by working with community organisations on leveraging outcomes to ensure maximum benefit for vulnerable members of the community.
- » Drive social outcomes where need is evidenced through supporting and targeting projects that address these.
- » Consistently communicate and exchange with government and other grant making institutions to avoid duplication and ensure gaps are filled.

FLEXIBLE

- » Be proactive in identifying and addressing changing community needs through constant community consultations.
- » Work with community organisations and social enterprises that meet community needs.
- » Constantly evaluate policies and guidelines and adjust them based on best practice and feedback.

COLLABORATION AND PARTNERSHIPS

- » Encourage collaboration and partnerships for improved project outcomes and maximum benefit for the community.
- » Seek collaboration of funding partners on projects where appropriate and consult with other potential donors.
- » Deliberate attention moved from addressing symptoms of an issue to its root cause.

**Hands
Across
Canberra**
Your Community Foundation



**WE WELCOME THE OPPORTUNITY
TO DISCUSS HOW HANDS ACROSS
CANBERRA CAN HELP YOU FULFILL
YOUR PHILANTHROPIC VISION.**

Contact Peter Gordan

Chief Executive Officer at
Hands Across Canberra to share
your thoughts.

Hands Across Canberra

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