



FREEMASONS FOUNDATION VICTORIA LIMITED  
STRATEGIC PLAN 2019-2022

## Table of Contents

Message from the Chairman .....	Page 2
Overview .....	Page 3
Mission .....	Page 4
Core Values .....	Page 5
Objectives and Strategies .....	Page 6
Granting into the Community .....	Page 7
Scholarship Program .....	Page 9
Corpus Growth .....	Page 10
Resourcing the Foundation.....	Page 12

## Message from the Chairman

2019 is a big year for Freemasons Foundation Victoria Limited. While we acknowledge having placed \$8.7m into a variety of community programs we must also acknowledge the changing environment in which the foundation operates. Achievements are many but they cannot be allowed to over shadow the challenges ahead.

This plan sets a pathway with focus directed to Granting into the Community to positively impact the lives of children and adults in need of our help and fulfil our important responsibility to practise Charity. It also sets strategy to grow the Foundation corpus and emphasises the importance of building maintainable relationships within freemasonry and the philanthropic community.

Thank you for your commitment and passion.

Myles G. King  
Chairman

## Overview

Our 2019-2022 Strategic Plan reaffirms the Freemasons Foundation Victoria Limited mission and core values while offering an evolved, overarching goal to help guide our decision making going forward.

Through the execution of this Strategic Plan, Freemasons Foundation Victoria Limited will continue the objectives of granting into the community whilst sustaining and growing the Foundation corpus into the future.

Additionally, our objectives and strategies do not stand alone, but are designed to reinforce and strengthen each other across our mission priorities creating a more targeted impact in our philanthropic giving.

Using this Strategic Plan to guide our activities, we will now embark on the next three years with confidence and renewed passion to realize our vision –

***"To Contribute to a stronger and healthier Victoria through thoughtful and purposeful charitable support and community involvement"***

## Mission

Our mission will remain as the guiding light in all we do:

***"We invest in programs and initiatives that are expected to provide stronger and healthier communities and by supporting individuals through access to education"***

## Core Values

While this Strategic Plan provides the roadmap for the Foundation's activities and initiatives, how we treat each other, make decisions, and stay grounded in all our interactions depends on our core values. Just as our mission hasn't changed, nor should these principles which must be the core of our culture.

**Integrity** – We are honest, open and transparent, reporting improper conduct, avoiding any real or apparent conflicts of interest and strive to maintain high standards in all we do.

**Impartiality** – We make impartial decisions, provide advice on merit and without bias, caprice, favouritism or self-interest acting fairly by objectively considering all relevant facts and fair criteria.

**Accountability** – We set aggressive, but achievable goals. We are open and transparent about our activities and accurate in reporting outcomes.

**Respect** – We treat everyone fairly and objectively ensuring freedom from discrimination, harassment and bullying.

**Leadership** – We demonstrate leadership by actively implementing, promoting and supporting these core values. We have the proven strength, experience and reputation to articulate and realize our vision.

**Human Rights** – We respect and promote human rights by making decisions and providing advice consistent with the Charter of Human Rights, actively enabling care, compassion, dignity and pride.

## Objectives and Strategies

The 'Objectives' outlined here for each of our Mission Priorities are ambitious. Moreover, these objectives pave the way for the future direction of the Foundation in not only supporting Victorian Lodges in their charity work but also the communities of Victoria in broader context. Whilst our programs may not be unique, they are diverse and designed to benefit current and future generations.

Strategies tied to each 'Objective' are developed for each priority area, are robust and attainable. Our key strategy themes have not changed. Education, Health and Granting into the Community must be at the forefront of our decision-making processes and remain aligned to our core values.

It must also be remembered that achievement of our objectives and strategies is dependent on the management and growth of the Foundation corpus. There must be a careful balance between over and under commitment of annual allocations to philanthropic opportunity. That is why a robust governance model must be our first Mission Priority to protect and grow our Corpus to remain both viable and sustainable.

As a prerequisite the Foundation will not fund grant applications involving:

- : Foreign Programs
- : Programs which duplicate existing government programs
- : Programs outside Victoria
- : Programs which are not charitable in nature
- : Programs which do not align to key themes of Health, Education & Community Support
- : Programs which do not align to the Foundation Core Values.

## Mission Priority: Granting into the Community

Since establishment in 2014, the Foundation has provided significant grants into major community projects, particularly within the Health sector. Some of those projects include Monash Children's Hospital, Mercy Health Werribee, Northern Health, Australian Prostate Cancer and Think Pink Foundation all of which continue making substantial impact into the health and wellbeing of the community. As a maturing organisation, it is appropriate for the Foundation to undertake a review of current practices and adopt a more sophisticated approach in its granting in order to support growth of the Foundation corpus and supporting Victorian Lodges with their charitable works in the community.

These new strategies will be achieved by designing a clear concise information package for Lodges and Community Organisations seeking support of the Foundation clearly outlining guidelines hereunder:

### Strategy 1: Lodge Supported Granting

Lodge Supported Grants are a cornerstone of our philanthropic giving and are available to Craft Lodges duly warranted on the register of the United Grand Lodge of Victoria. The Foundation will continue supporting and encouraging Lodges to engage in community projects which reflect the values of freemasonry. Lodge Supported Grants will be set to a maximum value up to \$20,000 annually and allocated towards supporting community programs in areas of Education, Health / Medical Research, Community Development Youth Development Programs and Indigenous Programs.

### Strategy 2: Community Grants

Community Grants are available for non-masonic organisations and are envisaged as one-off grants supporting a specific project or part of a project. These grants are managed through a Deed of Philanthropic Giving and may be for one to four years duration. These grants carry a maximum value of \$50,000 and restricted to areas of Health/Medical Research, Community Development, Education and the Arts. Application for a grant of this nature would be received annually between August 1 and October 31. These grants will be accepted during the specified period set by the Foundation Board and continue to be administered by the Foundation administration.

### Strategy 3: Major Impact Grants

The Foundation through social responsibility and corporate conscience aims to have significant positive impact across the community of Victoria. The Major Impact Grant program is designed to support that ethos by contributing to substantial, meaningful projects in Victoria. These are a one-off grant over a specified number of years administered through the Foundation Board and under a funding agreement. This Grant will range between \$250,000 up to \$500,000 covering areas of Health / Medical Research, Education, Community Support, and Indigenous Programs.

### Strategy 4: Petitions

The current policies surrounding support of brethren and/or their families in circumstances of poverty and / or disadvantage will continue under current guidelines.

## Mission Priority: Scholarship Program

Currently, successful scholarship applications relate to high level grades being attained. While this recognises and encourages students with greater level scholastic attainment, the process does not provide opportunity for underprivileged and / or disadvantaged students. It is also identified several applicants receive multiple scholarships from a variety of institutions. Fair and equitable distribution of funding across the scholarship program will be achieved by:

- Review of current policies relating to secondary scholarship criteria to include opportunities for underprivileged / disadvantaged children to be supported.
- Review the value of distributed between years 7 to 10 with the view to equal distribution of funding to all eligible applicants. There should be no change to years 11 and 12.
- Develop sustainable relationships with educational institutions to support Foundation Scholarship Programs.
- Lodge supported scholarships remain unchanged.

Named awards and Foundation tertiary scholarships and bursaries should remain unchanged.

## Mission Priority: **Corpus Growth**

The Foundation Board is charged with governance over a corpus exceeding \$50m which came about through the Freemasons Benevolent Fund (Trust) and the Freemasons Public Charitable Foundation (Trust).

In 2018 the Benevolent Fund had an accumulation in excess of \$35m and the Freemasons Public Charitable Foundation in excess of \$15m with both funds under the management of J B Were.

The current corpus has been generated by member bequests, donations, large gifts by ex-Grand Masters and senior members and from investment gains. Preservation and growth of that corpus is challenging but essential to the continuance of our philanthropic projects. Strategies to grow the corpus must be robust, achievable and sustainable.

A major consideration for the Foundation in this regard is the relationship with Freemasons Victoria. Both organisations must support each other in their respective philanthropic ventures to be of benefit to each other. In this respect, Freemasons Victoria will remain the Foundation's major partner both now and into the future.

Annually, 4% of funds from the Freemasons Benevolent Fund (Trust) and the Freemasons Charitable Foundation (Trust) are distributed as part of the foundation's philanthropic giving. Whilst that is a fixed percentage against the Freemasons Charitable Foundation (Trust) it is flexible with respect to the Freemasons Benevolent Fund (Trust). These growth strategies may therefore embrace programs such as the creation of sub-funds, for Lodge savings, a well-conceived Wills & Bequests program, or the introduction of "Foundation month" offering Lodges' fundraising is directed towards FFVL.

### Strategy 1: Policy Development

Policies and guidelines must be developed providing clarity and a robust governance structure to support implementation and ongoing growth of principle corpus funds and sub-funds. Support of JB Were will be an essential element to this strategy.

### Strategy 2: Funding Allocations

Funding allocation from the Freemasons Benevolent Fund (Trust) to be capped at 4% for the duration of this Strategic Plan to further support Corpus growth.

### Strategy 3: Bequest Program

Bequests a positive way to be remembered upon one's death. A bequest to the Foundation will establish a living memorial honouring the service of a brother to freemasonry and the community and ensure the important work of the Foundation continues. The Will's and Bequest program will be administered through the Foundation executive with oversight of the Foundation Board and policies will be reviewed, implemented and marketed across freemasonry outlining the process to leaving a named bequest to the Foundation.

### Strategy 4: Sub-Funds

Policies and guidelines are to be developed to support and provide clear direction for freemasons, Masonic Lodges and the community to establish a Sub-fund linked to the Foundation Corpus. The Foundation is to engage with JB Were to provide counsel in establishing a Sub-fund program compliant with respective legislative and government policies providing due diligence and good governance over the program.

## Mission Priority: **Resourcing the Foundation**

The Foundation office will relocate to new premises later in 2019. This will afford opportunity to review current workplace policies and practices, staffing requirements into the future, the Foundation governance model and overall legislative compliance.

It is also imperative to continue strengthening relationships with Freemasons Victoria, Lodges, the broader masonic membership and the philanthropic and general community. Current demand for Foundation assistance has prevented important proactive work being undertaken stifling relationship building opportunity. It is therefore imperative consideration be given to appointing an experienced Chief Executive Officer to support our existing staff and strengthen our conduit with stakeholders and to give a greater footprint into the masonic and philanthropic communities now and into the future.

### Strategy 1: Relocation

Relocation of the Foundation administration operation is to be supported through formal lease arrangements agreed by the Foundation Board.

### Strategy 2: Chief Executive Officer

The Foundation board approve engagement of an Executive Employment Agency to undertake recruitment of a suitably qualified Chief Executive Officer with nominated board directors to take an active role with the selection process.

### Strategy 3: Governance & Workplace practices

The board engage Hall & Wilcox or suitably qualified organisations to review workplace policies and practices as part of good governance and legislative compliance. This audit to be completed by December 1, 2019.