

Connecting the dots

2016-2021
Impact Report



This journey has taken us deep into the heart of remarkable, resilient communities that are generating positive impacts in people's lives and driving changes in inequitable systems that work against collaboration and self-determination.

Contents

2	About us	18	Connect highlights
4	Our story	22	Inspire highlights
6	Connecting the dots	26	Create highlights
7	Our collective impact	28	Our governance
8	Impact highlights	29	Financial overview
10	Partner highlights		



We acknowledge the First Peoples of Australia and the Traditional Custodians of the Country on which we work and live. We pay our respect to Elders past and present, of the many countries of Australia, and thank them for their guidance and leadership.

We give our heartfelt thanks to the communities of Bourke, NSW, Logan and Beenleigh QLD, Robinvale VIC and Kabulwarnamyo, NT for their continued generosity and perseverance in partnership. We particularly recognise the young people of these communities who are a source of limitless hope and inspiration.

Photographer credit: Georgia Vallance

About us

.....
Dusseldorp Forum is a family foundation focused on improving education, health and social outcomes for children, their families and communities across Australia.

Established by Dick Dusseldorp on his retirement as Chairman of Lendlease over 30 years ago, the Forum was created with the purpose of making a tangible difference to the life chances of young Australians, particularly those who were unable to access educational opportunities that would enable them to shape their own futures.

In 2016 we embarked on a five-year strategy with the agreed purpose to 'connect the dots for an Australia where all young people thrive.'

We have undertaken a thorough review of the last five years and the collective impact achieved. This report shares the highlights of the review along with some key achievements.



Dick Dusseldorp



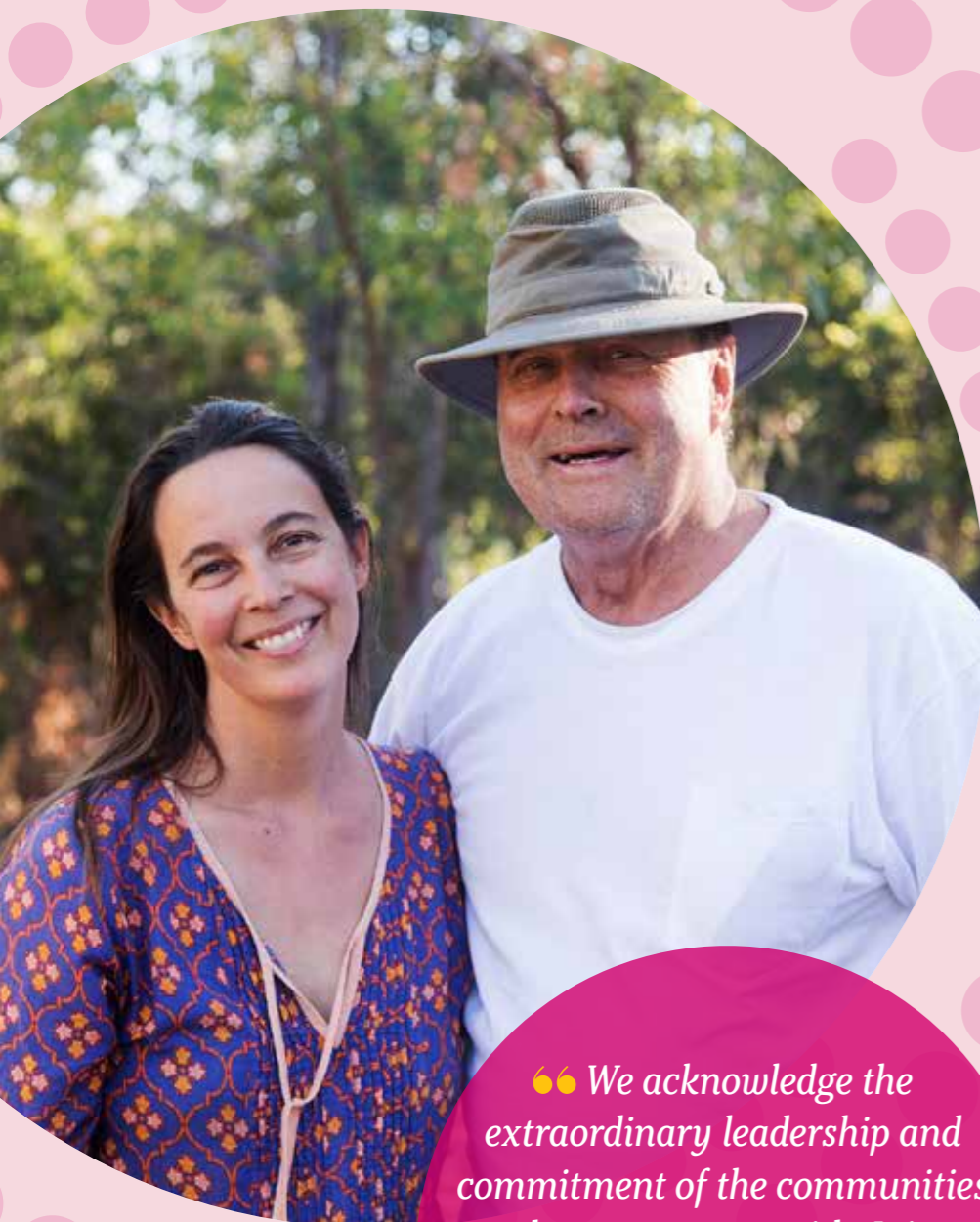
“ We’re about building lighthouses. Establishing a beacon that people can see – that people can use to steer by.”

Dick Dusseldorp

“ Dusseldorp Forum have a deep-seated commitment to make a difference in place and people. Many say it, they do it.”

Our story

A message from our Chair, Tjerk Dusseldorp and Executive Director, Teya Dusseldorp



Teya Dusseldorp and Tjerk Dusseldorp

“We acknowledge the extraordinary leadership and commitment of the communities that we partner with. It is their courage, knowledge and determination that makes real change possible.”

.....
Behind the nameplate of any family foundation is a real-life story for its reason to exist.

When my father was a young teenager, his father and his business fell victim to the Great Depression. So as not to be dependent on his widowed mother, my father left school early to fend for himself.

He would not have regained his footing in the education system and become an engineer without being offered a hand up by one of his former teachers.

Some fifty years later, on the verge of his retirement, my father proposed to me that we establish the foundation to give a hand up to young people, particularly those who through no fault of their own are afforded fewer chances to thrive and succeed.

This report shows how my daughter Teya and her team are successfully continuing this work with the same set of values and aspirations that my father instilled in me all those years ago.

Tjerk Dusseldorp
Chair

.....
In 2016 we embarked on an ambitious plan to partner in place with communities re-imagining their futures. In places where the odds are stacked against them, these communities are leading change to ensure their young people have the chance to thrive.

We recognised this ambition could not be realised by any one community, program or organisation. This would require the collective efforts of many changemakers. And it would need to tackle structural and systemic reform to change these odds and enable and embed better outcomes over time.

Our journey over the past five years has taken us deep into the heart of remarkable, resilient communities across remote, regional and urban Australia. These communities are leading and working collectively, across generations and across sectors, to transform the life opportunities of children and their families long-term. And through the catastrophic challenges of the COVID pandemic, bushfires and floods, they have provided vital lifelines of support. From West Arnhem Land to Bourke, Logan to Robinvale; we call them Lighthouses.

Our collective impact

We never imagined how much these Lighthouse communities would achieve over the subsequent five years, and how much we would learn working alongside them. These collective efforts have generated positive impacts both in people's lives and also in driving changes in inequitable systems that work against productive collaboration and the self-determination of communities.

Connecting the dots

My grandfather, Dick Dusseldorp, established the Forum with the express purpose of bringing people together from different perspectives and expertise to work on common challenges, to realise sustainable impact that reaches beyond the sum of the parts. Throughout his career he saw the power of collaboration to generate smarter solutions that meet real needs. This is in our DNA and why collaboration is at the centre of what we do.

Our annual Festival of Change where we brought together leading changemakers from our Lighthouse communities has been a highlight of the past five years. This proved to be precious time to share and learn from each other and establish a powerful joint voice for change. The Festival advanced efforts in community while building networks of friendship and support to sustain changemakers through the hard times.

Impact of COVID

The COVID pandemic has stress tested our strategy and partnerships. Through COVID outbreaks, lockdowns and isolation we have pulled together and continued to strengthen our connections. While the Forum has been virtual for much of this time, our partners have demonstrated the importance of place in lifting the impact of government services and systems.

We saw this most starkly through the rolling crises of the pandemic where localised responses and collaboration were paramount to keeping people safe and supported. We captured this story in our report of 2020, *Place Based Resilience: Community Driven Response and Recovery in a Time of COVID-19*.

“We have seen the power of stronger, more hopeful communities making decisions about their own lives and taking control of their futures.”

.....
The outcomes, successes and lessons of our five-year strategy are testimony to all our partners, our team and wider network of critical friends. But first and foremost we acknowledge the extraordinary leadership and commitment of the communities that we partner with. It is their courage, knowledge and determination that makes real change possible.

And it's not finished! We recognise that generational change requires long term efforts. We have seen the power of stronger, more hopeful communities making decisions about their own lives and taking control of their futures. We share a vision of a future based on justice, equity and self-determination where all our young people – our hope for the future – will thrive.

Generational custodianship

Finally, I would like to acknowledge an important transition for the governance of Dusseldorp Forum, with the addition of my siblings, Marta and Joe Dusseldorp to the board. As a builder, my grandfather had a passion for building things to last. He would be extremely proud to see the third generation in the Dusseldorp Family take up responsibility as custodians of Dusseldorp Forum.

Teya Dusseldorp
Executive Director

.....
Our partnership with the Warddeken people of Arnhem Land to build one school has grown into a regional model of bicultural education where First Nations children in three remote communities have fulltime education designed and delivered with their Elders preparing them for their future as custodians of Country.

.....
Our Place are operating across ten sites in Victoria backed by an alliance of philanthropic partners committed for the next decade. By re-purposing schools as the heart of the community, this intergenerational place-based approach to education is lifting the life outcomes of children and families across Victoria.

.....
Maranguka in Bourke are recognised as a nation-leading model of First Nations self-governance, leading the collective efforts that have resulted in improvements across education, justice and health and partnering with governments on new ways of working together to realise the community's aspirations for full civic and cultural participation of their young people.





.....
Logan Together have partnered with local community leadership, to share the decision making about resources and design of services. Locally, this has changed how maternal health is delivered in Logan. Nationally this has influenced governments to work as partners with place-based community led efforts to create life changing opportunities and drive system reform.

Connecting the dots

In 2016 Dusseldorp Forum embarked on a five-year strategy with the agreed purpose to 'connect the dots for an Australia where all young people thrive.'

Our Goals

By 2021 we set out to achieve:

-  Improved learning and health outcomes for children and their communities
-  Strengthened communities equipped to engage in governance and decision-making
-  Increased collaboration and coordination to address barriers and drive system reform
-  A portfolio of holistic demonstration sites backed by evidence

We committed to focusing our energies and resources on enabling children and their families to have strong* learning, strong health and strong communities underpinned by evidence that illustrates what works and why.

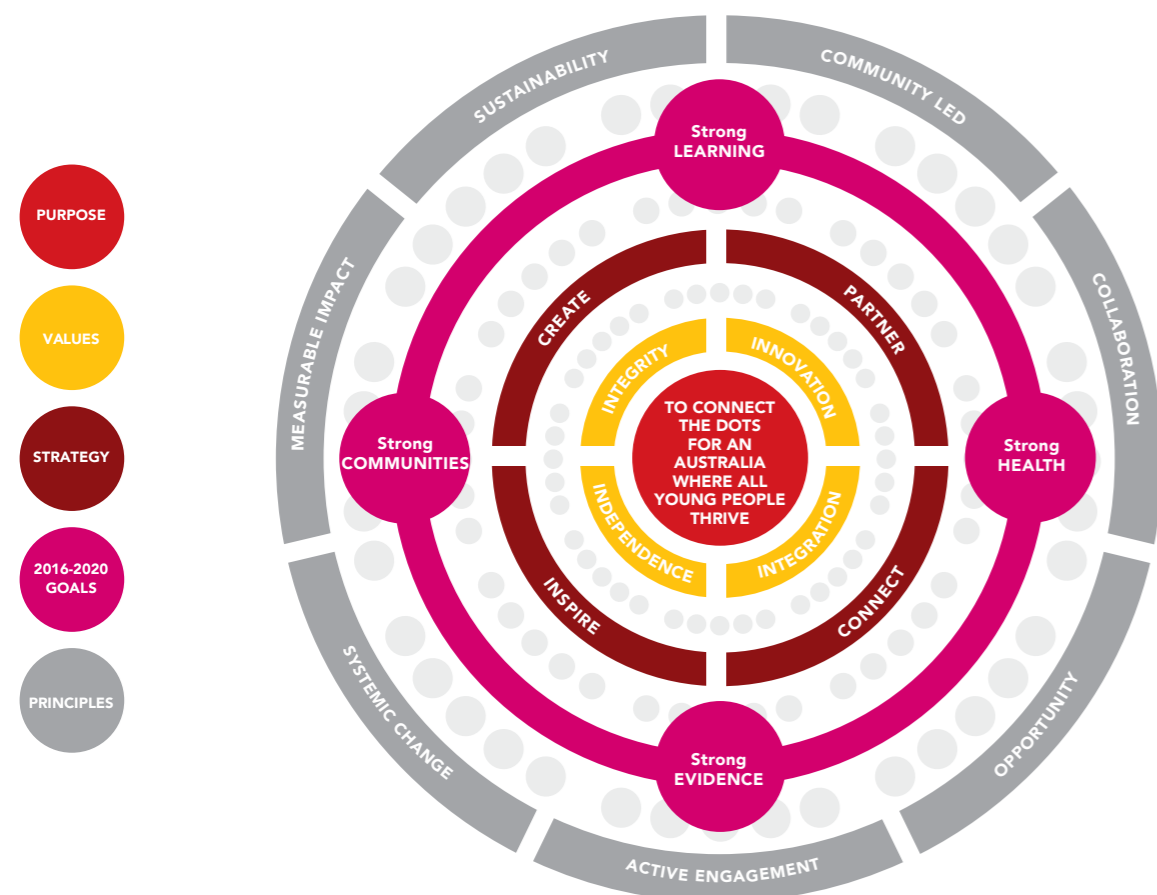
Our Strategy

PARTNER with visionary people and organisations dedicated to improving the long-term learning and health outcomes for young Australians.

CONNECT diverse individuals and organisations across sectors to foster collaborative relationships and collective actions to generate more coordinated strategic effort and structural reform.

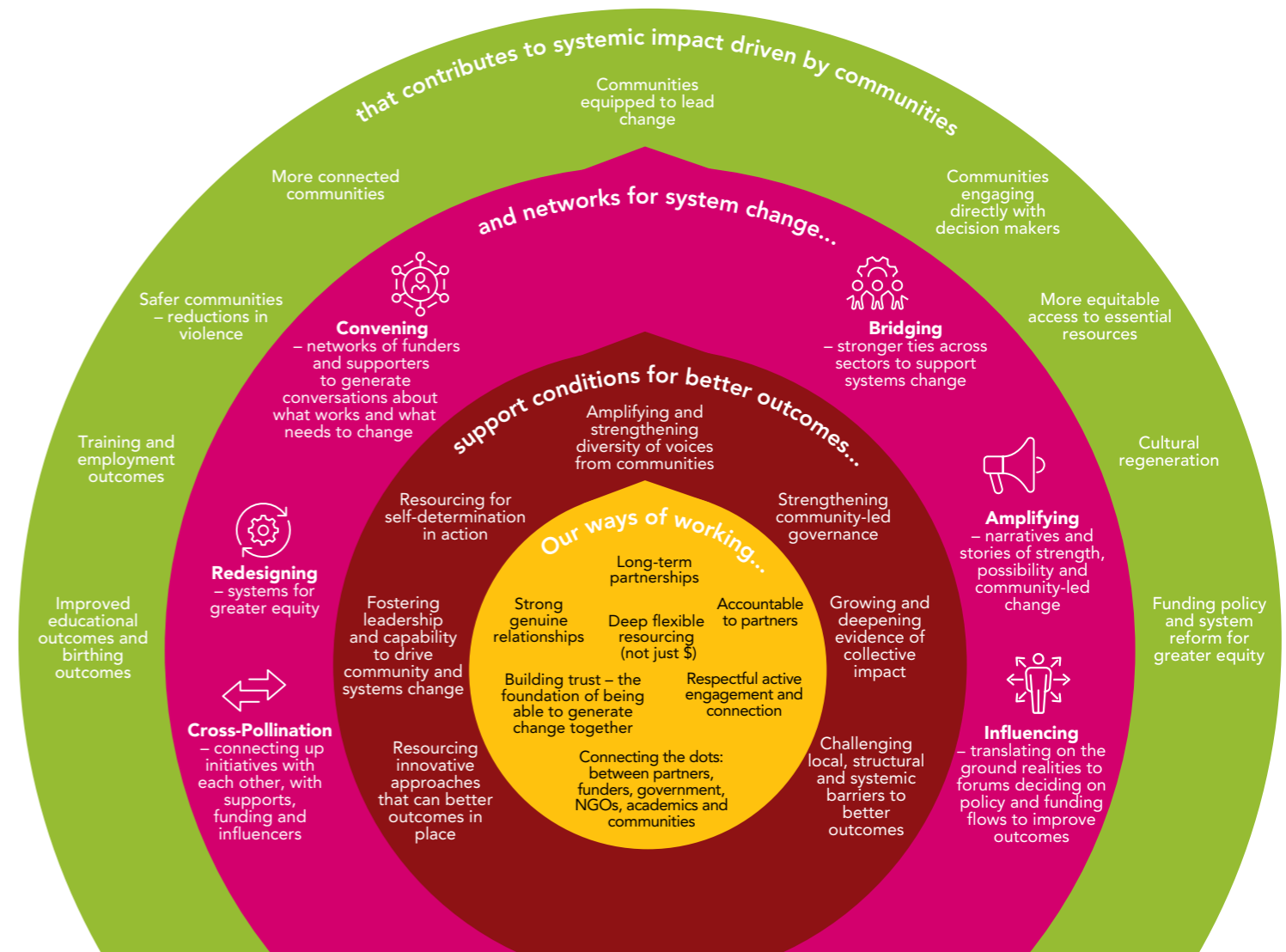
INSPIRE systems change by communicating solutions, amplifying our partners' voices and influencing system decision makers.

CREATE an inspiring work environment with expert and dependable support to implement our strategic plan.



* Strong meaning sound, robust, enduring is inspired by our partners in Bourke, Maranguka.

Our collective impact



This summary of our collective impact over the past five years includes positive impacts felt in communities and also changes in the systems that govern people's lives. This impact is not the Forum's to claim, it is generated by our multiple partners and their communities.

How we measure impact

- Clear Horizons review of the impact of Dusseldorp Forum from 2016-2020 drawing on partners' feedback and key stakeholder interviews
- Australian Philanthropic Benchmark surveys in 2015, 2017, 2019, 2021
- Independent qualitative interviews with partners, sector colleagues and critical friends
- Commissioned research on strategic questions
- Individual partner reports and evaluations

Impact highlights

After five years of collaboration alongside our partners there are indicators that this long-term commitment to place-based community-led change is having an impact. Population level changes will take generations but the structures, networks and relationships that have been created are generating results for communities.

1 Communities are driving improved health, education, economic, cultural and environmental outcomes.

“Dusseldorp Forum has walked beside us on our journey. They have supported us, engaged us and challenged us. We are the better for having them engaged in our work.”



2 Communities and governments are working in partnership to change systems.

“Dusseldorp Forum plays an important role in connecting community with policy change. They have the unique ability to sit in the dirt and amplify up to the system.”



3 Networks for friendship, learning and support for place-based community-led work have been created.

“The Festival of Change had a really profound impact. It challenged us to think a lot bigger than we were giving ourselves permission to.”

4 New governance bodies and models for cross-sector collaborations have been built.

“The Forum have helped establish funding structures like Stronger Places Stronger People; they’ve kept projects alive and stimulated others into life. They’ve supported leaders to keep leading.”



5 The Forum has established new ways of working – building respectful, trusting relationships through long-term partnerships and deepening connections.

“An Australian foundation that respects the context of different communities and doesn’t make those value judgements of deserving and undeserving. Yeah, I thought that was pretty deadly.”

Partner

highlights 2016-2021

We set out to partner with visionary people and organisations dedicated to improving the long-term learning, health and social outcomes for young Australians. We've partnered with a select number of lighthouse initiatives; these are community-led, place-based approaches that shine the light on better ways to drive lasting and positive change with communities.



“Dusseldorp Forum supports but the community leads – this is a partnership model. It empowers community but does not dictate as to what it thinks community should do. Our values align and it is sincerely about partnership.”

Maranguka, Bourke NSW

Dusseldorp Forum has partnered with Maranguka since 2013 committing \$1.2million over ten years to develop and implement the Safe, Smart, Strong Strategy.

Caring for others

Maranguka, meaning 'caring for others' in Ngemba language, is a model of Indigenous self-governance which empowers the community of Bourke to coordinate the right mix and timing of services so that Aboriginal children and families can thrive. This is achieved through an Aboriginal community owned and led, multi-disciplinary team working in partnership with relevant government and non-government agencies.

“The Maranguka project is different because its community owned, led, place based and grassroots. Success for us is a safer community, unified service sector and greater outcomes for our beautiful little community.”

Alister Ferguson, Maranguka, Bourke, NSW

What does it look like when community leads change?

Maranguka and Just Reinvest NSW partnered in 2012 to develop Australia's first 'proof of concept' for justice reinvestment in Bourke and reduce the number of young people in the criminal justice system. Justice Reinvestment is a data-driven approach that addresses the underlying causes of crime and savings are reinvested in strategies that strengthen communities and prevent crime.

The Maranguka Justice Reinvestment Project adopted a collective impact framework to change the way government, NGOs and community members provide services to the community. Working groups bring everyone together to deliver the community-developed strategy to grow Bourke's kids up safe, smart and strong. Maranguka is directed and guided by the aspirations and wishes of the Bourke Tribal Council who advocate on behalf of the Bourke Aboriginal community so that Aboriginal people are making decisions about their own families and children.

Through a backbone team, Maranguka complements existing services, providing better pathways and facilitated assistance for the community.

“Being connected with my community and culture has made me feel less alone and supported me to stay the path.”

Darren 35, Father of two boys



Key Achievements

COMMUNITY

Since 2016 some of the sustained positive trends outlined in the Safe, Smart, Strong strategy for children and young people include:

Healthy babies

- More babies being born at healthy birth weights
- More health visits to new mums and babies in their first 28 days

Young people are mentally and emotionally equipped for their future

- Decrease in long suspension of students
- Increased retention for year 12 students at Bourke High School

Children live in a safe place

- Reduction in domestic violence reoffending by men ages 18-25yrs

COVID-19

- Responding to COVID-19 Maranguka repurposed government health messaging to have meaning for local community members, explaining complex health orders and reinforcing a sense of community and togetherness. They shared their approach with other First Nations communities.

SYSTEM

- KPMG calculated the savings generated in 2017 by the collaborative efforts in Bourke at \$3.1 million. This economic impact was five times greater than the operational costs of Maranguka in 2017.

- The NSW government and contracted services have adopted the Maranguka Principles into their procurement contracts for Bourke so that all organisations delivering services in Bourke adhere to the protocols set by the Bourke Tribal Council.

- Daily check-ins initiated by Maranguka and Bourke police in 2017 better support young people and their families by sharing information and providing a more coordinated service response.

- NSW Cross Sector Leadership Group established to provide the structure for government and other stakeholders to work together, as partners, with the community.

- Palimaa Data Platform established by Maranguka enacts Indigenous Data Sovereignty in Bourke and provides a platform to enable place-based data-driven decision making.

- Maranguka was selected as one of 10 place-based sites for the Department of Social Services Stronger Places, Stronger People initiative securing five years of core funding.

Our Place, Victoria

Dusseldorp Forum's partnership with Our Place commenced in 2016 at Doveton College in Melbourne. Having seen the positive impacts in the Doveton community, the Forum increased its commitment in 2018 through a ten-year partnership to implement the Our Place approach in Robinvale, Victoria.

What's possible when your school is a community hub?

Utilising the universal platform of a local school, Our Place is a holistic place-based approach to supporting the education, health and development of all children and families in the community.

The Our Place approach places the local school at the heart of the community and brings together high-quality resources and opportunities so that children, adults and families have what they need to thrive. There are five core elements to the approach – high-quality early learning; effective schooling; wrap-around health and wellbeing services; enrichment activities for children; and adult education training and employment.

To support a key component of the work at Doveton College, Dusseldorp Forum provided \$300,000 over three years to fund a partnership between Our Place and University of Wollongong, Early Start Research Institute. The Early Years Toolbox was developed as a suite of tools to assist educators and researchers to assess and support children's early development and learning.

Following on from the success at Doveton College, the Colman Education Foundation, it's partners and the Victorian Government are implementing the Our Place approach at ten sites across Victoria over a ten-year period.

Dusseldorp Forum committed \$1.5M over ten years to support the translation of the Our Place approach in one of these sites, Robinvale, a regional Victorian community on the Murray River. The funding supports Our Place staff who work onsite with the local community, partners and stakeholders to build relationships, facilitate opportunities and coordinate the delivery of quality services that are tailored to and readily accessible for children and families.

Key Achievements

COMMUNITY

Outcomes from Doveton College show a reduction from 55% to 37% in the number of children identified as developmentally vulnerable on one or more domains, as measured by the Australian Early Development Census over a five-year period.

SYSTEM

Reaching more communities

Since the initial success at Doveton College, the Our Place approach is being implemented in ten communities across Victoria and is influencing initiatives in other states, including QLD and NSW.

Alliance for systems change

Dusseldorp Forum is a founding signatory of the Our Place Philanthropic Alliance, enabling long-term funding partners to collaborate and influence changes in policies and practices.

Collaboration across government departments

Our Place and the Victorian Government agreed to adopt an Inter-Departmental Committee (IDC) as part of the governance structure for the Our Place partnership, enabling a whole of government approach to achieve greater integration of government service delivery at each site.

PARTNERSHIP

- \$1.5M over ten years to implement Our Place approach in Robinvale
- \$300,000 to develop the Early Years Toolbox
- Project funding for initiatives including cultural capability



Warddeken Land Management, NT

Warddeken Land Management Ltd is a body that governs and sustains the long-term, self determination of the Nawarddeken people to live, work and learn on Country while re-establishing cultural practices and transferring knowledge to the next generations of custodians.

Dusseldorp Forum has partnered with Warddeken Land Management since 2016 to support the development and growth of the Nawarddeken Academy model and the vision of the Warddeken people to better serve the educational needs of the children of West Arnhem Land.

Kabulwarnamyo outstation is one of three bases for the Warddeken Rangers, an Indigenous ranger team managing 1.4 million hectares of country of global conservation and cultural significance. However, due to its size and remoteness, Kabulwarnamyo does not qualify for a Government school.

KARRKAD KANJDJI TRUST

The Karrkad Kanjdji Trust (KKT) was established by Traditional Owners of the Warddeken and Djelk Indigenous Protected Areas in 2010 to protect, restore, and enhance the unique natural environment of West and Central Arnhem Land, NT. KKT acts as the philanthropic fundraising arm of the region's Indigenous ranger groups, partnering with Aboriginal owned on-ground land management organisations to realise this mission.

Today, KKT is working with four Indigenous ranger groups, who manage over 5 million hectares of Country. The approach to conservation is holistic – each project they support strengthens the ability of communities to manage their natural and cultural assets.

To attend a Government school, children must move to far-away towns causing families to be separated for extended periods.

Dusseldorp Forum's support for the Nawarddeken Academy

With the help of the Karrkad Kanjdji Trust, the community of Kabulwarnamyo established the Nawarddeken Academy, a bi-cultural, bi-curriculum school where children learn 'two ways.' Specific curriculum is developed in partnership with community Elders, and taught in tandem with the Australian Curriculum, valuing both cultures and imparting the skills needed to develop meaningful careers, living and working on Country. In 2019, the school was registered as an Independent School and now receives federal funding. Dusseldorp Forum provides \$130,000 a year of flexible funding to respond to needs identified by the community.



Key Achievements

COMMUNITY

- The last five years has seen an average attendance rate at the school of 85% whilst students are in the community, well above the state average for Indigenous school attendance.
- Students have significantly increased their literacy and numeracy skills whilst gaining a deeper connection to their culture and the unique landscape of the Warddeken Indigenous Protected Area.
- The Nawarddeken Academy has opened up more opportunities for women to join the ranger workforce. On average 45% of the Warddeken Ranger workforce are women.

COVID-19

- During Covid-19 Warddeken closed their borders to protect their communities. They ensured protocols were put in place to supply food and keep children learning at Nawarddeken Academy. They worked to prioritise vaccinations so that Ranger programs across the region could continue safely.

SYSTEM

- Nawarddeken Academy received its Independent Schools Registration that commenced in January 2019. Registration brings recurrent government funding that secures the financial future of the Academy.
- In 2021 two new bi-cultural primary schools opened in the neighbouring Manmoyi and Mamardawerre communities. These schools give all children living at Warddeken's three ranger bases access to full-time high-quality education.

“We want to see the next generation have better education. To combine Bininj and Western world knowledge for our children to live a good life. We live here on Country, this is where our ancestors walked and lived and we want to have school and jobs for our children when they grow up, on Country.”

Terrah Guymala, Bordoh clan member and Traditional Owner of the Ngorlkwarre estate within the Warddeken Indigenous Protected Area.

Logan Together, QLD

Dusseldorp Forum has partnered with Logan Together since 2017 committing \$500,000 over five years to support the implementation of the Logan community plan to give Logan children the best start in life.

It's the early years that are the most important years.

Logan Together is a ten-year community movement to grow children up well. It's a community of like-minded people and organisations dedicated to making sure kids thrive in Logan. A diverse collective, from all walks of life, collaborating to better understand the needs of the community and help create bright futures for Logan kids. Their vision is to see Logan kids as healthy and full of potential as any other group of Queensland kids by 2025.

The Logan Together community works on a Collective Impact model: championing co-design and citizen empowerment. The movement combines contributions of community groups, local people, government and non-government institutions around their shared goals.

Logan Together is focused on thriving children across all aspects of wellbeing with a focus on pregnancy, through early years into primary school and is guided by the Roadmap for Change, with goals and projects at each age and stage underpinned by family foundations, a strong community and systems reform.



“Logan was able to provide what the women wanted and the service that they wanted for their maternity experience. And by creating that service, it changes lives.”

Melanie McKenzie Director and Founder of Harrison's Little Wings

Key Achievements

COMMUNITY

- In 2014, rates of low/poor antenatal care and birth outcomes in Logan were at 12% of the birthing population, above the state average of 5%. Since the introduction of the Maternity Hubs project involving a new model of community-based care, the Logan figure has now fallen to 4%.
- Rates of smoking cessation during pregnancy are 15% across Australia. Among the 210 Aboriginal and Torres Strait Islander women birthing through the new Maternity Hubs model in the period of a year, the smoking cessation rate was 64%.
- More children are accessing early learning and kindergarten as a result of increasing levels of awareness and improved support for target families.
- Families are building better connections to services and there are also better connections between families and their communities.

COVID-19

- Logan Together used their Community Empowerment agents to coordinate speedy responses to the complex needs that emerged during COVID-19 including sourcing and delivering second-hand computers to families needing them for online schooling.

SYSTEM

- Logan Together brought together community representatives to design what a good maternal health system looks like for their community. Four Community Maternity and Child Health Hubs were established, delivering maternal health services in community by trusted community organisations. Thousands of Logan mothers are now accessing services in a way that better works for them.
- The Logan Together Leadership Table has representatives from diverse community leadership across Logan having a direct say in the strategies and priorities of Logan Together.
- Logan Together was selected as one of 10 place-based sites for the Department of Social Services Stronger Places, Stronger People initiative securing five years of core funding.

Innovation Fund

As part of our five-year strategy we have utilised an Innovation Fund that is deliberately flexible to support emerging opportunities, experiments, and learning.

Through our Innovation Fund we have resourced multiple initiatives to trial new approaches and test ideas. Since 2016 these funds have kick started health and creative learning programs for children and young people, initiated collective action in communities, supported advocacy through documentary film making, as well as discreet research and evaluation efforts.

“They trust in our independence and our vision of things. That’s significant. That helps people’s esteem. It’s the belief, it’s the relationship, and its independent, so it’s not from the government. That was significant in our community.”

Will Davis, CEO Beenleigh Housing and Development Company

Beenleigh Housing and Development Company Beenleigh, QLD 2019 – ongoing

Beenleigh Housing and Development Company is one of Logan’s oldest Indigenous community-controlled organisations and provides wholistic support through early years playgroups, Elders groups, education and training, food security, cultural engagement, social enterprise development and housing support.

Dusseldorp Forum came together with Beenleigh Housing in 2019 to support a fulltime CEO role for two years. This resourcing increased capacity to deliver support to the community while developing their long-held vision for creating ‘Jinndi Mibuun’, the eagle’s nest, a First Nations housing model for living cooperatively and sustainably.



Burnie Works



In My Blood It Runs documentary



Bangarra Rekindling



Sydney Story Factory



Big Picture Education



Shepherd Centre



Little J and Big Cuz TV series

“The establishment of Project Walwaay has been a significant step in police taking a lead role in breaking down barriers with young persons and giving them every chance to succeed in Dubbo. The idea behind the project was certainly influenced by my dealings with the CAPP group and realising that as a person of influence in Dubbo, I really needed to do more to assist our youth, especially those that are the most vulnerable and over-represented in the criminal justice system.”

Superintendent Peter McKenna, Orana Mid-Western Police District

Children and Prison Program, Dubbo NSW 2016-2019

The Children and Prison Program (CAPP) brought effective organisations and individuals together as a working group focused on reducing the number of young Aboriginal people coming into contact with the juvenile justice system in Dubbo, NSW.

In 2013, Vincent Fairfax Family Foundation and Dusseldorp Forum made a joint commitment to provide philanthropic support towards reducing the over-representation of Aboriginal children in the juvenile justice system in NSW. Community conversations identified those organisations that were trusted by the community in Dubbo. CAPP brought these organisations together with police, the Aboriginal Legal Service and local council.

This is the first time in Dubbo that a group has come together across sector divides to focus collectively on this cohort of young people. The funds available and the capacity support added value to existing organisations and activities and created “collaborative muscle” amongst the CAPP partners. This has had impacts across the community, influencing the policies and practices of police, legal services and the justice system.



“That moment where you start seeing kids construct a healthier world view that gives rise to greater compassion and empathy towards themselves and others; they’re the wins that keep my bucket full.”

Joh Leader, LeaderLife and member of CAPP group

Connect

highlights 2016-2021

A core part of Dusseldorp Forum's strategy is to connect diverse individuals and organisations to address complex challenges. Our understanding of collaboration and partnership, and the concept of the forum as a way of bringing people together, is integral to everything we do. We partner not just with communities, but with non-government and government organisations, creating new ways of working together to underpin community aspirations.



“I have seen firsthand the way that the Foundation brings together different partners to work collaboratively with communities – this is a great strength and extremely important work.”

Working with partners

Our partners are at the cutting edge of community-led innovation across the country.

They rarely get the opportunity to lift themselves out of the vital work on the ground to come together with other like-minded change-makers to share their achievements, learn from each other and get the support they need to accelerate their collective ambitions.

In 2017, Dusseldorp Forum began a collaborative process called the Festival of Change. It started with Dusseldorp Forum's four partner initiatives – Maranguka Justice Reinvestment, Logan Together, Our Place and Warddeken Land Management – coming together to distill what works and why, share evidence and resources and build a greater collective voice to advocate for the systemic reform required to shift long-term outcomes for children, families and communities.

Over the next three years the Festival of Change connected up nation-leading change-makers, from lighthouse communities in Sydney, Doveton, and the remote homeland community of Kabulwarnamyo in West Arnhem Land. During Covid-19 they continued to support each other and share their work with regular online gatherings.

The Festival of Change has strengthened the voice of communities advocating to government for new decision-making structures and better ways of resourcing communities. By sharing what works, other communities have been inspired to implement new approaches to education and youth justice. Recognising how personally challenging the work can be, the Festival of Change created the space for like-minded individuals to share their challenges and success and develop ongoing relationships to support each other.

While the Festival of Change was intended to connect our partners it also played a powerful role in deepening the Forum's capacity and developing a greater understanding of our partners' work.

“I use the people I've met through the Festival of Change as tempered mentors and sounding boards. They're like a council of elders that I can tap into for advice. The collective wisdom amongst these people is fantastic.”



Working with foundations

We seek out greater collaboration, not just across our partnerships and governments but with other foundations and philanthropic organisations.

By partnering with other funders, we are able to reduce the burden on community organisations and increase the time and resources they have to do their essential work.

An example of this is the Our Place Philanthropic Alliance of which we are a part. It is a significant shift in the way philanthropic organisations are working together to provide supportive, flexible and long-term support to systems change efforts.

There are now six philanthropic organisations supporting Our Place over the long term and as part of our commitment, we've worked together to create alignment through a partnership agreement.

This agreement covers a high-level intent to collaborate as strategic partners and also improves practice such as alignment of reporting to avoid duplication and minimise the burden.

The ten-year commitment from the Philanthropic Alliance has been critical and enables Our Place to take a long-term view of their work.

Working with governments

Long-term, sustainable change requires all levels of government to work together with community governance to the community's agenda.

Decision-making and responsibility is shared and blockers in the system are identified and removed. This new way of working in collaboration for systemic change is being modelled across the country.

An example of this is the *Stronger Places, Stronger People Initiative* in which we are a partner.

Stronger Places, Stronger People is a community-led, place-based initiative, stewarded by the Australian Government in partnership with state and territory governments and 10 communities across Australia, in which our partners Maranguka and Logan Together are included as demonstration sites.

The initiative is a shared commitment to a local strategy by communities, governments, service providers and philanthropists, with shared accountability for planning, decision making and results. This offers a unique opportunity over five years to partner with the government and communities, strengthening community-led efforts on the ground, while also tackling the systemic blockages that stymie progress.

The Australian Government has invested \$35 million over five years with significant investment from state and territory governments NGOs and philanthropic organisations.

“Dusseldorp Forum make other organisations, including government, raise their gaze to the system and what needs to happen to shift it. That is massive.”

APB 2021



Inspire

highlights 2016-2021

As an independent foundation we're in a unique position to amplify and strengthen voices from communities as well as the inspiring narratives and stories of strength and possibility of community-led change. We also play a role in translating the work of our partners at forums influencing policy and resource flows.

“The support and advocacy the Forum provides in this space is actively influencing dialogue and perceptions. They are leading the conversation through place-based investment.”

By having a dedicated communication function within our team we're able to increase our influence by strategically engaging government, philanthropy and community. We undertake research and storytelling to support advocacy and amplify our partners voices – sharing their work and the stage.

Place Based Resilience COVID-19

In March 2020, as the COVID-19 pandemic took hold, Dusseldorp Forum convened its partners to hear their concerns and offer support.

It became clear from our conversations that our partners' collective, community-led structures were allowing them to play a vital role during the crisis.

The relationships and principles that enable the Forum's community-led, place-based partners became a source of resilience. Local knowledge, trusted relationships and cross sector collaborations became the glue that stopped vulnerable people from falling through cracks in the system. The agency and ownership of the community ensured they could respond quickly as community needs were realised.

The report *Place Based Resilience: Community Driven Response and Recovery in a Time of COVID-19* was distributed widely to provide evidence of this effectiveness and to advocate for the adoption of place-based practices, policy changes and investment specifically aimed at federal and state government levels.

“The report provides valuable insight on how the Queensland Government can continue working together with the many communities across Queensland during the COVID-19 pandemic to protect our health and create jobs.”

Carolyn Nicholas, Chief of Staff, Minister for Communities and Minister for Disability Services and Seniors QLD



Maranguka Best Large Grant Award

The Forum received the Philanthropy Australia Award for the Best Large Grant 2019 alongside Maranguka and Vincent Fairfax Family Foundation for Maranguka's Justice Reinvestment Initiative.

The philanthropic support provided stability through multi-year funding for the core operating costs of Maranguka, and additional funding for activities driven by the community-developed strategy. Over and above the financial support, the award recognised the importance of the hands-on role of the philanthropic partners, from providing practical support to the Maranguka team in their pioneering work, advocating for the wider adoption of community-driven approaches, and connecting in funding partners and other supports.

However, the real catalyst of the philanthropic support was providing Maranguka and the Bourke community the independence, space and time to establish a new way of working to lift outcomes. In 2019, after demonstrating effective collaboration and improved community safety and educational outcomes in Bourke, both federal and state governments committed five years of core funding for Maranguka's operations.

Portrait Project

In 2018 we undertook a Portrait Project to bring community voice – sharing stories, local knowledge, expertise and experience – into our work.

We met and talked with community members from our partner communities in Bourke, Logan, Kabulwarnamyo and Doveton to better understand what their community means to them. We commissioned portraits to accompany their insights. These compelling images and stories have been used throughout the Forum's work, our events, website, newsletters and reports to recognise the importance of community aspirations and the many visions held for flourishing people and places.

“To me being a father means being there everyday for my boys, for cuddles and to show them the right path in life. I start work at 4am but I Facetime them every morning to say good morning and wish them a deadly day.”

Aaron, Logan QLD



Advocating for Place-Based Policy

We resource our partners to speak directly to government.

Over the past five years we have, together with our partners Logan Together and Maranguka, attended a series of briefings in Canberra and presentations to front line workers and to Executive leadership that spanned departments. This has informed place-based policy and changes in government practice and continues to influence change through the Department of Social Services *Stronger Places, Stronger People* initiative.

“The Forum is thinking deeply about systems change in a unique way. The thinking and language that the Forum is introducing to communities, the philanthropic sector, and government partners is invaluable.”

Create

highlights 2016-2021

We've created an inspiring work environment with expert and dependable support to implement our strategic plan. We've resourced our internal team and the organisation, focusing on culture, values, skills, diversity, learning, capacity, process and policies. We've built a network of expert advisors to support our work and have undertaken measures to ensure strong governance structures, transparency and accountability.



“Dusseldorp Forum are innovative, engaged approachable, understanding, thoughtful dedicated, heart on the sleeve kind of people, this spills over and makes working with them a joy.”

Our Governance

Dusseldorp Forum's small, dedicated Sydney office team are supported by an engaged Board as well as a wide group of 'critical friends' and expert consultants.

In 2018, we farewelled Board Members Geoff McWilliam and Evan Kaldor whose time and wisdom over the years have been vital to the success of our work.

In 2019, we welcomed James Hooke and Charlee-Sue Frail as new Board Members. Their skills and perspectives are a valuable resource to our organisation.

In 2020, we welcomed actress Marta Dusseldorp and specialist surgeon Dr Joe Dusseldorp as new Board Members bringing their expertise and deepening family representation on the Board.



Pictured (left to right) – Charlee-Sue Frail, Tjerk Dusseldorp (Chair) Dr Joe Dusseldorp, Tom Dusseldorp, Margot Beach, Donna Doyle, Rachel Fyfe, Teya Dusseldorp, Lindie Clark, (Deputy Chair), Jessica Wilson and Marta Dusseldorp. James Hooke not pictured.

First Nations Commitment

Over the past five years we have committed to deepen our own understanding of First Nations history, culture, knowledge systems and governance principles.

- The Forum has undertaken BlackCard Training, co-founded by Dr Mary Graham and Dr Lilla Watson, for our Team, Board, Partners and other philanthropic foundations.
- The Board proudly endorsed the Uluru Statement from the Heart and its calls for constitutional change and structural reform.
- Dusseldorp Forum joined seventy foundations in a public statement of support for the Uluru Statement and affirmed our commitment to self-determination for Aboriginal and Torres Strait Islander peoples.

Australian Philanthropic Benchmark

Recognising the need to continuously improve as an organisation we came together with a group of like-minded foundations in 2013 to establish the Australian Philanthropic Benchmark (APB.)

Every two years we undertake an independent, anonymous survey of our partners alongside other foundations. This has delivered both, specific feedback on our own work and provided a benchmark for good practice across the sector.

We use this feedback to:

- Better understand what our partners value
- Improve our strategy, operations and behaviours
- Report to the Board on how our goals are tracking

From the APB we develop a targeted improvement plan that responds to our partner's feedback. Their guidance shapes both our operations and strategic direction.

“The Forum could be more of a leader in broader policy or advocacy to government about the work that they do, their focus and what their learnings are.”

APB 2019

“There's so much great work to talk about, but I don't see enough of it being shared. You should be more ambitious about growing and sharing the magic.”

APB 2021



Financial Overview

Dusseldorp Forum is a family foundation that funds its own work thanks to the generous investment of the shareholders of Lendlease on the retirement of Dick Dusseldorp as Chairman in 1988. The Forum's Finance Committee is responsible for the careful management of the corpus currently valued at \$63million with an average annual budget of \$2million per annum.

Dusseldorp Forum's full audited accounts can be found at the ACNC www.acnc.gov.au



Dusseldorp Forum

Gadigal Country
Suite 504, Level 5
282-290 Oxford Street
Bondi Junction
NSW 2022
Australia

dusseldorp.org.au

