



**Ian & Shirley Norman**  
FOUNDATION



*Annual Report*  
*2021/22*



Ian & Shirley Norman  
FOUNDATION

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*The Ian and Shirley Norman Foundation acknowledges the traditional owners and custodians of country throughout Australia and acknowledges their continuing connection to land, waters and community. We pay our respects to the people, the cultures and the elders past, present and emerging.*



# Founder and Chair Report

| Funded Partners | Grant Recipients | Total Funds Paid |
|-----------------|------------------|------------------|
| 9               | 5                | \$1,661,566      |

What a year it has been. It seems unbelievable that it was around one year ago that Ian and Shirley Norman Foundation CEO, Coralie Nichols, and I sat in my office wondering exactly how to go about developing and building the Ian and Shirley Norman Foundation.

Within a few short months we had established ourselves well and truly, having worked out our values and priorities as well as establishing best practice policies and strategies. We also worked closely with the creatives from IEZZI Design to develop our brand. By September 2021, we had established our Board and were registered with the ATO and the ACNC as a Private Ancillary Fund.

We then put our minds to exploring some unique, innovative, life changing projects to fund. Along the way we have met some truly amazing people who are dedicating their lives to changing others' lives for the better. There are many people who have been extremely generous by sharing with us their time, expertise and knowledge, which has helped us tremendously with our thinking about what philanthropy can and should look like in Australia.

Finally we have a home. While it is still a work in progress, we have secured a building in the heart of Newcastle as a corporate HQ for the Foundation and as a home for the next 10 years for Soul Cafe. This building will house a number of our other funded partners as well as leasing space to some commercial tenants, who will still work in association with our other funded tenants.

The building will provide corporate space at no or low cost to not-for-profit organisations and we have plans to house social enterprises and provide low-cost accommodation down the line. We joke that this building is the modern day TARDIS.

Over the past year, the one recurring theme we have come to understand is that all roads lead to housing provision. Better mental health outcomes, employment opportunities, feeling safe and social connectedness. It all starts with having a roof over your head.

# Founder and Chair Report continued

We have decided that the time is right for us to add to our “giving” charity, a “doing” charity, that will focus on supporting vulnerable people with housing, education, job readiness training and employment.

I have many people to thank, none more than my sister, Karen Norman, who has generously pledged \$20 million to the Foundation over the next 5 years. This donation made it possible for us to start funding organisations from the get-go and also gives our corpus a real kick-start.

My whole hearted thanks also goes out to our Board, which is willing to take risks, not on the organisations that we fund, but on the programs that these organisations want to take on. We are keen on innovation and going where other funders may fear to tread. We start the conversation with our potential fundees by asking them what their moonshot is.

We believe our fundees know what their success looks like better than we do. Our KPIs, therefore, are their KPIs. We do not believe that they should change their programs to fit into our funding, but that our funding model should be fit for their purpose. This makes for a few anxious moments for our Board. I appreciate the trust they have put into this different way of thinking and their willingness to try novel approaches.

Lastly, I want to thank the incredible staff of the Ian and Shirley Norman Foundation. Jemma Hore who is Executive Assistant, Project Officer, bookkeeper, social media coordinator and soon to be building coordinator and is doing an incredible job with everything we throw at her. CEO, Coralie Nichols, never ceases to amaze me with her competence, capability, intelligence, empathy and ability to command whatever room she walks into. It is an absolute pleasure to work with her, learn from her, to stretch and to be stretched by her. I will be forever grateful that Coralie took the risk of coming to work with and, in fact, largely develop the Ian and Shirley Norman Foundation. The Foundation owes its success and very existence to her and her fantastic work.



## ISNF Board Strategy Workshop 9 February 2022

Pictured (L-R): Alfie McMahon (Director), Willow Norman (Director), Jess Norman (Director), Tracy Norman (Founder & Chair), Jemma Hore (Executive Assistant & Project Officer), Cherie Johnson (Director), Bernadette Skuse (Director), Stephen Wills (Director) and Coralie Nichols (Chief Executive Officer)



The Foundation pays homage to the late Ian and Shirley Norman, who worked tirelessly to successfully establish the retail business of Norman Ross followed by Harvey Norman.

The family is very proud of their parents' work and charitable giving and now, with the generous support of the three Norman children, Karen, Tracy, and Glen, the Foundation has been set up to continue their parents' substantial philanthropic efforts.

The Ian and Shirley Norman Foundation structures its philanthropic work around 4 key pillars:

**Pillar 1 - Being Ecologically Sound**

**Pillar 2 - Protecting People from Harm**

**Pillar 3 - Walking Together with Traditional Custodians**

**Pillar 4 - Empowering Communities**

# Our Values

The following values are important to the Board and staff of the Ian & Shirley Norman Foundation:



## *FAMILY*

All families are unique and constructed differently – to belong to one is that sense of coming home and being with your people.



## *INTEGRITY*

In all our dealings we will listen, and we will be honest, principled and kind.



## *INNOVATION AND TAKING RISKS*

We understand that creating real change can require doing things differently – we are happy to walk out of step.



## *COMMUNITY CAPACITY BUILDING*

We want to work alongside communities in a way that is positive, empowering and grows active citizenship

# Our Logo

Reminiscent of Ian & Shirley Norman's era – monograms were often used on luggage for travellers. The Foundation's logo was created by IEZZI Design as a reference to Shirley's English background and to highlight the importance of family. The ampersand celebrates people coming together, partnerships and collaborations.



**Ian & Shirley Norman**  
FOUNDATION

# Our Social Media Hashtags

#ISNF #IanAndShirleyNormanFoundation #WeDontJustDonate  
#MakingGoodTrouble #BeingEcologicallySound  
#ProtectingPeoplefromHarm  
#WalkingTogetherWithTraditionalCustodians  
#EmpoweringCommunities

# The Ian & Shirley Norman Foundation Board



*Tracy Norman*  
Founder & Chair



*Cherie Johnson*  
Director



*Alfie McMahan*  
Director



*Jess Norman*  
Director



*Willow Norman*  
Director



*Bernadette Skuse*  
Director



*Stephen Wills*  
Director  
(Independent &  
Responsible Person)

## Staff



*Coralie Nichols*  
Chief Executive Officer



*Jemma Hore*  
Executive Assistant  
and Project Officer





Over the course of the 2021/22 financial year, the Ian and Shirley Norman Foundation partnered with 16 not-for-profit groups in New South Wales, the ACT, Queensland, Victoria and Western Australia and donated over \$1.6M.

Our funded partners are highlighted in the following pages. Each partner fits into one or more of the Foundation's pillars and strongly aligns with our values.

# FROM THE HEART



From the Heart, launched in 2020, is a campaign for an Aboriginal and Torres Strait Islander Voice to Parliament guaranteed by the Australian Constitution. The From the Heart campaign is conducted under the auspices of the Cape York Institute. The campaign, which has its own independent advisors, is directed by Mr. Dean Parkin who is from the Quandamooka peoples of Minjerribah (North Stradbroke Island) in Queensland.

The core role of a campaign is to raise the Australian people's awareness and understanding about the Voice to achieve a successful referendum in this term of the Federal Parliament.

From the Heart regularly engages with the Government and Opposition at a ministerial level, as well as leaders in business, media, sport, the arts and the non-for-profit sectors.

From the Heart has two strategic goals:

1. A referendum held in this term of Parliament to vote on an Aboriginal and Torres Strait Islander Voice to Parliament enshrined in the Constitution; and
1. A successful 'Yes' vote that achieves a double majority (four out of six states achieving more than 50% 'Yes' votes and more than 50% of the total vote).

**In October 2021 the ISNF Board resolved to fund the From the Heart campaign for three (3) years commencing in 2022.**



# CENTRE FOR SOCIAL IMPACT

The Centre for Social Impact (CSI) is a national research and education centre dedicated to catalysing social change for a better world. CSI is built on a collaboration of four leading Australian universities: The University of NSW Sydney, Swinburne University of Technology, The University of Western Australia and Flinders University.

The Centre for Social Impact has undertaken hundreds of research projects with government, business and not-for-profit partners, and provides the nation's most comprehensive postgraduate programs in social impact.

Amplify Social Impact is a ground-breaking initiative designed to improve the wellbeing of Australia's communities, families, and individuals. It does this by measuring, understanding, and influencing the social impact of efforts in areas such as housing, education, work, social inclusion, and financial wellbeing.

Through innovative tools and insights (collated, distilled, tested and validated by CSI over the last two years), organisations, business, and governments can identify pressure points and work together to find solutions to address Australia's complex social problems and improve and transform lives. Amplify seeks to support people working for social change to have access to the knowledge and resources required to be data-driven and outcomes-focused so they can improve people's lives and create a stronger, better society. This is all provided via a technological platform known as Amplify On-line.

**In October 2021, the ISNF Board resolved to fund the Centre for Social Impact by way of a one-off grant to support the development of Yardstick and to support, in principle, an ongoing working partnership with the Centre for Social Impact and the Ian and Shirley Norman Foundation as Amplify scales and the benefits and outcomes are realised.**



Family Inclusion Strategies in the Hunter (FISH) is a registered charity that began in 2014 when a group of people in Newcastle who work with families realised that many children in out-of-home care do not have the opportunity to have good relationships with their families.

In 2020, FISH embarked on a service expansion. Their core services include individual and group support, advocacy, community engagement, community education, and sector research and submissions.

Importantly, most of the Peer Support Workers at FISH are parents with lived experience of the removal of their children. Peer Support Workers aim to support, educate, and empower parents whose children have been removed and placed in care. They support the parent to stay connected with their child so that the parent/child bond is not lost and the potential to be reunited as a family where appropriate can occur.

***In October 2021, the Ian and Shirley Norman Foundation resolved to provide financial support to FISH for three (3) years commencing in 2022 to fund one (1) full time Support Worker and one (1) part time Service Manager***

***The ISNF Board also gave in principle support, pending the purchase of a building for the Foundation, to provide FISH with office space and the shared use of corporate facilities to conduct morning teas and workshops.***

# BIRABAN LALC



The Biraban Local Aboriginal Land Council (LALC), based in West Lake Macquarie area, seeks to build, strengthen and maintain local, regional and international partnerships with government and non-government organisations to contribute to a positive and sustainable future for the local Aboriginal community through employment, tourism, Aboriginal culture and heritage conservation, education, training, workshops and tours, environmental conservation, community events and economic developments.

The ISNF supported the Biraban LALC to purchase a woodchipper, which was delivered on site in March 2022, to facilitate the following:

- The ability to self-fund native title legal processes (previously Biraban LALC needed to generate \$60,000 to \$120,000 per annum for legal work);
- The ability for the Land Management Team to produce a sustainable recurring income for the LALC (predicted that the purchase of equipment owned by the Biraban LALC will generate \$80,000 to \$120,000 in additional income per annum); and
- Enable a 4-person workforce to transition from casual employment to part-time and ultimately fulltime.

***In October 2021, the Ian and Shirley Norman Foundation Board resolved to fund the Biraban Local Aboriginal Land Council by way of a one-off grant to support the purchase of a woodchipper.***

# SOUL CAFE



The Soul Café was established in August 2003 to serve hot meals free of charge to disadvantaged people in the Newcastle region. Today Soul Café provides hundreds of free sit-down and take away meals each week.

Many of Soul Café's guests are dealing with issues of homelessness, drug or alcohol addiction, crime or violence, poverty, separation, mental health or illness concerns, and accommodation needs.

Soul Café's desire is to do more than just serve a meal. The ultimate mission of Soul Café is to see vulnerable café guests placed on a path towards increased safety, health, and purpose. They aim to lift a group of people that are less fortunate to a greater level of lifestyle in the community through a comprehensive approach that assists them to work through their individual issues and to re-engage back into society.

In the 2019 Annual Report Soul Café the Chair highlighted the need for the Café to secure a new home. The premises used by the Café (2nd Floor, Corner Hunter & Watt Streets Newcastle) are owned by Westpac and are donated to the Café by way of an in-kind donation equivalent to \$250,000. The building is not currently meeting the needs of the Soul Café in terms of space, the areas in use are not always fit for purpose and tenure into the future is uncertain.

***In October 2021, the Ian and Shirley Norman Board resolved to fund the rent required by Soul Café to enable them to operate their food, laundry and support services. In 2023 Soul Cafe will move their service to 437 Hunter Street, Newcastle.***

# WALHALLOW LALC



Walhallow (34 kilometres west of Quirindi) is the site of a former Aboriginal Reserve which was known as “Caroona” Mission. The community now consists of 42 houses under management by the Walhallow Local Aboriginal Land Council. There is a community hall, small primary school, church and a primary health clinic located in the community. Walhallow Public School is one of only five schools in New South Wales with an all-Aboriginal enrolment.

Regional NSW has more than 70,000 households that are not serviced by water utilities and instead rely on tanks, bores, and bottled water. In remote communities like Walhallow, the realities of drought are compounded by the challenges of accessible power and supply infrastructure. The resulting impacts on quality and availability of drinking water. The Walhallow Local Aboriginal Land Council is embarking on a project to provide an advanced technology using only sunlight and air to produce clean, renewable drinking water for Walhallow village utilizing SOURCE® Global’s entirely off-grid solution. It will provide residents a safe water solution, as well as providing long term local employment.

***At the October 2021 Board meeting, the Board agreed to support, in principle, the Ian and Shirley Norman Foundation matching dollar for dollar any financial assistance provided by a funding partner for Walhallow Local Aboriginal Land Council Hydropanel Project.***

## SOUTHS CARES



Souths Cares is a not-for-profit, public benevolent institution closely affiliated with the South Sydney Rabbitohs Football Club. It was established in 2006 to expand upon the South Sydney Rabbitohs long and proud history of supporting the local community, with a particular focus on Aboriginal people and communities.

Souths Cares' charter is to 'support disadvantaged and marginalised youth and their families through the delivery of capacity building programs addressing education, training, health and employment needs'. Originally established to work within the South Sydney catchment area, the Souths Cares charity has expanded to now include twelve fulltime staff members. Souths Cares has three pillars of community programs: Education, Employment and Health/Wellbeing Programs.

In 2017 Souths Cares designed education programs for young people from K-12 around the NSW Government Health and Physical Education Curriculum, which aims to provide ongoing, developmentally appropriate and explicit learning about health and movement.

Programs are offered at no cost to schools and offer a 30-40 minute interactive lesson for school students. Each workshop will see students receive a visit and lesson from a Souths Cares staff and Ambassadors (drawing on current and past NRL players) focusing on critical health topics related to the Health and Physical Education Curriculum.

***In December 2021, the ISNF Board resolved to fund the Souths Cares Wellbeing Program for three (3) years commencing in 2022***



# NRL COWBOYS HOUSE



Managed by the Cowboys Community Foundation, NRL Cowboys House is the Foundation's flagship program. It is a joint initiative between the National Rugby League, North Queensland Cowboys, the Queensland Government and the Australian Government. It provides supported accommodation for young Aboriginal and Torres Strait Islander students from some of North Queensland's most remote and educationally disadvantaged communities, enabling them to access quality secondary education opportunities in Townsville.

NRL Cowboys House removes distance as a barrier to accessing education and provides the stability and support students need to be able to fulfil their potential while building long-lasting friendships and life skills along the way.

The 50 bed Boys Campus officially opened in 2017 and the 50 bed Girls Campus opened in 2019. The facility reached its capacity with 104 students in the 2020 school year. Both campuses are purpose-designed and culturally respectful environments providing life-changing opportunities for some of the most disadvantaged students in the country.

With the increasing number of graduating Year 12 students, it has become evident that the transitions support resourcing needs to expand to incorporate a Year 13. Many of these graduates still need to live away from home to access their employment, further training or university commitments and still need a level of support to minimize the risk of disengagement. This is a critical year of transition to independence and self-determination.

***In December 2021, the ISNF Board resolved to fund the NRL Cowboys House "Year 13 Tertiary Pathways Program" for five (5) years commencing in 2022.***

# THE FOOTPATH LIBRARY



Founded in 2003 by Sarah Garnett, the Footpath Library's vision "encourages the benefits of reading and connection by giving quality books to people experiencing homelessness". Over the years, the Footpath Library has given away more than 60,000 books to people experiencing homelessness.

The Footpath Library, supported by numerous book publishers, distributes quality books to people experiencing homelessness, through mobile services in Sydney, Perth and Melbourne. The Footpath Library is the only free mobile library for people experiencing homelessness in Australia. They have had aspirations to open a regional service, and have previously considered Newcastle as a location, however haven't had sufficient resources to achieve this outcome.

With the support of the Ian and Shirley Norman Foundation, the Footpath Library is very keen to build the capacity of their grass roots organisation and in time, set up a regional location in Newcastle. This would be the Footpath Library's first regional location, a strategic priority of the Footpath Library that has been prevented to date due to limited finances. It is envisioned that they will collaborate with the Soul Café on site and establish their operating base in the Foundation headquarters building in the Newcastle CBD. Any Soul Café volunteers who chose to also volunteer with the Footpath Library would need to register as a volunteer for the Footpath Library.

***In February 2022, the ISNF Board resolved to fund The Footpath Library for two (2) years commencing in 2022 and also gave in-principle support to the ISN Foundation to fund the establishment of The Footpath Library service at 437 Hunter Street Newcastle.***

# LIVIN WELL



Co-founded by Mr. Casey Lyons and Mr. Sam Webb, LIVIN is a non-profit mental health organisation founded in 2013 in memory of Mr. Dwayne Lally who sadly took his own life after living in silence with a mental illness.

LIVIN's vision is "Breaking the stigma of mental health; Improving people's mental health through early intervention and prevention initiatives."

LIVINWell educational programs delivered in high schools and workplaces are focused on increasing mental health awareness. Programs in schools are delivered free of charge. The 45-minute workshops are delivered by highly authentic, inspiring, relatable and certified facilitators all around Australia. LIVINWell promotes discussions around mental health through its mantra "It Ain't Weak To Speak".

The LIVINWell Team are now wanting, to follow up their LIVINWell program with a series of 2-3 minute animated videos that reinforce key learnings. Animation is considered an appropriate medium as it can bring clarity to ideas that are hard to put into words and it is easier for the brain to process information present as an image rather than words or numbers.

***In February 2022, the ISNF Board resolved to fund LIVIN by way of a one-off grant to produce six 2-3 minute animated videos to support the LIVINWell Program in schools***

# NEWARA



Newara Aboriginal Corporation (also known as the Anaiwan Language Revival Program) is a non-profit Aboriginal community organisation based in Armidale NSW committed to the reclamation and revival of Anaiwan language, culture, and history through research and education.

Nearly all of Anaiwan country is now 'private land' to which Anaiwan people don't have access, and so much of it has been devastated by almost two centuries of destructive farming and mining. On 'public land' like National Parks and Nature Reserves, legislation tells the Anaiwan people what they can and can't do. And patches of country acquired under Land Rights or Native Title legislation are also subject to restrictive legal frameworks. So, the Anaiwan people decided to purchase a bush block which they will own outright, enabling them to be fully self-determining and take care of their country in the Anaiwan way.

With the help of 2,287 individual supporters, the Newara Aboriginal Corporation raised more than \$330,000 to buy back land on precious high county Anaiwan homelands. More than 1,000 donations were made on January 26th alone. In February 2022 the Newara Aboriginal Corporation purchased a bush block located at 328 Fleetwood Road, Guyra NSW in the Armidale Local Government Area.

***In March 2022, the ISNF Board resolved to fund the Newara Aboriginal Corporation to assist with the costs of preparing technical reports and a development application for the Local Land Services and Armidale Regional Council with respect to the development of 328 Fleetwood Road, Guyra NSW for Anaiwan cultural activities. The Board also approved the use of any residual funds to assist with capital costs (vehicle access point, unmade car parking area, 4-wheel drive track, shed and toilets) on the site.***

# ENVIRONMENTAL GRANTS

In February 2022, the ISN Foundation Board called for Expressions of Interest (EOI) from eligible organisations for an Environmental Grants Program (EGP). The grant amounts were agreed to be between \$5,000 and \$50,000 per project and multi-year (up to three years) if required. EOIs were open for six (6) weeks and closed on the 31 March 2022. Twenty-five (25) applications were received and of those applications twenty (20) were eligible for consideration within the EGP Guidelines.

**At the May and June 2022 Board meetings, the ISN Foundation Board awarded grants to the following recipients:**



Roundabout Canberra  
3 year funding



Connecting Country  
3 year funding



FOOD LADDER

Food Ladder  
3 year funding



The Bower Re-use and  
Repair Centre Co-operative  
One-off grant



Cyril Jackson  
Senior Campus  
One-off grant



**What's  
Next?**



We encourage and support organisations that are capable of responding to social and ecological opportunities and challenges.



**In the 2022/2023 financial year the Ian and Shirley Norman Foundation will focus on achieving the following high-level outcomes:**

- **Continuing to "scale deep" and support our funded partners;**
- **Establish 437 Hunter Street, Newcastle as the Foundation's Corporate Head Quarters;**
- **Support Soul Cafe to move into Level 1 of 437 Hunter Street, Newcastle which will become their new home for the next 10 years. This move will include the installation of a new kitchen;**
- **Support the Footpath Library to set up a regional service in Newcastle based at 437 Hunter Street, Newcastle;**
- **Set up a corporate space (Conference and Meeting/Training Rooms) at 437 Hunter Street that can be accessed by our funded partners and other not-for-profits at no or low cost;**
- **Leasing space at 437 Hunter Street to a range of tenants, who will work in association with our other funded tenants (FISH and Soul Cafe);**
- **Expand the ISNF to establish a "doing" charity, that will focus on supporting vulnerable people with housing, education, job readiness training and employment; and**
- **Commence planning to expand the ISNF offer to include social enterprises.**



Thank  
you!

For all that has been achieved by the Ian and Shirley Norman Foundation in this remarkable first year we want to acknowledge and thank the following people for playing a part:

- Karen and Tracy Norman as our donors.
- The Board of the Ian and Shirley Norman Foundation - Tracy, Bernadette, Willow, Jess, Alfie, Stephen, and Cherie.
- The staff of the Ian and Shirley Norman Foundation - Coralie and Jemma.
- The many Foundations across Australia that have shared their experiences with us - The Myer Foundation, The BHP Foundation, The Ian Potter Foundation, The Hand Heart Pocket Foundation, The John Villiers Trust and The Kimberley Foundation.
- Wayne Wallis, Tim Crossdale & Vanessa Hitchcock - Port Stephens Council.
- Rebecca Scott, Kate Barelle & Elise Bennetts - STREAT
- Angharad Lubbock & Luke White - White Box Enterprises.
- Lyndall Soper & Alex Hains - The National Mental Health Commission.
- Anne Hodgkinson - Croydon Legal.
- Marg Gosper - Gosper Rawlings Accountants.
- Jon Cheung - Prolegis Lawyers.
- Michelle & Anthony Iezzi - IEZZI Design.
- Stuart Campbell - CKDS Design.
- Rory Gregg - Spencer Maurice.
- Barbara Ann Payne & Sharon Robinson - Westwood Dungog.
- Matt Kearny - Commercial Collective.
- Nida Khoury - Godfrey Remuneration Group.

And FINALLY, but MOST IMPORTANTLY - our wonderful funded partners who have let us into their amazing worlds and taught us so much!!!





# Ian & Shirley Norman FOUNDATION

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