



**Fay Fuller
Foundation**



**Reconciliation
Action Plan** November 2023
– October 2025



Acknowledgement of Country

We respect Aboriginal and Torres Strait Islander peoples as the Traditional Owners of the lands and waterways on which we work and live across Australia, and pay our respects to Elders of the past, present and into the future.

We acknowledge that they have cared for these lands for millennia and commit to remembering that the ground beneath our feet is infused with wisdom, stories, and songs that reach beyond our knowing.

We are committed to collaboration that furthers self-determination. As we go forward, we will continue to listen, learn, and be allies for a healing future.

Our Artwork



Artwork by Iteka Ukarla Sanderson-Bromley
(Adnyamathanha, Narungga, Yarluandi)

The large central circle represents the Fay Fuller Foundation. Either side of the circle is Fay Fuller's past and future journey, illustrating the foundation's growth and development.

The small circles beneath the central circle represents Fay Fuller's general principles as well as their commitment to First Nation principles.

The circles above the central circle represent the areas of work that Fay Fuller engages in, including mental health and wellbeing, First Nations-led health funding, and practice and collaboration. These areas serve as their pillars and guide their work.

The colour scheme combines colours to represent passion, warmth, confidence, calmness, growth, and harmony, and aligns with Fay Fuller's values and goals.

The background is textured and layered which represents the depth of Fay Fuller and their dynamic work. It suggests that there is more to discover beyond the surface level, emphasising the Foundation's commitment to explore, learn, and make an impact.



Iteka Ukarla Sanderson-Bromley is 22 years old and lives on Kaurna Country in Adelaide, South Australia. Her language groups are Adnyamathanha (Flinders Ranges), Narungga (Yorke Peninsula) and Yarluandi (Simpson Desert). Iteka's 'Yura mityi' (Aboriginal/birth order name) is Warrikanha meaning "2nd born".

Iteka has grown up making regular trips home to 'country'. She loves sharing her culture and does this through her art and dance, as well as by guiding cultural tours in Adelaide as part of her family's business.

Iteka's art is a reflection of her culture and the stories passed down from her ancestors. Primarily focused on Adnyamathanha Country in the Flinders Ranges, she also draws inspiration from Narungga Country on the Yorke Peninsula and Yarluandi Country in the Simpson Desert. Her artwork combines traditional and contemporary themes.

Iteka has been involved in many art exhibitions in Adelaide and the Flinders Ranges featuring primarily acrylic paintings, ceramics, and hand painted silks. Iteka has won the Royal South Australian Arts Society (RSASA) Mixed Media Award for her artworks 2 years in a row in 2020 & 2022 (held biennially). Iteka has completed Bachelor of Arts with majors in Anthropology and Sociology at Adelaide University.



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Foundation Statement

Over the past several years we have been on an internal change journey. This has seen us listening to learn, growing, in terms of our giving, our team, and our impact, defining our purpose, and most importantly, building relationships to collaborate in creating change. We see reconciliation as fundamental to this journey and the future wellbeing of our communities.

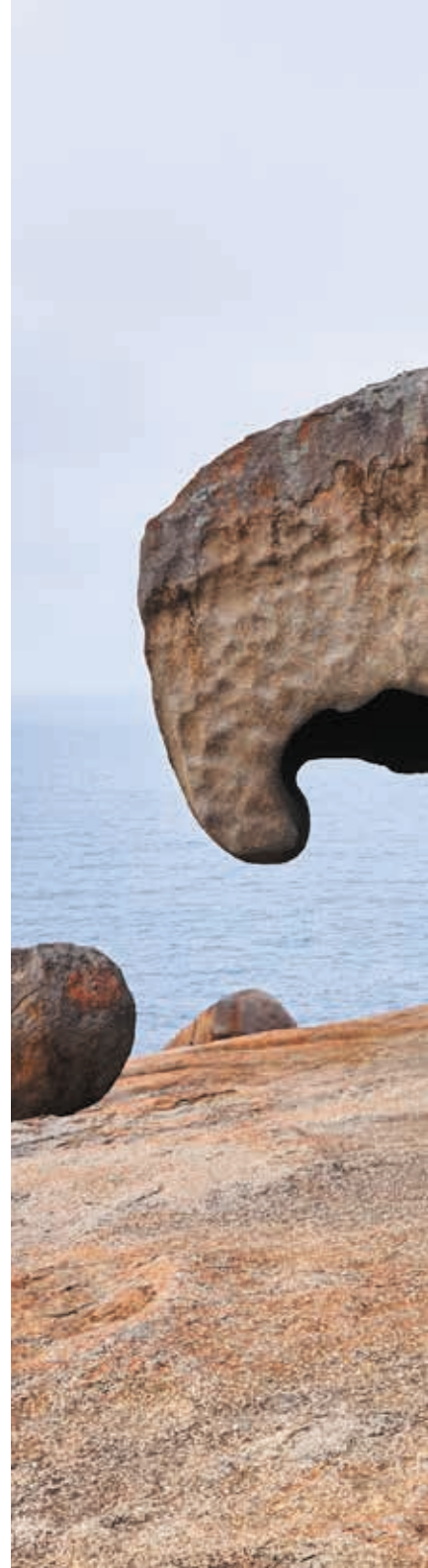
The Fay Fuller Foundation was established in 2003. Our vision is a South Australia where communities work together to build inclusive and equitable healthy futures. In pursuit of this vision the Foundation is committed to learning about the past and embracing action for reconciliation.

The starting point in our reconciliation journey is to foster meaningful relationships with First Nations communities that honour truth telling, acknowledge our history and declare our intentions for a shared vision for the future. While we are only at the beginning of our journey to understand how the wealth behind the Foundation was generated, we know it is one rooted in colonisation. The familial and associated wealth journey that underwrites the Foundation started on the lands of the Eora and Tommeginne people in what we now call Sydney and Northern Tasmania in 1810, before crossing many First Nations Lands to rest on those of the Kurna people in South Australia.

The truth is that we would not exist without historic access to profit from unceded Aboriginal lands and waterways across this place now called Australia. Being open about this truth provides a foundation from which we can meaningfully pursue reconciliation now and into the future. It compels and focuses us to act, to challenge inequitable systems, to centre First Nations knowledge and ways of being, and to be an open and visible leader in our sector when it comes to reconciliation action.

We can already see that the path towards reconciliation isn't linear. We know that along this journey there will be missteps and that we will make mistakes, but we are committed to building mutual relationships, developing trust built on action not just promises, and listening to First Nations organisations and community members to understand what role they want us to play.

Our Reconciliation Action Plan is just one step on an ongoing path to reconciliation being part of who the Foundation is, and not just what it does.





Message from Reconciliation Australia CEO



Reconciliation Australia commends Fay Fuller Foundation on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Fay Fuller Foundation to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Fay Fuller Foundation will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process as well.

With close to three million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Fay Fuller Foundation is part of a strong network of more than 2,500 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Fay Fuller Foundation's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Fay Fuller Foundation on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia





Our vision for reconciliation

Our vision for reconciliation is a nation where First Nations peoples have full control over decisions that affect their communities and where Aboriginal and Torres Strait Islander people have equitable opportunities to enjoy what they determine to be a full and good life.

This is a vision for a nation of deep, two-way relationships, and understanding, respect, and celebration of First Nations cultures and ways of being.

We strive to create a future where every structure and system that can prioritise self-determination is reshaped to do so. By challenging existing health and wellbeing systems, we aim to contribute to rebuilding them in a way that empowers individuals to choose and access appropriate support. Our vision embraces cultural safety and a holistic approach to social and emotional wellbeing.

Our vision for reconciliation as a funder is grounded in what is being asked of us, and our sector, by First Nations partners and community, to reconcile with our past for the opportunity of a different future. To work towards reconciliation, we must face and reconcile the truth of our past and origins, and act on this knowledge personally and professionally to contribute to challenging and transforming the systems, structures, and mindsets that hold inequity in place. We are committed to sharing our journey and learnings, and to open conversations to bring others along.

Our vision is embodied in our approach to listening to, learning from, and partnering with community and a commitment to readiness to translate the truths we hear into meaningful action.

Our core business, philanthropy

Philanthropy comes in many forms - from public foundations that fundraise, to trusts and family foundations, and run in size from individuals donating around the dining table to fully staffed organisations. Many philanthropic organisations have a corpus; a central concentration of wealth held in trust, often left by a founder, or grown over time via some other means (e.g., fundraising efforts), which is invested in the market. The proceeds of these investments are converted into grants or donations that go to support the community via the not-for-profit or charitable sector. In Australia around 2.5 billion dollars is allocated through 'structured giving' such as granting on an annual basis.

The Fay Fuller Foundation is a private ancillary fund that was established in 2003 and grown over time by our founder - Margaret Fay Fuller. The Foundation grants between 3-3.5 million dollars annually through its three focus areas, Mental Health and Wellbeing, Practice and Collaboration, and First Nations-led Health Funding.

At the Fay Fuller Foundation, we believe that communities are the experts in their own lives and it's our role to build structures and spaces that enable community to inform and lead our granting. In our granting we preference local and grassroots groups, and organisations that hold relationships with their community and work deeply with them to create approaches that are fit for purpose, contextualised, and built on existing strengths and assets.

Our current strategy is focussed on preventative mental health and enabling the conditions for wellbeing for all South Australians.

Team, workspace, and reach

As of 2023 the Foundation employs an operational team of five and is governed by a Board of four Directors. Our offices are located on Kurna Yerta, and as a South Australian based foundation, the majority of our work is focussed within the state.

Our work spans from the lands of Aboriginal Peoples of the Far West Coast, the Gugada/ Kokatha, the Mirning and the Wirangu people and the Nauo and Barngarla Peoples.

North to Arabana, Antakarinja, Anangu, Pitjantjara and Yankunytjatjara Lands.

Sweeping South to Kangaroo Island, a place of spiritual significance to the Kurna, Ngarrindjeri, and Ramindjeri Nations.

Then eastwards, across to the lands of the Peoples of the River Murray and Mallee Region: the Ngawait, Peramangk, Ngarrindjeri, and Nganguruku people, Erawirung people, Ngaralte people, Ngarkat people, Ngaiawang people and Ngintait people.

Aboriginal and Torres Strait Islander team members

The Foundation's operational team includes one First Nations team member, and our Board includes one First Nations Director. We also engage in two-way learning with our strategic partner Yadu Health and with the First Nations Philanthropic Funding Working Group (FNPFWG).

As members of the team and external partners, these individuals all bring invaluable perspectives and have vouched for the Foundation in ways that have enabled us to build relationships we could never have built alone. We recognise that playing this role and walking between two worlds holds additional weight and responsibility, and we are grateful to our team for being in it with us and for showing grace and generosity as we continue to learn.





Organisation's sphere of influence

The Foundation is committed to incorporating the intentions and learning from our journey towards reconciliation throughout all our spheres of influence and making long term shifts to our ways of working to support this. The below represents our long term goals that we will start to contribute to through the actions in this RAP as well as through actions outside of the RAP.

Philanthropic Sector

Looking to influence:

- Greater First Nations representation within the philanthropic sector at all levels through demystifying, opening, and building pathways.
- Better philanthropic practice that honours and centres First Nations' voices and self-determination.
- Increased visibility and accessibility of the sector and its resources for First Nations communities.
- Increased transparency around how philanthropy supports First Nations backed social change.

By:

- Sharing our learnings and talking openly about our work.
- Funding pathways that create space for First Nations communities to participate in and lead the sector.
- Calling out inconsistency between intent and action in supporting First Nations' self-determination and amplifying First Nations' voices as change agents.

Mental Health Sector

Looking to influence:

- Culturally safe and community informed approaches that support the social and emotional wellbeing of First Nations communities.
- A shift from service delivery to true prevention - where community is resourced to support one another in ways the community has identified.
- A shift away from deficit language to strengths-based narratives where community assets are highlighted as pathways to improved social and emotional wellbeing.

By:

- Ensuring First Nations' voices are leading conversations when First Nations social and emotional wellbeing is being discussed.
- Supporting the creation of pathways that support First Nations' self-determination in the mental health sector.
- Challenging deficit narratives, the use of non-contextualized data and centring First Nations' perspectives on what it means to be well in conversations.



Government and Funders

Looking to influence:

- Funding practices to be more relational, trust based, and flexible to enable First Nations communities to determine and define opportunities, emergent needs, and responses.
- Impact measurement that is informed by or in partnership with community voice and where possible First Nations organisations so that outcomes, measures, practices, and data are self-determined and owned.
- Community voice and leadership setting the terms of engagement.

By:

- Leading by example by leveraging our funding and brokering partnerships that embody self-determination, community owned and led, and collaborative practice.
- Sharing our networks to open conversations and opportunities as requested and play a supporting role as invited by First Nations partners.
- Pursuing opportunities to support pathways and awareness of First Nations' community knowledge collectors, data analysts, and other expertise.

Grant Partners

Looking to influence:

- How our Grant Partners involve the diversity of community experience and perspective in their work in meaningful and considered ways, creating cultural safety, and reaching in.
- Organisational reflection on their role in reconciliation and forming respectful relationships and opportunities.
- Partnering with First Nations organisations, communities, suppliers etc. where possible or relevant to their work.

By:

- Enquiring through funding applications and partnerships about their relationships and organisational practices, supporting those that demonstrate a commitment to working in a culturally informed and inclusive way where approaches are developed for broad community benefit.
- Sharing resources, information, capability building, and opportunities with our partners and networks about reconciliation, ending racism, and creating cultural safety.
- Highlighting and sharing opportunities to engage with First Nations' community events and organisations.

Our Reconciliation Action Plan

RAP Intentions

As a Foundation we have been established to serve the South Australian community, and we really want that to mean the whole of the South Australian community. We've referred to our RAP as a 'container' for the work we are already doing and our ambitions for the work we want to do. We want our RAP to be a mechanism through which community can hold us to account to act in a way that is aligned to what we say. We expect the RAP to set the baseline of what must be done, but we want to go beyond actions and deliverables.

How we'll be implementing our RAP

The responsibility for governing and ensuring shared accountability to our RAP actions is held by our RAP working group and our RAP Champion, but as a small team who are all committed to reconciliation, responsibility is divested across the whole of the organisation.

Our RAP Working Group

Board Representation

Full Operational Team

The Foundation's operational team who will be regularly working together and meeting to support our RAP actions are:

- Niall Fay, RAP Champion, Chief Executive
- Victoria Halburd, Social Impact & Communications
- Kate Arnold, Grants & Operations
- Marla Briscoe, Grants & Engagement
- Megan Maxfield, Administration & Projects

Marla Briscoe, who is also part of our Operational Team is a proud Warlpiri woman and we are grateful for the journey we are walking together in our work.

Aboriginal and Torres Strait Islander representation in the development of our RAP

The Fay Fuller Foundation understands that reconciliation involves working with First Nations communities and not for First Nations communities, therefore the first point of call in our journey was to engage an Aboriginal consultant. Ngarrindjeri woman and Director and Founder of Nik&Co. Consultancy, Nicole Gollan, and her team were able to support and guide the development of our inaugural RAP. They provided integral advice to our team that honoured our journey thus far and translated our genuine intentions in a culturally appropriate manner. They led engagement with a wide range of community partners that both broadened and deepened our intended actions, ensuring that they were meaningful for communities and contributed to a holistic vision for both current and future generations.

First Nations Philanthropic Advisory Group

In the process of developing our RAP we heard interest from stakeholders in the establishment of a First Nations Advisory group to apply a cultural lens to the work of the Foundation. We are committed to exploring this option and taking it a step further; coming together with other South Australian Foundation's to establish a group to advise the philanthropic sector in South Australia more broadly.



Work to Date

Strategic Partnership with Yadu Health

Our strategic partnership with Yadu Health was established when we met members of the Yadu Health team during the early days of the Our Town initiative when visiting Ceduna/ Far West. Through this they shared about the partially condemned state of Yadu Health's facility. While we were unable to support the cost of a new building, there was an opportunity to partner with Yadu Health to support them in sourcing additional funding for this much-needed infrastructure so they could continue to provide culturally appropriate care and vital primary health services in a safe environment. We believe the best partnerships are built on mutuality and exchange and through this partnership we have had the opportunity to learn from Yadu. Strategic Partnerships Executive, Warren Miller has been supporting the Foundation to engage with the ACCHO network and broader First Nations community across South Australia to develop a community-led model for distributing philanthropic funds. In 2022, through combined State and Federal Government funding, it was announced that Yadu will get their new building.

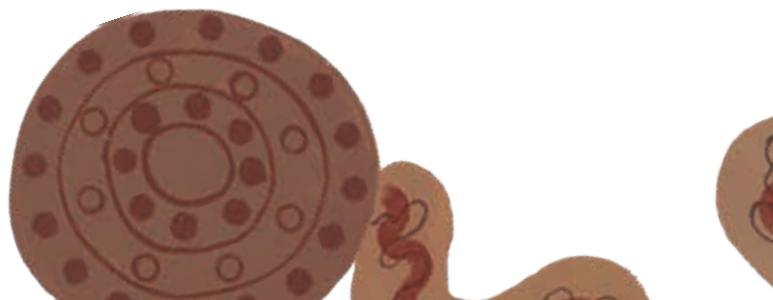
A First Nations-led Philanthropic Fund for South Australia

In our most recent strategy, informed by research into the Health Needs and Priorities of South Australia, and underinvestment by the Philanthropic sector, the Foundation has dedicated a committed stream of funding to support the health and wellbeing of First Nations people in South Australia. As in all our work we recognise community are the experts in their own lives and that we aren't best placed to be making decisions over where this funding is allocated. Instead, we are working alongside community to establish a South Australian First Nations-led Philanthropic Fund to identify opportunities and priorities, and to make the funding decisions. Our intention and hope is that this fund will attract additional funding from other sources looking to support First Nations self-determination. The model is currently supported by a working group representative of ACCHOS from across the state.

The vision: A future where Aboriginal people in South Australia are prosperous in all aspects of life, living healthier, longer, and stronger with equal opportunity, while preserving cultural identity and community individuality for generations to come.

“We want to create pathways for First Nations people to access resources outside of current structures, shape how and in what ways they interact with philanthropy, and to evolve and influence sustainable change while preserving our cultural identity.” -

FIRST NATIONS PHILANTHROPIC FUNDING WORKING GROUP (FNPFWG)



Covid-19 Response Grants

In response to the rise in Covid-19 case numbers in South Australia post the 2021 Christmas period, the Foundation responded with a series of grants to support First Nations communities in affected regions. We asked what was needed and where there might be gaps. The response informed the provision of rapid antigen tests to remote and regional communities, support to Treasure Boxes for care packages for regional and remote families placed in hotel quarantine in Adelaide, and the provision of entertainment equipment for regional quarantine facilities where covid positive and close contact community members, including families with children, were accommodated.

When approached by the Paul Ramsay Foundation, who also wanted to support a Covid-19 response in South Australia for First Nations communities, we were able to facilitate their connection with the First Nations Philanthropic Funding Working Group (FNPFWG) which has led to the establishment of the “Aboriginal Health in Aboriginal Hands Program: Responding to Covid-19”.

Team and Board cultural awareness and safety training

Our team and Board have benefited from Cultural Awareness and Safety training provided by Sharon Gollan and her business partner, Kathleen Stacey. This was a valuable moment to come together and start on our collective organisational learning journey and establish a shared baseline of understanding and personal commitments to continue to learn and grow our cultural understanding, knowledge, and respect.



Relationships

Building equitable and trusting relationships is key to having community at the heart of the work. Given the inherently inequitable nature of our sector, this means taking the time to build relationships, calling out and navigating power imbalances, listening deeply and sharing openly, learning together, and building reciprocal partnerships to create change.

We respect the power of relationships in the ways in which we work, as well as the change we want to see, recognising that being in connection and relation with one another and having culturally safe and accessible places to do so is vital to wellbeing and preventive mental health.



Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with First Nations partners, communities, and organisations.	Meet with local First Nations partners, communities, and organisations to develop guiding principles for future engagement.	April 2024	Chief Executive
	Develop and implement an engagement plan to work with First Nations partners, communities, and organisations.	June 2024	Chief Executive
2. Connect with South Australian Aboriginal Community Controlled Health Organisations (ACCHOs), Aboriginal Community Controlled Organisations (ACCOs), and Prescribed Body Corporates (PBCs) to be able to build relationships and share information and opportunities.	Identify and create a reference list of South Australian ACCHOs, ACCOs, and PBCs.	June 2024	Grants and Engagement
	Share this reference list with wider team around ACCHOs, ACCOs and PBCs from across the state and their roles within communities, for education and information purposes.	June 2024	Grants and Engagement
3. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our team and Board and promote through Fay Fuller Foundation communication platforms.	May and June 2024, 2025	Administration and Projects
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June 2024, 2025	Administration and Projects
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June 2024, 2025	Administration and Projects
	RAP Working Group members and staff to share a reflection of NRW experiences and educational outcomes through Fay Fuller Foundation communication platform.	June 2024, 2025	Social Impact and Communications
	Organise at least one NRW event each year.	27 May-3 June 2024, 2025	Administration and Projects
	Register all our NRW events on Reconciliation Australia's NRW website.	April 2024, 2025	Administration and Projects

Action	Deliverable	Timeline	Responsibility
4. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	December 2023	Chief Executive
	Communicate our commitment to reconciliation publicly.	December 2023	Social Impact and Communications
	Explore opportunities to positively influence our partners and external stakeholders to drive reconciliation outcomes.	December 2023	Chief Executive
	Collaborate with RAP organisations and other like-minded organisations to develop ways to advance reconciliation.	July 2024	Chief Executive
	Include a reference to our RAP in all new and renewed external partnership agreements.	From November 2023 Review October 2024 October 2025	Grants and Operations
	Encourage Foundation partners to develop their own unique Reconciliation Vision Statement.	June 2024	Grants and Engagement
5. Engage in philanthropic sector leadership regarding reconciliation activity.	Create a philanthropic coordination group, co-chaired with a First Nations community representative, for South Australian philanthropic foundations (with or without RAPs) to allow alignment of RAP actions for maximum impact and to support development of their RAPs and RAP processes.	June 2024	Chief Executive
	On an annual basis with other philanthropic organisations, host or participate as a speaker in an event which discusses ways to increase the representation of First Nations peoples in philanthropy.	Review October 2024 October 2025	Chief Executive
	On an annual basis with other philanthropic organisations, host or participate as a speaker in an event which explores pathways to build awareness of philanthropy and relationships with First Nations communities.	Review October 2024 October 2025	Chief Executive



Action	Deliverable	Timeline	Responsibility
6. Promote positive race relations through anti-discrimination strategies and publicly support campaigns to address racism.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	January 2024	Chief Executive
	Engage with First Nations staff and/or First Nations advisors to consult on our anti-discrimination policy.	March 2024	Grants and Operations
	Develop, implement, and communicate an anti-discrimination policy for our organisation and communicate to all staff.	May 2024	Grants and Operations
	Educate staff and Board on the effects of racism by inviting a guest speaker or hosting a presentation on race relations and facilitate a discussion about it.	June 2024	Chief Executive
	Register support for 'RACISM. IT STOPS WITH ME' campaign.	May 2024	Administration and Projects
	Align our internal learning, actions, and influence with the 'RACISM. IT STOPS WITH ME' campaign mission, including by: <ul style="list-style-type: none"> Sharing via external communication campaign resources and toolkits on an annual basis. Engaging staff annually in a shared learning experience informed by the campaign, followed by a reflective conversation. 	Review October 2024 October 2025	Chief Executive
7. Increase awareness of the Fay Fuller Foundation and philanthropy more broadly to reach Aboriginal and Torres Strait Islander stakeholders, communities, and organisations.	Co-design a Reconciliation information page on The Fay Fuller Foundation website to highlight the Foundation's commitments, engagements, RAP successes and to create public awareness of First Nations histories and cultures.	December 2023	Social Impact and Communications
	Identify and create a reference list of First Nations information distribution networks and circulate to staff.	February 2024	Social Impact and Communications
	Develop accessible communication materials e.g., fact sheet, on the philanthropic sector and Fay Fuller Foundation and distribute through identified First Nations information distribution networks.	April 2024	Social Impact and Communications
	Host a minimum of two Fay Fuller Foundation information workshops per year to ACCHOs, ACCOs, Community Groups and PBCs across the state.	October 2024 October 2025	Grants and Engagement
	Attend a minimum of two First Nations community events and share information about the Foundation, First Nations led funding model, and philanthropic sector to increase awareness and accessibility of funding opportunities.	October 2024 October 2025	Grants and Engagement



Respect

Actively and openly showing respect for First Nations cultures, histories, knowledge, and rights is vital to achieving our vision of inclusive and equitable healthy futures. We want to demonstrate respect in a way that doesn't exploit or appropriate, but in a way that creates conditions for cultures to thrive and inform.

We are committed to being part of dismantling, challenging and de-norming white colonialist assumptions and ways of being. We think truth-telling is a vital part of shifting harmful and diminishing narratives and creating space for strengths-based narratives that celebrate the diversity of First Nations cultures.



Action	Deliverable	Timeline	Responsibility
8. Increase understanding, value and recognition of First Nations cultures, histories, knowledge, and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	December 2023	Chief Executive
	Consult local Traditional Owners and/or First Nations advisors on the development and implementation of a cultural learning strategy.	December 2023	Chief Executive
	Develop, implement, and communicate a cultural learning strategy for our staff.	March 2024	Chief Executive
	Provide opportunities for all Foundation staff and Board members to participate in formal and structured cultural learning.	Review October 2024 October 2025	Chief Executive
	Facilitate opportunities for the Fay Fuller Foundation Board and the Fay Fuller First Nations Philanthropic Advisory Group to connect twice a year through formal and informal forums.	Review October 2024 October 2025	Chief Executive
9. Demonstrate respect to First Nations peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2023	Chief Executive
	Develop, implement, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	October 2024	Grants and Operations
	Embed Acknowledgement of Country in official Fay Fuller Foundation templates (e.g., project briefs, reports, meeting documents, meeting rooms).	October 2024	Administration and Projects
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Review October 2024 October 2025	Administration and Projects
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Review October 2024 October 2025	Chief Executive
	Display Acknowledgment of Country plaque/signage in office building/spaces.	November 2023	Administration and Projects
10. Build respect for First Nations cultures and histories by celebrating NAIDOC Week.	Fay Fuller Foundation RAP Working Group and personnel to participate in an external NAIDOC Week event.	First week in July, 2024, 2025	Grants and Engagement
	Invite Fay Fuller staff, both First Nations and non-First Nations, to share their stories/reflections about NAIDOC Week theme, share on social media.	July 2024, 2025	Social Impact and Communications
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	November 2023	Grants and Operations
	Promote and encourage participation in external NAIDOC events to all staff. Share NAIDOC resources and materials to the Board and staff.	First week in July 2024, 2025	Administration and Projects

Action	Deliverable	Timeline	Responsibility
11. Proactively support the self-determination and self-governance of First Nations peoples.	Bi-annually review current campaigns and opportunities to join First Nations led movements as an ally toward self-governance through our partnerships, networks and staying across First Nation's news and policy developments, e.g., First Nation-led funding models, parliamentary seats, Nation-based treaties.	Review February 2024 February 2025	Grants and Operations
	Release public statements of support, engage in campaigns, and share information within our networks to work towards the actions in the Uluru Statement from the Heart and the Makarrata Commission to supervise a process of agreement-making between governments and First Nations around truth-telling about our history.	Review February 2024 February 2025	Grants and Operations
12. Increase internal opportunities to understand and use First Nations Languages.	Consult with First Nations Elders or Custodians to ensure appropriate words are used in any naming decisions, and that we have their consent to use First Nations language.	November 2023	Administration and Projects
	Incorporate First Nations language of the lands we work on into our office space.	January 2024, ongoing	Administration and Projects
	Use First Nations language of the lands our projects span in naming of project pieces.	January 2024	Administration and Projects
13. Learn about the significance and importance of First Nations people's connection to Country and provide funding to support this connection and caretaking	Learn about significance of connection to and care for Country of First Nations in South Australia through research and engagement.	April 2024	Grants and Operations
	Provide annual funding to support First Nations-led ongoing repatriation efforts and engagement.	July 2024 July 2025	Grants and Operations
	Provide annual funding to support First Nations-led work investing in Country sustainability practices of land/sea/water.	July 2024 July 2025	Grants and Operations
14. Ensure our media channels are culturally appropriate, diverse, and accessible to staff and external stakeholders	Develop proactive media plan to share First Nations reconciliation activities at the Fay Fuller Foundation.	May 2024	Social Impact and Communications
	Review online imagery to respectfully include First Nations representation to encourage diversity in mainstream forums.	Review October 2024 October 2025	Social Impact and Communications





Opportunities

The foundations and operations of the Philanthropic sector have a history of and continue to, contribute to the harm and inequity experienced by Aboriginal and Torres Strait Islander people. Fay Fuller Foundation is committed to transforming this past into an opportunity for a different future through action in all our spheres of control and influence by learning, listening, and acting alongside First Nations communities.

This includes our own internal change journey, committing funds to be self-determined by First Nations communities, utilising our investment portfolio to support conditions for wealth creation, and making the sector a more open, accessible, and culturally safe space for us to work together as change makers.



Action	Deliverable	Timeline	Responsibility
15. Improve employment outcomes by increasing First Nations recruitment, retention, and professional development.	Build understanding of current First Nations staffing to inform future employment and professional development opportunities.	December 2023	Chief Executive
	Engage with First Nations staff to consult on our recruitment, retention, and professional development strategy.	December 2023	Chief Executive
	Develop and implement a First Nations recruitment, retention, and professional development strategy.	June 2024	Chief Executive
	Advertise job vacancies to effectively reach First Nations stakeholders.	Review October 2024 October 2025	Administration and Projects
	Review HR and recruitment procedures and policies to remove barriers to First Nations participation in our workplace.	January 2024	Grants and Operations
	Ensure a cultural lens is applied in the induction processes for new employees to ensure no barriers throughout.	Review October 2024 October 2025	Grants and Operations
	Increase the percentage of First Nations peoples employed through our staff, board, and advisory groups.	Review October 2024 October 2025	Chief Executive
	Invest in professional development and networking opportunities for First Nations staff and partners, for example, Philanthropy Australia Conference, International Funders for Indigenous Peoples Conference.	Review October 2024 October 2025	Chief Executive
	Explore traineeship and internship opportunities within the philanthropic sector.	Review October 2024 October 2025	Chief Executive

Action	Deliverable	Timeline	Responsibility
16. Increase First Nations supplier diversity to support improved economic and social outcomes.	Investigate Supply Nation membership.	December 2023	Administrations and Projects
	Develop commercial relationships with First Nations businesses.	April 2024 Review October 2024 October 2025	Grants and Engagement
	Develop and implement a First Nations procurement strategy.	August 2024	Grants and Operations
	Develop and communicate opportunities for procurement of goods and services from First Nations businesses to staff, with a commitment to using a First Nations supplier as first preference and always seek a First Nations tender when contracting work.	April 2024	Grants and Engagement
	Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	August 2024	Grants and Operations
	Maximise opportunities to procure locally from South Australian First Nations owned businesses where possible e.g., via The Circle at Lot 14, and through marketing, HR, and events.	August 2024	Grants and Operations
17. Invest in First Nations Entrepreneurship.	Consult with First Nations communities and organisations to explore opportunities to support First Nations Entrepreneurship opportunities through capital investment.	July 2024	Chief Executive
	Work with First Nations communities and organisations to identify, catalyse or co-create capital investment opportunities.	January 2025	Chief Executive
	Take First Nation peoples' advice on ways to intentionally share opportunities to access capital investment opportunities.	October 2025	Chief Executive
18. Dedicate grant and ad hoc funding to be allocated by First Nations peoples.	Establish a dedicated funding stream that has a First Nations-led model of decision making to direct philanthropic wellbeing funding in South Australia.	June 2024	Grants and Engagement
	Make funding available to support First Nations-led responses in the wake of a natural disaster, pandemic, or other external factors in South Australia.	Review October 2024 October 2025	Grants and Engagement





Governance

What is all this for if we aren't held to account? Governance over what we have committed to within our Reconciliation Action Plan is a vital mechanism for the community to hold us accountable to act in a way that is aligned to how we said we would, and to provide transparency and build trust.

We want the RAP to be the container, but we want the work we do to be an embodiment of who we are and what we value. This is our public commitment, and we want to be transparent about how we are tracking and where we still have work to do.



Action	Deliverable	Timeline	Responsibility
19. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain First Nations staff representation on the RWG.	November 2023, October 2024 October 2025	Chief Executive
	Establish and apply a Terms of Reference for the RWG.	December 2023	Chief Executive
	Meet at least four times per year to drive and monitor RAP implementation.	November 2023 January, April, July, November 2024 January, April, July, October 2025	Chief Executive
20. Build mechanisms for First Nations representation in governance.	Develop a pathway for First Nations Voice to advise and inform the Foundation, or broader South Australian philanthropic collective in relation to opportunities, strengths, assets, needs and cultural protocols.	October 2024	Chief Executive
	Create a designated First Nations position on the Fay Fuller Foundation Board.	November 2023	Chief Executive
21. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	December 2023	Chief Executive
	Engage senior leaders and other staff in the delivery of RAP commitments.	December 2023	Chief Executive
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	January 2024	Social Impact and Communications
	Appoint and maintain an internal RAP Champion from senior management.	December 2023	Chief Executive



Action	Deliverable	Timeline	Responsibility
22. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	Include our RAP as a standing agenda item at Foundation Board meetings.	December 2023	Chief Executive
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September annually	Social Impact and Communications
	Report RAP progress to all staff and Board quarterly.	Dec 2023 March, June, Sept, Dec 2024 March, June, Sept 2025	Social Impact and Communications
	Publicly report our RAP achievements, challenges, and learnings, annually.	September 2024 September 2025	Social Impact and Communications
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	Social Impact and Communications
	Engage First Nations consultant or organisation(s) to support evaluation of RAP activity at the Fay Fuller Foundation to promote cultural accountability.	May 2025	Social Impact and Communications
	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Administration and Projects
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	Social Impact and Communications
23. Continue our reconciliation journey by developing our next RAP.	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	October 2025	Social Impact and Communications
	Register via Reconciliation Australia's website to begin developing our next RAP.	May 2025	Administration and Projects
	Engage a First Nations consultant to support the facilitation and development of the Fay Fuller Foundation's consecutive RAP.	May 2025	Chief Executive

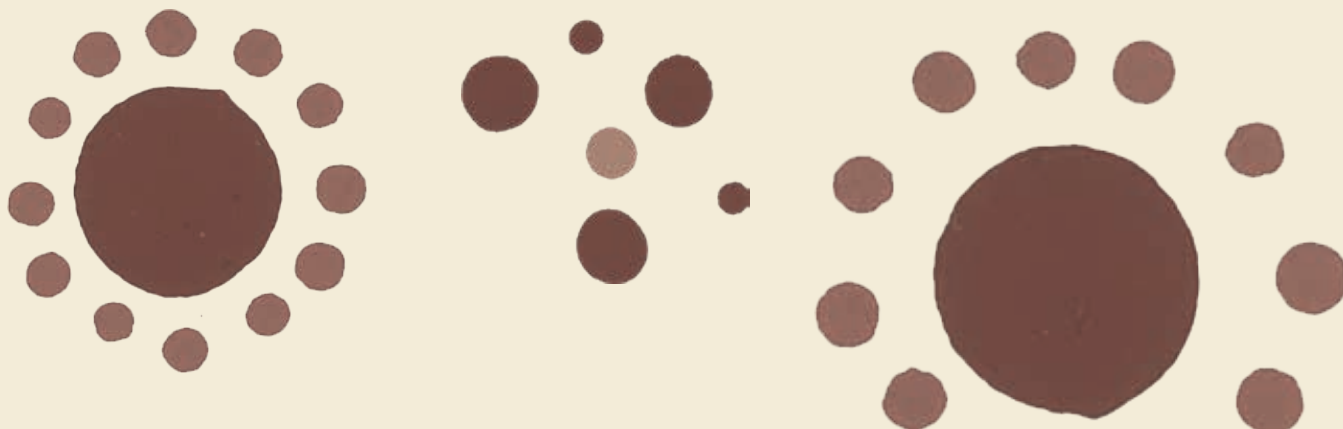




Photo Captions:

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Remarkable Rocks, Our Town Retreat, Cultural connection to this land is recognised by multiple Nations.

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First Nations Philanthropic Working Group, Model Design Workshop, Kurna Lands.

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Adrian Tuazon-McCheyne and Marla Briscoe, Discovery Grant Partner Get Together, Kurna Lands.

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Warren Miller and Nick Ross, Board Visit to Ceduna/ Far West, Gugada/ Kokatha, Mirning and Wirangu Lands.

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NAIDOC Rally, Kurna Lands.

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Nerylee Aston, Model Design Workshop, Barngarla and Nauo Lands.

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Priscilla Larkins, Model Design Workshop, Barngarla and Nauo Lands.

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Darcy Godden and Patricia Cotton, Model Design Workshop, Kurna Lands.

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Warren Miller and Megan Maxfield, Board Visit to Ceduna/ Far West, Gugada/ Kokatha, Mirning and Wirangu Lands.

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Michael Traeger, Our Town Retreat, Cultural connection to this land is recognised by multiple Nations.

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Marnie Southward, Discovery Partner Get Together, Kurna Lands.





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