

Reconciliation Action Plan

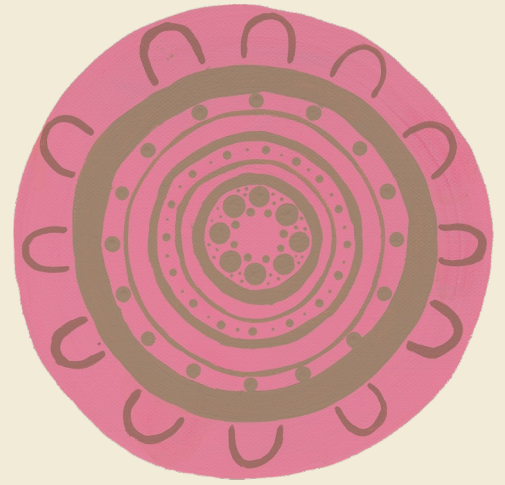
Innovate 2023 – 2025
Final Report



Fay Fuller
Foundation



Acknowledgement of Country



We acknowledge that our offices sit on the lands of the Kurna People and that they have been the custodians of this place for millennia.

We 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 and as we go forward we will continue to listen, learn, and be allies for a healing future.

We extend this acknowledgement to all First Nations Peoples and pay our respects to Elders of the past, present and into the future.

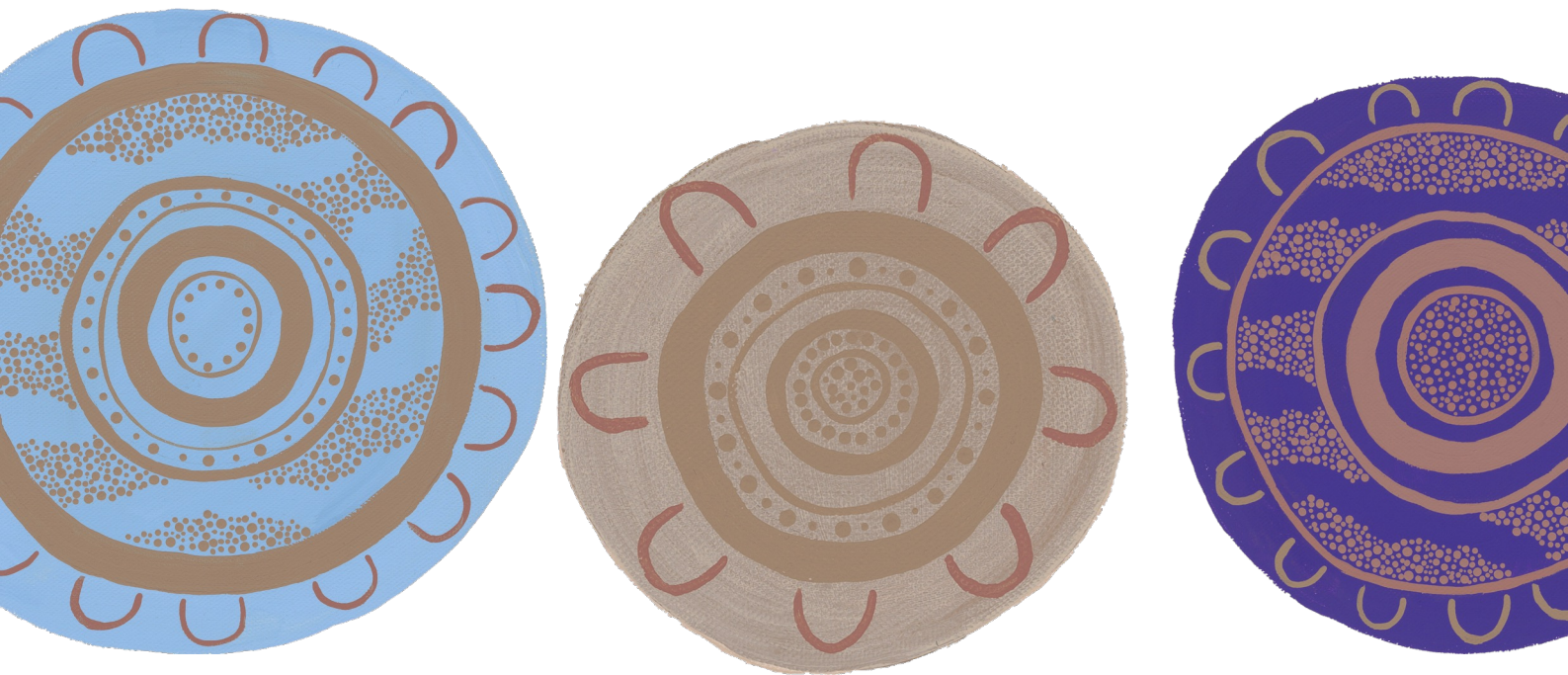


*Artwork by Iteka Ukarla Sanderson-Bromley
(Adnyamathanha, Narungga, Yarluyandi)*

Sharing our **learnings** & **actions**

Between 2023 and 2025, Fay Fuller Foundation worked with the guidance and direction of our Innovate Reconciliation Action Plan (RAP). This report shares our learnings and actions during this period, and how we will continue our commitment to reconciliation and self-determination into the future.

When we reflect on what has been achieved during our RAP period, we are proud of the impact that we have supported and contributed towards. As we move forward, we will continue to embed our belief in reconciliation, self-determination and accountability as part of who we are, not just what we do.



Journey towards reconciliation

When the Foundation began its development into a public facing institution, it started a journey of discovery. This involved learning more about the past; family legacy, generation of wealth, and what had been impactful from its giving over its first 16 years. This also highlighted how the Foundation was perceived by others, who it was connected to, and the relationships, values, and giving areas it still could grow into.

The Foundation engaged in learning within the international philanthropic sector and deep listening with South Australian community. It was recognised by the Foundation's Board that Australia's philanthropic sector had an opportunity – and an obligation – to explore our role in reconciliation and understanding the impact of wealth generation in the context of our colonial history.

We built a team to steward the work, this increased time and capacity to grow principles, connections, and develop a strategy and direction that community could see and engage with. These early stages are where the Foundation's reconciliation journey began, with reflection, learning, unlearning, imagining, and developing of reciprocal relationships. It was through these relationships that the team began to understand the potential of the philanthropic sector to do differently and the vision of a First Nations-led fund in South Australia was first seeded.

It also shaped the deep commitment we hold to contribute towards shift in mindsets and practice, and taking opportunities in our spheres of influence to support reconciliation and self-determination.

As we grew our understanding in these spaces, developing a formal RAP was an important step

to grow the voices guiding the Foundation's work and embed direction and accountability. We wanted this RAP to reflect our existing values, actions, and identify areas for growth and change that would support the organisation to be recognised as a values-led employer, an organisation to partner with, and an ally in social change.

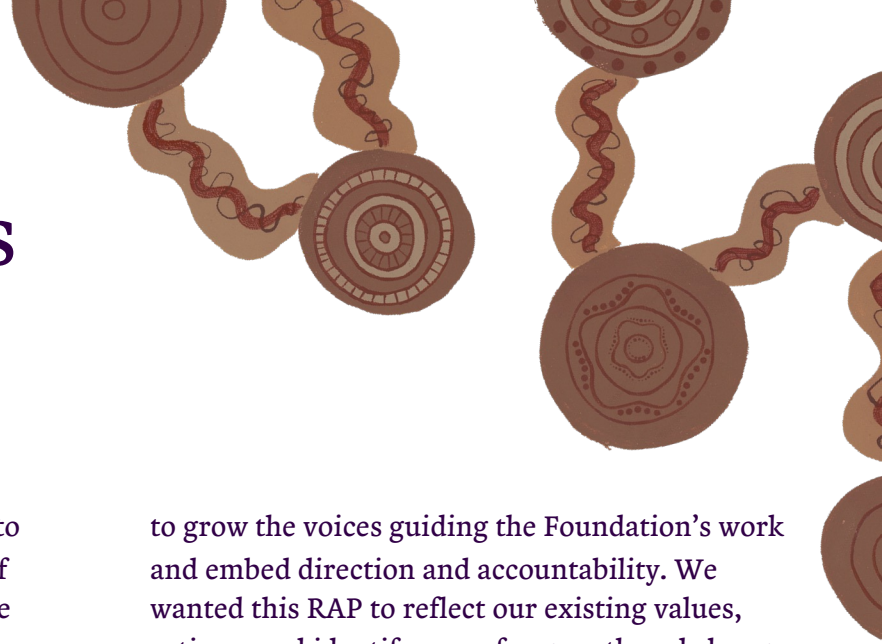
The two years that our formal Innovate RAP spanned – November 2023 to October 2025 – were instrumental to developing our internal culture, structures, relationships and the first steps towards actions for long-term change.

We also sat with the challenges in interpreting specific actions and attempting to make our best contribution through our role as a philanthropic foundation. In those moments, our focus was on honouring the intent of the ask that came from community, while finding a way to make it meaningful, contextual and impactful.

At the closure of our inaugural RAP, we are now transitioning to testing new ways of progressing actions and accountability for reconciliation outside of a formal RAP framework.

We recognise that reconciliation is not a project that occurs in and ends when a document reaches its final reporting point, and it cannot be fully measured by completed actions.

Instead, we aim to measure ourselves and our reconciliation journey by the quality of relationships, the willingness to reflect honestly, the capacity to sit with discomfort, and the discipline to keep returning to the questions of safety, self-determination, partnership and accountability that underpin reconciliation.





Reflection on our Reconciliation Action Plan

When we wrote our RAP we articulated our vision for reconciliation as

'a nation where First Nations peoples have control over decisions that affect their communities and where they 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.'

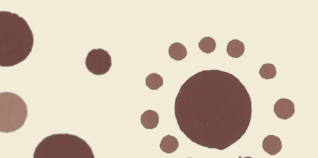
We strive to create a future where every structure and system that can prioritise self-determination is reshaped to do so. By challenging existing health and wellbeing systems, we aim to contribute to rebuilding them in a way that empowers individuals to choose and access appropriate support. Our vision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

Our [Final Traffic Light Report](#) shares out commitments and the actions we undertook over the two years of our RAP in contributing towards this vision for the future.

At the end of our two-year journey, we spent time as an organisation reflecting on our experience with consultant Kimberley Wanganeen. Through this conversation we surfaced what reconciliation **looked like in practice** for the Foundation:

- Working with values-aligned partners and acknowledging true histories
- Embedding self-determination, reflection and cultural safety
- Building cultural capability and understanding
- Truth-telling, historical realities and systemic exclusion
- Privilege, responsibility and reflective practice
- Embedding cultural practices and ways of working
- Working for long term change

It also helped us identify **what supported change** to occur during the two years:

- The Fay Fuller Foundation Board's commitment to supporting truth-telling, enabling engagement with the Foundation's history and promoting more open dialogue about the relationship between philanthropy and First Nations communities
 - Commitment to long-term learning, with and from community, and taking the time to embed these learnings into everything that Fay Fuller Foundation does
 - Not rushing to finding solutions, and instead prioritising co-design with community and ensuring we are working at the pace of community
 - Growing internal team connections with community members, organisations and other funders that have led to new understanding and opportunities
 - The establishment of the Spinifex Foundation SA and being able to support community opportunities during its development
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Actions & accountability into the future

When supported to reflect on our learning, actions, and contribution to change across Relationships, Respect, Opportunities, and Governance, the Foundation considered: where can we continue to grow, deepen, and expand our work and what will be important to support this occurring moving into the future? You can read a summary of these conversations as captured by Kimberley Wanganeen Consultancy [here](#), which has deeply influenced our commitments moving forward.

We know that **we need to ensure we are:**

- Taking a relational approach, growing our connections, partnerships and visibility of the Foundation
- Continuing our learning of self, cultural awareness and capability
- Ensuring our governance practices, policies, and processes continue to be culturally inclusive and support community priorities

We remain committed to ensuring our reconciliation actions are visible, in conversation with all parts of our community, and deeply reflective internally and externally. Our whole team will continue to engage in shared actions that support reconciliation, and we will share our learning and progress externally twice a year.

Our ongoing commitment to **relationships**

- Be accessible, engage, and develop relationships that support growing knowledge and access to philanthropic sector
- Share our values and experiences within all our spheres of influence that encourage learning, truth-telling, support of self-determination

Our ongoing commitment to **opportunities**

- Invest and engage with First Nations businesses
- Support campaigns for change in ways that are meaningful and informed by community
- Fund and advocate for funding to be aligned to community priorities and practice
- Engage our grant partners in conversations of shared learning and action towards reconciliation

Our ongoing commitment to **respect**

- Continue our cultural learning and development
- Engage in and promote significant dates, events and community priorities
- Continue to work on our accessibility and reach of our communications,
- Continue to engage in internal Truth telling & support of campaigns alongside community and within our spheres of influence

Our ongoing commitment to **governance**

- Broaden our guiding relationships and collaboration
- Engage our Board and their spheres of influence
- Continue to bring structure and tangible goals to reflect on our progress and learning and share accountability to community

Appendix 1 | Innovate RAP

Traffic Light Report Actions & Deliverables

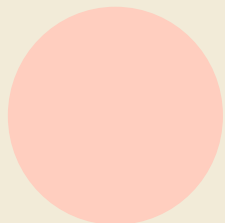
This Traffic Light Report details how the Foundation went in actioning our Innovate RAP during October 2023 – November 2025 and sets the foundation for our future work.



Completed or Embedded



Progressing and Ongoing



Not Completed

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.

Focus area

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	Responsibility	Status	Reporting
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	Chief Executive	Completed or Embedded	Embedded in agreements, ways of working and partnership agreements.
	Develop and implement an engagement plan to work with First Nations partners, communities and organisations	Chief Executive	Completed or Embedded	This work is ongoing in nature, recognising that how we engage with communities and organisations will continue to evolve. Alongside our strong partnership with Spinifex Foundation SA, we are continuing to explore new pathways for engagement, with relationships, community conversations and ongoing learnings shaping how this approach develops over time.

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	Grants and Engagement	Completed or Embedded	A working reference list has been developed to support relationship mapping across South Australian Aboriginal Community-Controlled Organisations and PBCs. This is intended to be a living resource that will continue to grow and evolve as relationships develop, our connections with community deepen and we continue to learn about organisations and communities across South Australia. This may occur through community visits, collaborative activities and funding opportunities, as well as through our ongoing partnership with Spinifex Foundation SA.
	Share this reference list with wider team around ACCHO, ACCO's and PBC's from across the state and their roles within communities, for education and information purposes.	Grants and Engagement	Completed or Embedded	The reference list is accessible to the wider Fay Fuller team as a resource to support greater awareness and understanding of ACCHO's, ACCO's and PBC's across the state and the roles they hold within communities. This learning continues through team conversations, community visits, participation in community and partner events.
3. Build relationships through celebrating National	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our team and Board, and promote through Fay Fuller	Administration and Projects	Completed or Embedded	Every year the Foundation will engage with and promote NRW messaging and resources.

Reconciliation Week (NRW)	Foundation communication platforms			
	RAP Working Group members to participate in an external NRW event	Administration and Projects	Completed or Embedded	The RAP WG attends NRW events every year.
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	Administration and Projects	Completed or Embedded	The full team engages in NRW events every year.
	RAP Working Group and staff to share a reflection of NRW experiences and educational outcomes through Fay Fuller Foundation communication platform.	Social Impact and Communications	Completed or Embedded	The team is committed to continuing to engage and share our reflections and commitments to reconciliation on our communication platforms annually as we did within the time period.
	Organise at least one NRW event each year	Administration and Projects	Completed or Embedded	During our RAP period we hosted events with sector stakeholders, and partners and will continue to see convening around reconciliation actions within our spheres of influence as a key priority.

	Register all our NRW events on Reconciliation Australia's NRW website	Chief Executive	Completed or Embedded	
4. Promote reconciliation through our sphere of influence	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	Chief Executive	Completed or Embedded	The Foundation has developed and will continue shared rhythms focussed on learning and actions towards reconciliation.
	Communicate our commitment to reconciliation publicly	Social Impact and Communications	Completed or Embedded	Our commitment to reconciliation will remain a feature on our website, communication platforms, and embedded within the work we do.
	Explore opportunities to positively influence our partners to drive reconciliation outcomes	Chief Executive	Completed or Embedded	We held a quarterly community of practice across our partnerships, and will continue to prioritise reconciliation within our partnership work.
	Collaborate with RAP organisations and other like-minded organisations to develop ways to advance reconciliation	Chief Executive	Completed or Embedded	We have networked with other organisations in our spheres of influence who have formalised RAP's or undertake key activities towards reconciliation to collaborate and strengthen as collective action.
	Include a reference to our RAP in all new and renewed external partnership agreements	Grants and Operations	Completed or Embedded	This has been adopted across our work reflecting our commitment towards reconciliation and supporting self-determination, this will be an ongoing practice.

	Encourage Foundation partners to develop their own unique Reconciliation Vision Statement	Grants and Engagement	Completed or Embedded	We actively discuss our vision and actions towards reconciliation within our partnerships and spheres of influence, and invite discussions and shared learning about others.
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	Chief Executive	Progressing & Ongoing	Engagement with the philanthropic sector and Aboriginal communities has been undertaken, with further conversations continuing about the most appropriate structure for the group. The Foundation remains committed to establishing this coordination group.
	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.	Chief Executive	Completed or Embedded	We engaged in formal sector events, networks, research and consultations to advocate alongside community leaders for meaningful increased representation with a focus on self-determination and indigenous led funds.

	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.	Chief Executive	Completed or Embedded	We engaged at community events and convenings as well as directly with partners and community organisations about the philanthropic sector, and shared information about networks, connections and opportunities. This remains a priority for the Foundation.
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.	Chief Executive	Completed or Embedded	A thorough review was conducted and will remain an ongoing lens for all policy reviews and updates.
	Engage with First Nations staff and/or First Nations advisors to consult on our anti-discrimination policy	Grants and Operations	Completed or Embedded	We co-developed as a Team our anti-discrimination policy through individual and shared conversations about what actions and practices would create inclusivity and accountability to anti-discrimination across components of our work and relationships. Our draft Policy was reviewed by a First Nations consultant and improved by their feedback and advice.

	Develop, implement, and communicate an anti-discrimination policy for our organisation and communicate to all staff.	Grants and Operations	Completed or Embedded	The Foundation developed a Policy built around a position and statement developed as a team about what it means to act in ways that are not only non-discriminatory, but inclusive and build on the strengths of our diversity as a community. A part of this Policy is a commitment that anti-discrimination is embedded across all our Policies and Practices.
	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.	Chief Executive	Progressing & Ongoing	The Foundation has participated in events over the past two years that focus on reconciliation and the impacts of racism. We continue to seek opportunities to engage in ways that are meaningful to the work of the Foundation and remain committed to identifying the right conversations and speakers for the Foundation to host.
	Register support for 'RACISM. IT STOPS WITH ME' campaign.	Chief Executive	Completed or Embedded	

	Align our internal learning, actions and influence with the ‘RACISM. IT STOPS WITH ME’ campaign mission, including by: ○ 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.	Chief Executive	Not completed	The Racism: It Stops With Me campaign has played an important role in shaping the Foundation’s cultural learning plan and has informed the tone and types of public social-media posts we share. In our approach to sharing information and facilitating shared learning experiences, we have prioritised opportunities that relate directly to the philanthropic sector outside campaign materials. This felt more contextual to our spheres of influence, and we hope that doing so has met the intent of this action - to encourage awareness, reflection and actions to address racism, for ourselves and networks.
7. Increase awareness of the Fay Fuller Foundation and philanthropy more broadly to reach Aboriginal	Co-design a Reconciliation information page on The Fay Fuller Foundation website to highlight the Foundations commitments, engagements, RAP successes and to create public awareness of First Nations histories and culture	Social Impact and Communications	Completed or Embedded	A page and video were developed, supporting community-led story telling, and ensuring our website and communications reach Aboriginal and Torres Strait Islander stakeholders, communities, and organisations is an ongoing priority.

and Torres Strait Islander stakeholders, communities, and organisations.	Identify and create a reference list of First Nations information distribution networks and circulate to staff.	Social Impact and Communications	Completed or Embedded	Through our relationships and networks, we have developed a live reference list that is used to support sharing key information and opportunities.
	Develop accessible communication materials e.g. fact sheet, on the philanthropic sector and Fay Fuller Foundation for First Nations communities and distribute through identified First Nations information distribution networks	Social Impact and Communications	Completed or Embedded	We prioritise building this awareness through relationships and sharing opportunities through networks, and we have developed accessible information to support this commitment.
	Host a minimum of x2 Fay Fuller Foundation information workshops per year to ACCHOs, ACCOs, Community Groups and PBCs across the state	Grants and Engagement	Progressing & Ongoing	The Foundation has continued to create opportunities to share information about its work through meetings, community visits and introductory conversations with organisations, community groups and networks across state. These engagements have supported relationship building and provided more relational opportunities to share information, understand community priorities and strengthen connections with community-led organisations. Opportunities for more structured information sessions will continue to be developed.

	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.	Grants and Engagement	Progressing & Ongoing	The Foundation has participated in a range of community events and gatherings across the state, which has created opportunities to connect with community, build relationships and share information about the Foundation. These gatherings have also provided opportunities to build awareness of Spinifex Foundation SA and the growing First Nations led approach to philanthropy and funding in South Australia. We continue to seek out and participate in community events and gatherings, recognising the value of these spaces for strengthening relationship, sharing information and remaining connected with community over time.
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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.

Focus area

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	Responsibility	Status	Reporting
1. Increase understanding, value and recognition of First Nations cultures, histories, knowledge and	Conduct a review of cultural learning needs within our organisation.	Chief Executive	Completed or Embedded	This was achieved by reviewing other cultural learning frameworks and approaches, talking with trusted First Nations organisations, and consulting with the Board & team individually and collectively.
	Consult local Traditional Owners and/or First Nations advisors on the development and implementation of a cultural learning strategy	Chief Executive	Completed or Embedded	Conversations highlighted the importance of ensuring a learning strategy reflected ways to engage, build relationships, and learn across the diversity of First Nations cultures in partnership and relationship.

rights through cultural learning	Develop, implement, and communicate a cultural learning strategy for our staff	Chief Executive	Completed or Embedded	The Foundation developed and adopted the 'Aware, Acknowledge, Understand' cultural learning framework to guide staff development. The framework supports a staged approach: beginning with awareness of history, protocols and context; progressing to community-based learning and relationship-building; and culminating in applied understanding that informs daily practice and decision-making.
	Provide opportunities for all Foundation staff and Board members to participate in formal and structured cultural learning	Chief Executive	Completed or Embedded	All staff and Board engaged in learning opportunities and shared their reflections together, and will continue to prioritise this annually.
	Facilitate opportunities for the Fay Fuller Foundation Board and the Fay Fuller First Nations Advisory Group to connect twice a year through formal and informal forums	Chief Executive	Completed or Embedded	The Fay Fuller Foundation Board engages with Spinifex Foundation SA, and other partners, through board meetings, events and visits multiple times a year. We are continuing the journey of developing an Advisory Group that can more broadly support engagement with the Philanthropic sector in South Australia, inclusive of the Fay Fuller Board.

2. 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	Chief Executive	Completed or Embedded	The team discussed and supported each other's learning about protocols that created safety, recognition and respect and documented supporting resources and public knowledge sources.
	Develop, implement, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country	Grants and Operations	Completed or Embedded	The Foundation continues to develop its knowledge and understanding of cultural protocols and ways to respect and incorporate this into our work and practice. This is supported by documentation and ongoing cultural learning framework.
	Embed Acknowledgement of Country in official Fay Fuller Foundation templates (e.g., project briefs, reports, meeting documents, meeting rooms)	Administration and Projects	Completed or Embedded	Acknowledgement of Country features in all of our templates.
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year	Administration and Projects	Completed or Embedded	This is a standing consideration each time we hold an event.
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings	Chief Executive	Completed or Embedded	This is embedded in ongoing agendas, and is common practice at the Foundation.

	Display Acknowledgment of Country plaque/signage in office building/spaces	Administration and Projects	Completed or Embedded	We have an Acknowledgement of Country plaque on display upon entry to our office.
3. 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.	Grants and Engagement	Completed or Embedded	The entire Fay Fuller team, who collectively make up the RAP Working Group, attend a range of external NAIDOC Week events each year. This ongoing participation supports continued learning and connection with Aboriginal and Torres Strait Islander communities, providing valuable opportunities to engage in community-led celebrations and deepen understanding of each year's NAIDOC theme.
	Invite Fay Fuller staff, both First Nations and non-First Nations, to share their stories/reflections about NAIDOC Week theme, share on social media.	Social Impact and Communications	Completed or Embedded	The team shared reflections on the significance of the theme and our experiences from across the week annually, and are committed to continuing engagement during NAIDOC.
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	Grants and Operations	Completed or Embedded	Fay Fuller Foundation actively supports all staff involvement in NAIDOC week and has ensured there aren't any policy or practice barriers.
	Promote and encourage participation in external NAIDOC events to all staff. Share NAIDOC	Administration and Projects	Completed or Embedded	Every year the Foundation engages with and promotes NAIDOC messaging and resources.

	resources and materials to the Board and staff.			
4. 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.	Chief Executive	Completed or Embedded	The Foundation established a working group and practices focused on outreach and connection to understand community priorities and identify opportunities and campaigns for the Foundation to walk alongside. This includes monitoring local and national campaigns, developments within the philanthropic sector, and government policies, including the supporting conditions for the SA Voice to Parliament, to ensure the Foundation's engagement aligns with First Nations-led priorities.

	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.	Grants and Operations	Completed or Embedded	The Foundation is committed to continuing to stay across local and system level campaigns and demonstrating our support through our strategy, relationships, partnerships and communications. This has included support during and post the Referendum and working alongside the Voice to Parliament in South Australia.
5. 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.	Administration and Projects	Progressed & Ongoing	We engaged with Kurna Warra to understand consultation and approval process for use of Kurna language in preparation for consideration of incorporating language into the Foundation's office but have not actioned at this stage. We are committed to considering opportunities for showcasing language from across the Lands we work in the future, and we will ensure any decision made is in consultation with the appropriate cultural authority.

	Incorporate First Nations language of the lands we work on into our office space.	Administration and Projects	Not completed	The Foundation currently works in a small open plan office, but if this changes in future we will look for appropriate opportunities to name office spaces. We agreed that the meaningful use of and display of language would be an ongoing consideration and are looking for ways to increase our team's knowledge and awareness.
	Use First Nations language of the lands our Projects span in naming of Project pieces.	Administration and Projects	Progressing & Ongoing	This is a standing consideration when the Foundation begins a new discrete project but to date we haven't launched a Project that incorporates First Nations Language.
6. Learn about the significance and importance of First Nations people's	Learn about significance of connection to and care for Country of First Nations in South Australia through research and engagement.	Grants and Operations	Completed or Embedded	The Foundation continues to build its knowledge and understanding through active engagement with research, events, conversations and experiences.

connection to Country and provide funding to support this connection and caretaking	Provide annual funding to support First Nations led ongoing repatriation efforts and engagement.	Grants and Operations	Progressing & Ongoing	We have provided community grants to First Nations led repatriation journeys bringing ancestors home to rest, supporting activities and costs not covered by Government funding provided through partnerships with the Museum SA. We will continue to build relationships to listen and learn about what type of investments are wanted to support this community priority.
	Provide annual funding to support First Nations led work investing in Country sustainability practices of land/sea/water.	Grants and Operations	Progressing & Ongoing	Funding has been established to support First Nations-led work that cares for and strengthens Country, encompassing intergenerational culture and knowledge transfer, as well as the sustainability, restoration and stewardship of Land, Sea and Waterways. The approach aims to be accessible and flexible, with space to listen, learn and adapt over time in response to community needs and priorities.
7. Ensure our media channels are culturally appropriate,	Develop proactive media plan to share First Nations reconciliation activities at the Fay Fuller Foundation	Social Impact and Communications	Completed or Embedded	Our media plan continues to evolve to share about reconciliation and invite engagement and reflection.

diverse, and accessible to staff and external stakeholders	Review online imagery to respectfully include First Nations representation to encourage diversity in mainstream forums	Social Impact and Communications	Completed or Embedded	First Nations representative imagery is present across the FFF website and is an ongoing consideration in the development of new content and media.
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Opportunities

The foundations and operations of the Philanthropic sector have historically and continue to contribute to the harm and inequity experienced by Aboriginal and Torres Strait Islander people. Fay Fuller 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.

Focus area

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	Responsibility	Status	Reporting
1. 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	Chief Executive	Completed or Embedded	
	Engage with First Nations staff to consult on our recruitment, retention, and professional development strategy.	Chief Executive	Completed or Embedded	

	Develop and implement a First Nations recruitment, retention, and professional development strategy	Chief Executive	Progressing & Ongoing	The strategy has been developed in conjunction with the Spinifex Foundation SA. It is not yet marked as complete. Implementation is being phased to ensure Spinifex and the Foundation progress together.
	Advertise job vacancies to effectively reach First Nations stakeholders	Administration and Projects	Completed or Embedded	When new roles are advertised for the Foundation, we include sites such as Indigenous Employment and distribute through the SA Turkindi network. We also share these advertisements with partners so they can share within their networks.
	Review HR and recruitment procedures and policies to remove barriers to First Nations participation in our workplace	Grants and Operations	Completed or Embedded	We reviewed our policies, procedures and worked on our culture, practices and communications with the intention of removing barriers, but also actively being a desirable employer and place to work for First Nations people.
	Ensure a cultural lens is applied in induction process for new employees to ensure no barriers throughout	Grants and Operations	Completed or Embedded	We reviewed the information we provide, the activities and discussions we have as a team, and our ongoing Cultural Learning framework to support people feeling welcomed, know that their culture is celebrated and that our HR policies are person centred and flexible.

	Increase the percentage of First Nations peoples employed through our staff, board, and advisory groups	Chief Executive	Completed or Embedded	
	Invest in professional development and networking opportunities for First Nations staff and partners for example, Philanthropy Australia Conference, International Funders for Indigenous Peoples Conference.	Chief Executive	Completed or Embedded	This was supported through relationship building and grants to cover costs of engagement.
	Explore traineeship and internship opportunities within the philanthropic sector	Chief Executive	Completed or Embedded	This work has been incorporated into OPP 1.3 to ensure a coordinated approach to First Nations recruitment, retention, and professional development.
2. Increase First Nations supplier diversity to support improved	Investigate Supply Nation membership	Administration and Projects	Completed or Embedded	We investigated this and decided that it wasn't strongly aligned to the scale and size of our Foundation, but have progressed other methods to increase First Nations supplier diversity through our procurement.

economic and social outcomes	Develop commercial relationships with First Nations businesses.	Grants and Engagement	Completed or Embedded	As a small organisation, the Foundation's commercial activity is limited, however, there is a consistent commitment to seeking out opportunities to engage First Nations businesses whenever goods or services are procured. Wherever possible, the Foundation prioritises Aboriginal-owned and led suppliers to ensure that procurement processes align with its values and strengthen relationships with First Nations businesses.
	Develop and implement a First Nations procurement strategy.	Grants and Operations	Completed or Embedded	We have a Policy that has principles and actions to support our ability and commitment to prioritise where appropriate and increase our procurement from First Nations businesses and providers, and remove barriers and encourage direct invitations during tender processes.
	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.	Grants and Engagement	Completed or Embedded	The Foundation maintains a commitment to prioritising First Nations suppliers wherever possible. The team actively seeks Aboriginal-owned and led businesses as a preference when procuring goods or services and looks for opportunities to engage First Nations providers when contracting work.

	Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	Grants and Operations	Completed or Embedded	We developed and inducted staff on the Procurement Policy which provides guidance to support this and have a register of First Nations suppliers, and developed relationships and key contacts to support further engagement.
	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	Grants and Operations	Completed or Embedded	We are connected with The Circle, and will continue to attend local events where First Nations businesses are showcased and actively build our knowledge and relationships for when procurement opportunities arise.
3. Invest in First Nations Entrepreneurship	Consult with First Nations communities and organisations to explore opportunities to support First Nations Entrepreneurship opportunities through capital investment.	Chief Executive	Progressing & Ongoing	We have consulted with a wide range of communities and businesses, through our ongoing investment refreshment processes, we will be looking at continuing to grow the investment capital available for First Nation's entrepreneurs.

	Work with First Nations communities and organisations to identify, catalyse or co-create capital investment opportunities.	Chief Executive	Progressing & Ongoing	This work has not yet progressed to funds being transferred. Current efforts focus on both direct investment, identifying opportunities for the Foundation to invest in Aboriginal-led capital projects such as infrastructure, community-owned enterprises or impact funds, and indirect investment, by supporting organisations to strengthen their capacity and readiness to become capital-investment-ready. We believe prioritising this readiness work responds to what communities have identified as a need and will ultimately achieve the impact intended by this action.
	Take First Nation peoples' advice on ways to intentionally share opportunities to access capital investment opportunities.	Chief Executive	Completed or Embedded	

4. 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.	Grants and Engagement	Completed or Embedded	The Foundation has supported the development and establishment of Spinifex Foundation SA, providing ongoing assistance and helping to amplify community voices. This support reflects a shared commitment to strengthening community-led philanthropy and ensuring Aboriginal leadership is central in decision-making across South Australia.
	Make funding available to support First Nations led responses in the wake of a natural disaster, pandemic, or other external factors in South Australia.	Grants and Engagement	Progressing & Ongoing	The Foundation has made funding available to support First Nations–led responses to external events and community needs across South Australia. This has included targeted funding for COVID-19 community response initiatives, as well as support for metropolitan Survival Day events celebrating Aboriginal resilience and culture. These activities reflect the Foundation’s commitment to enabling community-led action in times of challenge and recovery. With funding to remain available to respond when new or unforeseeable needs arise. *

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.

Focus area

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	Responsibility	Status	Reporting
1. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP	Maintain First Nations staff representation on the RWG	Chief Executive	Completed or Embedded	
	Establish and apply a Terms of Reference for the RWG	Chief Executive	Completed or Embedded	
	Meet at least four times per year to drive and monitor RAP implementation	Chief Executive	Completed or Embedded	
2. 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	Chief Executive	Completed or Embedded	The Foundation is progressing this work through the planned establishment of a First Nations Advisory Group, as outlined in RES 1.5. This group will provide guidance on opportunities, strengths, assets, needs and cultural protocols, informing both the Foundation and, over time, the broader South Australian philanthropic collective.

	Create a designated First Nations position on the Fay Fuller Foundation Board	Chief Executive	Completed or Embedded	
3. Provide appropriate support for effective implementation of RAP commitments	Define resource needs for RAP implementation	Chief Executive	Completed or Embedded	
	Engage senior leaders and other staff in the delivery of RAP commitments	Chief Executive	Completed or Embedded	
	Define and maintain appropriate systems to track, measure and report on RAP commitments	Social Impact and Communications	Completed or Embedded	We engaged in regular working, coordinating, and reflecting sessions as a team, and with our Board to ensure our progress was intentional, meaningful, and evolving. We are committed to ensuring this remains part of our practice.
	Appoint and maintain an internal RAP Champion from senior management	Chief Executive	Completed or Embedded	
4. Build accountability and transparency through reporting RAP achievements, challenges, and	Include our RAP as a standing agenda item at Foundation Board meetings	Chief Executive	Completed or Embedded	
	Complete and submit the annual RAP Impact Measurement	Social Impact and Communications	Completed or Embedded	We participated with the annual questionnaire to the best of our ability.

learnings both internally and externally	Questionnaire to Reconciliation Australia			
	Report RAP progress to all staff and Board quarterly	Social Impact and Communications	Completed or Embedded	RAP progress is reported to the board quarterly with active discussion and engagement about learning and priorities.
	Publicly report our RAP achievements, challenges, and learnings, annually	Social Impact and Communications	Completed or Embedded	We reported against our RAP annually, and shared insights articles on our website along our journey.
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer	Social Impact and Communications	Completed or Embedded	Participation in workplace barometer was explored, due to team size we would not be able to review our data and the decision was made not to participate.
	Engage First Nations consultant or organisation(s) to support evaluation of RAP activity at the Fay Fuller Foundation to promote cultural accountability	Social Impact and Communications	Completed or Embedded	We engaged Kimberley Wanganeen Consultancy to support us in identifying learnings, things we would do differently, and opportunities to progress impact and change.

	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.	Administration & Projects	Completed or Embedded	RAP is listed on the website.
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	Social Impact and Communications	Completed or Embedded	We have received the link and participated in the questionnaire.
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Social Impact and Communications	Completed or Embedded	We have provided our traffic light report to Reconciliation Australia and will make this public in future alongside our learnings report.
5. Continue our reconciliation journey by developing our next RAP	Register via Reconciliation Australia's website to begin developing our next RAP	Administration & Projects	Not completed	
	Engage a First Nations consultant to support the facilitation and development of the Fay Fuller Foundations consecutive RAP	Chief Executive	Not completed	We see ourselves on a journey charted for us through the development of this first RAP – with learning, actions, and relationships that we are committed to deepening and growing. We are transitioning to testing new ways of progressing actions and accountability for reconciliation outside of a formal RAP framework, but will continue to take guidance from First Nations consultants, partners and peers.

Appendix 2 | Reflection on our actions

Relationships Evaluation

The Foundation's work within Relationships centres on strengthening trust based connections with First Nations communities and building collaborative partnerships across the philanthropic sector. This includes investing time in relationships across the state, opening dialogue with communities about their philanthropic goals, and deepening partnerships with First Nations led philanthropic organisations. It also involves convening a funder collective to support shared learning and reconciliation focused collaboration, while improving the Foundation's visibility and creating clearer pathways for communities to engage.

To progress this work, the Foundation will need to navigate sector power dynamics, clarify shared intentions, and address limited visibility and engagement pathways. Success will rely on partnering with the right people, demonstrating consistent and considered practice, being guided by First Nations partners, and strengthening internal cultural capability. If these enablers are prioritised, the Foundation will see deeper, more reciprocal relationships, increased sector reflection and change, and new opportunities emerging from strengthened trust and shared purpose.

Next steps include formalising engagement pathways, establishing the funder collective, and embedding First Nations led guidance into all relationship building efforts.

Respect Evaluation

The Foundation's work in Respect centres on deepening cultural understanding, truth telling and visibility by committing to continuous learning, improving accessibility, and engaging more relationally with First Nations communities.

This includes committing to expanding cultural learning for staff and Board, creating more accessible communications and processes, using the Foundation's platform to elevate First Nations priorities, and openly truth telling about the history and origins of the organisation's wealth.

Respect also means showing up visibly in community, resourcing cultural connection and healing, and supporting self determination in ways that extend beyond existing Indigenous Land Funds.

Progress in this domain will require actively avoiding extractive practice, navigating sector resistance, and ensuring shared commitment with like minded organisations.

Success will be enabled by investing time in relationships and learning, celebrating progress, and bringing people across the Foundation's sphere of influence into the change journey.

We will know we are succeeding when respectful practice becomes business as usual, when a clear accountability framework guides our work, when the sector begins interrogating and adjusting its own approaches, and when our relationships with community reflect safety, trust and mutual learning.

Next steps include strengthening cultural capability pathways, formalising truth telling commitments, improving organisational accessibility, and resourcing cultural and community led initiatives that reinforce long term reconciliation.

Appendix 2 | Reflection on our actions

Opportunities Evaluation

The Foundation's work in Opportunities focuses on creating pathways for First Nations employment, sector participation and economic advancement. This includes strengthening internal recruitment and professional development practices, creating opportunities for young people, and offering targeted training and mentoring.

It also involves building sector awareness by supporting First Nations enterprises, mobilising resources into community wealth building initiatives, and creating meaningful pathways for First Nations people to enter, influence and shape philanthropic systems. Alongside this, the Foundation will ensure its capital investment strategies prioritise First Nations communities while remaining flexible enough to respond to opportunities that emerge from trusted relationships.

Progress in this domain will require navigating organisational capacity constraints, clarifying governance and investment mandates, and ensuring engagement practices are meaningful and grounded in trust.

Success will be enabled by a strong values aligned culture, deep community engagement, collaborative partnerships and a willingness to innovate and learn. We will know we are succeeding when our internal capacity grows, when more people are engaged across the organisation, when we move at the pace set by community, and when increased capital flows into First Nations enterprises and wealth building initiatives.

Next steps include strengthening recruitment pathways, formalising sector awareness initiatives, deepening partnerships with First Nations enterprises, and embedding community led approaches into investment decision making.

Governance Evaluation

The Foundation's governance work focuses on embedding reconciliation into the core of how decisions are made, resourced and held accountable. This includes maintaining reconciliation as a consistent practice across the Board and team, strengthening governance frameworks so commitments are institutionalised rather than dependent on individuals, and ensuring policies, structures and reporting mechanisms actively support long term reconciliation.

It also involves using governance influence to support other philanthropic funders, creating space for open dialogue between philanthropic organisations and Aboriginal Community Controlled Organisations, and establishing a First Nations Advisory Group, supported by Fay Fuller. Central to this work is a commitment to meaningful learning, reflection and impact measurement that informs ongoing improvement.

Progress in this domain will require sustained prioritisation, adequate resourcing and the ability to navigate complexity with openness and care. Success will be enabled by strong organisational leadership, long term investment in relationships and pathways that connect First Nations communities with philanthropic actors, and embedding reconciliation into planning, learning and reporting frameworks.

Fay Fuller Foundation will know they are succeeding when First Nations communities and philanthropic partners are connecting directly without relying on the Foundation as an intermediary, when there is a shared vision and agreed processes guiding decision making, and when learning led accountability drives continual adaptation.

Next steps include strengthening governance frameworks, resourcing reconciliation as a core organisational function, and deepening mechanisms for shared reflection and sector influence. To complement this evaluation and broaden the evidence base, a potential further step for Fay Fuller Foundation is to distribute a survey to associates and stakeholders. This would support the collection of wider perspectives and deepen understanding of how the RAP is experienced across the organisation's broader community.