

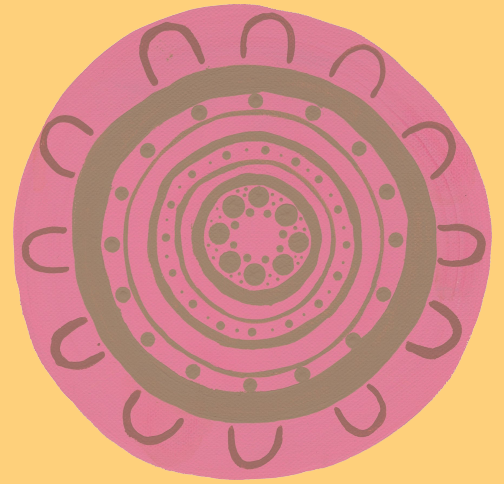
# Reconciliation Action Plan Innovate 2024 Report



**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)*





# Reflecting on year one of our RAP

Year one of implementing our RAP has been inspiring, grounding, and has challenged us to reflect on every aspect of our organisation—from our internal workings to our external relationships and partnerships.

On October 14, 2023, the nation voted "no" to Aboriginal and Torres Strait Islander people having a formal voice in decisions impacting their communities. We launched our RAP just one month after this outcome, aware of the challenging context but even more committed to meaningful change and to working alongside First Nations communities.

Across the past year our RAP has acted as a container for the work. A regular drumbeat for internal conversation, reflection, and action in addition to our existing relationships and work as we continue to influence within our sphere.

Throughout this year we've had a few key learnings along the way that are influencing how we understand and approach the work of putting our RAP into action in a way that feels genuine, meaningful and in alignment with how we approach all of our work and partnerships.

## **Doing this well takes time and consideration.**

It would be easy to treat the RAP process as a box-ticking exercise but to do things meaningfully takes time and consideration to move and act thoughtfully.

Assigning a prospective timeline to actions starts looking very different when you begin to step through what it takes to meaningfully put that action into practice.

We've learned to take the time to get the process right and to move at the pace of community.

## **Relationships are the work.**

Taking the time to build understanding, mutual respect, and shared purpose is what makes the work within a Reconciliation Action Plan meaningful.

Reconciliation is not about continuing the process of taking from First Nations groups and organisations - language, expertise, advice. It is about sharing information, access and opportunities to build relationships based on mutual respect and benefit.

## **The true work of Reconciliation won't be found in your RAP.**

*But your RAP will help get you there.* Some of our most impactful reconciliation work stems from deeply considered, pre-existing commitments rather than RAP-driven actions.

However, our RAP has helped us address areas that might have been overlooked, especially around our internal policies and in areas beyond our usual focus - such as caring for Country and repatriation.

# Our RAP Launch

Our greatest joy in launching our RAP was the opportunity to share this milestone with the many partners who directly and indirectly contributed to shaping our understanding, approaches, and pathways to support our vision for reconciliation and this journey.

Our RAP video further explores our journey of getting to a RAP, speaking to those involved in the process and to our broader work with Aboriginal and Torres Strait Islander communities.

Aboriginal and Torres Strait Islander viewers are advised that the following film may contain images and voices of deceased persons.



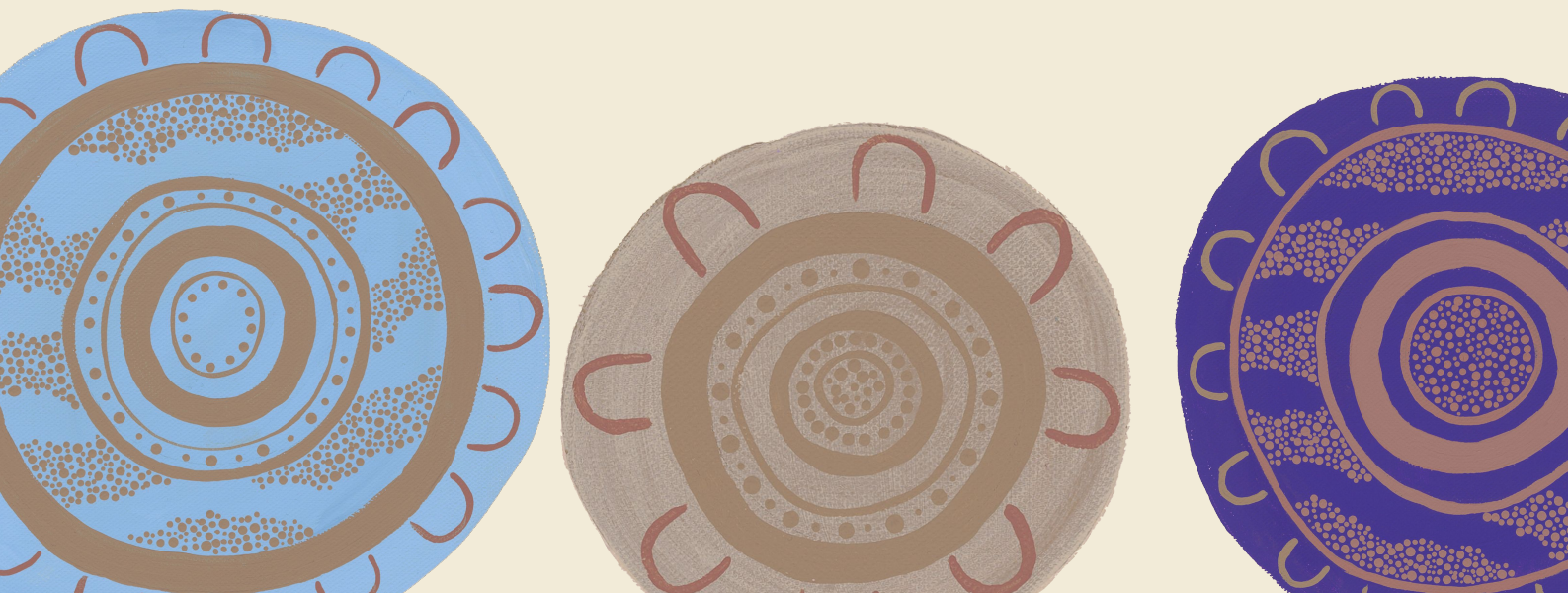
# 2024 Reconciliation Week: Now more than ever

This year's Reconciliation Week theme, *Now More Than Ever*, called on us to deepen our commitment to reconciliation and outline actionable next steps. Individually, we reflected on the theme and shared our reflections via the website and social media. [Head here to read the team's Reconciliation Week reflections.](#)

Alongside attending various Reconciliation Week events, Fay Fuller Foundation also hosted a discussion with other philanthropic partners to discuss the role of the sector in supporting reconciliation in South Australia and more broadly. Fifteen people attended representing 13 different organisations varying from private philanthropic foundations and trusts to public ancillary funds and corporate foundations.

*“This change must start at the roots: in our communities, in our educational settings, in workplaces across all sectors, and through media and other platforms. Performative actions are no longer acceptable; what is needed is true acknowledgment of the damaging policies and practices of the past, coupled with sincere efforts in truth-telling and forging a way forward for the First Nations peoples of this country.”*

*- Marla, FFF team member*





# A First Nation's-led fund for the state

Across 2024 we continued our partnership with the First Nations Philanthropic Funding Working Group to establish a First Nation's-led fund in South Australia. The fund is now close to launching as the Spinifex Foundation. "At The Spinifex Foundation, our purpose is to be a philanthropic leader as a catalyst for positive change, driven by the principles of independence, autonomy, and the wisdom embedded in First Nations communities and culture. Our Foundation represents cultural importance and transformative power that arises when philanthropy is designed and led by the very communities it seeks to uplift."

In partnership with Spinifex and collective funding group, Mannifera, we led our first joint workshop on strengthening First Nations-led giving and philanthropy at the Philanthropy Australia conference on Kaurna Yerta.

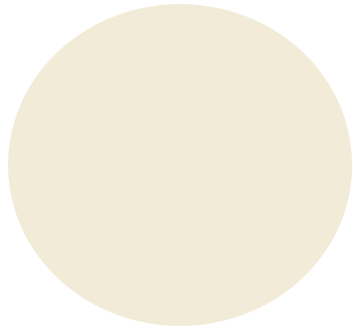
In March, Spinifex Foundation members joined Fay Fuller Foundation team and Board members in a learning exchange visit to Aotearoa where we met with both community-based and philanthropic organisations to learn about Indigenous philanthropy in the Maori context.

[Read more about the trip here.](#)

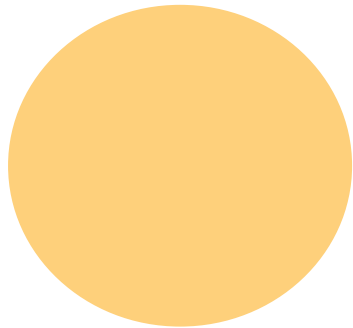


# Nov 2023 - Oct 2024

## RAP Actions & Deliverables



**Completed**



**In progress**

## 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	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 2024	Administration and Projects
	RAP Working Group members to participate in an external NRW event.	27 May-3 June 2024	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	Administration and Projects
	RAP Working Group members to participate in an external NRW event	27 May – 3 June 2024	Social Impact and Communications
	RAP Working Group members and staff to share a reflection of NRW experiences and educational outcomes through Fay Fuller Foundation communication platform.	June 2024	Social Impact and Communications
	Organise at least one NRW event each year.	27 May-3 June 2024	Administration and Projects
	Register all our NRW events on Reconciliation Australia's <a href="#">NRW website</a> .	April 2024	Administration and projects
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 <u>all</u> new and renewed external partnership agreements.	From November 2023 Review October 2024	Grants and Operations
	Encourage Foundation partners to develop their own unique <i>Reconciliation Vision Statement</i> .	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	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	Chief Executive

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"> <li>Sharing via external communication campaign resources and toolkits on an annual basis.</li> <li>Engaging staff annually in a shared learning experience informed by the campaign, followed by a reflective conversation.</li> </ul>	Review October 2024	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	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	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.

**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	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	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	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	Administration and Projects
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Review October 2024	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.	July 2024	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	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.	July 2024	Administration and Projects
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	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	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	Grants and Operations
	Provide annual funding to support First Nations led work investing in Country sustainability practices of land/sea/water.	July 2024	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	Social Impact and Communications

## 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	Timeline	Responsibility
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.	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	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	Grants and Operations



	Increase the percentage of First Nations peoples employed through our staff, board, and advisory groups.	Review October 2024	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	Chief Executive
	Explore traineeship and internship opportunities within the philanthropic sector.	Review October 2024	Chief Executive
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	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
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	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.

**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	Timeline	Responsibility
1. 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	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, 2024	Chief Executive
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.	October 2024	Chief Executive
	Create a designated First Nations position on the Fay Fuller Foundation Board.	November 2023	Chief Executive

1. 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
2. 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	Social Impact and Communications
	Publicly report our RAP achievements, challenges, and learnings, annually.	September 2024	Social Impact and Communications
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	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