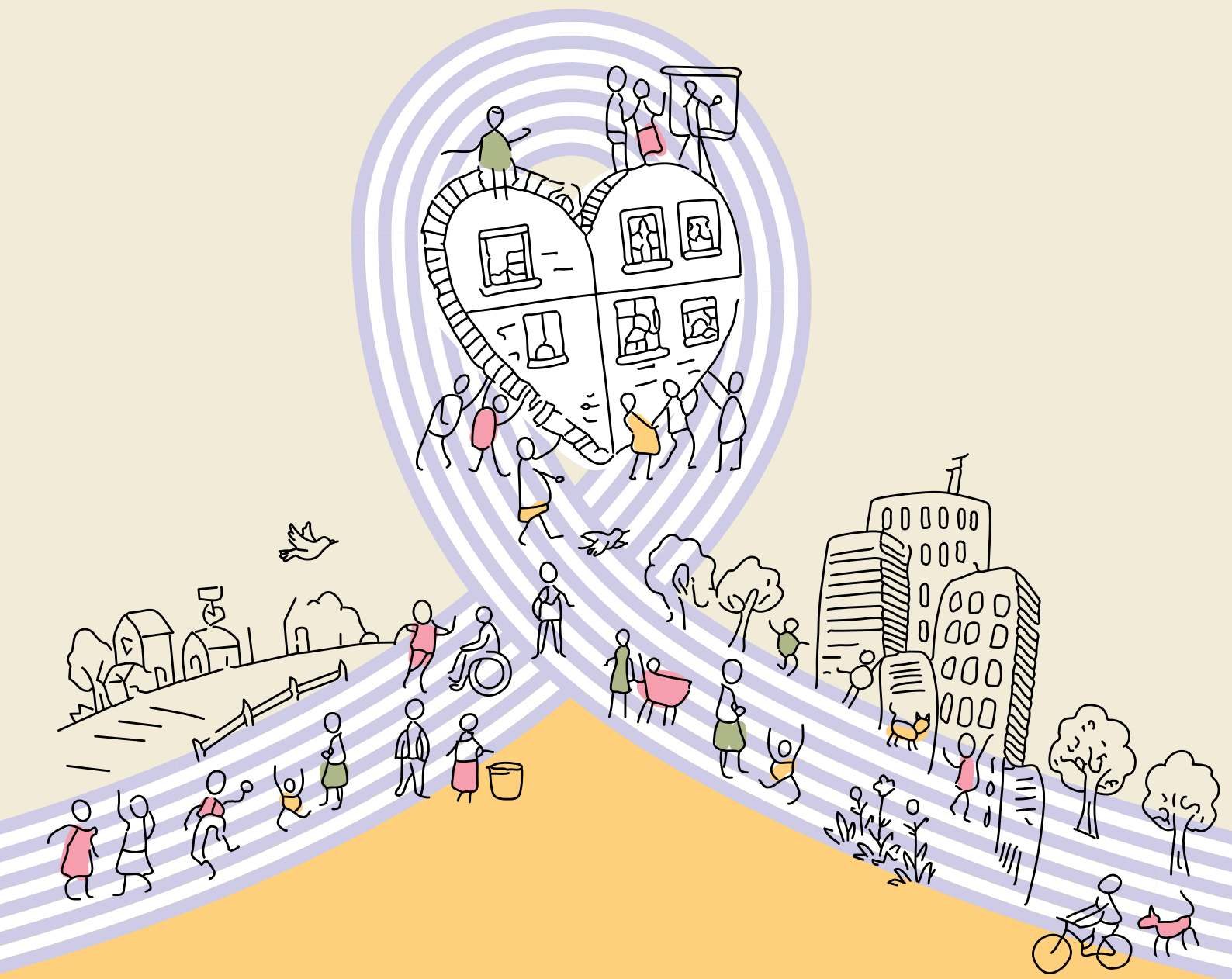


# Partnering with Community for Long-Term Wellbeing

STRATEGY 2026-2033



**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)

## STRATEGY 2026-2033

## Where we have come from

Over the past six years, Fay Fuller Foundation has been learning what it means to show up differently as a philanthropic organisation.

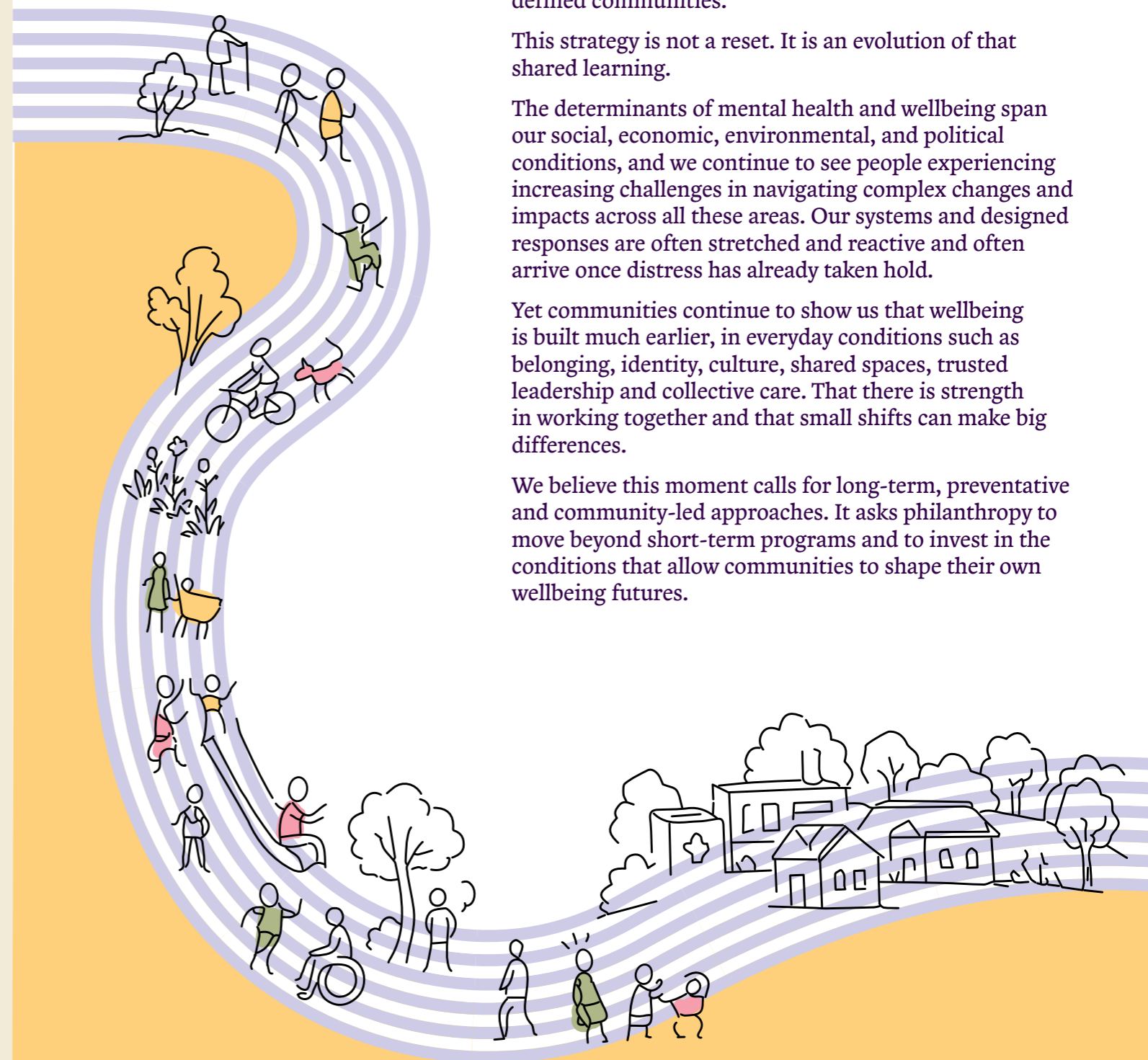
Our work has been shaped not by a single plan, but by relationships built over time with regional towns, community groups, Aboriginal-led organisations, and alongside people supporting wellbeing in their own self-defined communities.

This strategy is not a reset. It is an evolution of that shared learning.

The determinants of mental health and wellbeing span our social, economic, environmental, and political conditions, and we continue to see people experiencing increasing challenges in navigating complex changes and impacts across all these areas. Our systems and designed responses are often stretched and reactive and often arrive once distress has already taken hold.

Yet communities continue to show us that wellbeing is built much earlier, in everyday conditions such as belonging, identity, culture, shared spaces, trusted leadership and collective care. That there is strength in working together and that small shifts can make big differences.

We believe this moment calls for long-term, preventative and community-led approaches. It asks philanthropy to move beyond short-term programs and to invest in the conditions that allow communities to shape their own wellbeing futures.



## Purpose

We exist as a Foundation to resource community determined responses to complex challenges.

Through shared hope and vision, we work relationally, partnering with community to create the conditions for long-term change and self-determined health and wellbeing futures.

## Vision

We envision communities leading their own wellbeing futures, grounded in connection, culture, identity and collective care.

This vision reflects our belief that lasting change happens when communities define what wellbeing looks like for them and others walk alongside in genuine partnership.

## Role

We remain conscious of our role and our limits, taking our cue from communities on when to lead, when to support and when to step back.

### Funder and investor

Mobilising all forms of capital in service of community priorities.

### Partner and ally

Building long-term, trust-based relationships.

### Convener and connector

Bringing communities, funders and networks together.

### Amplifier

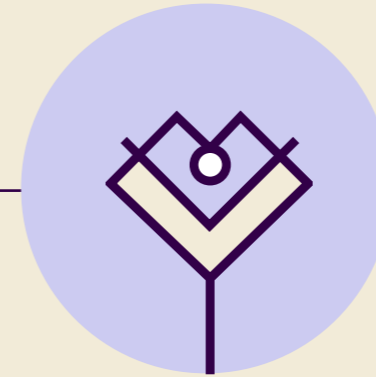
Sharing stories and evidence in partnership to influence wider systems.

### Learner and demonstrator

Testing, adapting and showing what is possible so others can learn alongside us.

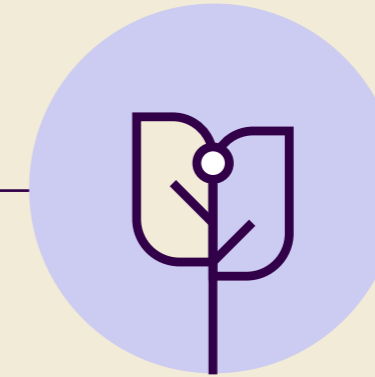
## How we work

Our values and principles guide how we show up every day. They are commitments to practice, not just statements of intent. We are guided by:



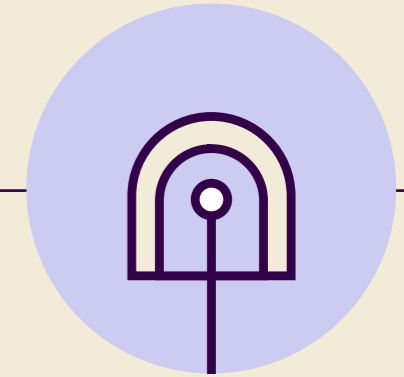
### Community at the heart

Placing community voice, knowledge and self-determination at the centre of everything we do.



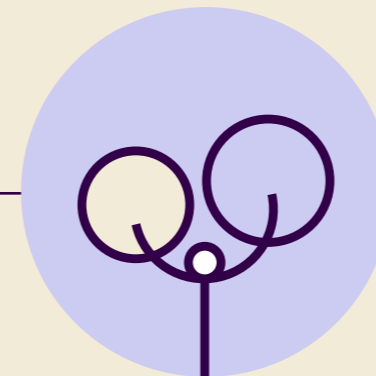
### Being accessible

Designing processes that are accessible and that move decision-making closer to communities.



### Partnering authentically

Investing in relationships built on trust, reciprocity and shared accountability.



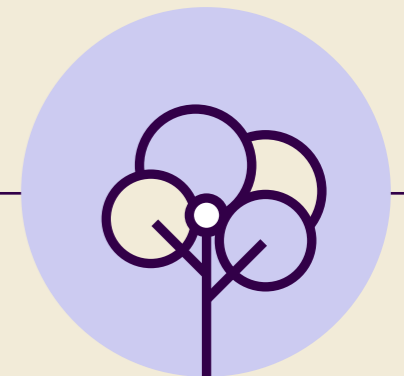
### Adapting as we go

Creating space to learn, reflect and evolve as contexts change.



### Sharing what we learn

Making insights and stories visible so impact can ripple beyond individual partnerships.



### Being bold in our convictions

Using our voice and influence to name issues affecting wellbeing and advocate for change where it is needed.



# Three Strategic Pillars

We are working towards three strategic pillars developed with community and our partners.

Over the next seven years this is where we will be investing our time, resources, relationships and networks.

By sharing what we learn and working with others along the way, we hope to influence how philanthropy and funders show up beyond our own organisation.

## 1 Backing community-led wellbeing

**We are working towards stronger everyday approaches and conditions that promote mental health and wellbeing.**

Investing in opportunities for communities to lead and develop their own ways for wellbeing, promoting person-centred and strengths-based approaches.

We back new ideas and ways to collectively understand what supports mental health, prevention and long-term wellbeing.

## 2 Enabling what makes community-led wellbeing possible

**We are working towards communities having greater power, resources and confidence to lead their own wellbeing.**

Backing local leadership and governance, community access and control of capital, and moving decision-making closer to community wherever possible.

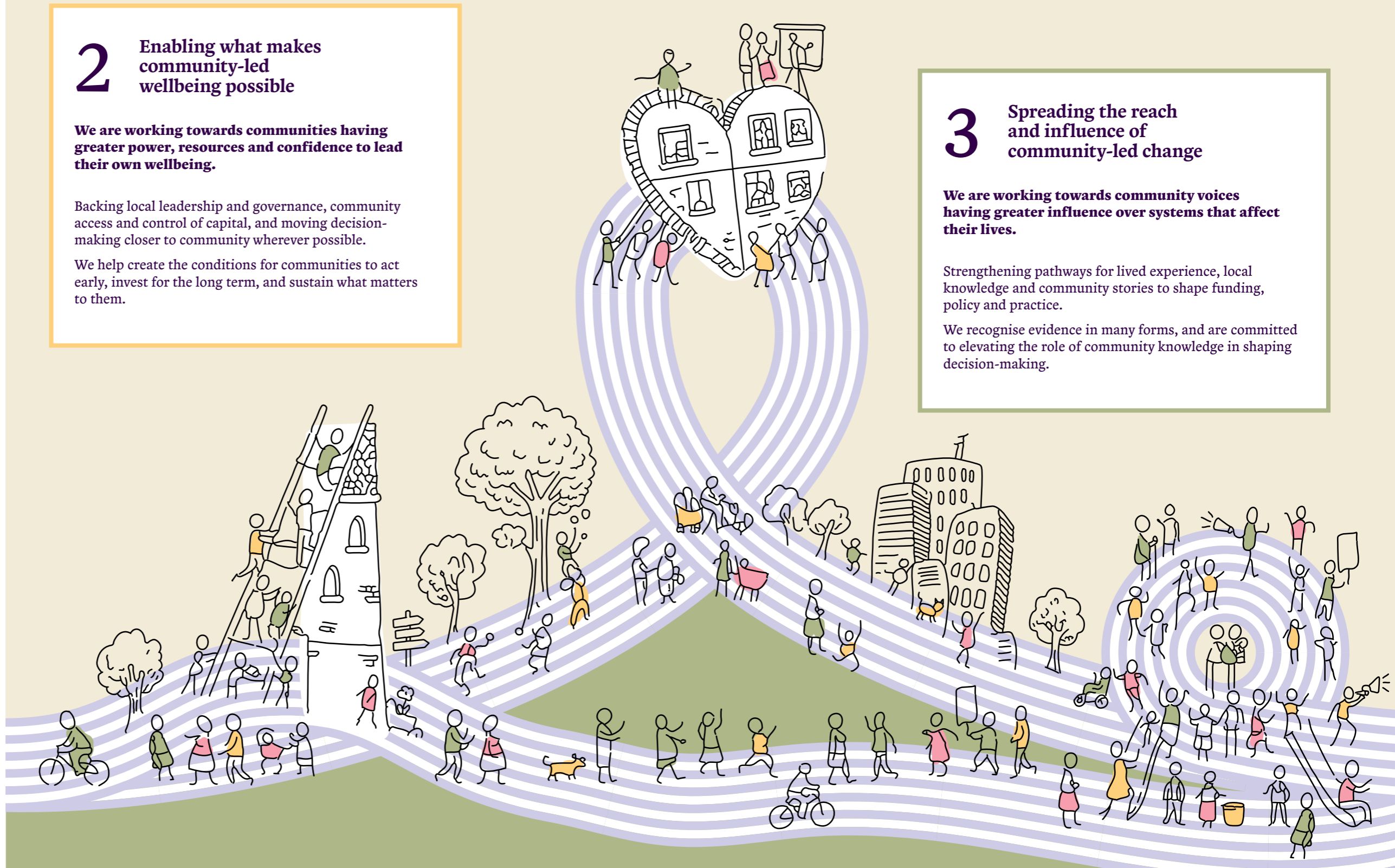
We help create the conditions for communities to act early, invest for the long term, and sustain what matters to them.

## 3 Spreading the reach and influence of community-led change

**We are working towards community voices having greater influence over systems that affect their lives.**

Strengthening pathways for lived experience, local knowledge and community stories to shape funding, policy and practice.

We recognise evidence in many forms, and are committed to elevating the role of community knowledge in shaping decision-making.



Strategic Pillars	1. Backing community-led wellbeing	2. Enabling what makes community-led wellbeing possible			3. Spreading the reach and influence of community-led change		
Strategic Intents	Promote a different way & narrative for community wellbeing	Build community wealth & access to capital	Strengthen community leadership & agency	Expand community spaces & physical infrastructure	Strengthen pathways for community stories & evidence	Build out the collective community movement for change	Negotiate with systems
The change we want to see	Stronger everyday conditions in communities that support mental health and wellbeing — grounded in prevention, belonging, identity and culture	Communities control growing, long-term sources of funding aligned to their priorities, reducing reliance on short-term grants	Communities have the leadership, relationships and tools to shape their own wellbeing futures	Communities have accessible, culturally appropriate spaces that support connection, leadership and collective action	Community knowledge, stories and lived experience shape decisions and narratives	Communities are connected through a wider movement, sharing what works and strengthening their collective voice	Funders and governments work in genuine partnership with communities, adapting policy, practice and investment to community priorities
We will	<p>Fund and support community groups to learn, trial and develop their own approaches</p> <p>+ Contribute to developing a strengths based understanding of what builds collective conditions for mental health and wellbeing</p> <p>+ Amplify narratives of community strengths, self-determination, identity and collective care</p>	<p>Invest in and attract resources into community held funds</p> <p>+ Back innovative models for mobilising capital that bring communities and funders together</p> <p>+ Connect communities working on wealth building for sharing and influence</p>	<p>Fund capability building opportunities for community leadership</p> <p>+ Resource tools and structures needed for community governance</p> <p>+ Support community leaders to demonstrate what is possible through community governance</p>	<p>Invest in and pool resources for new community-owned assets and shared spaces</p> <p>+ Fund the development and demonstration of community-led infrastructure models</p> <p>+ Advocate for greater community access to shared public spaces</p>	<p>Resource communities to create, tell and share their own stories</p> <p>+ Shift acceptance of diverse evidence forms, across lived experience, stories and community knowledge</p> <p>+ Weave community evidence with broader data and evidence, amplifying community knowledge in shaping systems</p>	<p>Support peer-to-peer learning so communities share what works</p> <p>+ Resource the growth and spread of community leaders and change makers to carry the work forward</p> <p>+ Back testing and learning work in historically excluded communities</p>	<p>Broker shared decision-making spaces with community leaders alongside funders and government</p> <p>+ Build trusted cross system relationships that present pathways for communities to influence funding, policy and practice</p> <p>+ Advocate for long term, preventative and relational funding models</p>
How we understand, measure and learn	Measure what matters – building shared goals and approaches with our partners	Understand emerging community goals, circumstances and futures – adapting as communities evolve		Evaluate ourselves in partnership – growing learnings of what enables community-led work	Engage with connected knowledge networks – linking community evidence to wider system shifts		Build shared learning and sensemaking pathways – hosting regular spaces for reflection

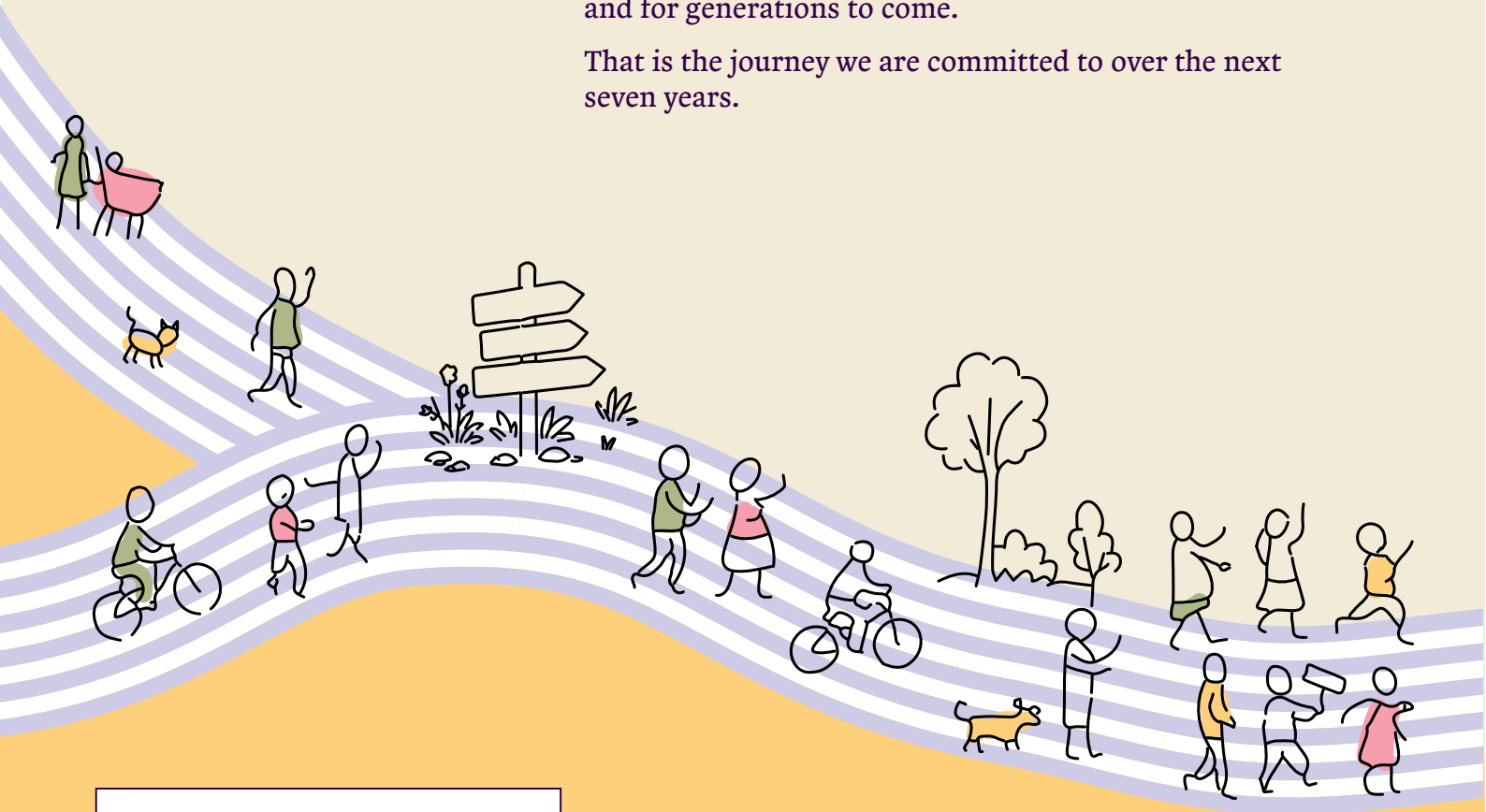
# Looking ahead

This strategy is an invitation.

An invitation to communities to continue shaping this work with us. An invitation to partners and funders to walk alongside community-led approaches. And an invitation to keep learning, adapting and acting together in service of long-term wellbeing.

We know that lasting change does not come from quick fixes. It comes from sustained relationships, shared power and a collective commitment to building the conditions that allow communities to thrive, now and for generations to come.

That is the journey we are committed to over the next seven years.



**Contact us here**

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**Fay Fuller  
Foundation**