

Fair Foundations



Reflect Reconciliation Action Plan

December 2025 – December 2026



The Artist and the Story Behind the Artwork

Shareen Clayton

Shareen Clayton is a proud Wiradjuri woman who was born and raised in Sydney. She has mastered her skills in art for over 20 years and is very passionate about sharing her Indigenous culture through her art as well as the teaching resources she has created for children, in collaboration with Education National.



Pictured: Pandora Patterson, CEO (left), and Shareen Clayton, Artist (right)

Community First, 2025

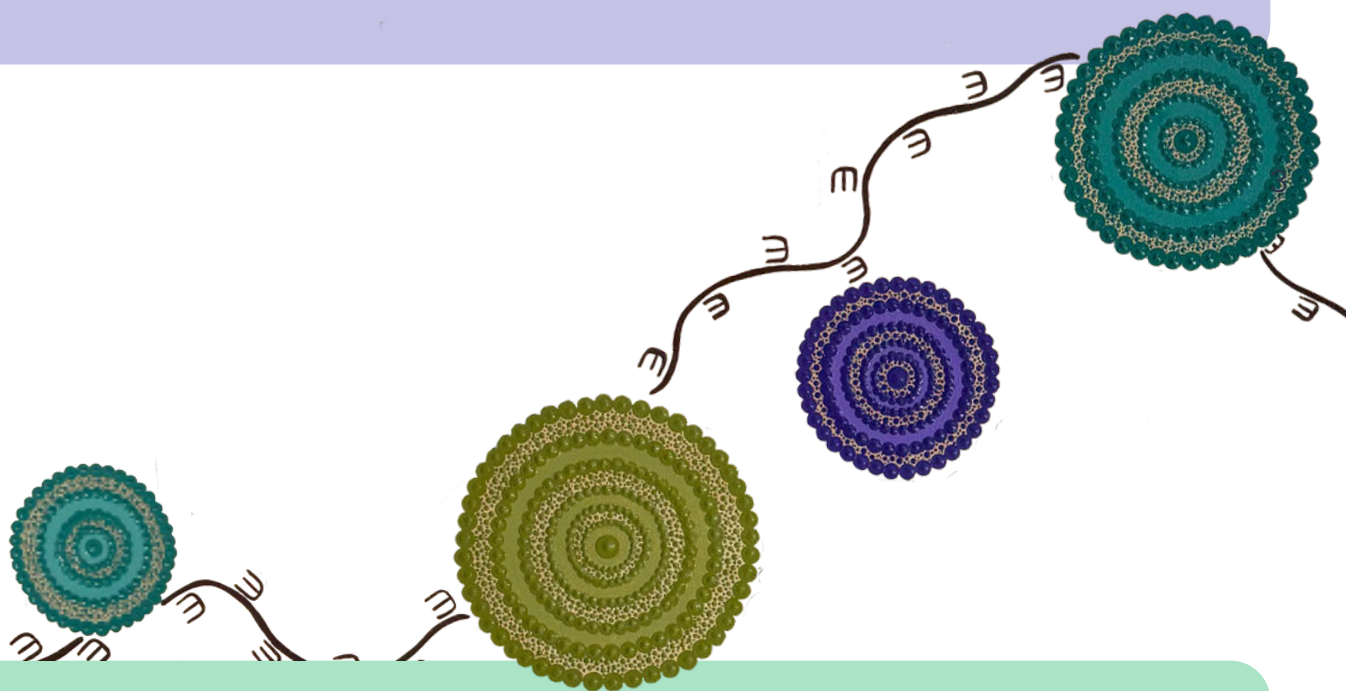


Of the artwork Shareen created for Fair Foundations, she says,

“This painting represents Fair Foundations and their support to the local area. The centre circle represents the workers and the many services that are offered to help individuals and families. Bush berries are used to enhance well-being and resilience while the goanna tracks show strength and connections between families. The lower corners represent local businesses and organisations who work with Fair Foundations to provide support to the broader community.”

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Acknowledgment of Country

We acknowledge the Cabrogal of the Darug Nation, the Traditional Owners of the land on which we work, and recognise their continuing connection to land, waters, and communities. We pay our respects to Elders past and present and promote the continuation of their cultural and spiritual practices.

Message from Fair Foundations' CEO

As a place-based organisation working on the lands of the Cabrogal Clan of the Darug Nation, we pay our deepest respects to Elders past and present and honour the enduring cultures, knowledge systems, and unbroken connection to Country that First Nations Peoples have across South West Sydney and beyond.

Fair Foundations recognises that Reconciliation calls for more than acknowledgement — it demands respect, reflection, and deliberate action. This Reflect Reconciliation Action Plan (RAP) is an important step in strengthening our relationships with Aboriginal and Torres Strait Islander Peoples, learning more about First Nations peoples, sharing this knowledge with the culturally diverse communities in Southwest Sydney and embedding cultural respect throughout our organisation.

This RAP sets the foundation for building cultural safety across our programs, partnerships, employment practices, and governance. It signals our intent to engage more deeply with truth-telling and ensure that Aboriginal and Torres Strait Islander voices are heard, respected, and reflected in what we do.

I wish to thank the Fair Foundations Board and staff, particularly our RAP Focus Group who have contributed their time, insight, and expertise to developing this RAP. I am also grateful to the community members and partners who have provided guidance, reflections, and support along the way. Our thanks also extend to Reconciliation Australia for their guidance throughout this process.

I am proud of our first RAP and am committed to creating an organisation where this work is not seen as an add-on, but as core to who we are and how we operate. We look forward to building on this foundation with accountability, respect, and integrity.

Prof. Pandora Patterson

Chief Executive Officer
Fair Foundations



Statement from the CEO of Reconciliation

Australia

Reconciliation Australia welcomes Fair Foundations to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Fair Foundations joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with over 5.5 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Fair Foundations to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Fair Foundations, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine

Chief Executive Officer
Reconciliation Australia



Our Business

Fair Foundations has stood alongside the highly diverse communities of Fairfield LGA and Greater Western Sydney for over 50 years. Our head office is in Fairfield NSW, on lands of the Cabrogal of the Darug Nation. Our services and programs are delivered across South West Sydney and we employ over 90 staff, including an Aboriginal and Torres Strait Islander person.

Fair Foundations' core business is the empowering of communities through inclusive, high-quality services in early childhood, youth, family support, disability, and community capacity building. At the heart of our work is a commitment to being community-led, trauma-informed, and grounded in evidence. Our purpose is to help people find their place and forge a fair future. We are driven by a commitment to disrupting the cycle of disadvantage and creating strong, inclusive, and resilient communities where everyone has the opportunity to thrive. This commitment is underpinned by our Values: Grit; Love; Excellence; Equity and Integrity.

As a place-based organisation we work with our communities and support local leadership, ensuring everyone feels seen, heard, and valued. We take the time to understand people's needs and provide holistic support to help them achieve their goals and we collaborate closely with a network of partners and stakeholders to advocate for social justice, challenge inequity, and build sustainable change.

With a strategic focus on service excellence, advocacy, visibility, and growth, Fair Foundations is strengthening its presence to drive meaningful impact. We are committed to being transparent, accountable, and continuously learning, ensuring that every action we take creates lasting, transformative outcomes for the people and communities we support.

Our Purpose

We help people find their place and forge a fair future.

Our Mission

Creating strong communities and fulfilling lives by disrupting the cycle of disadvantage in Fairfield and Greater Western Sydney.

Our Vision

Empowered, inclusive, resilient, multicultural communities.

Our Values



Grit

We stay dedicated to supporting our communities in achieving their goals and aspirations.



Love

Love for humanity is at the heart of everything we do, treating every person with kindness, empathy, and respect.



Excellence

We are continuously improving to achieve outstanding outcomes and impact for our communities.



Equity

We ensure that every person has the support and resources they need to build a fulfilling life.



Integrity

In everything we do, we are accountable, we are honest, we are responsible.

Our Reconciliation Action Plan (RAP)

Fair Foundations acknowledges that reconciliation is a shared responsibility and a vital part of our work in South West Sydney. A Reflect RAP signals our genuine commitment to strengthening relationships with Aboriginal and Torres Strait Islander peoples and to embedding cultural respect across our organisation. Our RAP Champion, the Executive Manager, People and Culture, will uphold our commitment to deepening our engagement with Aboriginal and Torres Strait Islander peoples, strengthening our cultural capability, fostering meaningful partnerships, and ensuring our services are safe, inclusive, and respectful for First Nations peoples.

Our Reflect RAP builds on the foundational work we've undertaken to increase cultural awareness among staff and begin conversations about reconciliation across our organisation. It will guide us in the development of respectful engagement, culturally informed service delivery, inclusive employment practices, and meaningful community collaboration and is a significant step in our journey to reconciliation.

At Fair Foundations we view reconciliation as a continuous journey built on respect, relationships, and accountability. Our approach is guided by a commitment to listen, learn, and act in partnership with Aboriginal and Torres Strait Islander peoples.

Rather than treating reconciliation as a standalone initiative, we are working to embed it across our culture, services, and community engagement. This includes fostering cultural safety, nurturing respectful partnerships, and ensuring that our diverse workforce is equipped to contribute meaningfully to this work.

Our Reflect RAP will help us build the structures and shared understanding needed to support this approach—adding to the foundation for long-term change, grounded in integrity and mutual respect.

Led by Fair Foundations' RAP Champion, the implementation of our RAP will be coordinated by the organisation's leadership team along with the focus group that guided the development of Fair Foundations' RAP. First Nations staff members will be encouraged to be part of this group, which will be formally known as the RAP Focus Group.

Significant Aboriginal and Torres Strait Islander annual events such as National Reconciliation Week (NRW) and NAIDOC Week, which have always been acknowledged and celebrated by Fair Foundations, remain key opportunities to showcase our journey to reconciliation through a coordinated whole-of-organisation approach. This approach will ensure consistency across all Fair Foundations' locations; a consistency that comes from a shared understanding of reconciliation by all our staff.

Our partnerships and activities

Fair Foundations recognises that our reconciliation journey will be enriched by new and enhanced relationships, partnerships and collaborations with First Nations people, organisations and agencies. We enjoy long-standing partnerships with Gandangara Local Aboriginal Land Council (GLALC), the Fairfield Council interagency Fairfield Engaging Families of Aboriginal Heritage (FEFAH) and Kari Limited. GLALC and FEFAH representatives have assisted at Fair Foundations All-Staff Conferences and facilitated our activities and events during NRW and NAIDOC Weeks. Fair Foundations has access to merchandise (Kari Shop) and program information (Kari Limited) and made referrals to Kari when this is needed by clients.

As a member of Western Sydney Community Forum, staff receive ongoing information about events that deepen our knowledge and awareness of First Nations issues.

Our engagement of Mr. Brendan Littlechild of Indigenous Workforce Consulting (IWC), who guided the focus group in the development of our Reflect RAP is another important community partnership for our organisation.

Establishing our RAP focus group has also provided an opportunity for Fair Foundations' culturally and linguistically diverse staff members to intentionally learn about, and contribute to, our reconciliation journey. Their participation has provided them with invaluable insight and, with this, the confidence to speak about reconciliation with non-Indigenous clients and communities that they interact with, with their own communities and each other.

The coordinated 'whole-of-organisation approach to implementing our RAP also highlights the focused, coherent and consistent narrative Fair Foundations seeks to share about our commitment to reconciliation as an organisation based in Western Sydney.



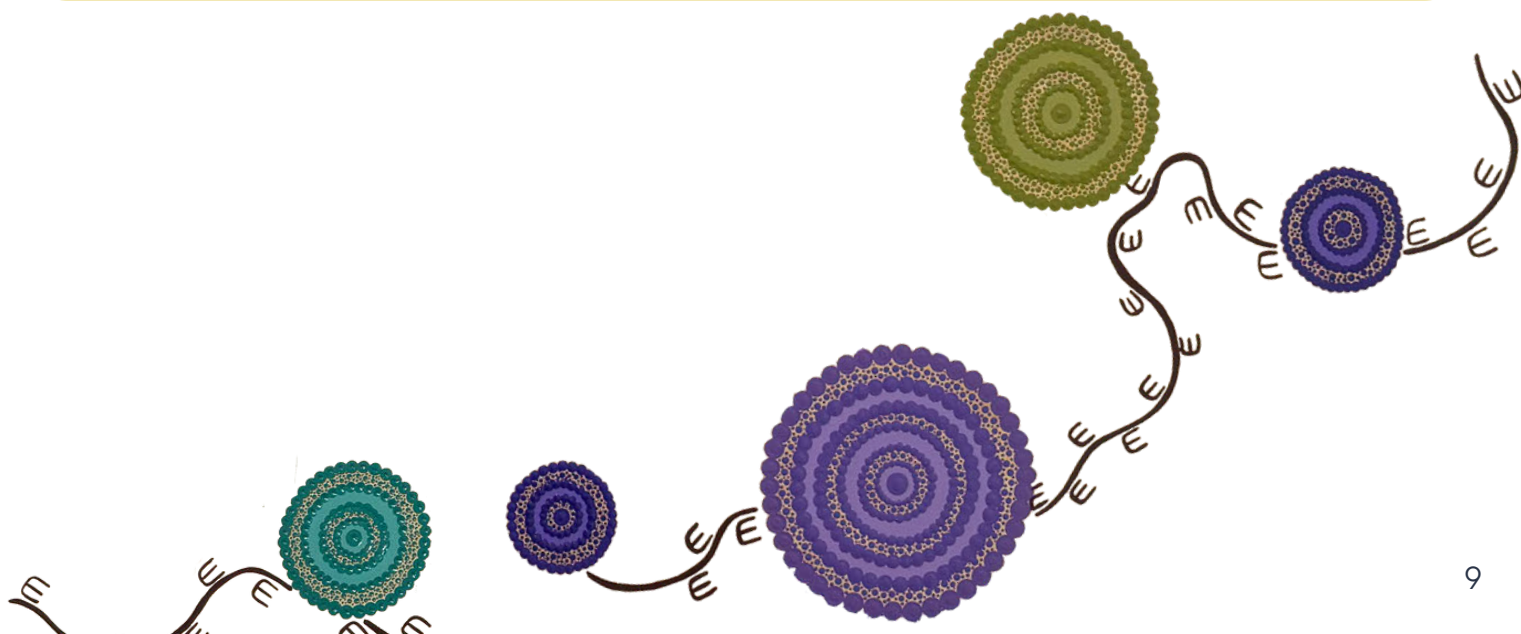
Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence	February 2026	Lead: EMFE Support: PCC
	Enhance or strengthen Fair Foundations's relationship with the Gandangara Local Aboriginal Land Council and Kari organisation	May 2026	Lead: CEO Support: COO
	Establish a relationship with Reconciliation NSW	February 2026	EMPC
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations	March 2026	Lead: EIL Support: PCC
	Fair Foundations representatives attend/participate in Western Sydney Community Forum (WSCF) workshops and training sessions	December 2026	Lead: HCPS Support: PCC
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff	March 2026	Lead: MCM Support: PCC
	RAP Focus Group participation at RAP Conference	June 2026	EMPC
	RAP Focus Group members to participate in an external NRW event	June 2026	Lead: EMFE Support: PCC
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW	June 2026	CEO
	RAP Focus Group members to participate in Western Sydney Community Forum (WSCF) workshops and training	December 2026	Lead: CEO Support: EMPC
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation	December 2026	MCM
	Identify external stakeholders that our organisation can engage with on our reconciliation journey	December 2026	Lead: EMPC Support: PCC
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey	December 2026	EMFE
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	April 2026	Lead: EIL Support: PCC
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	March 2026	QSC



Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation	February 2026	Lead: EMPC Support: EMFE
	Conduct a review of cultural learning needs within our organisation by way of either a Survey or focus groups for each service area	April 2026	Lead: HCPS Support: HCS
	Include the SBS First Nations' training module throughout the onboarding process for CFS staff.	February 2026	PCC
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. This being the broader Southwest Sydney region	April 2026	EIL
	Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	February 2026	MCM
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information with staff about the meaning of NAIDOC Week	April Annually	Lead: HCS Support: HDS
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	April Annually	Lead: MCM Support: PCC
	RAP Focus Group to participate in an external NAIDOC Week event.	June 2026	Lead: COO Support: EMPC





Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for the employment of Aboriginal and Torres Strait Islander peoples within our organisation	April 2026	EMPC
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	March 2026	Lead: HCPS Support: HDS
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	March 2026	COO
	Investigate Supply Nation membership	March 2026	PCC
	Procure artwork from local Aboriginal and Torres Strait Islander artists and/or YARPA, ensuring this is conducted appropriately and respectfully	December 2025	CEO





Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Focus Group to drive governance of the RAP.	Maintain a RAP Focus Group to govern RAP implementation	December 2026	PCC
	Draft Terms of Reference for the RAP Focus Group	January 2026	EMPC
	Establish Aboriginal and Torres Strait Islander representation on the RAP Focus Group	January 2026	PCC
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation	March 2026	Lead: CEO Support: EMPC
	Engage senior leaders in the delivery of RAP commitments	December 2026	Lead: HCPS Support: HDS
	Provide support to Fair Foundations' RAP Champion, to effectively champion our RAP internally	December 2026	CEO
	Define appropriate systems and capability to track, measure and report on RAP commitments	January 2026	EMFE
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	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	Lead: EMPC Support: PCC
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey	July annually	EMPC
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia	September 2026	PCC
	Publicly report our RAP achievements in our Annual Report	November 2026	EMPC
	Communicate Fair Foundations' commitment to reconciliation at each new employee's Induction session	December 2025	PCC
	Coordinate regular RAP updates in Fair Foundations' Newsletter	March 2026	Lead: PCC Support: MCM
13. Continue our reconciliation journey by developing our next RAP.	Review the appointment of Fair Foundations' RAP Champion and document any changes to this role and Fair Foundations' focus in preparation for the development of our next RAP	September 2026	EMPC
	Register via Reconciliation Australia's website to begin developing our next RAP	October 2026	EMPC

CEO: Chief Executive Officer

COO: Chief Operating Officer

EMPC: Executive Manager, People and Culture

EMFE: Executive Manager, Fundraising and Engagement

EIL: Evidence and Impact Lead

HCS: Head of Children's Services

HCPS: Head of Community and Psychosocial Services

HDS: Head of Disability Services

MCM: Marketing and Communications Manager

PCC: People and Culture Coordinator

QSC: Quality and Safeguarding Coordinator

Fair Foundations

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