



FAME

# Making a difference, together.

2022–2026 | Strategic Plan

PROVIDING SUPPORT TO SAVE SPECIES AND HABITATS

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FAME acknowledges Australia's Aboriginal and Torres Strait Islander peoples and their spiritual and cultural connections to Australia's land, water, plants and animals.

We pay our respects to their elders past, present and future and seek to collaborate with traditional custodians in the conservation of Australian habitat, flora and fauna.

# Introduction

This 2021-2026 Strategic Plan has solid foundations embedded in more than a quarter of a century's work in helping prevent the further extinction of native flora and fauna.

This five-year Plan recognises that critical to future success is the continued support of our various stakeholders – members, donors and partners – and broadening the Foundation's appeal and expanding its donor base. The key to those goals is stakeholder confidence in FAME's management and governance.

With that in mind, this Plan sets out five values that will guide FAME's operations and strategy. They are:

## Conservation

Saving from extinction native species of plants, animals and the habitats in which they live.

## Transparency

Openness in the way the Foundation conducts itself.

## Integrity

Ethical behaviour in all our activities.

## Respect

For all peoples and cultures.

## Collaboration

Building and sustaining relationships to achieve measurable results.

The FAME Board believes these values are important to our stakeholders and that adherence to these values will attract a growing supporter base.

This Plan further outlines the five principal strategic pillars that will guide the Board's decision-making over the next few years. Those pillars are:

## Governance

Meeting all legal obligations in a timely manner.

## Projects

Identifying and supporting projects that have a high likelihood of success.

## Philanthropy

Optimising FAME's income in the long term.

## Financial growth

Enhancing FAME's financial base by driving growth of the Reserve Fund to the target of \$2 million and maintaining a conservative balance sheet.

## Commercial diversification

In keeping with our conservation role, supporting research and development that may also increase the Foundation's sources of funding.

The Board believes the combination of the stated values and related strategic pillars will instil confidence in all supporters of FAME that it is focused, well-managed and clear-eyed about its practical future.

FAME has already healed many conservation wounds over the past 26 or so years. There is so much more to do and this Plan sets out the bases and guidelines for undertaking what is, unarguably, critically important native wildlife conservation.

We can make a difference, together.

“

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“

**Objectively, I believe we can claim a very successful initial 25 years.”**

**Christopher Chapman**  
President, FAME Board of Directors

# From the Chairman

Over the past quarter of a century, I believe that our Foundation has established itself as a genuine force in the continual fight to end further extinction of native species in Australia. But there are periods in the existence and development of all worthwhile entities when they must take stock - to stop and ask if there are better ways to enhance its prospects of success in critical work.

Accordingly, on behalf of the Board and management, I am pleased to present the FAME Board's new strategic plan. This Plan is the foundation for FAME's future and builds upon the remarkable outcomes achieved in the previous Plan - 2017-2020 Roadmap to the Future.

Its principal supporting pillars are five values that reflect our mission and the way in which we intend to conduct ourselves.

Objectively, I believe we can claim a very successful initial 25 years - the track-record speaks for itself. But the Board recognises that in a constantly-changing environmental, financial and philanthropic landscape, the FAME Board must reassess how your Foundation goes about its work.

A quarter of a century is just a beginning: your Foundation seeks to endure as sadly the work of preventing further faunal and floral species extinction in Australia will probably never be done.

This Strategic Plan reveals several innovations. Your Board and the management team have opted to include habitat restoration as an important element of FAME's work. It makes sense to approach conservation projects in a holistic manner: without feral management, invasive species control and other threats to habitats, eventual project success is constantly threatened or compromised.

Additionally, the Foundation has broadened its approach by introducing an element of commercial diversification. The Board believes in the importance of supporting the many diverse initiatives that may be brought to bear in the fight against feral predators. Our stakeholders know of our previous successful investment in the 'Felixer' cat trap but there is in the pipeline a great deal of research and development that may further help our mission, for example, a device to curtail the spread of Cane Toads and an implant which will enhance the chances of the survival of re-introduced species. We want FAME be a part of conservation innovation.

I am proud, on behalf of the Board and management, to present this Strategic Plan and I commend it heartily to all those who, like us, believe strongly in preventing the further extinction of any more native flora and fauna in our wonderful country.

**Christopher Chapman**  
Chairman



# Vision, Mission, Values



FAME embraces and reflects the values of its donors and community.”

## Vision

**Preventing any further extinctions of Australian flora and fauna.**

FAME has a clear and simple vision of a future that we strive to foster.

## Mission

**Providing support to save Australian species and habitats.**

FAME's focus is to provide funds and expertise to support projects and programs aimed at protecting or re-establishing threatened Australian native species and habitats.

## Core Values

### Conservation

To protect ecosystems and native species to safeguard their longevity.

### Transparency

To be open and unambiguous in all our actions, and show strong leadership among our peers.

### Integrity

To meet the highest ethical standards.

### Respect

To recognise and value all people and cultures.

### Collaboration

To build strong relationships with stakeholders to achieve enduring results.

# Governance

To ensure the Company's legal compliance in all relevant aspects, and competence of the Board as a whole in the wide range of necessary skills, with active Board succession planning.

All of the Company's legal obligations, operations and reporting are completed to a high standard and in a timely manner.

Key Result

The Board always comprises members with a range of appropriate and necessary skill sets, who act in a fair, reasonable and ethical manner.

## Strategies

Continue to encourage a productive and rewarding workplace reflecting the needs of a progressive organisation.

Ensure all Company-regulation and fundraising compliance is maintained, and all reporting is completed on time and accurately.

Develop a Board member succession process.

Review Board efficacy and skillsets often.

Develop and update as necessary a complete suite of policies, and encourage Board members to review these policies frequently.

Review corporate identity and branding to ensure alignment with the expectations of donors, partners and community.





Brush-tailed Rock Wallaby

# Projects

To fund projects that are designed to reduce the possibility of extinction of Australia's flora and fauna, or to rebuild habitats.

Robust processes are undertaken by a highly-qualified scientific committee to assess and recommend applications for funding to the Board to increase the likelihood of successful conservation outcomes.

**Key Result**

A 10% annual increase in funding of projects across Australia.

## Strategies

Identify projects based on good science with high likelihoods of success, and secure funding for them.

Ensure all project are identifiable in one of the streams within the project funding stream table developed by the Board.

Communicate the status of projects regularly to relevant stakeholders.

Complete evaluations to determine efficacy of, and learnings from, all projects.

Develop partnerships with similar organisations who share FAME's mission and values.

Facilitate and contribute to appropriate major conservation projects throughout Australia.

Encourage and foster worthwhile conservation projects with seed funding.

Evaluate projects to demonstrate donor investments are achieving required conservation outcomes.

# Philanthropy

To ensure all appropriate practices and databases are used to optimise the annual income stream for FAME and to build a strong philanthropic culture.

FAME has state-of-art fundraising systems in place, consistent with its size of operations, and a rising annual income stream.

Key Result

Philanthropic funding growth of 5% each year.

## Strategies

Identify, approve, invest in and implement effective and efficient fundraising-support systems to achieve fundraising objectives.

Investigate market conditions, agree on targets, and (if appropriate) appoint additional personnel with the aim of increasing donor numbers, optimising donor engagement, and increasing annual fundraising income.

Build strong relationships with, and the loyalty of, all stakeholders within our community.

Create and continually develop contemporary stakeholder engagement strategies and pathways.

Develop (or refine) the focus for technological innovation requirements to enhance FAME's philanthropy and fundraising activities.

Expand ways current and prospective donors can connect with FAME through innovative practices.

Continue open communication with stakeholders regarding all aspects of FAME's work.

# Financial Growth

To ensure the security of FAME's future by developing financial sustainability through additional sources and amounts of funding, cost management and the focused building of the Reserve Fund.



## Strategies

Make the growth of our Reserve Funds a high priority over the next 5 years to try to ensure the target is reached in that period through judicious investments and constant monitoring.

Review the balance sheet regularly to adjust plans for project funding and growth in net assets.

Expand our donor community in both numbers of stakeholders and further philanthropic giving.

Review income and expenses continually; appropriately approve outgoings.





# Commercial Diversification

Develop additional sources of funding to support FAME's mission.

Increase in the number of funding sources.

Key Result

Increase in the size of contributions from funding sources.

## Strategies

Promote to donors and investors the benefits of funding organisationally-identified and approved projects and/or innovative commercial opportunities.

Expand networks and partnerships that lead to identified projects and/or innovative commercial opportunities.

Review and, where appropriate, investigate possible merger targets.

Identify and, where appropriate, invest in products and technologies with a conservation benefit and an acceptable benefit/cost/return profile.

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Welbourn O'Brien

Welbourn O'Brien is proudly associated with FAME, as we work together toward sustainable biological diversity.

