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THE FRED HOLLOWES FOUNDATION

Reconciliation Action Plan May 2019–May 2022



RECONCILIATION
ACTION PLAN

STRETCH



The Fred Hollowes
Foundation



Rheanna (pictured on the right) at the finish line of our Sydney Coastrek where she raised funds on behalf of The Foundation.

The artwork that Rhe has designed for us embodies The Fred Hollows Foundation's four values; integrity, empowerment, collaboration and action.



Story behind Indigenous Design

by Rheanna Lotter/Ngandabaa for Coastrek

Rheanna Lotter is a Yuin woman currently living and working in Wollongong. She started painting when she was a girl alongside her mother and sisters. She loves Indigenous art and its ability to connect with her culture and its stories.

The artwork that Rhe has designed for us embodies The Fred Hollows Foundation's four values; integrity, empowerment, collaboration and action. These are displayed by the four rings in the centre of the artwork. The boomerangs in the artwork represent adversity and challenges and the journey/connection lines connect The Foundation to its values. The lines are curvy to demonstrate that there are challenges to upholding these values. The Foundation is determined to work together with its partners to meet these challenges.

'That's important for people helping, but also is important for The Foundation', Rhe said. The other light blue sections of the artwork represent men and women working together to achieve The Foundation's goal of seeing a world where no one is needlessly blind.

ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES ARE WARNED PHOTOGRAPHS IN THIS DOCUMENT MAY CONTAIN IMAGES OF DECEASED PERSONS WHICH MAY CAUSE DISTRESS.



OUR VISION FOR RECONCILIATION

The Fred Hollows Foundation's vision for reconciliation is grounded in our deep commitment to, and respect for, the rights of Aboriginal and Torres Strait Islander peoples. In particular their inalienable rights to good health and their right to sight.

Our work is inspired by the late Professor Fred Hollows. His desire for social justice and legacy in striving for greater equality for Aboriginal and Torres Strait Islander peoples helped spark the establishment of The Fred Hollows Foundation and continues to shape our mission.

Our vision for reconciliation is one where Aboriginal and Torres Strait Islander peoples exercise their right to sight and good health, and the organisation has strong, mutually respectful relationships with Aboriginal and Torres Strait Islander peoples.

Importantly, having mutually respectful relationships with Aboriginal and Torres Strait Islander peoples is a key platform in The Foundation's ability to meet its organisational objectives. These relationships must permeate our workplaces, our governance and management, staffing decisions, our internal and external relationships and communications, and the plans we make as an organisation. The goal of having mutually respectful relationships was articulated at the outset of our formal organisational reconciliation journey in 2009 and continues to guide our actions towards reconciliation today.

THE FRED HOLLOWES FOUNDATION COMMITMENT TO RECONCILIATION

A strong and passionate commitment to reconciliation is part of our core DNA at The Fred Hollows Foundation.

Although our first Reconciliation Action Plan was implemented in 2009, our journey to advance reconciliation started long before then. It started before The Fred Hollows Foundation was established in 1992.

It started as far back as Fred Hollows' experience with the Gurindji in 1968, and his immediate decision to support Aboriginal people in their demand for land, equal rights and to exercise their right to health.

This continued and was demonstrated by Fred's involvement in setting up the first Aboriginal Medical Service in 1971 with Shirley (Mum Shirl) Smith, Gordon Briscoe, and Gary Foley, supported by key staff such as Jilpia Jones and a range of other people committed to improving Aboriginal health in the Redfern community and ultimately across Australia.

And who could forget Fred championing the issue of trachoma in outback communities, with the National Trachoma and Eye Health Program visiting 465 rural and remote communities in outback Australia in the 1970s, screening more than 100,000 people.

Through their work and advocacy, Fred and Gabi Hollows 'walked the talk' of their deep commitment to, and respect for Aboriginal and Torres Strait Islander peoples. This paved the way for The Foundation's work today – through partnerships with organisations delivering services on the ground and through the guidance and experiences of Aboriginal and Torres Strait Islander peoples as programming partners, peak bodies, patients, community members and our team.

Fred's values and actions continue to inspire and motivate everyone involved in The Foundation at every level.



We proudly continue this legacy each day through not only the work of our Indigenous Australia Program, but through our organisational commitment to advancing reconciliation in Australia through our Reconciliation Action Plan (RAP).

Aboriginal and Torres Strait Islander adults are three times more likely to go blind, but the good news is 90% of this vision loss is preventable or treatable. Our Indigenous Australia Program focuses on putting an end to these alarming figures through our partnerships and direct programming in Australia and by supporting the rights and aspirations of Australia's First Peoples.

Our Indigenous Australia Program is also a source of advice and support for the whole organisation, helping us to ensure that the voices of Aboriginal and Torres Strait Islander people are heard and that they lead the design and implementation of the strategies which aim to address inequitable eye health outcomes.

All areas of The Foundation are committed to providing culturally-appropriate and community-driven services, programs and solutions in Australia and across all the countries in which we work. It's a core part of our values and the way we work.

Our commitment to this RAP starts with the Board and Executive and will be embraced by all our people. And while we have made good progress, there is still much to do. That's why we are stretching our commitment with our new RAP and building on our recent work such as the implementation of our Aboriginal and Torres Strait Islander Employment and Retention Strategy.

Fred Hollows said: "I hope all Aboriginal children will grow up in an equal world." We are determined to do everything we can to progress reconciliation, and Fred's vision.



Ian Wishart
CEO



Shaun Tatipata
Manager, Indigenous Australia Program

OUR BUSINESS

The Fred Hollows Foundation is an independent, non-profit and secular international development organisation working towards eliminating avoidable blindness around the world and improving health outcomes for Aboriginal and Torres Strait Islander peoples across Australia.

The Foundation was founded in 1992 to continue the work of the late Professor Fred Hollows. Fred was an ophthalmologist and social justice activist who was outraged by the high rates of eye disease and health challenges in Aboriginal and Torres Strait Islander communities. He championed the right of Aboriginal and Torres Strait Islander peoples to the same health outcomes and life opportunities as other Australians.

We are driven by Fred's vision to eliminate avoidable blindness, for Aboriginal and Torres Strait Islander peoples to have access to quality health services and to stand up for what is right. We believe that collaboration, working with integrity, and empowering local communities to implement local solutions is the best way to make a difference.

We work in Australia and in more than 25 countries around the world to create sustainable change. We primarily support work that addresses preventable and treatable causes of vision loss – conditions like cataract, trachoma, diabetic retinopathy and refractive error – making sure appropriate care is readily accessible, particularly in remote and under-serviced areas. We work with governments to better implement eye health systems and train local doctors, nurses and health workers to help their communities. We apply evidence from research to improve our understanding, to implement cost-effective approaches, and to advocate for change.



Dr Tim Henderson and Margaret Law.



CASE STUDY:

Margaret worked as an Aboriginal Health Officer for many years. During this time she would regularly make the 500km trip to Alice Springs Hospital for training. But on this occasion, Margaret was in Alice Springs to have her cataract removed by Dr Tim Henderson, the only ophthalmologist in the Central Australia region.

"I've known Dr Tim for years when I used to work at Tennant Creek Hospital. I would never have dreamed that now I would be on the other side of things," she said.

Margaret first noticed a problem with her eyes many years ago. "My vision just started to go blobby and when I was writing the progress reports at the hospital my writing was all wobbly," she

said. "I got my eyes checked originally because I thought I needed glasses, and that's when they noticed the cataracts."

Margaret's experience in health care meant she knew the importance of getting her eyes fixed. "I knew it would get worse if I left it and didn't have the surgery. I knew my vision would deteriorate," she said. "I'm glad this eye is finally going to get fixed. It's going to be a pleasure to be able to see a clear picture and focus on things, instead of seeing blobs."

Just 24 hours after surgery Margaret's patch was removed. When she opened her eyes, she turned to the nurse and said, "Oh you look beautiful! Thank you!"

OUR VISION, PURPOSE AND VALUES

The Fred Hollows Foundation's vision is for a world in which no person is needlessly blind or vision impaired.

We are determined to deliver Fred Hollows' vision of preventing blindness and restoring sight.

We work around the world so that no one is left behind, and in Australia we work tirelessly to ensure that Aboriginal and Torres Strait Islander Australians can always exercise their right to sight and good health.

Our priority is to work with communities to improve their own eye health. We do this through life changing surgeries and treatments, training doctors and health workers, generating new ideas, and pushing for change at all levels – from local to global.



"I'd like to think that I've been a part of a more effective approach to Aboriginal health."

— Professor Fred Hollows



Long John Dewar, resident artist at Nitmiluk (Katherine) Gorge. The day after Long John received sight-restoring cataract surgery, he was thrilled to get back to his painting: "But I can see now! I can see the people, the town, the clouds. I can do a big one [painting] now. I'll do a crocodile. Oh yeah, I'm excited."

OUR VALUES

OUR VALUES ARE INTEGRAL TO THE WAY WE WORK TO DELIVER OUR VISION

INTEGRITY

- We hold ourselves accountable to the highest standards
- We do what we say we will do
- We are honest and transparent in everything we do
- We strive for fairness, equity and opportunity

EMPOWERMENT

- We enable people to take actions themselves
- We speak up for those who are not heard
- We listen, learn and share information
- We make a positive difference

ACTION

- We focus on results
- We learn from our successes and mistakes
- We seek smarter ways to have greater impact
- We take bold, considered risks to achieve our vision faster

COLLABORATION

- We partner with others to achieve more
- We are stronger together
- We deeply respect the strengths of those with whom we work
- We embrace diversity and celebrate inclusion



OUR PEOPLE

As of August 2018 The Foundation employed 172 staff in our Australian offices (Sydney, Melbourne, Darwin, Brisbane), and 253 in-country staff in our numerous overseas offices. Ten of our current staff members identify as Aboriginal and/or Torres Strait Islander peoples, and through the development and implementation of this RAP we hope to increase this number. We are governed by a Board consisting of 10 members, including one board member who identifies as Aboriginal and a number of Board members with extensive experience across the Australian health and human rights sectors, who ensure The Foundation takes a well-rounded approach to everything we do and the decisions we make as an organisation. Our directors are responsible for providing strategic direction and governance, ensuring effective financial and risk management oversight and continued organisational viability and sustainability.

OUR INDIGENOUS AUSTRALIA PROGRAM

The Indigenous Australia Program (IAP) is the primary vehicle through which The Foundation seeks to realise its vision in Australia.

The 2016 National Eye Health Survey showed that four main eye conditions contribute to vision loss among Aboriginal and Torres Strait Islander peoples: cataract, trachoma, diabetic retinopathy and uncorrected refractive error. While 90% of vision loss for Aboriginal and Torres Strait Islander adults is preventable or treatable, 35% of Aboriginal and Torres Strait Islander adults have never had an eye examination.

The IAP works to improve access to culturally appropriate eye care services to remote and under-served Aboriginal and Torres Strait Islander communities. Our goal is to ensure no person has to live with avoidable blindness and that all Aboriginal and Torres Strait Islander peoples have access to high quality and affordable eye health care.

The IAP understands that there are many different ways of working together and different types of relationships that can be entered into or established to achieve a common goal.



Winston Mitchell: 62-year-old Winston Mitchell, a traditional owner and land manager made the 12-hour journey over land to have his sight restored by Dr. Tim Henderson in Alice Springs. Through the IAP, Winston has become one of over 700 Aboriginal and Torres Strait Islander Peoples who have been able to access life changing treatment through Intensive Eye Surgery Weeks.

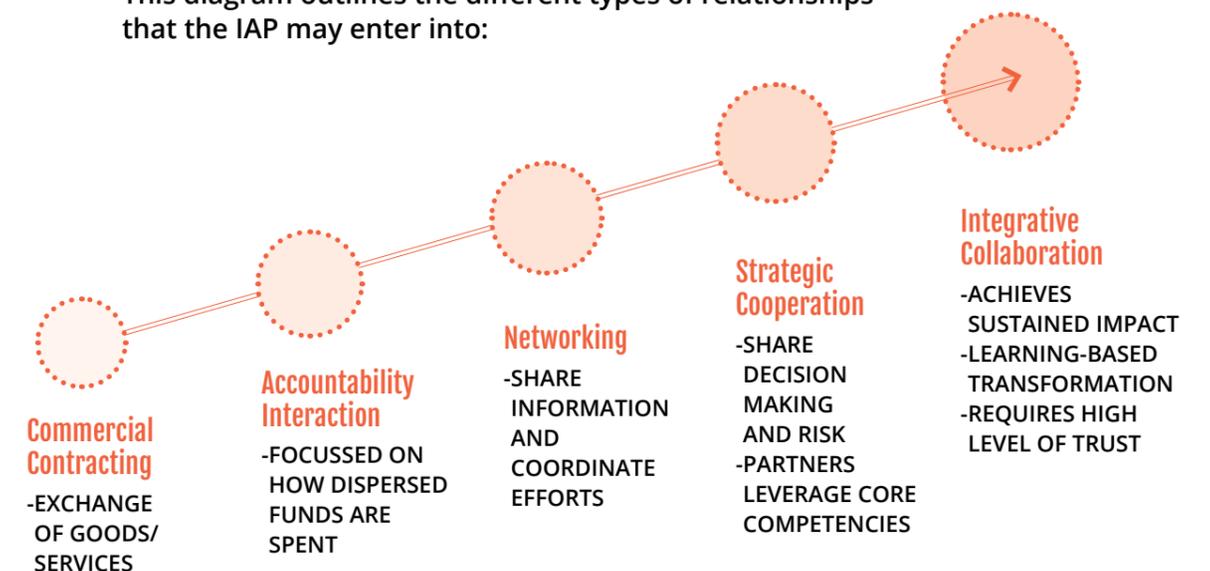


Wurli Wurlinjang optometrist Dean assists Sally Winbirr after receiving cataract surgery during one of the Intensive Eye Surgery Weeks.

OUR APPROACH TO WORKING TOGETHER

The IAP establish partnerships that can demonstrate integrative collaboration. This means strategic and tangible cooperation to achieve a common goal. However, our approach to establishing a working relationship will depend on the ultimate goal and ensuring that the relationship is fit for purpose. If the entity type or intended project goal indicates the need for another type of relationship other than a collaborative partnership, then the appropriate arrangements will be made.

This diagram outlines the different types of relationships that the IAP may enter into:



We work in collaboration with multiple stakeholders and service providers towards the development of sustainable solutions to address key gaps in the eye health system that impact negatively on Aboriginal and Torres Strait Islander peoples.

Through our direct partnerships and key relationships we are working to:

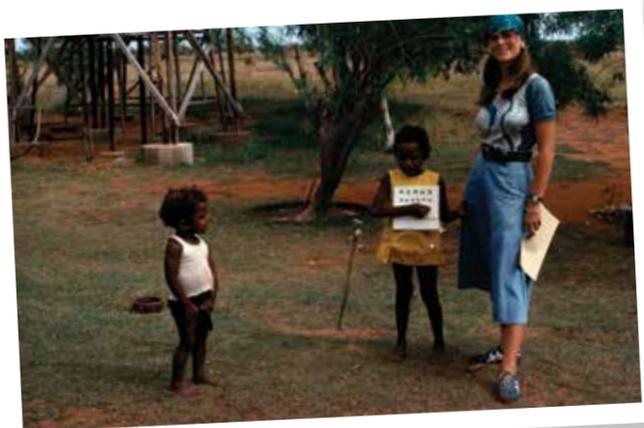
- Actively support the Close the Gap campaign and the Uluru Statement from the Heart
- Support the delivery of surgery and medical treatment for cataract, diabetic retinopathy and the elimination of trachoma
- Increase access to services for patients in remote and under-serviced communities
- Coordinate and improve outreach services so everyone who needs care gets it
- Provide training and support in eye care to health staff. We work in partnership with service providers, particularly Aboriginal Community Controlled Health Organisations (ACCHOs) and eye health organisations, researchers and advocates for improved access and delivery of services to Aboriginal and Torres Strait Islander Australians.

We seek to improve access to the full range of eye health services for Aboriginal and Torres Strait Islander peoples across many remote and under-serviced locations. We tailor our support to partners in order to best meet their needs. We regularly monitor these activities in collaboration with our partners and stakeholders to ensure the eye health needs of Aboriginal and Torres Strait Islander peoples are met. One of our core principles is to not compete for funding with Aboriginal and Torres Strait Islander organisations. Instead, we support and work with our partners to ensure they are equipped to manage and maintain sustainable eye health programs.

Our relationships with our partners on the ground enable us to gather and share lessons that could be adopted to improve the provision of services to Aboriginal and Torres Strait Islander peoples living in rural, remote and under-serviced areas of Australia. As a result The Foundation has an important leadership and advocacy role to work towards a sustainable, positive and forward looking collaboration with Aboriginal and Torres Strait Islander Australians.

“I hope all Aboriginal children will grow up in an equal world.”

— Professor Fred Hollows



OUR APPROACH TO RECONCILIATION

Through this RAP, we will continue to focus on the skills and knowledge of our colleagues to ensure they better understand the detailed history and contemporary settings of Aboriginal and Torres Strait Islander peoples through formal and informal interactions, and ensuring opportunities to access cultural awareness training.

In addition, we are:

- A long-standing member and sponsor of the Steering Committee for the Close the Gap campaign, which aims to close the gap in health and life expectancy between Aboriginal and Torres Strait Islander peoples and other Australians
- A gold sponsor of Vision 2020 Australia and represented on the Board and Policy Committees including the Aboriginal and Torres Strait Islander Committee, which coordinates national advocacy efforts for Aboriginal and Torres Strait Islander eye health and vision care

- A member of the Australian Council for International Development (ACFID) Aboriginal and Torres Strait Islander Programs Community of Practice, which is a forum for ACFID members to work together and advocate for Aboriginal and Torres Strait Islander peoples as aligned with our vision and purpose
- A founding member of the Indigenous Literacy Foundation, which seeks to improve literacy levels for young Aboriginal and Torres Strait Islander children living in remote and regional Aboriginal communities
- A signatory committed to the Aboriginal Peak Organisations of the Northern Territory Partnership Principles and working in line with the ACFID Practice Note for ‘Effective Development Practice with Aboriginal and Torres Strait Islander Communities’
- Committed to the National Anti-Racism Strategy, launched by the Australian Government in 2012, which aims to address racism through public education and awareness



Supporting culturally appropriate eye health services and greater health equity through Intensive Eye Surgery Weeks

When Evelyn Pultara began to lose her sight, she feared she would lose her livelihood and her ability to pass on her culture to future generations. Evelyn is an artist from Wilora in Central Australia. Born around 1940, she raised her family of six before starting painting nearly 20 years ago.

Painting is inextricably linked to Evelyn's family and culture. She was taught by her auntie and her paintings are bold and rich with colour. Evelyn exclusively paints her plant totem, the Bush Yam, which has been an abundant source of food and water for her people, the Anmatyerre, for thousands of years. Evelyn is a senior custodian of the Dreaming of the Bush Yam and pays homage to it and passes on her knowledge through her art.

A few years ago, Evelyn's ability to paint became threatened by cataract in both eyes. Cataract causes a clouding of the normally clear lens of the eye, resulting in blurred vision and eventually blindness if left untreated. "I was doing paintings all over Australia when my eyes started to go blurry. I thought I could see smoke. I was very worried," Evelyn said.

Evelyn was one of 30 patients to receive sight-restoring cataract surgery during an Intensive Eye Surgery Week held at Alice Springs Hospital, led by Dr Tim Henderson. Since 2007, The Fred Hollows Foundation and its partners have supported 717 people, mostly Aboriginal patients from remote communities, to have surgery during Intensive Eye

Surgery Weeks. For many, the nearest ophthalmology centres are thousands of kilometres away in either Darwin or Adelaide, and wait lists for surgery can be extremely long. While a lack of permanent resources at the hospital in Alice Springs means Intensive Eye Surgery Weeks only happen once or twice a year, being able to access life-changing cataract surgery closer to home is important to addressing cultural and geographical barriers for patients and their families.

Dr Henderson is the only ophthalmologist in the Central Australia region, servicing a population of more than 50,000 people dispersed over an area larger than Spain. Outside of Alice Springs and Tennant Creek, 15,000 Aboriginal people, including Evelyn, live in 301 communities. Among these communities, at least 11 different languages are spoken.

This cultural diversity is one of the unique and challenging aspects of Aboriginal health. Language barriers and a lack of cultural awareness from health professionals have contributed to hospitals being alienating places for many Aboriginal people. In recent years however, positive strides have been made to address these barriers through the delivery of culturally appropriate health care.

"It's about treating somebody with the respect that you would expect yourself," Dr Henderson said. "There are particular components of cultural care that we need cultural brokers for. That's why we have our Aboriginal Liaison Officers, why we want Aboriginal healthcare workers involved, why we want relatives to come with patients, in order to allow patients to feel as comfortable as possible."

"I'm looking forward to painting again and passing it on to my granddaughter."

— Evelyn Pultara

Evelyn Pultara underwent sight-restoring treatment and surgery for cataract during an Intensive Eye Surgery Week in Alice Springs, facilitated by The Fred Hollows Foundation.



After just 20 minutes, Dr Henderson had removed Evelyn's cataract, and 24 hours later he had the pleasure of watching her face light up as she saw her daughter clearly for the first time in years. Before setting off on the nearly four hour drive home, Evelyn and her daughter Rachael stopped in at a local art gallery where some of Evelyn's paintings are sold. Evelyn was delighted to be able to see her work clearly again, and described how the bright blues represent the pools of water that mean the Bush Yams will soon grow.

As Evelyn prepared to leave Alice Springs she eagerly told Rachael all of the things she was looking forward to doing now that her sight was restored: "I'm looking forward to seeing my six grandchildren clearly... I'm looking forward to painting again and passing it on to my granddaughter... I'm looking forward to cooking and cleaning and also making damper and going hunting for goanna and bush tucker. I'll be able to track the goanna again!"



Aboriginal and Torres Strait Islander adults are three times more likely to suffer avoidable blindness or vision impairment than non-Indigenous Australians.

CLOSE THE GAP

Uniting to Close the Gap for Indigenous health equality

The Fred Hollows Foundation has a long history of active involvement in the Close the Gap campaign and supporting its efforts to close the health and life expectancy gap between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians by 2030. We see this gap in eye health too – Aboriginal and Torres Strait Islander adults are three times more likely to suffer avoidable blindness or vision impairment than non-Indigenous Australians.

The reasons for the gap are layered and complex. Aboriginal and Torres Strait Islander people have faced and continue to face racism and discrimination. Many remote Aboriginal communities are denied access to healthcare, and our health system is often ill-equipped to address the cultural sensitivities and needs of Aboriginal and Torres Strait Islander peoples.

Close the Gap is a coalition of the country's peak Indigenous bodies and non-Indigenous health and human rights organisations. Underpinned by a human rights framework, The Foundation's work with the Close the Gap campaign not only contributes to eye health equity for Aboriginal and Torres Strait Islander peoples, but also the broader health and social justice agenda in Australia.

As one of the founding members of the campaign over a decade ago, The Fred Hollows Foundation has contributed to the campaign's successes and longevity through providing financial and technical support, as well as through media and communications activities. In line with the principle of self-determination, as a non-Indigenous organisation our role in the campaign is to listen to, support and amplify the voices of Aboriginal and Torres Strait Islander leaders and organisations. Doing so aligns with our vision of reconciliation and commitment to ensure that Aboriginal and Torres Strait Islander peoples can exercise their right to good health.



"Leave the world a better place."

— Professor Fred Hollows

Supporting Australia's first Aboriginal ophthalmologist – Dr Kris Rallah-Baker

In 2018, The Foundation joined the Australian medical and ophthalmic community in celebrating Dr Kris Rallah-Baker's graduation as Australia's first and only Aboriginal ophthalmologist. After completing his medical degree and sub-specialty training in the highly competitive field of ophthalmology, Dr Rallah-Baker commenced a fellowship with The Fred Hollows Foundation in Alice Springs and Fiji. The fellowship program continues the commitment Fred made to training young eye doctors and enabling them opportunities to participate in ophthalmology in the field in low-resource settings. Every year, two fellows complete a six-month period of work, rotating to eye programs in either Central Australia, Vietnam, Nepal or Fiji.

From a young age, Dr Rallah-Baker, a Yuggera/Birrigubba/Warangu/Wiradjuri man, was inspired to join the medical profession. His nanna told him how her mother had passed away when she was just 12 as she had refused to see the white doctors for medical assistance when she had pneumonia. "She was a member of the Stolen Generation. Her story was told frequently in our family and I credit her with the inspiration for me to become a medical doctor." – Dr Kris Rallah-Baker.



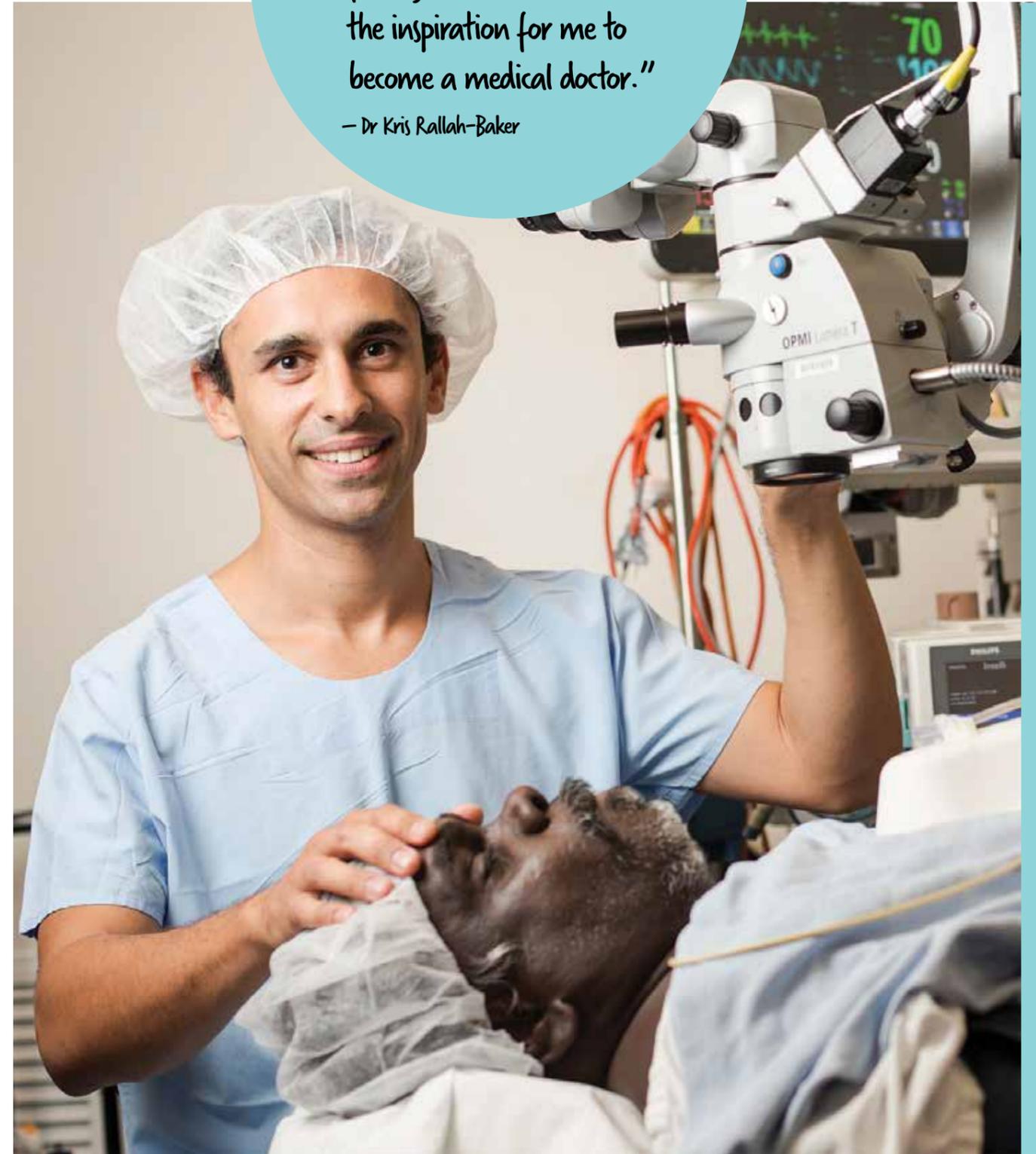
Dr Kris Rallah-Baker, Australia's first Aboriginal ophthalmologist.

For Aboriginal and Torres Strait Islander Peoples, attending a western medical clinic or hospital can cause distress. Not only are people often required to travel vast distances for their treatment, but barriers such as language, cultural differences and having experienced racism can result in Aboriginal patients developing a fear of suffering a negative outcome or experience in these settings.

As Australia's first Aboriginal ophthalmologist, Dr Rallah-Baker will help to break down some of the barriers faced by Aboriginal and Torres Strait Islander peoples seeking eye health care. Cataract is the leading cause of blindness among Aboriginal and Torres Strait Islander peoples, followed by diabetic retinopathy; both preventable and potentially reversible conditions that have significant impacts on Aboriginal and Torres Strait Islander peoples. Vision loss causes 11 per cent of the health gap between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians, and Dr Rallah-Baker will play a pivotal role in closing this gap.

"She was a member of the Stolen Generation. Her story was told frequently in our family and I credit her with the inspiration for me to become a medical doctor."

– Dr Kris Rallah-Baker



Yaru Water has committed to support The Fred Hollows Foundation's Indigenous Australia Program through sales and vital donations.

Dr. Angus Turner examines 72 year-old Tracey's eyes in Western Australia.



Yaru Water – an innovative social enterprise striving for better health outcomes for Aboriginal and Torres Strait Islander peoples

In 2018, Yaru Water and the Yaru Foundation partnered with The Fred Hollows Foundation to restore sight to Aboriginal and Torres Strait Islander people. Yaru Water was founded by Mount Warning Spring Water owners, Shaun and Tessa Martin.

As an Indigenous owned social enterprise, Yaru Water has a higher purpose than just commercial success, with a percentage of all profits going to support Indigenous organisations and community projects through health improvements, cultural awareness, and closing the health gap between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians. By partnering with The Fred Hollows Foundation, Yaru Water will support investment in high-quality, accessible, and culturally-appropriate eye care services in remote and under-serviced communities around Australia.

This innovative partnership is underpinned by a shared commitment to improving health outcomes and increasing access to eye health services for Aboriginal and Torres Strait Islander people. Yaru Water has committed to support The Fred Hollows Foundation's Indigenous Australia Program over three years through sales and vital donations.

The partnership also presents a range of engagement and change-making opportunities for both organisations. In November 2018, Yaru became the exclusive supplier of water for the Eureka Stair Climb event held in Melbourne, of which The Foundation was the key beneficiary. In September 2018, Yaru staff participated in The Foundation's See Australia engagement opportunity, visiting The Foundation's program partner in Katherine, Northern Territory, to see firsthand the impact of improved eye health services for patients living in remote and rural areas.

The Fred Hollows Foundation is proud to partner with Yaru Water to improve the eye health of Aboriginal and Torres Strait Islander peoples, and to work towards closing the gap in health outcomes by 2030.

Yaru Water is a Supply Nation certified business.



Image credit: Yaru Water

Australian Indigenous HealthInfoNet – Building the evidence base to inform practice and policy change for improved Aboriginal and Torres Strait Islander health

The Fred Hollows Foundation and Australian Indigenous HealthInfoNet (HealthInfoNet) are committed to supporting the Aboriginal and Torres Strait Islander health sector. This shared commitment led to a successful collaboration to develop a suite of knowledge exchange and translation products that provide succinct, up-to-date, and accessible evidence relating to eye health among Aboriginal and Torres Strait Islander Australians.

Eye health resources have been designed to inform practice among primary healthcare providers caring for Aboriginal and Torres Strait Islander peoples with diabetes and other eye health conditions, and to support health education and in turn increase general community understanding about diabetic retinopathy and eye health.



This includes the:

- **Eye Health Portal** – an extensive collection of information and updated resources.
- **Eye Health Key Resources Section** – A selection of information under links to publications, policies, resources, programs and organisations
- **Eye Health Workforce Information** – Links to information on events, courses, funding and jobs
- **Eye Health Yarning Place** – a free online network to help people share information, knowledge and experiences.
- **Eye Health Twitter account.**

HealthInfoNet Eye Health resources:
www.healthinfo.net.ecu.edu.au/learn/health-topics/eye-health/

The partnership with HealthInfoNet supports the Foundation's Reconciliation Action Plan by providing resources and knowledge exchange products to support the Aboriginal and Torres Strait Islander health workforce so that ultimately, Aboriginal and Torres Strait Islander peoples can exercise their right to good health.

"The HealthInfoNet Eye Health Portal makes both accessing and sharing information so much easier. Having the confidence to know we are using the latest available evidence on which to base our project is really valuable," – Jaki Adams-Barton, Associate Director, Australasia Region, The Fred Hollows Foundation.

"The HealthInfoNet Eye Health Portal makes both accessing and sharing information so much easier. Having the confidence to know we are using the latest available evidence on which to base our project is really valuable."

– Jaki Adams-Barton, Associate Director, Australasia Region, The Fred Hollows Foundation





**THE FRED HOLLOWES
FOUNDATION**

**Reconciliation Action Plan
May 2019—May 2022**



OUR RAP

This Reconciliation Action Plan (RAP) represents The Fred Hollows Foundation's ongoing commitment to embrace, respect and promote the cultures, rights and perspectives of Aboriginal and Torres Strait Islander peoples.

The Foundation operates on the basis that reconciliation is an organisational as well as individual responsibility. This principle ensures that we are firmly focused on considering how The Foundation as a whole can do more to promote the relationship between Aboriginal and Torres Strait Islander peoples and other Australians.

This RAP represents the next stage of The Foundation's reconciliation journey and was developed by The Foundation's RAP Working Group, a diverse and dedicated team of staff from across the organisation, including two permanent Aboriginal and/or Torres Strait Islander staff members.

Each member of the RAP Working Group is assigned a specific role and responsibility in supporting implementation of our RAP, with these responsibilities clearly identified in our new Stretch RAP. **The members of the RAP Working Group and their role in relation to the RAP are detailed below (current at time of endorsement):**

Andrew Hartwich – Global Lead, Program Development *Advocacy Lead*

Bess Schnioffsky – Strategy and Innovation Project Officer *Monitoring and Reporting*

Carly Iles – Relationship Coordinator *Events Lead (Melbourne)*

Daniel Jesus Vignolli – Multimedia Producer *Communications*

Daryn Deiley – Chief Operating Officer *RAP Sponsor and Champion; Governance Lead*

David Aanundsen – Program Officer, Programming and Operations, Indigenous Australia Program *Aboriginal and/or Torres Strait Islander Representative; liaison with Indigenous Australia Program*

Elise Moo – Global Research Coordinator *RAP Coordinator (Melbourne)*

Emma Halpin – Audit and Assurance Manager *Events Lead (Sydney)*

Fabrizio D'Esposito – Senior Research Advisor *Monitoring and Reporting Lead*

Farzad Yazdanparast – Strategy and Innovation Advisor *Development of new RAP; Communications*

Felix Yeboah – Senior Grants Manager *Governance; Procurement*

Lucinda Needham – Partnerships Executive *Partnerships Lead*

Marika Mayhew – Global Lead, Talent and Capability *Learning & Development*

Meredith Greenwood – Business Operations Support Officer *RAP Coordinator (Sydney)*

Noela Prasad – Medical Officer *Recruitment*



Parhyse May – Programs Officer, Resource Mobilisation *Development of new RAP; Events (Sydney)*

Sally Ingram – Learning and Development Specialist *Learning & Development Lead; Recruitment*

Tania McLeod – Senior Program Officer, Programs, Indigenous Australia Program *Aboriginal and/or Torres Strait Islander Representative; liaison with Indigenous Australia Program*

Tanya Fenwick – Development & Effectiveness Project Officer *Communications Lead*

Tanya Harris – Global Manager, Procurement *Procurement Lead*

Vikram Chowdhary – Acquisition Manager *Partnerships; Procurement*

Yadira Hazel – Research Advisor *Recruitment Lead*

See Annex 1 for a full list of different RAP sub-groups, key responsibilities, and members.

The draft was discussed and refined in consultation with Reconciliation Australia. In February 2019 the Executive Management Group considered and formally adopted this document as the Reconciliation Action Plan of The Fred Hollows Foundation 2019 – 2022, and committed to its implementation.

Our thanks go to all of those who provided support, critical advice and guidance in the development of this RAP.

OUR RAP JOURNEY

The Foundation's formal reconciliation journey began in 2009 – when we developed our first RAP – and continues through to today with the implementation of our Innovate RAP for the period of 2016–2018. In February 2018 the RAP Working Group met face-to-face in Darwin and commenced discussions in relation to the development of the next iteration of the RAP. It was decided, on the recommendation of Reconciliation Australia, that a Stretch RAP would be developed to cover the period 2019–2022.

The development of the Stretch RAP gives us an opportunity to reflect on what we have learnt and achieved over the past ten years. Some of the key achievements are listed below:

2009 Development of the first RAP for the period of 2009-2010

2011 Development of the second RAP for the period of 2011-2012

2012 Through the efforts of our Indigenous Australia Program team, The Foundation became a signatory to the National Anti-Racism strategy launched by the Australian Government, which aims to address racism through public education and awareness

2016 Development of Innovate RAP for the period of 2016-2018

2016 A Welcome to Country was established for all orientation sessions for new Australia-based staff and for all Annual General Meetings

2017 The Innovate RAP was launched, with simultaneous events across Sydney, Darwin, and Melbourne offices

2017 All new employees are encouraged to look at the Share Our Pride tool on Reconciliation Australia's website

2017 Our quarterly orientation sessions incorporated an overview of our RAP and ways to get involved

2017 A keynote panel was held at the International Association for Contract & Commercial Management in partnership with Supply Nation on 'The role of the commercial function in driving equity, social change, and inclusiveness'

2017 Through the efforts of our Indigenous Australia Program team, The Foundation became a signatory to the Uluru Statement from the Heart, to call for the establishment of a 'First Nations Voice' in the Australian Constitution and a 'Makarrata Commission' to supervise a process of 'agreement-making' and 'truth-telling' between governments and Aboriginal and Torres Strait Islander peoples

2017 The Foundation employed an Aboriginal and Torres Strait Islander trainee in our Sydney office for one year, which has extended to continued employment

2018 A two-day cultural awareness training was attended by the RAP Working Group (including the Executive Management Group sponsor)

2018 The Fred Hollows Foundation took part in the NAIDOC Week march with colleagues across the aid and development sector in Melbourne

2018 Development of our Aboriginal and Torres Strait Islander employment strategy, which sets out clear targets for the employment of Aboriginal and Torres Strait Islander peoples

2018 Cultural Protocols were launched across the Sydney, Darwin and Melbourne offices encouraging our people to deliver an Acknowledgement of Country and to incorporate a Welcome to Country where appropriate

2018 Introduction of protocol sheets for Acknowledgements of Country in all meeting rooms; this has resulted in a considerable increase in the number of staff opening meetings with Acknowledgments of Country

2018 Implemented a specific Aboriginal and Torres Strait Islander recruitment strategy

2018 Cultural history and awareness e-learning to all Australia-based staff and plans are in place to roll out cultural immersion training for targeted employees

This RAP is also built on the lessons learnt from our previous RAPs. These include:

- Ensuring that reconciliation at The Foundation expands well beyond the efforts of the RAP Working Group and becomes genuinely embedded within all our workplaces, our governance, management style and staffing decisions, as well as our internal and external relationships and communications
- Ensuring that there is support and active engagement among the senior leadership group; fostering a conducive environment for RAP activities and for the establishment of relevant organisational policies and processes. Having a proactive Executive Management Group sponsor was a key driver for the increased profile that the Innovate RAP in benefitting from across The Foundation
- Ensuring that there is staff representation in the RAP Working Group from all divisions within The Foundation as well as

representatives from each of our Australian office locations. Similarly, ensuring that there is engagement in RAP activities from staff across the organisation including those who do not directly work with our Indigenous Australia Program team or Aboriginal and Torres Strait Islander peoples

- Ensuring that there are opportunities for staff across The Foundation to join the RAP Working Group on a regular basis; this provides new perspectives and increases the breadth of impacts
- Ensuring that a Working Group member is responsible and accountable for each initiative within the RAP and that there is a handover of RAP responsibilities when members of the Working Group move on from The Foundation; to this end we have established clear roles within the Working Group with well-defined RAP responsibilities, as well as a handover process
- Having adequate representation within the RAP Working group from staff who are involved in the implementation of activities that impact Aboriginal and Torres Strait Islander peoples, beyond the RAP; this ensures that there is adequate communication, alignment, and no duplication of efforts
- Continuing to provide internships to Aboriginal and Torres Strait Islander peoples
- Continuing to ensure at least 50% of staff in our Indigenous Australia Program identify as Aboriginal and/or Torres Strait Islander peoples
- Ensuring budget is allocated for the implementation of RAP initiatives
- Sharing and refreshing knowledge about the importance of our RAP through material provided to all new staff at orientation and regular celebrations and learning events for all staff throughout the year
- Ensuring the RAP is promoted as a responsibility of all staff – and not just our Indigenous Australia Program

RELATIONSHIPS



The Fred Hollows Foundation believes that partnerships, and the relationships that sustain them, are fundamental to the positive changes we seek to achieve both in Australia and abroad. We are committed to working in partnership with Aboriginal and Torres Strait Islander peoples and ensuring that their perspectives and experiences are acknowledged and valued in the work we do in communities and throughout all levels of the organisation. We aim to continue building relationships based on mutual trust and respect across the broad spectrum of communities, decision makers, influencers, and constituencies with which we are involved.

Focus area: At the core of The Fred Hollows Foundation's way of working is a belief that we are stronger together. We aim to carry out all of our work with a spirit of collaboration, respect, and learning from each other. As an organisation, one of our key objectives is to achieve meaningful, sustainable change by working with communities and stakeholders, not against or external to them. We firmly believe that establishing respectful and long-lasting relationships is crucial to the success of our RAP and our work in Australia and in communities abroad. Not only does this approach mean we are able to extend the impact of our work globally, but it also signifies a commitment to making purposeful steps towards reconciliation in Australia.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. RAP Working Group (RWG) actively monitors RAP development and implementation	1.1 RWG to oversee the development, endorsement and launch of the RAP	May 2019	RAP Coordinator <i>Support: RAP Working Group – Events Lead</i>
	1.2 Ensure Aboriginal and Torres Strait Islander peoples are represented in the RWG	June 2019, 2020, 2021	RAP Coordinator
	1.3 Meet quarterly to monitor and report on RAP implementation	May, August, November, February 2019, 2020, 2021, 2022 (Feb & May only)	
	1.4 Maintain internal RAP Champion(s) from Executive management	May, August, November, February 2019, 2020, 2021, 2022 (Feb & May only)	Chief Operating Officer
	1.5 Review Terms of Reference for the RWG	May, August, November, February 2019, 2020, 2021, 2022 (Feb & May only)	RAP Coordinator

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. RAP Working Group (RWG) actively monitors RAP development and implementation	1.6 Open membership of the RWG to people from all levels of the organisation once a year	June 2019, 2020, 2021	RAP Coordinator
	1.7 Explore opportunity for an external Aboriginal and Torres Strait Islander Advisory Group to provide cultural advice and guidance	May 2020	
	1.8 Hold annual planning meeting with RWG, Manager – IAP and IAP staff to ensure RAP activities are aligned with and support achievement of our Indigenous Australia Program's country strategy	November 2019, 2020, 2021 (Feb only 2022)	
2. Celebrate National Reconciliation Week (NRW) to strengthen and maintain relationships between Aboriginal and Torres Strait Islander staff and other staff	2.1. The Fred Hollows Foundation Sydney, Melbourne and Darwin offices to organise at least three internal NRW events each year (one per office)	27 May – 3 June 2019, 2020, 2021, 2022	RAP Working Group – Events Lead
	2.2. Register all NRW events via Reconciliation Australia's NRW website		
	2.3. Invite and encourage staff and senior leaders to participate in external events to recognise and celebrate NRW		
	2.4. Ensure our RAP Working Group members in Sydney, Melbourne and Darwin participate in at least three external NRW events each year (at least one per office)		
	2.5. Encourage internal and invite external Aboriginal and/or Torres Strait Islander community member/s to connect and share experiences during NRW and associated events		
	2.6. Support an external NRW event that could include in kind support and/or partnering with community organisations		
	2.7. Compile and actively promote external NRW events to all staff		

RELATIONSHIPS



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Maintain and leverage mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	3.1 Develop and implement an organisational engagement plan guided by IAP principles to work with our Aboriginal and Torres Strait Islander stakeholders, ensuring strategic engagement occurring at appropriate level of seniority/ subject-matter expertise	Ongoing: Review and Report June 2019, 2020, 2021	RAP Working Group – Partnerships Lead
	3.2 Explore broader engagement with at least three local Aboriginal and Torres Strait Islander organisations, with at least one per jurisdiction in which we operate (NT, NSW, VIC) using IAP partnership principles to broaden engagement beyond the existing relationships of our Indigenous Australia Program (IAP)	July 2020	
	3.3 Establish four formal two-way partnerships with Aboriginal and Torres Strait Islander organisations to build capacity with at least one in each of the following categories: funding partners, corporate partners, program partners, other aid and development organisations		
	3.4 Review and consult with other NGO/ Corporate RAP organisations and assess what we can learn/ adopt in terms of best-practice in relationship building	July 2020	RAP Working Group – Partnerships Lead
	3.5 Review and report opportunities beyond IAP to invite local Aboriginal and Torres Strait Islander peoples to attend at least one event each year to further develop active relationships and promote the work of The Foundation	Ongoing: Review and Report September 2019, 2020, 2021	RAP Working Group – Partnerships Lead <i>Support: RAP Working Group Events Lead</i>
	3.6 Review and report pro bono support or secondment and community capacity knowledge sharing opportunities	July 2020	RAP Working Group – Recruitment Lead

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Maintain and leverage mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	3.7 Continue to support culturally safe, appropriate and accessible eye health services at the primary care level through partnerships with Aboriginal Community Controlled Health Organisations (ACCHOs), and actively encourage others to support ACCHOs to lead the design and delivery of eye care services for their communities	Ongoing: Review and report November 2019, 2020, 2021	Manager – IAP
	3.8 Maintain investment in our Indigenous Australia Program to reduce inequitable disparities in eye health between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians		
	3.9 Share IAP's programming principles with other organisations working in the Aboriginal and Torres Strait Islander eye health sector and broader health sector by actively promoting on our website, at external speaking opportunities and through engagement with other stakeholders across funding, corporate, program, and aid and development partners, in line with deliverables 3.2 and 3.3		RAP Working Group – Communications Lead
4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	4.1 Develop and implement a strategy to communicate our RAP to all internal and external stakeholders	Ongoing: review and report Jun 2019, 2020, 2021	RAP Working Group – Communications Lead
	4.2 Promote reconciliation through ongoing active engagement with internal stakeholders articulating updates and progress via Yammer and FredNet (FHF intranet) updates, the Connect All Staff Newsletter and quarterly orientation sessions	Ongoing: review and report Dec 2019, 2020, 2021	
	4.3 Engage external stakeholders by providing annual updates of our reconciliation activities via The Fred Hollows Foundation public website and Annual Report	Ongoing: review and report Dec 2019, 2020, 2021	

RELATIONSHIPS



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	4.4 Encourage relevant stakeholders to develop RAPs	May 2019	RAP Working Group – Communications Lead
	4.5 Conduct at least one annual presentation to all staff on RAP progress, opportunities for engagement and key issues	Ongoing: review and report Dec 2019, 2020, 2021	RAP Working Group – Communications Lead <i>Support: RAP Coordinator</i>
	4.6 Support greater engagement with Reconciliation Australia and provide support with their networks and other organisations developing RAPs	June 2020	RAP Coordinator <i>Support: RAP Working Group – Partnerships Lead</i>
	4.7 Engage Reconciliation Australia to support the development of an Aid and Development sector Reconciliation Industry Networking Group	Ongoing: review and report Sep 2019, 2020, 2021	
	4.8 Support other organisations working in the Aboriginal and Torres Strait Islander eye health sector to develop RAPs	Ongoing: review and report Sep 2019, 2020, 2021	Manager IAP <i>Support: RAP Working Group – Advocacy Lead</i>
5. Promote positive race relations through anti-discrimination strategies	5.1 Continuously improve HR policies and procedures concerned with anti-discrimination, including Conduct Policy; Appropriate Workplace Behaviour Guidelines; and Human Rights, Gender Equity & Disability Inclusion Policy	Ongoing: review and report Sep 2019, 2020, 2021	Global Lead – People, Organisation and Development <i>Support: RAP Working Group – Governance Lead</i>
	5.2 Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve our policies and procedures concerned with anti-discrimination, including Conduct Policy; Appropriate Workplace Behaviour Guidelines; and Human Rights, Gender Equity & Disability Inclusion Policy, and our Aboriginal and Torres Strait Islander Employment & Retention Plan		

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Promote positive race relations through anti-discrimination strategies	5.3 Implement and communicate policies concerned with anti-discrimination, including Conduct Policy; Appropriate Workplace Behaviour Guidelines; and Human Rights, Gender Equity & Disability Inclusion Policy	Ongoing: review and report Dec 2019, 2020, 2021	Global Lead – People, Organisation and Development
	5.4 Provide ongoing education opportunities for senior leaders and managers on the effects of racism	Ongoing: review and report Dec 2019, 2020, 2021	Global Lead – Talent & Capability <i>Support: RAP Working Group – Learning & Development Lead</i>
	5.5 Senior leaders to proactively support anti-discrimination campaigns, initiatives or stances against racism, including ongoing active and public support for ‘Racism. It Stops with Me’ campaign	May 2022	RAP Working Group – Advocacy Lead



Founding Director Gabi Hollows with Peter Datjing on Elcho Island in 2018. The Foundation helped restore Peter’s eyesight after he had developed cataract.

Respect for Aboriginal and Torres Strait Islander peoples and their cultures, histories, languages and rights are fundamental to The Fred Hollows Foundation's beliefs. We recognise the diversity and uniqueness of First Nations peoples and are committed to ensuring all of our programs, in Australia and around the world, are built on strong, mutually respectful relationships with local communities and partners. Across all of our work, we support increased investment in and access to culturally appropriate eye care services. We respect, acknowledge, actively listen and respond to the needs and protocols of Aboriginal and Torres Strait Islander peoples, from our partners, colleagues and the communities we work with to achieve our vision.

Focus area: Having mutually respectful relationships with Aboriginal and Torres Strait Islander peoples in Australia is a key platform in The Foundation's aims to achieve our strategic organisational objectives and implement our Reconciliation Action Plan (RAP). This relationship must permeate all our workplaces, our governance and management style and staffing decisions, our internal and external relationships and communications, and the plans we make as an organisation. We do this by facilitating cross-cultural awareness, understanding and competence, and building this into business as usual activities as applicable to all Australian-based employees. Additional learning and immersion activities are targeted towards appropriate employees to further strengthen cultural understanding.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6. Increase knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements	6.1 Implement and annually review an Aboriginal and Torres Strait Islander cultural awareness training strategy for all Australian-based staff, which defines continuous cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion)	June 2019, 2020, 2021	Global lead – Talent & Capability <i>Support: RAP Working Group – Learning & Development Lead</i>
	6.2 100% of existing Australian-based staff to undertake online cultural learning activities in first year of Stretch RAP; and thereafter 100% of new-starters undertake online cultural learning activities within first three months of joining the organisation	December 2019, 2020, 2021	

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY	
6. Increase knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements	6.3 80% of staff (12 staff members) with work links to Aboriginal and Torres Strait Islander peoples to undertake face to face cultural workshop	December 2019, 2020, 2021	Global lead – Talent & Capability <i>Support: RAP Working Group – Learning & Development Lead</i>	
	6.4 80% staff (11 staff members) with direct work links to Aboriginal and Torres Strait Islander peoples to undertake cultural immersion learning activities	December 2020		
	6.5 All RAP Working Group members to undertake cultural learning activities	March 2020		
	6.6 All senior leaders to undertake cultural learning activities and unconscious bias training			
	6.7 100% of RAP Working Group members to complete online Share Our Pride learning tool within one month of joining RAP Working Group	June 2019, 2020, 2021		
	6.8 Embed a cultural awareness Key Performance Indicator in performance plans of RAP Working Group, senior executives and establish mechanism to record performance in this area	December 2020		Global lead – Talent & Capability
	6.9 Promote Reconciliation Australia's Share Our Pride online tool to all Australian based staff			RAP Working Group – Communications Lead
	7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples and communities by embedding cultural protocols as part of the way our organisation functions	7.1 Promote and communicate to all new staff the cultural protocol documents for Welcome to Country and Acknowledgement of Country		March, June, September, November 2019, 2020, 2021, 2022 (March only)
7.2 Invite a local Traditional Owner to provide a Welcome to Country, for at least three significant events each year, including the Annual General Meeting, global orientation and Coastrek events		May 2019, 2020, 2021, 2022	RAP Working Group – Partnerships Lead	



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples and communities by embedding cultural protocols as part of the way our organisation functions	7.3 Senior Leadership to provide an Acknowledgement of Country at all other significant events	May 2019, 2020, 2021, 2022	RAP Working Group – Partnerships Lead
	7.4 Maintain and review a list of key contacts for organising a Welcome to Country		
	7.5 Include an Acknowledgement of Country at the commencement of all Executive, Committee and Board meetings plus domestic ‘All Staff’ briefings by CEO		
	7.6 Encourage all Australian-based staff to include an Acknowledgement of Country at the commencement of all meetings	Ongoing: Review and report August 2019, 2020, 2021	RAP Working Group - Governance Lead
	7.7 Maintain an Acknowledgment of Country plaque in all Australian offices (Sydney, Melbourne, Darwin)		
	7.8 Embed Aboriginal and Torres Strait Islander cultural protocols within a protocol document relevant to State and/or Territory and specific local communities		
	7.9 Maintain inclusion of Acknowledgement of Country in all Executive, Committee and Board meeting agenda templates		
	7.10 Include an Acknowledgement of Country and of Elders in our email signature block for Australian-based staff	Ongoing: Review and report June 2019, 2020, 2021	RAP Working Group – Communications Lead

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples and communities by embedding cultural protocols as part of the way our organisation functions	7.11 Include an Acknowledgement of Country and of Elders on the homepage of The Fred Hollows Foundation external website	Ongoing: Review and report June 2019, 2020, 2021	RAP Working Group – Communications Lead
	7.12 Display Aboriginal and Torres Strait Islander flags in our Sydney, Melbourne and Darwin offices at all times	September 2019	Manager – Corporate Services
8. Recognise and celebrate Aboriginal and Torres Strait dates of significance	8.1 All staff to celebrate and recognise National Reconciliation Week, NAIDOC Week and Close the Gap Day by attending internal and external events and promoting awareness via social media channels	First week in July, 2019, 2020, 2021	RAP Coordinator
	8.2 Executive Management Group to attend at least one external event celebrating Aboriginal and Torres Strait Islander dates of significance, and communicate learnings internally		
	8.3 Add Aboriginal and Torres Strait Islander dates of significance to internal calendars	February 2020, 2021, 2022	RAP – Communications Lead
	8.4 Promote dates of significance on Fred Hollows Foundation social media platforms		
9. Celebrate NAIDOC Week and provide opportunities for Aboriginal and Torres Strait Islander staff to engage with culture and community during NAIDOC Week	9.1 Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week	June 2019, 2020, 2021	Global lead – Talent & Capability Support: RAP Working Group – Events Lead
	9.2 Encourage and allow all staff to attend NAIDOC Week march		
	9.3 Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate in culturally significant events, including NAIDOC Week, by continuing to offer 2 days additional paid cultural leave, as well as ceremonial leave (providing flexibility for staff to access 10 days unpaid leave)		

RESPECT



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Celebrate NAIDOC Week and provide opportunities for Aboriginal and Torres Strait Islander staff to engage with culture and community during NAIDOC Week	9.4 Encourage and support all staff to promote and participate in NAIDOC Week events in the local community	First week in July, 2019, 2020, 2021	Global lead – Talent & Capability <i>Support: RAP Working Group – Events Lead</i>
	9.5 In consultation with Aboriginal and Torres Strait Islander peoples, hold an internal or public NAIDOC Week event		
	9.6 Host at least one reconciliation film club screening in each office annually during NAIDOC Week		
	9.7 Formalise a partnership with NITV to support the annual sponsorship of the NAIDOC Week Awards	July 2019	Manager – IAP



Sally Winberr received cataract surgery during one of the Intensive Eye Surgery Weeks.

OPPORTUNITIES



The Fred Hollows Foundation believes that our vision for a world in which no person is needlessly blind or vision impaired will only be achieved through the combined efforts of many individuals and organisations, as well as the provision of opportunities to Aboriginal and Torres Strait Islander peoples.

Together with our partners, we have learned the value of strong leadership and will continue our commitment to engage with and support Aboriginal and Torres Strait Islander peoples through targeted employment, retention and representation across all parts of the Foundation. We will also continue to promote and foster strong mutually beneficial relationships with Aboriginal and Torres Strait Islander suppliers and partners.

Focus area: As part of The Foundation’s Strategic Plan 2019-2023, we are dedicated to creating a committed global workforce and we believe that Aboriginal and Torres Strait Islander staff form an essential part of our current and future workforce. Alongside our priority of enhancing our workforce, we are also committed to sustainable procurement practices that support Aboriginal and Torres Strait Islander suppliers. Our purpose is that “we work around the world so that no one is left behind, and in Australia we work tirelessly to ensure that Aboriginal and Torres Strait Islander Australians can always exercise their right to sight and good health.” For this reason we believe ensuring there are opportunities for Aboriginal and Torres Strait Islander staff and suppliers is crucial to the work we do.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Build awareness of reconciliation and issues affecting Aboriginal and Torres Strait Islander peoples among the broader Australian community and proactively advocate for positive change	10.1 Develop clear policy positions on key issues related to reconciliation	Dec 2019	Director Public Affairs, Regional Associate Director Australasia and Manager IAP
	10.2 Convey key policy issues on social media and through the media	Ongoing: Review and report Dec 2019, 2020, 2021	
	10.3 Provide feedback and support for government submissions advocating for positive change		
	10.4 Disseminate Reconciliation Australia factsheet (ad hoc release) to internal staff on key Reconciliation related topics		<i>Support: RAP Coordinator</i>

OPPORTUNITIES



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Build awareness of reconciliation and issues affecting Aboriginal and Torres Strait Islander peoples among the broader Australian community and proactively advocate for positive change	10.5 Continue to actively support the Close the Gap campaign via ongoing Indigenous Australia Program (IAP) representation on the Close the Gap Steering Committee	Ongoing: review and report Dec 2019, 2020, 2021	Manager – IAP <i>Support: RAP Coordinator</i>
	10.6 Consult with Aboriginal and Torres Strait Islander stakeholders in discussions about the Uluru Statement and identify appropriate ways to support their aims (externally and internally)		
	10.7 Hold internal education sessions with staff around the Uluru Statement and its aims	June 2020	Learning & Development Advisor <i>Support: Manager – IAP</i>
	10.8 Investigate opportunity to work with RAP organisations to partner and support Reconciliation Australia to raise awareness of Constitutional Recognition of Aboriginal and Torres Strait Islander peoples within our workplace	June 2021	RAP Coordinator <i>Support: RAP Working Group – Partnerships Lead</i>
11. Increase Aboriginal and Torres Strait Islander recruitment and retention	11.1 Increase the employment rate of self-identified Aboriginal and Torres Strait Islander staff by at least 1% (1 staff member) at other locations (outside of Darwin and the Northern Territory) by 31 December 2019. By 30 December 2020, we will strive to achieve a workforce outside IAP that represents the Australian Aboriginal and Torres Strait Islander population, currently 3.3% (6 staff members)	December 2020	Global lead – Talent & Capability <i>Support: RAP – Working Group – Recruitment Lead</i>

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. Increase Aboriginal and Torres Strait Islander recruitment and retention	11.2 Implement, review and update Aboriginal and Torres Strait Islander employment and retention plan, which includes professional development	December 2020	Global lead – Talent & Capability <i>Support: RAP – Working Group – Recruitment Lead</i>
	11.3 Support Aboriginal and Torres Strait Islander leadership by continuing to offer an Employee Assistance Program that is tailored to Aboriginal and Torres Strait Islander staff	Ongoing: Review and Report Nov 2019, 2020, 2021	
	11.4 Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development		
	11.5 In undertaking periodic reviews of policies and procedures, ensure there are no barriers to Aboriginal and Torres Strait Islander recruitment, retention and promotion		
	11.6 Continue to advertise all job vacancies in Aboriginal and Torres Strait Islander national media, among partner organisations and across the Aboriginal and Torres Strait Islander health sector	Ongoing: Review and Report: August 2019, 2020, 2021 (prior to September RAP reporting)	Global lead – Talent & Capability <i>Support: RAP – Working Group – Recruitment Lead</i>
	11.7 Continue to advertise all Australian job vacancies with a clear statement that The Foundation encourages Aboriginal and/or Torres Strait Islander candidates to apply. For roles within Australia, ensure the ad includes an Aboriginal and Torres Strait Islander-specific banner image, while roles outside Australia include a regional-specific banner image		Global lead – Talent & Capability <i>Support: RAP – Working Group – Recruitment Lead</i>

OPPORTUNITIES



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. Increase Aboriginal and Torres Strait Islander recruitment and retention	11.8 Continue to work with national Aboriginal and Torres Strait Islander staff recruitment agencies for roles that fit their talent pool	Ongoing: Review and Report: August 2019, 2020, 2021 (prior to September RAP reporting)	Global lead – Talent & Capability <i>Support: RAP – Working Group – Recruitment Lead</i>
	11.9 Continue to offer an Aboriginal and Torres Strait Islander Business Operations traineeship based in Sydney, and look for opportunities post traineeship to support our Aboriginal and Torres Strait Islander people	Ongoing: Review and Report October 2019, 2020, 2021	
	11.10 Establish a second traineeship position in Melbourne or another division in Sydney		
	11.11 At interview stage, continue to have an Aboriginal and Torres Strait Islander staff member as part of the recruitment process for all candidates who self-identify as Aboriginal and/or Torres Strait Islander peoples	June 2019, 2020, 2021 and ongoing	
	11.12 Investigate opportunities to increase Aboriginal and/or Torres Strait Islander representation on our Board	August 2020	RAP Working Group - Governance Lead

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
12 Increase Aboriginal and Torres Strait Islander supplier diversity	12.1 Develop and implement an Aboriginal and Torres Strait Islander procurement strategy	Ongoing Review and Report: August 2019, 2020, 2021 (prior to September RAP reporting)	Global Procurement Manager <i>Support: RAP Working Group: Procurement Lead; Partnerships Lead</i>
	12.2 Define minimum % targets for procuring goods and services from Aboriginal and Torres Strait Islander owned businesses in 2019, with year on year growth from the 2018 baseline, reporting outcomes quarterly	March 2020, 2021, 2022	
	12.3 Utilise existing relationships to develop at least two commercial relationships with Aboriginal and/or Torres Strait Islander businesses	September 2019, 2020, 2021	
	12.4 Continue to partner and promote our Supply Nation membership to all Australia-based staff	October 2019, 2020, 2021	Global Procurement Manager <i>Support: RAP Working Group: Procurement Lead</i>
	12.5 Provide at least one eye opener session annually to Australian staff on how to procure from Supply Nation businesses		
	12.6 Support Aboriginal and Torres Strait Islander Chambers of Commerce	August 2020	

GOVERNANCE, TRACKING PROGRESS AND REPORTING

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
13. Report RAP achievements, challenges and learnings to Reconciliation Australia for inclusion in the RAP Impact Measurement Report	13.1 RWG to collect data for the RAP Impact Measurement questionnaire	July 2019, 2020, 2021	RAP Working Group – Reporting Lead
	13.2 Seek internal approval to submit the RAP Impact Measurement questionnaire to Reconciliation Australia	August 2019, 2020, 2021	
	13.3 Submit the RAP Impact Measurement Questionnaire to Reconciliation Australia	September 2019, 2020, 2021	
	13.4 Investigate opportunities to measure the impact of RAP activities via participation in the RAP Barometer	May 2020	
	13.5 Maintain and update systems and capability needs to track, measure and report on RAP activities	July 2019	
14. Report RAP achievements, challenges and learnings internally and externally	14.1 Publicly report our RAP achievements, challenges and learnings annually	May 2019, 2020, 2021, 2022	RAP Working Group – Communications Lead
	14.2 Communicate quarterly updates on RAP progress to all staff	May, August, November, February 2019, 2020, 2021, 2022 (Feb only)	
	14.3 Report against the RAP Plan and support the achievement of reconciliation in our Annual Report	June 2019, 2020, 2021	
	14.4 Provide annual RAP Progress and highlights update to Executive Management Group and Board	May 2019, 2020, 2021, 2022	
	14.5 Disseminate Reconciliation Australia Impact measurement indicators for the RAP program and Annual Report internally to raise awareness of progress and challenges towards reconciliation more broadly in Australia	October 2020	

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
15. Review, refresh and update RAP	15.1 Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements	November 2021	Chief Operating Officer <i>Support: RAP Coordinator/s</i>
	15.2 Send draft RAP to Reconciliation Australia for feedback	December 2021	
	15.3 Submit draft RAP to Reconciliation Australia for formal endorsement	April 2022	

CONTACT DETAILS

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ANNEX 1: ROLES AND RESPONSIBILITIES OF RAP WORKING GROUP MEMBERS

RAP WORKING GROUP - PORTFOLIO	RESPONSIBILITIES	RAP WORKING GROUP LEAD	SUPPORTING MEMBERS
Events Management	Plan, design and coordinate internal and external events, ensure dates of significance (e.g. NRW, NAIDOC Week) are celebrated and promoted effectively	Emma Halpin (SYD) Carly Iles (MEL)	Parhyse May and RAP events sub-committee (SYD) Elise Moo (MEL)
Communications (internal and external)	Sharing our RAP story internally and externally, sharing our events, strengthening relationships both internally to promote cross-divisional leverage and with external organisations and media, learning opportunities, RAP activities, contacting key external media contacts, maintaining RAP hub on Frednet and ensuring significant initiatives are promoted via relevant internal channels (Yammer, Connect, Annual Report)	Tanya Fenwick (SYD)	Farzad Yazdanparast (SYD) Daniel Jesus Vignolli (SYD) Vikram Chowdhary (SYD)
Partnerships	Strategies and plans to work with Aboriginal and Torres Strait Islander organisations and businesses, internally getting FHF buy-in, building relationships with other RAP organisations to share events and knowledge, building partnerships with institutions to promote education and possible secondment, develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders	Lucinda Needham (SYD)	Emma Halpin (SYD) Tanya Harris (SYD) Tanya Fenwick (SYD) Yadira Perez-Hazel (MEL) Carly Iles (MEL) Felix Yeboah (MEL)
Learning & Development	Designing content and learning approaches, coordinating learning events, supporting delivery of Learning and Development Strategy	Sally Ingram (SYD)	Marika Mayhew (SYD)

RAP WORKING GROUP - PORTFOLIO	RESPONSIBILITIES	RAP WORKING GROUP LEAD	SUPPORTING MEMBERS
Recruitment	Supporting the organisation to increase Aboriginal and Torres Strait Islander representation in FHF and identifying development opportunities; liaising with POD to support delivery of Aboriginal and Torres Strait Islander Employment Strategy	Yadira Perez-Hazel (MEL)	Sally Ingram (SYD)
Procurement	Identifying opportunities to source through Aboriginal and Torres Strait Islander owned businesses and other innovative business partnership concepts; support integration of supplier diversity in delivery of procurement policy	Tanya Harris (SYD)	Vikram Chowdhary (SYD) Felix Yeboah (MEL)
Advocacy and liaison with Indigenous Australia Program	Exploring opportunities to align RAP with advocacy and community engagement work of the Indigenous Australia Program; ensuring IAP is appropriately consulted on RAP initiatives and feedback is integrated effectively	Andrew Hartwich (MEL)	David Aanundsen (DAR) Tania McLeod (DAR)
Monitoring and Reporting	Exploring ways to measure and communicate the outcomes and impact of our RAP work; investigate and support participation in reporting opportunities, such as the RAP Barometer, and measurement of internal attitudes and engagement with the RAP	Fabrizio D'Esposito (MEL)	Bess Schnioffsky (SYD)
Governance and Budget	Manage relationship with EMG and the Board and ensure routine updates on RAP achievements, challenges and learning are communicated; ensure appropriate budget is allocated to support delivery of RAP activities; establish organisational KPIs	Daryn Deiley (SYD)	Meredith Greenwood (SYD) Elise Moo (MEL) Felix Yeboah (MEL)
RAP coordination and implementation	Establish systems to monitor and implement RAP deliverables; manage internal meeting schedule and dissemination of relevant documents; assign responsibilities for RAP deliverables/initiatives in consultation with RWG members	Meredith Greenwood (SYD) Elise Moo (MEL)	All RAP Working Group
Development of new RAP	Coordinate internal consultation, drafting and review of Stretch RAP; identify additional initiatives and commitments, and ensure appropriate allocation of budget and other resources to support implementation; liaise with Reconciliation Australia on drafting and launch of new RAP	Meredith Greenwood (SYD) Elise Moo (MEL)	Farzad Yazdanparast (SYD) Parhyse May (SYD) Bess Schnioffsky (SYD) Fabrizio D'Esposito (MEL) Tania McLeod (DAR)







“Every eye is an eye. When you are doing surgery there, that is just as important as if you were doing surgery on the Prime Minister or King.”

— Professor Fred Hollows

Sally Winbirr, after receiving cataract surgery during one of the Intensive Eye Surgery Weeks supported by The Foundation's Indigenous Australia Program.
Image credit: The Fred Hollows Foundation



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