

The Fred Hollows Foundation

Reconciliation Action Plan

2011-2012



Photo: Sasha Woolley

Our Vision for Reconciliation

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

The Foundation aims to reflect this vision for reconciliation throughout all parts of our organisation, as well as in our development work. It 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. This goal was articulated at the outset of our formal organisational reconciliation journey in 2009 and continues to guide our actions for reconciliation today.

Our Business

The Fred Hollows Foundation is an independent, non-profit and secular development agency that works both internationally and in Australia. The Foundation's vision is for *a world in which no person is needlessly blind and Indigenous Australians exercise their right to good health*.

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 poor health in Indigenous Australian communities. He championed the right of Aboriginal and Torres Strait Islander peoples to the same health outcomes and life opportunities as other Australians.

The Foundation's strategic objectives for 2011-2014 are to:

- **End Avoidable Blindness:** Our focus is on overcoming avoidable blindness by 2020. By 2014, The Foundation will be a key global player, motivator and partner in those efforts in the communities and countries in which we work.
- **Improve Indigenous Health:** The Foundation is an effective partner, facilitator and contributor to collaborative action and advocacy that is delivering measurable improvements in Indigenous health.
- **Build a strong organisation:** We are a strong and dynamic organisation and our human resource management and operational systems are recognised as "good practice" by external assessors.
- **Create an international structure:** The Fred Hollows Foundation is an international, multi country development organisation demonstrating world-class governance reflecting our international character, and sector-leading impact in achieving our vision.

In Australia, The Foundation works in partnership with Aboriginal and Torres Strait Islander communities and organisations on national and regional initiatives which enable Indigenous Australians to assert their right to sight and their right to health. The Foundation works in four key ways to achieve this objective:

1. **System reform** – we work with partners using evidence and research to develop and test models and advocate for system reform and good health policy and practice.
2. **Coordination of care** – we facilitate the coordination of stakeholders to remove duplication and fill gaps in care.
3. **Increased access** – we work with governments, partners and other stakeholders to achieve genuinely accessible health and eye health services.
4. **Capacity building** – we empower individuals and communities to engage in their own health, to access the health system and make choices that have a positive impact on health.

The Foundation's head office is located in Sydney with additional staff based in Melbourne and Brisbane. The Foundation's Indigenous Program is located in the Northern Territory with staff based in Darwin, Katherine and Alice Springs. The Foundation's head office employs over 60 people and an additional 20 people are employed in the Indigenous Program. As at November 2010, eight of these staff are Aboriginal or Torres Strait Islander people.

The Foundation has sister organisations in New Zealand, South Africa and the United Kingdom as well as program offices in the countries where we work to eradicate avoidable blindness.

Our Reconciliation Action Plan

This Reconciliation Action Plan (RAP) 2011-2012 represents The Fred Hollows Foundation's ongoing commitment to reconciliation.

The plan continues the efforts commenced with our RAP 2009. The actions and targets outlined in this RAP 2011-2012 reflect both the lessons learned from our initial RAP journey, as well as new initiatives aiming to build upon our earlier commitments.

The Foundation has recently completed a period of strategic planning, resulting in a new Strategic Framework 2011-2014. This new framework reaffirms The Foundation's long term commitment to improving the health of Indigenous Australian peoples. This RAP 2011-2012 complements the principles and objectives of the new framework, extending our journey toward reconciliation with new actions and measurable targets.

The RAP 2011-2012 was developed by The Foundation's RAP Working Group, a group of staff from all divisions in the organisation and most of the Australian offices (Sydney, Brisbane, Darwin and Katherine), including staff who are Aboriginal and Torres Strait Islander people.

This RAP 2011-2012 was reviewed and accepted by the Management of The Foundation in November 2010.

Focus Area 1.2

Ensure that Aboriginal and Torres Strait Islander people's perspectives and experiences are acknowledged and valued throughout all levels of the organisation

Action	Responsibility	Timeline	Target
Ensure that the Board and relevant Board Committees continue to have access to, and are influenced by the perspectives of Aboriginal and/or Torres Strait Islander people in a framework of "two-way" learning.	Board members Senior Managers	June 2011 and June 2012	The Board and the Program Advisory Committee includes Aboriginal and/or Torres Strait Islander people, and their perspectives influence strategic directions and decision-making. Reviewed annually prior to and following the Annual General Meeting in May.

Focus Area 1.3

Continue to build and strengthen relationships with national Indigenous Australian organisations, local Indigenous Australian organisations in the areas where we work, and other national organisations with a focus on the rights of Aboriginal and Torres Strait Islander people and reconciliation.

Action	Responsibility	Timeline	Target
Provide support for selected activities and policies of national Indigenous Australian organisations, local Indigenous Australian organisations in the areas where we work, and other national organisations.	Senior Managers Manager, Communications and Community Education Manager, Indigenous Program	Dec 2011 and Dec 2012 Dec 2012	The Foundation has provided support for selected activities and policies of the Close the Gap Committee, Aboriginal Medical Services Alliance of the Northern Territory, Vision 2020 Australia and Reconciliation Australia. The Foundation has initiated support for the activities and policy positions of at least one additional organisation that advocates for the rights of Aboriginal and Torres Strait Islander peoples.
Offer invitations to Aboriginal and Torres Strait Islander leaders/representatives to attend Foundation events, and ensure The Foundation's staff/representatives attend events organised by Aboriginal and Torres Strait Islander communities and other relevant organisations.	Senior Managers Managers responsible for FHF events Manager, Indigenous Program	Dec 2011 and Dec 2012	Foundation events are enriched by the presence of Aboriginal and Torres Strait Islander representatives. Significant events and celebrations are included on the Staff Calendar (Whiteboard).

2. Respect

Respect underlies the principles that guide the work of The Fred Hollows Foundation. In all of our programs, within Australia and in other countries, we build relationships with local partners based on mutual respect, trust, empowerment and capacity building.

We recognise that understanding Indigenous Australian cultures and protocols is central to respectful relationships with our Aboriginal and Torres Strait Islander colleagues and partners and all Indigenous Australian peoples.

The actions included in this RAP 2011-2012 aim to celebrate and respect Aboriginal and Torres Strait Islander peoples, as well as deepen our understandings and awareness of Indigenous Australian cultures.

“We respect and seek to learn from the leadership of partners in the countries and regions where we work.”
Strategic Framework 2011-2014

Focus Area 2.1

Celebrate and respect Aboriginal and Torres Strait Islander cultures and promote cultural awareness

Action	Responsibility	Timeline	Target
Continue to celebrate Aboriginal and Torres Strait Islander cultures and promote cultural awareness in the wider Australian community.	Manager, Communications and Community Education	Dec 2011 and Dec 2012	At least once per quarter, a story that celebrates culture and highlights the rights of Aboriginal and Torres Strait Islander peoples to equal health outcomes, has featured on The Foundation’s website or in the newsletter to supporters.
Continue to support local Aboriginal and Torres Strait Islander cultural events and activities in the areas where we work.	Manager, Communications and Community Education Manager, Indigenous Program	Dec 2011	The Foundation provides sponsorship support for various Aboriginal and Torres Strait Islander cultural events and activities.

Focus Area 2.1 continued

Action	Responsibility	Timeline	Target
Commemorate significant events and festivals of Aboriginal and Torres Strait Islander peoples (such as Sorry Day and NAIDOC Week) and encourage staff participation in all offices.	RAP Officer	Dec 2011 and Dec 2012	Significant events and celebrations are included on the staff calendar (Whiteboard).
	Manager, Communications and Community Education		Events and celebrations are featured on the staff intranet and public website.
	Manager, Information Services		The RAP Working Group has coordinated The Foundation's staff to participate in at least one significant Aboriginal and Torres Strait Islander event or festival per year.
	Manager, Indigenous Program		Aboriginal and Torres Strait Islander and other staff are given paid-time to contribute to and participate in agreed events.
Continue to identify Traditional Owners in places where The Foundation holds public events and functions and ensure that appropriate acknowledgment is given to their rights and custodianship.	All Foundation representatives	Dec 2011 and Dec 2012	Acknowledgement of Traditional Owners is made at all Foundation events, by all representatives.
	Event managers in each office	Dec 2011	Policies and practices for Acknowledgement of Traditional Owners and Welcome to Country are documented clearly and incorporated into The Foundation's Policies and Procedures Manual.
	Director, Public Affairs		
Promote understanding of Aboriginal and Torres Strait Islander health issues amongst the wider Australian community.	Manager, Indigenous Program Manager, Marketing and Fundraising	Dec 2011	The Foundation has hosted at least one (donor) event featuring an Indigenous Program project and appropriate speaker.

Focus Area 2.2

Develop a culturally aware and supportive work place.

Action	Responsibility	Timeline	Target
Promote cultural awareness of all staff through appropriate training and staff development opportunities.	Manager, Human Resources	Dec 2011 and Dec 2012	At least one presentation per annum by staff from the Indigenous Program, including Aboriginal and Torres Strait Islander staff who are willing to share their culture and histories with other staff.
	Manager, Indigenous Program	Dec 2011	Cross-cultural training is included in the induction program for all new staff.
Continue to ensure that correct protocols are followed concerning permissions for staff entering Aboriginal land, and in the production and use of photos and video.	Manager, Indigenous Program	Dec 2011 and Dec 2012	No representative of The Foundation enters Aboriginal land without the requisite permission.
	Divisional managers for travelling staff	June 2011	Existing protocols for entering Aboriginal land are reviewed and formally included in The Foundation's Policies and Procedures Manual.
	Director, Public Affairs Manager, Communications and Community Education	Dec 2011	Existing policy for the production and use of photographs and videos that relate to Aboriginal and Torres Strait Islander peoples is reviewed.
Communicate to both staff and Indigenous Australian partner organisations, The Foundation's support for the rights of Aboriginal and Torres Strait Islander peoples and for selected activities and policies of Indigenous Australian and other relevant national organisations.	Manager, Indigenous Program	Mar 2011, Sep 2011, Mar 2012 and Sep 2012	A regular written update is provided to staff and Indigenous Australian partner organisations showing how The Foundation provides this support.

3. Opportunities

The Fred Hollows Foundation recognises that the rights of Indigenous Australians to health and sight will only be realised through the combined efforts of many individuals and organisations. Our new Strategic Framework 2011-2014 identifies the opportunity to share our learning with others and the need to work with other organisations that offer new expertise.

“The Foundation and its partners have been building a knowledge base about good community development practice in Indigenous communities. We will critically evaluate and document our learning and share our experiences of what works”
Strategic Framework 2011-2014

Together with our partners, we have learned the value of strong leadership within communities. The Foundation sees opportunity to promote Indigenous Australian leadership by supporting our partners to develop their capabilities, especially in the areas of management and advocacy. The Foundation also has scope to support the inclusion of Aboriginal and Torres Strait Islander peoples within our own staff and leadership.

Focus Area 3.1

Recruiting and retaining Aboriginal and Torres Strait Islander people.

Action	Responsibility	Timeline	Target
The Foundation continues recruitment practices that support applications from Aboriginal and Torres Strait Islander candidates for all positions.	Manager, Human Resources	Dec 2011 and Dec 2012	All positions advertised include specific encouragement for applications from Aboriginal and Torres Strait Islander peoples. Aboriginal and Torres Strait Islander recruitment networks are used when recruiting for all positions.
Provide traineeship opportunities to Aboriginal and Torres Strait Islander people within The Foundation.	Manager, Human Resources	Dec 2012	One traineeship position is offered within The Foundation if a suitable candidate can be identified and appropriately supported.

Focus Area 3.2

Promote the participation of Aboriginal and Torres Strait Islander peoples in leadership and management positions within The Foundation.

Action	Responsibility	Timeline	Target
Management training and leadership development opportunities are offered to Aboriginal and Torres Strait Islander staff.	Manager, Human Resources Manager, Indigenous Program	Jun 2011	The process and criteria for selection for extra training and development opportunities is documented and communicated to all Aboriginal and Torres Strait Islander staff. One Aboriginal or Torres Strait Islander staff member has completed or is participating in management-specific training. The Foundation has provided for the course fees and study leave necessary for this staff member to undertake their studies.
Support Aboriginal and Torres Strait Islander staff to undertake studies in a field relevant to an agreed and identified career progression.	Senior Managers Management Group Manager, Human Resources	Dec 2012	An Aboriginal or Torres Strait Islander staff member has completed or is participating in studies relevant to an agreed and identified career progression in areas such as development practice, finance, human resources or communications. The Foundation has provided study leave and contributed to the course fees necessary for this staff member to undertake their studies.

Focus Area 3.3

Support The Foundation's partner organisations to promote leadership and employment opportunities for Aboriginal and Torres Strait Islander peoples.

Action	Responsibility	Timeline	Target
Support the professional development of representatives from Indigenous Australian partner organisations to enhance their capacities in management and advocacy.	Manager, Indigenous Program	Dec 2012	The Indigenous Program supports 60 representatives from partner organisations to attend a Diplomacy Training Program.
Continue to support traineeship opportunities for Aboriginal and Torres Strait Islander people within The Foundation's partner organisations.	Manager, Indigenous Program	Dec 2012	The Foundation has provided the necessary funding and other support to at least 2 Indigenous Australian partner organisations to offer and fill traineeship positions for local Aboriginal and Torres Strait Islander peoples.

4. Tracking and Reporting

Action	Responsibility	Timeline	Target
RAP 2011-2012 is included in The Foundation's Annual Report	Manager, Communications and Community Education RAP Officer	Jul 2011 and Jul 2012	The RAP is noted in the Annual Report for 2011 and 2012.
Progress review of actions	RAP Officer RAP Working Group Staff responsible for RAP Actions and Targets	Mar 2011, Sep 2011, Mar 2012 and Sep 2012	RAP Officer provides an update on progress on RAP actions and Working Group activities at all-staff meeting at least twice per year. The RAP planning cycle is synchronised with the organisational planning and budgeting cycle.
Annual public RAP review and refresh	RAP Officer RAP Working Group Staff responsible for RAP actions and targets Deputy CEO	Mar 2012 and Mar 2013 Apr 2012 and Apr 2013	An annual report is circulated in the organisation, submitted to Reconciliation Australia and placed on The Foundation's website and Reconciliation Australia's website. The RAP is refreshed annually and circulated in the organisation, submitted to Reconciliation Australia and placed on The Foundation's website and Reconciliation Australia's website.

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