



Vision Australia
Blindness. Low Vision. Opportunity.

Vision Australia Innovate Reconciliation Action Plan

(August 2023 – August 2025)



The image features a bright yellow background with four decorative Aboriginal-style floral motifs. In the top-left corner, there is a blue flower with five petals and a central circular pattern. In the top-right corner, there is a larger blue flower with many petals and a complex central circular design. In the bottom-left corner, there are several smaller blue circular patterns of varying sizes, some with concentric circles and dots. In the bottom-right corner, there are blue circular patterns with wavy lines extending from them, resembling stylized flowers or sunbursts.

Vision Australia acknowledges all First Peoples as the Traditional Custodians throughout the land across Australia, and pay our respects to Elders past and present. We recognise and respect the historical and traditional connection Aboriginal and Torres Strait Islander Peoples have to the land, water, culture and community. We appreciate the importance of the world's oldest living culture, and support the union of a reconciled Australia. Vision Australia is committed to ensuring inclusion, equity and equality.

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Reconciliation Australia CEO's message

Reconciliation Australia commends Vision Australia on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Vision Australia to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Vision Australia will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of *relationships, respect, and opportunities* emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Vision Australia is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Vision Australia's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Vision Australia on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia.



Vision Australia CEO's message

As Chief Executive Officer of Vision Australia, I am honoured to present our Innovate Reconciliation Action Plan.

I am proud of the progress Vision Australia has made so far in our reconciliation journey and look forward to continuing to build relationships with Aboriginal and Torres Strait Islander Peoples and communities.

With First Nations People experiencing vision loss at almost three times the rate of non-Indigenous Australians, it is critical that they have access to the supports and services they need to live the life they choose.

Our work, particularly in Alice Springs and remote areas of Central Australia, is based on doing exactly that: providing access to vision rehabilitation services, working to remove stigmas around vision loss and educating people on maintaining good eye health.

As we expand on our work in Alice Springs and enter Broome, WA; I am excited by the opportunity to bring our services to people that need them, enabling them to experience what is possible in life.

But our reconciliation efforts are not contained to remote areas of Australia. Nor is it a commitment being undertaken by a small group of people.

Vision Australia teams in our regional and metro areas throughout the country are working to build connections with Aboriginal and Torres Strait Islander Peoples and community groups in their local areas.

Our organisation has embraced the spirit of reconciliation and is committed to working together to make meaningful change.

We acknowledge and celebrate the diversity of all Australians and are committed to equality and equity, ensuring those that need our supports and services, can access them.

I look forward to continuing to work together, learn from each other and build a better Australia over the next few years as we continue our important reconciliation journey.

Ron Hooton

Chief Executive Officer
Vision Australia.



The artist

My name is Holly and I am a proud Yorta Yorta Woman and Contemporary Aboriginal Artist.

I've always had so much pride in my family, my country and my culture and I consider myself incredibly blessed to share it with others.

I've always had a big imagination and loved bringing my thoughts to life. My uncle was an Aboriginal Artist and I grew up surrounded by a family who respected and encouraged art greatly. I feel that the tone of my art is gentle. It makes people perceptive to conversations that may not have been had before. I love the curiosity it encourages and how it opens minds to more. I love creating pieces that people can use to promote their own values.

As someone who didn't grow up learning Aboriginal Culture at school but through family, I have an understanding of the people who I connect with. Those who are interested in engaging more.

Being a Yorta Yorta Woman, many of my family were raised at the Cummeragunja Mission, located on the NSW side of the Murray River. My great great grandparents who were previously residing at the Malaga Mission were greatly involved with the wellbeing of the other residents at Cummeragunja. Thomas Shadrach James (My great great grandfather) was the head school teacher and one of the main organisers of the Cummeragunja Walk Off in 1939. After the walk off most of the family settled in Mooroopna, Victoria.

Many of my family still live nearby including my grandparents and my dad.

My other great great grandmother resided at the Coranderrk Mission in Healesville Victoria, close to where I was raised and still currently live. The passion for my art flows easily when I come from a family with such a rich history and endless stories to tell.



Holly McLennan-Brown,
Vision Australia's RAP Artist.

The artwork

Designed to represent our commitment to working in partnership with Aboriginal and Torres Strait Islander Peoples and organisations, our artwork titled “Working Together (Yapaneyepuk)” is displayed in our offices, on lanyards for staff, and on the front cover of our RAP.

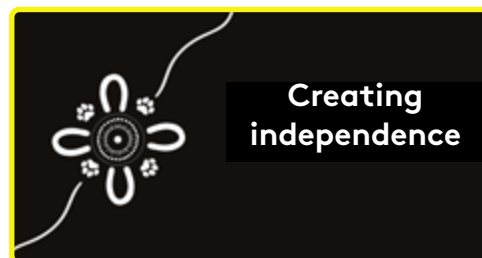
The circles in the centre of the artwork represents the Vision Australia community and the U shapes represent people/clients coming together with Vision Australia. Leading from the centre of the artwork are pathways with paw prints along each pathway. The white lines leading off this are the various pathways and services that Vision Australia offer to people who are blind or have low vision.

Vision Australia’s four areas of service focus: employment, education, social inclusion and independence are highlighted within the artwork.



**Education/
Training**

The bigger circle surrounded by people highlights the role and importance of leaders and teachers, while the smaller circle is surrounded by people who are students. The image also reflects the importance of partnerships with the community to continue reconciliation through education.



**Creating
independence**

This gathering shows people working toward the creation of independence. Through working with Vision Australia, and utilising our services including Seeing Eye Dogs, this gathering leaves behind an old pathway and offers a new, positive and independent journey on the other side of the meeting.



**Employment
Opportunities**

Two big circles symbolise employment/jobs, whilst the smaller circles placed around the two larger circles represent future employment opportunities and pathways. The image also illustrates employment opportunities that arise at Vision Australia through personal growth and development.



**Social
Inclusion**

The U shapes around the outside of the circles represent people gathering together. The different sizes of the gatherings and people is intended to reflect diversity and while they are diverse, they are all placed together to represent inclusion and unity.

Our business

Vision Australia is a leading national provider of blindness and low vision services in Australia. We work in partnership with Australians who are blind or have low vision to help them live the life they choose. We are a not-for-profit organisation and a major participant and partner in the international blindness community. Our services, which enable people who are blind or have low vision to learn strategies to make the best use of their remaining vision, are built around four key areas important to our clients: Education, Employment, Independence and Social Inclusion.

- **Education** - People who are blind or have low vision have access to lifelong learning so they can strive for the same or better educational outcomes as their sighted peers.
- **Employment** - People who are blind or have low vision independently seek and gain employment and develop their careers, participating equally with their sighted peers in the workplace.
- **Independence** - People who are blind or have low vision have choices about how they live their lives. They face no barriers to being full and independent participants within their communities.
- **Social Inclusion** - People who are blind or have low vision have access to and are included in all areas of society so they choose how actively they participate.

Vision Australia's workforce consists of more than 800 staff and 1,622 volunteers, this currently includes five staff who identify as Aboriginal and/or Torres Strait Islander. Our workforce is highly skilled and dedicated, providing a range of services across metropolitan and rural Australia.

We support more than 25,500 people of all ages and life stages, and circumstances. We work directly with clients who are blind or have low vision as well as working with and supporting families, carers, health professionals and organisations. We do this through 36 Vision Australia centres located in Victoria, New South Wales, the Australian Capital Territory, Queensland, South Australia, Northern Territory and Western Australia, and through outreach programs in Tasmania.

Vision Australia has a great network across all of Australia. This includes our workforce (both employees and volunteers), our clients, donors, recruitment companies, government agencies, education organisations, the general public and allied health organisations. We aim to utilise these connections to evolve and voice our support of Reconciliation.

The RAP guides our activities as an organisation to address the under-representation of Aboriginal and Torres Strait Islander peoples accessing vision related services. We seek to learn from, and work together with, Aboriginal and Torres Strait Islander peoples to have a more inclusive Australia where all Australians are afforded the opportunity to share the same standard of living, good health, and life opportunities.

In partnering with key stakeholders and likeminded organisations we utilise our joint expertise and knowledge with the aim to build a culturally safe environment to assist with the education of First Nations peoples to understand the importance of eye care. In working through this vision, we need to ensure we are proactively consulting with Communities and Elders and adequately educating our staff to ensure we are providing better eyecare opportunities in a culturally sensitive way.

We deliver the services our clients, their families and supporters need.

We seek to make a measurable difference in the areas of education, employment, independence and social inclusion.

Our clients are at the centre of everything we do.

We listen to our clients and build our services around their needs and aspirations.

We trust our workforce to use their best judgement to support clients to achieve positive and measurable outcomes.

People love to work at Vision Australia.

Our workforce gains personal satisfaction from seeing clients achieve their goals.

Our people have the flexibility to balance client needs with their own needs and the expectations of Vision Australia.

Our mission is to support people who are blind or have low vision to live the life they choose.

We advocate for social change so that people who are blind or low vision can live the life they choose.

We actively strive to change the community's perceptions about the capability of people who are blind or have low vision.

We strive for equity and inclusion in all areas of life that our sighted peers often take for granted.

We take a business-like approach to delivering on our purpose.

We extend our impact by increasing the number of clients we support.

We are responsible in how we use our resources.

Our vision for reconciliation

Our vision for reconciliation is an Australia that is united as one. We are hopeful for a national culture that acknowledges and accepts our shared histories and represents equality, equity and positive race relations. We can do our part to help achieve this by providing equal health outcomes for our Aboriginal and Torres Strait Islander stakeholders by embedding cultural safety, respect and self-determination into our services, creating an equitable future for all. We also hope to create an inclusive and equitable workplace that is not only culturally safe, but culturally proud and respectful. We hope we can walk together on this journey in a meaningful way to be proud of all peoples, cultures, histories and lands.

Dharug man Kiernan Ironfield playing his 'Yidaki' at our NRW event.



Our RAP

We are committed to continuing our reconciliation journey with the development and implementation of this Innovate Reconciliation Action Plan (RAP). Vision Australia will ensure that engagement and partnerships with Aboriginal and Torres Strait Islander peoples, communities and organisations will continue in a respectful, ethical and transparent manner. We continue to strive to foster a culture of inclusion and cultural awareness. Our RAP will be championed by the Chief Executive Officer (CEO).

According to the Australian Institute of Health and Welfare, First Nations peoples suffer from vision loss at 2.8 times the rate of non-Indigenous Australians. Vision Australia has developed this Innovate RAP to continue to guide our organisation's activities to address the underrepresentation of Aboriginal and Torres Strait Islander peoples accessing vision related services.

Our services will materially contribute to better eye health and an increase in access to vision rehab services amongst First Nations peoples. We will continue to learn from, and work together with Aboriginal and Torres Strait Islander peoples to build a more inclusive Australia where all citizens are afforded the opportunity to share the same standard of living, good health, and life opportunities.

Our RAP stands as a continued commitment to supporting and promoting this vision for reconciliation. We believe that reconciliation is critically important to our organisation, our society and our country's future. Our actions within the RAP will acknowledge and respect the diversity and richness of Aboriginal and Torres Strait Islander cultures across Australia, and the importance of providing culturally safe and responsive services that meet community and individual needs.

We are not only aiming to achieve change in our client base in the eye health sector but also hope to utilise the opportunity to broaden our workforce with employment and placement initiatives for First Nations peoples and utilise First Nations businesses to help grow opportunities for them. We hope to utilise our sphere of influence to communicate our commitment to reconciliation and help spread more awareness of the broader reconciliation journey of Australia.

While we currently do not have a specific Aboriginal and Torres Strait Islander peoples advisory group, we are hoping to investigate this option further in this Innovate RAP. We do currently however, utilise advice given to us through the relationships we have built with Aboriginal and Torres Strait Islander stakeholders and like-minded business on their own RAP journey.



NAIDOC name a pup competition pups with the Australian, Aboriginal, and Torres Strait Islander flags.

RAP working group

The extensive and varied experience of our team will provide a wonderful learning opportunity for us all as we work together on the continued journey of our RAP. We meet quarterly and intend for these meetings to be meaningful and action oriented.

Executive sponsor:

- **Ron Hooton**
(Chief Executive Officer)

Leadership Team representatives:

- **Simone Blumberg**
(Chief People Officer)
- **Amelia Ukovic**
(Chief Practitioner)
- **Tania Hobson**
(General Manager Client Services and Transformation)
- **Graeme Craig**
(General Manager National Programs and Client Insights)

External representatives:

- **Gabrielle Ebsworth**
(Vision Australia Volunteer)
- **Kim Browne**
(Vision Australia client representative)
- **Carleen Miller**
(Aboriginal Health Liaison Officer, Mirring Ba Wurring Aboriginal Health Unit, The Royal Victorian Eye and Ear Hospital)
- **Natalie Tieri**
(Aboriginal Health Liaison Officer, Mirring Ba Wurring Aboriginal Health Unit, The Royal Victorian Eye and Ear Hospital)
- **Tess Whelan**
(Vision Australia client and Client Reference Group member)

Vision Australia staff:

- **Ranmali McCormack**
(People and Culture Services Manager)
- **Rachael Ramsdale**
(Equity and Inclusion Advisor)
- **Ellie Hudson**
(Vision Support Specialist)
- **Dan Casey**
(Capability Development Manager)
- **Jacinta Waters**
(Regional Client Services Manager Melbourne North West)
- **Freyja O'Brien**
(Occupational Therapist/Access Technology Specialist)
- **Kendra Wells**
(Regional Client Services Manager Illawarra/South Coast, ACT and Central West)
- **Kayla Everingham**
(Vision Store Support Officer)
- **Reeni Ekanayake**
(Campaigns Advisor/Project Officer)
- **Sarah Bloedorn**
(Library Strategy Development Lead)
- **Bec Murrell**
(Regional Client Services Manager North Coast, Wide Bay and Central Queensland)
- **Jennelle Schroder**
(Manager NSW Spectacles Program)
- **Amy Matthews**
(Senior Occupational Therapist)
- **Cara Patterson**
(Regional Client Services Manager Western Australia)
- **Cath Caddis**
(Orientation and Mobility Specialist)
- **Ellie Kohlhardt**
(Occupational Therapist)
- **Courtney McKee**
(Children and Young People Regional Client Services Manager Queensland)
- **Margaret Harvey**
(Orientation and Mobility Specialist)
- **Liz Duus**
(Customer Insights and Research Lead)
- **Gus Spence**
(Audio Post Production Officer)
- **Nicole McIntyre**
(HUB Support Specialist)
- **Felicity Fleming**
(Talent Acquisition Advisor)
- **Renee Rich**
(Vision Rehabilitation Consultant)

Our reconciliation journey so far

Over the past few years, several of our Vision Australia metropolitan and regional offices have made connections with local Aboriginal and Torres Strait Islander community groups. Whilst Vision Australia have made some positive connections, we are committed to continuing to build and expand on these existing relationships.

In order to provide vision related services to an increased number of our First Nations peoples, Vision Australia is also keen to foster new relationships and partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Our employees have worked hard over the last few years to learn and better understand how to embed culturally respectful practices in our services to engage our Aboriginal and Torres Strait Islander clients in an appropriate and meaningful way. We have held many events, learning opportunities and cultural immersion experiences.



Vision Australia's Vision Support Specialist Ellie Hudson working alongside Curtis Haines, a First Nations artist.



Vision Australia employees.

Some partnerships/activities we have established include:

- A pilot program in partnership with Congress in Alice Springs to gain a better understanding of how to best service these communities in a way that provides culturally respectful outcomes for Aboriginal and Torres Strait Islander peoples.
- Partnership with Indigenous Allied Health Australia (IAHA) to roll out their Cultural Responsiveness Framework to our employees.
- Discussions with IAHA on placement opportunities for Aboriginal and Torres Strait Islander allied health students.
- Sponsored an Aboriginal and Torres Strait Islander allied health student to attend the IAHA National Conference.
- Incorporated our RAP artwork on our internal and external collateral and continuing to work with our RAP artist, Yorta Yorta woman, Holly McLennan-Brown, to create more visibility of her artwork (e.g. incorporating the artwork into our collateral and uniforms).
- Running a yearly competition during NAIDOC week for Aboriginal and Torres Strait Islander clients, staff, organisations to name our new puppies with First Nations names.
- Partnerships built with the Indigenous Literacy Foundation and Kirli Saunders within our Vision Australia Library.
- The inclusion of the Aboriginal and Torres Strait Islander flags flown at our head office.
- Included First Nations guest speakers in our meetings to raise awareness on specific topics for example Indigenous Literacy Week, Uluru Statement from the Heart, RAP development, etc.

While we have made progress during our reconciliation journey, like all journeys in life, we have also faced challenges. However, rather than seeing these challenges as a negative, we view them as an opportunity for growth and learning and hope to develop ways to overcome them.

Following are some of the challenges we have faced so far and ideas on how we will address these in our continuous journey.

- Lack of confidence of employees to further the reconciliation journey and build relationships: To address this, we have decided to put more resourcing into education and training including rolling out IAHA's Cultural Responsiveness Training to staff.
- Attracting First Nations candidates for job positions: To address this we have tried to incorporate more intensive research and develop partnerships to understand why this is happening and how we can rectify this by working to create a more inclusive environment and culturally safe workplace and therefore attracting First Nations talent.
- One size does not fit all, there are many communities within Australia: This is a tricky one to address with Vision Australia being a national organisation, however we are aiming to educate staff more on this and help them understand that more time and focus is needed locally to ensure we are meeting the needs of different communities.

Holly McLennan-Brown painting an outdoor table with our RAP artwork.



Our planned activities

The deliverables on the following tables identify activities that Vision Australia will conduct to deliver the Innovate RAP. The 'responsibilities' section identifies the key roles within the organisation that is responsible for delivering the related activity. Vision Australia has several people in the same role, and therefore, responsibility is shared amongst those who share the same job title. This is relevant to the roles of CS Operations Managers and Regional CS Managers.



Vision Australia Seeing Eye Dog with RAP artwork on harness.



Vision Australia employee's Ellie and Melissa posing under the Central Australian Aboriginal Congress sign with placement student Shahnaz.

Relationships



Vision Australia is a major leader in the eye health industry. Aboriginal and Torres Strait Islander peoples have less opportunity in this area and therefore miss out on crucial health care information and services.

We believe it is important to partner with Aboriginal and Torres Strait Islander communities to continue to build and maintain meaningful relationships to ensure this inequity is resolved.

To do this, we need to draw on the expertise and knowledge of these communities to ensure we align our services in a culturally respectful way to empower and improve outcomes for Aboriginal and Torres Strait Islander peoples.

Focus area:

Vision Australia has three core strategic areas of focus to maintain long term sustainability. These are Service Sustainability, Workforce Sustainability and Business Sustainability. Within these core areas we have developed five inter-connected initiatives. One of these is Aboriginal and Torres Strait Islander Peoples Service Sustainability.

The main aspect of maintaining a long-term sustainable First Nations client base is by developing and nurturing meaningful relationships within the local communities to understand what is needed and how to service Aboriginal and Torres Strait Islander peoples in a culturally appropriate way. By forming important relationships, we can ensure our strategic goals are met.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	February 2025	CS Operations Managers
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2024	General Manager Client Services and Transformation
	Explore integration of Vision Australia supports and services with like-minded local Aboriginal and Torres Strait Islander organisations to support people who are blind or have low vision.	December 2024	General Manager Client Services and Transformation
	Build and maintain a partnership with Aboriginal and Torres Strait Islander Radio Station 3KND.	June 2024	Manager Vision Australia Radio and Audio Services
	Collaborate with Holly McLennan-Brown (Yorta Yorta woman who developed our RAP artwork), for the artwork to appear on Vision Australia uniforms.	December 2024	People & Culture Services Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024 and 2025	Equity & Inclusion Advisor
	RAP Working Group members to participate in an external NRW event.	May 27-June 3, 2024 and 2025	Equity & Inclusion Advisor
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 27-June 3 2024 and 2025	Chief People Officer

Action	Deliverable	Timeline	Responsibility
2. Build relationships through celebrating National Reconciliation Week (NRW).	Organise at least one NRW event each year.	May 27-June 3, 2024 and 2025	Equity & Inclusion Advisor
	Register all our NRW events on Reconciliation Australia's NRW website .	May 2024 and 2025	Equity & Inclusion Advisor
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	January 2024	Equity & Inclusion Advisor
	Communicate our commitment to reconciliation publicly.	June 2024	Media & Corporate Communications Manager
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	November 2024	Equity & Inclusion Advisor
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	June 2024, 2025 and Dec 2023, 2024	People & Culture Services Manager
	Build and strengthen collaborative relationship with Aboriginal and Torres Strait Islander peoples eye health unit at The Royal Victorian Eye and Ear Hospital to develop advancement in reconciliation.	January 2024	People & Culture Services Manager
	Engage with stakeholders to discuss partnering with local Traditional Owners to promote Wurundjeri Week.	August 2023 and 2024	Equity & Inclusion Advisor

Action	Deliverable	Timeline	Responsibility
<p>3. Promote reconciliation through our sphere of influence.</p>	<p>Explore ways to provide staff and clients with reliable sources of information to build an informed decision on the Voice to Parliament.</p>	<p>October 2023</p>	<p>Internal Communications Manager</p>
	<p>Communicate our commitment to reconciliation at Vision Australia’s annual Carols by Candlelight event.</p>	<p>December 2023 and 2024</p>	<p>Head of Corporate Partnerships, Events and Community</p>
	<p>Provide five new Felix kits in the first year then seven in the second year to rotate playgroups in NT.</p>	<p>December 2024</p>	<p>Business Manager Library Services</p>
	<p>Increase First Nations content in our library while maintaining and strengthening our Indigenous Literacy Foundation partnership, meeting with them quarterly.</p>	<p>April 2025</p>	<p>Business Manager Library Services</p>
	<p>Produce an inclusive and accessible children’s book portraying a member of the blindness and low vision community with their Seeing Eye Dog told from the First Nations point of view and experience. This will include strengthening our continuous partnership with Kirli Saunders who has signed on as an Aboriginal and Torres Strait Islander author.</p>	<p>June 2024</p>	<p>Business Manager Library Services</p>

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Explore relevant literature and resources to identify successful service models operating in Aboriginal and Torres Strait Islander peoples service contexts. Develop a set of principles or guiding values driven from the learnings from service delivery in Alice Springs, that will inform the organisations next steps in expanding services in remote areas.	June 2025	Chief Practitioner
	Build partnership with The Lions Eye Institute to develop services in Broome.	April 2025	Chief Practitioner
	Continue partnerships with Congress to provide vision related services to Aboriginal and Torres Strait Islander clients in Alice Springs.	May 2025	Chief Practitioner
	Review and recommend leave policy changes to encourage staff to attend local cultural events by potentially providing TIL for time taken.	March 2025	Chief People Officer
	Produce short client stories from a First Nations point of view and experience.	December 2024	Equity & Inclusion Advisor
	Investigate introducing an Inclusion Award in our employee awards program.	May 2025	Equity & Inclusion Advisor
	Increase visibility of the RAP artwork in all things Vision Australia.	April 2025	Equity & Inclusion Advisor

Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	May 2025	Equity & Inclusion Advisor
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	May 2025	Equity & Inclusion Advisor
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	May 2025	Equity & Inclusion Advisor
	Educate senior leaders on the effects of racism.	April 2025	Chief People Officer
	Support the Call It Out Anti-Racism campaign through Vision Australia Radio.	August 2023	Manager Vision Australia Radio and Audio Services

Respect

Respect in any culture or human interaction we believe is always paramount to successful outcomes for all. Vision Australia acknowledges and appreciates the diverse histories and knowledge Aboriginal and Torres Strait Islander peoples hold and believe all Australians should celebrate our shared histories.

By respectfully listening to those who hold this knowledge we can all learn and obtain a deeper understanding to create a positive culturally appropriate and more equitable client experience for all.

Focus area:

Our people are the heart of our culture. We are inclusive, our strength lies in the diversity of our workforce. We do not tolerate bullying, harassment, discrimination or inequality. We are supportive, we look out for ourselves and for others. We are flexible, we value flexibility that works for employees, clients and the organisation. We listen, our workforce are the experts, and we value feedback. Our values show how we give respect to all people.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop enhanced pathways/models of care for Aboriginal and Torres Strait Islander People which takes into consideration cultural needs and sensitivities.	February 2025	General Manager Client Services and Transformation
	Conduct a review of cultural learning needs within our organisation.	April 2025	Capability Development Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	April 2025	Capability Development Manager
	Develop, implement, and communicate a cultural learning strategy document for our staff.	April 2025	Capability Development Manager
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	June 2024	People & Culture Services Manager
	Develop an educational opportunity to include information on the RAP, First Nations lands and other cultural consideration for corporate induction.	May 2024	Equity & Inclusion Advisor
	Deliver IAHA's Cultural Responsiveness Training to all staff.	December 2024	People & Culture Services Manager
	Display the AIATSIS Map of Indigenous Australia in offices for staff and clients.	August 2023	Equity & Inclusion Advisor

Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2024	Leadership Team
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	December 2023	Equity & Inclusion Advisor
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	December 2024	Equity & Inclusion Advisor
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	August 2023	Equity & Inclusion Advisor

Action	Deliverable	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2024 and 2025	Chief People Officer
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	April 2025	People & Culture Services Manager
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July, 2024 and 2025	Chief People Officer
	Continue to run our Seeing Eye Dog puppy naming competition for NAIDOC week. Names to be provided by Aboriginal and Torres Strait Islander clients and partner organisations.	July 2024 and 2025	SED Service Development Lead

Opportunities

Vision Australia aims to be an employer of choice where everyone feels respected, appreciated and welcome. To do this we need to ensure our work environment is respectful and inclusive of all cultures, backgrounds, abilities and genders. Having a diverse and inclusive workforce increases productivity by utilising different skills and knowledge and promotes our belief that all are equal.

By providing Aboriginal and Torres Strait Islander peoples with employment and professional development opportunities, we are strengthening our workforce to provide culturally appropriate services to our clients and helping unite Australia in this very important reconciliation journey.

By maintaining a culturally diverse workforce, we show our support to reconciliation and equitable opportunities for all. In addition to this, we believe utilising Aboriginal and Torres Strait Islander Peoples procurement also advances opportunities outside of our workforce and in our broader communities.

Focus area:

Vision Australia has three core strategic areas including Service Sustainability, Workplace Sustainability and Business Sustainability. We will continuously evolve our products and services to meet the changing needs of clients and remain focused on making a positive impact for our clients in the areas of education, employment, independence and social inclusion.

We will provide a professional and flexible environment where our diverse workforce can thrive under our shared mission, values and strategy. We will achieve a financially sustainable position through a combination of sustainable services that meet the needs of clients, delivered by an engaged and professional workforce, using effective systems and processes. In focusing on these areas, we are providing maximum opportunity to ensure our business is sustainably accessible and equal to all.

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	March 2024	Equity & Inclusion Advisor
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	April 2025	People & Culture Services Manager
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	April 2025	People & Culture Services Manager
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	August 2023	People & Culture Services Manager
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	February 2025	Equity & Inclusion Advisor
	Review and recommend changes to Vision Australia's Leave policy to potentially incorporate cultural leave.	March 2025	Chief People Officer
	Review and recommend formalising Vision Australia's Leave Policy to enable staff to take leave for Australia Day public holiday on an alternate date.	April 2025	Equity & Inclusion Advisor

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Explore Aboriginal and Torres Strait Islander peoples specific mental health EAP's and include specific help lines in staff info.	November 2023	Equity & Inclusion Advisor
	Develop placement/employment pathways and opportunities for First Nations candidates through partnerships with key stakeholders.	October 2024	Equity & Inclusion Advisor
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	July 2024	Equity & Inclusion Advisor
	Investigate Supply Nation membership.	May 2024	Equity & Inclusion Advisor
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	August 2024	Equity & Inclusion Advisor
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	August 2024	Equity & Inclusion Advisor
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	April 2025	Chief People Officer

Action	Deliverable	Timeline	Responsibility
<p>10. Build pathways for Aboriginal and Torres Strait Islander peoples and students into the eye health sector.</p>	<p>Provide support to the IAHA academy in NT by providing them with a co delivered session on low vision support services to build awareness for eye health and career pathways for the students in the academy. Vision Australia to provide the academy with Vision related resources for the sessions.</p>	<p>December 2023</p>	<p>Vision Support Specialist</p>

Governance



Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Feb, May, Aug, Nov 2023, 2024, 2025	Equity & Inclusion Advisor
	Increase Aboriginal and Torres Strait Islander representation in our RAP working group.	August 2023	Equity & Inclusion Advisor
	Establish and apply a Terms of Reference for the RWG.	August 2023	Equity & Inclusion Advisor
	Meet at least four times per year to drive and monitor RAP implementation.	Feb, May, Aug, Nov 2023, 2024, 2025	Equity & Inclusion Advisor
12. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	August 2023	Equity & Inclusion Advisor
	Engage our senior leaders and other staff in the delivery of RAP commitments.	April 2025	Chief People Officer
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	August 2023	Equity & Inclusion Advisor
	Maintain an internal RAP Champion from senior management.	August 2023	Chief People Officer

Action	Deliverable	Timeline	Responsibility
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2024 and 2025	Equity & Inclusion Advisor
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August 2023, 2024 and 2025	Equity & Inclusion Advisor
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2023 and 2024	Equity & Inclusion Advisor
	Report RAP progress to all staff and senior leaders quarterly.	Mar, Jun, Sept, Dec 2023, 2024, 2025	People & Culture Services Manager
	Publicly report our RAP achievements, challenges and learnings, annually.	December 2024	Equity & Inclusion Advisor
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	August 2024	Equity & Inclusion Advisor
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	March 2025	Equity & Inclusion Advisor
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	September 2024	Equity & Inclusion Advisor

To find out more contact:

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Position:

Equity and Inclusion Advisor

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**Vision
Australia**

Blindness. Low Vision. Opportunity.