

Aboriginal and Torres Strait Islander Strategy 2009 - 2015

**Final version
Board endorsed
5 August 2009**

Aboriginal and Torres Strait Islander Strategy 2009 - 2015

Our Vision

To improve the lives of vulnerable people by mobilising the power of humanity.

Our Fundamental Principles

As a member of the global Red Cross/Red Crescent Movement, everything we do is underpinned by our seven fundamental principles.

Humanity	The Movement was born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavouring, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. The purpose of the Movement is to protect life and ensure respect for the human being. It prompts mutual understanding, friendship, cooperation and lasting peace amongst all people.
Impartiality	The Movement makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs and giving priority to the most urgent cases of distress.
Neutrality	In order to continue to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.
Independence	The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the Principles of the Movement.
Voluntary Service	It is a voluntary relief Movement not promoted in any manner by desire for gain.
Unity	There can be only one Red Cross or Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.
Universality	The Movement, in which all Societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.

1. Overview

Scope

The Red Cross Aboriginal and Torres Strait Islander Strategy 2009 - 2015 is the principal strategy that guides our work with Aboriginal and Torres Strait Islander communities across Australia. Underpinning the Strategy are separate Aboriginal and Torres Strait Islander Implementation Plans for each State and Territory. The State and Territory Implementation Plans focus on the priorities and needs of the relevant jurisdiction.

Introduction

Red Cross' Aboriginal and Torres Strait Islander Strategy 2009 - 2015 has four key components: (1) the "Background" section provides a chronological history of the development of Red Cross Indigenous priorities to date; (2) the "Our strategic intent" section sets out the overarching Red Cross New Strategic Direction for Services, outlining the seven priority areas; (3) "Our ways of working" outlines the key principles in which Red Cross will carry out its work with Aboriginal and Torres Strait Islander people and communities; and (4) are the "Key outcomes" which the strategy seeks to achieve. Each outcome has an overarching scope which defines the parameters in which we will work. Within this scope, each outcome has a set of "actions" which describe what we will do to achieve the outcome and, finally, "key performance indicators" which is how we will measure our accountability. It is important to note that each outcome has been developed through consensus and alignment with other related priorities and policies across the organisation.

The following is a list of related and relevant strategies:

- o *Aboriginal and Torres Strait Islander Core Principles*, endorsed by the Red Cross National Board, February 2007
- o *Indigenous Advocacy Framework*, endorsed by the Red Cross National Board, April 2008
- o *New Strategic Direction for Red Cross Services*, endorsed by the Red Cross National Board, August 2008
- o *Practice Manual: guidelines for Red Cross staff and volunteers working with Aboriginal and Torres Strait Islander people and communities*, draft to be discussed at the National Management Team meeting on 17 June 2009 and presented to the Red Cross National Board on 20 June 2009.

Background

Over the past two years Red Cross has embarked on a process of significant organisational change to develop a national approach to the delivery of services and programs, as part of a renewed effort to ensure that the needs of the most vulnerable and disadvantaged members of the community are met.

For Red Cross this has meant an increased focus on the development and delivery of programs to Aboriginal and Torres Strait Islander people and communities. Processes and key milestones in realising these commitments include:

- o 2006 - the National Management Team established a Red Cross Aboriginal and Torres Strait Islander Strategy Group;
- o February 2007 - the Red Cross National Board approved a policy statement Policy Statement 05 Aboriginal and Torres Strait Islander Core Policy Principles to provide guidance on our engagement and work with Aboriginal and Torres Strait Islander people and communities;
- o April 2008 - the Board adopted an Advocacy Framework and Statement of Principles for advocacy;
- o May 2008 - Red Cross Future Directions – Aboriginal and Torres Strait Islander Australia background paper and workshop;
- o June 2008 - Red Cross National Board endorsed the New Strategic Direction for Red Cross services;
- o August 2008 - Workshop to refine the development of the draft Aboriginal and Torres Strait Islander Strategic Plan 2008-2010;
- o August 2008 - Red Cross National Board and National Management Team endorse the draft strategic plan;

- o 2009 - Indigenous Strategy Workshop was held in Melbourne on 27 March to revise and re-align the Board-endorsed Strategic Plan with our new direction for services with particular focus on clear and concise outcomes which commit us to addressing Aboriginal and Torres Strait Islander disadvantage;
- o 17 June 2009 – Revised Aboriginal and Torres Strait Islander Strategy, 2009-2014, adopted by the National Management Team; and
- o 20 June 2009 – Revised Aboriginal and Torres Strait Islander Strategy 2009-2014, endorsed by the Red Cross National Board.

Our strategic intent

The Red Cross *New Strategic Direction for Services (June 2008)* provides guidance as to how we will go about our work and makes particular reference to the needs of Aboriginal and Torres Strait Islander people and communities. Red Cross activities will focus in the following core areas:

- o Strengthening disaster and emergency services;
- o Increasing international aid and development;
- o Addressing Aboriginal and Torres Strait Islander disadvantage;
- o Overcoming social exclusion by providing bridges back into the community;
- o Tackling entrenched locational disadvantage;
- o Championing International Humanitarian Law; and
- o Addressing the impact of migration.

Aboriginal and Torres Strait Islander communities are the most extremely disadvantaged on a number of socio-demographic economic indicators; our work with them is a key part of Red Cross work, and recognises that special approaches are required to respond to the unique needs of Aboriginal and Torres Strait Islander communities.

Red Cross is committed to identifying and working with the most disadvantaged communities in Australia through a place-based approach. This approach will be informed through thorough analysis of available data and research. Further, Red Cross will work with individuals, families and communities to build on their strengths and further develop the necessary skills and attributes that will maximise their life opportunities. We will develop new program models to help connect extremely isolated and marginalised people back into their communities, including people with mental illness, ex-prisoners and their families, homeless people, isolated older people living alone, and other highly marginalised people.

Additionally, our new strategic intent commits Red Cross to working in the following ways:

- o Auxiliary to government;
- o Focus on areas of locational disadvantage;
- o Long term commitment (7-10 years);
- o Negotiated role with communities we work with;
- o Community development and building on strengths;
- o Prevention and early intervention;
- o Work with strategic partners;
- o Avoiding duplication and adopt a “joined up” approach;
- o Mobilising resources to help find community solutions;
- o Action based on best practice and evidence;
- o Advocacy;
- o Mobilising volunteers; and
- o Engaging with people reflective of our diverse community.

2. Our ways of working

In addition to the Red Cross Aboriginal and Torres Strait Islander Core Principles Policy, adopted by the Board on February 2007 (see Attachment 1), we are further committed to:

Work in genuine partnership with Aboriginal and Torres Strait Islander peoples, communities, organisations and stakeholders

Red Cross is committed to working in long-term, respectful partnerships with Aboriginal communities, collaborating with other non-government and statutory agencies, and engaging appropriately and constructively with governments to achieve outcomes that address disadvantage at both causative and impact levels.

Red Cross does not see itself as substituting for Aboriginal-led and controlled services but rather is part of an interim (albeit medium to long-term) strategy that contributes to outcomes where communities direct their own high quality services and responses.

Red Cross organisational and capacity-building approach will be based on a “bottom up” consultation and building trust from the beginning of the program planning and design process.

Establish and develop an evidence-based approach to our work through research and evaluation

Critical to this entire strategic direction is a focus on evidence-based practice, with Red Cross programs thoroughly evaluated and outcomes accurately measured. Program models and initiatives must be informed by available research on effectiveness; innovations must be properly evaluated and documented. Red Cross will draw on a wealth of practice material that it has access to locally and internationally. Red Cross will analyse and respond to the different needs of men and women. A combination of internal capacity and strategic partnerships will be required. In working with Aboriginal and Torres Strait Islander people and communities, Red Cross will apply a participatory-based monitoring and evaluation approach which focuses on beneficiary engagement.

Increase fundraising and partnership opportunities to support our work in Aboriginal and Torres Strait Islander Australia

Red Cross cannot achieve sustainable outcomes as an isolated responder and cannot be the expert in all endeavours. Red Cross works with community groups, corporates, governments and other not-for-profits to meet the needs of communities.

Strengthen our capacity and engagement in locations of high need, vulnerability and disadvantage

Consistent with our New Strategic Directions, Red Cross is making a significant shift in its approach by redirecting resources and efforts to focus on areas of locational disadvantage/vulnerability.

A place-based approach requires a consultative and responsive style of working. Aboriginal and Torres Strait Islander people and communities will be actively involved in the planning, implementation and review of Red Cross responses.

While Red Cross is committed to a place-based approach, we recognise and acknowledge that a proportion of Aboriginal and Torres Strait Islander disadvantage is also found in urban areas. Consistent with our over-arching strategy, we will engage and work with relevant organisations to meet necessary needs.

3. Summary of Outcomes

The following is a summary of the ten key outcomes which are further detailed in Section 4.

Outcome 1: Emergencies and disasters

That the impact of disasters, emergencies and climate change is significantly reduced for Aboriginal and Torres Strait Islander people and their communities (be they remote or in large urban conglomeration).

Outcome 2: Food security and health promotion

That individual, family and community health and well being is improved through supporting the capacity of the community to ensure regular access to and supply of affordable, appropriate, nutritious food and to have the resources, confidence and skills to select and utilise this.

Outcome 3: Social and emotional well being

That young people, their families and communities have the support and capacity to challenge the cycle of intergenerational disadvantage and vulnerability.

Outcome 4: Offenders, ex-offenders and their families

That Red Cross helps to reduce the impacts of imprisonment on individuals, their families and communities, and helps to reduce the rates of re-offending.

Outcome 5: Homelessness and patterns of mobility

That Red Cross helps to reduce the impact of homelessness and patterns of mobility for Aboriginal and Torres Strait Islander people.

Outcome 6: Indigenous governance and capacity building

That, through Red Cross support, Aboriginal and Torres Strait Islander people's community institutions are better able to autonomously and effectively make decisions that contribute to locally identified development outcomes (social, economic, legal and political).

Outcome 7: Advocacy

That Aboriginal and Torres Strait Islander disadvantage is significantly reduced by improved public policy informed by evidence, awareness and understanding and that Red Cross plays a role in this, based on evidence from its own programs with Aboriginal and Torres Strait Islanders people and communities.

Outcome 8: Red Cross staff and volunteer capacity

That our people have the capacity, willingness and organisational support to work effectively and respectfully with Aboriginal and Torres Strait Islander people.

Outcome 9: Aboriginal and Torres Strait Islander staff and volunteers

That there is a significantly increased number (from 3 per cent to 6 per cent) of Red Cross Aboriginal and Torres Strait Islander staff and volunteers employed in Red Cross across the various programs and levels of the organisation and across both services and support functions.

Outcome 10: Access to Red Cross services and programs

That all relevant Red Cross programs and services are adapted to improved their accessibility for Aboriginal and Torres Strait Islander individuals, families and communities and that access rates are increased.

3. Key outcomes

Outcome 1

Emergencies and disasters

That the impact of disasters, emergencies and climate change is significantly reduced for Aboriginal and Torres Strait Islander people and their communities (be they remote or in large urban conglomeration).

Scope

We will work with a “whole-of-community approach” and focus our efforts on prevention and preparedness; response and recovery; and education and capacity building.

Actions (What do we need to do in order to achieve the outcome?)	Key Performance Indicators (How will we know we've achieved what we said we would?)
1.1. Red Cross Emergency Services develop a sound understanding of the diverse social and cultural perspectives regarding natural events (cyclones, storms, floods etc) in order to respond appropriately to the needs of Aboriginal and Torres Strait Islander people and communities.	<ul style="list-style-type: none"> ○ Demonstrated staff and organisational cultural competency and ability to work effectively with Aboriginal and Torres Strait Islander people and communities pre and post an event.
1.2. In conjunction with Red Cross Emergency Services team and based on the “placed based” approach, undertake mapping exercise to identify communities which are the most prone to disasters.	<ul style="list-style-type: none"> ○ Maps which locate high-risk and vulnerable Aboriginal and Torres Strait Islander communities are available and used to inform planning and programming.
1.3. Prioritise our engagement with communities, based upon their vulnerability and/or our existing relationships and work with each community to develop tailored disaster management plans. This work should not be stand alone but part of the broader work.	<ul style="list-style-type: none"> ○ Community profiles developed and prioritised in the priority locations of WA, NT and QLD. ○ Existing Red Cross relationships with Aboriginal and Torres Strait Islander communities identified and used to build on our engagement and service delivery.
1.4. In conjunction with Red Cross Emergency Services Team, identify and assist communities to respond to the humanitarian impact of climate change, such as impacts of drought, flooding, access to drinking water and bush tucker, and internal migration impacts.	<ul style="list-style-type: none"> ○ Red Cross advocates and supports the development of socially and culturally appropriate emergency response and evacuation plans. ○ Resources and materials appropriately adapted for Aboriginal and Torres Strait Islander communities. ○ Regional and community-level training in disaster preparation and response –disaster management. plans in place

Actions (What do we need to do in order to achieve the outcome?)	Key Performance Indicators (How will we know we've achieved what we said we would?)
1.5. Establish Aboriginal and Torres Strait Islander Personal Support teams to be trained and mobilised in the event of a disaster, in partnership with other Emergency Management agencies.	<ul style="list-style-type: none"> ○ Personal Support Training package for communities developed and delivered. ○ Increased number of Aboriginal and Torres Strait Islander REDiSupport teams trained and operational. ○ Increased number of Personal Support volunteers who are equipped to work within Aboriginal and Torres Strait Islander communities.
1.6. Adopt a cross border approach to our work (also noted that this will add to the complexity given the need to work with multiple state and territory jurisdictions).	<ul style="list-style-type: none"> ○ Establish effective coordination mechanisms (internal and external). ○ Resource allocation, tools and methodology are nationally consistent.
1.7. Develop and/or adapt training, education and awareness raising materials, kits and programs specifically designed for remote communities in disaster preparation, response and recovery.	<ul style="list-style-type: none"> ○ Existing programs are used to trial new materials in programs such as Good Start Breakfast Clubs. ○ REDiPlan materials adapted and disseminated to priority communities and households. ○ Training kits and materials are culturally appropriate to Aboriginal and Torres Strait Islander communities. ○ Trained and equipped local response and recovery teams.
1.8. Deliver regional and community-level education/awareness in disaster and emergency management within communities using a partnership approach, including with other emergency services agencies (e.g. Norforce).	<ul style="list-style-type: none"> ○ Relationships are established with local Emergency Management agencies as well as Aboriginal and Torres Strait Islander organisations which facilitate and outlines Red Cross work. ○ Community education and awareness delivered in local languages in priority locations. ○ Increased community knowledge, understanding and awareness of disaster preparedness.
1.9. Review and evaluate the appropriateness and effectiveness of adapted materials, training and community awareness-raising/preparation.	<ul style="list-style-type: none"> ○ Monitoring and evaluation frameworks are embedded in program planning and delivery. ○ Participatory methodologies are used to ensure cultural appropriateness.

Outcome 2

Food security and health promotion

That individual, family and community health and well being is improved through supporting the capacity of the community to ensure regular access to and supply of affordable, appropriate, nutritious food and to have the resources, confidence and skills to select and utilise this.

Scope

The program will use prevention, education and early intervention strategies and focus on groups most vulnerable to food insecurity - in particular infants, children, pregnant women and new mothers. Red Cross Food Security initiatives will work in partnership with communities, government and other stakeholders, taking a holistic approach to food security, supporting existing strengths and initiatives, and filling gaps where appropriate.

Actions (What do we need to do in order to achieve the outcome?)	Key Performance Indicators (How will we know we've achieved what we said we would?)
<p>2.1. Implement integrated projects that improve the health/nutrition and health of Aboriginal women during pregnancy and decrease infant mortality, morbidity and long-term health impacts of early childhood food insecurity.</p> <p>The project will focus on:</p> <ul style="list-style-type: none"> - Developing peer education models on appropriate dietary and healthy behaviours during pregnancy. - Improving access to and use of culturally appropriate maternal and child health services. - Implementing a culturally appropriate and sustainable food supplementation scheme for malnourished infants and their mothers. - Building the capacity of Aboriginal mothers in managing the health and nutrition of their children. 	<ul style="list-style-type: none"> o Develop tools and frameworks to monitor and measure the outcomes of our work in specific locations/ communities against baseline data for those sites. o Decreased mortality rate of Indigenous infants in the communities where the project is implemented. <p><u>Objective:</u> less than 12 per 1000 live births in 5 years</p> <ul style="list-style-type: none"> o Decreased number of low birth weight (<2500g) in the communities where the project is implemented. <p><u>Objective:</u> less than 10% in 5 years</p> <ul style="list-style-type: none"> o Reduction in hospitalisation rates of new born infants as a result of malnutrition. <p><u>Objective:</u></p> <ul style="list-style-type: none"> o Child hospitalisation rates as a result of malnutrition reduced by 50% in identified Maternal and Child Health project sites within 3 years.
<p>2.2. Strengthen current projects addressing food and health education of school age children through:</p> <ul style="list-style-type: none"> - identifying existing barriers to food security at a local level and thereby ensuring program design and development is relevant to the local context; - Supporting the sustainability of Good Start Breakfast Clubs (GSBC) , developing a program that functions consistently and is owned and operated by 	<ul style="list-style-type: none"> o Increased number of Good Start Breakfast Clubs (GSBC) sustained. <p><u>Objective:</u> 60% in 2 years</p> <ul style="list-style-type: none"> o Increased proportion of children adopting healthy choices for their breakfast. <p><u>Objective:</u> 80% in 2 years</p> <ul style="list-style-type: none"> o Rate of school age children in the community who are beneficiaries from the GSBC.

Actions (What do we need to do in order to achieve the outcome?)	Key Performance Indicators (How will we know we've achieved what we said we would?)
<p>the community;</p> <ul style="list-style-type: none"> - Identifying and prioritising locations and opportunities to expand GSBC and services to sites of high socio-economic disadvantage; - Integrating GSBCs into a broader holistic and comprehensive approach in the community; and - Reinforcing and developing the nutrition education component of the GSBC. 	<p><u>Objective:</u> 70% in 2 years</p> <ul style="list-style-type: none"> o Improved nutrient intake of school-aged children. o Increased number of nutrition education initiatives for children. <p><u>Objective:</u> initiatives conducted regularly in all sites</p> <ul style="list-style-type: none"> o Additional nutrition and food security initiatives are implemented in all communities where GSBCs operate. o Improved hygiene and other health education initiatives implemented through GSBCs including dental hygiene components
<p>2.3. Develop education support programs that seek to address food insecurity in communities by:</p> <ul style="list-style-type: none"> - Expanding the implementation of FoodCents to sites of high socio-economic disadvantage; and - Integrating the community stores and key stakeholders into the FoodCents approach. 	<ul style="list-style-type: none"> o Improved quantity of fruit and vegetables purchased at the local stores, increased by 20% within 2 years. o Increased number of participants adopting healthier nutrition behaviours, at least 60% in 2 years.
<p>2.4. Implement food security strategies in each community that incorporate multifaceted and holistic projects focusing on all identified beneficiaries and that take into account supply, access and utilisation streams of food security by:</p> <ul style="list-style-type: none"> - Developing with the community a horizontal and long-term food security strategy that utilises external partnerships and initiatives; - Ensuring Red Cross joins up initiatives through cross-departmental collaboration in particular through youth health and well being initiatives; - Developing advocacy policies on key structural and systemic barriers impeding food security and actively engaging with governments and other stakeholders on these policy points; and - Investigating nutrition and food security initiatives that target males in communities. 	<ul style="list-style-type: none"> o Percentage of communities where Red Cross is providing food security support to all identified beneficiaries in need <p><u>Objective:</u> at least 50% of the current communities where we are intervening in 2 years</p> <ul style="list-style-type: none"> o Numbers of community-based staff employed in Red Cross food security programs. o Red Cross providing consultation and submissions to Government on key food security policy issues and participating in government reference and advisory groups. o Red Cross Youth Health and Well being initiatives implemented in communities where Red Cross food security programs are active. (Goal – 50% in 2 years.)
<p>2.5. Ensure all Food Security initiatives include participatory-based monitoring and evaluation mechanisms that ensure continuous quality improvement, including:</p> <ul style="list-style-type: none"> - Reviewing and strengthening programs and services delivered with Aboriginal and Torres 	<ul style="list-style-type: none"> o Communities are actively engaged in the monitoring and evaluation of food security programs and are leading their development. <p><u>Objective:</u> 100% in 2 years</p> <ul style="list-style-type: none"> o Templates and tools developed and utilised in

Actions (What do we need to do in order to achieve the outcome?)	Key Performance Indicators (How will we know we've achieved what we said we would?)
<p>Strait Islander communities to assess appropriateness of program logic, design and delivery models and to adopt a more nationally consistent approach;</p> <ul style="list-style-type: none"> - Completing external evaluations by negotiation with communities and with the assistance of universities or other research bodies and with the results reported back to the communities. 	<p>community.</p> <ul style="list-style-type: none"> o At least 2 external evaluations completed and results presented to the communities who express satisfaction with the process.
<p>2.6. Develop key national partnerships that will assist with advocacy and policy development and technical capacity.</p>	<ul style="list-style-type: none"> o Increased number of communities with an active participation of local food business store managers in Red Cross food security projects (with formal MOUs). <p><u>Objective:</u> 70% of the communities where Red Cross is currently operating in 2 years.</p> <ul style="list-style-type: none"> o Number of communities with an active participation of Aboriginal and Health services in Red Cross activities (with formal MOUs). <p><u>Objective:</u> 100% of the communities where Red Cross implements Food Security activities.</p> <ul style="list-style-type: none"> o Key partnerships formed at all levels with organisations that focus on supply issues in food security.
<p>2. 7. Identify and foster opportunities for collaboration and funding with government, corporations, philanthropic trusts and foundations.</p>	<ul style="list-style-type: none"> o Increased funding allocated to food security, by 100% in 2 years.

Outcome 3

Social and emotional well being

That young people, their families and communities have the support and capacity to challenge the cycle of intergenerational disadvantage and vulnerability.

Scope

We will work with young people and families and community-based organisations to focus our efforts on early intervention, prevention and education. Our program models will not include: clinical treatment¹, intensive counselling², or front line child protection intervention.³

Actions (What do we need to do in order to achieve the outcome?)	Key Performance Indicators (How will we know we've achieved what we said we would?)
3.1. Red Cross to develop a sound understanding of the underlying causes and specific vulnerabilities and capacities of Aboriginal and Torres Strait Islander communities relating to social, spiritual and mental health issues and how these aspects of life interrelate with substance abuse, community violence and resilience.	<ul style="list-style-type: none"> ○ Sensitive and effective processes are developed with support from experienced Aboriginal and Torres Strait Islander and culturally competent staff. ○ Field-based staff are supported in using participatory development approaches.
3.2. Develop and implement programs consistent with this understanding.	<ul style="list-style-type: none"> ○ Appropriate resources, such as training and youth engagement programs in SAM Our Way and RespectED (Canadian Red Cross violence prevention) are developed, identified and used effectively by field staff, partners and volunteers. ○ Program communications strategies (internal and external) are developed and implemented.
3.3. Review and strengthen programs and services delivered in Aboriginal and Torres Strait Islander communities, including: <ul style="list-style-type: none"> - Supporting the sustainability of SAM Our Way, youth diversionary activities/holiday programs, childhood and parenting initiatives by fostering community driven initiatives; and - Integrating substance abuse and well being training and considerations into broader holistic and comprehensive programs in the community. 	<ul style="list-style-type: none"> ○ A nationally consistent approach (while also being responsive and flexible to local needs and requirements) is adopted. ○ Program design, development and implementation is evidence-based and aligned to the organisation's program management cycle, risk assessments and monitoring and evaluation frameworks. ○ Expert advice sought and acted upon where appropriate (Aboriginal and Torres Strait Islander Reference Group and Technical Advisory Group

¹ Clinical treatment refers to professional services such as medical, psychiatric or psychological treatment.

² Intensive counselling refers to specialist services such as torture and trauma counseling, sexual assault counselling and mental health counselling.

³ Front line child protection refers to child welfare assessments and/or removal of children into care.

Actions (What do we need to do in order to achieve the outcome?)	Key Performance Indicators (How will we know we've achieved what we said we would?)
	<p>established).</p> <ul style="list-style-type: none"> o Red Cross Youth Health and Well being initiatives implemented in communities where Red Cross food security programs are active. (Goal – 50% in 2 years.)
<p>3.4. Deliver targeted health promotion and prevention education initiatives that reduce vulnerability to depression, suicide, anxiety, substance abuse, and violence, and strengthen remote community capacity to address these issues.</p>	<ul style="list-style-type: none"> o Prevent incidence of intentional and unintentional injury, in particular targeting young people in remote communities. o Local partner agencies and service providers have improved understandings and skills for addressing youth social and emotional well being issues through training and community planning processes. o Local projects identified and where requested and on strategy, supported by Red Cross. o Increased Red Cross capacity to deliver and adapt social and emotional well being based on different community needs and situations.
<p>3.5. Increase Aboriginal and Torres Strait Islander people and community awareness of education programs reduce threats, reduce vulnerability and support existing community protective mechanisms.</p>	<ul style="list-style-type: none"> o RespectED (Canadian Red Cross violence prevention) program adapted and implementation models explored. o Integrate risk assessments into current programs. o Programs consider and emphasise connectivity to culture and community. o Interventions are networked with other stakeholders and consider impacts of patterns of abuse at the responsive, remedial and environment building scales. o Reporting systems are developed and implemented.
<p>3.6. Help build the capacity building of Aboriginal and Torres Strait Islander organisations, youth networks, Councils and individuals through mentoring, training (such as through the STEP program, elders programs) and involvement in Red Cross activities with the view of supporting future leaders.</p>	<ul style="list-style-type: none"> o Mentoring programs for young people integrated into current program delivery, number of STEP or similar employees in communities increased. o Youth advisory groups and leadership activities fostered in remote communities o Young people involved in community-based participatory planning processes. o Programs that focus on supporting young men's groups developed. o Existing protective mechanisms for young women are strengthened. o Mainstream gender (including Elder participation) into programming.

Actions (What do we need to do in order to achieve the outcome?)	Key Performance Indicators (How will we know we've achieved what we said we would?)
<p>3.7. Identify and develop strategic and program-specific partnerships at the community, state and territory and national levels that support community controlled and coordinated development. Example: Aboriginal medical and health services, community groups, youth diversionary activity service providers, schools and other educational organisations.</p>	<ul style="list-style-type: none"> ○ Operational MoUs and project agreements with likeminded local partners and governing bodies in all communities with priority to remote communities in WA, SA, QLD and NT are customary practice for implementing SAM Our Way and complementary programs. ○ Partnership evaluations demonstrate the partners generally identify Red Cross as having a facilitative, skills exchange and listening approach to partnership. ○ Community connectivity increased, referral pathways strengthened.
<p>3.8. Identify and prioritise regions, partnerships and opportunities to develop comprehensive integrated development programs with communities. Recognising that remote and mobile populations are vulnerable and difficult to access, Red Cross will use its networks to target and support these groups effectively.</p>	<ul style="list-style-type: none"> ○ Appropriate indicators are identified and used to assess places of locational disadvantage and an assessment of community capacity, risks and current clinical and case management services is considered to ensure appropriateness of Red Cross prevention education programs. ○ Each State and Territory identifies 2-3 areas of priority in their jurisdiction and an implementation plan is developed and adopted ○ Numbers of community-based staff employed in program delivery is increased and field team capacities strengthened. ○ Aboriginal and Torres Strait Islander staff are attracted to Red Cross and supported in their roles.
<p>3.9. Identify and foster opportunities for collaboration and funding with government, corporations, philanthropic trusts and foundations.</p>	<ul style="list-style-type: none"> ○ Submissions are prepared and funding proactively sought. ○ External funding targets for Red Cross programs are met.

Outcome 4

Offenders, ex-offenders and their families

That Red Cross helps to reduce the impacts of imprisonment on individuals, their families and communities, and helps to reduce the rates of re-offending.

Scope

We will work with offenders, ex-offenders and families impacted by imprisonment and focus our efforts on early intervention, prevention and education.

Actions (What do we need to do in order to achieve the outcome?)	Key Performance Indicators (How will we know we've achieved what we said we would?)
4.1. In collaboration with the Strategy, Research and Planning Unit, conduct applied research and analysis regarding Aboriginal and Torres Strait Islander prisoners – causes of imprisonment, re-offending, types of government, and community support, etc.	<ul style="list-style-type: none"> ○ Resources and guidelines are available to inform policy, planning and program design. ○ Resources prepared and made available on the intranet which outlines: demographic data; prisoner and community profiles; existing Red Cross engagement; and examples of best practice interventions.
4.2. Conduct an environmental scan across the states and territories where there is high population of Aboriginal and Torres Strait Islander prisoners and/or ex-prisoners.	For each State and Territory: <ul style="list-style-type: none"> ○ Key Aboriginal and Torres Strait Islander organisations working with prisoners, ex-prisoners and their families are identified.
4.3. Identify, build and maintain relationships with key stakeholders at the local, state and national levels.	<ul style="list-style-type: none"> ○ Program design, development and implementation addresses current gaps and is supported by agencies already working in this area.
4.4. Develop and implement 2-3 customised programs based on identified priority areas.	<ul style="list-style-type: none"> ○ Program design, development and implementation is evidence-based and aligned to the organisation's program management cycle and monitoring and evaluation framework.
4.5. In collaboration with Domestic Operations (Social Inclusion program), develop a coherent and consistent strategy for reducing the impact of imprisonment and re-offending on individuals, their families and communities.	<ul style="list-style-type: none"> ○ Red Cross has an organisation-wide strategy for working with prisoners, ex-prisoners and their families as part of our "Building bridges back into the community" priority area.

Outcome 5

Homelessness and patterns of mobility

That Red Cross helps to reduce the impact of homelessness and patterns of mobility for Aboriginal and Torres Strait Islander people.

Scope

We will define our target population and then focus our efforts on early intervention, prevention and education. Our program models do not include: owning or operating accommodation facilities.

Actions (What do we need to do in order to achieve the outcome?)	Key Performance Indicators (How will we know we've achieved what we said we would?)
5.1. In collaboration with the Strategy, Research and Planning Unit, conduct desk top research and analysis which identifies causes of homelessness and patterns of mobility for Aboriginal and Torres Strait Islander people.	<ul style="list-style-type: none"> ○ Resources and guidelines are available to inform policy, planning and program design. ○ Resources prepared and made available on the Intranet which outlines: demographic data; existing Red Cross engagement; and examples of best practice interventions.
5.2. Conduct an environmental scan across the states and territories.	For each State and Territory: <ul style="list-style-type: none"> ○ Key Aboriginal and Torres Strait Islander organisations working with people impacted by homelessness and mobility are identified and engaged.
5.3. Develop and implement 2-3 programs based on identified priority locations.	<ul style="list-style-type: none"> ○ Program design, development and implementation is evidence-based and aligned to the organisation's program management cycle and monitoring and evaluation frameworks (e.g. log frames).
5.4. In collaboration with Domestic Operations (Social Inclusion program), develop a coherent and consistent strategy for reducing the impact of homelessness and mobility on Aboriginal and Torres Strait Islander people and communities.	<ul style="list-style-type: none"> ○ Red Cross has an organisation-wide strategy for addressing issues of homelessness as part of our "Building bridges back into the community" priority area.

Outcome 6

Aboriginal and Torres Strait Islander governance and capacity building

That, through Red Cross support, Aboriginal and Torres Strait Islander people’s community institutions are better able to autonomously and effectively make decisions that contribute to locally identified development outcomes (social, economic, legal and political).

Scope

We will work in partnership with Aboriginal and Torres Strait Islander people, organisations and communities and focus on individual, collective and organisational development and capacity building.

Actions (What do we need to do in order to achieve the outcome?)	Key Performance Indicators (How will we know we’ve achieved what we said we would?)
6.1. Adapt our approach and ways of working to ensure Red Cross efforts to develop Aboriginal and Torres Strait Islander capacity strengthen and respect their governance, legitimacy and models of decision-making.	<ul style="list-style-type: none"> o International Operations’ capacity building and sustainable programming principles are adapted and applied to this context. o Relevant program staff and volunteers demonstrate clear understanding of the principles and practice of effective and respectful capacity building. o Red Cross regularly hosts forums and activities that contribute to staff and volunteer understanding of best practice Aboriginal and Torres Strait Islander people’s traditional and contemporary governance, decision making and dispute resolution.
6.2. Examine the applicability of the Red Cross International Operations Sustainable Organisational Development strategy for working with National Societies and, if feasible, adapt it to our work with Aboriginal and Torres Strait Islander organisations.	<ul style="list-style-type: none"> o Development of partnership evaluation processes.
6.3. Identify and prioritise Aboriginal and Torres Strait Islander organisations which require governance capacity building.	<ul style="list-style-type: none"> o Development and delivery of governance training and leadership programs. o Successful completion of participants in accredited training.

Actions (What do we need to do in order to achieve the outcome?)	Key Performance Indicators (How will we know we've achieved what we said we would?)
<p>6.4. Invite Aboriginal and Torres Strait Islander organisations and communities to explore ways in which Red Cross might support and enable greater capacity to achieve their local priorities.</p>	<ul style="list-style-type: none"> ○ Capacity building plans are in place incorporating strategies for addressing identified needs (e.g. human resource and financial management, dispute resolution, policy development, lobbying and advocacy, decision-making principles and practices). Strategies may include training, mentoring, field trips, shadowing and volunteer placements. ○ Red Cross initiatives meet identified gaps and are supported by partner agencies with existing expertise. ○ Development and delivery of governance training and leadership programs. ○ Successful completion of participants in accredited training.
<p>6.5. Red Cross will ensure that in all its interactions with Aboriginal and Torres Strait Islander people, organisations and communities, its actions and processes are respectful, collaborative and transparent.</p>	<ul style="list-style-type: none"> ○ Aboriginal and Torres Strait Islander people, organisations and communities provide feedback at a number of levels that they are learning a lot from all their interactions with Red Cross staff and volunteers. ○ Red Cross staff and volunteers working with Aboriginal and Torres Strait Islander people, organisations and communities can articulate and demonstrate how their daily practice supports good governance and capacity building.
<p>6.6. Ensure Red Cross staff and volunteers working with Aboriginal and Torres Strait Islander people, organisation and communities understand the principles of governance education and have ready access to appropriate resources.</p>	<ul style="list-style-type: none"> ○ Governance education training components developed – e.g. templates, tools and frameworks and are available for adaptation and use by Red Cross staff and volunteers.
<p>6.7. Identify the training (content and delivery modality) that is most likely to be of benefit and interest to Aboriginal and Torres Strait Islander people, organisations and communities and expand and enhance Registered Training Organisation (RTO) services and programs to address these training needs.</p>	<ul style="list-style-type: none"> ○ Desk top analysis and environmental scan conducted and identifies potential scope for Red Cross engagement. ○ Results of scan are woven into engagement, needs- and asset-assessments with Aboriginal communities and appropriate programs developed. ○ Evidence of Registered Training Organisation (RTO) scope expanded to meet additional training needs.

Outcome 7

Advocacy

That Aboriginal and Torres Strait Islander disadvantage is significantly reduced by improved public policy informed by evidence, awareness and understanding and that Red Cross plays a role in this, based on evidence from its own programs with Aboriginal and Torres Strait Islander people and communities.

Scope

Consistent with Red Cross Board endorsed “Indigenous Advocacy Framework” (April 2008) and Food Security Policy (draft October 2008), we will work with Aboriginal and Torres Strait Islander communities and organisations, governments and public policy makers and focus our efforts on food security and social and emotional well being.

Actions (What do we need to do in order to achieve the outcome?)	Key Performance Indicators (How will we know we’ve achieved what we said we would?)
7.1. In conjunction with the Strategy, Research and Planning Department, draw evidence from Red Cross programs and, based on this, and generally available evidence, pursue advocacy initiatives aimed at creating awareness of the conditions and vulnerabilities of Aboriginal and Torres Strait Islander people and communities.	<ul style="list-style-type: none"> ○ Aboriginal and Torres Strait Islander Fact Sheets are developed and promoted. ○ Advocacy position papers are developed and consistently applied across the full range of priorities with a focus on food security and access to infrastructure.
7.2. Actively pursue dialogue with governments and concerned parties.	<ul style="list-style-type: none"> ○ Federal and State/Territory governments are regularly briefed about Red Cross programs and issues of concern.
7.3. Contribute to and influence the development of public policy on Aboriginal and Torres Strait Islander issues.	<ul style="list-style-type: none"> ○ Advocacy position papers are developed and consistently applied. ○ Attendance and participation at relevant National and State/Territory peak body meeting and forums.
7.4. Seek out and identify opportunities for advocacy and community education and awareness-raising about our work and related humanitarian issues.	<ul style="list-style-type: none"> ○ Case studies are collected and documented for promotion and awareness.
7.5. Engage in public advocacy when necessary and appropriate.	<ul style="list-style-type: none"> ○ Public campaigns are based on sound evidence and Red Cross experience.

Outcome 8

Red Cross staff and volunteer capacity

That our people have the capacity, willingness and organisational support to work effectively and respectfully with Aboriginal and Torres Strait Islander people.

Scope

We will work with Red Cross staff and volunteers and focus our efforts on developing organisation-wide core competencies for working with Aboriginal and Torres Strait Islander people.

Actions (What do we need to do in order to achieve the outcome?)	Key Performance Indicators (How will we know we've achieved what we said we would?)
8.1. Develop Red Cross capacity, knowledge and skills required to work effectively and respectfully with Aboriginal and Torres Strait Islander people.	<ul style="list-style-type: none"> ○ Practice Manual - guidelines for Red Cross staff and volunteers working with Aboriginal and Torres Strait Islander people and communities developed and implemented across the organisation, in particular through Learning and Development strategies. ○ Aboriginal and Torres Strait Islander cultural awareness and respect is part of the Red Cross Behavioural Capability Framework.
8.2. Develop a national register of providers of cultural awareness education and training who demonstrate excellent outcomes and high levels of participant engagement.	<ul style="list-style-type: none"> ○ Increased level of engagement with Aboriginal and Torres Strait Islander organisations.
8.3. In collaboration with People and Learning, implement a strategy and roll out of the "Practice Manual – guidelines for Red Cross staff and volunteers working with Aboriginal and Torres Strait Islander people and communities".	<ul style="list-style-type: none"> ○ Implementation Plan developed. ○ Training sessions conducted across each State/ Territory, with 100% of the services staff and volunteers completing the training by 2012. ○ Guidelines incorporated into program design and planning.
8.4. Ensure all staff and volunteers attend compulsory cultural training.	<ul style="list-style-type: none"> ○ 60% of the Red Cross workforce (staff and volunteers) attend cultural awareness training. ○ Red Cross Induction Package includes specific section on working with Aboriginal and Torres Strait Islander people and communities.

Outcome 9

Aboriginal and Torres Strait Islander staff and volunteers

That there is a significantly increased number (from 3 per cent to 6 per cent) of Red Cross Aboriginal and Torres Strait Islander staff and volunteers employed in Red Cross across the various programs and levels of the organisation and across both services and support functions.

Scope

We will focus our efforts on attracting, retaining and supporting Aboriginal and Torres Strait Islander people as per the Board endorsed 'Red Cross Aboriginal and Torres Strait Islander Employment and Retention Sub-strategy', June 2009.

Actions (What do we need to do in order to achieve the outcome?)	Key Performance Indicators (how will we know we've achieved what we said we would?)
9.1. Ensure that Red Cross People and Learning employment strategies include initiatives, actions, policies and processes which will: <ul style="list-style-type: none"> - increase the employment and retention of Aboriginal and Torres Strait Islander people throughout Red Cross; and - increase the number of Aboriginal and Torres Strait Islander people who engage with Red Cross as volunteers or in other capacities (e.g. Community Helpers). 	<ul style="list-style-type: none"> o National People and Learning Recruitment Plan include an Aboriginal and Torres Strait Islander Recruitment Plan. o Aboriginal and Torres Strait Islander Recruitment Plan to include: training plan to build cultural competence, with benchmarking pre and post implementation. o Number of Aboriginal and Torres Strait Islander staff and volunteers recruited. o High retention of Aboriginal and Torres Strait Islander staff.
9.2. Establish and foster formal and informal networks to promote employment opportunities with Red Cross and to provide appropriate support for Aboriginal and Torres Strait Islander staff and volunteers.	<ul style="list-style-type: none"> o Support mechanisms in place for Aboriginal and Torres Strait Islander staff and volunteers. o State and Territory Implementation Plans include clear targets/deliverables for "Red Cross Aboriginal and Torres Strait Islander Employment and Retention Sub-strategy 2009-2012".
9.3. Develop a communications strategy to inform Aboriginal and Torres Strait Islander people about Red Cross and our work.	<ul style="list-style-type: none"> o Communications plan developed and implemented by December 2009. o Red Cross brochure outlining our work and commitment to Aboriginal and Torres Strait Islander people and communities circulated internally and externally to key stakeholders.

Actions (What do we need to do in order to achieve the outcome?)	Key Performance Indicators (how will we know we've achieved what we said we would?)
9.4. Develop and implement an effective management structure to support this strategic work.	<ul style="list-style-type: none"> o Services and People and Learning management and operational structure in place by December 2009 to implement the Aboriginal and Torres Strait Islander Employment and Retention Sub-strategy.
9.5. Ensure that Red Cross' People and Learning strategy includes building of organisational cultural awareness and cultural competence.	<ul style="list-style-type: none"> o People and Learning strategy implementation includes measures regarding changes in Red Cross cultural awareness and competence.
9.6. Develop and implement an organisation-wide Aboriginal and Torres Strait Islander cultural respect framework which recognises, protects and continues the advancement of the inherent rights, cultures and traditions of Indigenous people.	<ul style="list-style-type: none"> o Traditional owners and custodians of the land are formally acknowledged by Red Cross at public meetings/forums. o All Red Cross offices display Aboriginal art and flag. o All Red Cross offices have copies of the Koori Mail and National Indigenous Times. o Formal and informal forums are held on a regular basis across offices to hear personal stories from Aboriginal and Torres Strait staff, volunteers or guests. o Participate in and/or organise events during NAIDOC and/or Reconciliation Week.
9.7. Ensure that staff and volunteers working in communities have necessary infrastructure in place (e.g. accommodation, IT, phone, 4WD transport, supervision and support).	<ul style="list-style-type: none"> o Infrastructure audit conducted annually by Executive Directors and results reported to Head of Indigenous Strategy.

Outcome 10

Access to Red Cross services and programs

That all relevant Red Cross programs and services are adapted to improve their accessibility for Aboriginal and Torres Strait Islander individuals, families and communities and that access rates are increased.

Scope

We will focus our efforts on assessing and adapting priority Red Cross programs for Aboriginal and Torres Strait Islander people.

Objectives (What do we want to achieve?)	Key Performance Indicators (How will we know we've achieved what we said we would?)
10.1. Identify a select stream of existing Red Cross services, programs and activities and assess its relevance and accessibility for Aboriginal and Torres Strait Islander people (e.g. Telecross and REDiPlan)	<ul style="list-style-type: none">o Percentage increase in Aboriginal and Torres Strait Islander participants, clients, activities by program area.o Implementation of communication strategy regarding Red Cross services and programs.
10.2. Adapt and modify existing programs, services and activities to meet the needs of Aboriginal and Torres Strait Islander people.	<ul style="list-style-type: none">o Percentage increase in Aboriginal and Torres Strait Islander participants, clients, activities by program area.
10.3. Develop local, regional and state-wide engagement and communication strategies to raise awareness among Aboriginal and Torres Strait Islander people about Red Cross and our work.	Each State and Territory: <ul style="list-style-type: none">o Conduct a minimum of four community forums per year for targeted Aboriginal and Torres Strait Islander organisations and communities.o Communication plan developed and implemented in priority areas.