

bright futures

RECONCILIATION ACTION
PLAN 2015 - 2018



the
power of
humanity



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This document may contain the names and/or images of Aboriginal and Torres Strait Islander peoples who are now deceased.

Cover: Budding filmmaker Jobe and his young cousin Yolanda from Woorabinda, Queensland. Jobe has been building his skills through Red Cross Mimosa Project, supporting young people to express themselves in creative ways.

Australian Red Cross/ Stephen Collins



Photo: Australian Red Cross/Michael Torres

Red Cross worker Leah with Traditional Owner Uncle Neville on the Welcome to My Country camp in the Kimberley.

Cooking kangaroo tails in the river bed was part of a leadership exercise on a camp for 16 young people, brought together from across Australia.

Foreword – President and CEO

Aboriginal and Torres Strait Islander peoples have the longest surviving continuous culture in the world and have lived in this country for more than 60,000 years.

As stated in the Australian Red Cross Strategy 2020, “Australian Red Cross recognises Aboriginal and Torres Strait Islander peoples as first peoples and respects their inherent rights, cultures and strengths.”

This second Reconciliation Action Plan sets out our plan to translate this commitment into action. We aim to do this through respectful long-term engagement and working in partnership with Aboriginal and Torres Strait Islander peoples, organisations and communities to develop and implement sustainable community led solutions.

As part of the Australian community for over 100 years, Australian Red Cross seeks to prevent and alleviate suffering through mobilising the power of humanity. Today, one million Red Cross members, volunteers, donors, staff, blood donors and supporters make a positive difference in the lives of people in need every day.

Below: Michael Legge (President of Australian Red Cross) and Robert Tickner (CEO).



Photo: Australian Red Cross/Jerry Galea

This second Red Cross Reconciliation Action Plan sustains our commitment, to drive practical and specific actions to ensure that Australian Red Cross plays its part towards reconciliation within Australia.

Through our first Reconciliation Action Plan we have been able to:

1. Introduce a suite of initiatives, resources and training to improve cultural competency throughout Australian Red Cross;
2. Increase the number of Aboriginal and Torres Strait Islander staff across all parts of the organisation from 3.1% in 2012 to 6.3% in April 2015 through proactive recruitment and retention practices;
3. Strengthen ties and long term partnerships between Red Cross and Aboriginal and Torres Strait Islander peoples, communities and organisations;
4. Embed our Aboriginal and Torres Strait Islander Strategy across program areas (including Emergency Services, Social Inclusion and Locational Disadvantage);
5. Achieve Aboriginal and Torres Strait Islander representation on the Red Cross Board and National Leadership Team;
6. Review and adapt Aboriginal and Torres Strait Islander specific programs to ensure their compliance with our Ways of Working, Aboriginal and Torres Strait Islander Strategy and our Board's Indigenous Policy Core Principles; and
7. Embed greater respect for Aboriginal and Torres Strait Islander culture throughout the organisation, including in respecting protocols such as Welcome to Country and Acknowledgement of Traditional Owners and proactively identifying opportunities to display respect through external communication and other practical mechanisms.

We are deeply committed to building on these achievements through the implementation of our second Reconciliation Action Plan.

Michael Legge
President

Robert Tickner
Chief Executive Officer

Reconciliation Australia CEO

On behalf of Reconciliation Australia I commend Australian Red Cross on the implementation of its second Reconciliation Action Plan – a Stretch RAP.

As part of the world's largest humanitarian movement, Australian Red Cross has been a friend to Australians in difficult times for over 100 years. From the coastal cities to small, remote communities, the organisation has been a constant presence ready to assist the vulnerable.

In opting for a Stretch RAP, Australian Red Cross builds on lessons learned from its first RAP and makes a strong commitment to bring about change for Aboriginal and Torres Strait Islander peoples. As one of more than 600 RAP organisations around Australia, Australian Red Cross is using its unique capabilities and sphere of influence to make a real difference.

Reconciliation Australia's RAP program is integral in effecting social change in workplaces around the country. By enabling organisations to formulate their own blueprint for action, the program lays the foundation for real respect and understanding between Aboriginal and Torres Strait Islander staff and their colleagues.

Below: Justin Mohamed, CEO Reconciliation Australia.



That respect and understanding paves the way for sustainable opportunities in education, employment and business for Aboriginal and Torres Strait Islander peoples.

Since 2012, Australian Red Cross has raised its employment level for Aboriginal and Torres Strait Islander staff from 3.1 per cent to 6.3 per cent. This Stretch RAP aspires to raise that figure to nine per cent and I applaud your proactive recruitment and retention practices to achieve that goal.

I congratulate everyone involved in the thoughtful formulation of this RAP. I am excited by the positive outcomes it promises to deliver and look forward to following your evolving reconciliation journey.

Justin Mohamed
CEO Reconciliation Australia



Dale and Reynold from the Tiwi Islands doing a community preparedness checklist ahead of cyclone season. As of April 2015, 154 or 6.3% of our total staff identify as being from an Aboriginal and/or Torres Strait Islander background.

Our vision

Our vision for reconciliation

The vision of Australian Red Cross for reconciliation is that Australia's First Nations peoples share a prosperous, safe and healthy future with all other Australians.

Red Cross has a firm commitment to playing its part in achieving this vision by working respectfully and collaboratively with Aboriginal and Torres Strait Islander peoples.

This is built upon:

1. The Red Cross Red Crescent Fundamental Principles of Humanity, Impartiality, Neutrality, Independence, Voluntary Service, Unity and Universality
2. Australian Red Cross Strategy 2020
3. Australian Red Cross Ways of Working
4. Additional Board endorsed policies and strategies including Policy Statement 5 Indigenous Policy Principles; Policy Statement on Diversity; Policy on Justice and the Impacts of Imprisonment; Aboriginal and Torres Strait Islander Strategy 2009-2015; Aboriginal and Torres Strait Islander Employment and Retention Sub-strategy 2009-2015; and Policy on Food Security for Aboriginal and Torres Strait Islander peoples (in partnership with Public Health Association and Dietitians Association of Australia)
5. Australian Red Cross Reconciliation Action Plan (July 2012 - December 2013)

Aboriginal and Torres Strait Islander Leadership Team

The Aboriginal and Torres Strait Islander Leadership Team play a key role in turning Red Cross' vision for reconciliation into real actions.

The team is an internal group made up of Aboriginal and Torres Strait Islander staff representing each state and territory and national positions.

The Team provides strategic thinking and leadership and provides a platform for discussing and influencing organisational policy as it affects Aboriginal and Torres Strait Islander staff, volunteers and communities.

Who we are and what we stand for

Australian Red Cross is a member of the International Red Cross Red Crescent Movement (the International Movement) with millions of members and volunteers operating in over 189 countries. The three components of the International Movement are the International Committee of the Red Cross (ICRC), 189 Red Cross Red Crescent National Societies, and the International Federation of Red Cross Red Crescent Societies (IFRC).

Our Movement's mission is "to prevent and alleviate human suffering... to protect life and health and to ensure respect for every human being".

This provides a significant footprint in all activities our volunteers, members and staff are guided by the Seven Fundamental Principles of the Red Cross and Red Crescent Movement.

Australian Red Cross has a strong presence in every state and territory, with capital city, regional and remote offices, operations, programs and services throughout Australia. This provides a significant footprint across Australia.

The same Fundamental Principles that enable Red Cross to work around the world empower our staff and volunteers to engage with their local communities in unique ways. Red Cross is neutral and impartial; we don't take sides in hostilities or engage at any time in political, racial, religious or ideological controversies. This unique approach gives Red Cross people the independence to work through what can be at times complex community challenges, and remain focused on building partnerships and relationships aimed at delivering community led humanitarian solutions.

Although Red Cross always remains independent, governments recognise our role as 'auxiliary to the public authorities in the humanitarian field', affording us a unique position in the humanitarian sector, with distinct rights and responsibilities.

Fundamental Principles

Humanity

The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and ensure respect for the human being. It promotes mutual understanding, friendship, co-operation and lasting peace amongst all people.

Impartiality

It 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 to give 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 prompted 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 International Red Cross and Red Crescent Movement, in which all Societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.

Humanity in action

We know that we are at our best when we work together as Red Cross people whether we are volunteers, members, staff or our supporters in the wider community.

Strategy 2020 is about building an active movement of people united by a shared agenda and commitment to humanitarian values. Further, we are aiming to ensure our work, our people and supporters reflect the changing and diverse face of the Australian community.

Our vision as set out in Strategy 2020, is 'human dignity, peace, safety and well-being for all' and our purpose is 'supporting and empowering people and communities in times of vulnerability, preventing and alleviating suffering across Australia and internationally through mobilising the power of humanity'. These inform our five strategic goals:

1. Build a diverse and active humanitarian movement based on voluntary service
2. Save lives, build resilient communities and strengthen disaster response and recovery
3. Prevent and alleviate human suffering in times of war and conflict and promote non violence and peace
4. Advance health, well-being and resilience of individuals, families and communities made vulnerable by dispossession, migration, displacement, illness or disadvantage
5. Maintain a strong, innovative, sustainable and accountable organisation capable of achieving our humanitarian goals

Building on strengths

Australian Red Cross is committed to working together as partners with Aboriginal and Torres Strait Islander organisations, communities and peoples. Our Ways of Working provide a set of approaches and practices that guide how we work as an organisation and they include the Building on Strengths statement:

We recognise the strengths of Australia's First Peoples and strive to work in culturally appropriate, accessible and sustainable ways. We build our ability to empower individuals and communities to have a voice and to better control their own lives and environments. Red Cross people find, grow and celebrate strengths, and strengths-based approaches inform and shape our decisions, programs and organisational processes.

Aboriginal and Torres Strait Islander peoples are best placed to address the needs of their own communities. We do not compete with Aboriginal and Torres Strait Islander organisations or seek to replace them. Internal processes for determining whether to pursue funding opportunities includes a focus on ensuring that we are not competing with Aboriginal and Torres Strait Islander organisations.

We aim to stand with, and support individuals, families and communities as they drive and lead their own solutions to achieve positive change, with a focus on prevention and early intervention. When developing Aboriginal and Torres Strait Islander specific programs, Australian Red Cross works in collaboration and consultation with the community, including Traditional Owners and the Elders and we seek to employ local Aboriginal and Torres Strait Islander peoples.

Red Cross was the first non-government-organisation to formally adopt the NTCOSS Principles for developing partnership centred approaches for non-Indigenous NGOs working with Aboriginal organisations and communities in the Northern Territory in 2013. We have since also formally endorsed the ACOSS Principles for a partnership-centered approach.

Australian Red Cross's Reconciliation Action Plan is underpinned by our commitment to building long-term and respectful partnerships with Aboriginal and Torres Strait Islander organisations, families, communities and peoples.

Reconciliation Action Plan

The Australian Red Cross Board, the Chief Executive Officer, the National Leadership Team, the Aboriginal and Torres Strait Islander Leadership Team, and an organisation wide Reconciliation Action Plan Working Group assisted in the development of this Reconciliation Action Plan (RAP).

In addition, Red Cross staff, volunteers and members responded to an organisation-wide survey with ideas about how Red Cross can make a meaningful contribution to reconciliation, and what we can learn from our previous plan.

We have learnt many lessons through our work on our first RAP. Some of the main lessons have been:

- **The need for strong accountability for RAP actions in all areas of the organisation to ensure our RAP is front and centre and embedded in our everyday work.**
- **The need for strong data collection to help us measure progress (including successes and where improvement is required).**
- **The need for accountability to be allocated to those who are most directly responsible for each action.**
- **The need for a group of Aboriginal and Torres Strait Islander and non-Indigenous staff to proactively monitor and champion the plan.**

These lessons have helped us shape this Reconciliation Action Plan and we have also engaged a broader range of staff and volunteers from across the organisation in its development. We understand that responsibility for developing and implementing our RAP actions should not lie solely with our Aboriginal and Torres Strait Islander staff, rather with each and every person at Red Cross including our members, staff and volunteers.



Tea time with Chenelle, Danielle and Vanessa at the Mission Chew cafe, Karuah Aboriginal community in Worimi country, NSW. The cafe is part of the Women's Shed project aiming to improve the lives and futures of women and children through cultural, educational and physical activities.

Photo: Australian Red Cross/Port Stephens examiner

Relationships

Guided by our Fundamental Principles and Ways of Working, Australian Red Cross works together with Aboriginal and Torres Strait Islander peoples respectfully and collaboratively to meet the aspirations and needs of local communities with whom we partner to benefit future generations. Australian Red Cross acknowledges that successful partnerships means working alongside Aboriginal and Torres Strait Islander peoples, communities and organisations that guide and lead our work. Red Cross respects their ownership and ways of working and will remain answerable to those communities and organisations in all that we do.

Focus area: Ensure our relationships with Aboriginal and Torres Strait Islander individuals, families and communities with whom we partner, are meaningful, long term, respectful and culturally safe.

Action	Responsibility	Timeline	Activity/Target
1. Red Cross celebrates National Reconciliation Week annually to learn about our shared histories, cultures and achievements and to explore how each of us can join the national reconciliation effort. ¹	National Leadership Team	May- June 2015 - ongoing	1.1 All areas of Red Cross including state/territory and regional offices celebrate National Reconciliation Week every year by hosting and/or participating in public and community celebrations.
2. RAP implementation group meets quarterly to monitor RAP implementation progress, identify achievements and areas of implementation challenges and corrective actions to be taken.	Head of Community Programs, members of RAP Implementation Group	Commence 1 July 2015 and ongoing	2.1 Members of the RAP Implementation Group representing a diverse cross section of the organisation are recruited, including members and volunteers. 2.2 Terms of Reference developed and endorsed for the RAP Implementation Group. 2.3 RAP Champions identified and appointed representing a diverse cross section of the organisation, including members and volunteers.
	Head of Community Programs, members of RAP Implementation Group	Quarterly meetings	2.4 Group meets quarterly through life of the RAP. 2.5 The RAP Implementation Group is fulfilling its agreed objectives and other responsibilities identified in its Terms of Reference.
3. In order to ensure influential and strong leadership by Aboriginal and Torres Strait Islander Red Cross peoples, the role and functioning of the Aboriginal and Torres Strait Islander Leadership Team must be made more effective, in close collaboration between members of this group and other senior management.	Head of Community Programs, Co-Chairs Aboriginal and Torres Strait Islander Leadership Team	December 2015 and ongoing	3.1 Membership of the Aboriginal and Torres Strait Islander Leadership Team reflects the diversity of Red Cross' Aboriginal and Torres Strait Islander workforce within its agreed Terms of Reference. 3.2 The Aboriginal and Torres Strait Islander Leadership Team is fulfilling its agreed objectives and other responsibilities identified in its Terms of Reference. 3.3 Male and female Aboriginal and Torres Strait Islander representation on National Leadership Team.

Action	Responsibility	Timeline	Activity/Target
4. Aboriginal and Torres Strait Islander representation on the National Board and Divisional Advisory Boards (and relevant Board sub-committees) to ensure that Aboriginal and Torres Strait Islander voices and perspectives are represented at various levels of governance.	Board, Divisional Advisory Boards, CEO	December 2016	4.1 Achievement of at least one member of Board and all Divisional Advisory Boards being Aboriginal and/or Torres Strait Islander.
5. Ensure meaningful engagement with key national, state and territory Aboriginal and Torres Strait Islander organisations.	National Manager Aboriginal and Torres Strait Islander Engagement (in conjunction with National Managers/ Head of Stakeholder Engagement), Executive Directors	June 2016	5.1 Strategic relationships and partnerships with Aboriginal and Torres Strait Islander organisations mapped at national, state and territory level to provide a baseline. 5.2 Analysis of this data is undertaken to regarding the strength, purpose and quality of partnerships.
	Executive Directors, National Manager Aboriginal and Torres Strait Islander Engagement (in conjunction with National Managers/ Head of Stakeholder Engagement)	December 2017	5.3 Active and positive partnerships and relationships with Aboriginal and Torres Strait Islander organisations (with strategic relevance to our work or business) in place. 5.4 Aboriginal and Torres Strait Islander organisations are invited to and attend significant Red Cross hosted events. 5.5 Identify and pursue opportunities to support collaborative work at a state/territory and national level (including joint funding proposals, program co-design and capacity building) between Red Cross and Aboriginal and Torres Strait Islander organisations. 5.6 Develop plans and focussed activities to train and support staff, in particular regional and remote staff, to use the RAP as a tool for engagement with Aboriginal and Torres Strait Islander organisations and groups.
6. Full implementation of the recommendations relevant to Aboriginal and Torres Strait Islander programs and activities from the 2014-15 and planned 2015-16 Program Effectiveness Review.	Overall responsibility with the Head of Community Programs in conjunction with relevant National Managers, Executive Directors	July 2015 - ongoing	6.1 In consultation with the Aboriginal and Torres Strait Islander Leadership Team and National Leadership Team, outcomes of Program Effectiveness Reviews (regarding Aboriginal and Torres Strait Islander Programs) are implemented.
7. Efforts towards achieving reconciliation are promoted and shared internally with Red Cross people.	Head of Media & Communications	July 2015 - ongoing	7.1 Tools and templates are developed to support staff, members and volunteers discuss the RAP internally and externally.

Action	Responsibility	Timeline	Activity/Target
7. Continued	National Leadership Team, Head of Media & Communications, Director Human Resources	June 2016	7.2 RAP incorporated into staff and volunteer induction program to ensure increased awareness with new staff/volunteers. 7.3 Case studies about Red Cross reconciliation activities and achievements of Aboriginal and Torres Strait Islander peoples are featured on the Red Cross website, the intranet and wiki and in the Respect newsletter. 7.4 National Leadership Team supports RAP champions in raising awareness about the RAP to internal and external audiences.
	National Leadership Team, Head of Media & Communications	Annually – review in June each year	7.5 Red Cross RAP and reconciliation activities are featured stories in the Member and Volunteer Newsletter annually. 7.6 Annual communication from CEO to all staff about progress against the RAP. 7.7 An update on the RAP occurs annually at State and Territory all staff meetings. 7.8 Communication plans and materials are created for promotion of National Reconciliation Week and NAIDOC Week events and activities annually.
8. Red Cross efforts towards achieving reconciliation are promoted and shared externally	Head of Media & Communications	July 2015	8.1 Red Cross Reconciliation Action Plan is visible and easily accessible on Red Cross website. 8.2 A media release on the establishment of the RAP is prepared and distributed.
		Annually – review in June each year	8.3 Red Cross RAP and reconciliation activities are featured stories in the Humanitarian Magazine annually and more regularly in the Respect newsletter. 8.4 Partner agencies, external guests, Aboriginal and Torres Strait Islander organisations, and other key peak bodies are invited to Red Cross reconciliation events at every opportunity.

Long-time volunteer Pat Gosper participates in a smoking of Cairns Wellbeing Centre - Pat Gosper Place. The centre provides inclusive, healing, safe and culturally appropriate place to stay for people from regional and remote areas accessing health services in Cairns.



Photo: Australian Red Cross/ Leigh Harris

Respect

Australian Red Cross recognises Aboriginal and Torres Strait Islander peoples as Australia's First Nations peoples and respects their inherent rights, cultures and strengths. All Red Cross people are required and expected to acknowledge, respect, and be sensitive of the cultures and customs of Aboriginal and Torres Strait Islander peoples in all that they do. These expectations are reflected in organisational Code of Conduct, Position Descriptions, policies, strategies, Ways of Working and practices.

Our engagement with Aboriginal and Torres Strait Islander peoples, communities and organisations is undertaken with mutual respect, co-operation and transparency. Our approach seeks to build sustainable, positive and intergenerational partnerships with Aboriginal and Torres Strait Islander peoples and their communities.

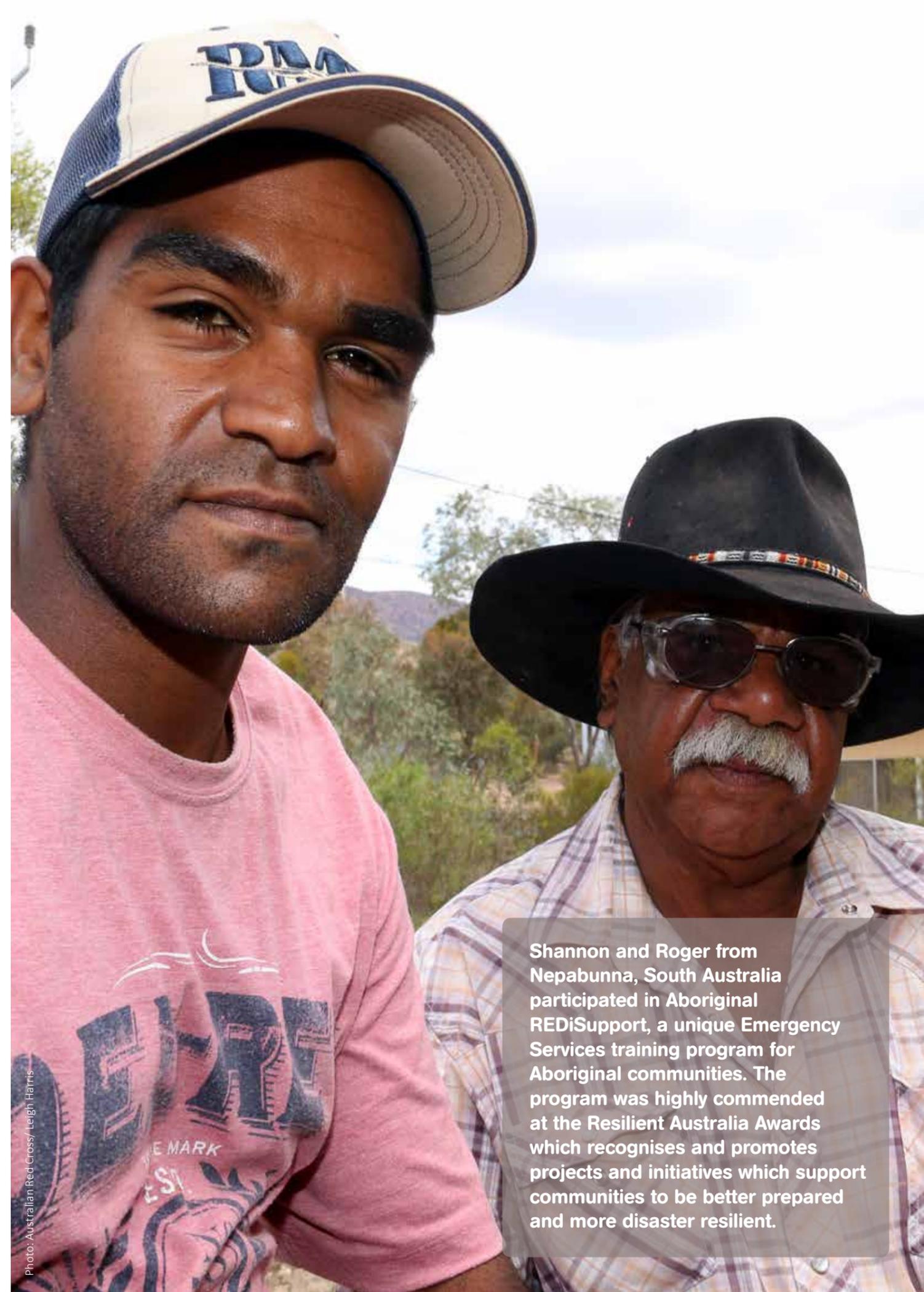
Focus area: Build and sustain a culturally competent organisation that respects and acknowledges Aboriginal and Torres Strait Islander peoples as Australia's first peoples, and become a humanitarian organisation of choice for Aboriginal and Torres Strait Islander beneficiaries, staff and volunteers.

Action	Responsibility	Timeline	Activity/Target
1. Continued implementation of whole of organisation cultural competency curriculum training framework.	Manager Learning and Development, Learning and Development Consultant for each state/territory	December 2015	1.1 Cultural competency training incorporated into Learning and Development calendars for all new staff.
	Director Human Resources, Manager Learning and Development, Aboriginal and Torres Strait Islander Leadership Team	June 2016	1.2 In-depth specialist cultural competence training for all relevant managers and services staff implemented.
	Director Human Resources, Manager Learning and Development, Aboriginal and Torres Strait Islander Leadership Team	June 2016	1.3 Approaches to appropriate cultural competency training for volunteers are developed.
	Manager Learning and Development, National Manager Aboriginal and Torres Strait Islander Engagement	December 2016	1.4 Current staff participate in cultural competency training with a first priority of line managers of Aboriginal and Torres Strait Islander staff.
	Manager Learning and Development, Aboriginal and Torres Strait Islander Leadership Team	July 2017	1.5 Approaches to appropriate cultural competency training for volunteers implemented.

Action	Responsibility	Timeline	Activity/Target
2. Revise and further implement the Aboriginal and Torres Strait Islander Practice Manual: Guidelines for all Red Cross staff, members and volunteers working with Aboriginal and Torres Strait Islanders peoples and their communities.	National Manager for Aboriginal and Torres Strait Islander Engagement, National Leadership Team, Aboriginal and Torres Strait Islander Leadership Team	July 2015	2.1 Revised Practice Manual developed, distributed and publicised throughout the organisation.
	National Program Managers, State Program Managers.	July 2015 - ongoing	2.2 Revised Practice Manual implemented throughout the organisation.
	Manager Procurement, Property and Fleet, Head of Retail, Head of Marketing, Regional Managers, Executive Directors (with guidance from Aboriginal and Torres Strait Islander Leadership Team and National Manager Aboriginal and Torres Strait Islander Engagement)	June 2016 (ongoing for new sites)	2.3 As per Practice Manual, 100% of all Red Cross properties (including Retail stores, training centres, and branch locations) have Acknowledgement of Traditional Owners signs publicly visible.
	Head of Marketing	January 2016	2.4 The Red Cross Brand Toolbox and resources within, reflect communication protocols as detailed in the Practice Manual and Respectful Practices and Communication Guide (including Welcome to Country, Acknowledgement of Traditional Owners, agreed protocols and respectful practices).
	All staff	December 2016	2.5 Welcome to Country and Acknowledgement of Traditional Owners are standard practice in all Red Cross meetings and delivered according to Respectful Practices and Communication Guide.
3. Acknowledge and celebrate activities of significance to Aboriginal and Torres Strait Islander peoples and communities.	Program Managers	June 2017	2.6 Program staff report an understanding of the Practice Manual and regular implementation of communication protocols via survey.
	Executive Directors, Head of Community Services	July 2015 - ongoing	3.1 All areas of Red Cross including state/territory offices celebrate NAIDOC every year by hosting and/or participating in public and community celebrations.
	HR Managers	July 2015 - ongoing	3.2 NAIDOC Community 'Friday' is a promoted and recognised day of leave for Aboriginal and Torres Strait Islander staff who are encouraged to utilise it.
	Executive Directors, Head of Media and Communications, Head of Marketing	July 2015 - ongoing	3.3 At all public facing events, where appropriate, Red Cross' work with Aboriginal and Torres Strait Islander peoples and communities is visible, celebrated and highlighted.
	Head of Media and Communications	July 2015 - ongoing	3.4 The organisation's communication calendar recognises events and activities of significance to Aboriginal and Torres Strait Islander peoples. 3.5 In recognising mainstream events, activities and issues such as International Women's Day, opportunities to identify strengths, issues and needs of Aboriginal and Torres Strait Islander peoples and these are embedded in plans.

Action	Responsibility	Timeline	Activity/Target
4. Certificates of Recognition given annually to recognise the contribution of Aboriginal and Torres Strait Islander staff, members and volunteers and non-Indigenous staff, members and volunteers who have made a significant contribution to reconciliation.	RAP Implementation Group	July 2015 - ongoing	4.1 NAIDOC Certificates of Recognition are given to Aboriginal and Torres Strait Islander Red Cross people under the categories of: <ul style="list-style-type: none"> • Community Service • Together as Partners • Creative Culture • Leadership • Young Person
	RAP Implementation Group	July 2016 - ongoing	4.2 Develop an annual Red Cross reconciliation recognition process for Aboriginal and Torres Strait Islander staff/volunteers, community partners and non-Indigenous staff/volunteers for their contribution to reconciliation.
5. In order to promote awareness and respect for Aboriginal and Torres Strait Islander culture to all Red Cross people, continue to provide subscriptions to relevant local Aboriginal and Torres Strait Islander media outlets e.g. National Indigenous Times, Koori Mail.	Head of Communications and Media, Executive Directors	July 2015 - ongoing	5.1 Red Cross offices have prominently displayed and easily accessible physical copies of Aboriginal and Torres Strait Islander media (for example, newspapers in reception).
6. In order to ensure Aboriginal and Torres Strait Islander staff are able to advise, educate, take leadership and provide strategic thinking and consultative decision making to shape and guide programs and services proposed for their communities, each State and Territory to establish an Aboriginal and Torres Strait Islander Leadership Group, based upon the successful Victoria Wominjeka Leadership Group model and learnings.	Executive Directors	June 2016	6.1 Each State and Territory establishes an Aboriginal and Torres Strait Islander Leadership Group, based upon the successful Victoria Wominjeka Leadership Group model and learnings.
	Executive Directors	June 2017	6.2 Terms of Reference developed and endorsed for state and territory Aboriginal and Torres Strait Islander Leadership Groups. 6.3 State and territory Aboriginal and Torres Strait Islander Leadership Groups are fulfilling their agreed objectives and other responsibilities identified in their Terms of Reference.
7. Aboriginal and Torres Strait Islander culture celebrated throughout the organisation (internal and external facing).	Head of Marketing	July 2015 - ongoing	7.1 Dedicated NAIDOC email signature graphic is created, distributed and used by staff / volunteers during NAIDOC week.
	Head of Marketing	December 2015 - ongoing	7.2 Aboriginal and Torres Strait Islander email signature template is promoted to staff/ volunteers especially during special events.
	Head of Marketing	December 2015	7.3 Email signatory acknowledgement of Aboriginal and Torres Strait Islander peoples as Traditional Owners to be inserted in all Red Cross email signatures.
	Executive Directors, State Property Managers, Head of Media and Communications	All offices by 2018	7.4 Acts of cultural celebration are in offices and are communicated internally throughout the organisation and to external stakeholders.

Action	Responsibility	Timeline	Activity/Target
8. Annual implementation of an organisation wide survey on Red Cross' role in reconciliation	National Manager Aboriginal and Torres Strait Islander Engagement (in conjunction with RAP Implementation Group)	March 2016	<p>8.1 Organisational wide survey determines baseline information on:</p> <ul style="list-style-type: none"> • Understanding of reconciliation • How staff, volunteers and members perceive Red Cross' contribution to reconciliation • The level to which Red Cross people participate in reconciliation events within Red Cross • The level to which Red Cross people participate in reconciliation external to Red Cross • Awareness and levels of engagement with the RAP • What Red Cross should be doing to promote reconciliation • Awareness of the RECOGNISEⁱⁱ campaign. <p>8.2 Percentage increase targets for year 2 and 3 determined.</p>
	National Manager Aboriginal and Torres Strait Islander Engagement (in conjunction with RAP Implementation Group)	March Annually	8.3 Organisation wide survey regarding reconciliation undertaken annually.
9. Organisation wide survey on Red Cross' role in reconciliation shows increase in awareness, understanding and engagement with Red Cross' RAP.	National Leadership Team	March 2017 and March 2018	<p>9.1 Increase in staff, member and volunteer awareness of Red Cross RAP reflecting the percentage increase targets established in 2016.</p> <p>9.2 Increase in staff, member and volunteer participation in reconciliation events and activities in line with the percentage increase targets established in 2016.</p>
10. Australian Red Cross maintains our endorsement of the RECOGNISE ⁱ Campaign, which seeks to overcome the historical exclusion of Aboriginal and Torres Strait Islander peoples and to remove discriminatory and racist provisions from the Constitution of the Commonwealth of Australia. Australian Red Cross actively encourages its staff, volunteers, members, supporters and partners to support the RECOGNISE ⁱⁱ campaign.	Board, National Leadership Team	July 2015 - ongoing	10.1 Red Cross holds or participates in public events regarding the RECOGNISE ⁱⁱ Campaign.
	National Leadership Team	July 2016 - ongoing	10.2 Annual increase in staff, member and volunteer awareness of the RECOGNISE ⁱⁱ Campaign reflecting the percentage increase targets established in 2016.



Shannon and Roger from Nepabunna, South Australia participated in Aboriginal REDiSupport, a unique Emergency Services training program for Aboriginal communities. The program was highly commended at the Resilient Australia Awards which recognises and promotes projects and initiatives which support communities to be better prepared and more disaster resilient.

Opportunities

Red Cross is building long-term and respectful partnerships by working with Aboriginal and Torres Strait Islander peoples, communities and organisations to determine and lead their own solutions.

To achieve this, our workforce must represent the diversity of the communities that we work in and so we are building our capabilities through meaningful and rewarding employment and volunteer opportunities for Aboriginal and Torres Strait Islander peoples. Red Cross has identified a number of indicators to monitor and evaluate success:

1. Representation of Aboriginal and Torres Strait Islander staff at governance, management and executive level;
2. Consistent employment practices;
3. 9% of all staff identify as Aboriginal and/or Torres Strait Islander by June 2018; and
4. The turnover of Aboriginal and Torres Strait Islander staff is consistent with the turnover for all staff.

Our 'Aboriginal and Torres Strait Islander staff and volunteers – a targeted approach 2013-2015' provides a clear direction to achieve our objectives. In the upcoming update to this approach under Strategy 2020, we are working to maintain at least a 6% target of employment Aboriginal and Torres Strait Islander staff with the aspiration of expanding to 9% over a period of time. Further, Red Cross seeks to ensure that their volunteering and/or employment with Red Cross is satisfying and rewarding at each stage of the workforce lifecycle.

Our RAP is also supported by our Aboriginal and Torres Strait Islander Strategy 2009-2015, Aboriginal and Torres Strait Islander Employment & Retention Sub Strategy 2009-2015, Aboriginal and Torres Strait Islander Staff Engagement Survey 2013, Cultural Curriculum Framework, Ways of Working, and our Aboriginal and Torres Strait Islander 'a targeted approach' 2013-2015.

Focus area: Opportunities that support Aboriginal and Torres Strait Islander peoples develop and lead their own solutions are co-designed and developed between Red Cross and Aboriginal and Torres Strait Islander peoples, communities and organisations.

EMPLOYMENT OPPORTUNITIES

Action	Responsibility	Timeline	Activity/Target
1. Aboriginal and Torres Strait Islander roles are representative of the full range of positions and classifications across the organisation.	Director Human Resources, National Leadership Team	December 2015	1.1 Analysis of representation of Aboriginal and Torres Strait Islander staff in senior management positions is undertaken in each business area.
	Director Human Resources, National Leadership Team	June 2016	1.2 Workforce planning is undertaken by the National Leadership Team to identify key senior roles that will be targeted as Aboriginal and Torres Strait Islander roles.
	Director Human Resources, National Leadership Team	June 2016	1.3 Aspire to 4% of management and executive roles across the organisation to be held by Aboriginal and Torres Strait Islander staff.
	Director Human Resources, National Leadership Team	June 2017	1.4 Aspire to 5% of management and executive roles across the organisation to be held by Aboriginal and Torres Strait Islander staff.
	Director Human Resources, National Leadership Team	June 2018	1.5 Aspire to 6% of management and executive roles across the organisation to be held by Aboriginal and Torres Strait Islander staff.
2. The employment status of Aboriginal and Torres Strait Islander staff is consistent with the overall staff workforce profile, related to ongoing, maximum term or casual employment.	Director Human Resources, National Leadership Team	June 2016 – ongoing	2.1 Analysis of current employment profiles of Aboriginal and Torres Strait Islander staff is undertaken in each business area and where inconsistent with overall staff workforce profile, strategies to rectify this are implemented.
	Director Human Resources, National Leadership Team	June 2018	2.2 The proportion of Aboriginal and Torres Strait Islander staff employed on an ongoing employment basis is at least as high as the proportion of the whole of staff workforce.
3. Seek to maintain 6% of our staff identifying as Aboriginal and/or Torres Strait Islander with the aspiration to expanding this to 9% over a period of time.	Recruitment Manager	July 2015 - ongoing	3.1 All identified positions ⁱⁱⁱ to be advertised through appropriate community networks and channels such as the Koori Mail, Red Cross talent pools and job boards. 3.2 100% of identified positions ⁱⁱⁱ are to be advertised on the Red Cross Aboriginal and Torres Strait Islander careers page.
	Recruitment Manager, HR Leadership Teams	July 2015 - ongoing	3.3 In line with our community development approach, all positions that work primarily in Aboriginal or Torres Strait Islander communities are to be identified as a standard practice and varied only by exception. 3.4 As per our ways of working, all positions where the primary focus is working with Aboriginal and Torres Strait Islander peoples, are to be identified as a standard and varied only by exception.
	Manager Aboriginal and Torres Strait Islander Workforce Engagement, relevant business areas/ departments	December 2015	3.5 Review each business area's number of Aboriginal and Torres Strait Islander staff against the 2015 organisation target of 6%, as compared to non-Indigenous staff and develop strategies for improvement.

Action	Responsibility	Timeline	Activity/Target
3. Continued	Manager Aboriginal and Torres Strait Islander Workforce Engagement	2016 - ongoing	3.6 In partnership with Career Trackers, 10 Aboriginal and Torres Strait Islander interns per annum are placed, including within Australian and international operations.
	Manager Aboriginal and Torres Strait Islander Workforce Engagement, relevant business areas/ departments	December 2016	3.7 Barriers in attracting Aboriginal and Torres Strait Islander staff to relevant business areas are identified and strategies to overcome implemented.
	Director HR, National Leadership Team	June 2018	3.8 Seek to achieve employment target of 9% Aboriginal and Torres Strait Islander staff.
4. Retention of Aboriginal and Torres Strait Islander staff is the same as organisation wide retention rates.	Manager Aboriginal and Torres Strait Islander Workforce Engagement	July 2015	4.1 Aboriginal and Torres Strait Islander Employment and Retention Strategy – A Targeted Approach 2013 - 2015 is reviewed and revised, including strategy for mentoring of new Aboriginal and Torres Strait Islander staff.
	Director HR, HR Managers	June 2016 - ongoing	4.2 Data collection for departing Aboriginal and Torres Strait Islander staff is collected to inform strategies for improvement.
	Manager Aboriginal and Torres Strait Islander Workforce Engagement	January 2016	4.3 Aboriginal and Torres Strait Islander Employment and Retention Strategy – A Targeted Approach 2016-2018 is developed and implemented.
	Director HR, Manager Aboriginal and Torres Strait Islander Workforce Engagement, State HR Managers	December 2016	4.4 Applicable HR policies, including the PRD process, are reviewed and amended with relevant policy holder, to ensure they are reflective of the revised Aboriginal and Torres Strait Islander Employment and Retention Strategy – A Targeted Approach and are appropriate for Aboriginal and Torres Strait Islander staff.
	Manager Aboriginal and Torres Strait Islander Workforce Engagement, Line Managers	December 2016	4.5 Proactive Aboriginal and Torres Strait Islander staff and volunteer retention systems and processes are established and implemented.
	Director HR, Manager Aboriginal and Torres Strait Islander Workforce Engagement	June 2018	4.6 Retention of Aboriginal and Torres Strait Islander staff is on par with whole of organisation turnover statistics.
	5. Improved internal processes throughout the workforce lifecycle to prepare for future percentage targets for Aboriginal and Torres Strait Islander volunteers.	Director HR, National Manager Voluntary Services Strategy , HR Leadership Team	June 2016
Director HR, National Manager Voluntary Services Strategy , HR Leadership Team		June 2017	5.2 A framework to enhance the engagement and retention of Aboriginal and Torres Strait Islander volunteers developed to value add to the Volunteer Services Strategy. 5.3 An implementation plan developed for roll out of new processes and systems to support the engagement and retention of Aboriginal and Torres Strait Islander volunteers.

Action	Responsibility	Timeline	Activity/Target
5. Continued	National Leadership Team, Director HR, National Manager Voluntary Services Strategy, HR Leadership Team	June 2018	5.4 Commitment from all areas of the organisation to champion the processes required for the engagement and retention of Aboriginal and Torres Strait Islander volunteers. 5.5 Future percentage targets for Aboriginal and Torres Strait Islander volunteers are established.
	Manager AVID program	June 2016 - ongoing	6.1 A minimum of five Aboriginal and Torres Strait Islander people participate in AVID overseas volunteering placements a year.
6. Volunteering and interning opportunities for Aboriginal and Torres Strait Islander peoples are proactively pursued within International Programs	Manager International Emergencies	June 2016 - ongoing	6.2 One position identified for Aboriginal and Torres Strait Islander peoples is available per annum for Red Cross International Programs IMPACT training ^{iv} .
	Head of Media and Communications	July 2015 - ongoing	7.1 Internal newsletter (Respect) circulated bi-monthly to whole organisation to celebrate the achievements of Aboriginal and Torres Strait Islander staff and volunteers and provide information on programs and services that involve Aboriginal and Torres Strait Islander communities or peoples.
7. Current Aboriginal and Torres Strait Islander Red Cross staff feel supported, valued, professionally fulfilled and culturally safe in their employment with Red Cross.	Line Managers of Aboriginal and Torres Strait Islander staff, Manager Learning and Development	December 2015	7.2 Two Aboriginal and Torres Strait Islander staff/volunteers (organisation wide) participate in an external professional development leadership program per annum.
	Line Managers	December 2017	7.3 80% of Aboriginal and Torres Strait Islander staff are up to date in their Performance Review and Development process.
	Manager Learning and Development	December 2017	7.4 Aboriginal and Torres Strait Islander staff and volunteers report through survey and other mechanisms that they believe rewarding career opportunities are available to them.
	Manager Learning and Development, National Leadership Team (who provide recommendations)	2017, 2019	7.5 Two Aboriginal and Torres Strait Islander staff/volunteers participate in the Red Cross Emerging Leaders Program (which runs bi-annually).



“I started out doing admin and reception work. Now, I’m providing strategic thinking and leadership to Red Cross on our work with Aboriginal and Torres Strait Islander peoples across Australia.”
Lajia Brown-Tamwoy

Photo: Australian Red Cross / Dan Carter

PROGRAM OPPORTUNITIES

Action	Responsibility	Timeline	Activity/Target
1. Continued implementation of the Red Cross place-based approach based upon community development/ capacity building principles and practices.	Head of Community Programs, National Coordinator Community Development and Support	December 2016	1.1 The 10 Red Cross place-based sites engage with local Aboriginal and Torres Strait Islander communities, peoples and organisations.
	Relevant Manager for each site, National Coordinator Community Development and Support	December 2017	1.2 Annual and longer term planning for these place-based sites reflect the aspirations of local Aboriginal and Torres Strait Islander communities, peoples and organisations.
2. Develop and implement the Organisation and Program Annual Plans in relation to Strategic Goal Four, Outcome 19: “Aboriginal and Torres Strait Islander peoples with whom we partner have capacity to plan for and determine their needs and aspirations”.	Head Community Programs and National Manager Aboriginal and Torres Strait Islander Engagement	Sept 2015 - ongoing	2.1 Trial organisational capacity building model with selected Aboriginal and Torres Strait Islander organisations with whom we partner.
	Head Community Programs and National Manager Aboriginal and Torres Strait Islander Engagement	March 2016 - ongoing	2.2 Objective/external evidence of Aboriginal and Torres Strait Islander partner organisations satisfaction with processes and outcomes relating to agreement between all partner parties.
	Head Community Programs and National Manager Aboriginal and Torres Strait Islander Engagement	March 2016 - ongoing	2.3 Assessment of quality of engagement/ relationships and partnerships between Red Cross and Aboriginal and Torres Strait Islander partner organisations and communities with whom we partner.
	Head of Strategic Growth, Program Managers, Business and Philanthropic Partnerships Manager	June 2016	2.4 Aboriginal and Torres Strait organisations supported to secure funding either solely or in partnership.
	National Manager Aboriginal and Torres Strait Islander Engagement and National Aboriginal and Torres Strait Islander Leadership Team	June 2016	2.5 Joint plans, agreements and/or activities in place with Aboriginal and Torres Strait Islander organisations demonstrating shared and agreed commitments to specific community defined aspirations.
			2.6 Standard processes to be developed to report upon existing partnership arrangements with Aboriginal and Torres Strait Islander organisations with whom we partner to assess their purpose, scope and quality.

BUSINESS OPPORTUNITIES

Action	Responsibility	Timeline	Activity/Target
1. Red Cross builds relationships and partnerships with Aboriginal and Torres Strait Islander businesses and organisations to procure goods and services.	Manager Property, Fleet and Procurement and Chief Finance Officer	July 2015	1.1 Procurement policy updated to reflect a commitment to procuring from Aboriginal and Torres Strait Islander businesses. Specifically, where multiple quotes are required, one quote must be from a supplier listed with Supply Nation (if an appropriate supplier is available and listed on that database).
	Manager Property, Fleet and Procurement	July 2015 - ongoing	1.2 Membership of Supply Nation is maintained.
	Manager Property, Fleet and Procurement and Chief Finance Officer	December 2015	1.3 Statement of commitment by Red Cross to reconciliation in request for tender (RFT) documentation.
	Manager Property, Fleet and Procurement and Chief Finance Officer	December 2015	1.4 Current or potential Red Cross suppliers encouraged to have their own Reconciliation Action Plan
	Executive Directors or Regional Office Manager/Regional Managers	December 2015	1.5 Up-to-date information regarding Aboriginal and Torres Strait Islander suppliers are maintained for all staff in procurement roles
	National Leadership Team	Ongoing - review in June each year.	1.6 Engagement opportunities are identified and pursued with Aboriginal and Torres Strait Islander business groups and peak bodies.
	Head of Fundraising	Ongoing - review in June each year.	1.7 Continue to approach and work with potential business partners around funding opportunities that will support our work with Aboriginal and Torres Strait Islander people and communities.

COMMUNICATION OPPORTUNITIES

Action	Responsibility	Timeline	Activity/Target
1. Program areas identify and celebrate the positive contribution of Aboriginal and Torres Strait Islander peoples.	National Manager Emergency Services, Head of Communications and Media	Ongoing - review in June each year.	1.1 Where appropriate, case studies on the positive contribution of Aboriginal and Torres Strait Islander peoples during domestic emergencies prepared and made publicly available.
	National Managers, Head of Communications and Media	Ongoing - review in June each year.	1.2 Similar case studies from other program areas identified and distributed.

TRACKING PROGRESS AND REPORTING

Action	Responsibility	Timeline	Activity/Target
1. Report achievements, challenges and learnings to Reconciliation Australia for inclusion in the Annual Impact Measurement Report.	Head of Community Programs; National Manager Aboriginal and Torres Strait Islander Engagement, Director Planning, Reporting, Research and Projects	September annually	1.1 RAP implementation group develops mechanisms to capture data required for Impact Measurement Questionnaire. 1.2 Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.
2. RAP targets are embedded into the responsibilities and accountabilities of all National Leadership Team members and tracked through Strategy 2020 reporting processes.	Director Planning, Reporting, Research and Projects, Head of Community Programs	Bi-annually	2.1 Accurate data for each target is captured for reporting purposes. 2.2 Formal reports on progress on the RAP targets to the National Leadership Team with the view to monitoring implementation progress and taking corrective action as required.
3. Quarterly report to the Board regarding implementation progress, as part of the quarterly Key Performance Indicator report.	Head of Community Programs; National Manager Aboriginal and Torres Strait Islander Engagement, Director Planning, Reporting, Research and Projects	Quarterly	3.1 RAP progress report incorporated into quarterly Board meeting agenda. 3.2 Report format developed to match standard Board reporting templates. 3.3 100% implementation of RAP actions by June 2018.

References

ⁱ The purpose of National Reconciliation Week is to learn about our shared histories, cultures and achievements and to explore how each of us can join the national reconciliation effort. National Reconciliation Week events and activities should be driven by non-Aboriginal and Torres Strait Islander people. NAIDOC Week celebrations are held across Australia to celebrate the history, culture and achievements of Aboriginal and Torres Strait Islander peoples and these events are driven by Aboriginal and Torres Strait Islander people.

ⁱⁱ RECOGNISE is the people's movement to recognise Aboriginal and Torres Strait Islander peoples in the Australian Constitution. RECOGNISE is a part of Reconciliation Australia.

ⁱⁱⁱ Identified positions refer to jobs that only Aboriginal or Torres Strait Islander people can apply for.

^{iv} IMPACT Training is mandatory training delivered by Australian Red Cross that all international delegates must undertake in order to be eligible for international delegate aid worker placements.

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