



# A gift to Australian Red Cross

## An unfinished story of reconciliation — learnings from Aboriginal and Torres Strait Islander colleagues.

In late 2021, Australian Red Cross partnered with The Healing Foundation, a peak Aboriginal and Torres Strait Islander-led organisation, as part of the first phase of a broad-ranging inclusion and diversity change program. A series of Knowledge Circles were facilitated across the country, as a way of using purposeful conversations to engage Aboriginal and Torres Strait Islander employees, enabling equal and collaborative ways of working.

The aim was to build an understanding of obstacles experienced, as well as how to improve inclusion and diversity at Australian Red Cross from an Aboriginal and Torres Strait Islander perspective. Most importantly, it was to identify how Australian Red Cross can harness the knowledge and expertise of Aboriginal and Torres Strait Islander employees, so that the organisation can walk respectfully alongside Aboriginal and Torres Strait Islander peoples.

More than 50 staff from 14 language groups from every state and territory participated in the Circles. Circles were convened in Canberra, Darwin, Melbourne, and Townsville. A separate Circle was facilitated in Melbourne at the start for the National Aboriginal and Torres Strait Islander Leadership team, who lead cultural change within the organisation, supported by the First Nations Centrality Division.

The creation of a large co-designed artwork was a tangible output of the Knowledge Circles, a gift to Australian Red Cross from Aboriginal and Torres Strait Islander employees. The canvas was started in the first Knowledge Circle and added to in each subsequent Circle, allowing for the spirit of each Knowledge Circle to be captured in art form. The canvas travelled throughout traditional countries and lands, and features presence in the tree of knowledge, hand and footprints in time, tribal totems, songlines and country and stories.



# Acknowledgement

Australian Red Cross acknowledges Aboriginal and Torres Strait Islander peoples, as the Traditional Owners and Custodians, and as valued Australians at the heart of humanity.

We pay respect to them; to Elders past and present and to those who come, for you hold the memories, the traditions, the culture, and hopes of Aboriginal and Torres Strait Islander sovereign people across this country.

Australian Red Cross recognises the leadership, wisdom and contribution of Aboriginal and/or Torres Strait Islander employees, members, volunteers, clients, partners, and communities; and their role in creating a fair and just future.

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# Message from the President and Interim CEO

As Australian Red Cross commits to our fourth Reconciliation Action Plan (RAP), we are excited for what's to come.

This RAP is focused on building stronger foundations which will progress our long-term reconciliation ambitions.

Reconciliation underpins our strategy at Australian Red Cross. To achieve the goals set out in this RAP, our board takes an oversight role to monitor progress, supported by the CEO and Executive who all have key accountabilities in bringing the plan to life.

Australian Red Cross has unique strengths, including:

- the Fundamental Principles of Humanity, Impartiality, Neutrality, Independence, Voluntary Service, Unity, and Universality that guide us in our work; and

- our presence throughout the country from regional and remote communities to cities, due to the diverse base of volunteers, members, and employees who as members of their local communities, enable our work.

Through this RAP, we are taking up the opportunity to harness the collective power of Australian Red Cross people to further embed reconciliation in the hearts and actions of all.



**Charles Burkitt**  
President

**Penny Harrison**  
Interim CEO





# Message from the Director First Nations Centrality

Reconciliation In Action, in its truest sense, is turning good intentions into action; not just words written on a page, but a commitment to achieve what we set out to do.

As a First Nations leader at Australian Red Cross, to me, reconciliation is more than a Reconciliation Action Plan (RAP) with targets and timeframes. Reconciliation is a longer journey to foster mutually beneficial relationships between First Nations peoples, other Australians, and those who are new to this country.

While our previous RAPs stretched our ambitions, with this RAP, our priority is to strengthen our foundations. There will be many challenges and learnings along the way.

We are being open and honest, knowing we have a lot more to do.

As we implement this plan, I ask all Australian Red Cross people to take the time to be better informed about reconciliation, to gain better understanding and awareness, and to learn more about First Nation peoples' history and rich culture.

Good things grow when humanity and reconciliation come together to influence change.



**Jenny Brown**  
Director First Nations Centrality

# Message from Reconciliation Australia

Reconciliation Australia commends Australian Red Cross on the formal endorsement of its fourth Reconciliation Action Plan (RAP).

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

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

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Australian Red Cross will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Australian Red Cross using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on *relationships, respect, and opportunities* gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Australian Red Cross to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Australian Red Cross will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Australian Red Cross' future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Australian Red Cross on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

# Our vision for reconciliation

Reconciliation In Action is the power of real action, being true, standing strong and rising together for humanity.

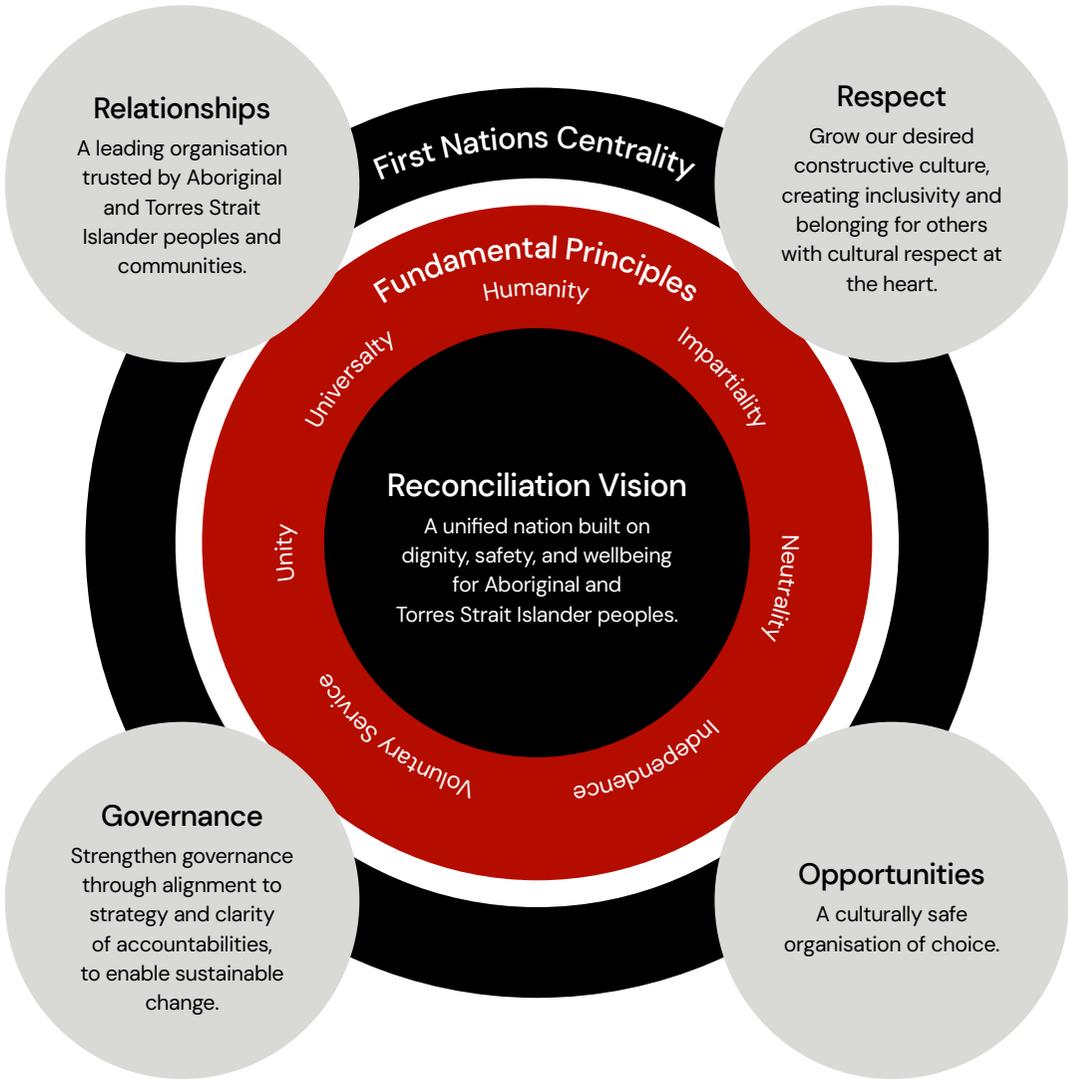
Our reconciliation vision is of a unified nation built on dignity, safety, and wellbeing for Aboriginal and Torres Strait Islander peoples. We will walk alongside Aboriginal and Torres Strait Islander peoples and communities in respectful relationships and partnerships, co-creating opportunities and space for a better future.

Our vision is supported by key themes of relationships, respect, opportunities, and governance.

To have greater impact, Australian Red Cross will:

- Strengthen RAP governance to support accountability and sustainable change aligned to strategy.
- Mobilise all Australian Red Cross people to cultivate a culture which embraces reconciliation, by understanding, supporting, and committing to actions which make reconciliation real and personal.

- Strengthen being a culturally safe and respected organisation for Aboriginal and Torres Strait Islander peoples. This includes:
  - Employment, retention, career pathways and leadership opportunities.
  - Cultural learning for non-Aboriginal and Torres Strait Islander people
  - Understanding and minimising cultural load; and
  - Policies and practices which protect Aboriginal and Torres Strait Islander peoples from racism and discrimination.



Reconciliation is built on relationships, respect, and opportunities.

Lineesha Johnson  
Policy Advisor, First Nations Centrality



Ngaripuwanaajirri Australian Red Cross Family Support Services team and the Wangatunga Strong Women's Group

# Our business

Our Australian Red Cross vision is to be trusted as the leading humanitarian organisation, making a genuine difference in the lives of people and communities. Our purpose is to bring people and communities together in times of need and build on community strengths.

Established in 1914, Australian Red Cross is part of a global humanitarian movement whose mission is to reduce human suffering by mobilising the power of humanity. We are one of 191 National Societies in the International Red Cross and Red Crescent Movement. Australian Red Cross people consist of 1,639 employees and 18,450 volunteers and members across the country, delivering vital activities and services to their local communities. Currently 60 staff, 89 volunteers and 7 members identify as Aboriginal and Torres Strait Islander peoples.

Australian Red Cross is guided by the Fundamental Principles of the International Red Cross and Red Crescent Movement. These are Humanity, Impartiality, Neutrality, Independence, Voluntary Service, Unity, and Universality.

Humanity is the first Fundamental Principle of Red Cross. We act for humanity because we put people first.

We are in communities around Australia, helping when disasters strike, supporting people seeking safety in Australia, promoting respect for the laws of war, walking respectfully with Aboriginal and Torres Strait Islander peoples, and standing with people and communities in their times of need. Our spheres of influence encompass our members and volunteers, partnerships with Aboriginal and Torres Strait Islander communities of interest, our auxiliary role to government, and many partnerships.

Australian Red Cross cares deeply about reconciliation because it is about people. Reconciliation is about acknowledging the true and often brutal history of Australia, the damage done and the toll it has taken. Reconciliation is also about celebrating the strength, resilience, and wisdom of Aboriginal and Torres Strait Islander peoples. It is recognising the strong cultural, spiritual, and caring connection to country and building on those strengths to heal.



# Our RAP

## Advancing our reconciliation journey

With over ten years' experience and commitment to supporting Aboriginal and/or Torres Strait Islander people and communities, this is our fourth Reconciliation Action Plan (RAP). Our journey began in 2009, with the development of a strategy to support Aboriginal and Torres Strait Islander peoples, formalising an approach to partnerships and relationships across 10 key outcomes. Three RAPs followed, and the intended goals of each are summarised below.

Today, our reconciliation commitment is guided by the First Nations Centrality Division, a RAP Implementation Group and an Executive Sponsor. These key groups will continue to support the organisation to stay focused and not lose sight of the past, push reconciliation aspirations, celebrate achievements, and stay true to the challenges we face.

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### 2012–2015

#### Together As Partners

Our first Reconciliation Action Plan complemented the strategy.

Built on:

- Meaningful and respectful relationships for sustainable opportunities, together with Aboriginal and Torres Strait Islander peoples, to share a prosperous, safe, and healthy future.

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### 2015–2018

#### Brighter Futures

Our second Reconciliation Action Plan continued to sustain commitment to drive practical actions to ensure we play a part in advancing reconciliation in Australia.

Built on:

- Investing in community-led priorities and solutions through place-based communities.
- Development and engagement in Aboriginal and Torres Strait Islander communities.

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### 2018–2021

#### Stronger Together

Our third Reconciliation Action Plan shifted reconciliation from the head to the heart.

Built on:

- Making reconciliation real through a co-design process and development of 'I will' plans.
- Expansion of the Cultural Ladder Program, to learn from one another and increase understanding of reconciliation.

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### 2024–2026

#### Reconciliation In Action

Our fourth Reconciliation Action Plan is the power of real action, being true, standing strong and rising together to act for humanity.

Built on:

- Strengthening RAP governance.
  - Mobilising Australian Red Cross people to support actions.
  - Being culturally safe for Aboriginal and Torres Strait Islander peoples.
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# RAP governance

Governance and leadership accountability is key to the success of this RAP. Australian Red Cross has strengthened its RAP governance framework, and has the following formal, and informal groups to support success.

## **Executive Sponsor**

Penny Harrison, Interim CEO.

## **First Nations Centrality Division**

This team is based in External Engagement. It leads delivery of First Nations Centrality and strategic goals across the organisation. It does this by providing cultural and policy advice, and developing innovative, culturally inclusive models of working to create an inclusive environment for Aboriginal and Torres Strait Islander peoples and communities.

Team members are strong in culture and identity, and geographically located across Australia:

- Jenny Brown, Director First Nations Centrality
- Lee Prouse, Head of First Nations Centrality
- Lineesha Johnson, Policy Advisor First Nations Centrality
- Belinda Shea, Engagement Lead First Nations Centrality

## **RAP Implementation Group (RAPIG)**

The role of this cross-functional group is to understand and advance RAP actions to create deep impact, monitor and report on RAP progress, identify achievements, and address challenges so corrective actions can be taken. Members represent the whole organisation, ensuring strong commitment to reconciliation within each Division. Aboriginal and Torres Strait Islander representation forms just under 50% of members.

Members:

- Jenny Brown, Chair Director, First Nations Centrality
- Senior Manager, Inclusion & Diversity
- Facilitator Community Connections
- Head of First Nations Centrality
- Senior Manager, Talent Acquisition

- Monitoring & Evaluation Senior Specialist
- Practice & Safeguarding Specialist
- Head of Government Engagement
- Senior Manager, Strategy & Planning, Funding
- Officer, Emergency Services
- Adviser, Media Corporate Communication
- Senior Specialist, Marketing
- Senior Manager, Strategic Initiative
- State and Territory Director

## **State and Territory RAP Working Groups**

Each state and territory will form a RAP working group to deliver on RAP commitments at a local level.

## **First Nations Transformation Steering Committee**

The role of this committee is to consider all decisions that potentially impact Aboriginal and Torres Strait Islander programs, in terms of reconciliation and First Nations Centrality.

Members:

- Director First Nations Centrality
- Head of First Nations Centrality
- Executive Director, State & Territory Operations

Australian Red Cross also has an informal Aboriginal and Torres Strait Islander employee network which provides cultural advice as required.

## Building this RAP

In early 2021, as our third RAP, *Stronger Together*, was nearing completion, the CEO and board were concerned that 12 of the 61 actions remained unmet. Active steps were taken to allow for deep reflection to understand the organisation's current state, and to consider its 'why'.

Also at this time, Australian Red Cross was undergoing a significant capability build including board-led development of a new strategy, a refresh of organisational values and behaviours, and a commitment to building a stronger culture.

An Inclusion and Diversity Working Group, comprised of board members, the CEO, First Nation leaders and key management was established with a remit to oversee development of the next RAP, and to guide an Inclusion and Diversity review. The Working Group recommended the engagement of external consultants to independently conduct these streams of work.



# Consultation and deep listening

Australian Red Cross engaged Arrilla Indigenous Consulting as a critical friend to help the organisation reflect deeply on its reconciliation purpose, and to facilitate blue sky thinking about the impact it wanted to have in supporting Aboriginal and Torres Strait Islander peoples and communities. Arrilla undertook a rigorous review to understand current state, including desktop analysis, research, one-on-one interviews with a diverse range of stakeholders, and a workshop. Arrilla's recommendations to Australian Red Cross were to focus on a small number of high impact areas and to spend most effort on strengthening RAP governance. Arrilla also urged the organisation to listen, to continue to be respectful and honest, to tap into being a learning organisation with a growth mindset, not seek perfection and to think big!

Building on Arrilla's recommendations, a series of 'Help Shape Reconciliation' engagement sessions were held inviting all employees.

Led by the RAP Implementation Group, National Aboriginal and Torres Strait Islander Leadership team, and supported by the Media & Communications team, the sessions

acknowledged the need to do better, and encouraged hard conversations based on these questions:

- How can Australian Red Cross people avoid contributing to the cultural load felt by Aboriginal and Torres Strait Islander colleagues?
- How can we embed reconciliation throughout the organisation to make it part of every day, and not confined to National Reconciliation Week or actions of a handful of employees?
- Walking alongside Aboriginal and Torres Strait Islander peoples requires all of us to look in the mirror, to acknowledge systemic racism and cultural ignorance, and ask what our role is in dismantling its ongoing effects?
- What do we need to do so that all Australian Red Cross people know what our reconciliation goals are, and their role in implementing them?

Australian Red Cross began the first phase of a broad-ranging inclusion and diversity change program in late 2021. The purpose was to improve itself, and become a more inclusive organisation for employees,

volunteers and members, and the communities it works alongside. A deep listening exercise was undertaken to understand who its people were and how they experience Australian Red Cross structures, systems, and culture.

All Australian Red Cross people were invited to participate with Aboriginal and Torres Strait Islander people, and culturally and linguistically diverse people, as an initial priority.

To make sure the process was independent, Australian Red Cross engaged Myriad International Consulting Services (now Myriad Kofkin Global) for their deep experience facilitating consultations with culturally and linguistically diverse stakeholders, and their ability to build safe environments.

To enable the voices of Aboriginal and/or Torres Strait Islander colleagues to be included in the process, Australian Red Cross partnered with The Healing Foundation, to collaboratively facilitate a series of culturally safe consultations. These consultations were structured as Knowledge Circles, following the traditional practice of yarning.

During the five-month consultation, 2281 Australian Red Cross people participated in a variety of ways, including 55 Aboriginal and Torres Strait Islander colleagues who participated in 5 Knowledge Circles.

The recommended key areas for change from the Circles:

- A whole-of-organisation commitment to cultural awareness and cultural safety
- Aboriginal and Torres Strait Islander career pathways
- Cultural connection and support for Aboriginal and Torres Strait Islander employees
- Elevating Aboriginal and Torres Strait Islander voices and agency within Australian Red Cross
- Zero-tolerance policy on racism.

Findings and recommendations from both consultations informed the development of an Inclusion and Diversity Strategy, as well as this RAP.

# From Stretch to Innovate

During this period of reflection and deep listening as the path forward was considered, Australian Red Cross continued to work closely with Reconciliation Australia.

In close consultation, Australian Red Cross made the decision to launch an Innovate for its next RAP for the following reasons:

- Non-delivery of all Stretch RAP targets;
- To provide the opportunity to set courageous targets in areas of strength, with freedom to explore new high impact areas; and
- Opportunity to strengthen reconciliation foundations.

This approach was supported by Australian Red Cross Aboriginal and Torres Strait Islander employees, addressing concerns of unfinished business.



Water Blessing for Australian Red Cross Connected Women's Program in Darwin on Larrakia Country.



This Reconciliation Action Plan is like a scaffold around Australian Red Cross, shining a spotlight on high impact reconciliation actions and providing stability for Australian Red Cross to take time to strengthen its foundations — go slow to go fast.

Jenny Brown  
Director First Nations Centrality

# Key learnings

The unmet deliverables from the Stretch RAP were a catalyst for Australian Red Cross to reflect on what is truly important and impactful, to learn from mistakes and adjust practices. There were two areas of greatest learnings:

## 1. RAP governance

The Stretch RAP was supported by a passionate RAP Implementation Group, consisting of a mix of senior managers and employees. This group were empowered to act and lead delivery of important work. On reflection, a short-coming was infrequent reporting of RAP progress, resulting in no visibility or accountability to the Executive and board of the deliverables which were slipping or missed.

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### Learning

For this RAP, governance has been reviewed and tightened and a Risk Assessment developed. Every Executive and other Senior Leadership Group members are directly accountable for RAP actions and reporting. Accountability for overall RAP implementation is a Key Performance Indicator for the CEO. In addition, the board has requested to be part of RAP development, as well as periodic oversight of the progress of key RAP deliverables.

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Thredbo River Ngarigo Country  
Photographer Belinda Shea

## 2. Employment targets

Although achievement of employment targets was impacted by the COVID 19 pandemic with the suspension of some community projects resulting in job loss, it highlighted that Australian Red Cross Aboriginal and Torres Strait Islander employees mainly work in programs and activities. Following the Stretch RAP, Australian Red Cross has focused on elevating Aboriginal and Torres Strait Islander employees to senior roles, notably appointment of Director First Nations Centrality and Head of First Nations Centrality to the Executive, and observer to the Executive respectively, in July 2022. Other senior roles created in the Emergency Services Division to support Aboriginal communities, include six First Nations Disaster Recovery Officers.

### Stretch RAP employment targets

#### Target 1

Aspire to maintain a 7% workforce target, with a focus on the retention and development of Aboriginal and Torres Strait Islander employees.

#### Outcome

4.6% was achieved, and in addition 133 volunteers and 7 members identified as Aboriginal and/or Torres Strait Islander peoples.

#### Target 2

Aspire to have 3% of employees in senior management positions (Grade 8 and above) who identify as Aboriginal and Torres Strait Islander peoples.

#### Outcome

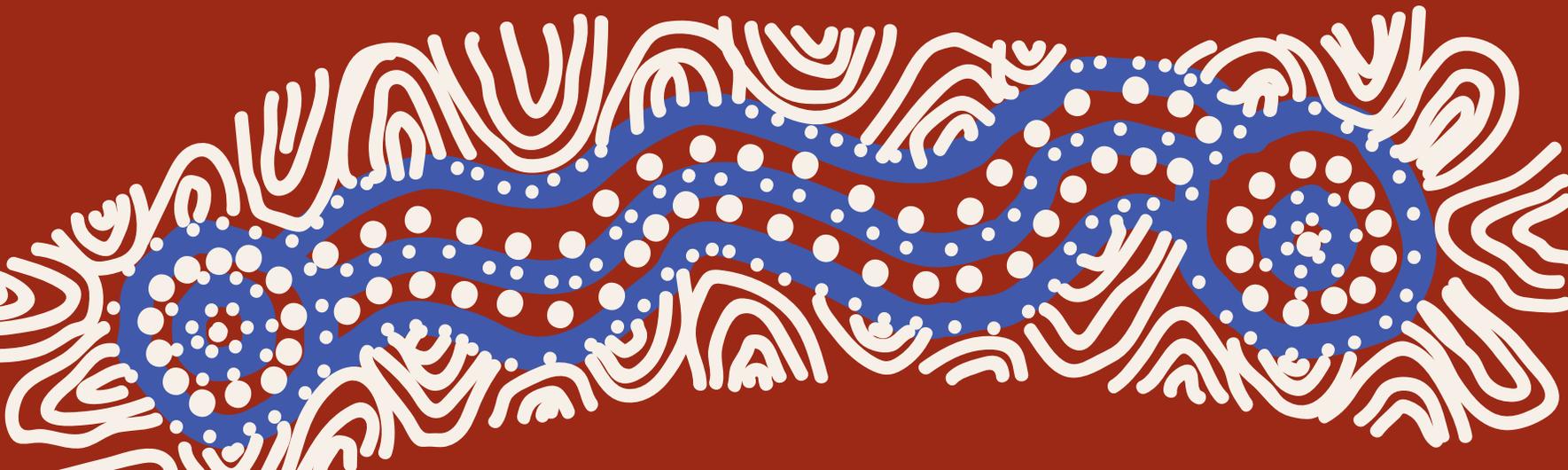
2% was achieved.

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### Learning

Focus on meaningful employment opportunities in mainstream roles across every division of Australian Red Cross. While targets are helpful, recruiting to achieve targets can present challenges. Australian Red Cross has begun thinking about how it might develop a more sophisticated approach to program design, and employment opportunities for Aboriginal and Torres Strait Islander peoples. Retain separate Aboriginal and Torres Strait Islander employment targets to be able to monitor an increase in overall workforce, as well as in leadership levels.

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# Unique to Australian Red Cross

## First Nations Centrality

A key concept enshrined in our organisational strategy, is we work with and for Aboriginal and Torres Strait Islander people, placing their cultural knowledge, leadership, values, and perspectives at the centre.

First Nations Centrality ensures our work and organisational practices address the issues that matter to Aboriginal and Torres Strait Islander employees, volunteers, members, and communities of interest, and that our programs, activities, and work environments are culturally safe and welcoming to all Aboriginal and Torres Strait Islander peoples.

Our emphasis on First Nations Centrality represents ongoing commitment to:

- achieving true reconciliation, inclusion and diversity;
- working together with Aboriginal and Torres Strait Islander peoples in the purpose of Australian Red Cross;

- positioning our organisation as an authentic ally; and
- building deep, reciprocal relationships with Aboriginal and Torres Strait Islander peoples and communities.

First Nations Centrality represents the change for how the humanitarian outcomes for First Nations peoples and communities will be addressed. It represents a shift from being a program area, to taking a strategic view, giving Aboriginal and Torres Strait Islander knowledge holders, leaders, governance, and intelligence to our advocacy for deeper influence within the humanitarian field, and the wider movement. Reconciliation is a key contributor to First Nations Centrality.





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## Reconciliation Message Sticks

Our Message Sticks are a practical way to carry the message of reconciliation and are integrated into the organisational strategy and values. Crafted by Aboriginal artist Elsie Randall, to carry the message of reconciliation to Australian Red Cross people, and to unite all on our journey. The Message Sticks encourage us to unite in a collective voice to combine different perspectives and share experience and knowledge with care and nurturing. The Message Sticks also carry the messages of those who hold them.

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### Respect

We are respectful in all our engagement with Aboriginal and Torres Strait Islander peoples and communities.

### Integrity

We carry integrity in our reconciliation journey.

### Optimism

We strive for future of a unified Australia, built on the dignity, safety, and wellbeing of all Aboriginal and Torres Strait Islander peoples.

### Courage

We are courageous in driving change.

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## Cultural Ladder learning modules

The concept of the Cultural Ladder framework originated from the National Aboriginal and Torres Strait Islander Leadership team. It is about how to influence change, ensure authenticity, and reshape how Australian Red Cross walks alongside Aboriginal and Torres Strait Islander peoples.

There are five planned levels of the Cultural Ladder, with development of module four underway. The aim of each level is to continue to grow the skills, knowledge, capabilities, and behaviours of Australian Red Cross people through learning and engagement opportunities.

# Our reconciliation actions

## Relationships

Be a leading organisation trusted by Aboriginal and Torres Strait Islander peoples and communities, built on strength-based partnerships, community-led priorities and solutions.

Action	Deliverable	Timeline	Responsibility
<b>Strategy alignment:</b> Bringing people and communities together in times of need and building on community strengths, as well as First Nations Centrality.			
<b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	1.1 Local teams to meet with local Aboriginal and Torres Strait Islander stakeholders and organisations, to co-create guiding principles for engagement.	September 2024, 2025	Executive Director, State & Territory Operations
	1.2 Start capturing <ul style="list-style-type: none"> <li>number of informal and formal partnerships with Aboriginal and Torres Strait Islander-led organisations.</li> <li>number of Aboriginal and Torres Strait Islander peoples who access our support.</li> </ul>	July 2024, 2025	Executive Director, State & Territory Operations
	1.3 Develop and implement an organisational engagement plan and strategy to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	30 September 2024	Executive Director, State & Territory Operations
	1.4 At a local level, Communities of Interest to complete their community reflections and pathways to change, addressing future aspirations, and identifying local need, priorities, and solutions.	June 2025	Executive Director, State & Territory Operations

Action	Deliverable	Timeline	Responsibility
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	<b>2.1</b> Circulate Reconciliation Australia's NRW resources and continue to build a repository of reconciliation materials for Australian Red Cross people.	27 May – 3 June 2024, 2025	Head of Corporate Affairs, Media & Internal Communications
	<b>2.2</b> RAP Implementation Group (RAPIG) members to participate in an external NRW event.	27 May – 3 June 2024, 2025	RAPIG Chair
	<b>2.3</b> Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2024, 2025	RAPIG Chair
	<b>2.4</b> Organise at least one NRW event each year.	27 May – 3 June 2024, 2025	Head of Corporate Affairs, Media & Internal Communications
	<b>2.5</b> Register all Australian Red Cross NRW events on Reconciliation Australia's <a href="#">NRW website</a> .	May 2024, 2025	RAPIG Chair

Action	Deliverable	Timeline	Responsibility
<b>3. Promote reconciliation through our sphere of influence.</b>	<b>3.1</b> Develop and implement an engagement strategy to raise awareness of reconciliation across Australian Red Cross people.	September 2024	RAPIG Chair, Chief Marketing Officer
	<b>3.2</b> Communicate our commitment to reconciliation internally and publicly. Develop repository of resources and tools to support reconciliation and dialogue in relation to truth telling.	May 2024, 2025	RAPIG Chair, Chief Marketing Officer
	<b>3.3</b> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	June 2024, 2025	Senior Leadership Group
	<b>3.4</b> Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	June 2024, 2025	Chief Funding Officer, Director First Nations Centrality
	<b>3.5</b> Expand the 'I Will' plans initiative to build a culture of personal growth and practical actions which contribute to reconciliation.	September 2024	Chief People & Culture Officer
	<b>3.6</b> Promote and implement tangible initiatives across Australian Red Cross like 'Pens Down' and 'Blak Book Reads' to encourage dialogue, understanding, and truth telling.	March 2024, 2025, 2026	RAPIG Chair
	<b>3.7</b> Each State/Territory to form a RAP Working Group.	June 2024	Director State & Territory Operations, State and Territory Directors

Action	Deliverable	Timeline	Responsibility
<b>4. Promote positive race relations leveraging Australian Red Cross brand and reputation, Fundamental Principle of Unity, and zero tolerance to racism, discrimination, and inappropriate behaviour of any kind.</b>	<b>4.1</b> Conduct a review of Australian Red Cross HR policies and procedures, to identify opportunities to address disparities and inform anti-discrimination provisions, and future needs.	June 2024, 2025	Head of Workplace Experience & Compliance, Senior Manager, Inclusion & Diversity
	<b>4.2</b> Ensure anti-racism and anti-discrimination commitments are embedded in Australian Red Cross policies and procedures. Communicate across the organisation.	May 2024, 2025	Head of Workplace Experience & Compliance, Senior Manager, Inclusion & Diversity
	<b>4.3</b> Develop an organisational statement which reaffirms our commitment to reconciliation, linking to our Fundamental Principles and First Nations Centrality.	May 2024	Executive Director External Engagement, Director First Nations Centrality
	<b>4.4</b> Educate senior leaders on the effects of racism by embedding cultural safety and respect for the voices of Aboriginal and Torres Strait Islander peoples across the organisation.	May 2024, 2025	Executive Director External Engagement, Senior Manager, Inclusion & Diversity
	<b>4.5</b> Review and update mechanisms for feedback and/or grievance processes for Australian Red Cross people to report incidents of racism. eg through internal reporting 'Speak Up'.	September 2024, 2025	Chief Operating Officer
	<b>4.6</b> State and Territory Directors to become custodians of the reconciliation Message Sticks, which carry the message of reconciliation in all that we do.	August 2024	State and Territory Directors
<b>5. Increase engagement activities with members and volunteers to contribute to reconciliation.</b>	<b>5.1</b> Facilitate a co-design approach to mobilise and engage Australian Red Cross volunteers and members in reconciliation activities.	March 2025	Executive Director, State & Territory Operations
	<b>5.2</b> Redesign engagement and resourcing to encourage tangible reconciliation steps in member practices, including development of a RAP toolkit for branches and units.	May 2025	Executive Director, State & Territory Operations

## Case study

# International influence of the power and spirit of First Nations knowledge

GLOW Red is a voluntary network of Red Cross Red Crescent Movement women leaders from across the world, supporting women to grow and lead. GLOW Red emerged as a response to internal elections in December 2017, which resulted in only 13% women appointed to the Governing Board of the International Federation of Red Cross and Red Crescent Societies (IFRC). A resolution for gender equality was passed and in 2018, GLOW Red formed to ensure action on the resolution. GLOW Red's impact was evident four years later at the 2022 IFRC General Assembly elections, where 51% women representation on the board was achieved. The network continues to grow and has become a vital voice for inclusion in the Movement.

Australian Red Cross celebrates three female Aboriginal employees who are showcased on [GLOW Red's #100voices platform](#), recognising their leadership and significant contributions to their local communities and the broader humanitarian sector.



**Deb Moyle**

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*"When I put my Red Cross t-shirt on, I have a whole organisation behind me."*

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Deb Moyle is a member of the Ngarindjeri nation and is the Justice Reinvestment Project Manager at the Australian Red Cross. She first joined the movement in 2011. Deb joined the movement because she found that the work she and others could do through the Australian Red Cross/Red Crescent Movement gets to the heart of communities.

[Read more](#)



**May Rosas**

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*"Empowering young women and men to grow."*

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May Rosas, better known to her family as Diganbal, has dedicated over 40 years advocating for Aboriginal and Torres Strait Islander people and the wider Katherine Community, promoting, maintaining, and preserving her local language and culture. Within the Australian Red Cross she has used her knowledge to work with the elderly as well as with young men and women, sharing her knowledge about culture and country to empower her people and sustain the culture for future generations.

[Read more](#)



**Jenny Brown**

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*"I am a lifelong learner."*

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Jenny is a proud Aboriginal woman from the Wandj Wandj clan of the Yuin nation, with strong ancestral connections to south-eastern New South Wales in Australia. She is a saltwater person; her tribal totem is the black cockatoo and the Yuin nation's black duck and is the Director First Nations Centrality. Jenny joined Australian Red Cross in December 2015 with the sole aspiration of creating change and advocacy for Australia's First Nation peoples so that they could be included at the heart of humanity.

[Read more](#)

# Respect

Grow our desired constructive culture through Australian Red Cross people, committed to creating inclusivity and belonging for others with cultural respect at the heart.

Action	Deliverable	Timeline	Responsibility
<b>Strategy alignment:</b> Grow our people. First Nations Centrality and Inclusion and Diversity.			
<b>6. Increase understanding, value, and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.</b>	<b>6.1</b> Continue to develop the Cultural Ladder framework to enable Australian Red Cross people to gain deeper understanding, knowledge, engagement, and awareness.	March 2026	Senior Manager, Inclusion & Diversity, Head of Organisational Development
	<b>6.2</b> Senior Leadership Group to complete the first 3 modules of the Cultural Ladder (target 90% completion).	December 2024, 2025	Chief People & Culture Officer
	<b>6.3</b> Develop, implement, and communicate a cultural learning and immersion strategy for Australian Red Cross people.	June 2024	Senior Manager, Inclusion & Diversity, Head of Organisational Development
	<b>6.4</b> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on ways to implement the cultural learning and immersion strategy.	July 2024, 2025	State & Territory Directors, Director First Nations Centrality
	<b>6.5</b> Provide opportunities for RAP Implementation Group members, HR managers and other key leaders to participate in formal and structured cultural learning.	August 2024, 2025	Chief People & Culture Officer

Action	Deliverable	Timeline	Responsibility
<b>7. Demonstrate respect to Aboriginal and Torres Strait Islander people by observing cultural protocols.</b>	<b>7.1</b> Increase Australian Red Cross peoples understanding of the purpose and significance of cultural protocols, including Acknowledgement of Country and Welcome to Country.	June 2025	Chief Executive Officer
	<b>7.2</b> Circulate a cultural protocol document, including protocols for Acknowledgement of Country and Welcome to Country.	May 2024, 2025	Director First Nations Centrality
	<b>7.3</b> Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol, at momentous events each year; particularly at AGMs.	September 2024, 2025	State and Territory Directors
	<b>7.4</b> Include an Acknowledgement of Country or other appropriate protocols at the start of important meetings.	July 2025	Chief Executive Officer
<b>8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	<b>8.1</b> RAP Implementation Group members to participate in an external NAIDOC Week event.	July 2024, 2025	RAPIG Chair
	<b>8.2</b> Review HR policies and procedures to enhance opportunities for employees to participate in NAIDOC Week events.	June 2024	Chief People & Culture Officer
	<b>8.3</b> Promote and encourage participation of all Australian Red Cross people in external NAIDOC events.	July 2024, 2025	Chief of People & Culture Officer
	<b>8.4</b> Continue to recognise the contribution of Australian Red Cross Aboriginal and Torres Strait Islander peoples with internal NAIDOC Awards.	July 2024, 2025	Director First Nations Centrality

## Case study

# Community Led Resilience

In the wake of the devastating bushfires of the 2019/20 summer, Australian Red Cross began working with communities on recovery as well as preparedness for future disasters. In the communities of Baryulgil and Malabugilmah, Australian Red Cross Regional Aboriginal and Torres Strait Islander Engagement Lead works with the local Community Led Resilience Team.

“We’ll be involved for a while assisting and delivering programs, but what’s growing is the strength of the community and this model’s all about them. It’s all community driven. They’ve got a conduit in each community, and nothing happens with the agencies including ourselves unless it’s come from that community.”

“Aboriginal people are really resilient people, and this will remain because the community are growing as a collective. We’re just merely providing the skills or the training.

Whatever we provide they’re just going to keep this going. As an Aboriginal person I’m not going to push myself on anybody. All strength to them. That’s what I’ve got to say.”

Terry Robinson is the Community Coordinator for the Malabugilmah Community Emergency Team. He says with the support of organisations like Australian Red Cross, his community is now more prepared.

“Looking from a distance I’m like this fire is going to take at least two weeks before it’d get to our community. Well I was wrong with the wind and everything else. I can honestly say for our community we wasn’t prepared. And I can say there’s many other communities out on the Far North Coast they’re not prepared like how we was. Now through this program I can say that with any elements that happens in Mala – like now as we get flooding – we are ready and prepared.”

More on [YouTube](#).



First Nations Emergency Services Recovery and Preparedness Team with Pacific National Partnership Team.

# Opportunities

Be a culturally safe organisation of choice that creates opportunities for Aboriginal and Torres Strait Islander peoples to work, volunteer, join our membership, visit our hubs, seek support and do business with us.

Action	Deliverable	Timeline	Responsibility
<b>Strategy alignment:</b> Grow our people. First Nations Centrality and Inclusion and Diversity.			
<b>9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</b>	<b>9.1</b> Build understanding of current Aboriginal and Torres Strait Islander workforce to inform future employment and professional development opportunities.	June 2024, 2025	Chief People & Culture Officer
	<b>9.2</b> Co-develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development plan inclusive of succession planning.	March 2025	Chief People & Culture Officer
	<b>9.3</b> Co-design with Aboriginal and Torres Strait Islander employees, a workforce value proposition.	September 2024	Chief People & Culture Officer
	<b>9.4</b> Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June 2024, 2025	Senior Manager, Talent Acquisition
	<b>9.5</b> Aspire to a 7% Aboriginal and/or Torres Strait Islander workforce, with 3% in senior level roles.	March 2026	Chief People & Culture Officer
	<b>9.6</b> Increase the total number of Aboriginal and/or Torres Strait Islander employees by 10%.	March 2026	Chief People & Culture Officer
	<b>9.7</b> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workforce.	June 2024, 2025	Chief People & Culture Officer

Action	Deliverable	Timeline	Responsibility
<b>10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	<b>10.1</b> Strengthen supplier diversity content in the existing Procurement Policy and Procedures, to encourage purchase of goods and services from Aboriginal and Torres Strait Islander businesses.	November 2024	Chief Financial Officer
	<b>10.2</b> Maintain relationships with Aboriginal and/or Torres Strait Islander commercial businesses, particularly those listed with Supply Nation.	June 2024, 2025	Chief Financial Officer
	<b>10.3</b> Maintain minimum 3% of all procurement spend to be with Aboriginal and Torres Strait Islander businesses.	June 2024, 2025	Chief Financial Officer
	<b>10.4</b> Renew Supply Nation membership annually.	July 2024, 2025	Chief Financial Officer
	<b>10.5</b> Develop and communicate internally, opportunities for the procurement of goods and services from Aboriginal and Torres Strait Islander businesses.	May 2024, 2025	Chief Financial Officer

## Case study

# Community led: advocating, negotiating and capacity building — Tiraapendi Wodli Port Adelaide, South Australia

Tiraapendi Wodli (TW) means 'protecting home' in Kurna language. TW is a community-led collaboration between the Tiraapendi Wodli Aboriginal leadership group, the Aboriginal community in the western metropolitan area, Australian Red Cross, and Justice Reinvestment SA (JRSA) to strengthen the health, safety and lives of Aboriginal families, children, and young people.

At the heart of TW is the commitment to making sure Aboriginal peoples' voices are at the centre of the design and delivery of programs and services provided from the TW Hub located in the heart of Port Adelaide.

TW acts as a 'circuit breaker' for men, women and families through yarning, healing, accountability, advocacy, and services navigation. A regular Hub program of activities provides a safe space for community members to come together through men's and women's gatherings, yarning and truth-telling circles; information and education workshops; access to

visiting speakers in areas of interest identified by the community (including health, mental health, harm minimisation, employment pathways, budgeting and concessions, genealogy etc), and community outings to significant cultural locations. Regular participants of Hub programs have reported increased confidence in accessing services, asking better questions of service providers, improved mental health, and a stronger sense of cultural connection and purpose.

In addition to the Hub activity program, The Aboriginal Families Thrive program provides 'intensive' one-to-one support to address complex personal needs and circumstances which frequently involve coordination with other government, Aboriginal Community-Controlled Organisations and non-government organisation services. Areas include housing, mental health, drug, and alcohol, returning to community from prison, health, and financial management.

During 2023, the Hub received more than 400 presentations per month and supported more than 650 individuals and families throughout the year. Approximately 25% of all individuals supported by Tiraapendi Wodli receive intensive one-to-one support.

A short video about Tiraapendi Wodli was produced in partnership with the Paul Ramsay Foundation available at [Tiraapendi Wodli](#)



Thriving Families Team Natasha Scott-Weetra and Leticia Rickett Winners NAIDOC Team Award presented by Keith Wilson (Chair, SA Divisional Advisory Board)

# Governance

Strengthen our RAP governance framework by aligning it to the organisational strategy, and ensure clarity of accountabilities.

Action	Deliverable	Timeline	Responsibility
<b>Strategy alignment:</b> First Nations Centrality.			
<b>11. Establish and maintain an effective governance structure to drive implementation of the RAP.</b>	<b>11.1</b> RAP Implementation Group (RAPIG) is established through a strength-based model of governance and includes Aboriginal and Torres Strait Islander leaders and senior management.	April 2024	Director First Nations Centrality
	<b>11.2</b> Review RAPIG terms of reference to include minimum four meetings per year to drive and monitor RAP implementation, and RAP progress to be reported quarterly to Executive and board.	April 2024	RAPIG Chair
	<b>11.3</b> Support States/Territories to establish and/or maintain RAP working groups, which include representation of Aboriginal and Torres Strait Islander employees.	April 2024	RAPIG Chair
<b>12. Provide appropriate support for effective implementation of RAP commitments.</b>	<b>12.1</b> Define resource needs for RAP implementation.	April 2024	Director First Nations Centrality
	<b>12.2</b> Engage senior leaders and employees in the delivery of RAP commitments, through development of resources and toolkit to support RAP implementation.	May 2024, 2025	Chief Operating Officer
	<b>12.3</b> Define and maintain appropriate systems to track, measure and report on RAP commitments (e.g. risk mitigation plan). Periodically share progress of key RAP deliverables with Executive and board.	March, June, September, December, 2024, 2025, 2026	RAPIG Chair
	<b>12.4</b> Appoint and maintain an internal RAP Champion from the Senior Leadership Group.	April 2024, 2025	Director First Nations Centrality

Action	Deliverable	Timeline	Responsibility
<b>13. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.</b>	<b>13.1</b> National Council and board members participate in at least one cultural activity per year.	September 2024, 2025	Deputy President
	<b>13.2</b> State/Territory Divisional Advisory Board (DAB) members to create opportunity to participate in at least one cultural activity per year.	September 2024, 2025	State and Territory Directors, DAB Chairs
	<b>13.3</b> Each State/Territory to seek external cultural advice on important matters, as and when appropriate.	June 2024, 2025	State and Territory Directors
	<b>13.4</b> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	Chief Operating Officer
	<b>13.5</b> Publicly report our RAP achievements, challenges, and learnings annually, and incorporate in annual business planning.	July 2024, 2025	Chief Marketing Officer
	<b>13.6</b> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	March 2024, 2026	Director First Nations Centrality
	<b>13.7</b> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	March 2026	Director First Nations Centrality
<b>14. Continue our reconciliation journey by developing the next RAP.</b>	<b>14.1</b> Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	September 2025	Head of First Nations Centrality

## Contact details

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We are proud to partner with Wayarang, a First Nations owned business, registered by Supply Nation, to design and prepare this document.

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