



Reconciliation Action Plan

November 2021
- November 2024



Royal Flying Doctor Service



RECONCILIATION
ACTION PLAN
STRETCH

Acknowledgement of Country

The Royal Flying Doctor Service of Australia acknowledges the Traditional Custodians throughout Australia and recognises their continuing connection to land, waters and community. We pay our respects to them, their cultures and to Elders past and present.



South Australian Aboriginal artists **Kelly Taylor** and her daughter **T'keyah Ware**.

RFDS Flight Journey Line

is the striking original artwork on the cover of our RAP, which has been created for the Royal Flying Doctor Service by Antakirinja/Yankunytjatjara/Kokatha artists Kelly Taylor and T'keyah Ware. Kelly and T'keyah's work reflects upon the Flying Doctor's role in supporting happier, healthier lives for regional and remote communities. Kelly, who has been flown from Ceduna to Adelaide by the RFDS for two of her pregnancies, in 1999 and 2002, respectively, says 'The RFDS has a special place in my family's heart'.

'I went into emergency at the Ceduna Hospital when I was pregnant with T'keyah and was then flown to the Royal Adelaide Hospital. I really appreciate everything the Flying Doctor does for the community.'

The artwork shows a blue line tracing an aircraft journey past waterholes, remote communities and towns, along with showing tracks and trails of the RFDS 'past, present and future'. Footprints represent the RFDS specialist healthcare teams in different remote communities and towns, while blue dots represent the ocean, and earth colours, the land.



A message from Reconciliation Australia's CEO

On behalf of Reconciliation Australia, I congratulate the Royal Flying Doctor Service of Australia (RFDS) on its continued commitment to reconciliation, as it implements its second Stretch Reconciliation Action Plan (RAP), its third RAP overall.

Formed around the pillars of relationships, respect, and opportunities, the RAP program provides a framework for organisations to contribute to the reconciliation movement. Through the creation of this Stretch RAP, the RFDS continues to be part of the ever-growing community of RAP organisations that have taken this consideration and goodwill and transformed it into action.

Delivering critical healthcare services to remote, regional and rural Aboriginal and Torres Strait Islander and non-Indigenous Australians, the RFDS is uniquely placed to drive reconciliation across its sphere of influence. Since beginning its RAP journey in 2015, RFDS has invested in strong partnerships and internal practices for successful reconciliation outcomes. This includes working alongside Aboriginal and Torres Strait Islander health organisations to support scholarships for First Nations young people in medicine, nursing, midwifery and allied health, as well as collaborating with remote Aboriginal and Torres Strait Islander communities to provide safe services during the COVID-19 pandemic.

This important work continues in this Stretch RAP, which sees the RFDS renew and embed its reconciliation commitments for further impact. It has maintained its focus on increasing health outcomes for First Nations peoples and communities, with plans to develop Clinical Cultural Safety Standards in consultation with stakeholders and experts. RFDS is prioritising Aboriginal and Torres Strait Islander peoples' perspectives in its work, increasing its employment of First Nations staff members

to 2.5 per cent, as well as establishing formal relationships with Aboriginal and Torres Strait Islander research partners. These initiatives, among others, are indicative of the RFDS thinking strategically and sustainably about how to use its work and sphere of influence to create substantive change for Aboriginal and Torres Strait Islander peoples.

On behalf of Reconciliation Australia, I commend RFDS on this Stretch RAP and look forward to following its ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Foreword by RFDS Federation Board

Together with Section and Operation Boards, the Federation Board of the Royal Flying Doctor Service (RFDS) is delighted to present our Reconciliation Action Plan (RAP) for the years 2021-2024. This is our third RAP, the second at the Stretch level, and builds on our achievements to date.

The launch of the first RFDS RAP in 2015 marked our long-term commitment to reconciliation. Building on 6 years of work together, this plan recognises that our reconciliation journey still has a long way to go. This Stretch RAP 2021–2024 documents our commitments over the coming three years.

This RAP is strengthened by commitment and leadership from a new Steering Committee which will provide oversight and guidance by the leaders of our organisation, alongside external experts. We will also ensure accountability for all senior leaders for the deliverables of the RAP. Further, the executives of our organisation have all signed their names to this document, re-affirming their commitment to our reconciliation journey.

As a leading health care provider in Australia, we are committed to ensuring our services actively and purposefully contribute to improving both health outcomes and access to culturally appropriate health services for Aboriginal and Torres Strait Islander people. This RAP represents our collective sense of determination to do more, to do better, and a genuine desire to achieve equity and reconciliation.

I thank and acknowledge all Aboriginal and Torres Strait Islander staff, patients, partners and other stakeholders who share their knowledge with the RFDS as we continue to grow and learn on our reconciliation journey.



Associate Professor Kris Rallah-Baker,
RFDS Federation Board RAP Champion and
Chair, RFDS RAP Steering Committee

Our vision for reconciliation

is for unity, equity and respect between Aboriginal and Torres Strait Islander peoples and all other Australians. In particular, the Royal Flying Doctor Service of Australia (RFDS) strives for our First Peoples to have access to culturally safe health services that will contribute to longer, healthier lives.

Through our reconciliation journey, the RFDS is committed to working in close partnership with Aboriginal and Torres Strait Islander peoples and communities, and ensuring our staff are on an ongoing path of cultural learning to deepen our understanding of Aboriginal and Torres Strait Islander cultures and histories.

The RFDS respects and acknowledges Aboriginal and Torres Strait Islander peoples as the First Australians. We are committed to creating a culturally safe workplace that fosters a deep understanding of the ongoing impact of dispossession, colonisation and genocide.





Our business

The RFDS is one of the largest and most comprehensive aeromedical organisations in the world. Using the latest in aviation, medical and communications technology, the RFDS delivers extensive healthcare services to those who live, work and travel throughout remote, rural and regional areas. The RFDS also provides some services in metropolitan areas. In many instances, these are the only health services received by people living in some of the most remote areas, and have been provided by the RFDS, with regularity and a focus on continuity of care, over many decades.

The RFDS is a federated charity comprising six state-based Sections and Operations – Queensland Section, South Eastern Section, Victorian Section, Tasmanian Section, Central Operations, and Western Operations – focused on locally responsive service delivery, supported by a central Federation Office.

Our services comprise a 24/7 aeromedical retrieval service for those who experience a medical emergency requiring definitive care in a tertiary hospital, and extensive primary healthcare services. These services include permanent, mobile or regular fly-in fly-out general practice (GP) and nursing clinics; mental health and wellbeing services; dental health services; chronic disease management; and, a growing number of allied health programs, health promotion activities and road transport services. These are integrated with a 24/7 remote consultation (telehealth) service. The RFDS has also been a critical part of Australia's ongoing response to the COVID-19 pandemic through the provision of aeromedical retrievals, respiratory clinics and vaccinations.

We have around 2,000 dedicated staff across the country and as at September 2021, 28 of these, or 1.75 per cent, identify as Aboriginal and/or Torres Strait Islander peoples.

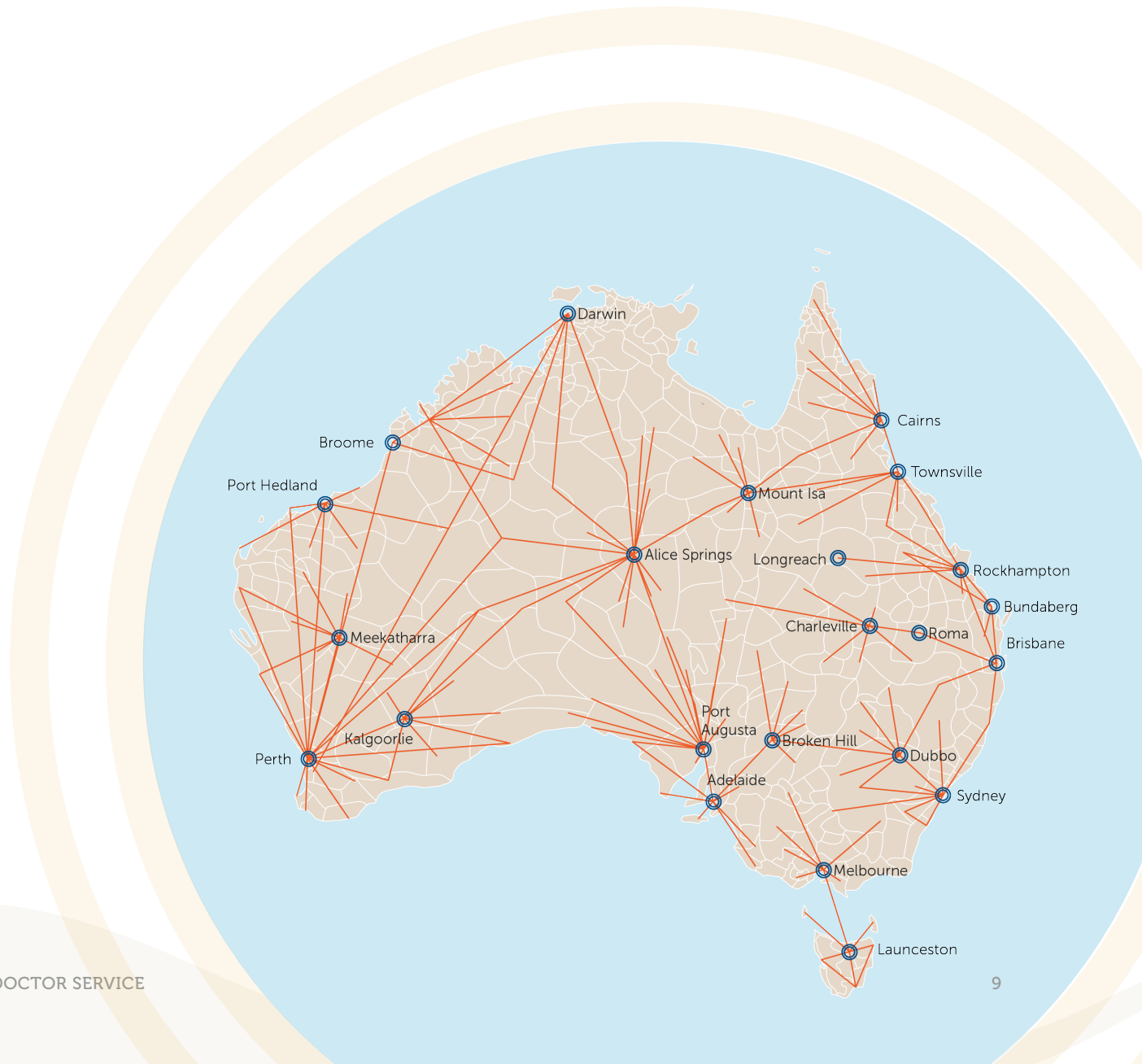
With 79 aircraft at 23 aerobases, along with almost 200 road vehicles at regional bases, the RFDS provides services to more than 330,000 patients each year. This includes aeromedical retrievals and clinic services at almost 200 rural and remote sites and, in 2020/21, we provided aeromedical retrievals for over 112,000 patients; transported over 72,000 patients by road; conducted almost 24,000 primary healthcare clinics (equating to an average of 65 per day), over 24,000 mental health consultations and more than 11,000 episodes of dental care.

Significantly, almost half of all patients the RFDS provides critical healthcare services to are Aboriginal and Torres Strait Islander peoples. It is particularly for this reason, and that over 60 per cent of Aboriginal and Torres Strait Islander peoples live in our primary service footprint of rural and remote Australia, the RFDS takes seriously the importance of a RAP and our contribution to working towards genuine and meaningful reconciliation.

The RFDS acknowledges that Australia's First Peoples have been living on the Australian continent for millennia and are the world's oldest continuous living culture. We recognise that Aboriginal and Torres Strait Islander Australia is made up of many different and distinct groups, each with its own culture, customs, language and laws.

The map on the right shows the diverse language, social and national groups of Indigenous Australia that the RFDS is privileged to interact with on a daily basis – white lines represent the different language, social or nation groups, overlaid with regular RFDS flight paths (orange lines) and aerobases (blue circles).

We acknowledge and pay our respects to the Traditional Custodians of all the lands on which we work, and recognise their continuing connection to the land, waters and the community. We feel privileged to have such a broad footprint that allows us to engage with diverse and rich cultures. We hope to deepen our understanding and our relationships around the country as part of our ongoing reconciliation journey.



Our RAP

This is the third RFDS RAP and was developed with the foundation of a renewed commitment from the RFDS Federation Board, under the leadership of a new Chair and Deputy Chair. A comprehensive review of our previous RAP was undertaken to inform both our close out report and development and planning for our new RAP.

Our review included extensive consultations with staff throughout the country, led by Federation Office and our RAP Working Group (WG). Consultations were undertaken with all CEOs, relevant staff, and external stakeholders in RFDS Sections/Operations and coordinated at a local level through RAP WG representatives. At a local level, some consultations took place face-to-face, while the majority were virtual, owing to our staff being spread throughout the country and the COVID-related restrictions in place at the time. The findings of these consultations were supported by status updates and learnings documented in Section/Operation contributions to the close out report.

The review of our previous RAP took into account the progress to date in achieving priority actions as well as key challenges experienced throughout our organisation. Challenges identified include a complex operational structure, limited resourcing and the fast-paced, demanding nature of many of the roles of RFDS employees. Responding to the COVID-19 pandemic also had a significant impact on being able to achieve our goals in the last year of our previous RAP – including finalising and implementing our Employment Strategy, and the development of Clinical Cultural Safety Standards. Both of these are integral to the RFDS in seeking to effect change within our organisation and our sphere of influence and therefore remain as priority actions in this new RAP.

The RFDS acknowledges that there is still a long path ahead to achieve widespread reconciliation, to ensure cultural safety in our operating environments, and to develop relationships that will effect real change. Our review found that although we have made progress and built significant momentum on our RAP journey, in order to achieve our RAP targets we need to create a stronger governance structure, starting with strong leadership from the top. The purpose, objectives and importance of our RAP must also be well understood throughout all of the RFDS, with greater engagement at the local level.



Governance of our RAP

Our new RAP demonstrates a renewed commitment to further embed reconciliation throughout our organisation over the next three years, taking a revised approach to actions we have not yet been able to achieve, and which includes clearer designation of responsibilities.

As a key learning from our last RAP, the RFDS is strengthening the governance structures associated with our new RAP:

<p>Each Section, Operation and the Federation Board has appointed a RAP Champion who, along with the Federation Executive Director (FED), Federation RAP Working Group Chair, and external experts will comprise a newly formed RAP Steering Committee that will provide high-level expert advice and guidance on RAP priorities, activities and engagement, to drive progress on the fulfilment of RAP commitments</p>	<p>A National RAP Coordinator will be employed in the Federation Office to provide support, expert advice and coordination across the RFDS Federation to drive the achievement of RAP actions</p>	<p>Implementation of this RAP will continue to be overseen by the Federation RAP WG, noting:</p> <ul style="list-style-type: none"> – the RAP WG is chaired by a CEO, as appointed by the Federation Board, with regular reporting to the CEOs group and the Federation Board – As currently, the RAP WG will comprise Aboriginal and Torres Strait Islander representatives, along with senior executive representation from each Section, Operation and Federation Office, who will be joined by the National RAP Coordinator and a member of local RAP Advisory Groups as nominated by each CEO – both the Chair of the RAP WG and CEOs will ensure that Aboriginal and Torres Strait Islander representation is maintained on the RAP WG. This may include either representatives from within the RFDS, or from a partner organisation if suitable staff members are not able to be identified 	<p>The responsibility for RAP actions has been more clearly assigned to other existing Federation WGs that have responsibility for relevant areas, including the People and Culture WG; Corporate Services WG; Brand and Communications (Comms) WG; the Primary, Community Care and Clinical Governance WG; and, the RFDS Clinical Research Committee</p>	<p>To ensure the priority of and tracking of progress, the RAP will be a standing item on the agenda of all Federation WG, Federation/Section/Operation Board, CEO and executive management meetings</p>	<p>Each Section and Operation will establish a local RAP Advisory Group (or equivalent) to develop detailed RAP Implementation Plans to guide local activities to achieve the actions in this RAP. These groups will comprise local staff in each Section and Operation and will report back regularly to the Federation RAP WG on local actions and progress</p>	<p>Through strengthened and more streamlined internal reporting structures, including quarterly reporting on the RAP Implementation Plan of each Section/Operation and Federation Office, we will better be able to track our progress against actions, knowing we are making a difference</p>
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RFDS RAP governance structure

Section/ Operation and Federation Boards

- Each year, the Federation Board will confirm which RFDS CEO will Chair the RAP WG.
- Each Board will appoint a RAP Champion, who will be responsible for keeping CEOs accountable for progress.
- The RAP will be a standing agenda item on all Board meetings and regular (quarterly) reporting will be provided through the CEOs, informed by the RAP WG.

CEOs Working Group

- The CEO of each Section/Operation and the FED will be accountable to their Boards for the progress and achievement of RAP actions.
- Each CEO will also be further responsible for actions in the RAP in their capacity as Chairs for the different Federation WGs which have responsibility for progressing RAP Actions.
- The RAP will be a standing agenda item for all meetings of the CEOs Group.

Federation RAP Working Group

- The Federation RAP WG is responsible for: overseeing, driving and supporting the implementation of the RFDS RAP and the achievement of RAP actions at a national level; completing RAP actions as relevant to the WG; monitoring the progress of tasks allocated to other WGs; and, identifying common challenges and opportunities for collaboration and sharing.
- Coordinated by Federation Office, the RAP WG will be central to the preparation of regular reporting on the progress of RAP actions to CEOs and the Federation Board.
- The WG is chaired by a CEO as nominated by the Federation Board, and comprises one senior leader and one member of the local RAP Advisory Committee from each Section/Operation, as appointed by CEOs.
- CEOs will also identify Aboriginal and/or Torres Strait Islander staff for inclusion on the WG, or invite representatives from external partners.

Local RAP Advisory Committees

- Each Section and Operation will establish a local RAP Advisory Committee (or equivalent) to implement RAP actions at a local level. This group will be responsible for creating a Local Implementation Plan and will report quarterly to the Federation RAP WG.

RAP Steering Committee

- The RFDS RAP Steering Committee will provide high-level expert advice to drive the achievement of RAP actions.
- At the request of the CEOs group or the Federation Board, the Committee will provide guidance on specific RAP priorities and activities, while identifying potential challenges and opportunities to build on RAP actions.
- The RAP Steering Committee will be chaired by the nominated RAP Champion of the Federation Board, and comprise the RAP Champions of each Section/Operation Board, the FED, the Chair of the Federation RAP WG, and at least three external members with experience and expertise in relevant areas, such as Aboriginal and Torres Strait Islander health or community services, engagement or the implementation of reconciliation activities in large organisations.



The RFDS is dedicated to the delivery of culturally safe services that are developed with Aboriginal and Torres Strait Islander communities. Actions in this RAP also demonstrate our commitment to create a culturally safe workplace, with staff undertaking continuous cultural training that is (re)developed in collaboration with local Aboriginal and Torres Strait Islander community leaders.

As a leading health service in Australia, we are committed to ensuring our services actively and purposefully contribute to both improving health outcomes and access to culturally appropriate health services for Aboriginal and Torres Strait Islander peoples. Further, in collaboration with Aboriginal and Torres Strait Islander partners, we will use our research to advocate

for better health outcomes. Research and service data provide a platform for discussions between service delivery organisations, researchers, policymakers, corporate and private sectors, and philanthropic organisations, to identify collaborative and innovative approaches to improving the health status of rural and remote Aboriginal and Torres Strait Islander peoples.

The RFDS is a trusted, respected organisation in the rural and remote and, more recently, metropolitan communities we serve. In the years ahead, the action items captured in this Stretch RAP will enable us to continue our contribution to reconciliation with Aboriginal and Torres Strait Islander peoples and together ensure better health outcomes for all.

Board Chairs (Endorsed on 18 Nov 2021)

Nev Power
(Federation)

Denis Henry
(Victoria)

Russell Postle
(Queensland)

Alex Scamps
(South Eastern)

Malcolm White
(Tasmania)

Sam Walsh AO
(Western Operations)

Peter de Cure
(Central Operations)

CEOs

Frank Quinlan
(Federation Executive Director)

Scott Chapman
(Victoria)

Meredith Staib
(Queensland)

Greg Sam
(South Eastern)

John Kirwan
(Tasmania)

Rebecca Tomkinson
(Western Operations)

Tony Vaughan
(Central Operations)



Achievements of our 2018–2021 Stretch RAP

2018

Identifying opportunities to increase Aboriginal and Torres Strait Islander employment in the RFDS

Our first Stretch RAP was launched in 2018 and a key action was to review Aboriginal and Torres Strait Islander employment, recruitment and professional development activities within the RFDS. To progress this, we engaged PWC Indigenous Consulting (PIC) who reviewed RFDS internal policies, systems and structures across all Sections/Operations. PIC also conducted in depth interviews with staff from across the organisation to identify opportunities and challenges in Aboriginal and Torres Strait Islander employment within the RFDS. Combining this with national best practice across various industries, PIC recommended initiatives to establish the foundations to increase Aboriginal and Torres Strait Islander employment. The principles of the PIC recommendations were endorsed unanimously by RFDS Boards and CEOs, and development of a blueprint for implementation commenced. However, owing to significant disruptions and competing priorities, particularly in late 2019 and early 2020, implementation was not able to be realised.

The PIC report provides the RFDS a strong foundation to progress this work in our new RAP, with the target of achieving 2.5% Aboriginal and Torres Strait Islander employment within the RFDS re-affirmed by the Federation Board and CEOs.

Research protocols to support improved health outcomes and access

From 2018, the RFDS research team established protocols to ensure that data on Aboriginal and Torres Strait Islander peoples were included in all relevant RFDS research reports as part of a broader effort, using research, to drive improved health outcomes and access.

2019

Scholarships provide valuable opportunity for Indigenous health students

Since 2017, the RFDS has partnered with the Australian Indigenous Doctor's Association (AIDA), the Council of Aboriginal and Torres Strait Islander Nurses and Midwives (CATSINAM); and Indigenous Allied Health Australia (IAHA), to provide scholarships to Aboriginal and Torres Strait Islander students in the fields of medicine, nursing, midwifery and allied health. These scholarships provide financial support for clinical placements in a remote or rural area. A review of these scholarships in 2019 showed that since 2017, 31 Aboriginal and Torres Strait Islander health students have been supported to complete rural clinical placements in remote and rural Australia. In depth consultations with our three partner organisations provided strong feedback that the program was of immense value, and interest and uptake had far exceeded expectations, particularly in regards to the exposure students had to rural practice and the motivation this inspired in them to complete their studies. The RFDS is pleased to continue these scholarships in our new RAP, and will work with our partner organisations to identify opportunities for further enhancement and collaboration.

Achievements of our 2018–2021 Stretch RAP

2020

Responding to COVID-19

The COVID-19 pandemic has been a time of significant change, responsiveness and uncertainty for the RFDS as a key Australian health service provider. Throughout this time we remained conscious of the needs and particular vulnerabilities of the Aboriginal and Torres Strait Islander communities we provide services to, consulting with these communities to pursue appropriate service alternatives and continuing to support remote communities in any way possible. This included working with our health service partners to administer Influenza vaccinations in the remote Anangu Pitjantjatjara Yankunytjatjara (APY) Lands, and changing visit schedules to minimise the potential of carrying the virus from major centres while still ensuring continued access to vital primary and mental health care. RFDS staff were also key in providing information on COVID-19 and basic hygiene and social distancing information in a culturally appropriate manner to remote communities that may not have been exposed to mainstream public health warnings.

Further, our research team commenced a research collaboration with a number of Indigenous health organisations on a project to determine the best way to protect communities in any future pandemic, with the particular aims of informing and refining pandemic plans to accord with Aboriginal worldviews and learnings from COVID-19.

Embedding cultural protocols

The review of our Stretch RAP 2018–2021 clearly demonstrates that cultural protocols have become embedded in many areas of our business, with every important meeting beginning with an Acknowledgement of Country, all major events beginning with a Welcome to Country and a number of our bases hosting smoking ceremonies and inviting Elders to join important events throughout the year.

National Reconciliation Week and NADIOC Week are now fixed into the annual RFDS events calendar, with various initiatives occurring annually across the country. During National Reconciliation Week 2020, our teams contributed to an Acknowledgement of Country video, that featured staff nationwide, including the CEO's of all seven RFDS companies, acknowledging Traditional Owners on the land on which they live or work. This video shows the diversity of traditional lands we work on and was in the spirit of the theme "all in this together."

Artworks

Our teams have made an effort to support local Aboriginal and Torres Strait Islander artists and incorporate their work to be displayed in our buildings and featured on our uniforms. Notably, during NAIDOC week 2020 the custom RFDS artwork 'RFDS Flight Journey Line' by South Australian Aboriginal Artists Kelly Taylor and her daughter T'Keyah Ware was launched, as seen on the cover of this RAP. Additionally, our RFDS QLD Far North Mental Health and Wellbeing (MHWB) team hosted an art competition, where they invited students to design an artwork that could be featured on the team's new uniforms. Inspired by her ancestors, wildlife and bush tucker, 15-year-old Wudarabin Snider from Cooktown produced the winning design, which will be worn with great pride by our Far North MHWB team. We hope to continue to develop relationships and support the work of local Aboriginal and Torres Strait Islander artists around the country as we continue on our Reconciliation Journey.

Highlights of our reconciliation journey





Spotlight on Aboriginal Health Coordinator Denise

In her role as Aboriginal Health Coordinator, Denise supports outback patients during their treatment at Port Augusta Hospital or the hospital's Step Down Unit (short-stay hostel). Denise's clients are not solely patients who have been airlifted by RFDS crews to the Port Augusta Hospital due to injury or illness. They include remote residents who need to travel and stay for a short or extended period at Port Augusta for medical treatment, most often women in their final month of pregnancy waiting to give birth. Visiting clients daily, Denise provides access, advice and advocacy in relation to the health system, with a particular focus on those who have the added burden of being in a totally foreign environment and dislocated from family support or community. 'Arriving from community, many clients find hospital a totally foreign environment and intimidating to say the least,' Denise says. 'There are distinct cultural

differences, language and literacy barriers, all of which complicate the public systems of financial support through to the logistics of booking a bus ticket or transport home,' she says. 'My role is to support cultural safety, social wellbeing and encourage attendance of medical appointments. Often a barrier to medical care is "worry" about leaving family members behind in community – even when it is at the expense of receiving medical treatment for themselves,' says Denise.

Providing this in-hospital cultural and social support to patients has reduced the rate of premature return to community and the risks of a return to ill-health and hospital re-admission associated with it.



Spotlight on Senior Aboriginal Health Practitioner David

'I began working with the Royal Flying Doctor Service (South Eastern Section) in August 2018. I am based in Broken Hill but work in all the communities within our network. My role is quite varied and ranges from clinical assessments and minor procedures to community engagement and development. I have a history in working with people who have chronic diseases and I am passionate about holistic health care, especially within Indigenous communities. The RFDS is a trusted organisation within the region and working here has given me the opportunity to develop an Indigenous health program to benefit our people. It's a challenge I couldn't turn down.

I take services to the people. People are more willing to trust and engage with a person who in return trusts them enough to see them in a place where they are most comfortable. It's long-term work, but community members are already seeking me out when I am in town. In the communities of Menindee and Wilcannia they're asking for extra services. I try to visit these communities fortnightly but they are requesting weekly sessions. The significance of the RFDS employing Aboriginal health workers shows the commitment the organisation has to bettering Indigenous health and to closing the gap in life expectancy. It also shows the progressive nature of the organisation in responding to regional issues.'





Spotlight on Scholarship Recipient Midwifery Student Tyla

'My name is Tyla and I am a proud Aboriginal midwifery student. My people are from the Kalkadoon tribe, located in rural Queensland where my hometown Mount Isa sits. I would also like to acknowledge my father's tribe that I have also inherited; the Waanyi and Garawa people in the Gulf of Carpentaria. I believe myself to be extremely fortunate in my culture and origins for many reasons; however, in this circumstance, I am proud to simply have the knowledge of who I am because identity is a huge part of being Aboriginal, and it will assist me greatly in my journey to becoming a health professional and to be able to provide culturally safe care to my people.

I believe the professional development of our Aboriginal and Torres Strait Islander peoples is critical to our health. Our mob are most likely to

access health care and education from Indigenous health professionals as well as those health professionals having more local and cultural knowledge of the communities.

I am located in Mount Isa. Once I complete my Bachelor degree, I hope to stay in the area and provide outreach services to other parts of my country, such as the Gulf of Carpentaria.

By completing a remote placement I believe it will hopefully provide all the experience I will need to succeed as an Aboriginal midwife. I hope to someday be a part of the introduction to birthing on country and becoming a friendly face as well as learning the skills and traditions of these mobs, which can only be done when spending time with them.'



Spotlight on The RFDS COVID response

The COVID-19 pandemic has been a time of significant change, urgency and uncertainty for the RFDS as a key Australian health service provider. Throughout this time we have remained conscious of the needs and particular vulnerabilities of the Aboriginal and Torres Strait Islander communities we provide services to, consulting with these communities to pursue appropriate service options and continuing to support remote communities in any way possible. This has included prolonging stays in community to minimise the potential of carrying the virus from major centres and to ensure continued access to primary health care. In the early days of the pandemic our staff took the initiative, providing information on COVID-19, sharing basic hygiene tips and social distancing information to remote communities that may have not been exposed to mainstream public health warnings.

Our vaccination rollout has been a huge success, working in partnership and collaboration with Aboriginal and Torres Strait Islander communities, organisations, stakeholders and patients right

across Australia. We have collaborated locally with Aboriginal Medical Services to ensure we provide a tailored, localised approach: sharing data, attending vaccination clinics together, educating the community and answering questions together, trying to reach the community by going door to door and offering vaccinations to people where they are most comfortable. The trust and relationships we have built throughout this process is something we would like to use moving forward. So far, as at November 2021 our teams have given over 54,000 vaccinations in some of the most remote parts of Australia. Approximately 45 per cent of these vaccinations were for for Aboriginal and Torres Strait Islander peoples.

RFDS Primary Healthcare Nurse Kate (pictured), who typically works in the Kimberley region, said the clinic in the Ngaanyatjarra Lands (NG Lands), where they delivered 500 vaccines in partnership with NG Health, was an experience she is unlikely to ever forget, with many precious memories made with the community who gave her and the RFDS crew a warm welcome.

‘We had people who were scared at first, come back after their vaccine and bring their friends and families to see the nurses from the Kimberley who were here to help. It was incredible and to say I am proud is an understatement,’ she said.

‘There were tears of joy and relief from the NG Health and RFDS teams as we began to close on the program on Friday – we all developed close professional relationships and incredible respect for each other working so closely together in a high-stress, fast-paced environment for the week and there were hugs all round at the end.’

Troy and Gwinden with RFDS Primary Healthcare Nurse Kate, after receiving their vaccines.





Relationships



The RFDS is committed to improved health outcomes and better access to health services for Aboriginal and Torres Strait Islander peoples. Our ability to achieve this will be enhanced by deeper relationships with Aboriginal and Torres Strait Islander peoples, stakeholders and service providers.

Focus area:

As an aeromedical and primary healthcare service provider, the RFDS will continue to focus on genuine relationship development with Aboriginal and Torres Strait Islander peoples, particularly peak bodies and community controlled organisations that foster health and wellbeing in areas where our services are provided.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	a. Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	From November 2021: review December 2022, 2023	FED & CEOs
	b. Review and update engagement plans at national and Section/Operation levels, with a view to develop a Memorandum of Understanding (MOU) with the National Aboriginal Community Controlled Health Organisation (NACCHO) and state/territory-based affiliates, and other Aboriginal and Torres Strait Islander service providers and stakeholders.	By April 2022	FED & CEOs
	c. Establish and maintain at least one formal partnership, including through an MOU, with Aboriginal and Torres Strait Islander communities or organisations in each Section/Operation.	By April 2022	CEOs
	d. As per service planning processes and templates, ensure documented engagement with, at a minimum, State and Territory community controlled organisations and Aboriginal Medical Services in service planning activities.	April 2022, 2023, 2024	Chair, Corporate Services WG
	e. Continue a formal, national partnership with Indigenous Allied Health Australia (IAHA), the Congress of Aboriginal and Torres Strait Islander Nurses and Midwives (CATSINAM) and Australian Indigenous Doctors Association (AIDA) on initiatives to support and promote careers in rural health.	Ongoing: review September 2022, 2023, 2024	FED
	f. Investigate and identify opportunities for formal involvement in the Close the Gap campaign.	By March 2022	Federation Director Policy and Programs (<i>with Chair, RAP WG</i>)

Action	Deliverable	Timeline	Responsibility
<p>2.</p> <p>Build relationships through celebrating National Reconciliation Week (NRW).</p>	a. Develop and implement a national communications plan for NRW, covering and coordinating internal and external activities.	April 2022, 2023, 2024	Federation Director Brand and Comms <i>(with Chair, RAP WG & National RAP Coordinator)</i>
	b. Circulate and promote Reconciliation Australia's NRW resources and reconciliation materials to all staff via Section/Operation intranets.	May 2022, 2023, 2024	Federation Director Brand and Comms <i>(with National RAP Coordinator)</i>
	c. RAP WG members participate in or attend at least two external NRW events each year.	May 2022, 2023, 2024	Chair, RAP WG
	d. Encourage and support staff and senior leaders to participate in at least one internal and one external NRW event.	May 2022, 2023, 2024	FED & CEOs <i>(with National RAP Coordinator)</i>
	e. Organise at least one internal NRW event in each Section/Operation each year.	May 2022, 2023, 2024	CEOs <i>(with National RAP Coordinator)</i>
	f. Organise at least one national NRW event each year.	May 2022, 2023, 2024	Chair RAP WG <i>(coordinated by Federation Office & National RAP Coordinator)</i>
	g. Register all RFDS NRW events on Reconciliation Australia's NRW website.	May 2022, 2023, 2024	Chair RAP WG <i>(coordinated by Federation Office)</i>
	h. Promote NRW with at least two national social media posts each year.	May 2022, 2023, 2024	Federation Director Brand and Comms <i>(with National RAP Coordinator)</i>

Action	Deliverable	Timeline	Responsibility
<p>3. Promote reconciliation through our sphere of influence.</p>	<p>a. Develop and implement a National RAP Engagement Strategy to bring together, coordinate and build on local activities throughout the RFDS, and to drive both internal and external promotion of reconciliation (Incorporating 3b; 3c; 3d).</p>	<p>Developed by May 2022</p>	<p>Chair, Brand and Comms WG (with Chair, RAP WG & National RAP Coordinator)</p>
	<p>b. Identify and implement strategies to engage all RFDS staff to drive reconciliation outcomes, including:</p> <ul style="list-style-type: none"> i. the use of local RFDS intranets to foster learning, communication and engagement of staff in reconciliation imperatives; ii. the use of Microsoft Teams channels to encourage informal discussions across Sections/Operations to share learnings and ideas to better advance reconciliation. 	<p>Ongoing: review September 2022, 2023, 2024</p>	<p>Chair, Brand and Comms WG (with National RAP Coordinator)</p>
	<p>c. Identify and implement strategies to positively influence our external stakeholders to drive reconciliation outcomes, including:</p> <ul style="list-style-type: none"> i. direct communication about significant events such as Sorry Day, National Close the Gap Day and our reconciliation initiatives; ii. working to establish collaborations with our stakeholders and corporate partners to progress RAP actions. 	<p>Ongoing: review September 2022, 2023, 2024</p>	<p>Chair, Brand and Comms WG (with National RAP Coordinator)</p>
	<p>d. Identify and implement effective ways to communicate our commitment to reconciliation publicly through our national website and social media channels at least five times a year.</p>	<p>Ongoing: review September 2022, 2023, 2024</p>	<p>Federation Director Brand and Comms (with National RAP Coordinator)</p>
	<p>e. Provide and promote internal education opportunities on the aims of the Uluru Statement from the Heart.</p>	<p>By December 2022</p>	<p>Chair, People and Culture WG (with National RAP Coordinator)</p>
	<p>f. Collaborate nationally with at least three RAP partners and/or other like-minded organisations to implement ways to advance reconciliation.</p>	<p>By July 2024</p>	<p>FED (with National RAP Coordinator)</p>
	<p>g. Through our national partnership agreements, promote cultural responsibility by ensuring our corporate partners have a RAP, are working towards one, or are contributing positively to the reconciliation movement within their sphere of influence.</p>	<p>Ongoing: review September 2022, 2023, 2024</p>	<p>CEOs (with Chair, Brand and Comms WG)</p>

Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies.	a. Review all human resource (HR) policies and procedures concerned with anti-discrimination in each Section/Operation to ensure continuous improvement.	By July 2022	Chair, People and Culture WG
	b. Engage with Aboriginal and Torres Strait Islander staff and/or external advisers to contribute to the continuous improvement of anti-discrimination policies and procedures.	By July 2022	Chair, People and Culture WG
	c. Implement and communicate widely to our staff about our anti-discrimination policies.	Ongoing: review September 2022, 2023, 2024	CEOs (<i>with People and Culture WG</i>)
	d. Provide all senior leaders and managers in Sections/Operations and Federation Office with ongoing education on the effects of racism.	Ongoing: review September 2022, 2023, 2024	CEOs (<i>with People and Culture WG</i>)
	e. All senior leaders and managers attend inclusive leadership training that supports them to identify and address discrimination and racism in the workplace during the course of this RAP.	Ongoing: review September 2022, 2023, 2024	CEOs (<i>with People and Culture WG</i>)
	f. Senior leaders publicly support anti-discrimination campaigns, initiatives or stances against racism.	Ongoing: review September 2022, 2023, 2024	CEOs
	g. Host a screening of the <i>Final Quarter</i> for staff in each Section/Operation and facilitate a discussion following the film, using the accompanying resources.	By December 2022	CEOs



Respect



The RFDS works in and serves Aboriginal and Torres Strait Islander communities around Australia, and we pay our deep respects to the sustaining of the world's oldest continuous living culture. Respect for Aboriginal and Torres Strait Islander peoples, including the acknowledgement of entrenched disadvantage and institutional racism, is a cornerstone of developing strong relationships with Aboriginal and Torres Strait Islander Australia and critical to our service delivery.

Focus area:

As a large employer, we ensure that RAP actions are focused on building the cultural safety of our workplace and the cultural competency of our workforce.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	a. Develop and implement a National Cultural Learning Strategy to bring together, coordinate and build on existing local frameworks and activities (Incorporating 5b–e).	By May 2022	Chair, People and Culture WG (with Chair, RAP WG & National RAP Coordinator)
	b. Conduct a review of cultural learning needs and current offerings in each Section/Operation and nationally to identify key gaps across our organisation.	By March 2022	Chair, People and Culture WG (with Chair, RAP WG & National RAP Coordinator)
	c. Consult with local Traditional Custodians, Aboriginal and Torres Strait Islander advisers, and/or stakeholders at both a local and national level on options and opportunities to meet cultural learning needs.	By April 2022	Chair, People and Culture WG (with Chair, RAP WG & National RAP Coordinator)
	d. Communicate the National Cultural Learning Strategy and relevant local activities to all staff, including through Section/Operation intranets, and ensure that appropriate cultural learning is available to all staff.	From May 2022	FED & CEOs (with Chair, RAP WG & National RAP Coordinator)
	e. At a minimum, formal and structured cultural learning activities to be attended by all: <ul style="list-style-type: none"> – Federation and Section/Operation Board members – Federation and Section/Operation executive teams – RAP WG members – clinical staff – HR managers – new staff. 	From July 2022	Federation Board Chair, FED and CEOs (with Chair, People and Culture WG)

Action	Deliverable	Timeline	Responsibility
5. Continued ...	f. At least 10 per cent of all cultural learning activities (as described in d. and e. above) to be conducted as face-to-face or cultural immersion offerings.	From July 2022	Chair, People and Culture WG
	g. Reconciliation Australia's Share our Pride online tool to be available on each RFDS intranet.	By Feb 2022	Chair, RAP WG
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	a. Review, update and implement the national RFDS Cultural Protocols Document to include guidance for tailoring protocols for local use by each of our Sections/Operations in all of the local communities we provide services.	By March 2022	Chair, RAP WG (with Chair, Brand and Comms WG & National RAP Coordinator)
	b. Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols by: <ul style="list-style-type: none"> – publishing and promoting the National RFDS Cultural Protocols Document on Section/Operations' intranets – including the National RFDS Cultural Protocols Document in all new staff starter packs – including information on cultural protocols in relevant communications materials, such as our National Brand Guide. 	From March 2022	Chair, Brand and Comms WG (with National RAP Coordinator)
	c. Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol to all significant national and local events, including: all major internal or public events such as the launch of aircraft or vehicles; openings of buildings; large fundraising events and other large meetings; forums or functions.	Ongoing: review Sept 2022, 2023, 2024	Federation, Section/ Operation Boards, FED & CEOs
	d. Include an Acknowledgement of Country or other appropriate protocols at the commencement of all important internal meetings, including: all Board meetings; all meetings of executive management teams; and all staff meetings.	Ongoing: review Sept 2022, 2023, 2024	Federation, Section/ Operation Boards, FED & CEOs

Action	Deliverable	Timeline	Responsibility
6. Continued ...	e. All staff and senior leaders provide an Acknowledgement of Country or other appropriate cultural protocols at all public events.	Ongoing: review Sept 2022, 2023, 2024	FED & CEOs
	f. Display Acknowledgment of Country plaques in or on all 23 RFDS aerobases and road transport bases.	By December 2022	CEOs
	g. Display both the Aboriginal and the Torres Strait Islander flags in all seven main management offices of the RFDS.	By December 2022	FED & CEOs
7. Develop standards of cultural competency for RFDS clinical staff.	a. Develop Clinical Cultural Safety Standards in consultation with relevant external stakeholders and industry experts.	By December 2022	Chair, Primary, Community Care & Clinical Governance WG <i>(or equivalent)</i>
	b. Publish the RFDS Clinical Cultural Safety Standards.	By March 2023	Chair, Primary, Community Care and Clinical Governance WG <i>(or equivalent)</i>
	c. Design and deliver training to ensure all relevant clinical staff are trained in the Clinical Cultural Safety Standards.	By November 2024	Chair, Primary, Community Care and Clinical Governance WG <i>(or equivalent)</i>
	d. Through consultation directly with clinicians and Aboriginal and Torres Strait Islander communities, monitor and evaluate the impact of the Clinical Cultural Safety Standards.	From April 2023	Chair, Primary, Community Care and Clinical Governance WG <i>(or equivalent)</i>

Action	Deliverable	Timeline	Responsibility
8. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	a. All RAP WG members participate in at least one external NAIDOC Week event.	First week in July 2022, 2023, 2024	FED, CEOs & Chair, RAP WG
	b. Review all HR policies and procedures in each Section/Operation and Federation Office to ensure no barriers to staff participating in NAIDOC Week.	By May 2022	Chair, People and Culture WG
	c. Provide information on local NAIDOC Week events, encourage and support staff to participate in at least one NAIDOC Week event in the local community (at least 10 different events nationally).	First week in July 2022, 2023, 2024	Chair, RAP WG (<i>with National RAP Coordinator</i>)
	d. In consultation with Aboriginal and Torres Strait Islander stakeholders, support at least two external NAIDOC Week events nationally each year.	First week in July 2022, 2023, 2024	FED, CEOs & Chair, RAP WG (<i>with National RAP Coordinator</i>)
	e. Develop and implement an annual internal and external communications plan for NAIDOC Week to celebrate and recognise Aboriginal and Torres Strait Islander cultures and histories.	July 2022, 2023, 2024	Federation Director Brand and Comms (<i>with National RAP Coordinator</i>)



Opportunities



We recognise that the knowledge, skills and experiences of Aboriginal and Torres Strait Islander staff, community members, stakeholders and partners make us a more innovative, creative and stronger organisation. We will proactively work to improve the recruitment, support, and professional growth of Aboriginal and Torres Strait Islander staff. We will also continue to create opportunities for health students through scholarships and placements that will assist in building a future workforce of Aboriginal and Torres Strait Islander healthcare professionals. We will partner with Aboriginal and Torres Strait Islander peoples and

organisations to research relevant issues and advocate for change. We are committed to increasing our supplier diversity to provide sustainable economic growth for Aboriginal and Torres Strait Islander individuals, suppliers and businesses.

Focus area:

Increasing employment of Aboriginal and Torres Strait Islander peoples to create a more culturally diverse workforce that better reflects the patients we provide services to, and providing opportunities to students to ensure a diverse future workforce.

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	a. Engage with Aboriginal and Torres Strait Islander staff to consult on the recommendations in the 2019 National Aboriginal and Torres Strait Islander Employment Strategy.	By April 2022	Chair, People and Culture WG (with Chair, RAP WG & National RAP Coordinator)
	b. Review, update and implement the 2019 National Aboriginal and Torres Strait Islander Employment Strategy.	By May 2022	Chair, People and Culture WG (with Chair, RAP WG & National RAP Coordinator)
	c. Seek expert advice to identify necessary improvements to ensure the RFDS is a culturally safe employer and to identify opportunities to improve employment outcomes, including: <ul style="list-style-type: none"> – a review of HR and recruitment procedures and policies to identify barriers to Aboriginal and Torres Strait Islander participation in our workplace (i.e. in each Section/Operation and nationally) – identification of opportunities and initiatives to support Aboriginal and Torres Strait Islander employees to take on management and senior-level positions within the RFDS. 	By April 2022	Chair, People and Culture WG (with Chair, RAP WG & National RAP Coordinator)

Action	Deliverable	Timeline	Responsibility
9. Continued ...	d. Review and identify opportunities for advertising of job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	By May 2022	Chair, People and Culture WG <i>(with National RAP Coordinator)</i>
	e. Ensure appropriate systems throughout the RFDS are in place to measure employment outcomes for Aboriginal and Torres Strait Islander staff.	By April 2022	Chair, People and Culture WG <i>(with National RAP Coordinator)</i>
	f. Increase Aboriginal and Torres Strait Islander employment in the RFDS to 2.5 per cent in each Section/Operation.	By November 2024	FED & CEOs
	g. Establish an internal Aboriginal and Torres Strait Islander network within the RFDS.	From December 2021	National RAP Coordinator
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	a. Develop and implement a National RFDS Aboriginal and Torres Strait Islander procurement strategy, to bring together and coordinate local activities. <i>(To incorporate 10b–g).</i>	By May 2022	Head of Procurement <i>(with Chair, Corporate Services WG & National RAP Coordinator)</i>
	b. Investigate a national Supply Nation membership.	By April 2022	Head of Procurement <i>(with Chair, Corporate Services WG & National RAP Coordinator)</i>
	c. Identify, develop and communicate opportunities in each Section/Operation and nationally for the procurement of goods and services from Aboriginal and Torres Strait Islander businesses to relevant staff.	Ongoing: review September 2022, 2023, 2024	Chair, Corporate Services WG <i>(with Head of Procurement & National RAP Coordinator)</i>
	d. Review and update procurement practices in each Section/Operation and Federation Office to remove barriers and promote procurement of goods and services from Aboriginal and Torres Strait Islander businesses.	By April 2022	Head of Procurement <i>(with Chair, Corporate Services WG & National RAP Coordinator)</i>

Action	Deliverable	Timeline	Responsibility
10. Continued ...	e. Maintain (or develop) at least one commercial relationship with Aboriginal and Torres Strait Islander businesses in each Section/Operation and Federation Office.	Ongoing: review September 2022, 2023, 2024	FED & CEOs
	f. Spend a minimum of \$3,000 annually with Aboriginal and Torres Strait Islander businesses in each Section/Operation and Federation Office.	Annually: review September 2022, 2023, 2024	Chair, Corporate Services WG <i>(with Head of Procurement)</i>
	g. Ensure training for all relevant staff in each Section/Operation and Federation Office in contracting Aboriginal and Torres Strait Islander businesses (e.g. through Supply Nation).	Ongoing: review September 2022, 2023, 2024	Head of Procurement <i>(with Chair, Corporate Services WG)</i>
11. Continue to support Aboriginal and Torres Strait Islander students.	a. Consult with AIDA, CATSINAM and IAHA on the findings of the 2020 review of RFDS scholarships and implement improvements to ensure scholarships remain effective and fit for purpose.	Ongoing: review September 2022, 2023, 2024	Federation Director Policy and Programs <i>(with National RAP Coordinator)</i>
	b. Promote at least one clinical placement funded by RFDS scholarships each year through internal and external networks.	Ongoing: review September 2022, 2023, 2024	Federation Director Policy and Programs <i>(with National RAP Coordinator)</i>
	c. Work with our partners, including AIDA, CATSINAM and IAHA, to identify opportunities of hosting Aboriginal and Torres Strait Islander students or graduates for placements at the RFDS, both in clinical and non-clinical roles.	By Dec 2022	Federation Director Policy and Programs <i>(with National RAP Coordinator)</i>

Action	Deliverable	Timeline	Responsibility
12. Harness research activities to inform policy and advocacy to improve Aboriginal and Torres Strait Islander health outcomes.	a. Produce at least one specific Aboriginal and Torres Strait Islander health research paper biennially.	Ongoing: review September 2022, 2023, 2024	Federation Director Public Health and Research (<i>with RFDS Clinical Research Committee & National RAP Coordinator</i>)
	b. Ensure all relevant RFDS research papers and projects consider the impacts on, and opportunities for, Aboriginal and Torres Strait Islander patients and communities, and engage with stakeholders wherever appropriate, including in accordance with research ethics requirements.	Ongoing: review September 2022, 2023, 2024	Federation Director Public Health and Research (<i>with RFDS Clinical Research Committee & National RAP Coordinator</i>)
	c. Establish or maintain a formal relationship with at least two Aboriginal or Torres Strait Islander research partners each year to undertake, contribute to or promote research projects.	Ongoing: review September 2022, 2023, 2024	Federation Director Public Health and Research (<i>with National RAP Coordinator</i>)
	d. Work with our partners to identify opportunities to support emerging Aboriginal and Torres Strait Islander researchers through mentoring and capacity building.	Ongoing: review September 2022, 2023, 2024	Federation Director Public Health and Research (<i>with National RAP Coordinator</i>)



Governance



Action	Deliverable	Timeline	Responsibility
13. Establish and maintain an effective RAP WG to drive governance of the RAP.	a. Confirm Chair of the RAP WG.	November 2021, 2022, 2023	Federation Board
	b. Confirm membership of the RAP WG, including Aboriginal and Torres Strait Islander representatives.	November 2021, 2022, 2023	FED & CEOs, endorsed by Federation Board
	c. Maintain Aboriginal and Torres Strait Islander representation on the RAP WG.	Ongoing: review November 2021, 2022, 2023	Chair, RAP WG
	d. Review and agree Terms of Reference and key actions for the RAP WG.	November 2021, 2022, 2023	FED & CEOs, endorsed by Federation Board
	e. Ensure the RAP WG meets at least four times per year to drive and monitor RAP implementation.	Ongoing: review November 2021, 2022, 2023	FED & CEOs and Chair, RAP WG
	f. All Sections/Operations establish and maintain a local RAP Advisory Committee (or equivalent) to inform, champion and promote local RAP activities.	By December 2021	FED & CEOs
	g. Confirm RAP Champion on each Section/Operation Board.	November 2021, 2022, 2023	Federation Board
	h. Establish a Federation RAP Steering Committee (with membership comprising all (Board) RAP Champions, the FED; the Chair of the RAP Working Group, and external experts).	By February 2022	Federation Board

Action	Deliverable	Timeline	Responsibility
14. Provide appropriate support for effective implementation of RAP commitments.	a. Through consultation with staff and relevant Aboriginal and Torres Strait Islander and other stakeholders, all Sections/Operations develop an annual RAP Implementation Plan, endorsed by their relevant Board, and provided to the Federation Board for information.	February 2022; November 2022; 2023	FED & CEOs
	b. Provide quarterly reports against RAP Implementation Plans and progress of RAP actions to CEOs and the Federation Board.	February; June; September; and November 2021, 2022, 2023, 2024 (to align with Federation Board meetings)	FED & CEOs & Chair RAP WG, <i>(coordinated by Federation Office)</i>
	c. Federation Office, all Sections and Operations ensure adequate resourcing for implementation of the RAP, including through annual budget allocations, with allocations advised to the Federation Board.	From Jan 2022: review September 2022, 2023, 2024	FED & CEOs and Chair, Corporate Services WG
	d. Responsibility for RAP actions included in the KPIs of all CEOs and all relevant senior management staff.	From Jan 2022: review September 2022, 2023, 2024	Federation, Section and Operation Boards, FED & CEOs
	e. Key actions and progress on implementation to be included as a standing item on the agendas of: <ul style="list-style-type: none"> – the Federation Board – Section/Operation Boards – CEOs; – all Federation Working Groups – All Section/Operation executive management meetings. 	Ongoing: review September 2022, 2023, 2024	Board and WG Chairs, FED & CEOs

Action	Deliverable	Timeline	Responsibility
15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	a. Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, 2022, 2023, 2024	Chair RAP WG, <i>(coordinated by Federation Office & National RAP Coordinator)</i>
	b. Report RAP progress to all staff and senior leaders quarterly.	February; June; September; and December 2022, 2023, 2024	CEOs, FED and Chair RAPWG, <i>(coordinated by Federation Office & National RAP Coordinator)</i>
	c. Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	November 2021, 2022, 2023	Federation Board, FED & CEOs
	d. Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	Chair RAP WG <i>(coordinated by Federation Office & National RAP Coordinator)</i>
16. Continue our reconciliation journey by developing our next RAP.	a. Register via Reconciliation Australia's website to begin developing our next RAP.	By May 2024	FED <i>(with Chair, RAP WG & National RAP Coordinator)</i>

Contact details

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This RFDS RAP has been designed by This is Creative, an Australian Indigenous owned business, certified with Supply Nation.

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