

# RedR Australia Operational Plan 2011 -- Goals, objectives, actions, and indicators of progress

## Overview

### Strategic Goals:

1. Maintain recent strategy to position RedR Australia as an 'essential service' within the international disaster/emergency discipline.
2. **Recruitment and selection** of high calibre personnel to Standby Register.
3. **Training and preparation** of personnel for RedR involvement and non-RedR roles.
4. Provide **support to deployees**, during and after deployment.
5. **Communication** with all interested parties to lift awareness of RedR mandate and service programme.
6. Ensure service delivery is backed by strong and efficient **administration and finance support**.
7. Advocate for Board operation in accordance with best practice **governance**.

### Strategic action for UN agencies:

- Using information from UN agencies on anticipated needs for technical skill-experience profiles:
  - Assess the profiles for which RedR Australia should lift recruitment endeavours,
  - Set aside recruitment endeavours for profiles in less demand, or for which recruitment is less likely to be successful.
- Extend involvement in joint training ventures with UN agencies, on a measured basis.
- Seek opportunities for capacity development for Standby Register personnel to be secured on the most favourable terms.

### Strategic action for donors/funding sources:

- Fully deliver RedR Australia contribution to partnership with AusAID – core deployments, special operations deployments, core and special opportunity training.
- Make submission to Foreign Aid Review emphasising humanitarian emergency aspects of aid, and RedR Australia capacity to deliver service.
- Retain watching brief for requests or opportunities associated with Australian Civilian Corps scheme (ACC).
- Ensure AusAID is aware of RedR interaction with other government activity- VIDA scheme, AUSMAT scheme, etc.

### Strategic action towards new funding:

- Within Engineers Australia's 'Year of Humanitarian Engineering', inform the profession that support to RedR Australia may take more forms than providing capable experienced personnel.
- Inform all other relevant professions of the same message, together with other parties which show an interest in the RedR mission.

### Strategic action across disciplines:

- Finalise and then maximise use of new CRM system, as a database and working tool.
- Ensure all projected costs, modifications to those projections, and actual costs once incurred are notified to Finance accurately within agreed timelines.

22 Strategic directions and aspirations endorsed by RedR Australia Board October, 2008, are now reflected in objectives and actions on subsequent pages of this plan.

[Commentary January 2011: All of the 22 remain valid and worthy strategic directions and aspirations, with the exception of 4, and part of 18. Some could be refined as Board strategic directions, reflecting partial outcomes in some cases. e.g., No. 4 should relate now to alternative funding sources, rather than models.]

<b>Register and Deployment (International Assignment Service)</b>	
1. Maximise full potential of the Register resource, in the field, in training and in special advisory roles.	Refer to International Assignment Service (IAS) objectives 1-5
2. Strive to maintain motivation and engagement of all members of the Register.	IAS objectives 1 and 2, Communications objective 2
3. Monitor requests for skill-experience profiles required in the field, and strategically market training courses to deepen the relevant pool of available people.	IAS objectives 1-2
4. Explore alternative model for funding deployments.	[Search unsuccessful. Regular employer of deployee cannot continue salary payment.]
<b>Training</b>	
5. Maintain and consolidate training standards, including regular review of curricula.	Training Service objectives 3, 5, 6, 8
6. Balance refinement of existing training courses with additional strategic training activity.	Training Service objective 1
7. Collaboration with UN-auspiced training activity.	Training Service objective 1
<b>Funding</b>	
8. Renewed search for alternative funding mechanisms to support training and deployment activity.	Communications objective 4
9. The search for funding should focus upon recurring or secure funding sources.	Communications objective 4
10. Renew previous and propose new partnerships to generate new funding and new support-in-kind, with Board members to play an increased role.	Communications objective 4
<b>Communications</b>	
11. Strategic communications systems, especially in terms of skill-experience profiles in short supply.	IAS objective 5, Communications objective 3
12. Strategic communications systems to sell training services to Australian NGOs and others.	Training Service objective 2, Communications objective 2
13. Strategic communications to Standby Register.	Communications objective 2, IAS objectives 1-4
14. Refinement of key messages, which should have variations in emphasis for particular audiences.	Communications objective 3
15. Communicate the importance of training as the essential pre-requisite for field service.	(Well achieved and to be maintained)
<b>Organisation and Management</b>	
16. Design an organisational structure to meet the overall needs, including flexibility and agility to respond to peaks of demand.	Finance and Administration objectives 5 and 8
17. New period of re-allocated responsibility within staff, seeking effectiveness, efficiency and flexibility essential in small organisations.	(Objectives within each of the Services)
<b>Board and Governance</b>	
18. New era of governance and stewardship, after review of company status, Articles of Association, etc.	[New Constitution 2010, new attention to governance practices.]
19. Board members as strategic ambassadors within their spheres of influence.	Board responsibility between quarterly meetings
20. Board, under advice, to address issues associated with enterprise risk.	Finance and Administration Service objective 3, plus Board
<b>International</b>	
21. Continue to play responsible roles, including leadership where appropriate, within RedR International.	(Board policy and responsibility)
22. Increase sharing of training resources with other RedR organisations.	(Training Service objective 11)

## International Assignment Service

Objective	Strategic Actions	Indicators of Progress/performance
<p>1. To achieve deployment activity of not less than 200 field months for F/Y to 30 June 2011.</p> <p>2. To achieve deployment activity from 1 July 2011 towards 125 field months by December 2011 ----- (2011-2012 FY target 250 field months).</p> <p>(Aim: Develop deeper pool of appropriate Register personnel who can respond to increased demand.)</p>	<ul style="list-style-type: none"> <li>• Maintain and enhance relationships with UN agencies.</li> <li>• Ensure Register contains “required” people, with measured removal of those not to be nominated.</li> <li>• Nominate new and experienced deployees, with regard to gender balance.</li> <li>• Spread deployments across UN agencies.</li> <li>• Maintain awareness of financial position.</li> <li>• Maintain visibility of RedR Australia as agency-of-choice.</li> <li>• Analyse Register gaps and weakness 15 April 2011               <ul style="list-style-type: none"> <li>○ (Develop action plans to address shortfalls).</li> </ul> </li> <li>• Maintain regular communication with Register.</li> </ul> <p>Try to ensure nomination practices reflect:</p> <ul style="list-style-type: none"> <li>• Desirable balance of ‘experienced’ and ‘newcomers’.</li> <li>• Merit, incorporating gender considerations.</li> <li>• Providing personnel to all four UN agencies if possible.</li> <li>• As per AusAID Agreement, possibility of some deployments ahead of a crisis with view to mitigating impact.</li> <li>• RedR Australia deployments being more numerous in Asia/Pacific, Africa and Middle East, ahead of Latin America and other regions (all other factors being equal).</li> </ul> <ul style="list-style-type: none"> <li>• Review and update deployee handbook by 15 April 2011.)</li> </ul>	<ul style="list-style-type: none"> <li>• Regular communication at operations level.</li> <li>• Participation in relevant UN agency consultations with Standby Partners.</li> <li>• Completion of deletions by 1 May 2011.</li> <li>• Monitor the figures, and adjust nomination practice if needed.</li> <li>• Quarterly review agency by agency.</li> <li>• Field months and financial update presented to IAS staff monthly from 4 April 2011.</li> <li>• All deployment financials are presented to F&amp;A Service no later than 30 days after deployee’s last desk day.</li> <li>• Participation in appropriate sector activities in order to maintain RedR presence.</li> <li>• Monitor: monthly “requests versus deployments” stats tallied via CRM. (Ratio to increase.)               <ul style="list-style-type: none"> <li>• Quarterly review of progress.</li> <li>• Geographic spread of deployments.</li> </ul> </li> <li>• Distributed to deployees by 1 June 2011.</li> </ul>

## International Assignment Service

Objective	Strategic Actions	Indicators of Progress/performance
<p>3. To create additional deployments from 'special operations' funding which may arise in 2011.</p> <p>(Aim: Develop ability to deploy more personnel more rapidly.)</p>	<ul style="list-style-type: none"> <li>• Maintain AusAID awareness of deployment capabilities.                             <ul style="list-style-type: none"> <li>• Proactive and early communication with AusAID to "flag" potential special operation opportunities.</li> <li>• Inform UN agencies when AusAID interest is high.</li> </ul> </li> <li>• Remind Register members of importance of short notice availability.</li> <li>• Liaise with Training Service to ensure emphasis on rapid deployability included in training courses.</li> <li>• Maintain international situational awareness.</li> <li>• Review IAS internal capacity to increase deployments (surge) with appropriate levels of office support.</li> <li>• Explore prospect of RedR staff/volunteers cross-trained to perform surge response functions when needed.</li> <li>• IAS staff to participate in professional development training.</li> </ul>	<ul style="list-style-type: none"> <li>• Formal biannual meeting with AusAID staff.</li> <li>• Minimum monthly updates (verbal) provided to key AusAID staff.</li> <li>• Special operations funding narrative and financial statement produced within contractual agreement requirements.</li> <li>• Entry in each eNews on deployment readiness.</li> <li>• RedR Training Service includes rapid deployment considerations in EHP (monitor).</li> <li>• UN agency assessments, sector reports, academic publications and news-of-interest disseminated to IAS staff.</li> <li>• Minimum one opportunity/activity per year per staff member or as identified in annual performance appraisal.</li> </ul>
<p>4. To recruit and select for Standby Register growth and development, seeking highest calibre personnel.</p>	<ul style="list-style-type: none"> <li>• Review current recruitment practices to ensure recruitment targets align with UN agency needs.</li> <li>• Develop recruitment strategy in light of UN agency advice on likely needs: Information Management, WASH, ICT (telecommunications and electrical), IT, public information, public health; with special emphasis on leadership qualities.</li> <li>• Improve communication practices within IAS.</li> <li>• Utilise CRM.</li> </ul>	<ul style="list-style-type: none"> <li>• Cost-benefit analysis conducted on current recruitment practices by 30 April 2011.</li> <li>• Recruitment strategy developed by 15 May 2011.</li> <li>• Thorough communication within IAS to ensure feedback on suitability of Register deployments is conveyed and incorporated into recruitment "lessons learnt".</li> <li>• CRM updated to incorporate recruitment and deployment notes.</li> </ul>

International Assignment Service		
Objective	Strategic Actions	Indicators of Progress/performance
	<ul style="list-style-type: none"> <li>• Meet with Training staff after each PSC to review Register applicant performance.</li> </ul>	<ul style="list-style-type: none"> <li>• Final interview will be conducted with trainer perspectives noted.</li> </ul>
5. To pursue capacity development opportunities for selected persons on Standby Register.	<ul style="list-style-type: none"> <li>• Review deployments arising from capacity development training.</li> <li>• Maintain awareness of CDT opportunities with UN agencies and RedR Training Service.</li> <li>• Review ongoing CDT requirements for current Register members.</li> <li>• CDT to be offered to “placeable” registrants.</li> </ul>	<ul style="list-style-type: none"> <li>• Historical critique and outcomes of CDT conducted by 30 April 2011.</li> <li>• Fortnightly meeting with Training Service on CDT and other cross-cutting issues.</li> <li>• Only appropriate personnel retained on Register, after audit.</li> </ul>

Training Service		
Objective	Strategic Actions	Indicators of Progress/performance
1. To consolidate RedR Australia position as prominent humanitarian trainer of people for overseas service in disaster, emergency, health and development contexts.	<ul style="list-style-type: none"> <li>• Maintain a balance between training for : <ul style="list-style-type: none"> <li>• RedR Australia purposes (Standby Register).</li> <li>• RedR-UN agency shared purposes <ul style="list-style-type: none"> <li>○ Conduct at least one joint training event with each of OCHA, UNICEF, UNHCR and WFP.</li> <li>○ Regular contact in person or via skype with key training staff of UN agencies.</li> </ul> </li> <li>• Relevant third parties, government and non-government</li> </ul> </li> <li>• Maintain balance in consideration of training needs in small island states of SW Pacific, with involvements in Asia and possibly parts of Africa.</li> </ul>	<ul style="list-style-type: none"> <li>• Training calendar to include entries reflecting each of the three purposes.</li> <li>• OCHA Field Response Surge Training, Standby Partner Induction conducted, among others.</li> <li>• UNICEF Child Protection in Emergencies conducted.</li> <li>• WFP event conducted by year end</li> <li>• UNHCR e-centre event conducted by year end.</li> <li>• June and December 2011 review to indicate changes arising during the year, and any impact on balance in Asia-Pacific and elsewhere.</li> </ul>
2. To obtain full registrations for RedR mandatory courses. (EHP and PSC, 24 in each course.)	<ul style="list-style-type: none"> <li>• Renew encouragement to potential buyers of RedR customised training that enrolment in EHP-PSC is best.</li> <li>• Expand use of RedR Australia Training Philosophy document and introduce Training Service brochure.</li> </ul>	<ul style="list-style-type: none"> <li>• Course enrolments progressively monitored.</li> <li>• Brochure published and distributed to potential clients.</li> </ul>

Training Service		
Objective	Strategic Actions	Indicators of Progress/performance
	<ul style="list-style-type: none"> <li>Seek new avenues to display RedR Australia training calendar</li> <li>Develop FAQs and As.</li> </ul>	
3. To deliver core and customised trainings to quality standards.	<ul style="list-style-type: none"> <li>Review of participant evaluations and staff reports with adjustment to content and training methodologies as needed. <ul style="list-style-type: none"> <li>Staff to complete course reports.</li> </ul> </li> <li>Conduct curriculum review June 2011. <ul style="list-style-type: none"> <li>Assess potential new models for delivery of training.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Evaluations 4 or above on 5 point scale.</li> <li>Reports finalised within four weeks of course completion.</li> <li>Curriculum review findings available end July 2011 for incorporation into training programme.</li> </ul>
4. To restructure Training Service to introduce leadership at manager level.	<ul style="list-style-type: none"> <li>Finalise position description and advertise new role.</li> </ul>	<ul style="list-style-type: none"> <li>Manager appointed by early May 2011.</li> </ul>
5. To increase pool of Associate Trainers.	<ul style="list-style-type: none"> <li>Retain 30% ToT trained personnel.</li> <li>Engage 100% of retained Associate Trainers.</li> <li>Pursue gender balance within Associate Trainer pool.</li> </ul>	<ul style="list-style-type: none"> <li>Statistical check twice annually.</li> <li>Each Associate Trainer (AT) will have been involved in at least one subsequent course.</li> <li>Improved gender balance by end 2012, compared with January 2011.</li> </ul>
6. To have selected ATs able to perform as coordinator for selected courses (core).	<ul style="list-style-type: none"> <li>Conduct 2 day training on coordination</li> </ul>	<ul style="list-style-type: none"> <li>Training completed and each trained AT to coordinate 1 course by mid 2012.</li> </ul>
7. To complete remaining training events 2010-11 FY, as per Grant Agreement with AusAID.	<ul style="list-style-type: none"> <li>Baseline: EHP x 3, PSC x 3.</li> <li>Training of Trainers.</li> <li>Themed training: Protection Capacity (OCHA).</li> <li>Shelter and site planning.</li> </ul>	<ul style="list-style-type: none"> <li>EHP-PSC completed February, May, June 2011.</li> <li>ToT completed February 2011.</li> <li>ProCAP completed April 2011.</li> </ul>
8. To deliver training events (July to December 2011) as per Grant Agreement with AusAID.	<ul style="list-style-type: none"> <li>Baseline: EHP x 3 (towards total of 6 for 2011-12 FY).</li> <li>PSC x 3 (towards total of 6 for 2011-12 FY).</li> <li>Logistics.</li> <li>WASH induction level.</li> <li>Themes: ITC / Power supplies.</li> <li>Cluster coordinator (WASH, Nutrition, Education).</li> </ul>	<ul style="list-style-type: none"> <li>EHP completed August, September, November 2011.</li> <li>PSC completed August, September, November 2011.</li> <li>To be completed unless re-negotiated with AusAID.</li> </ul>
9. To assess possible training events and opportunities which may be brought forward by AusAID.	<ul style="list-style-type: none"> <li>Assist AusAID-post training, including PNG March 2011.</li> <li>Assist AusAID re Australian Civilian Corps training.</li> <li>Assist AUSMAT scheme training on more consolidated national basis.</li> </ul>	<ul style="list-style-type: none"> <li>PNG event assessed positively.</li> <li>ACC induction trainings (RedR component) assessed positively.</li> </ul>

### Training Service

Objective	Strategic Actions	Indicators of Progress/performance
	<ul style="list-style-type: none"> <li>• Review fee-setting and charges for all AusAID participation, in context of same for other Government clients.</li> <li>• (Review all requests in terms of RedR ability to maintain quality given the timings. If not, decline involvement).</li> <li>• (If training proceeds successfully, consider notifying AusAID desk officers, AusAID staff at other posts with view to additional training business.)</li> </ul>	<ul style="list-style-type: none"> <li>• Darwin and Perth trainings assessed positively.</li> <li>• Fee-setting and charge-out rates reviewed by end June 2011.</li> </ul>
10. To assess possible training opportunities which may be brought forward by third parties.	<ul style="list-style-type: none"> <li>• Assist VIDA (Austraining) training known as “pre-departure briefing”.</li> <li>• Review all requests in terms of RedR ability to maintain quality given the timings. (If not, decline involvement or propose alternative timing.)</li> </ul>	<ul style="list-style-type: none"> <li>• Two or three involvements during year.</li> <li>• Review close to 30 June and 31 December 2011 to assess merits of enhanced promotion to potential third parties.</li> </ul>
11. To identify and develop opportunities for joint training with other RedR entities.	<ul style="list-style-type: none"> <li>• Monitor opportunities for joint bids to deliver training to UN agencies and international NGOs.</li> <li>• Initiate contact with RedR India and RedR UK.</li> </ul>	<ul style="list-style-type: none"> <li>• Joint delivery of at least one course 2011.</li> </ul>
12. To explore further opportunity for new strategic partnerships.	<ul style="list-style-type: none"> <li>• Investigate possible models: Linked to action under TS objective 3. <ul style="list-style-type: none"> <li>○ Cost of trainers cost met by RedR.</li> <li>○ Cost of trainers cost met by host agency.</li> <li>○ Cost for design &amp; delivery of a course met by commissioning agency (new business).</li> <li>○ Cost sharing.</li> </ul> </li> <li>• Assess whether seed funding available to cultivate new partnerships.</li> <li>• Assess whether draft template MOU can be used or whether different cases will need different documentation.</li> <li>• Develop and strengthen regional links, especially with NDMOs.</li> </ul>	<ul style="list-style-type: none"> <li>• Each model prepared in draft.</li> <li>• Board policy direction obtained, having submitted a case.</li> <li>• Recent MOUs/exchange of letters reviewed for applicability in other circumstances.</li> <li>• Letters written to Pacific island NDMOs, backed by visits when practical.</li> </ul>
13. To explore diversified funding opportunities.	<ul style="list-style-type: none"> <li>• Investigation of potential sponsors of training, involving CEO.</li> </ul>	<ul style="list-style-type: none"> <li>• End of year review of funding obtained.</li> </ul>
14. To systematically review projected training expenses (budget) against expenses incurred.	<ul style="list-style-type: none"> <li>• Interact with Finance and Administration on regular basis, including timely provision of checked and approved expenditure.</li> </ul>	<ul style="list-style-type: none"> <li>• Each course’s finance details finalised within one month of course completion.</li> </ul>
15. To ensure staff professional development.	<ul style="list-style-type: none"> <li>• Seek to create one opportunity/activity per year per staff member.</li> </ul>	<ul style="list-style-type: none"> <li>• Assessment within annual performance appraisal.</li> </ul>
16. To ensure CRM meets Training Service needs.	<ul style="list-style-type: none"> <li>• Provide input to CRM design.</li> </ul>	<ul style="list-style-type: none"> <li>• Point of review 30 June 2011.</li> </ul>

**Finance & Administration Service**

Objective	Actions	Indicators of progress/performance
<p>1. To review accuracy of data entry for accounts payable, receivable and payroll.</p>	<ul style="list-style-type: none"> <li>• Provide chart of accounts and job lists to operational services with description for use.</li> <li>• Ensure invoices are approved prior to payment in accordance with financial delegations.</li> <li>• Identify significant accounts e.g., Deployee Salaries, DSA, Staff Salaries, and implement internal controls to minimize errors.</li> </ul>	<ul style="list-style-type: none"> <li>• Update on monthly basis.</li> <li>• Conduct training if necessary.</li> <li>• Monitor approvals.</li>   <li>• Monitor error rate.</li> </ul>
<p>2. To provide accurate and timely financial reports and acquittal of funds.</p>	<ul style="list-style-type: none"> <li>• Prepare monthly reports for operational services for SMT discussion.</li> <li>• Prepare quarterly Board reports.</li>   <li>• Prepare annual financial reports (ACFID compliant) for audit purposes.</li> <li>• Consult with operational managers/coordinators to prepare financial reports and acquittal of funds.</li> </ul>	<ul style="list-style-type: none"> <li>• Financials to operational services by 14 of each month.</li> <li>• Financials to Treasurer/Board 10 days prior to Board meeting.</li> <li>• Financials to auditor by mid-August.</li> <li>• Financials to ACFID by 30 November</li> <li>• As per donor funding agreements.</li> </ul>
<p>3. To review liquidity and maximize returns on surplus funds.</p>	<ul style="list-style-type: none"> <li>• Prepare cash flow projection schedules and invest surplus in accordance with RedR investment policy in accessible low risk/high return products.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor interest rates and invest surplus funds and review rate of return.</li> </ul>
<p>4. To oversee and prepare RedR Australia budget, costing of projects and contracts with service suppliers.</p>	<ul style="list-style-type: none"> <li>• Consult with operational managers/coordinators to prepare annual budget.</li> <li>• Consult with operational managers/coordinators to prepare cost analysis.</li> <li>• Review on-going contracts with service suppliers.</li> </ul>	<ul style="list-style-type: none"> <li>• By end of May.</li> <li>• As required.</li> <li>• At least tri-annually.</li> </ul>
<p>5. To ensure compliance with all relevant legislation relating to financial reporting and coverage for all relevant insurances.</p>	<ul style="list-style-type: none"> <li>• Preparation in accordance with Tax legislation – GST, PAYG (Foreign exempt income), FBT, PBI – Income Tax.</li> <li>• Prepare forms for lodgement of financial statements with ASIC.</li> <li>• Renewal of insurances annually for Public Liability, Management Liability, Business Premises and Assets, Corporate Travel and Workers Compensation.</li> </ul>	<ul style="list-style-type: none"> <li>• Lodgement of relevant forms with ATO.</li>   <li>• Lodgment by 31 October.</li> <li>• Annually in May/June.</li> </ul>
<p>6. To ensure appropriate record keeping arrangements to store and enable fast retrieval.</p>	<ul style="list-style-type: none"> <li>• Develop policy on data collection, storage and retrieval for: <ul style="list-style-type: none"> <li>○ Financial system.</li> <li>○ IT system.</li> <li>○ Filing &amp; Archiving system.</li> </ul> </li> <li>• Save and purge records to free disk space.</li> </ul>	<ul style="list-style-type: none"> <li>• On-going.</li> </ul>



7. To develop and implement effective Human Resource Management systems for RedR Office Staff and Finance & Administration staff team.	<ul style="list-style-type: none"> <li>• Develop a comprehensive employee handbook to cover areas of Human Resource Management.</li> <li>• Recruit to fill positions within a month of vacancy.</li> <li>• Conduct performance appraisals and training needs analysis.</li> <li>• Foster team development through meetings and social functions.</li> </ul>	<ul style="list-style-type: none"> <li>• Update handbook on an annual basis.</li> </ul>
8. To provide an effective physical facility in line with current Workplace, Health & Safety requirements.	<ul style="list-style-type: none"> <li>• Maintain premises.</li> <li>• Assess staff work stations (ergonomic).</li> </ul>	<ul style="list-style-type: none"> <li>• On-going.</li> </ul>
9. To have an effective purchasing, retention and disposal process in respect of physical assets including information technological systems.	<ul style="list-style-type: none"> <li>• Develop and implement an acquisition, disposal and maintenance policy for RedR assets.</li> <li>• Ensure assets and office equipment is in good working order and service.</li> <li>• Upgrade software on supplier advice ensuring cost allocation in budget .</li> <li>• Dispose obsolete equipment in the most cost effective manner.</li> </ul>	<ul style="list-style-type: none"> <li>• Annual monitoring and allocation.</li> </ul>
10. To network with mission-related NGOs to develop best- practice financial management.	<ul style="list-style-type: none"> <li>• Identify similar service providers in the NGO sector</li> <li>• Network via telephone, meetings and conferences with other NGOs.</li> </ul>	<ul style="list-style-type: none"> <li>• Attendance at ACFID Training and Finance Working Group bi-annual meetings.</li> </ul>

### Communications

Objective	Strategic Actions	Indicators of progress/performance
1. To strengthen the capacity and reach of the Communications Service.	<ul style="list-style-type: none"> <li>• Recruit additional Communications staff member, initially part-time, with view to possible full-time when plausible.</li> </ul>	<ul style="list-style-type: none"> <li>• Part-time role filled by 1 July 2011.</li> </ul>
2. To provide support to International Assignment Service and to Training Service.	<ul style="list-style-type: none"> <li>• Distribute monthly e-news bulletin to RedR Australia and New Zealand Standby Registers.</li> <li>• Increase visibility of RedR Australia's presence in the field and on training programmes through the provision of appropriate RedR branded clothing.</li> <li>• Review and revise communication plan for crisis situation, as part of the wider crises management plan.</li> </ul>	<ul style="list-style-type: none"> <li>• 11 bulletins issued by end December 2011.</li> <li>• New caps provided by April 2011.</li> <li>• Clothing stocks maintained.</li> <li>• Plan revised by 30 June 2011.</li> </ul>

**Communications**

Objective	Strategic Actions	Indicators of progress/performance
	<ul style="list-style-type: none"> <li>• Assist Standby Register recruitment action.</li> <li>• Complete Training brochure as compliment to 'Join the Register' brochure.</li> <li>• Distribute electronic training news.</li> </ul>	<ul style="list-style-type: none"> <li>• Tally of appearances and exposures via publications, websites, event participation.</li> <li>• Brochure available early April 2011.</li> <li>• Training news distributed three times per year.</li> </ul>
<p>3. To deliver high quality external communication.</p>	<ul style="list-style-type: none"> <li>• Produce two x RedLetter publications for recruitment, promotion of training programmes and general publicity.</li> <li>• Revise current 'Join the Register' brochure.</li> <li>• Conduct Information evening event for two state capital cities (based on Melbourne 2010).</li> <li>• Expose key messages to all peak bodies of disciplines from which we recruit, via their events and communications to members.</li> <li>• Liaise with AusAID 'Communications' section.</li> <li>• Host and promote 'Wear red for RedR day' with awareness raising plus fundraising purpose.</li> <li>• Work with CEO to identify interview opportunities, particularly radio.</li> <li>• Facilitate public speaker/ambassador opportunities for increased public speaking during 2011.</li> <li>• Enhance website and maintain its currency.</li> <li>• Maintain RedR Australia's social media outputs (currently via facebook).</li> </ul>	<ul style="list-style-type: none"> <li>• One edition autumn, one edition early summer.</li> <li>• Available late March 2011.</li> <li>• Brisbane and Sydney dates selected by early May.</li> <li>• Folio of clippings, tally of speaking events.</li> <li>• Interaction as per AusAID calendar of collaboration.</li> <li>• Tally of workplaces involved plus subsequent exposure in reporting the event.</li> <li>• Interviews monitored for quantity, and impact if possible.</li> <li>• Tally of speaking opportunities created/facilitated.</li> <li>• Survey of opinions third quarter 2011.</li> <li>• Increase facebook subscribers by 20% by December 2011</li> </ul>

**Communications**

Objective	Strategic Actions	Indicators of progress/performance
	<ul style="list-style-type: none"> <li>• Produce promotional video for website, externally hosted events and information sessions.</li> <li>• Produce new retractable banners for external use.</li> <li>• Produce Annual Review (Annual Report).</li> </ul>	<ul style="list-style-type: none"> <li>• Tally of appearances and exposures via publications, other websites.</li> <li>• Banners available by end May 2011.</li> <li>• Review to be available October 2011.</li> </ul>
<p>4. To capitalise on exposure of RedR Australia messages during Engineers Australia's 'Year of Humanitarian Engineering', 2011.</p>	<ul style="list-style-type: none"> <li>• Associate and link RedR Australia with EA events whenever possible via public speaking, feature articles, participation in discussion panels, conferences and exhibitions.</li> <li>• Emphasise that not everyone can go to the field; almost everyone can support the cause (funding contributions).</li> </ul>	<ul style="list-style-type: none"> <li>• No member of Engineers Australia to be unaware of RedR Australia mandate by end of year. (Not plausible to assess, more a commentary on exposure obtained.)</li> </ul>

Other significant actions within the Operational Plan:

- Service four regular Board meetings and AGM of RedR Australia.
- Submission to Independent Review of Australian Foreign Aid programme.
- Liaison with ACFID as appropriate.
- Liaison with each of the four Founding Bodies.
- Liaison with other members of RedR International network.

February, May, August, October 2011  
Completed January 2011