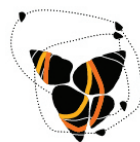


‘REFLECT’
RECONCILIATION
ACTION PLAN

March 2020-September 2021



Reconciliation
Tasmania



RECONCILIATION
ACTION PLAN
REFLECT



Tasmania
Division

Foreword

**Wherever there is hardship or injustice
Salvos will live, love and fight alongside others
to transform Australia
one life at a time with the love of Jesus**

“Unfinished Business”

Artist: Allan Mansell

The Salvation Army Tasmania has undertaken to develop and implement a Reconciliation Action Plan in recognition of the need for active pursuit of the reconciliation process. In doing so, we have understood that there is much unfinished business in this regard and commit to this courageous journey of friendship.

Allan Mansell has kindly produced this beautiful artwork, entitled “Unfinished Business” as a representation of that journey.

Legend

Ants: The ants represent the community, both black and white.

Leaves: The leaves represent nature, holding everything together. Half of the leaves are unfinished, representing unfinished business.

Fire: In the middle is the fire, representing heat, warmth and meeting.

Feet: There are ten pairs of feet around the fire: nine pairs of black feet representing the nine tribes or nations of Tasmania and one pair of white feet representing the community in general, including The Salvation Army.

The nine pairs of black feet also represent Aboriginal people having a say about their culture, lands and waters. In the past there would have been nine pairs of white feet and one pair of black; this is intentionally reversed.

Through the mission of The Salvation Army in Australia, we seek to love - not just with words or speech, but with positive, practical actions that promote truth (1 John 3:18). In recognising that God is already at work in the world, we endeavour to live out our stated values of integrity, compassion, respect, diversity and collaboration.

In the journey of reconciliation with First Nations people across the country, we recognise an incredible opportunity to demonstrate these values through our intentional engagement with community. The Salvation Army Tasmania Division is serious in this undertaking and has worked on this Reconciliation Action Plan as one part of our broader efforts to recognise the past, understand the present and walk together toward a transformed and healed future.

We recognise that there is much unfinished business with our First Nations people. We, as a Movement dedicated to the divine act of reconciliation and mutual flourishing, have not always worked actively or positively to truly understand the history and plight of our First Nations people. In this regard we recognise that we have been complicit, whether intentionally or unintentionally, in the further marginalisation and suffering of Aboriginal people. This is particularly so in Tasmania, where the Palawa people suffered horrendous injustice and persecution at the hands of white settlement in the 1800s and since then, have continued to witness and endure stolen land, stolen generations, stolen wages and stolen lives. We have much to learn and understand from our First Nations people in order to sincerely continue the journey of healing. To this journey we commit ourselves with courage, determination and friendship.

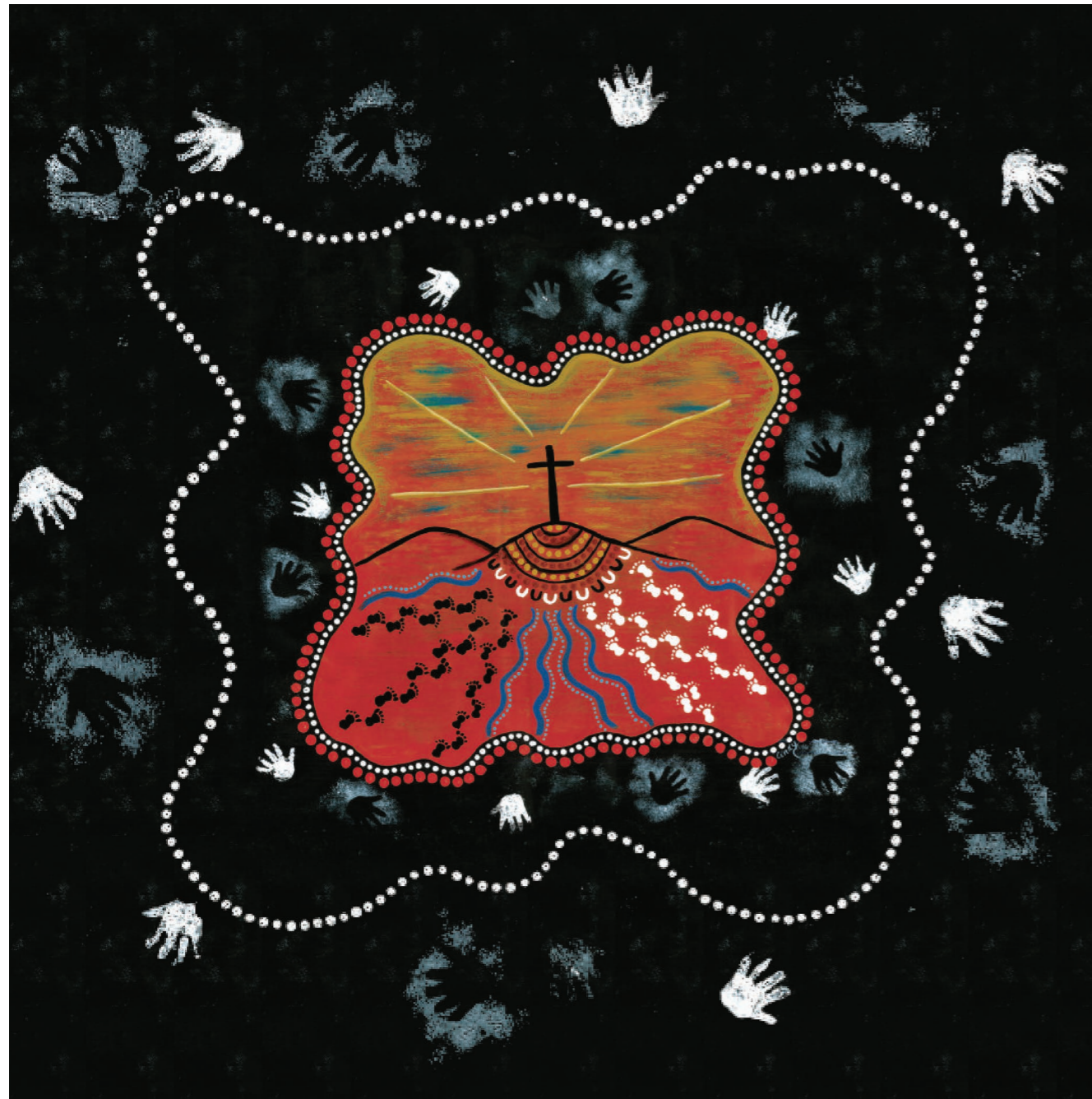
As The Salvation Army in Tasmania, we aim to respect, value and acknowledge the unique cultures, spiritualities, histories and languages of the oldest surviving culture in the world, and to engage in a unified and positive relationship with First Nations people and their communities.

The development and implementation of Reconciliation Action Plans (RAPs) are a tangible way for us to demonstrate our commitment to and the need for the reconciliation process. In presenting this RAP to the community, and enacting it alongside our communities, we commit ourselves in prayer and practice to Tasmania and its people, seeking reconciliation, unity and equity.



Kim Haworth (Captain)
Divisional Commander
The Salvation Army Tasmania Division

March 2020



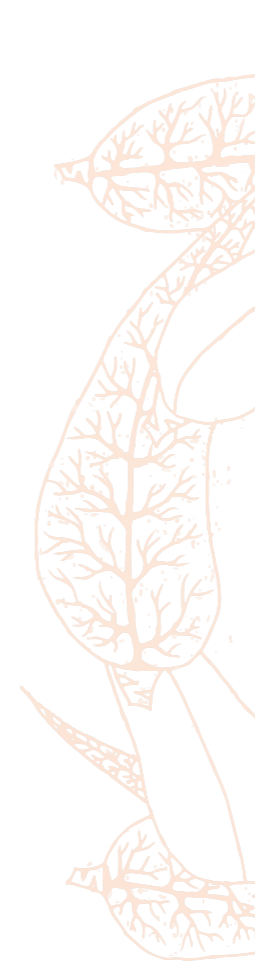
Reconciliation

Artist: Cindy Alsop

The promise of reconciliation begins with the journey of Aboriginal and non-Aboriginal people approaching the cross of Christ where we sit and share our stories; honouring one another as those made in the image of God. United in purpose, we walk away as partners – reconciled people – committed to being agents of reconciliation.

Defining the Icons

- Ochre (brown)** represents Mother Earth.
- Semi-circle of U's:** people sitting together.
- Black and white hands:** reaching out to each other.
- Footprints:** Aboriginal and non-Aboriginal journey to the cross.
- Blue lines and dots:** people moving away as partners, reconciled



Statement of Recognition

The Salvation Army recognises Aboriginal and Torres Strait Islander peoples as Australia's First Nations people. We recognise that Aboriginal and Torres Strait Islander people have experienced grievous and sustained loss and discrimination since the time of European arrival, based upon inappropriate application of the principle of terra nullius. We acknowledge the overturning of the notion of terra nullius in law made in 1992.

Since European arrival, acknowledged as invasion, and later implementation of government policy, many First Nations people have been denied fundamental human rights – such as the right to inhabit ancestral lands and seas, to cultural practice, to use ancient languages and later, to education, housing, and adequate standards of living. As a result, many economic, social and cultural challenges not faced by other Australians are met by First Nations people.

First Nations cultures are integral to Australia as a nation, from the history of First Nations resistance to ongoing connections with the land, its waters and communities and in contemporary culture. We value and celebrate these contributions. First Nations people strength, resilience and diversity make us all stronger.

We, The Salvation Army in Australia, recognise that we have not always lived out our Christian values in our relationships with First Nations people. While we have sometimes worked with and alongside First Nations people, we have, on other occasions, supported attitudes and actively participated in activities and Government policies that devalued them. We are committed to restoring the real value of the ancient and enduring culture of the First Nations people in Tasmania.

Acknowledgement of Traditional Custodians

The Salvation Army in Tasmania acknowledges the Traditional Custodians of the land; Tasmania's First Nations people. The Salvation Army leadership, members and employees pay respects to their Elders; past, present and emerging, acknowledging and upholding their continuing relationship to this land, its waters and the ongoing living cultures of Tasmania's First Nations people.

This plan includes actions that are intended to meet the requirements of Legislation to amend the Constitution Act which passed through the Tasmania State Parliament on 26 October 2016. The amended Preamble reads: "And whereas the Parliament, on behalf of all the people of Tasmania, acknowledges the Aboriginal people as Tasmania's First People and the traditional and original owners of Tasmanian lands and waters; recognises the enduring spiritual, social, cultural and economic importance of traditional lands and waters to Tasmanian Aboriginal people; and recognises the unique and lasting contributions that Tasmanian Aboriginal people have made and continue to make to Tasmania."

Our Business

The Salvation Army is an international Christian movement with a presence in over 130 countries worldwide. In Australia, The Salvation Army is widely known and relied upon to deliver practical responses to individuals, families and communities in crisis. Whilst we interact daily with people from all walks of life, we recognise a particular calling to those who might otherwise fall through the gaps of our social security nets, those who find themselves on the margins of our communities, and those who struggle to have their voices heard.

This support for disadvantaged Australians is driven by our values. Recognising that God is already at work in the world, we value:

Integrity

Compassion

Respect

Diversity

Collaboration

We commit ourselves in prayer and practice to this land of Australia and its people, seeking reconciliation, unity and equity.

The Salvation Army is a Christian movement dedicated to sharing the love of Jesus. In Tasmania, The Salvation Army has been helping people in need for more than 130 years. Today, Salvation Army churches, community centres and social service networks provide social programs in urban, regional and rural areas across the state and employs more than 280 staff and many hundreds of volunteers. Our programs include:

- Adult and aged homelessness and housing
- Family and domestic violence support and accommodation
- Material aid and emergency relief
- Personal counselling and support
- Alcohol and other drugs treatment and support
- Aged care
- Emergency disaster response and recovery
- Chaplaincy and support services in courts and prisons
- Rural Chaplaincy

Across all areas of business in Australia, The Salvation Army employs a number of First Nations people, although we recognise that the exact number is not currently known. As The Salvation Army embarks on the journey towards reconciliation, practices and processes in acknowledgment, recruitment, recognition and celebration of First Nations people as employees will be explored.

The Salvation Army consists of some different legal entities in Tasmania and across Australia. These entities include The Salvation Army (Tasmania) Property Trust, which includes The Salvation Army Social Programs and Corps (churches), Salvos Stores, Employment Plus, Salvation Army Housing and Salvation Army Aged Care. The scope of this document only includes Salvation Army Social Programs and Corps in Tasmania. The separate entities of Salvos Stores, Employment Plus, Salvation Army Housing and Salvation Army Aged Care fall outside the scope of this document but are actively encouraged to engage in reconciliation through The Salvation Army Territorial Office and collaborate with Tasmania Division in the work conducted as part of this Reconciliation Action Plan (RAP).

In collaboration with First Nations people representative organisations, we advocate for evidence-based policy changes for improvement to outcomes for First Nations people and encourage collaborative engagement in policy and program decisions.

Our Vision of Reconciliation: Our RAP

The Salvation Army aims to respect, value and acknowledge the unique cultures, spiritualities, histories and languages of First Nations people in the oldest surviving culture in the world and engage in a unified and positive relationship with Tasmania's First Nations people and their communities.

The vision of The Salvation Army is clearly stated: 'Wherever there is hardship or injustice Salvos will live, love and fight alongside others to transform Australia one life at a time, with the love of Jesus.'

A commitment to equity, freedom and the righting of injustice is inherent in this vision, as we seek to create a safe and welcoming place for all community, where differences in religion and spirituality are respected. Inherent in this RAP vision is sharing the pride in the 60,000 years of achievement of sustainable economic practices in aquaculture, agriculture and more, in a social framework that has inspired friendship and harmony in challenging circumstances.

The Salvation Army will continue to work side by side with First Nations people by building a safe space to share cultures and stories, to bring unity as one within the Salvation Army.

Our Reconciliation Journey

The Salvation Army made its first Statement of Reconciliation in 1997. In 2009, The Salvation Army National Aboriginal and Torres Strait Islander Reference Group was established for further guidance towards reconciliation. In 2012, The Reference Group made key recommendations to the executive leadership of The Salvation Army, including the development of a Reconciliation Action Plan.

Why a Reconciliation Action Plan?

First Nations people are significantly over-represented in our national social services system and The Salvation Army's services as a result of past abuses and ongoing racism and discrimination. In accordance with The Salvation Army's mission to work with vulnerable and marginalised members of our community, and in recognition of The Salvation Army's role in some of these past abuses, The Salvation Army believes we have a responsibility to work towards reconciliation with First Nations people and to take decisive and positive action whenever racism and its effects become evident.

A RAP was identified as a vehicle to further The Salvation Army's organisational understanding of reconciliation and promote an increased understanding of First Nations people, cultures and histories. With a RAP, The Salvation Army can publicly declare its commitment towards reconciliation, be part of a wider national movement towards reconciliation and tangibly translate aspirations of reconciliation into concrete and measurable activities. By developing a RAP for Tasmania Division, The Salvation Army is able to coordinate activities, maintaining a focus on the importance of local relationships. This RAP is constructed to support reconciliation across Tasmanian communities; to build and maintain meaningful, prospering local relationships. While there is an inherent responsibility for national reconciliation initiatives to acknowledge the uniqueness of First Nations people's culture in Tasmania, this RAP will develop to match national, overarching imperatives.

Guided by Reconciliation Tasmania, The Salvation Army and other organisations with RAPs form a collegiate group; RAP alumni collectively supporting reconciliation.

This RAP is a commitment from the Tasmania Division to work towards reconciliation and is another step towards recognising the impact of wounds of the past. This will raise awareness of reconciliation at all levels of the organisation within Tasmania and beyond and will foster organisational change.

This RAP is intended to be a tool to be adapted for use at a local network and mission expression level. It addresses three aspects of the reconciliation process: Relationships, Respect and Opportunities.

Our Partnerships and Activities

Our services have formal and informal partnerships with many Aboriginal organisations, co-operatives and groups across Tasmania, including the Aboriginal Health Service, South East Tasmania Aboriginal Corporation and Reconciliation Tasmania, a not-for-profit independent organisation.

These arrangements are valued and add to the established links to alcohol and other drug supports and other family and social services delivered by The Salvation Army. The Salvation Army seeks to expand its connection and interaction in culturally safe and productive 'partnerships with purpose'. The Salvation Army in Tasmania has conducted a cultural audit across the organisation to better inform policy and practice in development of these partnerships.

The Salvation Army chooses to participate in a healing journey, where welcome, with First Nations people's communities, with families and with individuals, with hope for reconciliation.

Our Affirmation

The Salvation Army in Tasmania affirms

- The right of Australians to harmonious, peaceful co-existence, free from stigma, discrimination and racism.
- The right of First Nations people to maintain cultural and spiritual identity within the wider Australian community and law.

Our Pledge

- To value and respect cultural identity, to be enriched by it and to encourage its full expression.
- To aid the Tasmanian Aboriginal and Torres Strait Islander community in any struggle against racism and social injustice.
- To learn from our past and to make mutual, effective responses to inequality, marginalisation and discrimination.

Glossary

AO

Area Officer

CO

Corps Officer. A Salvation Army Corps Officer is the leader of a Corps. Officers are full-time clergy

Corps

A Salvation Army church, similar in concept to that of a parish, sometimes comprising several congregations

DC

Divisional Commander; The leader of a Salvation Army Division (State)

HR

Human Resources Business Partners

Program Managers

Managers responsible for the delivery of social and community services operated by The Salvation Army

Project Manager

RAP Reflect Project-specific staff appointment

RAP

Reconciliation Action Plan.

RWG

Reconciliation Action Plan Working Group

TSA

The Salvation Army

Notes

Where in this document, 'community' is noted, this is intended to be inclusive of all First Nations people's communities.

'Doorways' services including Emergency Relief, are delivered from locations in or nearby Corps centres.

The Salvation Army Mission Enterprises

- Aged Care
- Employment Plus
- Salvation Army Housing
- Salvos Stores

are not included in this RAP though are connected through the supports provided for all service users.

1. Relationships			
Action	Deliverable	Timeline	Responsibility
1.1 Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify First Nations stakeholders and organisations within our local area or sphere of influence	March 2020	DC, HR
	Research best practice and principles that support partnerships with First Nations stakeholders and organisations	From March 2020	DC, AO, RWG Chair
	Plan, schedule and document local community meetings across the regions to seek direct input and suggestions for further RAP commitments	From March 2020	AO, RWG Chair
	Plan, schedule and deliver community consultations designed to address 'trust' issues; to seek relationship improvements especially in regard to sensitive family matters discussed between First Nations people and TSA staff	From March 2020	AO, RWG Chair
1.2 Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's National Reconciliation Week resources and reconciliation materials to our staff	April-May 2020 & 2021	AO, RWG Chair
	RAP Working Group members to participate in an external National Reconciliation Week event	27 May-3 June 2020 & 2021	RWG Chair
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW	27 May-3 June 2020 & 2021	DC, AO, CO, Program Managers
1.3 Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	From March 2020	DC, AO
	Identify external stakeholders that our organisation can engage with on our reconciliation journey	From March 2020	AO, Program Managers
	Engage with Reconciliation Tasmania and Reconciliation Collective members	From March 2020	RWG Chair, DC
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey	From March 2020	DC, Program Managers, RWG Chair
1.4 Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination	From March 2020	HR, Program Managers
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs	From March 2020	HR

1.5 Raise awareness and further develop internal and external relationships and awareness of the Division's RAP.	Invite participation and share information through monthly Divisional Newsletters	March 2020	DC, RWG Chair
	Engage with Officer Fellowship Conference through presentation of RAP material and intent	July 2020 & 2021	DC, RWG Chair
	Engage with Area Leadership Team meetings across the State	From March 2020	AO
1.6 Refine relationships and strategies to include staff and community development.	Engage with community at local levels; on Country, wherever achievable	From March 2020	RWG Chair, AO
	Communicate results of consultations with staff and with community in open meetings	From March 2020	DC, AO, Project Manager
	Develop internal processes that capture staff knowledge and First Nations community networks for working more effectively and culturally respectfully with First Nations people	From March 2020	DC, AO, HR, Program Managers
	Develop staff champions: leaders with responsibility for cultural safety in the workplace and ongoing connection with local communities (acknowledging staff turnover and corporate structural changes)	From March 2020	DC, Program Managers, CO

2. Respect

Action	Deliverable	Timeline	Responsibility
2.1 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of First Nations people's cultures, histories, knowledge and rights within our organisation	November 2020	DC, Project Manager
	Conduct voluntary, confidential staff and volunteer survey (cultural audit) to capture baseline data as a precursor to cultural awareness training	From March 2020	DC, Program Managers, CO
	Conduct a review of cultural learning needs within TSA Tasmania Division as a component of a Divisional cultural audit	From March 2020	DC, Project Manager
	Plan regular cultural awareness sessions for TSA leaders and all staff as a key component of induction. These sessions are to be delivered both on-line and by Tasmanian First Nations people with content specific to Tasmania	From March 2020	DC, Project Manager, HR, Program Managers

2.2 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the First Nations Custodians of the lands and waters within our organisation's operational area	From March 2020	DC, Project Manager, CO, Program Managers
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	From March 2020	DC, AO, Project Manager, Program Managers
2.3 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week	June 2020 & 2021	Project Manager
	Introduce our staff to NAIDOC Week by promoting external events in our local area	June 2020 & 2021	Project Manager
	RAP Working Group to participate in an external NAIDOC Week event	July 2020 & 2021	RWG Chair
2.4 Demonstrate respect by visibly promoting Aboriginal and Torres Strait Islander cultures within our buildings.	Increase staff understanding through regular delivery of Welcome to Country; Acknowledgement of Country, Elders and local practices at worship, corporate events and functions	From March 2020	DC, CO, AO, RWG Members, Program Managers
2.5 Demonstrate respect by visibly promoting Aboriginal and Torres Strait Islander cultures within our buildings.	Display Aboriginal flags, buttons, badges and labels, revised reconciliation posters, statements and flyers	From March 2020	DC, CO, Program Managers, Project Manager
2.6 Create safe environments for service users.	TSA Centres to make available culturally safe and welcoming spaces as access points for First Nations people	From March 2020	DC, AO, CO Program Managers

3. Opportunities

Action	Deliverable	Timeline	Responsibility
3.1 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for First Nations people's employment within our organisation	July 2020	DC, HR, Project Manager
	Build understanding of current First Nations people staffing to inform future employment and professional development opportunities	August 2020	DC, HR, Project Manager
	Encourage and engage with employment services agencies and specialist providers to support First Nations people's employment strategies	May 2020	Project Manager
	Engage First Nations community members on selection panels (regional specific representation) in order to build trust and understanding in the recruitment process and organisational expectations	September 2020	DC, HR, Project Manager
	Establish and encourage mentoring as a means to expose First Nations people to different roles and tasks within TSA	August 2020	HR, Program Managers
	Support work placement programs for College, TAFE and University of Tasmania First Nations students in Community Services studies	June 2020	Program Managers, HR
	Develop a business case for procurement from First Nations owned businesses	July 2020	Divisional Accountant
3.2 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Investigate Supply Nation membership	April 2020	Project Manager
	Encourage development of local supply arrangements with local First Nations corporations	May 2020	Project Manager
3.3 Address over-representation of First Nations people as clients of justice systems	Build advocacy capability for First Nations people engaged with Courts and Justice systems	April 2020	Project Manager
	Deliver Chaplaincy support for families and individuals	March 2020	Chaplains
	Provide advocacy in Justice Policy development	March 2020	Project Manager, Program Managers
	Engage Children Affected by Parental Offending (CAPO) group supports for families	March 2020	Project Manager

4. Governance

Action	Deliverable	Timeline	Responsibility
4.1 Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Establish and maintain a RWG to govern RAP implementation	March 2020	DC, RWG Chair
	Draft a Terms of Reference for the RWG	March 2020	DC, RWG Chair
	Establish First Nations representation on the RWG	March 2020	RWG Chair
4.2 Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation	March 2020	DC, Project Manager
	Engage senior leaders in the delivery of RAP commitments	March 2020	DC, AO, CO
	Define appropriate systems and capability to track, measure and report on RAP commitments	March 2020	Project Manager
4.3 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia	30 September 2020	Project Manager
	Maintain a 'RAP Register' to celebrate and record RAP activity	March 2020	DC, Project Manager
	Record healing journey engagements with First Nations communities through story telling recorded in a tangible format	March 2020	DC
	Report progress to General Manager (TSA Aboriginal & Torres Strait Islander Mission Support Services) and to the Tasmania Division	September 2020	Project Manager
	Report progress to Reconciliation Tasmania in demonstration of accountability to community and to review progress towards objectives	September 2020	Project Manager
4.4 Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website* to begin developing our next RAP * https://www.reconciliation.org.au/reconciliation-action-plans/submit-your-rap/	April 2021	Project Manager



Contact details

Divisional Commander

The Salvation Army Tasmania Division
 T: (03) 6228 8400
 Email: asktas@salvationarmy.org.au



**The Salvation Army
Tasmania Division**

PO Box 50, New Town, Tasmania 7008

Divisional Headquarters:

115 Central Avenue, Derwent Park,
Tasmania 7009

T: (03) 6228 8400

F: (03) 6228 8499

