



VICTORIA

RECONCILIATION

ACTION PLAN

JAN 2017 – JAN 2018



RECONCILIATION
ACTION PLAN

REFLECT

Information about the artist

"Gum leaves" by Ngarra Katye Murray
2016

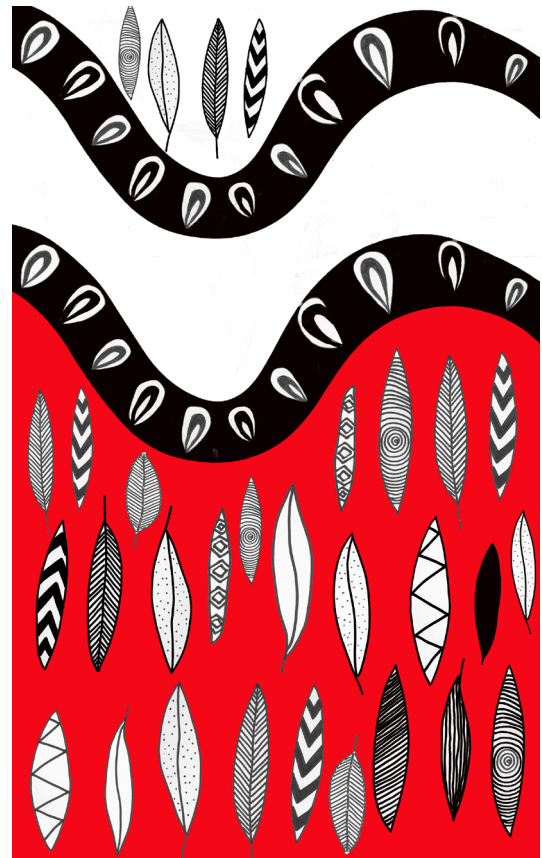
Smoking Ceremony has always been used for ceremonial practices to purify, heal, protect and honour our ancestors. Gum leaves used in our smoking ceremonies are purifying, cleansing and assist in bringing good health. The practice of Welcome to Country and Acknowledgement of Country recognises Aboriginal people as the original custodians of the land, and the rights that we hold as traditional custodians. It also recognises the dispossession of the land and its ongoing effects on Aboriginal peoples today. Being Welcomed to Country connects people with the land, provides the wider community with the opportunity to respect the rights of Aboriginal peoples, and share in Aboriginal culture and heritage. It is about recognising and respecting the land, people, language, dance, art and history.

Biography - Ngarra Katye Murray

Ngarra Murray is a Wamba Wamba Yorta Yorta woman who grew up in Victoria. She has strong family links to her traditional country at Muymer Lake Boga and Cummeragunja along the Murray River. Ngarra is a mother of four young children. Ngarra is a passionate artist involved in many cultural heritage and arts projects in her community.

She currently works at Oxfam Australia, within the Aboriginal and Torres Strait Islander Peoples Program as the National Programs Lead.

As an Aboriginal woman she has a strong interest in protecting her cultural heritage and passing this knowledge on to her children. As a strong advocate for her people and an active community member she uses her skills and knowledge that she has gained to develop and contribute to programs and projects that focus on positive outcomes for her people.



Ngarra Katye Murray

"Reconciliation" by Cindy Alsop

The promise of reconciliation begins with the journey of indigenous and non-indigenous 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: Indigenous and non-indigenous journey to the cross

Blue lines and dots: People moving away, as partners, reconciled





Message from the chair of the National Aboriginal and Torres Strait Islander Reference Group

Uncle Vince Ross



Uncle Vince Ross

Throughout its history The Salvation Army has always strived to respond to the needs of those who are marginalised within mainstream society and who have struggled to maintain a worthwhile lifestyle.

My story goes back over 60 years. The Salvation Army was the only church to visit the Reserve that many Aboriginal people lived on in Deniliquin NSW. The message they brought was one of hope that was demonstrated to our people.

It is my belief that The Salvation Army has a mandate through its Reconciliation Action Plan to create pathways that address the imbalance of justice, equity and freedom for the First Nation Peoples. I look forward to the day when Aboriginal people are no longer on the bottom rung of the socio-economic ladder and take our rightful place in building this great nation of ours.

I commend The Salvation Army for taking this positive step forward and I will continue to support the actions that become the catalyst for positive outcomes. This Reconciliation Action Plan has the potential to unite our organisation in engaging Aboriginal and Torres Strait Islander peoples not only in words but real action.



Acknowledgement of Traditional Custodians

The Salvation Army Victoria acknowledges the Traditional Custodians of the land throughout Victoria. We, the Leadership, members and employees pay our respects to their Elders, both past and present, acknowledging and upholding their continuing relationship to this land and the ongoing living cultures of Aboriginal and Torres Strait Islander peoples across Australia.

Statement of Recognition

The Salvation Army recognises Aboriginal and Torres Strait Islander peoples as the First Australians. We also recognise that Aboriginal and Torres Strait Islander peoples have sustained grievous and unacceptable discrimination since the time of European invasion which was based upon the faulty declaration of *terra nullius*.

Since European arrival and the implementation of deliberate and targeted government policy, Aboriginal and Torres Strait Islander peoples have been denied fundamental human rights – such as the right to education, right to housing, right to adequate standard of living, right to health and the right to culture and land. As a result of these human rights violations, Aboriginal and Torres Strait Islander peoples today face specific economic, social and cultural challenges and discrimination compared to other Australians.

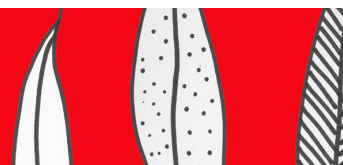
We recognise that The Salvation Army in Australia has not always lived out our Christian values in our relationships with Aboriginal and Torres Strait Islander peoples. While we have sometimes worked with and alongside Aboriginal and Torres Strait Islander peoples, we have, on other occasions, supported attitudes and actively participated in activities and Government policies that devalued them. We are committed to righting these wrongs and believe Aboriginal cultures have a valuable role to play in shaping the future identity of Australia.

Aboriginal culture is integral to Australia as a nation, from the history of Aboriginal resistance, to ongoing connections to the land and communities and in contemporary culture. We value and celebrate these contributions. Aboriginal and Torres Strait Islander peoples' strength, resilience and diversity make us all stronger.

Our Vision of Reconciliation

Our vision of Reconciliation is one where all Australians are treated with dignity, Aboriginal and Torres Strait Islander cultures are respected and valued and Aboriginal and Torres Strait Islander peoples have the same opportunities as other Australians.

As part of this vision, we will strive to be a movement that values and acknowledges the unique cultures, spiritualities, histories and languages of Aboriginal and Torres Strait Islander cultures which are the oldest surviving cultures in the world. We envision The Salvation Army engaging in unified and positive relationships with Aboriginal and Torres Strait Islander peoples and their communities and believe that Aboriginal and Torres Strait Islander peoples are the guiding authority as we journey towards Reconciliation together.



Our Business

The Salvation Army is an international Christian movement with a presence in 127 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 on a daily basis 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:

- Human Dignity
- Justice
- Hope
- Compassion
- Community

In Victoria, The Salvation Army has been helping people in need for more than 130 years. Today, Salvation Army Corps (churches) and social service networks provide more than 350 distinct social programs in urban, regional and rural areas across the state and employ over 1,600 staff.

Our programs include:

- Youth, adult and aged homelessness and housing
- Family and domestic violence support and accommodation
- Material aid and emergency relief
- Financial counselling and assistance, including gamblers' help
- Personal counselling and support
- Drug and alcohol support and treatment
- Youth services, including out-of-home care
- Aged care
- Emergency disaster response and recovery
- Education, training and employment
- Chaplaincy and support services in courts and prisons
- Services for refugees and asylum seekers
- Community mental health services

Across all areas of business, The Salvation Army employs a number of Aboriginal and Torres Strait Islander peoples. However, the actual number of employees who identify as Aboriginal and/or Torres Strait Islander is unknown. To date, The Salvation Army has not made an organisational effort to recruit and employ Aboriginal peoples and currently does not ask employees to identify their cultural or racial background, including if an employee identifies as Aboriginal or Torres Strait Islander. Consequently, there is currently no way for The Salvation Army to collect this data across the organisation. As The Salvation Army embarks on the journey towards Reconciliation, how to recruit, recognise and celebrate Aboriginal and Torres Strait Islander employees will be explored.

Our RAP

Our Reconciliation Journey

The Salvation Army made its first Statement of Reconciliation in 2000. In 2009, the Salvation Army National Aboriginal and Torres Strait Islander Reference Group was established to guide us further towards Reconciliation. In 2012, The National Aboriginal and Torres Strait Islander Reference group made six key recommendations to the executive leadership of The Salvation Army, one of which was developing a RAP. Since then work has begun at Salvation Army Southern (VIC,SA,WA,TAS,NT) and Eastern (NSW,QLD) Territorial Headquarters to develop RAPs for their respective territories.

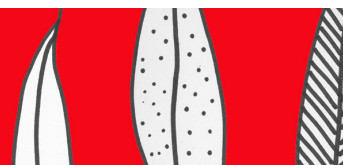
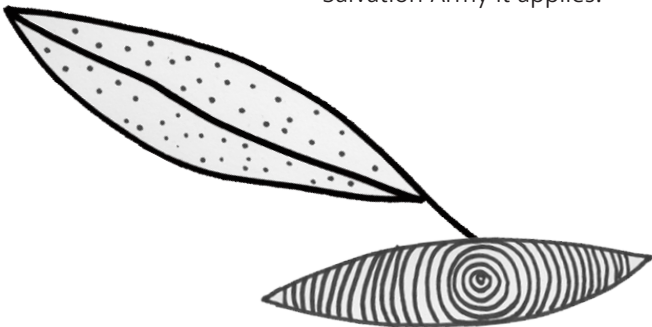
In 2014, the Victoria State Council (VSC) approved the Victoria Social Programme and Policy Unit (VSPPU) to begin the exploration of how to develop a RAP for The Salvation Army in Victoria. In June 2015, the first Victorian RAP Working Group meeting was held. In December 2015, the Chair of the VSC signed a Statement of Commitment committing to developing a RAP for Victoria by May 2016.

Why a Reconciliation Action Plan?

Aboriginal and Torres Strait Islander peoples 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 Aboriginal and Torres Strait Islander peoples.

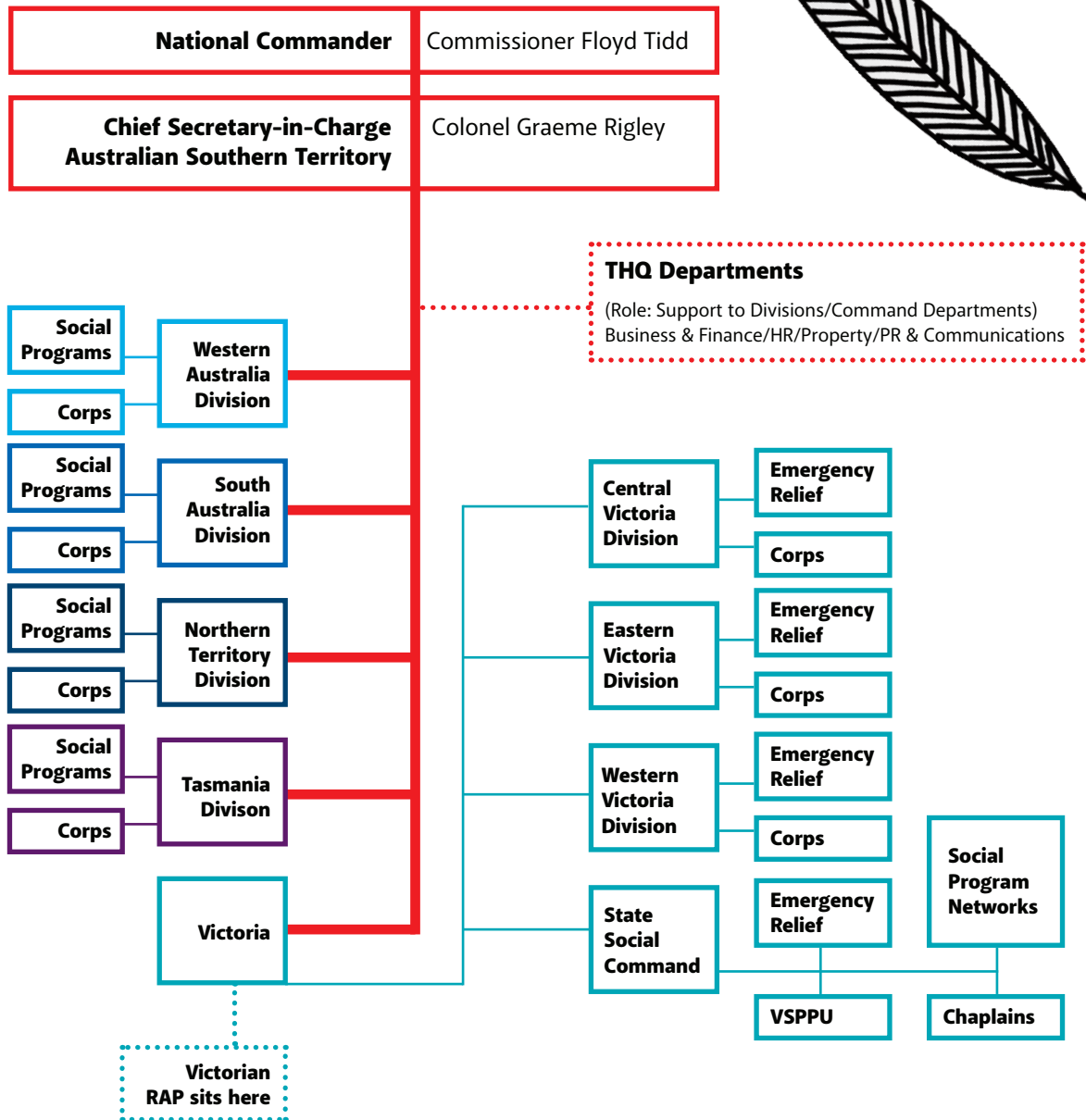
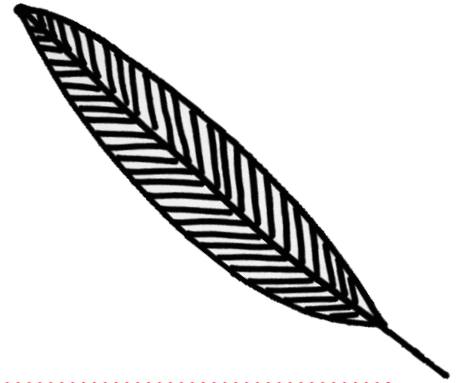
A RAP was identified as a vehicle to further The Salvation Army's organisational understanding of Reconciliation and promote an increased understanding of Aboriginal and Torres Strait Islander cultures and history. By developing a RAP, The Salvation Army can publicly declare its commitment towards Reconciliation, be part of a wider national movement towards Reconciliation and tangibly translate aspirations of Reconciliation into concrete and measurable activities. It addresses three aspects of the reconciliation process – Relationships, Respect and Opportunities.

This Victorian Reflect RAP is a commitment from the three Victorian Divisions and the State Social Command to work towards Reconciliation and another step towards recognising and healing the wounds from the past. It is designed to raise awareness of Reconciliation at all levels of the organisation within Victoria, and beyond, and foster organisational change. The below organisational chart explains where the Victorian RAP sits and to which parts of The Salvation Army it applies.

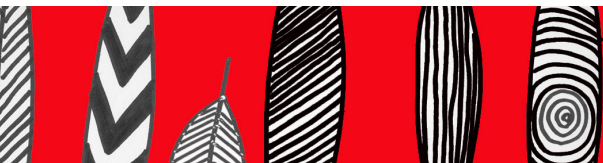


The Salvation Army

Southern Territory Organisational Chart



By developing a RAP at a Victorian level, The Salvation Army is able to coordinate activities, which many local services and corps have not previously had the capacity to achieve, across the state while still ensuring local buy in and relevance and maintaining a focus on the importance of local relationships. The Salvation Army recognises that Aboriginal and Torres Strait Islander communities are diverse across Australia and Victoria. As a result, we strongly believe that local engagement with communities is where true Reconciliation and relationships can be achieved. This Victorian RAP is intended to be a tool that can support and encourage social program networks and corps to develop their own 'Reconciliation Implementation Strategies' for their local area which will identify specific actions local services and corps will undertake to operationalise the RAP on the ground.





Who is involved?

The Victorian RAP Working Group is made of representatives from Salvation Army social program networks across Victoria, the VSPPU and The Salvation Army Southern Territory Social Justice Coordinator. Three of the working group members identify as Aboriginal. Together members of this Working Group have championed the principle of Reconciliation within their various networks and spheres of influence across different levels of The Salvation Army.

Members of the Working Group include:

Kate Mecham—Policy Officer, VSPPU

Kerrie Crtalic—Support Services Team Leader, SalvoConnect Barwon

Fiona Schlenso—Housing Support Worker, SalvoConnect Barwon

Russell Wilson—COI Facilitator, SASHS

Rebecca Thatcher—Health Services Assistant Program Manager, St Kilda Crisis Services

Judy Hanley—Aboriginal Liaison Worker, St Kilda Crisis Services

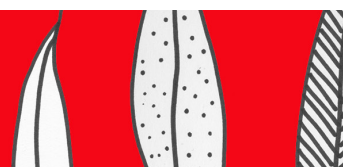
Emrhan Sultan—Health Care Coordinator, St Kilda Crisis Services

Stephen Clark—Residential Services Program Manager, WestCare

Sandra Crowden—Territorial Social Justice Secretary and Indigenous/Multicultural Ministries Consultant, Salvation Army Southern Territory

To develop this RAP, the Working Group has consulted with a range of internal and external stakeholders including, but not limited to, The Salvation Army's National Aboriginal and Torres Strait Islander Reference Group, The Salvation Army Eastern Territory, The Salvation Army Victoria State Council, the Victorian Aboriginal Child Care Agency (VACCA), the Victorian Aboriginal Community Controlled Health Organisation (VACCHO), Salvation Army social program networks and local Aboriginal communities with which services have established relationships. We are committed to ongoing consultation with staff across our organisation, particularly Aboriginal and Torres Strait Islander staff and external stakeholders to achieve our vision for Reconciliation.

Note: The Salvation Army consists of four different legal entities in Victoria and across Australia. These entities include The Salvation Army Victoria Property Trust (Salvation Army Social Programmes and corps (churches)); Salvo Stores; Employment Plus; and Salvo Housing. The scope of this document only includes The Salvation Army Property Trust Victoria (Victorian based social programs and corps as depicted by the organisational chart). The separate entities of Salvo Stores, Employment Plus and Salvo Housing fall outside the scope of this document (staff of these entities are not included in figures above) but are encouraged to engage in Reconciliation through the Salvation Army Southern Territorial office and collaborate with the work conducted as part of this Reconciliation Action Plan (RAP).

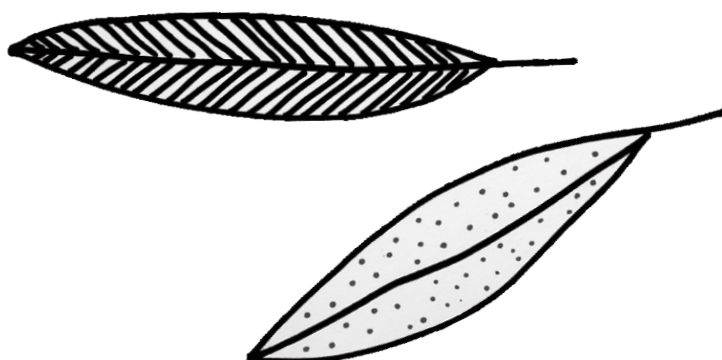


Our Partnerships/Current Activities

Our services have formal and informal partnerships with the following Aboriginal organisations, co-operations and groups across Victoria:

- Indigenous Regional Action Partnership Group for Family Violence
- Ngwala Willumbong Co-Operative (Galiamble and Winja Ulupna)
- South East Primary Health Care Network Co-ordination and Supplementary Services (SEMPHN CCSS Program)
- Rumbalara Aboriginal Co-Operative
- Ballarat and District Aboriginal Corporation (BADAC)
- Gunditjmara Aboriginal Co-Operative
- Windamara Aboriginal Corporation
- Goolum Goolum Aboriginal Co-Operative
- DHHS Koolin Balit Aboriginal Health Network
- St Kilda Local Indigenous Network
- Aboriginal Housing Victoria
- Victorian Aboriginal Health Service
- Victorian Aboriginal Legal Service
- Indigenous Centrelink Liaison officer - Western Suburbs
- Western Suburbs Indigenous Gathering Place
- Onemda VicHealth Koori Health Unit, Centre for Health and Society at University of Melbourne's School of Population and Global Health
- Wathaurong Aboriginal Co-operative
- Narana Aboriginal Cultural Centre
- Healesville Indigenous Community Services Association

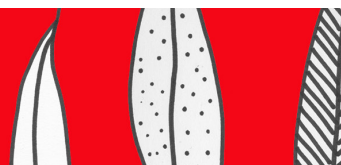
These partnerships vary in nature. Several have resulted in co-located staff and Aboriginal specific positions created to help link community members with specialist services such as health, homelessness and family violence support. Other partnerships have resulted in agreements regarding cultural awareness training and stronger referral pathways for people needing services. In addition to the above partnerships, several of our services are working on Reconciliation Implementation Strategies at the local level to further build relationships with their local Aboriginal communities.





Glossary of Acronyms

TSA	The Salvation Army	NRW	National Reconciliation Week
THQ	Territorial Headquarters	ACCOs	Aboriginal Community Controlled Organisations
VSC	Victoria State Council	RIS	Reconciliation Implementation Strategies
VSPPU	Victoria Social Programme and Policy Unit	DC	Divisional Commander
SSC	State Social Command	Australia Southern Territory	comprises Victoria, South Australia, Western Australia, Tasmania and the Northern Territory.
HR	Human Resources Department	Australia Eastern Territory	comprises New South Wales, Queensland and the Australian Capital Territory.
RAP	Reconciliation Action Plan		
WG	Reconciliation Action Plan Working Group		
NRG	National Aboriginal and Torres Strait Islander Reference Group		



Over the next 12 months, our organisation commits to:

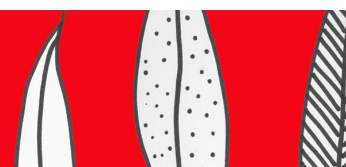
1. Relationships

Action	Responsibility	Timeline	Deliverables
1.1. RAP Working Group actively monitors RAP development, approval and implementation of actions, tracking progress and reporting	RAP WG Chair	Jan 2017	Working Group oversees the development, endorsement of the RAP
	RAP WG Chair	Jan 2017	Hold an event to formally launch the VIC RAP
	RAP WG Chair	Jan 2018	Working Group meets at least every two months during development and at least quarterly to monitor progress in accordance with the Working Group Terms of Reference
1.2. Support individual social program networks, corps and headquarters offices to develop relationships with local Aboriginal and Torres Strait Islander peoples	VSPPU Policy Officer	Jan 2018	Develop a list of Aboriginal and Torres Strait Islander communities, organisations and stakeholders relevant to TSA's work
	Quality Group Chair	Jun 2017	Conduct an audit of partnerships between ACCOs and TSA networks to ascertain where relationships can be strengthened
	VSPPU Admin Officer	Jul 2017	Develop a Reconciliation Toolkit with a dedicated webpage comprising resources to help social program networks and corps engage with their local Aboriginal and Torres Strait Islander communities, including: <ul style="list-style-type: none"> ▪ History of Aboriginal and Torres Strait Islander peoples and colonisation in Victoria ▪ Appropriate terminology ▪ Information on all of the Indigenous language/tribal/nation groups, relevant Elders, and Traditional Custodians across the state ▪ Aboriginal and Torres Strait Islander significant dates (such as NAIDOC Week) and information ▪ A list of Aboriginal organisations in Victoria ▪ Explanation of why Acknowledgement of Country occurs, standard protocols, and differences between Acknowledgement of Country and Welcome to Country ▪ A statistical overview of Aboriginal and Torres Strait Islander people in Victoria such as population density, health, housing and education for purposes of developing services that are responsive to need ▪ A list of significant Aboriginal cultural heritage sites and objects across Victoria



1. Relationships

Action	Responsibility	Timeline	Deliverables
1.2. Support individual social program networks, corps and headquarters offices to develop relationships with local Aboriginal and Torres Strait Islander peoples (Continued)	RAP WG Chair	Jul 2017	In consultation with Aboriginal and Torres Strait Islander communities, develop and document a 'Protocol for Consultation' to help social programs and corps engage with local communities
	RAP WG Chair	Jan 2018	Develop a list of RAP organisations and other like-minded organisations to possibly connect with on our reconciliation journey
	State Social Commander, DCs	Jan 2018	Encourage and support local networks and corps to develop Reconciliation Implementation Strategies (RIS) to articulate how they will implement and enhance Victorian RAP Actions in their local context. RISs are endorsed by the Victorian RAP WG
1.3. Celebrate National Reconciliation Week	RAP WG Chair	27 May -3 Jun	Working Group members attend a community event to recognise and celebrate National Reconciliation Week (27th May – 3rd June annually)
	Social State Commander, DCs		Victorian Divisions and State Social Command Headquarters hold a National Reconciliation Week event to raise awareness among office staff
	RAP WG Chair		Distribute NRW posters/resources to networks, corps and divisions to raise awareness
	RAP WG Chair		Distribute information on local events external to TSA to networks, corps and divisions and staff are encouraged to attend
	Communications Director		Acknowledge National Reconciliation Week on the front page of The Salvation Army website during this time
1.4. Develop and implement a plan to raise internal awareness of the RAP	RAP WG Chair	Jun 2017	Develop and execute a communication plan to raise awareness across the organisation about the RAP commitment, particularly with key internal stakeholders.
	Social State Commander, DCs	Jan 2018	Invite Aboriginal stakeholders to speak at key forums such as Victoria State Council, Officer's Fellowship, policy forums, strategic planning days, conferences and Senior Leadership Meetings to discuss about best ways to implement RAP commitments and ways to continue meaningful engagement with local communities in the future
1.5. Engage key internal stakeholders in implementing actions under their area of responsibility	RAP WG Chair	Jun 2017	Seek commitments from internal departments responsible for delivering RAP actions Deliver progress reports to the RAP Working Group as a standing item in meetings



2. Respect

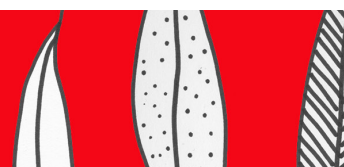
Action	Responsibility	Timeline	Deliverables
2.1. Improve cultural awareness of staff, officers and volunteers	Social State Commander, DCs	Feb 2017	Develop a list of cultural awareness training providers across the state
	Social State Commander, DCs	Feb 2017	Collect baseline data on staff/volunteer/officers cultural competency.
	Social State Commander, DCs	Feb 2017	Develop a business case for cultural awareness training, outlining cost estimates, and present findings to HR/Office for Personnel to identify funding sources
	Social State Commander, DCs	Mar 2017	Develop a workforce training plan to engage existing staff (employees, officers, and volunteers) in cultural awareness training
	Social State Commander, DCs	Jul 2017	Include information on TSA's RAP and cultural awareness training in staff orientation
	Social State Commander, DCs	Jan 2018	Conduct a review of cultural awareness training needs (e.g. sector specific training such as working with Aboriginal children in state care, or training for specific teams such as HR and key leadership staff)
2.2. Celebrate NAIDOC Week	All WG Members	July (1st to 2nd Sunday)	Working Group members participate in a community NAIDOC Week event (1st Sunday – 2nd Sunday in July each year).
	RAP WG Chair		Distribute information regarding local events to networks and corps
	RAP WG Chair		Distribute NAIDOC Week posters/resources to networks and corps to raise awareness
	Social State Commander, DCs		Each Victorian division/command attends a NAIDOC Week event
	Communications Director		Acknowledge NAIDOC Week on the front page of The Salvation Army website during this time
	Social State Commander, DCs		Raise awareness and share information among staff of the meaning of NAIDOC Week which includes information about the local Aboriginal and Torres Strait Islander peoples and communities
2.3. Create services and ministries that are culturally aware, inclusive, appropriate and accessible for Aboriginal and Torres Strait Islander peoples	VSC Chair	Feb 2017	Establish and communicate internal policies and procedures to identify Traditional Custodians across Victoria and to raise awareness about Welcome to Country and Acknowledgement of Country
	VSC Chair	Jan 2018	Establish an internal policy for displaying Acknowledgement of Traditional Custodians at bottom of email signatures.

2. Respect

Action	Responsibility	Timeline	Deliverables
2.3. Create services and ministries that are culturally aware, inclusive, appropriate and accessible for Aboriginal and Torres Strait Islander peoples <i>(Continued)</i>	VSC Chair	Jan 2018	Display a copy of TSA Reconciliation Painting, or locally commissioned Aboriginal artwork, and the Statement of Reconciliation at all divisional offices, networks and corps when appropriate
	VSC Chair	Jan 2018	Display Aboriginal and Torres Strait Islander Flags at all divisional offices, networks and corps when appropriate
	VSC Chair	Jan 2018	Display plaques acknowledging Traditional Custodians of the Land at all divisional offices, networks and corps when appropriate
	VSC Chair	Mar 2017	Ensure each TSA division, network, and corps has a workforce training plan to engage new and existing staff (employees, officers, and volunteers) in cultural awareness training as per 2.1

3. Opportunities

Action	Responsibility	Timeline	Deliverables
3.1. Encourage Aboriginal and Torres Strait Islander employment	HR Consultant	Mar 2017	Develop a business case for Aboriginal and Torres Strait Islander employment
	HR Consultant	Feb 2017	Collect baseline data on the number and experience of current Aboriginal and Torres Strait Islander employees to determine if TSA is a culturally safe place to work
	HR Consultant	Feb 2017	Explore the number of Aboriginal and Torres Strait Islander specific positions (such as Aboriginal Liaison Officers) across the state to identify gaps in service delivery and where this could be improved
	HR Consultant	Apr 2017	Review position descriptions to ensure they are culturally appropriate and accessible
	HR Consultant	Apr 2017	Review procedures regarding advertising job vacancies to ensure jobs are advertised in Aboriginal and Torres Strait Islander specific publications/websites and Aboriginal and Torres Strait Islander peoples are specifically encouraged to apply
	HR Consultant	Apr 2017	Review HR policies, including leave policies, to ensure policies are culturally appropriate and inclusive



3. Opportunities

Action	Responsibility	Timeline	Deliverables
3.2. Develop a business strategy for procurement from Aboriginal and Torres Strait Islander owned businesses	SSC Commercial Manager	Oct 2017	Promote a list of Aboriginal and Torres Strait Islander businesses to networks and corps as potential commercial vendors
	SSC Commercial Manager	Oct 2017	Develop a business case outlining the mutual benefits of developing commercial relationships with Aboriginal and Torres Strait Islander businesses
	DCs and State Social Secretaries	Jan 2018	Each Victoria Division and State Social Command headquarters develops one commercial relationship with an Aboriginal and Torres Strait Islander business
	RAP WG Chair	Jul 2017	WG develops commercial partnerships with Aboriginal and Torres Strait Islander businesses to reach RAP Action Items including: plaques, printing, cultural awareness training and consultancy work
3.3. Scope other opportunities for Divisions to support Aboriginal and Torres Strait Islander peoples' economic participation	VSPPU Manager	Jan 2018	WG with other internal and external stakeholders, compiles a list of future opportunities and ideas to advance Aboriginal and Torres Strait Islander economic participation
	VSC Chair	Jul 2017	Create an Aboriginal and Torres Strait Islander Opportunities Reserve Fund which networks and corps contribute to and then can apply for money to support innovative projects that enhance economic opportunities

4. Tracking Progress

Action	Responsibility	Timeline	Deliverables
4.1. Build support for the RAP	VSPPU Manager	Feb 2017	Identify and commit funding to deliver the RAP and included action items
	VSC Chair	Jan 2017	Updates on RAP implementation progress are standing item for VSC and Divisional boards
	RAP WG Chair	Jan 2017	Collect baseline data to measure our progress and successes
	RAP WG Chair	Sept 2017	Complete and submit the Annual RAP Impact Measurement Questionnaire to Reconciliation Australia
4.2 Review and Refresh RAP	RAP WG Chair	Sept 2017	Liase with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements
	RAP WG Chair	Oct 2017	Submit draft RAP to Reconciliation Australia for formal review and endorsement



VICTORIA



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