

Dhunlung Yarra Service



Artist: Budda Connors

RELATIONSHIPS AUSTRALIA
CANBERRA & REGION

INNOVATIVE RECONCILIATION
ACTION PLAN

September 2017- September 2019



RACR acknowledges Aboriginal and Torres Strait Islander Australians; their spiritual, physical, emotional, mental and economic connection to the Land and Seas, and apologises for the atrocities that have been perpetrated on them and their ancestors, and recognises the continued impact on Aboriginal and Torres Strait Islander Australians today. We are committed to an ongoing process of Reconciliation. We will actively engage in redressing inequitable distributions of the physical, spiritual and political economy, in regards to Australian Indigenous issues. We recognise and acknowledge that dispossession of Country, and the disruption to family connections has resulted in a breakdown of social networks created through Aboriginal and Torres Strait Islander Australian’s Knowledge, Lore and Cultures. We recognise the continuous intergenerational impact of the history of invasion, policy and legislation.

Our Vision for Reconciliation

Relationships Australia Canberra & Region’s (RACR) vision for reconciliation is that Australia’s First Peoples, the Aboriginal and Torres Strait Islander peoples, are recognised, engaged and respected in Australian society and that equality in employment, education, health, access to services, life expectancy and unique rights be fully realised. We are committed to collaborative and genuine partnerships with Australia’s First Peoples, which respect their diverse cultures and practices.

CEO’s Message

RACR is a Human Rights compliant organisation under the ACT Human Rights legislation. This Reconciliation Action Plan (RAP) is a statement of our commitment to remove the injustices that cause inequality and to name the actions that are driven by racism, both within our organisation and in our communities. Our organisational mission is to *build respectful relationships* and we embrace the opportunity this RAP provides us to be accountable for achieving respectful relationships with Aboriginal and Torres Strait Islander peoples in our workplace, in our service delivery, and in our collaborative relationships with other organisations in our communities.

Although RACR has been working within Aboriginal and Torres Strait Islander communities, and employing Aboriginal staff for the past fifteen years, this is our first Reconciliation Action Plan. The RACR RAP details actions and targets to be achieved in the next two years. It sets out our commitment to employ more Aboriginal and Torres Strait Islander people in the future. The RAP puts our good intentions into action and maps out practical, tangible and measurable ways that RACR will build strong, respectful relationships with Aboriginal and Torres Strait Islander peoples.

We thank all staff and stakeholders who have helped to develop our RAP and especially acknowledge the support provided by Aboriginal and

Torres Strait Islander people and Reconciliation Australia.

Mary Pekin

A handwritten signature in black ink, appearing to read 'Mary Pekin', with a small flourish at the end.

September 2017

Our organisation

RACR is a secular, not-for-profit community-based organisation that has been providing quality relationship support services to individuals, families, communities and workplaces for more than 53 years. Our geographic reach is extensive and services are delivered throughout the Australian Capital Territory, Riverina and South Coast including: Wagga Wagga, Cooma, Goulburn, Moruya, Bega, Albury, Griffith, Tumut and the Mallee region.

We are a leading provider of relationship support services and operate those services on behalf of the Australian Federal, ACT and NSW Governments, supporting people to achieve positive and respectful relationships, inclusive of people living with disabilities, age, religion, gender, sexual orientation, culture and economic background.

Our services currently include:

Family Dispute Resolution

Mediation and other post-separation services for families who are separating.

Counselling

Counselling, support and information for everyone. Our staff are experienced in providing practical support and interventions for our clients, and referring them to other services as required.

headspace

Services for children and young people with mental illness issues.

Elder Relationship Support

Counselling and mediation support services to assist older people and their families.

Specialist Family Violence support and prevention

Counselling and group work for couples, men, women and families who are having difficulties with issues of abuse in their families and

intimate relationships.

Trauma Support

RACR is a Trauma Informed Organisation and is experienced in intervening and assisting families navigate times of crisis, violence, separation, risk and grief. In addition to our counselling and mediation programs we offer a number of specialist trauma support services.

Coronial Counselling Support

Counselling to assist with grief and trauma while going through the coronial process.

Children's Contact Service - Wagga Wagga

Facilitating contact between children and their separated parents, especially where there has been limited or no contact with a parent/carer.

Employee Assistance Program

Counselling and mediation support program for employees.

Problem Gambling Support

The ACT Gambling Counselling and Support Service is a free, anonymous and confidential service to individuals and their families and friends struggling with gambling issues. The service is provided by RACR in partnership with Care Financial Counselling.

Riverina-Murray Family Referral Service

This is a free service that provides information and referrals for families and young people seeking support. We bring together families, support services and community resources to help promote the safety and wellbeing of children, young people and families.

Services for Aboriginal and Torres Strait Islander people

The *Dhunlung Yarra* Unit is a dedicated Aboriginal and Torres Strait Islander therapeutic service staffed by Aboriginal professionals.

Members of the team work across a range of programs to deliver a range of culturally appropriate services, including counselling, family dispute resolution and other relationship support services.

Services for people within the LGBTIQ community

At RACR we have experienced counsellors, mediators and educators who provide services in a friendly, open and respectful way for all members of our communities.

Services for people with disability

RACR offers individualised services for people of all ages and all abilities.

RACR has various active sector and community partnerships including:	
Canberra and Region	Wagga Wagga and Region
<ul style="list-style-type: none"> • Alexander Maconochie Centre (AMC) • Youth Justice – Bimberi Youth Detention Centre • Child and Family Centres (Gungahlin, Tuggeranong & West Belconnen) • Gugan Gulwan Youth Aboriginal Corporation • Restorative Justice- Galambany Circle sentencing panel • Winnunga Nimmityjah Aboriginal Health Service • ACT Together Step Up For Our Kids consortium • Mens Behaviour Change programs with The ACT Domestic Violence Crisis Service 	<ul style="list-style-type: none"> • Mawang Gaway • Riverina Institute of TAFE • Riverina Medical and Dental Aboriginal Corporation • Department of Education and Communities – Riverina • Mallee Family Care • Local Elders

The values that guide our work

- We champion the Universal Declaration of Human Rights;
- Our services are based in principles of fairness and equity;
- We respect and care about the people who come to us;
- We are sensitive and responsive to people’s needs;
- We act with integrity and honesty in our professional practice, in our management and teamwork and in our work with others in the community;
- We are passionate and courageous in our ideas and actions;
- We pursue excellence and innovation in service delivery; and
- We work in partnership and collaboration with people, families and community.

Our Vision

Building communities where all people have healthy and respectful relationships.

Our Purpose

Shaping lives together is at the heart of our work. We assist all people to live in strong, connected relationships by striving to be a pre-eminent provider of relationship support services.



In July 2013, RACR launched the *Dhunlung Yarra Service*, a therapeutic service for Aboriginal and Torres Strait Islander peoples and communities. RACR currently employs 9 Aboriginal and Torres Strait Islander staff (7.4% of total 121 RACR employees), who are team members of the *Dhunlung Yarra Service*. RACR and The *Dhunlung Yarra Service* have developed positive partnerships in the community including:

Alexander Maconochie Centre (AMC), Bimberi Youth Justice, Galambany Sentencing Circle, Winnunga Nimmityjah Aboriginal Health, Barnardos, Gagan Gulwan Youth Aboriginal Corporation, Ashmont Community Resource Centre, Griffith Aboriginal Medical Service, Riverina Medical and Dental Aboriginal Corporation, and Tolland Neighbourhood Centre.

In addition to this, the *Dhunlung Yarra Team*- working within their community have taken mainstream program models and culturally adapted the content to make the delivery of the service meaningful for the community that they support. One in particular is the Non Violent Resistance (NVR) Program. This group program is a new approach to support parents and carers to specifically target children and adolescents who are displaying aggressive, violent and dangerous behaviour. The program is a step by step process, building on parents' lived experiences and knowledge.

RACR participates in the Relationships Australia Indigenous Network, (RAIN), which is the national body committed to supporting our Aboriginal and Torres Strait Islander staff and our work with families and community. RAIN is a monthly national forum focusing on Aboriginal and Torres Strait Islander initiatives across RA in all states and territories.

RACR supports regional initiatives such as the RACR Indigenous Network (RACRIN). This network, led by our *Dhunlung Yarra* Team and supported by all RACR staff, grew from RACR's involvement in RAIN. RACRIN as a collaborative forum provides an important and necessary space for non-Aboriginal and Torres Strait Islander staff and Aboriginal and Torres Strait Islander staff to come together to support each other in the work that we do.

RACR Reconciliation Action Plan

RACR's journey to develop a RAP began in 2011. A RAP working group was established within the existing RACRIN group, to progress our Reconciliation Statement of Commitment and to develop and implement a Reconciliation Action Plan for the organisation. The working group comprising Aboriginal and Torres Strait Islander peoples and non-Aboriginal representatives from across the organisation consulted with all staff members, the RACR Board and external stakeholders. The planning and development of our RAP was one of the core foci of RACR's team and cultural competency days in 2011/12. A significant amount of consultation has gone into the production of this document with many of the actions already imbedded in everyday practice across RACR's various worksites and offices. Our RAP is an authentic collaborative vision created and developed by all RACR staff, Board Members and key stakeholders in the community. For example, the work we have done to assist us to get to our current position includes:

- Delivery of a Diploma of Counselling and Groupwork for Aboriginal and Torres Strait Islander workers over a period of six years commencing in 2008. We delivered four x 2 year courses in our Deakin and Wagga sites.
- Galambany Circle Sentencing – support and debriefing for Panel members at each session, and work with the people who appear before the Circle for culturally appropriate sentencing options.
- Correctional services - Alexander Maconochie Centre and Bimberi Youth Detention Centre to work with Aboriginal and Torres Strait Islander inmates who are preparing for release back into the community and back into their families.
- Outreach services - RACR provides outreach services to Gugan-Gulwan Aboriginal Youth Corporation, Winnunga Nimmityjah Aboriginal Health Service and to the Child and Family Centres. RACR is privileged to have close working ties with the staff and community at these locally controlled Aboriginal and Torres Strait Islander organisations.

- The delivery of Yarning Circles to inmates at the Alexander Machonachie Centre and at Bimberi Youth Detention Centre. We have a written Yarning Circle program that we can adjust as needed to the needs of a particular client group.
- Counselling and therapeutic support to members of The Stolen Generation, to people affected by Forced Adoption, to people raised in institutions such as the Kinchilla Boys Home.
- Provide therapeutic support to children in Out Of Home Care to reconnect with their cultural identity through an art program with Barnardo's, and we co-facilitate Anger Management groups for young men in collaboration with Gugan-Gulwan Aboriginal Youth Corporation.
- The delivery of Non-Violent Resistance parent-child relationship programs for Aboriginal and Torres Strait Islander families. These are highly successful, researched and positively evaluated programs for families where young people are using violence against the parent(s).
- Aim to reducing recidivism for Aboriginal & Torres Strait Islander in Riverina Juvenile Justice centre via the FRS and working with the families
- Aboriginal Board member representation and Riverina Advisory committee representation.
- Annual cultural competency training for all staff.

- Cultural supervision now provided for all Aboriginal and Torres Strait Islander staff.

RACR's RAP is important to our organisation. It acknowledges the oppression and dispossession of the First Peoples and seeks to address the significant cultural and historical impacts of colonisation by committing to provide best practice and evaluated services informed by the experiences and knowledge of Aboriginal and Torres Strait Islander communities.

Our RAP is supported by all of RACR's Staff and Board and is championed and monitored by the members of RACRIN. RACRIN is comprised of 26 RACR Staff across the organisation working in various roles and representing all areas of the organisation including:

- Reception Staff
- Administrative Support Staff
- Corporate, Finance & Payroll staff
- Evaluation and Policy Officer
- Counsellors and Mediators
- Regional Managers and Program Managers
- All Aboriginal & Torres Strait Islander Staff
- Culturally & Linguistically Diverse Staff
- Family Advisors

The **Governance** process for oversight of the RACR RAP will be:

1. Persons responsible for the achievement of RAP Actions will report to RACRIN meetings where monitoring of the RAP is a standing agenda item.
2. RACRIN provides feedback on RAP progress to Senior Management Team meetings (fortnightly), the RACR Board meetings (6 weekly), and to all RACR staff via the quarterly Newsletter.

RELATIONSHIPS

Building strong relationships is a core value of RACR and underpins all the work that we do. RACR commits to modelling healthy relationships in the way we work with each other and through working in partnership with others in our local communities. We understand that genuine healthy relationships with Aboriginal and Torres Strait Islander peoples and communities take time and must be built on mutual understandings, respect, trust and compassion.

Focus Areas: To build healthy and respectful relationships with Aboriginal and Torres Strait Islander peoples by asking questions, listening to the answers and by being responsive to the needs and unique experiences of the community.

Action	Timeline	Measurable target
RACRIN actively monitors RAP implementation, tracking progress and reporting outcomes.	Launch September 2017	CEO and ACT manager in consultation with RACRIN oversees RAP development and launch
	September 2017	Establish/review terms of reference for RACRIN and include safeguard of a quorum for Aboriginal staff at the meetings.
	Monthly. Review August and April annually	Include RAP monitoring as a standing agenda item at monthly RACRIN Meetings
	Review August and April annually	Senior Management Team (SMT) reports to RACRIN by circulation of minutes and standing agenda items at SMT.
	Review August and April annually	CEO updates each board meeting with RAP progress via liaison with RACRIN
	Review August and April annually	Include RACRIN in implementation of Quality Assurance processes
Build relationships with Aboriginal and Torres Strait Islander peoples, community members and Elders and Aboriginal	Review and report to RACRIN April	Meet with our Aboriginal and Torres Strait Islander partner organisations

managed organisations.	and August, Annually	at least three times annually. Including ACT - Winnunga Nimmityjah and Gugan-Gulwan. Wagga - Rivmed.
	Review and report to RACRIN April and August, Annually	Report on Aboriginal and Torres Strait Islander partner meeting outcomes to the Senior Management Team at SMT meetings
	April 2018	Develop and implement a stakeholder engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders
	September 2018	Maintain representation by a Wiradjuri Elder on the Riverina Advisory Committee
	September 2018	Maintain representation on RACR Board by Aboriginal and Torres Strait Islander community member
	Review and report to RACRIN April and August, annually	Participate in community festivities and events, including National Apology events, and Bringing Them Home events
Consolidate current community partnerships and linkages with Aboriginal and Torres Strait Islander services	Completed August 2018 Progress reported to RA September 2018	Employment of an Aboriginal staff member to undertake community development work in the Riverina to link the community to services.
	Completed August 2018. Progress reported	Aboriginal co-facilitators are engaged to deliver therapeutic groups in the Riverina

	to RA September 2018	
	Completed August 2018. Progress reported to RA September 2018	Opportunities are identified to work collaboratively with community members to ensure accessibility of community. For example Men's Behaviour Change programs.
National Reconciliation Week (NRW) is acknowledged and celebrated by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians	Annually in May	Register two internal RACR events on the Reconciliation Australia website – one in Wagga and one in Canberra.
	Report to RACRIN by March, annually 2018	Support an external event in Wagga and an external event in Canberra – in an active manner – that is not just 'attending'.
	Report to Reconciliation Australia September, Annually	Ensure RACRIN participates in an external event to recognise and celebrate NRW
Raise internal and external awareness of our RAP to promote reconciliation across our organisation and sector.	Completed December 2017	Strategy developed to communicate RAP to internal and external stakeholders
	Review and report to RACRIN April and August, annually	Review and report against RAP communication strategy to RACRIN Promote reconciliation through ongoing active engagement with all stakeholders

RESPECT

RACR acknowledges that important contributions of Aboriginal and Torres Strait Islander peoples, generations past, present and future in all of the work that we do. Respect for the cultures of local communities, as well as those far-reaching, that we have been privileged to encounter, will be promoted and fostered within our own organisation and the services we deliver. Respect is an important ingredient of building relationships at all levels in our society, and necessary to continue to diminish the destructive effects of racism.

Focus Area: To be accountable in developing a workplace culture and professional services which are respectful to Aboriginal and Torres Strait Islander peoples, including employees, stakeholders and communities.

Action	Time Line	Measurable target
<p>Engage Aboriginal and Torres Strait Islander peoples to educate the wider RACR organisation in continual development and learning about Aboriginal and Torres Strait Islander peoples, values, cultures and histories.</p>	<p>Developed December 2017</p> <p>Implemented January 2018</p> <p>Reviewed and reported to RACRIN April 2018</p>	<p>Develop and implement a Cultural Awareness Training Strategy which defines cultural learning needs of RACR staff in all areas of our organisation.</p>
	<p>Reviewed and reported to RACRIN April and August annually</p>	<p>Introduce the cultural competencies outlined in Relationships Australia’s cultural fitness package to all new staff at induction</p>
	<p>Reviewed September, annually</p> <p>Reported to RACRIN and SMT</p>	<p>Ensure cultural training attendance is discussed with all staff during annual performance appraisal process.</p>

	April, annually	
	One training event completed by December, annually Reported to RACRIN August, annually	RACR Board members, RACRIN, ACT and Riverina Managers and HR Manager engage in one cultural competence training event per annum.
	September 2019	Investigate opportunities to work with RAIN to develop cultural awareness training.
Embed Aboriginal and Torres Strait Islander cultural protocols as a part of RACR's business	Review complete by December 2017 Reported to RACRIN April 2018	Review current cultural protocols to ensure they reflect organisational and RAP values
	Completed and reported to SMT and RACRIN by December 2017	Development of a key contact list for organising local Elders to give Welcome to Country
	Completed by December, annually Reported to RACRIN April, annually	Invite a local Elder to provide a Welcome to Country for at least one significant event per site.

	Reviewed and reported to RACRIN April and August annually	<p>Include an Acknowledgement of Country in:</p> <ul style="list-style-type: none"> - All staff's email signatures - All RACR publications - A plaque at each RACR office location - The commencement of all important internal and external meetings
Provide opportunities for staff to engage with Aboriginal and Torres Strait Islander culture and communities by celebrating NAIDOC Week	July, annually	RACR to attend NAIDOC Week activities at all locations, prioritising events hosted by Aboriginal controlled organisations.
	Plan developed March, annually Review and report in August annually	RACR to host an event at Wagga and Canberra
	Reviewed and reported August, annually.	Review enterprise agreements for Aboriginal and Torres Strait Islander staff to ensure there are no barriers to staff participating in NAIDOC Week
Commemorate Aboriginal and Torres Strait Islander dates of	Completed	Include significant dates in all staff

significance	December 2017	calendars
	Reviewed and reported to RACRIN April annually	<p>Commemorate significant dates in all staff emails, newsletters and Friday fax communiques; including:</p> <p>National Sorry Day – 26th May.</p> <p>Anniversary of the 1967 Referendum – 27th May</p> <p>Mabo Day – June 3rd</p>
	Reviewed and reported to RACRIN April annually	<p>Acknowledge the National Apology (13th February) by:</p> <ul style="list-style-type: none"> - In partnership with key stakeholders host an Apology event of significance for Aboriginal and Torres Strait Islander people each year. - Displaying a framed transcript of the Apology at each site location - Make DVD copies of the Apology available to staff and provide opportunities to watch during work hours, such as on cultural

		awareness training days.
Build understanding of the protocols for working with Aboriginal and Torres Strait Islander peoples	Reviewed and reported to RACRIN August annually	Include the Cultural Fitness Package, Relationships Australia's Indigenous network framework for action and the guide for Supervisors and Managers in RA staff inductions and at annual cultural competence events
	Reviewed and reported to RACRIN August, annually	Promote Relationships Australia's cultural competency package and guidelines amongst partner organisations.

Opportunities

RACR is committed to creating opportunities to engage more closely with Aboriginal and Torres Strait Islander peoples, both individually and as a community, through employment, training and service delivery. RACR acknowledges that this is a process that fosters a mutual exchange of knowledge, understandings, skills and experience.

Focus area: to be proactive in creating opportunities for ongoing employment of Aboriginal and Torres Strait Islander peoples within the organisation, together with culturally appropriate service delivery that is responsive to needs identified by the community.

Action	Timeline	Measurable Target
Ensure RACR programs are culturally appropriate and accessible for Aboriginal and Torres Strait Islander stakeholders	Reviewed and reported to RACRIN April and August 2017	Develop and deliver therapeutic programs in collaboration with the following Aboriginal and Torres Strait Islander communities and organisations:

		<p>Winnunga Nimmityjah Aboriginal Health Service</p> <p>Riverina Medical and Dental Aboriginal Corporation</p> <p>Ashmont Community Resource Centre</p> <p>Tolland Neighbourhood Centre</p> <p>Griffith Aboriginal Medical service</p> <p>Galambany Circle Sentencing Court</p> <p>Alexander Maconochie Remand Centre</p> <p>Bimberi Youth Justice Centre</p> <p>Gugan-Gulwan Youth Aboriginal Corporation</p> <p>ACT Aboriginal Justice Centre</p> <p>ACTCOSS</p>
	<p>Report to RACRIN April and August Annually</p> <p>Report to Reconciliation</p>	<p>Program Managers to report to RACRIN on changes and uptake of programs</p>

	Australia in September annually	
Ensure RACR Strategic and Business Plans reflect priorities and aspirations of the Aboriginal and Torres Strait Islander communities as identified by the Dhunlung Yarra team.	Commenced by September 2017 Reported to RACRIN April and August annually	Collate information on identified needs in the ACT and Riverina Aboriginal and Torres Strait Islander communities and amend practices accordingly so that continuous improvement of service delivery is achieved.
	Reported to RACRIN April 2018 Reported to RACR Board April 2018	Feed Information from the community needs analysis, client evaluations, client feedback and staff feedback into strategic and Business Planning processes.
Improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace	Reported to RACRIN December 2017	Review HR and Recruitment processes and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workforce.
	Reported to RACRIN April 2018	Review HR recruitment processes to ensure that Identified positions are protected in the RACR staffing structures and reflected in the RACR organisational chart.
	August 2018	Develop and implement an Aboriginal and Torres Strait Islander

		<p>employment and retention strategy. To help meet employment targets:</p> <ul style="list-style-type: none"> - 10% Aboriginal and Torres Strait Islander staff - 1 more staff member at management level E, F or G, to make 3 in total.
	Report on progress to RACRIN December 2017 and April 2018	Advertise all vacancies in Aboriginal and Torres Strait Islander media
	Report on progress to RACRIN December 2017 and April 2018	Collect feedback from current Aboriginal staff to inform future employment opportunities
Promote and enable staff participation in RAIN and RACRIN	December 2017	All Program Managers to release staff to attend RAIN and RACRIN meetings
	Report on progress to RACRIN April and August Annually	Include at least 2 RAIN recommended conferences in annual conference budget
	June 2018	Ensure 2018-2019 budget includes capacity for at least one visit to another Relationships Australia location by two RAIN members.

Build relationships with and utilise local Aboriginal and Torres Strait Islander businesses and services	Completed by December 2017 and reported to RACRIN April 2018	Investigate the appropriateness of becoming a member of Supply Nation
	List completed by April 2018 Reported to RACRIN April 2018	Develop and use a goods and services list of preferred business and individual contractors who are managed by, or employ, Aboriginal and Torres Strait Islander peoples to supply RACR goods and services and communicate this list to staff
	Completed by April 2018 and Reported to RACRIN April 2018	Review and update procurement policies and procedures to identify barriers to Aboriginal and Torres Strait Islander businesses to supply RACR goods and services.
	By June 2018	Develop one new commercial relationship with an Aboriginal and/or Torres Strait Islander owned businesses during the life of this RAP

Tracking progress and Reporting

Action	Time Line	Measurable Target
Report RAP achievements, challenges and learnings to Reconciliation Australia	September 2018, 2019	Complete and submit the RAP Impact Measurement Questionnaire to RA
	May 2018	Investigate participating in the RAP workplace barometer
Report RAP achievements, challenges and learnings within RACR and publicly	December 2017	Board, SMT, RACRIN, PL and staff meetings all include a standing agenda item to monitor RAP implementation and progress
	December 2017 April 2018	SMT submit written report to RACRIN on RAP implementation progress, challenges and successes
	Report to RACRIN April and August Annually	Update Board on RAP implementation and challenges
	December 2017 April 2018	Report to Senior Management Team at fortnightly SMT meetings.
	Review April & August Annually	Provide update on RAP implementation at monthly all staff meetings
	Report to RACRIN April and August	Use RACR website and social media to report on RACR RAP progress,

Review, refresh and update RAP	annually	achievements and challenges
	Start: February 2019 Completed by: May 2019	Consult with staff, Board, community and stakeholders on the development of RACR's next RAP
	Start April 2018	Liaise with RA to develop a new RAP based on learnings, challenges and achievements
	May 2018	Send draft 2018-2019 RAP to RA for endorsement 4 months prior to expected endorsement
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