



Brotherhood
of St Laurence

Working for an Australia free of poverty

Reconciliation ACTION PLAN

2014–2017



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Foreword

I am pleased to be able to introduce the Brotherhood of St Laurence's inaugural Reconciliation Action Plan, a document that is not just one of good intent but maps out good steps for action. This is a plan that we only hope to build on as we advance down the road of reconciliation within the broad remit of our organisation.

In doing so, I acknowledge the immense contribution of Aboriginal and Torres Strait Islander peoples and their cultures to our past, present and future. I am well aware that reconciliation is not just about promulgating a plan: as an anti-poverty organisation, we are sensitive to the historical injustice and stark inequality gaps that remain between Aboriginal and Torres Strait Islander Australians and other Australians.

Our first RAP – a year in the conception – lays important foundations for us internally. It is a blueprint to help the Brotherhood of St Laurence both articulate and take practical actions in our sphere of influence to contribute to build capacity and promote strong relationships and enhanced respect.

Tony Nicholson,
Executive Director

Our Vision for Reconciliation

The Brotherhood of St Laurence is committed to working with Aboriginal and Torres Strait Islander peoples to help achieve an Australia free of poverty. We will work together, and learn from, Aboriginal and Torres Strait Islander peoples to build mutually respectful relationships and ensure the Brotherhood of St Laurence plays its part in advancing the rights, equality and aspirations of Aboriginal and Torres Strait Islander Australians.

Our Reconciliation Action Plan ('RAP') sets out how we will start our reconciliation journey. We will begin by:

- ▶ listening to, learning from and consulting with Aboriginal and Torres Strait Islander peoples
- ▶ building and maintaining mutually respectful relationships with Aboriginal and Torres Strait Islander organisations, families and communities
- ▶ delivering high quality services that recognise and build on the strengths and resilience of Aboriginal and Torres Strait Islander communities
- ▶ ensuring our programs and services are accessible to Aboriginal and Torres Strait Islander peoples
- ▶ advocating for the economic, social and educational inclusion of Aboriginal and Torres Strait Islander peoples
- ▶ increasing the representation of Aboriginal and Torres Strait Islander peoples in the organisation
- ▶ promoting reconciliation and raising awareness and knowledge of Aboriginal and Torres Strait Islander history and culture with our staff, service users, volunteers, partner organisations and the wider community.

Our Organisation

The Brotherhood of St Laurence was founded in 1930 by the Anglican priest Father Gerard Tucker, a noted campaigner for social reform in his day. As early as 1943, the organisation employed a social research officer to investigate the causes of poverty. In Melbourne, Tucker deployed dramatic films to highlight the living conditions of poor families. He engaged in sit-ins to protest against unfair laws for tenants and landlords and the Brotherhood came to play a key role in abolishing the unhealthy 'slums' of inner-suburban Melbourne. The Brotherhood has expressed concern about a range of Indigenous issues from the 1950s, with the concerns raised in those times connected to the population of Aboriginal Australians living in Fitzroy and surrounding suburbs.

Inspired by Tucker's broad activism, the Brotherhood of St Laurence works in contemporary Australia to alleviate and prevent poverty. Informed by evidence, we work with others in the community to secure a fair, compassionate and just society for this and future generations. It is imperative that all Australians are able to fully participate in social and economic life and consequently we champion the goal of inclusive growth whereby social policy must be integrated with economic policy. We aim to demonstrate how to reduce disadvantage and increase social, civic and economic participation through high-quality policy, programs and practice.

Our work across the life course focuses on those people at greatest risk at the four key life transitions considered critical to well-being: the early years; the change from school to work; the shifts in and out of work; and retirement and ageing. For more than half a century, we have also helped settle migrants and refugees, and more recently have developed programs to promote financial inclusion and address the challenge of climate change and environmental sustainability at a local level.

Through our research, policy and advocacy, we aim to have a national voice on tackling poverty and disadvantage. A key part of our advocacy is to also support and empower people who are grappling with disadvantage to speak for themselves and have their own distinct voice.

As an organisation, the Brotherhood of St Laurence has a diverse staff, employing more than 600 people, and receiving support from 1200 volunteers. In a survey conducted in 2013–14, 2.6% of staff who responded identified as Aboriginal or Torres Strait Islander. Many services are clustered in Victorian locations, including the Melbourne suburbs of Fitzroy, Frankston, Craigieburn, Laverton and Melton. Our Australia-wide approach is based on forging key local partnerships with like-minded community-based organisations, and we have built our presence in cities and regions in every Australian state and the territory through this strategy.

A key demonstration of this distinct model of community development can be seen in our Home Interaction Program for Parents and Youngsters (HIPPY), a home-based parenting and early childhood learning program which we work alongside local community organisations to deliver. By 2015, HIPPY will be in 100 geographic locations across the country. Half of those are Aboriginal and Torres Strait Islander communities, including areas along the Murray-Darling River, up the eastern seaboard to Far North Queensland, in the Northern Territory and across the Kimberley in Western Australia.

We have also established a network of social enterprise businesses, including Australia's first not-for-profit-run online store for second-hand books. These businesses are supported by our volunteers and the community to raise funds to support innovation in our programs and policy development. Our shopfronts, located in Melbourne and Geelong, Victoria, also fulfil an important role as community hubs for local populations.

Across our organisation, we are deeply aware that Aboriginal and Torres Strait Islander Australians have suffered higher levels of social inequality, injustice, economic and social exclusion than any other group in our society. We also believe that Aboriginal and Torres Strait Islander peoples have a rich and continuing linguistic and cultural heritage, and strength and resilience that should be acknowledged and celebrated.

As an organisation that seeks to tackle poverty and disadvantage, we believe we must play our part in working towards greater economic, social and cultural inclusion of Aboriginal and Torres Strait Islander peoples by developing and implementing our own Reconciliation Action Plan.

Our Commitment

What we recognise

The Brotherhood of St Laurence recognises:

- ▶ Aboriginal and Torres Strait Islander peoples as the First Peoples and the traditional custodians of this land
- ▶ Aboriginal and Torres Strait Islander culture as one of the richest and oldest continuing cultures in the world
- ▶ the overwhelming evidence of the impact of colonisation, dispossession, removal of children from their families and other adverse laws, policies and practices on the social, cultural and economic wellbeing of Aboriginal and Torres Strait Islander peoples and communities.

What we commit to

In keeping with the values of the Brotherhood of St Laurence to seek the common good through compassion, with a generosity of spirit and reliance on evidence, we commit to:

- ▶ embarking on a process of reconciliation based on recognition and respect for Aboriginal and Torres Strait Islander culture and peoples, that builds knowledge of our shared history, and supports the aspirations of Aboriginal and Torres Strait Islander peoples to participate equally in the social, economic and cultural life of our community
- ▶ building and maintaining our relationships with Aboriginal and Torres Strait Islander organisations, families and communities
- ▶ building respect, knowledge and awareness of Aboriginal and Torres Strait Islander history and culture through:
 - displaying or depicting Aboriginal and Torres Strait Islander flags and Traditional Owner acknowledgements in Brotherhood of St Laurence – operated properties
 - ensuring appropriate use of Welcome to Country ceremonies and Acknowledgement of Land at significant meetings and events
 - providing cultural awareness training for our staff and encouraging them to participate in Aboriginal and Torres Strait Islander community events and activities
- ▶ implementing and monitoring our Reconciliation Action Plan’s actions and intents by delivering accessible and culturally appropriate services, and by continuing to explore and develop opportunities for future advocacy, research and service delivery with Aboriginal and Islander communities.

What we will work towards

This RAP is the start of our reconciliation journey. Over the next three years the Brotherhood of St Laurence will work towards the following outcomes:

- ▶ Our staff will have improved knowledge and understanding of Aboriginal and Torres Strait Islander culture and history through access to cultural awareness training. There will be greater awareness of Aboriginal/Islander-specific policies and programs at our local delivery sites and our staff will be familiar with our RAP, its goals and targets, and how their work contributes to its implementation
- ▶ Our staff will have the confidence and capability to engage with local Aboriginal and Torres Strait Islander organisations and to bring what they learn back to the Brotherhood so that our work and our programs continue to be accessible and relevant. As a consequence, more Aboriginal and Torres Strait Islander peoples will use our services and engage in our programs
- ▶ Our organisational policies and practices will demonstrate respect for Aboriginal culture and protocols and our staff will practise these in their day-to-day work
- ▶ Our organisation will be culturally safe and our recruitment practices will actively facilitate increased Aboriginal representation among our staff and volunteers
- ▶ Our organisation will have effective, mutually respectful relationships with Aboriginal-controlled community organisations, local Elders and Traditional Owners. Our staff will have an improved understanding and awareness of local Aboriginal services and they will know more about the services and programs available to their communities through the Brotherhood
- ▶ Our service user communities, including migrant communities and older Australians, will have a better awareness of Aboriginal and Torres Strait Islander history, culture and issues through our promotion of reconciliation
- ▶ Our programs (such as HIPPY, Community VCAL, Training Services, Workforce Solutions and Social and Financial Inclusion) and our research and advocacy agenda will make a meaningful contribution to improving the economic, social, educational and employment outcomes for Aboriginal and Torres Strait Islander peoples.

Developing our Reconciliation Action Plan

The work on our Reconciliation Action Plan began in April 2013. Over the past year, we have begun the process of building knowledge and awareness of Aboriginal and Torres Strait Islander culture among our staff, and exploring the meaning and importance of reconciliation between Aboriginal and Torres Strait Islander peoples and other Australians.

Our RAP Development Committee ('working group') comprised staff from across the organisation, including two Aboriginal staff members and three members of the Executive Team, and reported to the Brotherhood of St Laurence Executive Team. The Executive Director has strongly supported our work and personally tracked our progress.

The working group met regularly to:

- ▶ help identify how accessible our current programs are for Aboriginal and Torres Strait Islander peoples and organisations
- ▶ plan and deliver a range of staff activities and events to build staff awareness
- ▶ provide feedback and recommendations on our RAP to the Brotherhood's Executive Team and Board.

The working group visited the *First Peoples* exhibition at the Melbourne Museum to learn about Victoria's rich Aboriginal linguistic, cultural, social and economic heritage. The working group, and a further group of nominated staff RAP Champions, have been encouraged to build awareness of reconciliation and its meaning in their teams and work areas. Activities to raise awareness have included staff updates, activities and presentations at team and all-staff general meetings, cultural walks of the local area and an informative lecture featuring a guest speaker to mark Reconciliation Week. Two film events were also convened during work hours to showcase Aboriginal music and performance, and staff were encouraged to attend these events by their supervisors.

The working group's plans for developing the RAP culminated in an all-day RAP development workshop facilitated by consultant Karen Milward, who is a Yorta Yorta woman. Karen Milward brought a deep cultural knowledge, informed by her extensive experience working with Aboriginal and Torres Strait Islander communities across Australia, to the task of helping us build our RAP.

The RAP Development Committee members are excited by the targets, priorities ambitions – and, most importantly, challenges – set out in this first Brotherhood of St Laurence Reconciliation Action Plan. We look forward to further developing constructive relationships with Aboriginal and Torres Strait Islander communities: the launch of our RAP is the start, and not the conclusion, of our work towards reconciliation in our sphere of influence.

Members of the RAP Development Committee:

Malita Allan, Paul Brophy, Christine Cornish, Kristie Dunn, Grant Lea, Ashley Perez, Marian Pettit, Nicole Rees, Toni Rizzo, Fatou Roost, Ros Sultan, Jessie Truscott. Katrina Currie (Co-chair); Farah Farouque (Co-chair)

Reconciliation Action Plan 2014–2017

Relationships		The Brotherhood will build and maintain strong and respectful relationships with Aboriginal and Torres Strait Islander communities and organisations to ensure our services meet and respond to community needs and aspirations. The Brotherhood understands that the quality of these relationships is fundamental to our work.		
Action	Responsibility	Timeline	Target	
<p>1. Establishing strong relationships with Aboriginal and Torres Strait Islander peoples and organisations by:</p> <ul style="list-style-type: none"> developing our relationships with Elders, leaders, Traditional Owners and community members from the local area developing community engagement plans in each geographical/ operational area to ensure our services and activities are responsive and connected to local communities ensuring our communication networks and contracted local providers engage and involve local Aboriginal and Torres Strait Islanders. 	<p>Executive Director Group General Manager – Shared Services Co-chairs – RAP working group National Manager-HIPPY Australia</p>	<p>By December 2014 and annually</p> <p>By July 2015 and annually</p>	<p>At least one meeting a year with Traditional Owner groups/Elders/ leaders.</p> <p>Engagement plans developed and in place and regular visits to identified local organisations.</p> <p>All Brotherhood staff working with Aboriginal and Torres Strait Islander communities undergo cultural awareness training and refresher programs.</p> <p>The Brotherhood has produced an Aboriginal and Torres Strait Islander Engagement Guide for the Home Interaction Program for Parents and Youngsters (HIPPY), in partnership with Secretariat of National Aboriginal and Islander Child Care (SNAICC). This will be used as a template for future engagement by all staff.</p>	
<p>2. Developing respect and engagement by building relationships with Aboriginal communities through:</p> <ul style="list-style-type: none"> a Brotherhood presence at key community events organising and participating in celebration events (e.g. National Reconciliation Week) 	<p>Executive Director Co-chairs – RAP working group Group General Managers</p>	<p>End June annually</p> <p>December 2014 and annually</p> <p>June 2015 and annually</p>	<p>A calendar of Reconciliation Week and other community events is promoted on the intranet.</p> <p>Staff are encouraged to attend community events.</p> <p>At least one National Reconciliation Week event held per year.</p>	

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Action	Responsibility	Timeline	Target
3. Encouraging engagement by inviting communities into Brotherhood facilities and events and making facilities available for Aboriginal and Torres Strait Islander community meetings including: <ul style="list-style-type: none"> • giving Aboriginal community organisations and groups access to booking Brotherhood rooms and facilities • continuing to support ANTaR Victoria with the provision of office premises at the Brotherhood. 	Executive Director Group General Managers Group General Manager – Shared Services	December annually December annually December annually	Aboriginal organisations are invited to participate in Brotherhood events and activities and have a greater awareness of our services. Aboriginal organisations hold meetings and functions at the Brotherhood. ANTaR continues to operate as a valuable resource supporting reconciliation between Aboriginal and non-Aboriginal Victorians
4. Use the RAP sharing process to seek engagement from and build relationships with Aboriginal and Torres Strait Islander organisations and peoples.	Executive Director Co-chairs – RAP working group	June 2014 July 2015	Aboriginal and Torres Strait Islanders, key stakeholders and community members are invited to the Brotherhood RAP launch. Final RAP is sent to Aboriginal and Torres Strait Islander communities, organisations and network groups and other partner organisations.
5. Continue to listen, learn and build our relationships with Aboriginal and Torres Strait Islander partner organisations and communities to ensure Aboriginal and Torres Strait Islander families and individuals are aware of and can access our programs and services if they choose.	Co-chairs – RAP working group Group General Manager – Programs & Policy	By December 2014 By June 2017	Develop and communicate an Aboriginal and Torres Strait Islander protocol document including acknowledgements for use across the organisation. Protocols are implemented in the Brotherhood policies and work practices.
6. Investigate and create partnerships to develop our research, advocacy and program delivery.	General Manager – Research & Policy Centre Group General Manager – Programs & Policy	By June 2017	Partnerships and agreements in place with Aboriginal and Torres Strait Islander community organisations and those that work with them.
7. Continue to auspice, support and exchange knowledge with Aboriginal and Torres Strait Islander organisations and/or organisations that support them.	Executive Director Chief Financial Officer Group General Managers National Manager – HIPPY Australia	By June 2017	Continue partnership support to Aboriginal and Torres Strait Islander organisations.

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Action	Responsibility	Timeline	Target
8. Continue to monitor RAP development, including whether key actions are being implemented, and progress is being tracked and reported.	Co-chairs – RAP working group	Ongoing December and June annually	The working group oversees development, endorsement and launch of the RAP. The working group meets at least twice annually to monitor and report on RAP implementation to the Executive Team.

Respect	In all our work we will respect and celebrate the contribution of Aboriginal and Torres Strait Islander culture and history and its ongoing importance in our contemporary society. We will respect Aboriginal and Torres Strait Islander culture by increasing awareness and knowledge among our staff, by acknowledging connection to country and by celebrating key community events and achievements.		
Action	Responsibility	Timeline	Target
1. Develop Acknowledgement and Welcome to Country protocols in consultation with Traditional Owner groups.	Co-chairs – RAP working group Group General Manager – Shared Services	By December 2014	Acknowledgement and Welcome to Country protocols are in place and practised across the organisation.
2. Ensure Acknowledgement of Country: <ul style="list-style-type: none"> at all key meetings (including Board, Executive, and General Staff meetings) and formal events displayed in all Brotherhood sites. 	Executive Director Group General Manager – Shared Services General Manager – Business Planning & Social Enterprises	By December 2014, Ongoing	Acknowledgement of Country occurs at all key Brotherhood meetings and events and Traditional Owner acknowledgement is displayed at our delivery sites.
3. Skill our staff with the cultural competence to build and sustain mutually respectful and beneficial relationships with Aboriginal and Torres Strait Islander peoples and communities.	Executive Director Group General Manager – Shared Services Co-chairs – RAP working group	From July 2014, ongoing	At least four cultural awareness programs offered to staff each year. Aim for all staff to go through the training every 3 years.

Respect	In all our work we will respect and celebrate the contribution of Aboriginal and Torres Strait Islander culture and history and its ongoing importance in our contemporary society. We will respect Aboriginal and Torres Strait Islander culture by increasing awareness and knowledge among our staff, by acknowledging connection to country and by celebrating key community events and achievements.		
Action	Responsibility	Timeline	Target
4. Brotherhood participation in community events and cultural celebrations including: <ul style="list-style-type: none"> • NAIDOC Week • National Reconciliation Week • The Apology Anniversary • Close the Gap Day. 	Group General Managers Co-chairs – RAP working group	From July 2014 ongoing	Brotherhood staff regularly participate in community events and cultural celebrations. Staff are supported to participate in NAIDOC events in the local community.
5. Increase Aboriginal and Torres Strait Islander participation in Brotherhood governance structures, advisory committees and steering groups.	Board chair Executive Director	By end June 2017	Increase Aboriginal and Torres Strait Islander representation at the Brotherhood
6. Depiction of Aboriginal and Torres Strait Islander culture through artworks and various creative mediums.	Executive Director Senior Advisor – Public Affairs & Policy	By end June 2017 By December 2015	Aboriginal and Torres Strait Islander culture is depicted through art at Brotherhood offices and locations. All copyright and permissions for use have been obtained from the relevant artist, and the artist acknowledged. Aboriginal or Torres Strait Islander mural at head office.
7. Promote our RAP to our staff, volunteers and partner organisations.	Executive Director Group General Managers, Co-chairs – RAP working group	From June 2014, ongoing	The Brotherhood RAP is widely promoted and staff, volunteers and partner organisations are aware of our plan and its commitments. The RAP is featured on our website and Intranet, and included as part of staff orientation and induction.

Opportunities	The Brotherhood will develop policies, programs and services that will enhance economic, educational and social opportunities for Aboriginal and Torres Strait Islander people.		
Action	Responsibility	Timeline	Target
1. Develop an Aboriginal and Torres Strait Islander employment strategy.	Senior Manager – People Services & Senior Manager – Volunteer Services Co-chairs– RAP working group	By June 2015	Increase representation of Aboriginal and Torres Strait Islander peoples as employees and volunteers.
2. Introduce internships and mentoring programs for Aboriginal and Torres Strait Islander peoples.	Group Manager –Shared Services General Manager – Research & Policy Centre	Developed by June 2015, ongoing	At least two internships offered to Aboriginal and Torres Strait Islander graduates per annum.
<p>3. Expand HIPPY with a focus on Aboriginal and Torres Strait Islander families.</p> <ul style="list-style-type: none"> • Local HIPPY providers' delivery is consistent with the Brotherhood HIPPY Engagement Guide. • The Brotherhood honours the commitment to the Northern Territory NGOs Alliance Principles for a Partnership Approach to NGOs working with Aboriginal Organisations and Communities, and requires HIPPY providers in the Northern Territory to adhere to these principles. • All HIPPY Requests for Tender and Sub-Licences require HIPPY providers to demonstrate partnerships with local Aboriginal and Torres Strait Islander organisations and community members. 	National Manager – HIPPY Australia	From April 2014	<p>50 new HIPPY sites in operation with a specific focus on Aboriginal and Torres Strait Islander families.</p> <p>Aboriginal and Torres Strait Islander communities are engaged in service development and delivery at these sites. This will be assessed twice per year as part of the bi-annual assessment of each site.</p> <p>All successful HIPPY providers have demonstrated their commitment to engage, involve and listen to the local Aboriginal and Torres Strait Islander community. All providers in the Northern Territory will be adhering to the Northern Territory NGOs Alliance Principles for a Partnership Approach to NGOs working with Aboriginal Organisations and Communities.</p> <p>All HIPPY providers run local Advisory Groups that involve the local Aboriginal and Torres Strait Islander community.</p>
4. Develop and deliver an Aboriginal Employment Program in partnership with ANZ.	Senior Manager – Workforce Solutions	From May 2014, ongoing	At least 10 Aboriginal or Torres Strait Islander people obtain employment with the ANZ each year.

Opportunities	The Brotherhood will develop policies, programs and services that will enhance economic, educational and social opportunities for Aboriginal and Torres Strait Islander people.		
Action	Responsibility	Timeline	Target
5. Develop and deliver cultural heritage awareness training for Aboriginal and Torres Strait Islander young people participating in other employment programs.	Aboriginal Engagement Training Coordinator	From April 2014, ongoing	Young Aboriginal and Torres Strait Islander people participating in local employment programs at Charcoal Lane and other local programs have access to cultural heritage training from the Brotherhood.
6. Actively consider and utilise Aboriginal and Torres Strait Islander businesses and services where appropriate.	Chief Financial Officer	By December 2014 December 2014 and annually	Provide an Aboriginal business directory on the intranet. The Procurement Policy will actively consider Aboriginal and Torres Strait Islander businesses and services where appropriate. At least one Aboriginal and Torres Strait Islander business/service is utilised by the Brotherhood annually.
7. Review and enhance recruitment and selection processes so they are culturally appropriate to increase the number of Aboriginal and Torres Strait Islander people employed at the Brotherhood.	Senior Manager – People Services	December 2015	Review complete and presented to Executive.
8. Develop systems and processes to track the participation of Aboriginal and Torres Strait Islander clients in order to identify a benchmark for future improvements in the accessibility of our programs.	General Manager – Work & Learning Senior Manager – People Services Senior Advisor – Programs & Practice	By June 2015	Key program areas have systems in place to collect cultural identification data from participating clients and staff are trained in collecting this data.

Tracking Progress and Reporting

Action	Responsibility	Timeline	Target
1. Reconciliation Action Plan implementation from 2014 to 2017.	Executive Director Co-chairs – RAP Working Group	June 2014 – June 2017	Reconciliation Action Plan progress is reported each year in the Reconciliation Action Plan Impact Measurement Questionnaire.
2. The Brotherhood's Reconciliation Action Plan Committee meets to review progress of the RAP's implementation at least twice a year.	Co-chairs – RAP Working Group	June and December annually	Review of the Reconciliation Action Plan feedback provided. Reconciliation Action Plan implementation gaps and issues are identified.
3. Undertake a Cultural Audit of the Brotherhood.	General Manager – Work & Learning Senior Manager –People Services	By end June 2017	Cultural Audit undertaken and presented to Executive team.
4. RAP updates are regularly provided to Brotherhood staff and in the Annual Report.	Executive Director	April, August and December annually	General staff meetings receive progress reports on the implementation of the RAP. RAP updates and progress are included in the Annual Report.
5. The Board will be kept fully informed on progress towards goals set.	Executive Director Co-chairs – RAP Working Group	December annually	A RAP report will come to the Board annually.

For more information about the Brotherhood's RAP, please contact:

Office of the Executive Director
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(03) 9483 1327

Reconciliation ACTION PLAN 2014–2017



Brotherhood
of St Laurence

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