

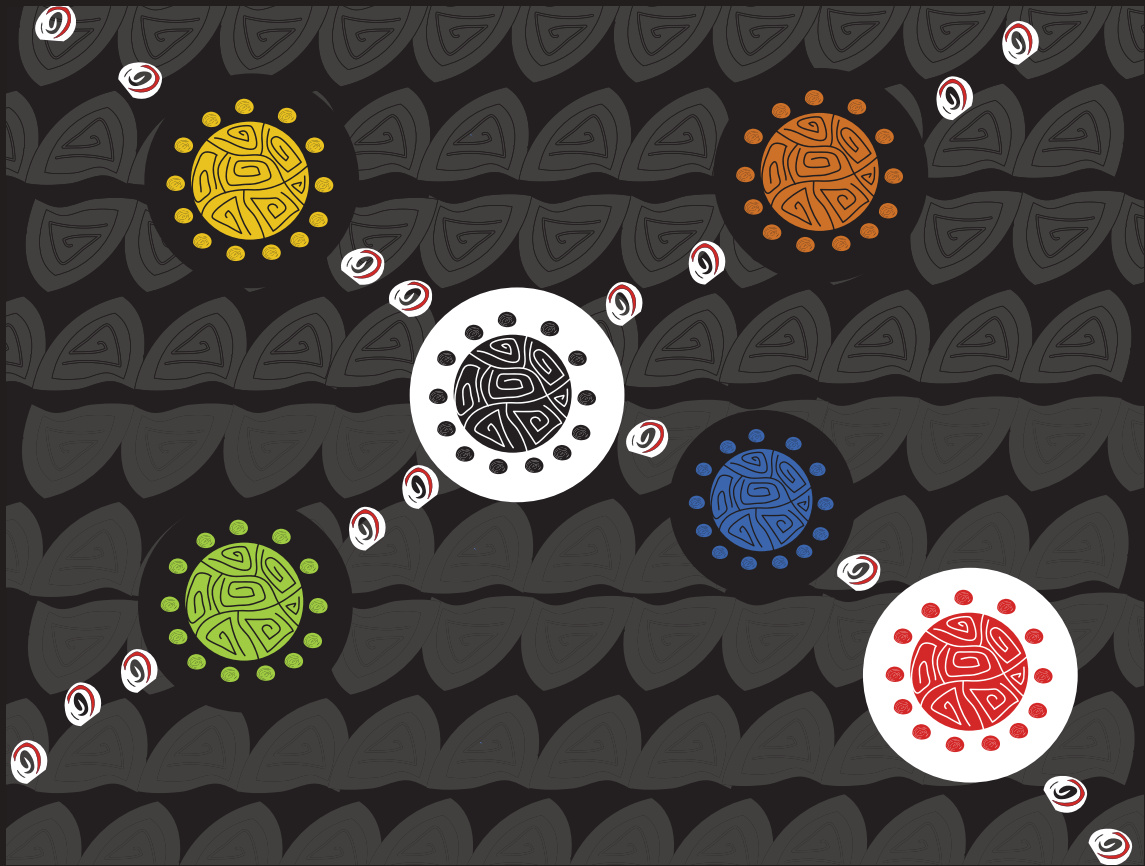
The background features a dark field with repeating grey Indigenous patterns. Scattered throughout are several circular symbols: a yellow one in the top left, an orange one in the top right, a white one with black patterns in the center, a blue one in the middle right, a green one in the middle left, and a red one in the bottom right. Small white circular icons with red and black swirls are also present.

Community Housing Limited **Innovate** Reconciliation Action Plan

March 2023 – March 2025



About the artwork



Designed by Mandy Braddick, Wajamin Creative.

This artwork is reflective of the traditional ways of living in community, and our connection and communication with water and land. It symbolises working together in creating better living standards that encompass the connection of culture, true representation and community spirit.

Mandy is a South Coast NSW, Wandandian tribe and Gumea language group woman. Mandy is a Graphic Designer and communication specialist with over 12 years experience working on design, communication, digital and social media projects.



Community Housing Ltd Group of Companies acknowledges Aboriginal and Torres Strait Islander peoples of Australia, the Traditional Custodians of country and waters throughout Australia, and the lands on which we work and live.

We pay our respects to Aboriginal and Torres Strait Islander peoples, their cultures and their Elders past, present and future.

Our vision for reconciliation

Community Housing Limited's (CHL) vision for reconciliation is to celebrate a rich, diverse and inclusive work and business culture that recognises, embraces and values Aboriginal and Torres Strait Islander peoples' cultural heritage and traditions through our principles of equity, equality, integrity, truth-telling and historical acceptance.



Message from our Managing Director

Chief Executive Officer, Steve Bevington



I am proud to introduce Community Housing Ltd (CHL) Group of Companies Innovate Reconciliation Action Plan (RAP) and continue our ongoing commitment to reconciliation in Australia, including housing equality for Aboriginal and Torres Strait Islander peoples.

Building on the success of our inaugural RAP and decades of working in collaboration with local Aboriginal and Torres Strait Islander communities, we are excited to begin the next step in our reconciliation journey at CHL.

We have continued to deepen our relationships and partnerships with Aboriginal and Torres Strait Islander organisations and communities around Australia.

Over 17% of CHL tenants currently identify as Aboriginal and Torres Strait Islander people. Our Innovate RAP is a key driver of our commitment to work improve housing outcomes for First Nations Peoples.

CHL will leverage social, economic and housing opportunities in partnership with Aboriginal and Torres Strait Islander communities to ensure we close the huge parity gap between wider Australia and First Nations Peoples.

We will maintain and improve our culturally responsive business practices, community development, employment and training opportunities for Aboriginal and Torres Strait Islander people.

CHL is strongly committed to being part of the much-needed reconciliation movement in Australia. We are committed to the ongoing development of an organisation that acknowledges and fosters awareness and a deep respect of Aboriginal and Torres Strait Islander peoples' rich histories and cultures.

We will implement our Innovate RAP decisively and proactively in partnership and collaboration with Aboriginal and Torres Strait Islander communities, organisations and businesses to achieve meaningful reconciliation in Australia.

Message from Reconciliation Australia

Chief Executive Officer,
Karen Mundine



Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Community Housing Limited continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Community Housing Limited will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Community Housing Limited using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Community Housing Limited to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Community Housing Limited will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Community Housing Limited's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Community Housing Limited on your first Innovate RAP and I look forward to following your ongoing reconciliation journey.



Our business

CHL is a not-for-profit company delivering housing for vulnerable and low to moderate income people, who are unable to secure long term affordable housing in the market.

Our vision is a ‘World without Housing Poverty’.

CHL originated in Australia in 1993 and has spread its operations to include South Asia, South-East Asia and South America. In Australia, the CHL Group of Companies includes Community Housing Ltd, Community Housing (Vic) Ltd (CHVL), Community Housing (Qld) Ltd (CHQL), Community Housing (Tas) Ltd (CHTL), Aboriginal Community Housing Ltd (ACHL), Aboriginal Community Housing (Vic) Ltd (ACHVL), and the Horizon Housing Company and its subsidiaries. This Innovate Reconciliation Action Plan (RAP) applies to all entities in the CHL Group within Australia.

In Australia, CHL currently has a portfolio of more than 10,000 properties under management in 6 states, housing people and families in pursuit of our vision. We are also considered to be the second largest non-government housing manager for Aboriginal and Torres Strait Islander peoples in Australia.

To be able to provide end-to-end affordable housing development and long-term housing and tenancy management operations, we work closely with all tiers of Governments, regulators, financial institutions, landlords, investors, partner organisations and developers, whilst always having an on-going focus on our tenants and staff.

CHL employs 366 people, including Board members and employees, across 22 offices in metropolitan, regional and remote areas of Australia, as well as 7 different countries. We have 7 Aboriginal and/or Torres Strait Islander Board Members, representing 41% of our total Board membership and 25 employees who identify as Aboriginal and/or Torres Strait Islander people working for CHL, representing 9% of our total workforce.



Aboriginal Community Housing Limited (ACHL) is part of the CHL group of companies and is continuing its journey as an independent national Aboriginal and Torres Strait Islander community housing organisation and we are very proud of its development. CHL firmly believe ACHL is the mechanism through which we can further contribute to the improvement of housing solutions for Aboriginal and Torres Strait Islander peoples throughout Australia and increase the self-determination of communities in relation to their housing situations.

ACHL provides meaningful leadership and influence in undertaking the management of existing portfolios, the development of new housing initiatives, and providing support to Aboriginal and Torres Strait Islander housing organisations across the country. Across the nation, under the CHL, CHVL and ACHL companies, we manage tenancies for 1,183 Aboriginal and/or Torres Strait Islander people, being 14.4% of our Australian housing portfolio.

Our RAP

CHL began the process of developing our first Reflect RAP in 2018 and is proud to begin the next step of our reconciliation journey through the development and implementation of our Innovate RAP. CHL seeks to contribute to the journey of reconciliation and further develop our culture as an organisation that acknowledges and fosters awareness and respect of Aboriginal and Torres Strait Islander peoples, histories and cultures.

In 2018, CHL set out to achieve the actions as designated in our first RAP to take our next step in the journey of reconciliation to achieve these outcomes. Success for the outcomes required a whole of organisation approach and covered examining all aspects of what we do. This process of reflection for some was not easy and asking people to unpack the way they perceive something in their world was challenging. This is a challenge that CHL must commit to as it moves to the Innovate RAP.

Whilst there were challenges, we did see evidence of great leadership and delivery by the teams that committed to the journey and their understanding of its importance.

Key Achievements



Cultural Awareness e-learning program delivered and completed by all existing CHL Australia staff and is a component of new employee inductions.



Raise awareness of National Reconciliation Week and NAIDOC Week across the organisation.



Review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.



Developed a draft Procurement Strategy to understand the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses.

CHL developed this Innovate RAP through our RAP Working Group. The group consisted of four RAP Working Groups (RWG) working as one. These include a range of employees across varying levels of management and regions in Australia representing each of the companies. We currently have 4 Aboriginal and/or Torres Strait Islander employees, 19 non-Indigenous employees and an external Aboriginal consultant working together to advance and progress reconciliation through our Innovate RAP. The RWG report directly to our senior leadership and Board members, who are fully supportive, and promote our reconciliation journey. Members of the RWG hold the following positions within the organisation:

- Aboriginal Housing Coordinator
- ACHL National Operations Manager
- ACHL Relationship Manager
- Communications Coordinator
- Community Development Manager
- Community Development Officer
- Family Support Worker
- Field Services Officer
- General Manager Corporate Services
- Head of Human Resources
- Homelessness Services Coordinator
- Homelessness Worker
- Housing Officer
- Housing Services Coordinator
- Human Resources Senior Adviser
- Learning and Development Manager
- National Business Improvement Manager
- National Community Development Manager
- National Operations Manager
- Quality Project Officer
- Property Portfolio Specialist



Senior Project Manager
State Operations Manager

CHL is a nationally based provider and as such we work on the lands of many different Aboriginal and Torres Strait Islander peoples. We acknowledge and honour First Nations people's wisdom and support the mechanisms of truth telling providing a voice in collaboration with Aboriginal and/or Torres Strait Islander peoples raising awareness of our shared histories. This requires a deep understanding of the cultures and histories of Australia's First Nations peoples and an acknowledgment of the effects of colonisation experienced by the oldest living culture in the world. Due to this, and together with the learnings we have acquired through the Reflect RAP process, research and consultation with Aboriginal and Torres Strait Islander peoples within the CHL family, we are proposing a place-based approach for our Innovate RAP. This will enable CHL to develop and implement meaningful reconciliation actions within the local communities that we live and work.

The CHL Innovate RAP is championed by the CHL Group Managing Director.



Relationships

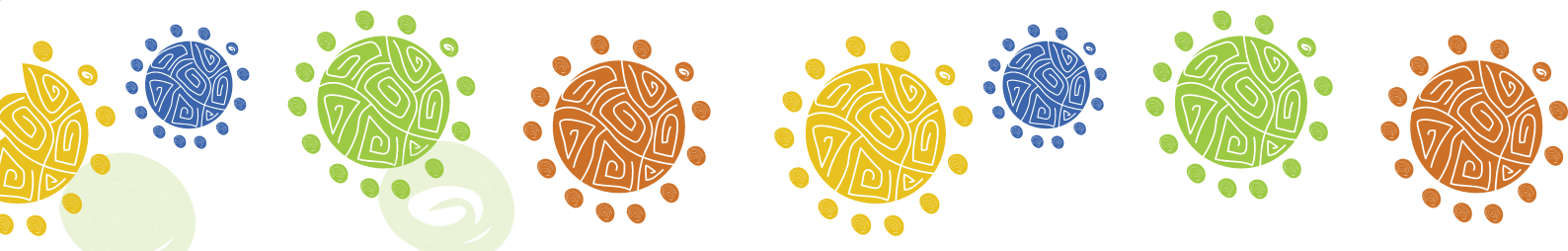
Respectful relationships and meaningful partnerships assist CHL to respond to the aspirations of local Aboriginal and Torres Strait Islander peoples, communities and organisations in relation to safe and affordable housing and community sustainability.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Meet with local and region specific Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	November 2023	State Manager NSW
	• Investigate culturally appropriate best practices to formalise new relationships with Aboriginal and Torres Strait Islander communities and organisations.	June 2024	ACHL National Operations Manager
	• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2023	ACHL National Operations Manager
	• Explore, support and provide opportunities for staff to appropriately engage with First Nations community members in all our operating locations.	December 2023	State Manager SA



Action	Deliverable	Timeline	Responsibility
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023, 2024	Head of Internal Communications and Customer Experience
	• RAP Working Group members to participate in an external NRW event.	27 May- 3 June 2023, 2024	Business Improvement Manager
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June 2023, 2024	Managing Director
	• Ensure each company group to organise at least one national NRW event each year.	27 May- 3 June 2023, 2024	Managing Director
	• Encourage each office to organise at least one NRW event each year in collaboration with local community.	27 May- 3 June 2023, 2024	National Community Development Manager
	• Register all our NRW events on Reconciliation Australia's NRW website.	27 May- 3 June 2023, 2024	Head of Corporate Communications

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	• Implement strategies to engage our staff in reconciliation.	August 2023	National Operations Manager
	• Develop and implement an internal RAP communication plan that raises awareness and promotes reconciliation across the organisation.	May 2023	Head of Human Resources
	• Communicate our commitment to reconciliation publicly.	May 2023	Managing Director
	• Develop and implement a proactive media plan to engage local/national media in showcasing Aboriginal and Torres Strait Islander Reconciliation activities and CHL RAP delivery milestones.	August 2023	Head of Corporate Communications
	• Explore feasibility options and create a CHLNet RAP collaboration page which support and promotes reconciliation across the organisation and encourages storytelling, staff contributions, participation and engagement.	February 2024	National Community Development Manager
	• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	December 2023	ACHL National Operations Manager
	• Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	December 2023	Business Improvement Manager
	• Explore opportunities within our sphere of influence to publicly support and to raise awareness of the Referendum Council's call for a First Nations Voice to Parliament recognised in the Australian Constitution.	October 2023	Managing Director



Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies.	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	November 2023	Head of Human Resources
	• Develop, implement and communicate an anti-discrimination policy for our organisation.	November 2023	Head of Human Resources
	• Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	November 2023	Head of Human Resources
	• Educate senior leaders on the effects of racism.	December 2024	Managing Director



Respect

Respect for Aboriginal and Torres Strait Islander peoples, cultures, histories, knowledge and rights are vital for CHL (Group of Companies) to be able to successfully provide culturally appropriate services and programs and to drive strong housing and social outcomes in collaboration with Aboriginal and Torres Strait Islander peoples, communities and organisations.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation including learnings on Aboriginal and Torres Strait Islander histories.	April 2024	Learning & Development Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	July 2024	ACHL National Operations Manager
	Develop, implement and communicate a cultural learning strategy for our staff engaging local providers for local content.	July 2024	Learning & Development Manager
	Increase the provision of cultural awareness e-learning for all CHL employees and contractors to be undertaken annually	June 2024	Head of HR
	Explore strategies and support self-learning opportunities through encouraging staff participation in national webinars focussing on Aboriginal and Torres Strait Islander matters.	August 2024	Learning & Development Manager
	Provide opportunities for RAP Working Group members, HR team and other key leadership staff to participate in formal and structured immersive cultural learning for leaders.	March 2024	Learning & Development Manager
	Conduct a review of and update of CHL's employee induction training incorporating Aboriginal and Torres Strait Islander Cultural Awareness Training.	June 2024	Head of HR

Action	Deliverable	Timeline	Responsibility
6. Acknowledge and celebrate Aboriginal and Torres Strait Islander dates of significance.	Collaborate with local Aboriginal and Torres Strait Islander peoples, communities and organisations to create a region-specific calendar of dates of significance.	December 2023	State Manager QLD
	Investigate opportunities to organise internal events to commemorate significant dates in consultation with Aboriginal and Torres Strait Islander peoples and communities.	December 2023	State Manager TAS
	Encourage staff to attend events commemorating significant dates building on strengthening relationships and with local peoples and communities.	December 2023	State Manager WA
	Investigate, develop and implement strategies that promote and inform all staff of significant dates for Aboriginal and Torres Strait Islander peoples and cultures	February 2024	Head of Internal Communications and Customer Experience
	Invite local Elders or Aboriginal and/or Torres Strait Islander community identified representatives to speak to our staff on dates of significance. ie National Sorry Day	October 2023	Aboriginal and Torres Strait Islander Employee Alliance Chair
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2024	Learning & Development Manager
	Develop, implement, and communicate a cultural protocol document, including region specific protocols for Welcome to Country and Acknowledgement of Country.	July 2024	Business Improvement Manager
	Scope and develop a list of key contacts that supports respectful region specific Welcome to Country ceremonies being performed.	September 2024	Chief Financial Officer
	Invite local Traditional Owners or Custodians to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	December 2023	Aboriginal and Torres Strait Islander Employee Alliance Chair

Action	Deliverable	Timeline	Responsibility
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	March 2023	Managing Director
	• Consult local Aboriginal and Torres Strait Islander Traditional Owners or Custodians on the development and display of Acknowledge to Country plaques that include traditional place names and local languages at the building entrances of all CHL developments and offices.	November 2024	Head of Internal Communications and Customer Experience
	• RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2023, 2024	Business Improvement Manager
	• Each state organises NAIDOC week activities and / or joins with existing activities for each office location.	First week in July 2023, 2024	National Operations Manager
	• Review HR policies and procedures to remove barriers to all staff participating in NAIDOC Week.	March 2024	Head of Human Resources
	• Review leave policy and consider the inclusion of NAIDOC leave for Aboriginal and Torres Strait Islander staff to attend and be involved in external NAIDOC week activities supporting personal community cultural commitments.	November 2023	Head of Human Resources
	• Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2023, 2024	Managing Director

Action	Deliverable	Timeline	Responsibility
9. Demonstrate respect to Aboriginal and Torres Strait Islander employees and visitors through creating a culturally safe environment.	Investigate opportunities to purchase and display Aboriginal and Torres Strait Islander flags at building entrances of all CHL offices.	January 2024	Business Improvement Manager
	Scope opportunities and appropriateness, in consultation and collaboration with Traditional Owners and Custodians, that support staff capabilities of providing an Acknowledgement to Country in local language.	December 2024	National Community Development Manager
	Scope feasibility in the use of Aboriginal and Torres Strait Islander language of traditional place, or locally significant names for new projects and housing developments in consultation with Traditional Owners and Custodians	August 2024	General Manager Project Services
	Develop, implement and communicate a resource for staff detailing local peoples (ie language groups), local protocols, significant local phrases in language, and inclusive language and terminology guide, in consultation with Traditional Owners and Custodians	November 2024	Head of Corporate Communications
	Scope and develop strategies that creates an environment for appropriate Truth Telling forums to be developed in collaboration with local Aboriginal and Torre Strait Islander communities.	July 2024	State Manager VIC



Opportunities

Opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities are important to CHL and goes towards the heart of our core business and vision in supporting and promoting self-determination and Aboriginal and Torres Strait Islander lead solutions to culturally responsive business practices, community development, employment and training opportunities, support networks and housing pathways.

Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Build on understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Dec 2023	Head of Human Resources
	• Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	Dec 2023	Head of Human Resources
	• Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	May 2023	Head of Human Resources
	• Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	November 2023	Head of Human Resources
	• Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	July 2023	Head of Human Resources
	• Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	December 2023	Managing Director
	• Investigate and implement strategies that incorporate consultation, review and endorsement processes of HR policies by the Aboriginal and Torres Strait Islander Employee Alliance prior to being submitted for final approval and implementation.	August 2023	Head of Human Resources



Action	Deliverable	Timeline	Responsibility
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Explore and develop 'locals first' Aboriginal and Torres Strait Islander Housing Officers traineeship opportunities within local CHL workplaces.	July 2024	Head of Human Resources
	• Investigate and develop Aboriginal and Torres Strait Islander mentoring program providing support for non-Aboriginal and Torres Strait Islander employees.	July 2024	Learning & Development Manager
	• Scope opportunities and create Aboriginal and Torres Strait Islander specific identified positions across the organisation at all levels.	July 2024	Head of Human Resources
	• Build on current relationships with education providers informing the successfully provision of student placement and traineeship pathways within CHL.	August 2023	Learning & Development Manager
	• Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	July 2024	National Portfolio Development Manager
	• Explore feasibility and requirements in establishing Aboriginal and Torres Strait Islander Supplier Communication/Engagement Plans and Supplier/Contract Management Plans.	August 2023	General Manager AAHS/HHR
	• Investigate and review our Supply Nation membership aligning mandatory commitments and requirements with our Aboriginal and Torres Strait Islander procurement strategy.	July 2024	General Manager Corporate Services
	• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	July 2023	National Portfolio Development Manager
	• Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	July 2023	National Portfolio Development Manager



Action	Deliverable	Timeline	Responsibility
12. Improve housing options and service deliveries for Aboriginal Torres Strait Islander peoples within CHL	• Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	December 2023	National Portfolio Development Manager
	• Share and communicate CHL Community Impact grant opportunities with Aboriginal and Torres Strait Islander tenants, communities and organisations.	July 2024	National Community Development Manager
	• Scope and investigate development opportunities for Aboriginal and Torres Strait Islander housing.	February 2024	ACHL National Operations Manager
	• Identify property portfolios for management transfer from CHL to ACHL in New South Wales	August 2023	State Manager NSW
	• Identify property portfolios for management transfer from CHL to ACHL in Tasmania	August 2023	State Manager TAS
	• Identify property portfolios for management transfer from CHVL to ACHVL in Victoria	August 2023	State Manager VIC
	• Identify property portfolios for management transfer from CHQL to ACHL in Queensland	August 2023	State Manager QLD
	• Identify property portfolios for management transfer from CHL to ACHL in South Australia	August 2023	State Manager SA
	• Identify property portfolios for management transfer from CHL to ACHL in Western Australia	August 2023	State Manager WA

Action	Deliverable	Timeline	Responsibility
13. Increase Aboriginal and Torres Strait Islander employment, education and training opportunities and pathways within CHL.	• Explore and develop 'locals first' Aboriginal and Torres Strait Islander Housing Officers traineeship opportunities within the local CHL workplaces.	November 2023	Head of Human Resources
	• Investigate and develop Aboriginal and Torres Strait Islander mentoring program providing support for non-Aboriginal and Torres Strait Islander employees.	November 2024	Learning & Development Manager
	• Build on current relationships with education providers informing the successfully provision of student placement and traineeship pathways within CHL.	December 2023	Learning & Development Manager



Governance

Action	Deliverable	Timeline	Responsibility
14. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	• Maintain Aboriginal and Torres Strait Islander representation on the RWG.	July 2023, July 2024	ACHL National Operations Manager
	• Establish and apply a Terms of Reference for the RWG.	July 2023	Business Improvement Manager
	• Meet at least four times per year to drive and monitor RAP implementation.	January, April, July, October 2023; January, April, July, October 2024, January 2025	Business Improvement Manager
15. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	March 2023, 2024, 2025	Business Improvement Manager
	• Define support and resource needs to maintain the Aboriginal and Torres Strait Islander Employees Alliance.	March 2023, 2024, 2025	ACHL National Operations Manager
	• Engage our senior leaders and other staff in the delivery of RAP commitments.	December 2023	CHL Board Chair
	• Support RAP activities and implementation through committing to the RAP be included as a compulsory agenda item at all organisational team and Board meetings.	August 2023	CHL Board Chair
	• Establish RAP advisory groups in collaboration with and incorporating local Elders and community members, customers, tenants and other relevant stakeholders within each State.	February 2024	ACHL National Operations Manager
	• Define and maintain appropriate systems to track, measure and report on RAP commitments.	October 2023	Business Improvement Manager
	• Develop an internal dashboard measurement system reflecting real-time progress on our intranet	September 2023	Business Improvement Manager
	• Appoint and maintain an internal RAP Champion from senior management.	March 2023	Managing Director

Action	Deliverable	Timeline	Responsibility
16. 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, 2022 and 2023	Business Improvement Manager
	• Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	July 2023, July 2024	National Operations Manager
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement.	August 2023, August 2024,	Managing Director
	• Submit a traffic light report to Reconciliation Australia at the conclusion of this RA	March 2025	Head of Corporate Communications
	• Report RAP progress to all staff and senior leaders quarterly.	March 2023, June 2023, September 2023, December 2023, March 2024, June 2024, September 2024, December 2024, March 2025	National Operations Manager
	• Publically report our RAP achievements, challenges and learnings, annually.	April 2023, April 2024, April 2025	Managing Director
17. Continue our reconciliation journey by developing our next RAP.	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	Head of Corporate Communications
	• Register via Reconciliation Australia's website to begin developing our next RAP.	May 2024	Business Improvement Manager

Name: Keely Moore

Position: National Operations Manager

Phone: 1300 245 468

Email: keely.moore@chl.org.au

1300 CHL Housing
(1300 245 468 Australia only)

VICTORIA

(Principle Place of Business)
Ground Floor
19- 23 Prospect Street
Box Hill VIC 3128
Australia

T +61 3 9856 0050
E info@chl.org.au

QUEENSLAND

Suite 101, Level 1
Campus Alpha
2 Investigator Drive
Robina QLD 4226
Australia

T +61 7 4121 4515
E infoqld@chl.org.au

SOUTH AUSTRALIA

270b Main North Road
Prospect SA 5082
Australia

T +61 8 8210 0200
E infosa@chl.org.au

NEW SOUTH WALES

(Registered Office)
4/20 Charles Street
Parramatta NSW 2150
Australia

T +61 2 9891 7600
E nswinfo@chl.org.au

WESTERN AUSTRALIA

Office 1&2 Ground Floor
146 Fitzgerald Street
Perth WA 6000
Australia

T +61 8 9228 7500
E infowa@chl.org.au

TASMANIA

Level 1/288 Invermay Road
Mowbray TAS 7248
Australia

T +61 3 6325 0700
E infotas@chl.org.au

Get Social with CHL on:

-  @communityhousinglimited
-  @chlgroup
-  @chlgroup
-  @community-housing-limited
-  @communityhousingltd

 www.chl.org.au

 www.achl.org.au



 SCAN ME

The CHL Group of Companies in Australia includes:

Community Housing Ltd (CHL) ABN 11 062 802 797, Community Housing (Vic) Ltd (CHVL) ABN 11 062 802 797, Community Housing (Qld) Ltd (CHQL) ABN 57 061 035 050, Community Housing (Tas) Ltd (CHTL) ABN 54 147 539 526, Aboriginal Community Housing Ltd (ACHL) ABN 23 165 108 654, Aboriginal Community Housing (Vic) Ltd (ACHVL) ABN 62 653 394 293, Horizon Housing Company (HHR) ABN 22 623 498 644 and its subsidiaries.

