



COMMUNITY HOUSING LTD
GROUP OF COMPANIES

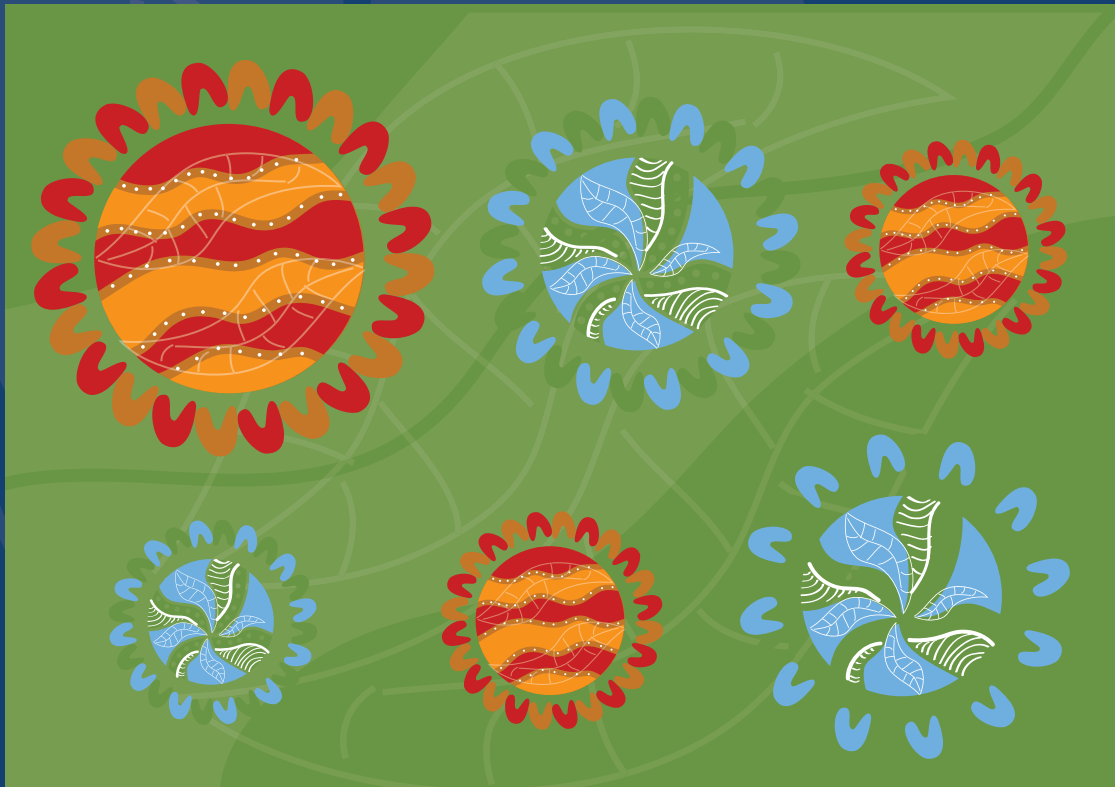
Reconciliation Action Plan

June 2019 - May 2020



RECONCILIATION
ACTION PLAN

REFLECT



About the artwork

The artwork and design uses Indigenous pattern making, symbolising family, community and respectfully working together with Indigenous and Non-Indigenous people across different communities.

This artwork was designed by Mandy Braddick (Wojamin Design). Mandy is an Indigenous Graphic Designer from the South Coast of NSW (Gumea and Dharawal language groups).

Cover image: Cailyn and Darius, Frog Hollow Community in the East Kimberley, WA

Community Housing Ltd Group of Companies acknowledges the 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 them, their cultures and their Elders past, present and future.



Message from our Managing Director

It is with great pride that I present Community Housing Ltd (CHL) Group of Companies inaugural Reconciliation Action Plan (RAP) to support our long-term commitment to assist the provision of secure, long-term affordable housing for Aboriginal and Torres Strait Islander peoples and sustainable development of their communities.



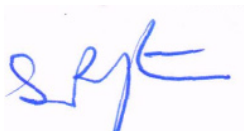
CHL's RAP is a reflection of our over 15 years long reconciliation journey that started in the very early years of our existence. Over these years we have forged deep relationships with our Aboriginal and Torres Strait Islander partners and communities in regional Victoria; the NSW's Mid North Coast to some of the most remote Aboriginal communities in the East and West Kimberley and Goldfields region of WA - on a strong foundation of mutual trust and respect. Today 14.4% of our Australian housing portfolio is housed by Aboriginal and Torres Strait Islander tenants – and we are proud of that.

We are embarking on a Reflect RAP to be implemented over the coming 12 months. This provides the foundation for CHL to further build trust and strengthen existing and new relationships, both internally and externally; deepen our understanding and respect for its First Peoples' rich history, cultures and achievements; and promote sustainable opportunities for employment and training to the Aboriginal and Torres Strait Islander peoples in the provision of housing.

Our RAP also reinforces CHL's commitment to be a culturally diverse organisation, to be reflective of the communities in which we operate and live.

Whilst there is a huge parity gap between wider Australia and its First Peoples, CHL celebrates the survival and resilience of Aboriginal and Torres Strait Islander cultures across Australia's many traditional lands and language groups. We also recognise the right of Aboriginal and Torres Strait Islander peoples to determine their own future and to live in accordance with their own values and customs.

We commit to be proactive and decisive in executing our RAP commitments. And we will forge even closer ties with Aboriginal and Torres Strait Islander organisations, individuals, and businesses with mutual respect and on an equal footing so they can thrive.



Steve Bevington
Managing Director
Community Housing Ltd Group of Companies



Message from Reconciliation Australia

Reconciliation Australia is delighted to welcome Community Housing Ltd to the Reconciliation Action Plan (RAP) program and to formally endorse its inaugural Reflect RAP.

As a member of the RAP community, Community Housing Ltd joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.



The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Reflect RAP provides Community Housing Ltd a roadmap to begin its reconciliation journey. Through implementing a Reflect RAP, Community Housing Ltd will lay the foundations for future RAPs and reconciliation initiatives.

We wish Community Housing Ltd well as it takes these first critical steps in its reconciliation journey. We encourage the organisation to embrace this journey with open hearts and minds, to grow from the challenges, and to build on the successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

On behalf of Reconciliation Australia, I commend Community Housing Ltd on its first RAP, and look forward to following its ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer
Reconciliation Australia



Our Business

Community Housing Ltd (CHL) is a Not-for-Profit organisation providing social and affordable housing to all eligible applicants and those in need throughout Australia and internationally. We operate under a community-housing model, which sets rents based on a percentage of income or at a discount market rent rate, depending on the program under which the properties are managed. CHL is a Tier 1 Community Housing Provider registered under the National Regulatory System for Community Housing Providers, the Western Australian Community Housing Regulatory Framework and the Victorian Housing Regulator. CHL has over two decades of leading-edge experience working in partnership with national and state governments, local government authorities, social support agencies, and community groups to address local housing affordability problems. CHL creates stronger communities by keeping residents in their local area. Our vision is a 'World without Housing Poverty'.

In Australia, the CHL Group of Companies includes Community Housing (Vic) Ltd (CHVL), Aboriginal Community Housing Ltd (ACHL) and the Horizon Housing Company and its subsidiaries. This Reflect RAP applies to CHL, CHVL and ACHL only. The Horizon Group will determine their level of participation in this RAP over the course of the next 12 months, as CHL and Horizon further integrate their services and activities.

The CHL Group provide end-to-end affordable housing development and long-term housing and tenancy management operations. This includes engagement with communities where there is housing need, project conception, securing finance, land acquisition, project design and construction supervision, and long-term rental management of housing for low to moderate income people. We deliver housing solutions, including tenancy and asset management in 6 states and across a diverse array of environments and housing typologies, including homelessness services, rooming houses, transitional and long-term rental housing to the most vulnerable in our communities, which includes remote, regional and town-based Aboriginal communities. The diversity in our operating environments is a challenge that CHL embraces as this provides us with a unique perspective on housing in Australia and the ways in which we can develop solutions.





CHL currently has a portfolio of more than 8,000 properties under management across Australia, housing people and families, in pursuit of our vision. Including the Horizon Group the portfolio is more than 11,000 dwellings. We are considered to be the second largest non-government housing manager for Aboriginal and Torres Strait Islander peoples in Australia.

CHL is in the process of developing further Aboriginal Community Housing Limited (ACHL). ACHL is a member of the CHL Group that currently operates in the East Kimberley and the Goldfields regions of Western Australia, managing housing in 23 remote and town-based communities. ACHL also provides real estate agency services to investors in the National Rental Affordability Scheme (NRAS) Non-Entity Joint Venture (NEJV) Program in Western Australia across a portfolio of 25 properties. 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.

Given CHL's experience providing housing for Aboriginal and Torres Strait Islander peoples and communities, as well as the breadth of its development experience and capability, the opportunity for ACHL to take on a national role has become apparent. CHL envisions ACHL as an organization that would be supporting the development of new housing initiatives, managing existing portfolios and providing resources and support to Aboriginal and/or Torres Strait Islander Housing Organisations across the country.

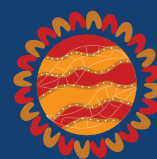
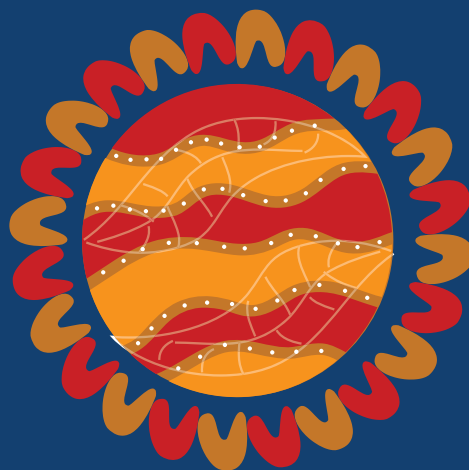
The bias towards state-based arrangements and consequent lack of a collective or national view on Aboriginal and Torres Strait Islander housing has also helped to create this impetus for change. We believe ACHL is the mechanism through which we can further contribute to the improvement of housing solutions for First Nations peoples throughout Australia and increase the self-determination of communities in relation to their housing situations.

CHL and its group of companies are registered charities and are companies limited by guarantee. They operate like any other limited company, but all financial surpluses remain in the companies to be reinvested in quality affordable housing for people in need, wherever they may be.

The CHL Group of Companies in Australia is currently comprised of 303 people, including staff and Board members. Of the current personnel complement, 26 people, including board members, identify as being Aboriginal and/or Torres Strait Islander, which makes up 8.6% of our Australian workforce.

CHL is Australia's only national provider of community and affordable housing. We are currently operating in 6 Australian states including Western Australia, South Australia, Victoria, Tasmania, New South Wales and Queensland, with plans to expand our services into the Northern Territory in the future. Our operations across the country see us working from 24 different office locations comprised of 6 in Western Australia, 1 in South Australia, 6 in Victoria, 2 in Tasmania, 5 in New South Wales and 3 in Queensland.





Our RAP

CHL, as a national housing organisation, 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, their histories and their cultures through both our work practices and our organisational environments. Housing is an integral aspect of life and CHL is aware of the privilege it holds in having access to such an important part of our customer's daily lives. As a culturally sensitive organisation with staff from various cultural backgrounds, we strive to create workplaces and service deliveries that are culturally safe and inviting for both staff and stakeholders. We are dedicated to taking the next step to increase our understanding of the importance of being an active participant in the journey of reconciliation to achieve these outcomes.

CHL is committed to developing opportunities for Aboriginal and Torres Strait Islander peoples within its organisation, both as employees and in the services we provide to communities and people. A RAP will demonstrate our commitment, as an organisation and as a housing provider, to the continued development of our internal and external clients and our commitment to ensuring access to and equity in social and affordable housing provision for Aboriginal and Torres Strait Islander communities throughout Australia.





The CHL Aboriginal and Torres Strait Islander Employee Alliance was created with a vision of 'Working for Our Mob'. The mission of the CHL Aboriginal and Torres Strait Islander Employee Alliance is 'to assist the Aboriginal and Torres Strait Islander people, Aboriginal and Torres Strait Islander communities, CHL employees and CHL Group of Companies achieve its desired goals. Everything we do will be based on real life experiences and knowledge obtained from the original inhabitants of Australia'.

The CHL Aboriginal and Torres Strait Islander Employee Alliance (ATSIEA) has brought our Aboriginal and Torres Strait Islander colleagues together to draw on their experience and knowledge of Aboriginal and Torres Strait Islander cultures around Australia. This will contribute to the success of CHL projects, and over all improve the employment experience of both Aboriginal and Torres Strait Islander and non-indigenous employees. The CHL Aboriginal and Torres Strait Islander Employee Alliance invite all their CHL colleagues to get to know Aboriginal and Torres Strait Islander cultures better through getting in touch with members and have designated team mentors to assist Housing Services staff with any Aboriginal and Torres Strait Islander client or tenancy matters.

The alliance has also been key in contributing to the development of an E-Learning Cultural Awareness Resource Module for CHL that enables cultural awareness to be a formative part of the induction process of our organization.

We believe our RAP will support CHL to keep abreast of the political environment regarding the complex relationships between all tiers of government and Aboriginal and Torres Strait Islander communities, as they pertain to housing provision and need. CHL is in the process of expanding its service provision under its subsidiary company, Aboriginal Community Housing Limited (ACHL) to further its commitment to and interest in working with Aboriginal and Torres Strait Islander communities throughout Australia.



ACHL is developing as a national independent Aboriginal and Torres Strait Islander led and managed organisation, inviting membership from other Indigenous organisations and expanding partnerships to achieve and improve outcomes for clients and stakeholders across the range of urban environments, and regional and remote centres throughout Australia.

To date, this has been evident through our investment in and support of community development projects in the remote and town-based communities we service in Western Australia. Through the resourcing of a full time community development manager for these regions, CHL works with community councils and corporations to establish the needs of their community and co-designs solutions to address them. Over the past two years this has included projects such as;



Guda Guda Community
(East Kimberley, WA)

A community hub-office space and boardroom was built and created which is now rented for income and Nine Mile Corporation uses the space for Governance. WELLA early years program is also delivered in the space since establishment, with three community members now employed to run play groups there. Assistance with funding applications has resulted in grants being obtained to buy early years play equipment, as well as a playground and basketball court currently under construction.



Emu Creek Community
(East Kimberley, WA)

An office space has been developed for meetings and support is being provided around developing governance, record keeping and meeting facilitation requirements to obtain grants and funding for future and ongoing projects. A grant was gained for this community for the creation of a community garden and spaces.



Molly Springs Community
(East Kimberley, WA)

A Bouwer Shed has been built for cultural teachings and for use for their early years program. Support is also being provided around developing governance, record keeping and meeting facilitation requirements to obtain grants and funding for future and ongoing projects for the community.



Wurreranginy (Frog Hollow) Community
(East Kimberley, WA)

CHL completed pro-bono work on the architecture for the development of a new early learning centre in the community and provided the funding for the required engineering services, as well as initiated a crowd funding campaign, which has raised \$53,000 to build the centre in the dry season. Work continues with this community regarding a housing and tenancy management program, refurbishment project for the existing dwellings and upgrading the energy infrastructure including solar options.



Nulleywah Community
(East Kimberley, WA)

Support is being provided to develop capacity and to develop governance, record keeping and meeting facilitation requirements to obtain grants and funding for projects for the community.



Yawuru Corporation
(West Kimberley, WA)

CHL are partnering with Engineers without Borders (EWB) and Yawuru to host a week long professional training with EWB Connect partners as a pilot to enhance cultural competence and awareness of Indigenous culture within the engineering sector. As part of the experience, the engineers will offer pro-bono work in relation to development areas identified by Yawuru.

Through the connections made with partner organisation, Engineers without Borders (EWB), CHL has been able to assist in facilitating feasibility studies, business case and marketing analysis for social enterprise ventures, energy and water infrastructure and quality reports, and town planning projects for communities in both the West and East Kimberley and the Goldfields regions of Western Australia.

CHL has undertaken self-assessment across our national operations, using the Community Housing for Aboriginal People's strategy (CHAPs) developed by the NSW government in conjunction with Aboriginal groups across NSW, to help us as an organisation understand our current position in relation to Aboriginal and Torres Strait Islander cultural competency and begin working to improve our standards and practice where needed. Our NSW operations are also a signatory to participation in the NSW Aboriginal Outcomes Strategy 2017-2021 as developed by NSW

Department of Family and Community Services
(FACS).

Many CHL offices across Australia participate in National Aborigines and Islanders Day Observance Committee (NAIDOC) week activities in their local areas while also fostering strong partnerships in many locations with local Aboriginal and Torres Strait Islander organisations and service providers. In addition, strong networks exist with Aboriginal and Torres Strait Islander employment facilitators in NSW, being Real Futures Pty Ltd and Aboriginal Employment Strategies and in WA with Aboriginal Workforce Development. Our relationships with these organisations have resulted in 4 successful permanent placements and/or completed traineeships for staff across both locations. We are working to connect with more organisations and build more networks across our operational regions, such as with YourTown in Queensland.

The National Manager Operations, with the strong support and sponsorship of the organisation's Board, Executive and Senior Management teams, as well as the CHL Aboriginal and Torres Strait Islander Employee Alliance (ATSIEA) will champion the CHL RAP throughout our organisation. The CHL Reflect RAP has been developed by the National Business Improvement Manager and the ACHL Project Officer, in close consultation with the CHL National Manager Operations. Consultation was also undertaken with the State Managers and National Asset Manager of Australia, as well as the members of the CHL ATSIEA, to create a plan our organisation is proud of and committed to delivering.



Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish a RAP Working Group	Form a RAP Working Group that is operational to support the implementation of our RAP, comprising of Aboriginal and/or Torres Strait Islander peoples and decision-making staff from across our organisation	June 2019	Business Improvement Manager
2. Build internal and external relationships	Develop a list of Aboriginal and Torres Strait Islander peoples, communities and organisations within our local area or sphere of influence that we could approach to connect with on our reconciliation journey	July 2019	ACHL Project Manager
	Formalise our relationships with Aboriginal and Torres Strait Islander organisations	Nov 2019	Managing Director
	Develop a list of RAP organisations and other like-minded organisations that we could approach to connect with on our reconciliation journey	Nov 2019	GM Corporate Services
	Support state based reconciliation councils in our operating locations	Sept 2019	Business Improvement Manager
	Promote our internal Aboriginal and Torres Strait Islander Alliance and assist the group with formalising their structure for group benefit	Aug 2019	ACHL Project Manager
3. Participate in and celebrate National Reconciliation Week (NRW)	Encourage our staff to attend a NRW event.	June 2019	Managing Director
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff	June 2019	Business Improvement Manager
	Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW	June 2019 NRW runs: 27 May- 3 June 2019	National Manager Operations

Action	Deliverable	Timeline	Responsibility
4. Raise internal awareness of our RAP	Develop and implement an internal communication plan to raise awareness amongst all staff across the organisation about our RAP commitments	June 2019	HR Manager
	Develop and implement internal strategies and practice protocols to engage staff as an ongoing priority	Nov 2019	Business Improvement Manager
	Develop and implement a communication plan to engage and inform key internal stakeholders of their responsibilities within our RAP	Aug 2019	National Manager Operations
	Champion awareness of key internal stakeholders and senior leaders of our RAP to ensure they are engaging their teams in the plan	July 2019	Managing Director
5. Engage CHL staff in the CHL reconciliation journey	Develop an understanding of CHL whole of staff competencies in relations to Aboriginal and Torres Strait Islander issues and history and the state of reconciliation in Australia	Oct 2019	Learning & Development Specialist
	Ensure our RAP is an item for discussion at every team meeting across the country to build ongoing engagement and discussion	Dec 2019	Managing Director
	Promote and support ATSIEA and its members as champions of the RAP in all local teams as an information source for the whole company	Aug 2019	ATSIEA Chair
6. Cultivate new and unique relationships related to our vision for reconciliation.	Raise awareness of and explore opportunities to support the Referendum Council's call for a First Nations Voice to Parliament recognised in the Australian Constitution.	Aug 2019	ACHL Project Manager
	Scope the assistance existing Indigenous Housing Organisations may need with their housing and tenancy management portfolios and obligations across Australia	Dec 2019	ACHL Project Manager



Respect

Action	Deliverable	Timeline	Responsibility
7. Investigate Aboriginal and Torres Strait Islander cultural learning and development	Develop and implement generalised cultural awareness e-learning for all CHL staff and contractors to be undertaken at induction	July 2019	Learning & Development Specialist
	Develop a business case for increasing awareness of Aboriginal and Torres Strait Islander cultures, histories and achievements within our organisation	Feb 2020	ACHL Project Manager
	Develop and implement an Aboriginal and Torres Strait Islander cultural awareness training strategy for our staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion)	Mar 2020	Learning & Development Specialist
	Develop and implement a plan for all states to deliver localised face-to-face cultural awareness training a minimum of once every 2 years. This is to include all Board Members, Management and all CHL staff – both operational and centralised supports	May 2020	Learning & Development Specialist
	Capture data and measure our staff's current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements	May 2020	Business Improvement Manager
	Conduct a review of cultural awareness training needs within our organisation	Oct 2019	Learning & Development Specialist
	Communicate and encourage staff to use Reconciliation Australia's Share Our Pride online tool to all staff	Aug 2019	HR Manager

Action	Deliverable	Timeline	Responsibility
8. Participate in and celebrate NAIDOC Week NAIDOC Week is the first week in July 2019	Raise awareness and share information amongst our staff of the meaning of NAIDOC Week which includes information about the local Aboriginal and Torres Strait Islander peoples and communities	July 2019	Corporate Communications Manager
	Introduce our staff to NAIDOC Week by promoting community events in our local area	July 2019	Corporate Communications Manager
	Ensure our RAP Working Group participates in an external NAIDOC Week event	July 2019	Business Improvement Manager
9. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination	Aug 2019	HR Manager
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs	Feb 2020	HR Manager
	Conduct a review of National Housing and Homelessness policies to identify existing anti-discrimination provisions, and future needs	Feb 2020	Business Improvement Manager
	Conduct a review of Governance policies to identify existing anti-discrimination provisions, and future needs	Feb 2020	Company Secretary
	Conduct a review of Corporate Services policies to identify existing anti-discrimination provisions, and future needs	Feb 2020	GM Corporate Services
10. Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols	Ensure that all formal meetings and large teleconference meetings are opened with an Acknowledgement to Traditional Custodians	Jun 2019	Managing Director
	Explore who the Traditional Owners are of the lands/ Nations and waters in our various local areas	Sep 2019	State Managers (QLD, NSW, VIC, TAS, SA and WA)

Action	Deliverable	Timeline	Responsibility
	Scope and develop a list of local Traditional Owners of the lands and waters within our organisation's sphere of influence	Jul 2019	State Managers (QLD, NSW, VIC, TAS, SA and WA)
	Develop and implement a plan to raise awareness and understanding of the meaning and significance behind Acknowledgement of Country and Welcome to Country protocols (including any local cultural protocols)	Jul 2019	ATSIEA Chair



Opportunities

Action	Deliverable	Timeline	Responsibility
11. Investigate Aboriginal and Torres Strait Islander employment	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation	Mar 2020	HR Manager
	Identify current Aboriginal and Torres Strait Islander staff to inform future employment and development opportunities	Sep 2019	HR Manager
	Research best practice for recruitment and retention processes and strategies for Aboriginal and Torres Strait Islander staff	May 2020	HR Manager
12. Investigate Aboriginal and Torres Strait Islander supplier diversity	Develop an understanding of the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses	Dec 2019	Asset Manager
	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses	Mar 2020	GM Corporate Services

Action	Deliverable	Timeline	Responsibility
13. Investigate the establishment of ACHL to promote self-determination in housing management	Research best practice for procurement processes and strategies for Aboriginal and Torres Strait Islander suppliers	Apr 2020	Chief Financial Officer
	Scope and develop a list of Aboriginal and Torres Strait Islander businesses and companies we can engage in our projects and business development	May 2020	Manager Project Services
	Research requirements for the Registration of ACHL (Aboriginal Community Housing Ltd) as a separate entity to CHL to provide for an organisation that is governed by Aboriginal and/or Torres Strait Islander people	Aug 2019	ACHL Project Manager
	Scope options and structures for ACHL to provide an entity for housing management for Aboriginal and Torres Strait Islander communities	Aug 2019	ACHL Project Manager
	Engage with communities and existing housing organisations to build an understanding of local needs of each community and how ACHL may meet that need, and to encourage self-determination through culturally appropriate frameworks	Feb 2020	ACHL Project Manager



Governance and Tracking Progress

Action	Deliverable	Timeline	Responsibility
14. Build support for the RAP	Define resource needs for RAP development and implementation	Jun 2019	Business Improvement Manager
	Define systems and capability needs to track, measure and report on RAP activities	Nov 2019	Business Improvement Manager
	Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia	Sep 2019, 2020	National Manager Operations
	Engage senior leaders in the delivery of RAP commitments	Jul 2019	Board Chair
15. Review and Refresh RAP	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	Nov 2019	National Manager Operations
	Submit draft RAP to Reconciliation Australia for review	Jan 2020	National Manager Operations
	Submit draft RAP to Reconciliation Australia for formal endorsement	Apr 2020	National Manager Operations

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ABORIGINAL COMMUNITY HOUSING LTD
PART OF THE CHL GROUP OF COMPANIES