



RECONCILIATION  
ACTION PLAN

**INNOVATE**

# HOUSING **PLUS**

July 2025 – June 2027





• Dubbo 2022 Employee Conference licenced to Renaissance Photography

## About the Artist

Lewis Burns is a Tubba-Gah Wiradjuri man born and living in Dubbo, NSW. He has been learning about his Aboriginal culture for as long as he can remember. He continues to practice and respect these life skills each day and still learns and grows from this ancient knowledge.

He is very dedicated to sharing what he knows with others to help keep these customs alive. Lewis paints in traditional Wiradjuri Aboriginal as well as contemporary styles. He has exhibited globally and performed globally with his handcrafted didgeridoos. Each piece of Lewis' artwork tells a story.....a story that will live on forever through the generations, as the artwork is handed down from one family to another.

## About the Artwork

Thank you, to the employees of Housing Plus who helped on the artwork in the workshop in November 2022 at Rhino Lodge, Camp Road Dubbo.

This artwork tells the story of the Housing Plus Board of Directors and the staff.

You can see in the centre of the painting six (6) symbols shown around a shape with red dots around it. The 6 symbols represent the six members of the Board of Directors.

The U-shaped symbols represent the people seated around what could be a campfire or table. The men are represented by the symbols with a boomerang or spear next to them.

The women are represented by the symbols with a Coolamon sitting beside them as well as a digging stick "Gunnay".

The Directors are facing inwards and this represents them making the decisions.

The decisions made by the directors are then actioned by the employees, and the employees are shown delivering the service outwards to the far corners of the region.

The footprints on the background represent the journeys that the staff need to make to get the service delivered.

*All images have been supplied by Housing Plus employees and approved by those pictured for external use.*

# Acknowledgement of Country

Housing Plus and Plus Community acknowledge the Traditional Custodians of the land on which we work and live, and recognise their enduring connection to the lands, waters, and culture.

We honour their stories, resilience, and wisdom, which continue to enrich and guide us in a shared journey towards a respectful and inclusive future.

We are committed to creating a strong and connected future for all Aboriginal and Torres Strait Islander peoples and all Australians.

# Contents

- 4** Message from our CEO
- 5** Statement from CEO of Reconciliation Australia
- 6** Our Vision for Reconciliation
- 7** Our Footprint
- 8** Our Team | Our Services
- 9** Our Reconciliation Journey
- 11** Our RAP Working Group
- 12** Highlights of our Reconciliation Activities
- 14** Relationships
- 18** Respect
- 20** Opportunities
- 22** Governance

## Housing Plus CEO Message

At Housing Plus and Plus Community, we provide essential housing and specialist community services across regional NSW. As a customer-centred organisation, we are dedicated to supporting people to live with independence and choice. To truly deliver this, we must understand and embrace the diversity within our communities, recognising and respecting the unique cultures, histories and perspectives of Aboriginal and Torres Strait Islander peoples.

This Innovate RAP marks an important step forward in our Reconciliation journey. It outlines practical actions to embed cultural understanding across all levels of our organisation, ensuring that Aboriginal and Torres Strait Islander voices are meaningfully heard and represented in our work.

Our plan builds upon the foundations laid by our Reflect RAP, which we completed in December 2024. Over the past six months, we have reflected on our achievements, evaluated our outcomes, and used these insights to shape a stronger, more action-focused path forward.

Through this Innovate RAP, we reaffirm our commitment to creating a culturally safe and inclusive organisation. Over the next two years it will guide our efforts to deepen our knowledge of Aboriginal and Torres Strait Islander cultures, celebrate First Nation's peoples contributions to our communities in which we work and live, and continue working towards closing the gap in relation to positive housing, wellbeing, safety and support-based outcomes between First Nations and non-Indigenous Australians.



## Statement from CEO of Reconciliation Australia

Reconciliation Australia commends Housing Plus on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for Housing Plus to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Housing Plus will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Housing Plus is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Housing Plus's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

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

**KAREN MUNDINE**  
Chief Executive Officer  
Reconciliation Australia





• Opening of Boyd Street office in Bathurst

# Our Vision for Reconciliation

Our vision for Reconciliation is an Australia where Aboriginal and Torres Strait Islander peoples are treated as equals, have their voices heard, and have their culture and histories valued and respected.

We are committed to supporting a strong and connected future for Aboriginal and Torres Strait Islander peoples and all Australians, by providing equal opportunity to access housing and shelter for people experiencing disadvantage, and specialist community services for people experiencing homelessness, domestic and family violence and/or exiting prison.

## Our business

Housing Plus, together with Plus Community offers an integrated service model of Community Housing, Community Services, and Property Development Services across Regional NSW.

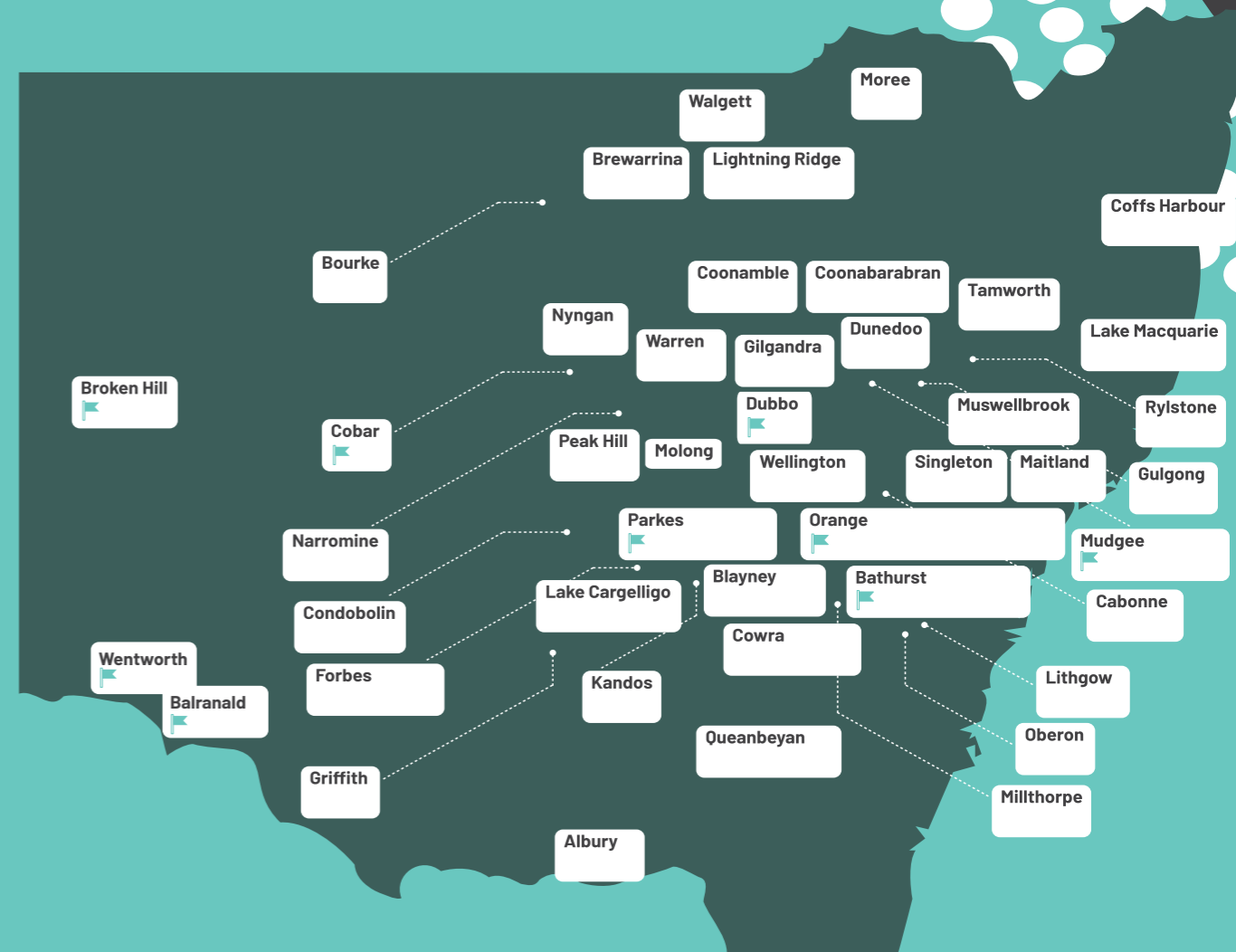
Housing Plus is a Tier 1 Community Housing Provider (CHP) registered with the National Regulatory System for Community Housing (NRSCH), with over 40 years of experience delivering client-centered housing solutions across Regional NSW.

We manage over 1,200 households, offering a range of housing options, including social, affordable, and specialist accommodation.

In May 2024, we introduced Plus Community to highlight our dual role as both a provider of housing and support services for regional communities.

Plus Community offers a variety of essential support services, including Domestic and Family Violence Support, Homelessness Support and Post Release Support.

## Offices



### Our Vision

Improving people's lives through independence and choice



### Our Purpose

Providing safety, comfort, housing and support services



### Our Values

Trusted, Customer Centred, Valued Partners

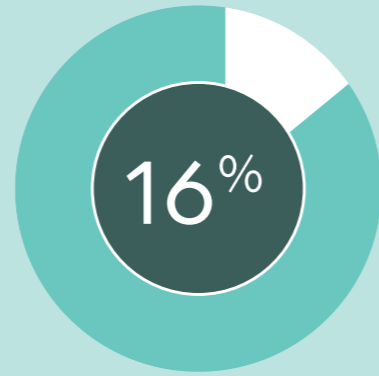
## Our Footprint

Housing Plus and its subsidiaries deliver housing and support services across Regional NSW—

We have offices in Dubbo, Bathurst, Orange, Mudgee, Parkes, Broken Hill, Cobar, Wentworth and Balranald.

# Our team

Housing Plus has **185** employees and **11** volunteers and **7** Board Members



**28 (16%)** of Employees are Aboriginal and Torres Strait Islander as at June 30, 2025

## Sphere of Influence

We act in partnership and collaboration with

- businesses and organisations across Regional NSW to support our clients and tenants.
- funding bodies and relevant government departments, councils and peak bodies to deliver quality services and advocate for our communities
- the wider community, community organisations, individuals and families, to raise awareness about the challenges facing our clients and tenants and seek their support and understanding.



## HOUSING PLUS

### Who we are:



#### Community Housing Services

A Tier 1 Registreed Community Housing Provider (CHP) based and operating in Regional NSW.



#### Development Services

Leading in the end-to-end delivery of large scale affordable housing and specialist accommodation developments across regional NSW.

## PLUS COMMUNITY



#### Community Services:

Committed to improving social outcomes and wellbeing for our customers through specialist service delivery.



#### Domestic Violence Services:

A recognised leader within the domestic and family violence (DFV) sector in NSW.



#### Homelessness Services:

An accredited Specialist Homelessness Service (SHS) provider.



#### Post-Release Support Services:

A provider of post-prison support through the Initial Transitional Service.

## Our RAP

Housing Plus embarked on our Reconciliation journey to ensure that inclusivity and collaboration will be culturally embedded in all aspects of our work, allowing all our people and communities to be strengthened and enriched through active engagement with one another.

The Housing Plus Reconciliation journey is our way of working to remove the gap in living standards between Aboriginal and Torres Strait Islander Australians and non-Aboriginal Australians.

The successful implementation of the Housing Plus

Innovate Reconciliation Action Plan will support Aboriginal and Torres Strait Islander peoples to be truly represented and heard in all aspects of Housing Plus's work.

Our Reconciliation Action Plan will support our vision and direction over the two years; building upon our existing knowledge and deepening our understanding of Aboriginal and Torres Strait Islander peoples' cultures, histories and achievements, to ensure our organisation is culturally safe and inclusive.



## Our RAP Journey

As part of our service delivery model, we have a long history of working alongside Aboriginal Organisations operating in the communities where we deliver services to support our Aboriginal and Torres Strait Islander customers and clients.

In 2017 our Aboriginal and Torres Strait Islander employees formed an engagement group focused on advising our organisation on issues that impact the Aboriginal and Torres Strait Islander communities and strengthening our organisations connection to these communities.

Housing Plus formalised our Reconciliation journey in June 2023 when we launched our first Reflect RAP.

In December 2024 we completed our Reflect RAP and have spent the last six months reviewing and evaluating our outcomes and using these to inform the development of our Innovate RAP.

# NAIDOC 2024



**Keep the Fire Burning!**  
**BLAK, LOUD**  
**AND PROUD**

## Our RAP Working Group

Housing Plus formed our RAP Working Group in 2022 to develop our Reflect RAP.

This group has continued to work together to support the organisation in the implementation of our Reflect RAP.

We have 9 members, including five Aboriginal and Torres Strait Islander employees.

Our members are Vanessa Evans, Director of Corporate Services, People and Culture, Rochelle Monaghan (RAP Champion), Candace Smith, Lena Jenson, Nyassa Campbell, Rachael Wallace, Sharon Holmes, Tammy Carswell and Toni Parker.

## Nguluway

A key part of our reconciliation journey has been the formation of Nguluway, our Aboriginal and Torres Strait Islander employee's engagement group.

Nguluway has two important roles within the organisation:

To provide a safe place for our Aboriginal and Torres Strait Islander employees to come together

- To build connections
- To provide support for each other

To support the organisation to create a safe place for our employees, customers and clients

- Through providing feedback on projects and practices to ensure they are fit for purpose and deliver quality service and options for our First Nations customers and clients.
- Assist the RAP Working group to achieve the deliverables in our current RAP.
- Coordinating attendance at community events to connect with our First Nations communities
- To provide support to all employees to improve service delivery to First Nations customers and clients



## Key Learnings

Our Reconciliation Journey throughout our Reflect RAP June 2023 – December 2024 was one of learning and relationship building.

Some of the challenges we experienced included:

- Ensuring that all employees can attend NAIDOC Week and Reconciliation Week events while still be accessible to our customers and clients.
- Connecting with supplier networks due to limited Aboriginal and Torres Strait Islander businesses operating within our organisational footprint.
- Sharing our RAP objectives and Reconciliation goals effectively with external stakeholders.

The RAP Working Group along with our Staff Engagement Group Nguluway, have worked together to overcome these challenges, with a focus on raising staff awareness in relation to our RAP Deliverables, promoting our achievements through our internal communications system and on our website and ensuring that the RAP is a standing agenda item in our Leadership meetings to encourage support for initiatives, and recognition of the fantastic work being done to support our organisations Reconciliation Journey.

In the past six months there have been two networking opportunities focused on the promotion of Aboriginal businesses held in Regional NSW, coordinated by Supply Nation in Dubbo in April and the Gather and Grow 2025 Events held in May, June and July. Representatives from our organisation have attended these events to look for opportunities to partner with and engage local Aboriginal businesses. We will continue to attend similar events in the future seeking opportunities to work together.

# Highlights of our Reconciliation

Activities to date include:

## Case Study – Aboriginal Gardens

As part of our focus on Reconciliation we wanted to make sure that the domestic violence accommodation we are building are truly inclusive. To this end we worked with local Aboriginal organisations to create beautiful spaces in each of our new refuges.

The garden in Orange features an Indigenous yarning circle and raised vegetable garden for the residents to enjoy. Our partners Newmont – Cadia Valley Operations, engaged with the Orange Aboriginal Land Council to design the Indigenous Garden and yarning circle. The yarning circle is incorporated into the body of a platypus, with three paths representing the three rivers which forms Wiradjuri Country, the land on which the garden is built.

Housing Plus Aboriginal employees in Dubbo, along with the Dubbo Koori Interagency Network designed and built an Indigenous Garden that includes a memorial seat for domestic violence victims that was officially opened during NAIDOC week 2019.



• Orange Orchard, Newmont Cadia employees, Aboriginal Garden Build.

## Case Study – Cultural Competency Training.

Housing Plus runs Cultural Competency Training for all employees through a variety of channels.

Most recently Housing Plus has introduced Online Training through the Centre of Cultural Competence Australia, as part of our commitment to diversity, employee development and to ensure we are providing culturally appropriate services to our communities.

This training was developed in extensive consultation with an Indigenous Advisory Panel, the Indigenous Directorate at TAFE, and the Indigenous Directorate at the Department of Education and Training.

We have since written a Cultural Learning Strategy that will embed culturally safe practices across the organisation, making cultural safety 'everyone's business'.

## Case Study – NAIDOC Week Celebrations

As an organisation we participate in the opening ceremonies, marches and other events organised by our local NAIDOC Committees. Our Aboriginal and Torres Strait Islander employees are supported to join their local NAIDOC week committees.

We are proud supporters of the local NAIDOC Awards Events, sponsoring the events, and supporting staff to attend.

In Orange one of the key events on the NAIDOC Week calendar, the Elders Lunch, is hosted by Housing Plus. Housing Plus staff ask for volunteers throughout the organisation to be able to hold this special lunch for our Elders. We are thankful that we have this opportunity to build a relationship with the Elders in our community.

## Case Study – Birribee Housing

Birribee Housing is an Aboriginal not-for-profit company and a registered Tier 2 Community Housing Provider. Birribee are focused on providing safe and affordable housing for Aboriginal people in NSW and has services and homes throughout NSW including, Moree, Forster, Western Sydney, Wagga Wagga, Bathurst and Orange.

Birribee invited Housing Plus to provide support for a range of customer services including responsive and planned maintenance of 160 properties across Bathurst & Orange. Housing Plus was pleased to accept the opportunity to collaborate and partner with Birribee providing timely, efficient, and effective maintenance services.

Quote from Birribee CEO – "The willingness of Housing Plus to stretch its own service and partner with Birribee to ensure the 160 households gained immediate access to key asset management and maintenance functions, supported Birribee to successfully deliver on the AHO's objective of transferring stock to the Aboriginal housing sector – a journey to Aboriginal self-determination.

"Housing Plus have excelled in their service to Birribee tenants who have access to a maintenance call centre and received timely responsive maintenance requests. In addition to this, Housing Plus has supported Birribee by managing disability home modifications and planned upgrades, restoring vacant properties, performing detailed PAS inspections, and running the compliance program for smoke alarm and TMV servicing. Housing Plus have also assisted Birribee Housing in compiling their Asset Management Plan (AMP) and providing dedicated staff that handle issues and maintenance requests for Birribee tenants."

Housing Plus and the Team have proudly worked alongside Birribee, sharing access to our resources, knowledge and contractors to support their Team to increase their capacity, skills and experience to deliver a best practice service to maintain the comfort and safety of their tenants and their homes. Through this valuable partnership, together we have been able to deliver a Tier 1 service to Birribee tenants, providing better living conditions and improving the condition of homes.

Housing Plus employees have also benefitted greatly from having the opportunity to further enhance our skills, learn and increase awareness of the cultural needs of the Aboriginal and Torres Strait Islander tenants within our community

While Birribee Housing will take over the asset management of their 160 homes, from 1 July 2025, the spirit of our partnership remains, and we will continue to provide advice and support into the future



• Housing Plus Staff building the Dubbo Remembrance Garden

## Relationships

Building strong relationships will support us to ensure our services are delivered in a culturally safe and tailored way, through the sharing of knowledge, education, improved communication, and creation of engagement opportunities.

**FOCUS AREA:** A core objective of our organisational strategy is to strengthen our 'fundamentals', with a particular focus on service delivery, customer experience and our people.



| Action   | Deliverable   | Timeline                | Responsibility                                   |
|--|---|-------------------------|--|
| 1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations. | Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.   | Review June annually    | Engagement Coordinator                           |
|  | Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.   | June 2026               | Engagement Coordinator                           |
|  | Ensure our Partnerships Framework incorporates mechanisms to enter partnerships with Aboriginal Community Controlled Organisations in consultation with Traditional Owners and/or Aboriginal and Torres Strait Islander advisors.                       | June 2026               | Business Development & Partnerships Manager      |
|  | Introduce a Strategic Goal for employees in Leadership roles to seek opportunities to engage and partner with Aboriginal and Torres Strait Islander stakeholders and organisations to support service delivery for the benefit of customers and clients | Review June annually    | CEO  |
| 2. Build relationships through celebrating National Reconciliation Week (NRW).   | Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.   | May annually            | Engagement Coordinator                           |
|  | RAP Working Group members to participate in an external NRW event.  | 27 May- 3 June annually | Engagement Coordinator                           |
|  | Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.  | 27 May- 3 Jun, annually | CEO and Engagement Coordinator                   |
|  | Organise at least one NRW event each year.  | 27 May- 3 Jun, annually | Engagement Coordinator                           |
|  | Register all our NRW events on Reconciliation Australia's NRW website.  | May annually            | Engagement Coordinator                           |
| 3. Promote reconciliation through our sphere of influence.   | Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.  | June 2026               | People, Culture & Safety Manager                 |
|  | Communicate our commitment to reconciliation publicly.  | Review June Annually    | CEO & Communications Coordinator                 |
|  | Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.   | June 2026               | Director of People, Culture & Corporate Services |
|  | Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.  | June 2027               | CEO & Engagement Coordinator                     |

# Relationships

| 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.  | June 2026       | People, Culture & Safety Manager                 |
|  | Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.            | June 2026       | People, Culture & Safety Manager                 |
|  | Educate our Leadership Team on the effects of racism.  | September 2026  | Director of People, Culture & Corporate Services |
|  | Develop, implement, and communicate an anti-discrimination policy for our organisation.  | December 2026   | People, Culture & Safety Manager                 |
| 5. Explore opportunities to measure and improve service delivery to Aboriginal and Torres Strait Islander customers and clients.   | Consult with existing customers regarding current practices, identifying any areas for improvements  | June 2026       | Insights and Strategy Coordinator                |
|  | Review feedback from annual Tenant Satisfaction Survey and follow up where possible to identify any areas for improvements   | August annually | Engagement Coordinator                           |
|  | Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors regarding best practice for service delivery and identify areas for improvement | June 2026       | Engagement Coordinator                           |
|  | Follow internal Continuous Improvement process to implement any identified improvements  | June 2027       | Insights and Strategy Coordinator                |
| 6. Actively seek and explore opportunities for targeted services and housing development for Aboriginal and Torres Strait Islander Peoples in remote and regional areas. | Review and update current Housing Plus Remote Housing Strategy   | June 2026       | Director of Development                          |
|  | Review and update current Consultation Plan for Aboriginal Community Input into Future Developments  | June 2026       | Director of Development                          |
|  | Review and Update current Research Paper – Needs of Aboriginal Communities – New Homes   | June 2026       | Director of Development                          |
|  | Explore potential for strategic partnerships with Aboriginal Community-Controlled Organisations to support future growth and RAP deliverables.                         | June 2027       | Business Development and Partnerships Manager    |



• NAIDOC Week 2025 – Dubbo Community Event – Hosted by Plus Community

# Respect

Increasing our knowledge of Aboriginal and Torres Strait Islander peoples' histories and cultures will support us to create a culturally safe organisation for our employees, clients and customers. We will continue to learn together, to celebrate culturally significant events and to create more opportunities for engagement.



**FOCUS AREA:** A core objective of our organisational strategy is to strengthen our 'fundamentals, with a particular focus on service delivery, customer experience and our people.

| Action   | Deliverable  | Timeline       | Responsibility                                   |
|--|--|----------------|--|
| 7. 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.   | September 2026 | Director of People, Culture & Corporate Services |
|  | Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.       | December 2026  | Director of People, Culture & Corporate Services |
|  | Develop, implement, and communicate a cultural learning strategy document for our staff  | June 2027      | Director of People, Culture & Corporate Services |
|  | Provide opportunities for RAP Working Group members and our leadership team to participate in formal and structured cultural learning. | December 2026  | Director of People, Culture & Corporate Services |

| Action  | Deliverable  | Timeline             | Responsibility                          |
|---|--|----------------------|---|
| 8. 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. | December 2025        | Nguluway Chair & Engagement Coordinator |
|   | Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.                      | December 2026        | Nguluway Chair & Engagement Coordinator |
|   | Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.            | Review June Annually | Engagement Coordinator                  |
|   | Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.  | Review June Annually | Engagement Coordinator                  |
| 9. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week. | RAP Working Group to participate in an external NAIDOC Week event.   | November Annually    | Engagement Coordinator                  |
|   | Review HR policies and procedures to encourage and support to staff participating in NAIDOC Week.  | April Annually       | People, Culture & Safety Manager        |
|   | Promote and encourage participation in external NAIDOC events to all staff.  | July Annually        | CEO & Engagement Coordinator            |
|   | Continue to hold our annual Elders Lunch in Orange NSW celebrating NAIDOC Week.  | October Annually     | Nguluway Chair & Engagement Coordinator |
|   | Continue to sponsor and support local NAIDOC Awards events in our communities  | July Annually        | Engagement Coordinator                  |



• Orange NAIDOC Awards



• NAIDOC Week 2025 – Dubbo Community Event – Hosted by Plus Community



• NAIDOC Week 2025 – Dubbo Community Event – Hosted by Plus Community

## Opportunities

Improving our practices relating to employment and procurement will assist us to achieve our goal of providing a culturally safe workplace that truly embraces diversity, reflects the diverse community and customer base that we support, promotes inclusion and empowerment, and create opportunities for Aboriginal and Torres Strait Islander peoples and organisations.

**FOCUS AREA:** A core objective of our organisational strategy is to strengthen our 'fundamentals', with a particular focus on service delivery, customer experience and our people.



| Action  | Deliverable  | Timeline                  | Responsibility                                   |
|---|--|---------------------------|--|
| 10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development. | Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.                              | June 2026                 | Director of People, Culture & Corporate Services |
|   | Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.  | June 2026                 | People, Culture & Safety Manager & Ngulway Chair |
|   | Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.   | December 2026             | People, Culture & Safety Manager                 |
|   | Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.   | June 2026                 | People, Culture & Safety Manager                 |
|   | Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.                                      | June 2026                 | People, Culture & Safety Manager                 |
| 11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.                   | Ensure existing procurement strategy has mechanisms in place to support and remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. | December 2026             | Director of Finance                              |
|   | Investigate Supply Nation membership.  | Review October Annually   | Director of Finance                              |
|   | Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.  | Review September Annually | Director of Finance                              |
|   | Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.                                  | December 2026             | Director of Finance                              |
|   | Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses where possible.  | June 2027                 | Director of Finance                              |





• Dubbo NAIDOC Community Awards – Housing Plus Staff.

## Governance

| Action  | Deliverable  | Timeline                                  | Responsibility         |
|---|--|---|------------------------|
| 12. 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.  | Review Quarterly                          | Transformation Manager |
|   | Establish and apply a Terms of Reference for the RWG.                      | September 2025                            | Transformation Manager |
|   | Meet at least four times per year to drive and monitor RAP implementation. | September, December, March, June annually | Transformation Manager |

|  |  |   |                              |
|--|--|---|------------------------------|
| 13. Provide appropriate support for effective implementation of RAP commitments. | Define resource needs for RAP implementation.  | March Annually                            | Transformation Manager       |
|  | Engage our senior leaders and other staff in the delivery of RAP commitments.  | September, December, March, June annually | CEO & Transformation Manager |
|  | Define and maintain appropriate systems to track, measure and report on RAP commitments.   | Review July Annually                      | Transformation Manager       |
|  | Appoint and maintain an internal RAP Champion from senior management.  | Review August annually                    | CEO                          |
|  | Continue to support and meet with Aboriginal and Torres Strait Islander employee engagement group, Nguluway to implement reconciliation practices. | June 2027                                 | CEO & Engagement Coordinator |

|  |   |   |                            |
|--|---|---|----------------------------|
| 14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. | 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. | June annually                             | Transformation Manager     |
|  | Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.  | September annually                        | Transformation Manager     |
|  | Complete and submit the annual RAP Impact Survey to Reconciliation Australia.   | September annually                        | Transformation Manager     |
|  | Report RAP progress to all staff and senior leaders quarterly.  | September, December, March, June annually | Transformation Manager     |
|  | Publicly report our RAP achievements, challenges and learnings, annually.   | November annually                         | Communications Coordinator |
|  | Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.   | April annually                            | Transformation Manager     |
|  | Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.  | May 2027                                  | Transformation Manager     |

|   |   |           |                        |
|---|---|-----------|------------------------|
| 15. Continue our reconciliation journey by developing our next RAP. | Register via Reconciliation Australia's website to begin developing our next RAP. | June 2027 | Transformation Manager |
|---|---|-----------|------------------------|

# HOUSING**PLUS**



Rochelle Monaghan  
RAP Champion



02 6360 3300



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