

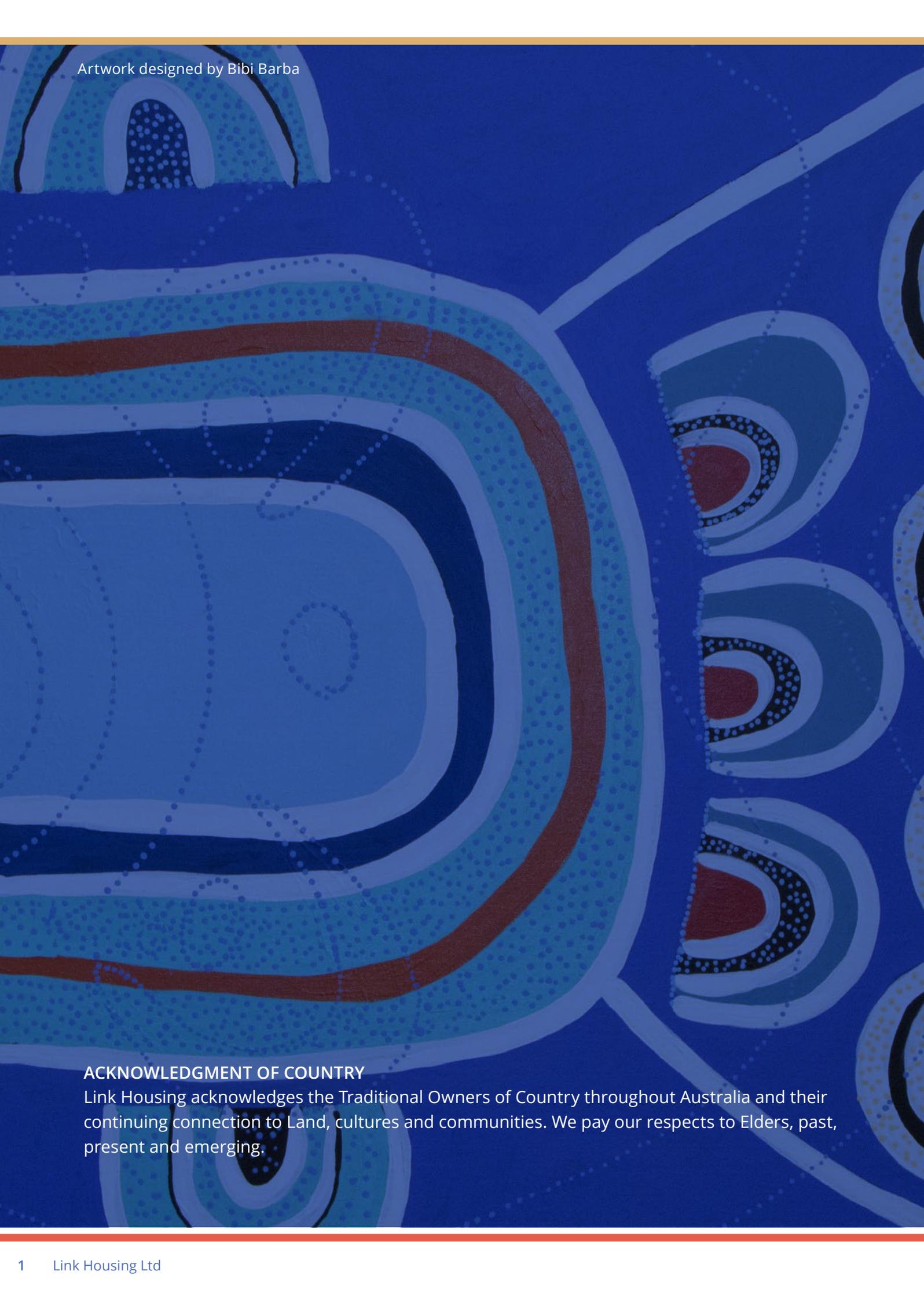


Reflect Reconciliation Action Plan

December 2020 – December 2021



**Link
Wentworth**
Providing homes, building futures.



Artwork designed by Bibi Barba

ACKNOWLEDGMENT OF COUNTRY

Link Housing acknowledges the Traditional Owners of Country throughout Australia and their continuing connection to Land, cultures and communities. We pay our respects to Elders, past, present and emerging.

Foreword



I am pleased to present our 2020 Reconciliation Action Plan (RAP). This is Link Housing's first RAP and it strives to build on the foundations that have been established through our growth from a small Northern Sydney based community housing provider (CHP) in 1984, to now providing 4000 homes to over 6000 people across NSW.

Over my time as CEO of Link Housing, a goal has been to create a culture that is inclusive and has the right leadership, values, systems and processes in place to benefit from the diversity within our staff group, and within the broader community.

I have experienced first-hand while working in the UK on housing regeneration projects, the value of respecting and understanding culturally diverse groups and ensuring their input and involvement in the design of community housing.

Our RAP journey has therefore not only been about ensuring that Link Housing is a diverse and inclusive workplace, but also about developing lines of communication and engagement with our Aboriginal and Torres Strait Islander clients, local stakeholders and organisations. Developing these relationships strengthens our connections with community and enriches our own lives – whilst at the same time ensuring fair and open access to our services.

As one of the top five community housing providers in Sydney, and with plans for continued growth in NSW to meet the demand for safe, secure and affordable housing, Link Housing started its reconciliation journey two years ago. At that time, with a staff group of 30 people and one office, we employed our first Aboriginal staff member who is still with the organisation.



In that same year, we were pleased to begin working with the Local Aboriginal Land Council (LALC) and continue to seek their counsel and views on the housing crisis.

A personal highlight of our reconciliation journey to date, was spending more time with the incredible Ann Weldon, Director at Metropolitan Local Aboriginal Land Council (Metro LALC). I am inspired each time I meet and listen to Ann.

In addition, I met the artistic genius Bibi Barba. Bibi worked with Link Housing staff and tenants to create a sensational piece of art which tells 'our story' – and is featured here, in our first RAP. This beautiful piece of art is now proudly displayed in our West Ryde office. Both Ann and Bibi are amazing and talented women who have helped deepen our understanding of Aboriginal and Torres Strait Islander cultures.

Going forward and over the next year of this RAP, we will focus on formalising our commitment to reconciliation, focusing on three key areas: Organisational commitment to reconciliation; Shared understanding; Laying the foundations to connect. This focus will help us to take this journey together, allowing the space and time for each of us to reflect and find meaning, understand the opportunities and contribute to a plan for the future.

This RAP reflects Link Housing's ongoing commitment to promoting equality between all staff members, to building an inclusive and respectful working environment, and to creating a service that is accessible and responsive to Aboriginal and Torres Strait Islander members of the community as well as being sensitive to individual needs.

I thank Link Housing's RAP Working Group (RWG) and all staff members who contributed to the development of this RAP. I look forward to working to implement the actions and deliverables in our Reflect Reconciliation Action Plan, December 2020 – December 2021.

A handwritten signature in black ink, appearing to read 'Andrew'.

Andrew McNulty
CEO, Link Housing



Reconciliation Australia welcomes Link Housing to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Link Housing joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with over 2.3 million people now working or studying in an organisation with a RAP.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Link Housing to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Link Housing, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Our business

Formed in 1984, Link Housing is proud to be one of the longest-running, not-for-profit community housing providers in NSW. We provide safe and affordable housing to people on low incomes, those with a disability, and those in need of urgent housing. Our vision is to enhance lives through community housing and work together to provide affordable homes that strengthen lives and communities.

With offices in Chatswood and West Ryde, Link Housing manages close to 4,000 homes accommodating more than 6,000 residents across metropolitan NSW, we provide:

- social housing
- housing for people with disability
- affordable housing
- urgent accommodation and housing assistance
- support services and programs through a network of partners.

Our 105 staff member group is a professionally, culturally and demographically diverse mix of people who are aligned in values and committed to working towards our 2023 goal of providing 7500 homes for the most vulnerable in our community. As at 30 June 2020, we have one Aboriginal staff member.

PROVIDING A PLACE TO CALL 'HOME'

No matter what type of housing we provide, our job doesn't end with securing a property; in fact, that is just the beginning. We help support our tenants' long-term well-being by:

- facilitating programs that help build a sense of belonging (e.g. social events)
- providing opportunities for tenants to get to know each other and get involved in their community (e.g. community gardening)
- dedicating staff to help people with more complex needs
- providing extra resources via our wide partner network of other service providers
- encouraging them to have their say and influence decision-making on tenant-related issues by joining our Tenant Advisory Group or attending block meetings
- offering scholarships to help with the cost of learning or special interests
- encouraging involvement in our arts and creative projects
- providing training and employment opportunities.



Link Wentworth

Providing homes, building futures.

OUR VALUES AND STRATEGIC DIRECTION GUIDE US IN EVERYTHING WE DO

Link Housing is recognised as a well-governed and effectively managed organisation with a dynamic board and leadership team, and a workforce committed to providing the best possible service to clients and partners. Our Strategic Direction (2018–2023) sets out our collective vision, purpose, strategic objectives and values, and focuses our business on what we know will make a difference to the people and communities we serve.

VISION	Enhancing lives through community housing
PURPOSE	Working together we provide safe and affordable homes which strengthen lives and communities
STRATEGIC OBJECTIVES	People – Empowering and engaging with tenants and staff to deliver quality outcomes Partnerships – Being a partner of choice Places – Providing 7,500 quality homes for those in need Performance – Delivering a legacy of strong governance and financial performance
VALUES	Ethical – through transparency, fairness, honesty Excellence – in everything we do Respectful – of everyone we engage with Accountable – to tenants and other stakeholders Safety – think safe, work safe, be safe Leadership – the courage to shape the future

The quality of our organisation and service is recognised by the following registrations, certifications and accreditations that we are proud to have retained this year:

- Tier 1 Registered Community Housing Provider (CHP) under the National Regulatory System for Community Housing
- a Licensed Real Estate Agent (Licence No. 10010626)
- registered under the National Disability Insurance Scheme (NDIS) to deliver Specialist Disability Accommodation.



Our RAP

As Link Housing looks to better understand and support its diverse community, which includes Aboriginal and Torres Strait Islander peoples, we have formalised our commitment to advocating for Aboriginal and Torres Strait Islander peoples and cultures by embarking on this journey to establish and action our own Reconciliation Action Plan (RAP).

This plan provides us with a framework to support the national reconciliation movement in a structured way, and develop strategies, projects and partnerships that will increase awareness of Aboriginal and Torres Strait Islander cultures in our sphere of influence, including with Link Housing staff, and allow greater access to our services and participation in our community for Aboriginal and Torres Strait Islander peoples. Through our community housing partnerships, projects and services, Link Housing has the capacity to further advocate and actively support reconciliation.

The RAP is being led and developed by a RAP Working Group (RWG), which includes representatives from our frontline and corporate services teams, is sponsored by Link Housing CEO, Andrew McAnulty, and championed by the Head of Marketing and Communications, Brianna Ragel. We currently have a Specialist Support Worker who identifies as Aboriginal. She participates in our RWG as a full member.

Our reconciliation journey to date follows our vision and key areas of focus of this, our first RAP:

1. ORGANISATIONAL COMMITMENT TO RECONCILIATION

Link Housing's reconciliation journey began organically in 2018. Original staff leaders for reconciliation included our Specialist Support Worker who identifies as Aboriginal and participates in our RWG as a full member. Since that time, both staff and management have expressed a desire and taken action to do more

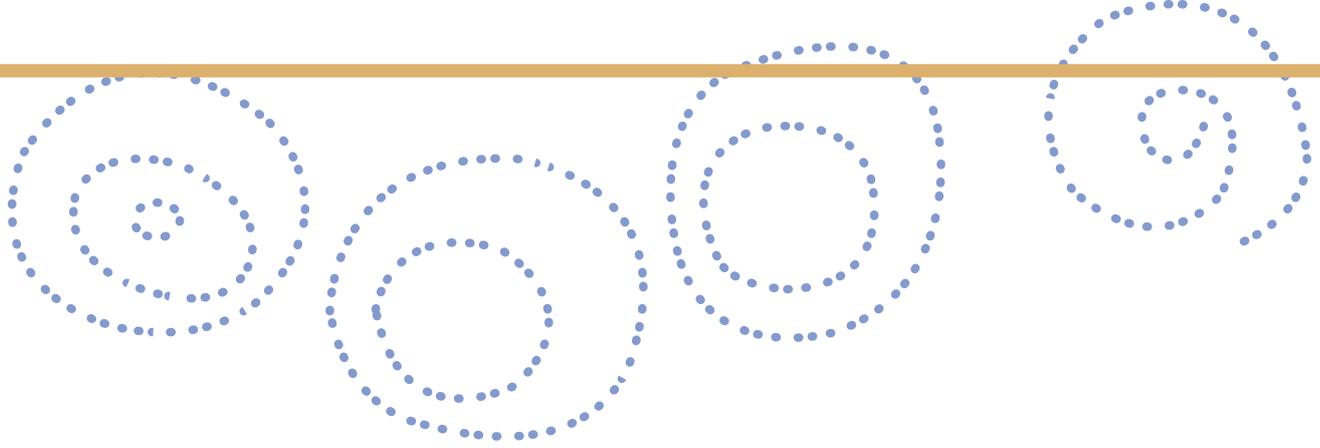
to recognise, respect and include Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights in what we do and the way we do it. Therefore, in 2019, when a few staff members suggested doing our first RAP to formalise our commitment to reconciliation, Link Housing's management and Board endorsed the plan without hesitation.

2. SHARED UNDERSTANDING

Link Housing's first NAIDOC Week event in 2018 was a memorable one and it set the organisation on a path of shared understanding. We invited special guest, Ann Weldon from Metro LALC. Ann graciously gave the Welcome to Country and spent over an hour with us, sharing her personal story, learnings from her time working in community housing, and teaching us about NAIDOC Week, reconciliation – and the value to all Australians in achieving true diversity and inclusion.

A famous quote from Ann Weldon is now framed and displayed at Link Housing's Chatswood office and holds meaning for staff and management alike. "Leaving legacies and not building empires". In the case of Link Housing, this means driving to provide a legacy of decent homes for those in need, including Aboriginal and Torres Strait Islander community members.





3. LAYING THE FOUNDATIONS TO CONNECT

Since our NAIDOC Week event in 2018, Link Housing has continued work and collaboration with Metro LALC and their team including Ann Weldon, and made their presence an integral part of Link Housing community and corporate events such as Link Housing's West Ryde office opening event in March 2019, Home Sweet in September 2019 and our 35 Year Celebrations in December 2019. This illustrates our continued commitment to reconciliation and Metro LALC's journey with Link Housing.

In early 2019, we established a Link Housing RAP Working Group (RWG): a committee of six members as per guidelines from Reconciliation Australia, including identified Aboriginal and Torres Strait Islander advisors. Led by this group, Link Housing has planned RAP initiatives for staff, partners and local community members. This has included participation in National Reconciliation Week (NRW) and NAIDOC Week, as well as activities that gave staff opportunities to experience Aboriginal and Torres Strait Islander cultures and support our Aboriginal and Torres Strait Islander tenants and communities to be involved in events.

To mark National Reconciliation Week 2019, our West Ryde office hosted a morning tea on 3 June 2019, Mabo Day. The event focused on storytelling, acknowledging the past and celebrating the progress and significance of Mabo Day, and reconciliation in general. CHIA NSW and Ann Weldon from Metro LALC attended, the latter facilitating the Welcome to Country. Celebrated Aboriginal artist, Bibi Barba also attended the National Reconciliation Week event.

Our journey to date has most definitely allowed us to start laying the foundations for greater cultural safety, diversity and inclusion at Link Housing. In doing this we know that we will be in an even better position to embrace the community that we serve and ensure our services are respectful of cultural considerations.



The Artwork

Bibi Barba is an Indigenous artist who combines her grandmother's storytelling and personal connection to the land as her inspiration for producing artworks that combine traditional culture and contemporary style. Born in Queensland and raised in Sydney, Bibi remains connected to her Wiradjuri tribe on Keppel Island as a salt-water Woka Woka woman, recognising her lifelong association with sea and land.

As an artist for 35 years, Bibi has explored many different career paths including as a designer, artist and law student. Today she continues to be an advocate for artist rights and is recognised internationally as a respected voice in areas of Indigenous education and advocacy.

Bibi feels strongly about art being a mechanism to heal, "[art] is the most universal language, it is the art of understanding and communicating with each other" Bibi said.

In 2019 Bibi was approached to become one of the Indigenous voices in the development of Link Housing's first Reconciliation Action Plan (RAP) to build on the foundations that have been established since Link Housing's inception in 1984 and to support their Reconciliation Week and NAIDOC week celebrations for 2019 and 2020. The introduction to Bibi came through one of Link Housing's residents who has given her time to advise and support Link Housing on its reconciliation journey.

Recognising Bibi's talent, powerful story and voice, Link Housing commissioned her to do their RAP artwork using a unique process that involved both staff and residents.

"The artwork is a big statement that invites people to learn about Indigenous culture and unite together to understand it. We are all human beings and changing generations and their perspective on Aboriginal culture and living together is important" said Bibi.



The artwork was designed by Bibi to create 'the dreaming of Link Housing' which symbolises the dream to bring community together and do so harmoniously. The lines in the artwork symbol a pathway to community, while the dots represent footprints.

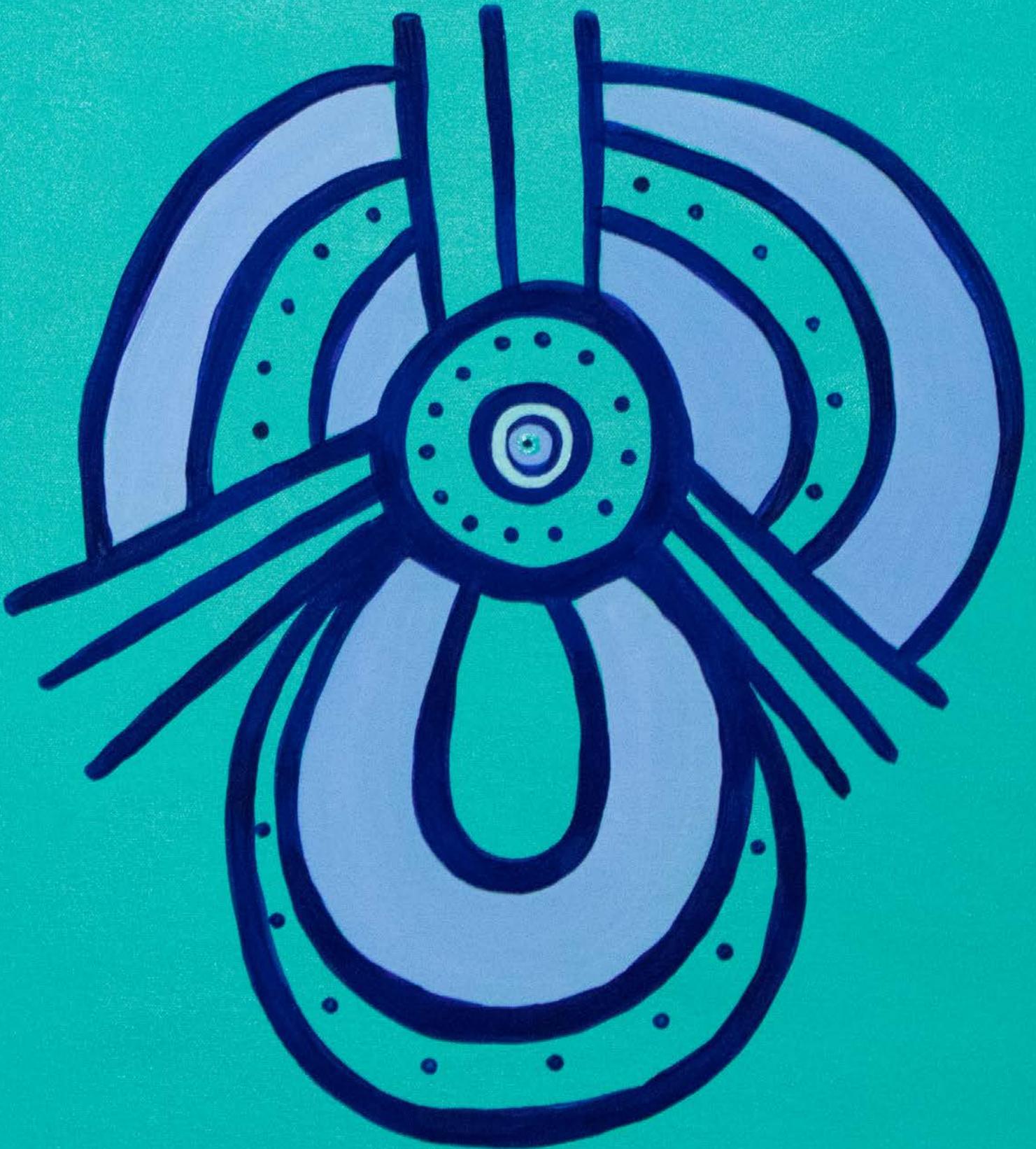
Designed as three parts, the middle artwork is an original designed and painted by Bibi, symbolising unity and community through Indigenous culture and colour. The other two parts were designed by Bibi and painted by Link Housing staff and residents in a series of unique, uplifting and educational art and culture workshops led by Bibi during NAIDOC Week in July 2019.

"The participation of Link Housing staff and residents across three rotational painting sessions provided a finishing piece that is incredible because everyone feels connected and has a piece in it" Bibi said.

The art and culture workshops also included an introduction to hear Bibi's story and time to create an Aboriginal art bookmark to take home as a token of Bibi's appreciation for their participation and to signify their own involvement.

Following the masterclasses, Bibi added the final touches to the piece of art, which is now proudly on display at Link Housing's office in West Ryde, NSW.

There is no doubt that Bibi's contribution to our RAP journey has been valuable and significant.



Artwork by Bibi Barba

Our partnerships / current activities

Over the last few years, we have recognised the need to form partnerships that allow us to become more culturally aware, and engage and work with a range of organisations. Link Housing currently works with the following organisations and stakeholders to support our RAP and journey to reconciliation:

- Aboriginal Community Housing Industry Association (ACHIA)
- Metropolitan Local Aboriginal Land Council (Metro LALC)
- Bibi Barba
- Ann Weldon
- Link Housing Aboriginal and Torres Strait Islander residents
- City of Ryde Council Community and Ranger Services team
- Community Housing Industry Association NSW (CHIA NSW)
- St George Community Housing (SGCH)
- Bridge Housing
- North Sydney Council
- Willoughby Council
- Northern Beaches Council
- Hornsby Shire Council
- Ku-ring-gai Council

We have undertaken the following key activities with other grassroots initiatives from our staff members who support our commitment to reconciliation:

- NAIDOC Week staff event (with guest Ann Weldon), July 2018
- Sharing of NAIDOC Week information and showcase of all past NAIDOC Week posters, July 2018
- Acknowledgment of Country mandatory at all whole of staff or large meetings, September 2018
- Link Housing moves to a new office in Chatswood (September 2019), and celebrates the 'go-live' of a significant project that sees the organisation double in size in order to provide more social and affordable housing. Guests include the team from ACHIA and Metro LALC and the new office (with Aboriginal and Torres Strait Islander meeting room names) is unveiled, December 2018
- RWG formed via leadership of former Community Programs Lead, March 2018
- International Women's Day event for residents with the Welcome to Country by Ann Weldon, March 2018
- Official opening of Link Housing's West Ryde office (with guests Allen Madden and Brendan Kerin from Metro LALC doing the Welcome to Country and Smoking Ceremony, respectively), March 2019
- First meeting with a Link Housing Aboriginal and Torres Strait Islander resident and Bibi Barba, engaged to help us on our journey and provide advice on our RAP, May 2019
- National Reconciliation Week staff event celebrated on Mabo Day (with special guests from ACHIA and Metro LALC), June 2019
- Sharing of National Reconciliation Week materials with staff through internal communications channels, May 2019
- RWG Terms of Reference endorsed by Link Housing Management and Board, June 2019
- Regular updates from RWG in staff meetings and staff newsletter begin, June 2019
- Commission of Bibi Barba to do an original artwork for Link Housing and facilitate a supporting artwork, June 2019
- NAIDOC Week staff and resident event (art and cultural workshop with Bibi Barba), July 2019
- Internal campaign to raise awareness of Aboriginal and Torres Strait Islander cultures through weekly lunchtime screenings of relevant documentaries, emails and posters about prominent Aboriginal and Torres Strait Islander activists, July 2019

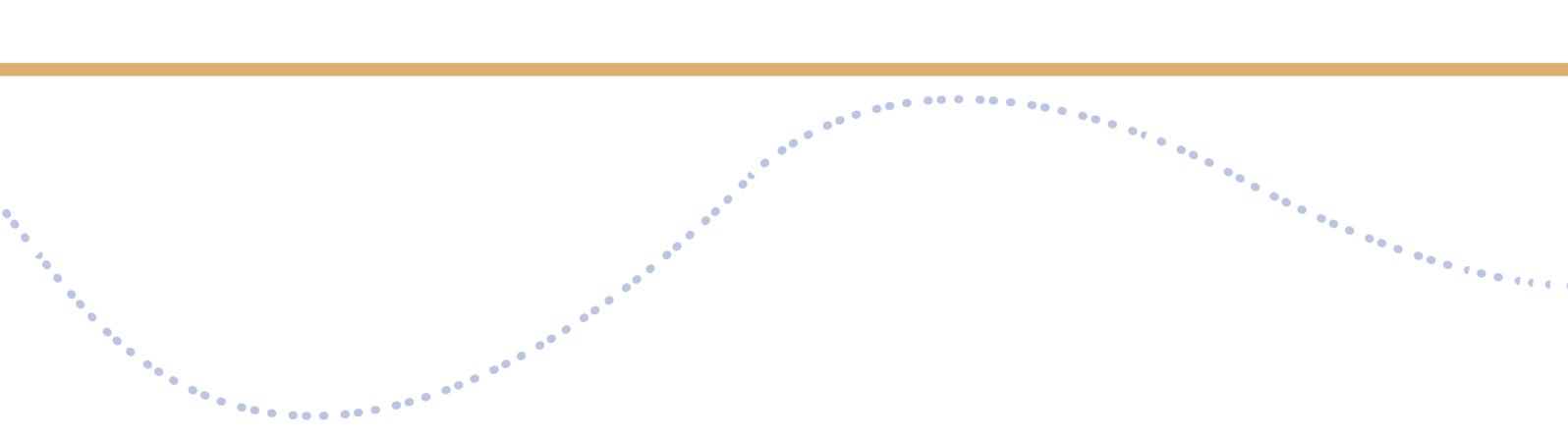
- RWG begins researching Link Housing's current cultural awareness and future needs ahead of plans for training, August 2019
- Link Housing's annual fundraising sleep over event, Home Sweet (with Welcome to Country by Ann Weldon), September 2019
- Link Housing begins advertising jobs available in Koori Mail, September 2019
- Research into Link Housing's tenant group who identify as Aboriginal and/or Torres Strait Islander peoples and initiation of engagement activities (community events, home visits and interviews with Aboriginal and/or Torres Strait Islander residents) to begin to understand how we might tailor service delivery and create more culturally aware services throughout our RAP journey, October 2019
- Link Housing celebrates 35 years providing community housing services with a public event for 2000 people at Chatswood. Special guests include Ann Weldon (Welcome to Country) and Uncle Terry Olsen and his dancers to perform a cultural dance, December 2019
- Review and update of Acknowledgement of Country on Link Housing's organisational communications and website, January 2020
- Increased presence of representations of Aboriginal and Torres Strait Islander cultures (e.g. flags and posters) in Link Housing offices, January 2020
- Artwork by Bibi Barba and Link Housing staff and residents completed and hung in Link Housing's West Ryde office, March 2020
- National Reconciliation Week staff event where the film 'In My Blood It Runs' was screened and discussed at a virtual Morning Tea on 3 June 2020. This was followed by promotions of the film and other NAIDOC events on Link Housing's website and social media channels.



Relationships



Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	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.	December 2020	RAP Working Group Chair
	Engage the Aboriginal Community Housing Industry Association (ACHIA), the industry peak body for Aboriginal Community Housing Providers (ACHPs) in NSW, to ensure best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations are included in our overarching approach to partnerships.	December 2020	Head of Partnerships
	Improve Aboriginal and Torres Strait Islander services information on Link Housing's intranet and website pages.	February 2021	Marketing and Communications Coordinator
	Continue to work with and strengthen our relationship with Metro Local Aboriginal Land Council by inviting their involvement in all Link Housing community and corporate events and their input in relevant strategic initiatives.	July 2021	Head of Marketing and Communications
	Write to the recently formed NSWALC CHP which has gained Tier 2 Registration Status, offering to support the company's development. This relationship creates an opportunity for mutual exchange and learning.	September 2021	CEO
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to Link Housing staff, tenants, and the broader community through Link Housing's e-newsletters, website and social media.	May 2021	RAP Champion
	Ensure our RWG participates in an internal and external event to recognise and celebrate NRW.	May 2021	RAP Working Group Co-chair
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW by providing and promoting a range of options through Link Housing's internal communication channels.	May 2021	Head of Marketing and Communications
	Host an annual National Reconciliation Week event (physical or virtual) for Link Housing staff to communicate our commitment to reconciliation to all staff members. Where possible, invite tenant representatives and key Aboriginal and Torres Strait Islander stakeholders/partners to involve our community and strengthen relationships.	May 2021	RAP Working Group Chair; RWG



Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Provide staff with a monthly update on RAP activities and progress by including a regular RAP agenda item in our monthly staff meetings and/or staff newsletter.	April 2021	RAP Working Group Secretary
	Inform Link Housing partners and supporters of our RAP journey through our corporate communications.	June 2021	Marketing and Communications Coordinator
	Develop a list of external stakeholders, including RAP and other like-minded organisations, that Link Housing can engage with on our reconciliation journey. Canvas other community housing providers and partners that we have relationships with.	March 2021	RAP Working Group Co-chair
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	June 2021	Head of Legal & Risk
	Review HR policies and procedures to identify existing anti-discrimination provisions and future needs.	November 2021	Head of People & Culture
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation, culminating in Board endorsement and participation in cultural awareness training to be delivered as part of the implementation of this RAP.	December 2021	COO
	Use the CHAP Standard to develop a staff survey to review the cultural learning needs within Link Housing and inform initiatives for our next RAP.	August 2021	Social Worker

Respect



Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the Lands and Waters within our organisation's operational area and reinforce this by including it in the cultural awareness training documentation provided to staff.	September 2021	RAP Working Group Chair
	Increase staff members' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols, and reinforce this by including it in the cultural awareness training documentation provided to staff.	September 2021	RAP Working Group Co-chair
	Ensure Acknowledgement of Country and Welcome to Country protocols are followed before each RWG meeting, whole of staff meetings/events, and external Link Housing events.	December 2020	CEO
	Ensure our Acknowledgement of Country on written communications, staff email signatures and Link Housing's website is culturally appropriate and up to date.	December 2020	Marketing and Communications Coordinator
	Engage Elders and Aboriginal and Torres Strait Islander community members from our resident group and via Metro Local Aboriginal Land Council to deliver the Welcome to Country and perform other cultural ceremonies, such as smoking ceremonies and cultural dance at Link Housing events.	February 2021	Head of Marketing & Communications
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst staff members about the meaning of NAIDOC Week through annual staff NAIDOC Week events or internal campaigns.	July 2021	RAP Champion
	Get staff more involved in NAIDOC Week by promoting external events in our areas of operation.	July 2021	RAP Champion
	Representatives from Link Housing's RWG and Communities and Partnerships team, to participate in and/or attend at least one external NAIDOC Week event to show respect, support local Aboriginal and Torres Strait Islander stakeholders and organisations, and connect with our Aboriginal and Torres Strait Islander residents.	July 2021	Head of Partnerships

Opportunities



Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Execute on a business case for Aboriginal and Torres Strait Islander employment within our organisation, culminating in approval for an Aboriginal and Torres Strait Islander liaison officer role in the organisation and added to our 5-year strategy (2018-2023).	December 2020	Head of People & Culture
	Build an understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2021	COO
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses, culminating in a commitment to using Metro Local Aboriginal Land Council for cultural services and advice and development of a list of other Aboriginal and Torres Strait Islander owned businesses that Link Housing can procure services from.	August 2021	CFO
	Investigate Supply Nation membership	August 2021	RAP Working Group Secretary

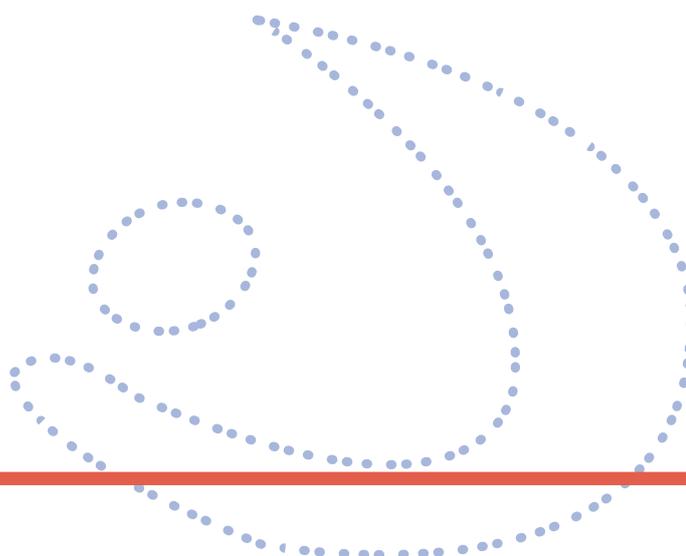
Governance



Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RWG to drive governance of the RAP.	Form a RWG to govern RAP implementation.	December 2020	Community Programs Officer
	Draft a Terms of Reference for the RWG.	December 2020	RAP Working Group Secretary
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	December 2020	RAP Working Group Chair
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	December 2020	Head of Marketing & Communications
	Engage senior leaders in the delivery of RAP commitments.	June 2021	RAP Champion
	Define appropriate systems and capability to track, measure and report on RAP commitments.	July 2021	RWG
12. 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.	September 2021	RAP Working Group Secretary
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	June 2021	RAP Working Group Co-chair

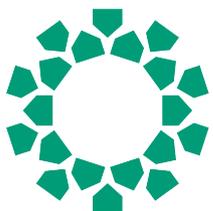
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Artwork designed by Bibi Barba



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