



Reconciliation Action Plan

REFLECT RAP AUGUST 2023–JULY 2024





ENVIRONMENT

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Reconciliation Action Plan

REFLECT RAP AUGUST 2023–JULY 2024





Acknowledgement of Country

Evolve Housing acknowledges the Traditional Custodians of the land where we deliver our housing and services. We acknowledge and pay our respects to all Elders past, present and future. We welcome all First Nations People to our services, as we walk together towards reconciliation.



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Chief Executive Officer, Reconciliation Australia

A message from Karen Mundine



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

Evolve Housing joins a network of more than 2,200 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 close to 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 Evolve 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.

Karen Mundine, CEO Reconciliation Australia





A message from our CEO and Chairman

Lyall Gorman, Group Chief Executive Officer, Evolve Housing

Paul Howlett, Chairman, Evolve Housing



At Evolve Housing, we believe in the fundamental right of every individual to a secure home in an inclusive community. Today, we are proud to launch our first Reconciliation Action Plan (RAP) as a testament to our commitment to strengthening relationships with the Aboriginal and Torres Strait Islander communities we serve.

Our goal is to build safe and inclusive communities for all, celebrating the diversity of our clients and recognising the resilience of Australia's First Nations Peoples. While approximately 2% of our residents identify as Aboriginal or Torres Strait Islander, we deeply acknowledge and respect the strength of their cultures and support their call for truth-telling about Australia's history.

As community housing providers, we play a significant role in assisting Aboriginal and

Torres Strait Islander communities in finding suitable housing. To enhance our efforts, we are committed to deepening engagement, fostering understanding, and building respectful relationships to create more opportunities for these communities.

The Reflect RAP expands upon our existing work and provides a framework for guiding Evolve Housing in engaging with Aboriginal and Torres Strait Islander communities and stakeholders. We are driven by a sense of urgency to take immediate action towards reconciliation. Our initiatives include embedding cultural significance into our daily activities through Acknowledgement of Country rituals, cultural competency training for employees, and organising commemorative events during Reconciliation Week, NAIDOC Week, and Sorry Day. We have also established strong partnerships with community groups and service



Lyall Gorman, Group Chief Executive Officer,
Evolve Housing



Paul Howlett, Chairman, Evolve Housing

partners to provide tailored support to our Aboriginal and Torres Strait Islander residents.

Reconciliation is a top priority for our organisation, with our RAP strategy regularly on the agenda of our Board committee meetings. We have appointed a RAP Champion to provide executive sponsorship and ensure our vision for reconciliation is led from the top.

Our dedicated RAP Working Group, consisting of Evolve Housing employees, Aboriginal and Torres Strait Islander clients, and employees from our Contractor Partners, plays a crucial role in improving inclusiveness, equity, and understanding. This collaborative effort aims to empower our staff with knowledge about reconciliation issues and create an inclusive environment for our residents. Through extensive collaboration with our employees,

we have developed our Reconciliation Action Plan, utilising feedback gathered through surveys and interactive workshops. Cultural consultation from a specialist consultant has ensured effective implementation of the plan, and the involvement of our Aboriginal clients in the RAP Working Group has provided valuable insights.

We approach the implementation of our plan with great optimism, confident that it will drive us forward in achieving reconciliation. Our focus includes enhancing organisation-wide cultural competency, forging new partnerships, improving housing outcomes, and empowering our Aboriginal and Torres Strait Islander residents and communities.

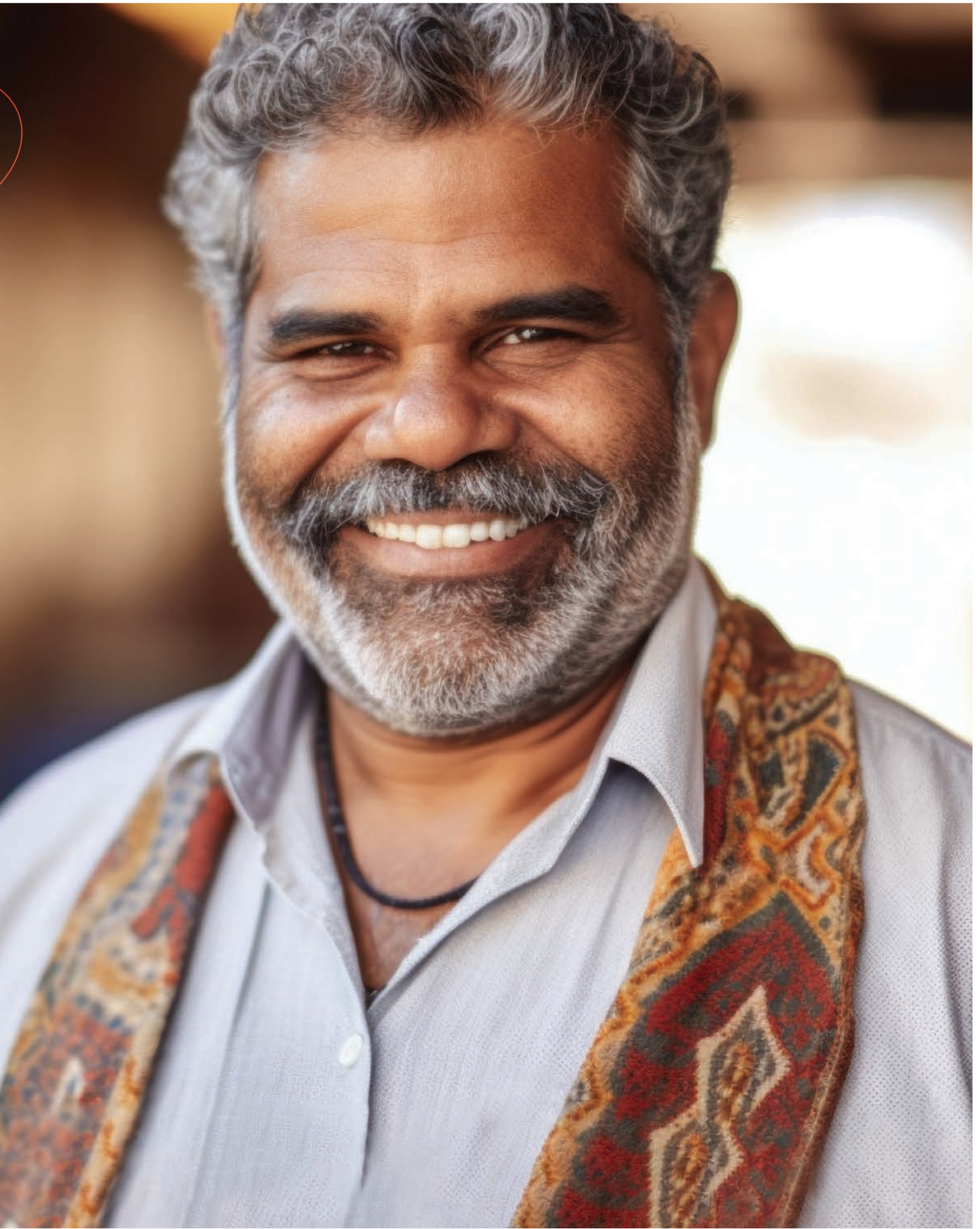
Lyall Gorman, CEO, Evolve Housing

Paul Howlett, Chairman, Evolve Housing

Our vision for reconciliation



Evolve Housing's vision for reconciliation is to work together respectfully and collaboratively with Australia's First Nations peoples to provide homes, shape communities, and deliver services that create culturally safe and appropriate places for Aboriginal and Torres Strait Islanders and that empower those individuals and communities to share with all Australians in a prosperous and healthy future.





Our business



Evolve Housing is a leading not-for-profit community housing provider (CHP) in Australia, based in Western Sydney and are recognised as one of the most innovative, high performing Community Housing Providers in Australia. We provide housing solutions to eligible people on low to moderate incomes who are unable to access appropriate housing in the private market.

We are a registered charity, including registration in the Deductible Gift Recipient and Public Benevolent Institution sub-groups. We are also a registered Specialist Disability Accommodation (SDA) provider under the National Disability Insurance Scheme.

At Evolve Housing, our purpose is to enable more people in need to live in quality homes in thriving and inclusive communities. We provide high quality housing developments, build strong communities, and



provide support programs to empower residents to reach their potential and achieve greater independence.

Evolve Housing delivers quality housing and services.

We provide:

- Safe and secure housing for people experiencing homelessness or those on lower incomes experiencing housing stress.
- Support services, programs, financial grants and activities that empower individuals, build their capabilities and provide pathways to greater independence; and
- Quality, accessible, affordable housing developments that build strong, integrated and sustainable communities.

Our Properties and Programs



Our property portfolio consists of over 4,700 social and affordable housing properties that provide homes for more than 10,000 residents living in Metropolitan Sydney, the Hunter region, the mid-north Coast, and Central Coast of New South Wales, the Australian Capital Territory and Victoria.

Our Head Office is located in Parramatta, with a second office at Penrith and a growing presence in the Hunter Region in Newcastle and Lake Macquarie. Through our growth, we established an office in Moonee Ponds, Victoria, in March 2023. We provide homes for residents from a wide range of culturally diverse backgrounds including First Nations Peoples and new arrivals from all over the world.

Evolve Housing takes a proactive approach to working with tenants to sustain their tenancies and resolve their challenges with housing. Our Housing Managers support tenants who may need additional assistance and are able to provide referrals to a range of social support services. Tenants are made aware of these support services during the sign-up process and are provided with reference information pertaining to the numerous services available.





Communities in which we work



Evolve Housing is one of the largest Community Housing Providers (CHP) in Australia. We have a presence in 38 local government areas across the Sydney and Hunter regions, as well as the NSW Central Coast and Mid North Coast.

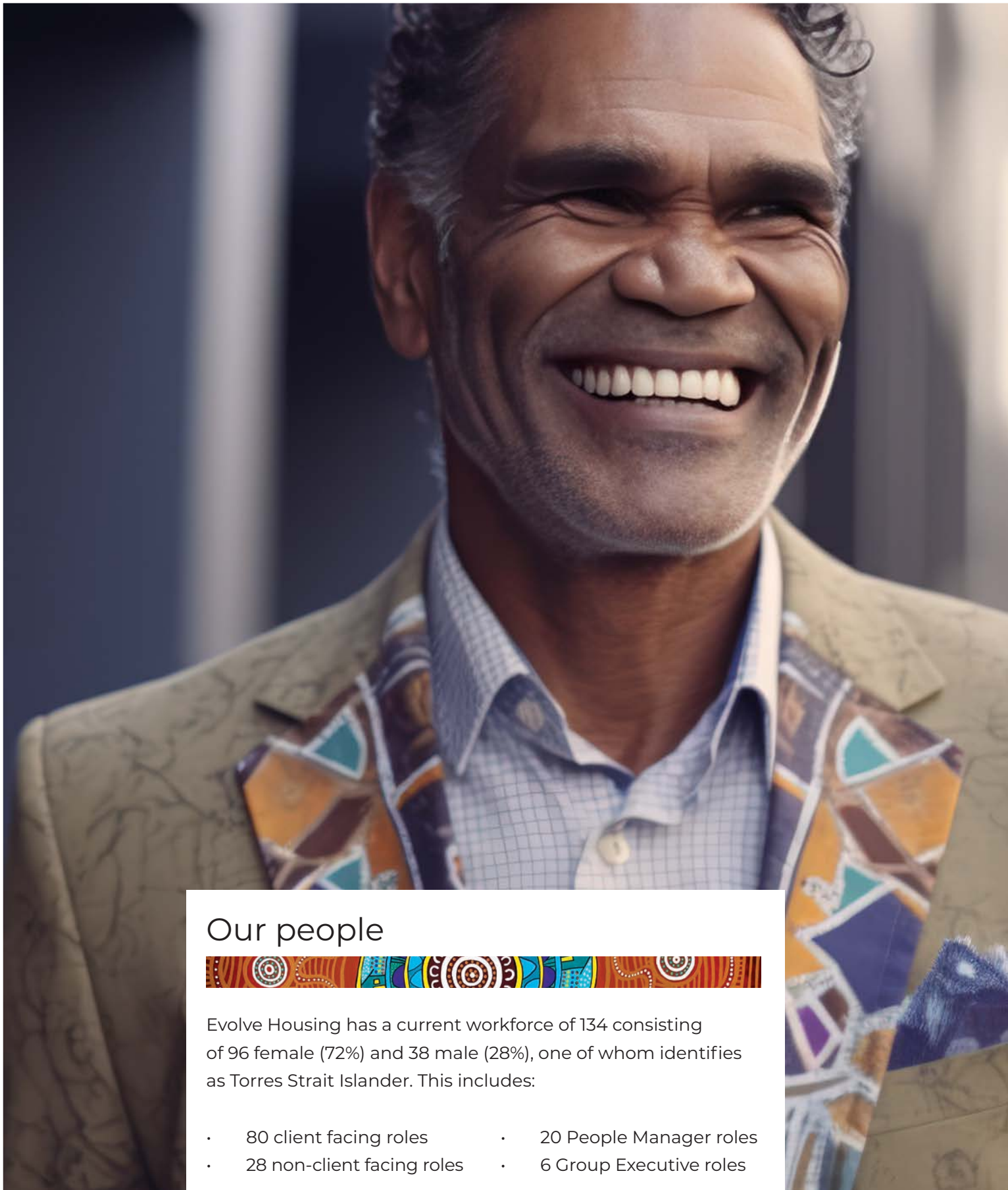
In addition to our presence in NSW, we manage 245 key worker housing properties in Victoria and the ACT. Most recently, we have expanded our service provision into the social housing sector in Victoria, managing 100 dwellings in Ascot Vale on behalf of Homes Victoria.

We are also a 15% member of Centacare Evolve Housing, a registered CHP in Tasmania, which manages over 2,000 properties housing 4,400 residents and has net assets of over \$150 million. This financial year, Evolve Housing Vic achieved registration as a Housing Provider by the Victorian Registrar.

In supporting our clients and communities, Evolve Housing recognise we work and live on Aboriginal Lands and acknowledge the Traditional Custodians of these regions.



REGION OR LGA	TRADITIONAL CUSTODIANS
Ballina Shire	Bundjalung
Bayside	Bunurong and Kulin
Blacktown	Darug
Burwood	Wangal
Canada Bay	Wangal
Canterbury Bankstown	Cadigal, Wangal and Bediagal
Central Coast	Darkinyung
Cessnock	Wonnarua
Clarence Valley	Bundjalung, Gumbaynggirr and Yaegl
Coffs Harbour	Gumbaynggirr
Cumberland	Darug
Fairfield	Cabrogal
Georges River	Bidjigal
Gymea	Gweagal
Hawkesbury	Darug
Hornsby	Darug and GuriNgai
Hunters Hill	Wallumedegal
Hurstville	Bidjigal
Kempsey	Dunghutti
Kurringai	Durrumurragal
Lake Macquarie	Awabakal
Lismore	Widjabul
Liverpool	Cabrogal
Maitland	Wonnarua People
Marrickville	Gadigal and Wangal
Mid Coast	Biripi and Worimi
Moonee Valley	Wurundjeri Woi wurrung
Newcastle	Awabakal and Worimi
Northern Beaches	Gayamaygal and Garigal
Parramatta	Burramattagal / Dharug
Penrith	Darug
Port Macquarie	Birpai
Port Stephens	Worimi
Randwick	Gadigal and Bidjigal
Ryde	Wallumedegal
Strathfield	Wangal
Sutherland	Dharawal
Sydney	Gadigal
Tamworth	Kamilaroi/Gomeroi
Tasmania	Palawa
The Hills Shire	Dharug
Tweed Shire	Bundjalung
Willoughby	Gamaragal people
Wollondilly	Gundangurra, Dharwal and Darug
Yarra	Wurundjeri Woi Wurrung



Our people



Evolve Housing has a current workforce of 134 consisting of 96 female (72%) and 38 male (28%), one of whom identifies as Torres Strait Islander. This includes:

- 80 client facing roles
- 20 People Manager roles
- 28 non-client facing roles
- 6 Group Executive roles





Our partnerships



Birribee Housing

In 2021, Evolve Housing entered into an agreement with NSWALC Housing (NHL) for managing repairs, maintenance, and building inspections on 130 properties which were transferred from Aboriginal Housing Office to NSWALC Housing (NHL).

Awabakal Local Aboriginal Land Council (Awabakal)

Evolve Housing seconded staff to assist the Awabakal in Newcastle, to develop a strategy and an approach to managing its residential assets. Evolve Housing provided Awabakal with tenancy and asset management that enabled them to build capability and supported their transition to become self-managed.



**YILABARA
Solutions**

Creating Opportunities



**BIRRIBEE
HOUSING**



**New South Wales
Aboriginal Land Council**

Yilabara Solutions

Evolve Housing established a formal contractual Memorandum of Understanding (MOU) with Yilabara Solutions. This MOU was formed to show Evolve Housing's commitment to, and the value we place on working collaboratively with Aboriginal led organisations. This in turn ensures our services are being provided in a culturally appropriate way to our clients.

Yilabara was created as an Aboriginal community-controlled entity incorporated as a not-for-profit company. Yilabara Solution's mission is to increase the number of Aboriginal peoples achieving economic independence through improved access to training and jobs in growth industries. This strategic relationship provides our Aboriginal clients in the Sydney and Illawarra metropolitan regions to access culturally appropriate training and employment opportunities through our Opportunity Pathways Program. Due to our strong partnership with Yilabara, the team has allowed Evolve Housing Case Managers to work out of their offices to provide clients with ease of access to services.

Grounds and Maintenance Contract Partners

Community Housing Providers are required to manage Government owned properties to meet the needs of social housing tenants. Evolve Housing works with a selected panel of suppliers and partners to assist with our property maintenance, lawns and grounds maintenance and cleaning.

These suppliers provide their services within contractual guidelines which specify their requirement to meet targets regarding engagement of Aboriginal personnel and engagement of Aboriginal businesses within their own supply chain.



Community Connections



Opportunity Pathways is a voluntary state-wide program that provides support to social housing clients to access employment, education and training opportunities with the goal of helping achieve long-term positive outcomes in their lives. Through the NSW Government's Social Impact Investment model, which is based on achieving sustainable outcomes, we provide case management to participants for a period of 26 weeks post securing employment.

Together Home is a program initiated by the NSW Government, funded by the Department of Communities and Justice to support people who are experiencing homelessness to access accommodation through the private rental market, while receiving wraparound support services for up to two years. Since the beginning of the program in 2020 Evolve Housing have provided case management and accommodation to over 160 rough sleepers.

Our Support Team, Case Managers and Case Coordinators within our Opportunity Pathways and Together Home Programs advocate on behalf of our clients, identify potential barriers and monitor progress towards their independence. To ensure effective support to our clients, we engage with specialist partners with deep awareness and experience in dealing with the needs of Aboriginal and Torres Strait Islander peoples.

As part of this program, we have established community relationships to enable us to help our residents on their



journey to achieve greater independence. We work collaboratively with our partners ensuring appropriate referrals for our clients to support their individual needs. Our partners include:

- **Aboriginal Employment Services (AES)** in both Nepean and South West Sydney, which provides services to our clients who identify as Aboriginal and Torres Strait Islander by assisting and supporting them with training and employment opportunities. Since 2022, we have worked in partnership with AES to provide employment opportunities for our clients with the new airport in South-West Sydney.
- **Tharawal Aboriginal Corporation** provide family support services and holistic physical and mental health related services.
- **Marumali** delivers an evidence based, trauma and culturally informed healing program to enhance supports for Stolen Generations, their families and

communities and the people who work with them.

- **Marrin Weejali** is a support service within Western Sydney for Aboriginal and Torres Islander people struggling with addiction and emotional distress. We refer our clients to gain assistance in breaking the cycle of dependency on alcohol and drugs and shift from social dislocation to live a healthy, dignified and peaceful existence.
- **Youth Led Services** is a community-based organisation providing youth and family services including out of Home Care services and Child Safety, mentoring and guidance in connecting to cultural practices.
- **Gandangara Health Clinic** provide health services in the Liverpool area.
- **Aboriginal Counselling Services** at Jamisontown provide mental health services and family support.



Our reconciliation journey to date



Evolve Housing has established and embedded key reconciliation actions into our daily business environment and practices including:

- Ensuring we include representation of Aboriginal and Torres Strait Islander peoples on our Board of Directors. Nareen Young, who identifies as an Aboriginal person joined our Board in 2022. Nareen is a Professor for Indigenous Policy at the UTS Jumbunna Institute for Indigenous Education and Research where she leads Jumbunna's highly innovative Indigenous People and Work Research and Practice Hub.
- Ensuring our reconciliation plan is led from the top through executive sponsorship. Our General Manager of People and Culture, who also leads our Diversity and Inclusion strategy, is our RAP Champion.
- Providing Cultural Competency training to our employees since 2019.
- Establishing partnerships with the NSW Aboriginal Housing Office and the NSW Aboriginal Land Council.
- The provision of cultural support programs for Aboriginal and Torres Strait Islander tenants through our Opportunity Pathways and Together Home Programs.
- Policy development within our Diversity & Inclusion strategy.



- Establishing a RAP Working Group consisting of employees, clients and members who identify as Aboriginal and Torres Strait Islander. Four members of this working group identify as Aboriginal.
- Engaging the support of Yilabara Solutions, an Aboriginal owned business solutions organisation to provide cultural advice and guidance in developing our Reflect RAP.
- Engaging an Aboriginal resident who is a member of the RAP Working Group to design the artwork for RAP Working Group shirts and uniforms for our employees.
- Commissioning a local Aboriginal artist to design the artwork for our Reflect RAP.
- Embedding Acknowledgement of the Country protocols in our business meetings and employee and client events.
- Increasing support and participation for staff attending external Aboriginal and Torres Strait Islander cultural events and training opportunities.
- Hosting internal events to celebrate and acknowledge NAIDOC and Reconciliation Week.
- Hosting an annual internal event to commemorate Sorry Day and show our respects to the Stolen Generation.
- Engaging with community Elders to deliver Welcome to Country and smoking ceremonies.
- Participation of Aboriginal and Torres Strait Islander artists including dancers and Didgeridoo players at events to display and increase awareness of Aboriginal and Torres Strait Islander cultures.
- Increasing our use of Aboriginal and Torres Strait Islander suppliers including catering, event services and for the procurement of stationery supplies.
- Engaging First Nations recruitment suppliers to increase the diversity within our workplace and to assist with sourcing and placing candidates who identify as Aboriginal and Torres Strait Islander peoples.



Our Reconciliation Action Plan



Reconciliation is about strengthening relationships between Aboriginal and Torres Strait Islander peoples and the broader Australian community. It is about building respect and trust for the benefit of all Australians.

Evolve Housing's vision for reconciliation is to work together respectfully and collaboratively with Australia's First Nations Peoples to provide homes, shape communities, and deliver services that create culturally safe and appropriate places for Aboriginal and Torres Strait Islander peoples.

Our aim is to provide services that empower individuals and communities to share a prosperous and healthy future with all Australians.



Our Commitment

Our commitment to the development of a Reconciliation Action Plan (RAP) demonstrates Evolve Housing's dedication to strengthening our relationships with the Aboriginal and Torres Strait Islander communities we work with.

As one of the largest providers of affordable and social housing in Australia, we understand our obligation to provide suitable homes and accommodation to our Aboriginal and Torres Strait Islander communities. Our ongoing commitment to building and deepening our relationships with our Indigenous peoples will ensure that the services we provide to Aboriginal and Torres Strait Islander communities will be culturally sensitive, flexible, and agile.

A recent staff survey indicated that employees consider culturally aligned activities important to our core business and services. However, the survey also highlighted that as a workforce, we could significantly increase the inclusion of Aboriginal and Torres Strait Islander culture, perspectives and considerations into our daily practice, decision making and program design.

Evolve Housing believes that the RAP will provide a framework by which we can:

- Continue to improve and increase our engagement with Aboriginal and Torres Strait Islander communities and stakeholders.
- Strengthen our understanding and cultural competency.
- Build on partnerships to deliver better housing outcomes and support services.
- Strengthen communities.
- Empower our Aboriginal and Torres Strait Islander residents.



Our RAP Governance and Implementation



To ensure our commitments, as outlined in our Reconciliation Action Plan (RAP), are achieved we will leverage the following systems and framework. These components will enable us to stay on track and enable our stakeholders to be kept informed of our progress.

- Ensure our RAP has executive sponsorship and is led by our dedicated RAP Champion.
- Establish a RAP Governance and Reporting Framework.
- Evolve Housing's Project Management Office (PMO) will support in the development of a project plan and the ongoing monitoring of progress of our RAP actions.
- Refresh the RAP Working Group Terms of Reference to reflect requirements of the implementation phase and reporting of RAP deliverables.
- Establish an external Cultural Advisory Group that will meet twice a year to review our RAP progress and impact and provide cultural advice and guidance.
- Establish success measures for our RAP.
- Develop a Communication Plan that supports the launch and reporting of progress of our Reflect RAP.
- Include our RAP within our strategic Quarterly Business Review involving the Group Executive Team, and Senior Managers.
- Provide reporting twice a year to the Boards Governance, Nomination, People & Culture (GNPC) subcommittee.
- RAP reports and GNPC meeting minutes will be reviewed by the Evolve Housing Board of Directors.
- Develop an event to launch and celebrate our RAP.
- Include our RAP on meeting agendas for Group Executive Team and General Managers.

Evolve Housing's RAP Governance & Reporting Framework

	Internal Engagement		External Engagement	
Leadership of our reconciliation vision Governance oversight Approval	BOARD			
Consultation Advisory Cultural governance	Governance Nomination and People Board subcommittee			Cultural Advisory Group
Consultation with clients community Consultation with employees	RAP Working Group (RAPWG)	Diversity and Inclusion Working Group		Resident Advisory Group (RAG)
Consultation Monitoring Quarterly Business Review (QBR)	Group Executive Team (GET)	Senior Managers (QBR)		
Tracing Reporting Align to Organisation Strategic Plan	Project Management Office (PMO)			

The Governance Framework provides a structured approach to how we will implement our actions and commitments. Through this framework we will ensure appropriate consultation with Aboriginal and Torres Strait Islander stakeholders within the communities we support and provide services to.

Furthermore, the framework will enable us to remain on track delivering our commitments in accordance with the specified timeframes of our plan.





A message from our RAP Working Group

The Evolve Housing Reconciliation Action Plan (RAP) Working Group was formed in 2022 to assist with the development of Evolve Housing's reconciliation action plan.

We are a diverse group, made up of dedicated staff, residents, and participating contractors from various backgrounds, both Indigenous and non-Indigenous, who are all invested in Evolve Housing's journey towards reconciliation. This group is led by our RAP Champion providing executive sponsorship of our RAP agenda. Evolve Housing is proud to share their first Reconciliation Action Plan and as the working group who governed the development of this plan, we are equally as proud.

Each one of us has had our own reason for wanting to be a part of the RAP Working Group, but at the end of the day we are all working toward the same goal — reconciliation. We are confident in achieving the goals set out in this plan, and hope that this document is a step towards building a better society and stronger relationships between Evolve Housing and the communities in which they serve.

We hope that Evolve Housing's expansion of Indigenous stakeholder involvement grows in the same way our knowledge has, particularly surrounding the sensitivities of cultural practice and protocol.

As a team, we have been lucky enough to listen to the experiences of our Aboriginal members and their stories to collectively develop the action items set out in this plan. We hope that this will aid in the delivery of better outcomes for staff, residents and community members alike, focusing on building cultural awareness, acknowledgement and acceptance.

We know that reconciliation is everyone's responsibility, we want to lead by example in teaching respect for oneself and others, and we look forward to continuing this journey together.



"[This plan is a great example of] what it means to have a better understanding of everybody. It's like untangling the cord of the fairy lights."

Our fabulous resident and artist Todd Dorward



Todd Dorward, a Kullilli man and Evolve Housing resident, is a valued member of our RAP Working Group. Todd is legally blind and hearing impaired and is an accomplished sportsperson in a variety of different sports. In 2021 Todd was named Aboriginal and Torres Strait Islander Sports Person of the Year at the NAIDOC Awards.

As well as being such a skilled sportsperson, Todd is an incredible artist. In 2019, Todd decorated Evolve Housing's Street library for his unit block, and recently offered to design the RAP working group shirts by using traditional Aboriginal techniques such as dot painting and storytelling.

Speaking about his involvement with the RAP Working Group team, Todd

acknowledges that he and the team are moving towards a better future for staff and clients.

"It means a lot to me to create the artwork for our shirts... My culture is everything to me and this group will be a step towards bridging the gap... I am privileged to be part of this group and to right the wrongs of our past."

Our reconciliation plan



RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. 	April 2024	GM Resident Services
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	June 2024	GM SAMBG
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's National Reconciliation Week resources and Reconciliation materials to our staff. 	May 2024	GM People & Culture
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external National Reconciliation Week event. 	27 May–3 June, 2024	RAP Working Group Chair
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise National Reconciliation Week. 	27 May–3 June, 2024	GM People & Culture
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Create an employee intranet and include site page for First Nations People. 	September 2023	GM People & Culture
	<ul style="list-style-type: none"> Communicate our commitment to Reconciliation to all staff. 	August 2023	CEO
	<ul style="list-style-type: none"> Identify external stakeholders that our organisation can engage with on our Reconciliation journey. 	March 2024	GM Resident Services
	<ul style="list-style-type: none"> Identify RAP and other like-minded organisations that we could approach to collaborate with on our Reconciliation journey. 	March 2024	GM People & Culture
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination. 	September 2024	GM Governance and Legal
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	November 2024	GM Governance and Legal

Abbreviation

CEO	Chief Executive Officer
GM	General Manager
SAM&BG	Strategic Asset Management & Business Growth
RAP	Reconciliation Action Plan



RESPECT

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. 	December 2023	GM SAMABG
	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	September 2023	GM People & Culture
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. 	February 2024	CEO
	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	August 2023	CEO
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Raise awareness and share information amongst our staff about the meaning of NAIDOC Week. 	May 2024	Senior Manager, Marketing & Communications
	<ul style="list-style-type: none"> Introduce our staff to NAIDOC Week by promoting external events in our local area. 	June 2024	Senior Manager, Marketing & Communications
	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	First week in July, 2024	RAP Working Group Chair



OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	August 2024	GM People & Culture
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2024	GM People & Culture
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.	December 2024	GM Corporate Services
	• Investigate Supply Nation membership.	December 2023	GM Corporate Services



GOVERNANCE

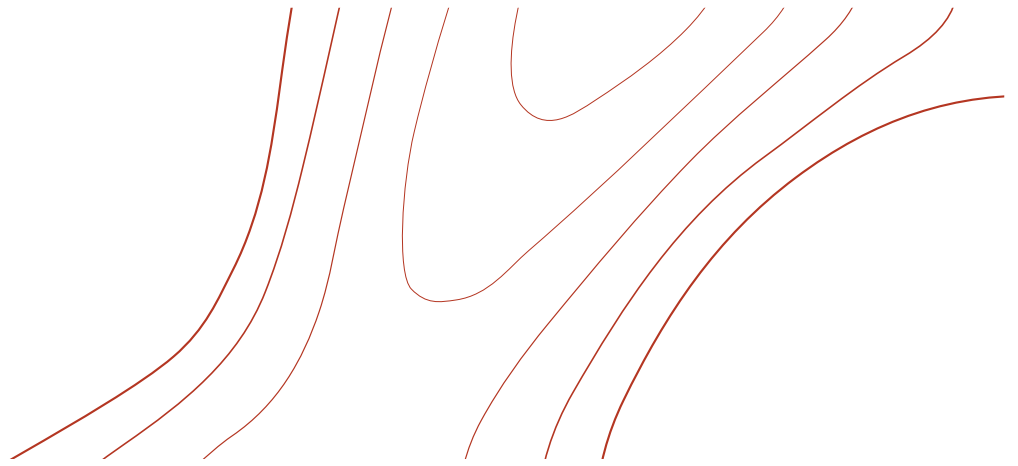
Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Maintain a RWG to govern RAP implementation.	August 2023	GM People & Culture
	• Review and update Terms of Reference for the RWG.	August 2023	GM People & Culture
	• Maintain Aboriginal and Torres Strait Islander representation on the RWG.	August 2024	GM People & Culture
11. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	August 2023	GM People & Culture
	• Engage senior leaders in the delivery of RAP commitments.	August 2023	CEO
	• Appoint a senior leader to champion our RAP internally.	August 2023	CEO
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	August 2023	Senior Manager Project Management Office
12. 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	Project Officer, Business Growth
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	Project Officer, Business Growth

For public enquiries about our RAP please contact:

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Position:	General Manager People and Culture
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Email:	Jo.Henderson-Brooks@evolvehousing.com.au



Commissioned artwork "Land, River, Home" by Sal Lavallee



Our artist Sal Lavallee



Biography

Sal Lavallee is a talented Ngarigo Buhlung (Ngarigo woman) artist from Bogong Moth Art, based in Campbelltown, New South Wales, on Dharrawal land. Her heritage includes the Ngarigo and Yuin nations, with family ties spanning the Snowy Mountains Region and the South Coast of New South Wales. Sal's contemporary artistic style is inspired by traditional Ngarigo and Yuin art forms, stories from her ancestral lands, and her personal spiritual experiences.

In 2012, she found solace in art while battling acute myeloid leukemia, deepening her connection with her Aboriginal spirituality and culture, and discovering the therapeutic benefits of art.

Sal is a qualified Meditation Teacher, workshop facilitator, and holds qualifications in Meditation Teaching and Holistic Counselling. Her qualifications are recognised by the International Meditation Teachers and Therapists Association (IMTTA) and accredited by the International Institute for Complementary Therapies (IICT). Sal has completed her Art Therapy studies, highlighting her commitment to the intersection of art, well-being, and personal growth.

About the artwork

The central blue motif, extending from the top to the bottom of the artwork, symbolises water as a vital gathering point and food source for Aboriginal communities. This open-ended water shape serves as a metaphor for the reconciliation process, which is an ongoing, adaptive journey based on the needs of the community and Evolve Housing's commitment to reconciliation. At the top of the blue shape, a prominent circular element signifies Aboriginal communities coming together, encircled by home icons that represent the housing and services offered by Evolve Housing. The surrounding ochre-colored design reflects the diversity of Countries and Nations, illustrating the convergence of journeys and communities.

Sal intends for this aspect of the artwork to remind Evolve Housing's staff of their role in providing services and homes to individuals from various Nations. Sal's aspiration for this piece is to evoke a sense of safety, connection, and cultural visibility for Aboriginal viewers, as well as a sense of curiosity and intrigue among non-Aboriginal observers, inspiring them to learn more about the Aboriginal connection to the land.



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