



CITY WEST
HOUSING

RECONCILIATION ACTION PLAN

JANUARY 2025 – DECEMBER 2026



RECONCILIATION
ACTION PLAN
INNOVATE



ARTWORK

Tribute to Gadigal Country

The artwork is a tribute to the Gadigal people and the resource-rich land and waterways within Gadigal Country that provided food, shelter, medicine and clothing for the many generations of families that lived there. It also shows the interconnectedness of the people, land and waterways and shows that people cannot exist in harmony with nature and reap the benefits of Country if we don't look after it and respect all that Country is.

It represents a meeting place in the middle that hopefully instils a sense of the lush, beautiful greenery that would have provided amongst other things, a shady cool place to sit and be with mob as they took in the splendour of this unique place and enjoyed the bountiful supply of fish and seafood found in the harbour and surrounding waterways.

We all have a responsibility to live in harmony.

Jude Jarrett

Modern Urban Artist



City West Housing resides on Gadigal Country.

We wish to acknowledge the Gadigal people as being the Traditional Custodians of the land and its water.

City West Housing recognises that the Gadigal people have a continuing connection to their land, its water and to their culture.

We pay our deepest respects to their Elders, past, present and emerging.

Smoking ceremony at the Tallowwood Apartments groundbreaking

**WE ARE PROUD TO DEVELOP
BORONIA APARTMENTS,
AN ALL-ELECTRIC BUILDING,
PROVIDING AFFORDABLE
RENTAL HOUSING FOR
74 VERY LOW TO MODERATE
INCOME HOUSEHOLDS.**

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CITY WEST
HOUSING

DELIVERED BY

GROW



Artwork on construction hoarding: 'Colouring Memory' by Aboriginal artist Dennis Golding

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INTRODUCTION

City West Housing is committed to fostering a more inclusive, equitable, and reconciled society in the heart of our urban landscape. As an organization deeply rooted in providing essential housing solutions for diverse communities, we recognize the importance of acknowledging and respecting the rich cultural heritage of Australia's First Nations peoples. We understand that reconciliation is a shared journey, and we are committed to playing our part in advancing it.

In the spirit of this commitment, our Innovate Reconciliation Action Plan (RAP) is a comprehensive framework aimed at promoting reconciliation, cultural understanding, and collaboration within our organization and the communities we serve. Our Innovate RAP is a testament to our dedication to building stronger connections, deepening respect, and ensuring a brighter future for all Australians, especially the First Nations community members with whom we work. This document outlines our vision, goals, and strategies for fostering a more inclusive and harmonious future, acknowledging that true reconciliation is a dynamic and evolving process that requires ongoing effort and dedication.

City West Housing is excited to continue on this journey toward reconciliation, and we invite all stakeholders, partners, and community members to join us in creating a more just and inclusive society for generations to come.



Welcome to Country at Boronia Apartments groundbreaking



OUR BUSINESS

City West Housing is an affordable housing company with its Head Office located on Gadigal land in the heart of Sydney. Our purpose is to build stronger communities and improve people's lives through the provision of affordable housing.

We currently own and manage eight hundred and ninety secure and affordable homes for people in the City of Sydney council area who are on very low to moderate incomes. We have a pipeline of new developments which will see our footprint spread to other parts of Sydney over the next five years.

We currently employ forty staff members of whom one identifies as a First Nations person.

Our main stakeholders are our sixteen hundred residents who live in our homes, of which twelve per cent are First Nations people.

We have a range of external relationships, with contractors and suppliers, developers, builders, support services, funders, commercial partners and all tiers of Government.

Through these relationships we are influenced by, and able to influence, a broad range of agencies.

Artwork on construction hoarding:
'Colouring Memory' by Aboriginal artist Dennis Golding



MESSAGE FROM OUR CEO

City West Housing employees understand the significance of reconciliation with First Nations communities. We acknowledge the unique cultures and histories of Australia's First Nations peoples. In our pursuit to provide affordable housing solutions, we are deeply committed to reconciliation. We actively engage with local First Nations communities, respecting their perspectives and incorporating their insights into our initiatives.

I wanted to take a moment to reflect on the profound importance of reconciliation with First Nations people. At the core of our mission as an organisation is the belief that housing is a fundamental human right, and that belief extends to every Australian, regardless of their background.

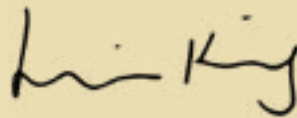
Our commitment to providing affordable housing goes hand in hand with our commitment to building bridges with First Nations communities. For too long, First Nations people have faced systemic inequalities and barriers. It's our responsibility and our desire to actively participate in the healing and transformation of these injustices.

By engaging in reconciliation efforts, we not only acknowledge the historical injustices but also want to work towards a future where every Australian, regardless of their heritage, has equal opportunities, equal access to housing, and an equal stake in our society. The wisdom, cultures, and perspectives of our First Nations people are a vital part of our national identity. Embracing these values enriches our organisation and our society as a whole.

The City West Housing Reflect RAP did what it set out to do. As an organisation we wanted to reflect on our practices, our attitudes and our values and make a long term commitment to do better for our First Nations work colleagues, residents, partners, and communities. The Reflect RAP gave us the momentum, the confidence, and the foundation stone that we needed to make a genuine commitment to reconciliation.

We acknowledge that we have a long way to go before reconciliation is embedded in our DNA, but I am proud to present this Innovate RAP, a plan which will take us that bit further along the path.

As we continue our work, this Innovate RAP reaffirms our commitment to reconciliation, not as an isolated project on the workplan but as an integral part of our mission. We want current and future City West Housing employees to see reconciliation not merely as a policy or a document or a web page but as a living reality, deeply woven into the fabric of our work and the communities we serve. We want people to come and work for us because they are attracted by this reality and the opportunities it represents.



Leonie King
City West Housing CEO





RECONCILIATION AUSTRALIA CEO MESSAGE

Reconciliation Australia commends City West Housing 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 City West Housing 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, City West Housing 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. City West Housing 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 City West Housing'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, while providing meaningful impact toward Australia's reconciliation journey.

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

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Welcome to Country at Tallowood Apartments groundbreaking

OUR RAP

OUR VISION FOR RECONCILIATION

Our vision for reconciliation is to foster a community where reconciliation is at the heart of everything we do. We aspire to create an environment of mutual respect, understanding, and partnership with First Nations communities. Through innovative initiatives and genuine collaboration, we aim to not only provide high-quality homes but also promote cultural diversity and social equality. Our commitment is to empower residents with opportunities for growth, embrace the wisdom of traditional knowledge, and build a brighter, more inclusive future for all. Together, we will shape a society where reconciliation is not just a goal but a lived reality.



Sod turning at Tallowwood Apartments

OUR INNOVATE RECONCILIATION ACTION PLAN

Committing to genuine reconciliation will equip City West Housing with the means to transition from having well-intentioned but often reactive responses to a business that has enduring, predictable, sustainable, and appropriate strategies which positively impact our First Nations residents. This transition promises to enrich service delivery, deepen engagement, and elevate our understanding of the communities we work and operate in. We expect that this will yield substantial benefits for our residents, our staff, and our communities in the long term.

This Innovate RAP will be sponsored by our Chief Executive Officer who is also the CITY WEST HOUSING RAP Champion. Our RAP Working Group is chaired by our Aboriginal Liaison Officer who is the First Nations representative on the Working Group. The membership includes staff colleagues from across the organisation including:

- People and Culture
- Development
- Housing Services
- Operations Support
- Compliance
- Media and comms

The journey from a Reflect Reconciliation Action Plan (RAP) to an Innovate RAP marks a significant evolution in our commitment to reconciliation, diversity, and inclusivity at City West Housing.

Our initial Reflect RAP served as an essential stepping stone, prompting us to self-examine our practices, acknowledge the history of First Nations communities, and understand our role in promoting reconciliation. It was a foundation, sparking awareness and initial actions, but we knew that we needed to go further. Our Reflect RAP presented a number of challenges. We recognised that reconciliation was not truly embedded in our company's DNA. We had to evaluate our past actions, acknowledge shortcomings, and realign our future goals with reconciliation principles. We had to learn to be more open in our dialogue and genuinely commit to meaningful change all done through a reconciliation lens. Through our Innovate RAP we intend to broaden our business and community horizons, have greater influence and be more accountable to our First Nations stakeholders.

Our Reflect RAP led us to implement a range of initiatives including:

1. Developing formal partnerships with First Nations support partnerships
2. Holding a National Reconciliation Week event for staff facilitated by a First Nations Elder and focusing on the history of housing for First Nations People
3. A review of our Human Resource policies by our Aboriginal Liaison Officer to be more inclusive of Aboriginal cultures and days of significance
4. Introducing an Acknowledgement to Country and a Cultural Conversation to our weekly Company Team Meetings
5. Forming a RAP Working Group chaired by our Aboriginal Liaison Officer which meets regularly
6. Committing to at least 12% of our homes being for First Nations households
7. Adopting an Allocations Policy which gives additional points to First Nations applicants
8. Adding the RAP to standing leadership agendas for updates and discussion
9. Implementing the Aboriginal and Torres Strait Islander Cultural Competence Course for all staff – a 10 component course delivered online by the Centre for Cultural Competence Australia

Transitioning to an Innovate RAP signifies a more proactive and dynamic approach. It's a pledge to not merely reflect on past actions but to innovate for a better future. We're dedicated to fostering deeper relationships with First Nations people, ensuring cultural sensitivity and inclusion in our housing services, and actively supporting their rights and well-being.

In this journey, we've engaged in meaningful dialogue with our First Nations residents communities, listened to their voices, and embraced their wisdom. We recognize that by innovating our approach, we can help create more opportunities for First Nations people in housing, education, and employment. We aim to expand our outreach, promote diversity, and make reconciliation a living reality in every aspect of our work.

We look forward to working collaboratively to achieve these goals in the spirit of reconciliation.

RELATIONSHIPS



Fostering strong relationships with First Nations people is pivotal for City West Housing. It facilitates a deeper understanding of cultural needs, ensuring culturally sensitive, inclusive, and equitable housing services. Such relationships promote trust, collaboration, and effective communication, resulting in housing solutions that respect the unique perspectives and histories of First Nations communities. Building these connections not only advances reconciliation but also contributes to the overall wellbeing and prosperity of the community, creating a more diverse, harmonious, and inclusive society where everyone's needs are met with understanding and empathy.



Action	Deliverable	Timeline	Responsibility
1. ESTABLISH AND MAINTAIN MUTUALLY BENEFICIAL RELATIONSHIPS WITH ABORIGINAL AND TORRES STRAIT ISLANDER STAKEHOLDERS AND ORGANISATIONS.	<ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. 	April 2026	Head of Housing Services and Community Engagement
	<ul style="list-style-type: none"> Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations. 	January 2025	Head of Housing Services and Community Engagement
2. BUILD RELATIONSHIPS THROUGH CELEBRATING NATIONAL RECONCILIATION WEEK (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	May/June 2025 and 2026	Aboriginal Liaison Officer
	<ul style="list-style-type: none"> Ensure all RAP Working Group members participate in an external NRW event. 	May/June 2025, 2026	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 and celebrate NRW. 	May 2025, 2026	Head of Housing Services and Community Engagement
	<ul style="list-style-type: none"> Organise at least one NRW event each year. 	May/June 2025 & 2026	Aboriginal Liaison Officer
	<ul style="list-style-type: none"> Register all our NRW events on Reconciliation Australia's NRW website. 	May 2025 & May 2026	Aboriginal Liaison Officer

Action	Deliverable	Timeline	Responsibility
3. PROMOTE RECONCILIATION THROUGH OUR SPHERE OF INFLUENCE.	<ul style="list-style-type: none"> Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce. 	May 2025 & May 2026	Aboriginal Liaison Officer
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly. 	April 2025	Aboriginal Liaison Officer
	<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. 	Review January 2025, 2026	Head of Communication and Impact
	<ul style="list-style-type: none"> Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation. 	August 2025	Head of Housing Services and Community Engagement
4. PROMOTE POSITIVE RACE RELATIONS THROUGH ANTI-DISCRIMINATION STRATEGIES.	<ul style="list-style-type: none"> Ensure that the company Policy Review mandates a regular review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	Annual review in March 2025 & 2026	CFO
	<ul style="list-style-type: none"> Communicate our anti-discrimination policy for our organisation. 	May 2025 & 2026	People and Culture Manager
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff to review our anti-discrimination policy. 	May 2025	People and Culture Manager
	<ul style="list-style-type: none"> Arrange for senior leaders to be educated on the effects of racism. 	March 2026	People and Culture Manager
5. PROMOTE RECONCILIATION AND BE ACCOUNTABLE FOR OUR RAP COMMITMENTS	<ul style="list-style-type: none"> Increase attendance by our First Nations residents at the Yarning Circle established by our Aboriginal Liaison Officer. 	March 2025 and ongoing	Aboriginal Liaison Officer
	<ul style="list-style-type: none"> Support and have a presence at the Yabun Festival on 26th January 	January 2025	Head of Housing Services and Community Engagement
	<ul style="list-style-type: none"> Promote the Innovate RAP on staff signature block. This will go to all stakeholders receiving communication from CWH 	January 2025	Manager Operations Support
	<ul style="list-style-type: none"> Refer to the RAP in the Resident Handbook which is given to all new tenants. 	January 2025	People and Culture Manager
	<ul style="list-style-type: none"> Publish the RAP on the CWH website. 	January 2025	Head of Communication and Impact
	<ul style="list-style-type: none"> Ensure the RAP is referenced in the Resident Handbook given to all new tenants. 	January 2025	Head of Communication and Impact
	<ul style="list-style-type: none"> Promote the RAP at the Annual Resident Forum 	October 2025 October 2026	Aboriginal Liaison Officer

RESPECT



Respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights is fundamental to City West Housing. It underpins our commitment to inclusivity, reconciliation, and social equity. By honouring Aboriginal and Torres Strait Islander heritage, we enrich our own cultural fabric and foster stronger connections within the community. Acknowledging and supporting their rights is vital to creating a more just and harmonious society. We believe that respecting and embracing these aspects are integral to our mission of providing high-quality, inclusive homes for our residents.



Action	Deliverable	Timeline	Responsibility
6. 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"> The company's Policy Review Framework will mandate a regular review of cultural learning needs within our organisation. 	April 2025 & April 2026	CFO
	<ul style="list-style-type: none"> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy. 	February 2026	Aboriginal Liaison Officer / People and Culture Manager
	<ul style="list-style-type: none"> Develop, implement, and communicate a cultural learning strategy document for our staff. 	April 2026	Aboriginal Liaison Officer and People and Culture Manager
	<ul style="list-style-type: none"> Provide opportunities for RAP Working Group members, P&C managers and other key leadership staff to participate in formal and structured cultural learning. 	January 2025	People and Culture Manager
	<ul style="list-style-type: none"> All new staff complete Centre for Cultural Competence Aust Aboriginal and Torres Strait Islander Cultural Competency Course as part of the induction process. 	Ongoing from January 2025 Review January 2026	People and Culture Manager
7. DEMONSTRATE RESPECT TO ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES BY OBSERVING CULTURAL PROTOCOLS.	<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. 	Ongoing from January 2025 Review January 2026	Aboriginal Liaison Officer and People and Culture Manager
	<ul style="list-style-type: none"> Where necessary, refine, implement and communicate our cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. 	February 2025	People and Culture Manager
	<ul style="list-style-type: none"> 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 2026	Aboriginal Liaison Officer
	<ul style="list-style-type: none"> Continue to have an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings and encourage employees to personalise their acknowledgements. 	Review January 2025, 2026	People and Culture Manager
8. BUILD RESPECT FOR ABORIGINAL AND TORRES STRAIT ISLANDER CULTURES AND HISTORIES BY CELEBRATING NAIDOC WEEK.	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	First week in July, 2025 & 2026	Head of Housing Services and Community Engagement
	<ul style="list-style-type: none"> Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. 	June 2025 & June 2026	People and Culture Manager
	<ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events to all staff. Staff to receive paid time off to attend NAIDOC event. 	First week in July, 2025 & 2026	Aboriginal Liaison Officer

OPPORTUNITIES



Creating opportunities for First Nations people is vital to City West Housing. It aligns with a core commitment to provide equitable housing and foster a more inclusive community. By offering pathways to employment, education, and engagement, we contribute to empowerment, diversity, and a stronger, more cohesive society.



Action	Deliverable	Timeline	Responsibility
9. IMPROVE EMPLOYMENT OUTCOMES BY INCREASING ABORIGINAL AND TORRES STRAIT ISLANDER RECRUITMENT, RETENTION, AND PROFESSIONAL DEVELOPMENT.	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy. 	November 2025	People and Culture Manager
	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. 	Sept 2026	People and Culture Manager
	<ul style="list-style-type: none"> Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. 	From January 2025	People and Culture Manager
	<ul style="list-style-type: none"> Mandate a review of HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	March 2025 & March 2026	CFO
	<ul style="list-style-type: none"> Aim to maintain a minimum of 3% of staff being Aboriginal, aligning to the national average. 	Ongoing from January 2025 Review June each year	CEO
10. INCREASE ABORIGINAL AND TORRES STRAIT ISLANDER SUPPLIER DIVERSITY TO SUPPORT IMPROVED ECONOMIC AND SOCIAL OUTCOMES.	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	March 2026	CFO
	<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. 	From January 2025	Head of Housing Services and Community Engagement
	<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	July 2026	CFO
	<ul style="list-style-type: none"> Develop and expand commercial relationships with Aboriginal and/or Torres Strait Islander businesses. 	March 2026	CFO
	<ul style="list-style-type: none"> Review and strengthen our Aboriginal and Torres Strait Islander procurement policy as required. 	July 2026	CFO
	<ul style="list-style-type: none"> Establish a peer support group with other community housing providers to support Aboriginal employees. 	January 2025	Head of Housing Services and Community Engagement



Action	Deliverable	Timeline	Responsibility
11. ESTABLISH AND MAINTAIN AN EFFECTIVE RAP WORKING GROUP (RWG) TO DRIVE GOVERNANCE OF THE RAP.	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation on the RWG. 	Review at 4th Quarter RWG meeting each year with RWG meeting dates	Aboriginal Liaison Officer
	<ul style="list-style-type: none"> Meet at least four times per year to drive and monitor RAP implementation. 	July, November, January, April 2025 & 2026	Aboriginal Liaison Officer
	<ul style="list-style-type: none"> Review and update Terms of Reference for the RAP Working Group 	March 2025	Head of Housing Services and Community Engagement
	<ul style="list-style-type: none"> Identify external Aboriginal and Torres Strait Islander representation on the RWG. 	April 2025	Aboriginal Liaison Officer
12. PROVIDE APPROPRIATE SUPPORT FOR EFFECTIVE IMPLEMENTATION OF RAP COMMITMENTS.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	Annual review February 2025 & 2026	People and Culture Manager
	<ul style="list-style-type: none"> Engage our senior leaders and other staff in the delivery of RAP commitments. 	Review July 2025 & 2026	Head of Housing Services and Community Engagement
	<ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments. 	January 2025	Head of Housing Services and Community Engagement
	<ul style="list-style-type: none"> Maintain an internal Sponsor from senior management to champion our RAP internally and to external stakeholders. 	January 2025	Head of Housing Services and Community Engagement

Action	Deliverable	Timeline	Responsibility
13. BUILD ACCOUNTABILITY AND TRANSPARENCY THROUGH REPORTING RAP ACHIEVEMENTS, CHALLENGES AND LEARNINGS BOTH INTERNALLY AND EXTERNALLY.	<ul style="list-style-type: none"> 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	Head of Housing Services and Community Engagement
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey 	1 August annually	Head of Housing Services and Community Engagement
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Survey to Reconciliation Australia. 	30 September, annually	Head of Housing Services and Community Engagement
	<ul style="list-style-type: none"> Report RAP progress to all staff and senior leaders quarterly as part of the Quarterly Review process. 	September, December, March, July 2025 & 2026	Head of Housing Services and Community Engagement
	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings, annually. 	October 2025 & 2026	Head of Housing Services and Community Engagement
	<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. 	November 2026	Head of Housing Services and Community Engagement
	<ul style="list-style-type: none"> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. 	January 2027	Head of Housing Services and Community Engagement
	<ul style="list-style-type: none"> Report on progress of RAP to the Board bi-annually 	January 2025, July 2025, January 2026 & July 2026	Head of Communication and Impact
14. CONTINUE OUR RECONCILIATION JOURNEY BY DEVELOPING OUR NEXT RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	June 2027	Head of Housing Services and Community Engagement

CONTACT DETAILS **Name:** Lisa Ellis **Position:** Head of Housing Services and Community Engagement **Phone:** 0439 855 082 **Email:** lisa.ellis@citywesthousing.com.au



Construction of Boronia Apartments, City West Housing's latest development in Waterloo



Contemporary Aboriginal artist Maddison Gibbs painting 'Heal Country', a mural at Blackwattle Apartments



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