



Argyle Housing's Reconciliation Action Plan

March 2023 - March 2025





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Acknowledgement of Country

Argyle Housing is honoured to work on lands of the Tharawal, Gundungurra, Ngunnawal, Wiradjuri and Waveroo peoples. We acknowledge the Aboriginal and Torres Strait Islander peoples as the custodians of the lands on which we serve our communities.

We acknowledge that the land is, was and always will be Aboriginal land.

We pay our respects to Elders past and present and to all Aboriginal and Torres Strait Islander people celebrating their strength, history and culture.

We are committed to our reconciliation journey, because at its heart, reconciliation is about strengthening relationships between Aboriginal and non-Aboriginal peoples, for the benefit of all Australians.

A better understanding and respect for Aboriginal and Torres Strait Islander cultures develops an enriched appreciation of Australia's cultural heritage and will lead to reconciliation. This is essential to the maturity of Australia as a nation and fundamental to the development of our Australian identity.

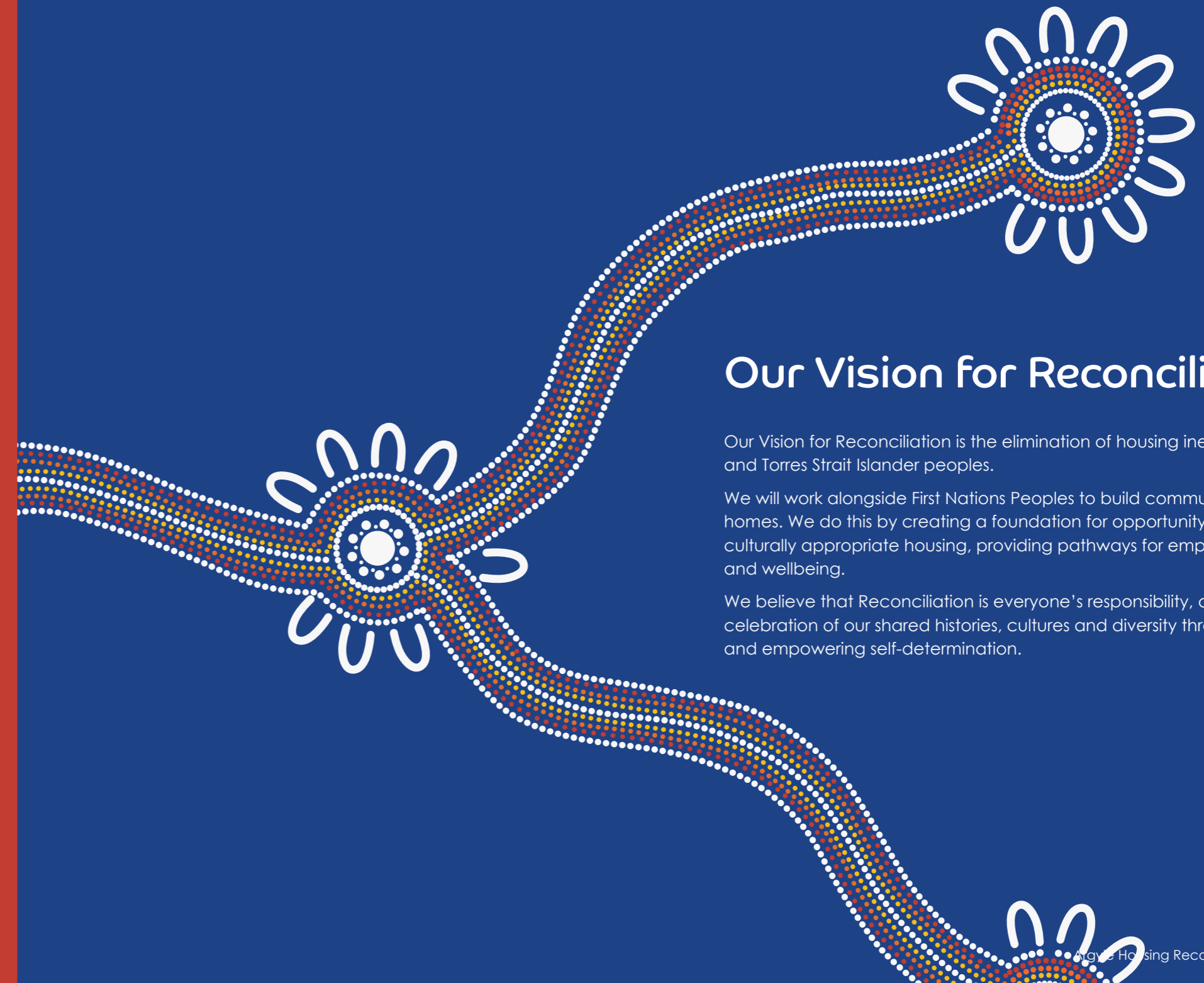


Our Vision for Reconciliation

Our Vision for Reconciliation is the elimination of housing inequity for Aboriginal and Torres Strait Islander peoples.

We will work alongside First Nations Peoples to build communities, spaces, and homes. We do this by creating a foundation for opportunity through delivering culturally appropriate housing, providing pathways for employment, education, and wellbeing.

We believe that Reconciliation is everyone's responsibility, and we commit to the celebration of our shared histories, cultures and diversity through mutual respect and empowering self-determination.





Reconciliation Action Plan Artwork

Journey by Bindi Bindi Art

We are really excited to introduce our Reconciliation artwork by Bindi Bindi Art, called Journey. Bindi Bindi Art is a collaboration between artists Chloe and Tay-la.

When creating Argyle Housing's Reconciliation artwork, "Journey" Chloe and Tay-la drew inspiration from our core values of Opportunity Respect, Inclusive, and Accountability, along with our vision of reconciliation to celebrate their shared history, culture and diversity through mutual respect and empowering self determination amongst First Nations People. Each value is represented in a different design and colour to depict the importance of each value in the work that they do.

This artwork is titled Journey as it tells a story of the importance of inclusion and connection with Aboriginal culture and the community, emphasising the journey of coming together, and providing a sense of belonging whilst advocating, supporting and building better futures for the communities Argyle Housing services.

The centre blue symbol represents the employees of Argyle Housing coming together to support and guide the community on their journey.

Chloe and Tay-la utilised the three primary colours that underpin Argyle Housing branding – Rich Red, Luscious Green and Deep Blue which symbolise the connection to country. Rich Red for the connection to the soil that ranges from the coast to the Riverina regions, Luscious Green for new life and connections to growth and Deep Blue for the rivers that flow through the regions.

Bindi Bindi Art

About the Artists

Bindi Bindi Art is a collaboration between artist Chloe Eastwood and Tay-la Shearley. Chloe is a proud Ngemba woman and a third generation Aboriginal artist and Tay-la is a proud Wiradjuri women.

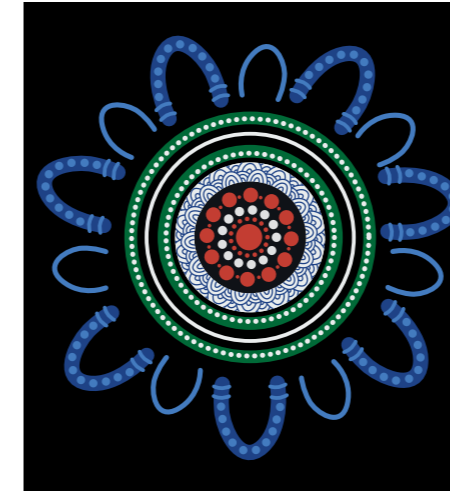
Both Chloe and Tay-la have grown up on Darug land and have a strong connection with the Darug community and also consider it home.

Chloe and Tay-la started painting as a way to feel more connected to their culture and aim to create beautiful and unique artworks to share stories and parts of their culture through the magic of art.

@bindi_bindi_art | sales@bindibindiart.com



Artwork Symbols Meaning



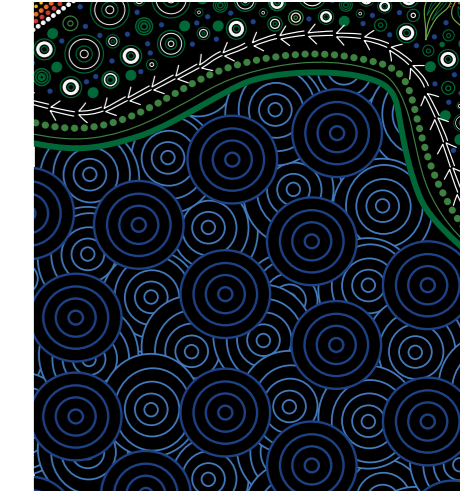
The centre symbol represents Argyle housing and its employees coming together to support and guide the community on their journey.



These two larger symbols are representations of the two types of housing that Argyle housing provides which is social and affordable housing.



These symbols represent the Argyle Housing offices and the communities they connect with on their mission to provide secure, housing. The trails connecting them represent everyone's journey and the impact the support has on the community.



This pattern symbolises the rivers that flow through the regions. The green symbolises the nature surrounding and the top pattern is the symbol for kangaroo tracks.



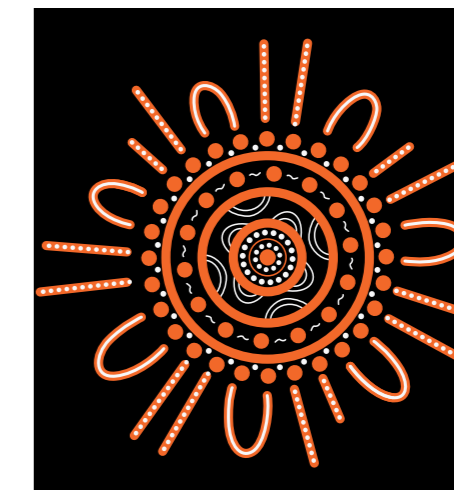
Opportunity

This symbol represents our core value of Opportunity. We proactively seek out ways to improve and add value.



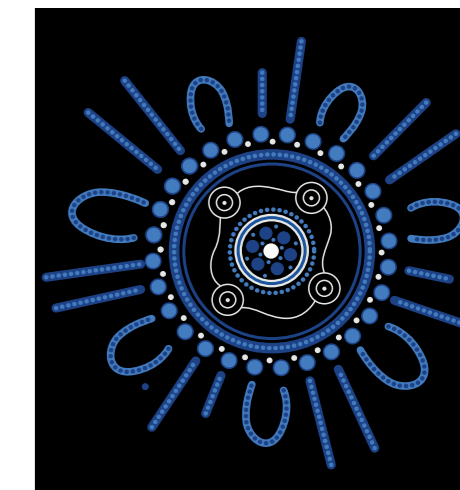
Respect

This symbol represents our core value of Respect. We value the feelings and rights of everyone.



Inclusive/Relationships

This symbol represents our core value of Inclusiveness. We foster diversity and collaboration.



Accountability/Governance

This symbol represents our core value of Accountability. We share responsibility and are accountable for what we do and how we do it.

Message from our Chair of the Board

Yvette Pietsch

The Argyle Housing Board recognises that reconciliation is a crucial step towards healing past wounds and creating a more inclusive future. Argyle Housing is taking a significant step forward in this regard by implementing our Innovate Reconciliation Action Plan. This plan acknowledges the rightful place of First Nations Peoples in our society and seeks to provide a better understanding of their culture and heritage. With the implementation of this plan, Argyle Housing is showcasing its commitment towards creating a diverse and inclusive environment, where people of all backgrounds can feel welcome and thrive.

For Argyle Housing, acknowledging diversity and promoting inclusion are fundamental values to be upheld, especially when it comes to ensuring First Nations Peoples' right to quality housing. There's no denying that the data from the 2021 Census shines a light on the harsh reality that many of our Aboriginal and Torres Strait Islander communities continue to face numerous challenges. With this in mind, Argyle Housing acknowledges the responsibility of ensuring our communities have access to safe, secure, and affordable housing.

Without a profound understanding of these issues, it's impossible to design and implement effective solutions that address the basic needs of our fellow Australians. That's why Argyle Housing is committed to developing a Reconciliation Action Plan that recognises and celebrates First Nations Peoples' cultures, empowers communities, and paves the way for better access to quality housing. By embodying the spirit of true partnership, we can work together to create a brighter future for all. Through the implementation of our Reconciliation Action Plan, Argyle Housing will work towards building relationships and creating an inclusive workplace that values and respects the culture and traditions of Australia's First Nations Peoples. By prioritising reconciliation, Argyle Housing is committed to contributing to the ongoing journey towards a respectful and just future for all Australians.



Message from our CEO

Carolyn Doherty

I am extremely proud to lead Argyle Housing on our journey towards Reconciliation and the launch of our Innovate RAP 2023-2025. The development of our RAP has been achieved through an organisation wide approach where each and every member of Staff and Board of Directors have participated in its vision, content and its advancement. We have taken the time to listen, to learn and to create a vision together towards a future where housing inequality is eliminated for Aboriginal and Torres Strait Islander people.

We have been incredibly fortunate to be guided on this journey by Alfie Walker. Alfie is a proud Wiradjuri Gibir, Yuin man whose kindness, generosity and glorious story telling has taken us all down a path of understanding about the role that we all as individuals, and as a Community Housing Provider, need to play to contribute to the healing of wounds, old and new. We now have a great understanding of the responsibilities that we must share in delivering equity to Aboriginal and Torres Strait Islander Australians. Thank you Alfie, for your guidance, leadership and friendship to us all.

As a Community Housing Provider Argyle Housing has a duty to ensure that the barriers to securing and maintaining housing are removed for all people. In particular, we share a responsibility for Aboriginal and Torres Strait Islander people who are overrepresented in all areas of community services including social housing, and who face significantly greater barriers to access than others in need of housing.

We have made a strong commitment in this RAP that focuses on a shared journey towards healing. One that challenges us to be curious and courageous, to listen, to learn, to sit with uncomfortable truths while we as an organisation, as individuals and as a society become part of a movement of the Australian people for a better future.



Message from Reconciliation Australia CEO

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

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Argyle Community Housing continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types - Reflect, Innovate, Stretch and Elevate - allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloging the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Argyle Housing will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Argyle Housing using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Argyle Housing to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Argyle Housing will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Argyle Housing's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

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

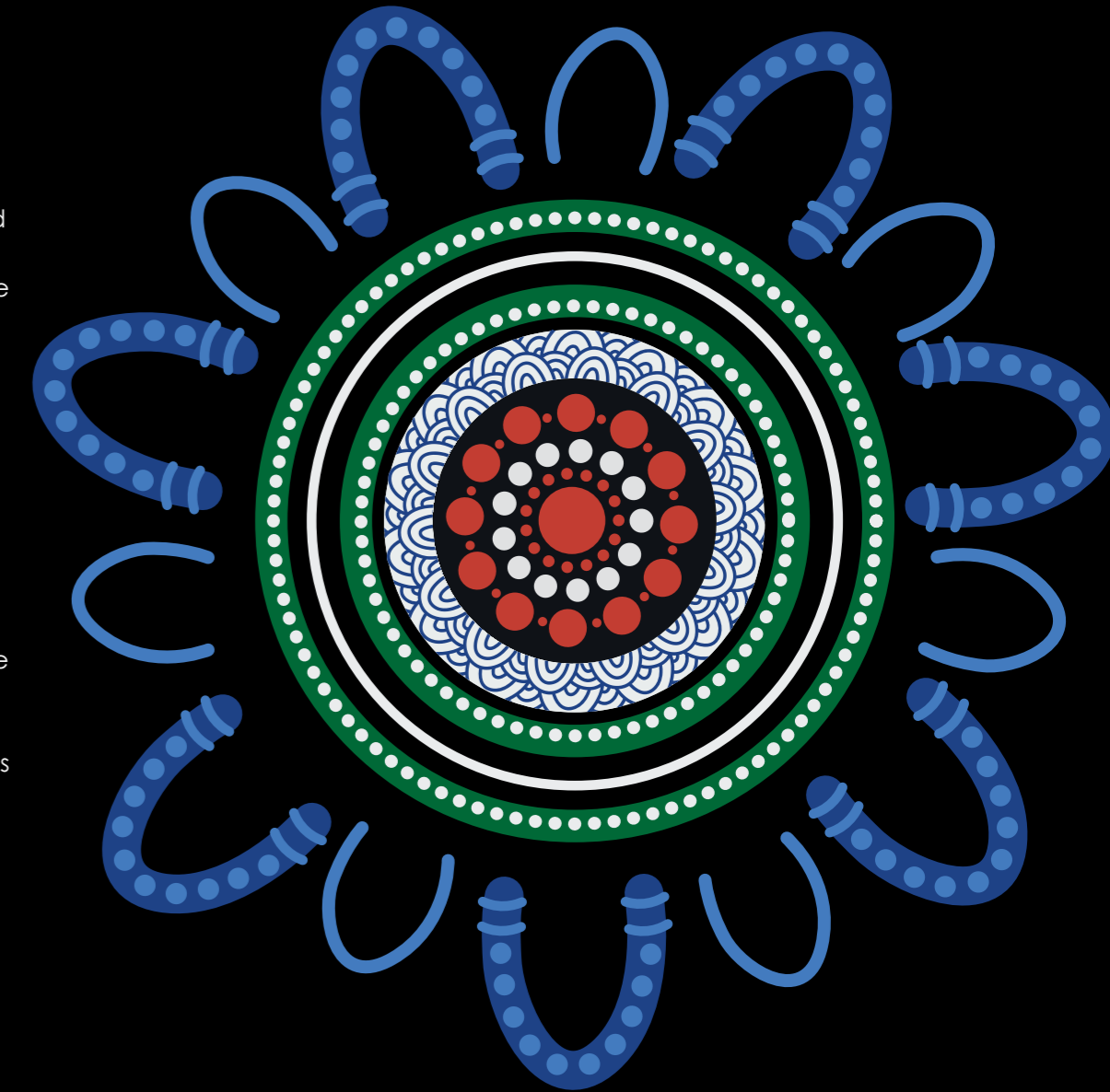
Karen Mundine
Chief Executive Officer, Reconciliation Australia

RAP Working Group

Argyle Housing's RAP Working Group (RWG) has been established and is responsible for the development, implementation, communication and reporting of the elements within the RAP. The RWG includes key staff members from across Argyle Housing who are responsible for representing the different departments and locations across the organisation.

The following individuals are the members of the RWG and hold specific responsibilities for the delivery of RAP actions:

CEO (champion) and staff representatives from five office locations (one specific RWG chair/ champion), including two First Nations members. The Group has been led throughout the development of this RAP by an external facilitator, Alfie Walker, a First Nations educator and storyteller. Alfie will continue as a guide and mentor for the Group into the future. Although not involved as members, the Argyle Housing Board is committed to the development of the RAP and the Governance and business goals which have been included.



Our Organisation

Argyle Community Housing Ltd (Argyle Housing) is a not-for-profit, community housing provider with over 2,500 social and affordable housing properties under management in NSW and the ACT that house over 4,500 people from all walks of Australia's diverse society. Our main objective is to provide secure, affordable, and sensitively managed housing opportunities for low-income households, people who are vulnerable or marginalised and those who are unable to gain or sustain tenancies in the private rental market.

Argyle Housing is also a registered provider with the NDIS Safeguard Commission accredited to provide or facilitate Tenancy Support and Home Modifications to our Clients who live with a disability.

Argyle Housing is working on delivering the Future Directions for Social Housing priorities by providing new, good quality housing that will enable a pathway and opportunity for Social Housing Clients to move through the housing continuum from Social Housing to Affordable Housing and onto the private rental market and home ownership.

We consult with local Government at all levels and with people in local communities to help inform our decisions about housing requirements. We form partnerships and alliances that help

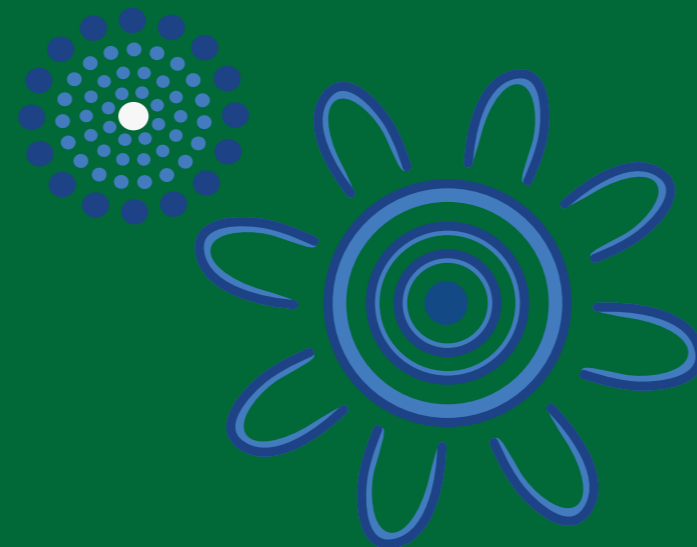
us to provide more appropriate affordable accommodation options and to transform neighbourhoods into diverse, culturally safe and vibrant communities where people want to live.

As a Community Housing Provider (CHP), Argyle Housing actively encourages its Clients to be involved in the organisation's activities and decision-making processes. This involvement helps our Clients build social capital, reduces isolation and teaches new skills. It also provides Argyle Housing with a valuable source of knowledge and information about the communities we operate in, and how we can better serve these communities. Regardless of our future growth or corporate structure, this inclusive legacy will remain.

Argyle Housing is an ethical organisation committed to increasing the supply of quality Affordable Housing for people in regional NSW. Argyle Housing has been working with local councils and private and/or public stakeholders in regional areas to deliver housing that meets the identified needs of the community. These are exciting major projects that will bring about real change and opportunity in currently disadvantaged communities.

With over 39 years' experience working in the Community Housing Sector, Argyle Housing

operates in both NSW and the ACT. With offices in Bowral, Southwest Sydney, Gungahlin ACT, Campbell ACT, Griffith, Wagga Wagga and Young, and a footprint in 17 local government areas including Queanbeyan, Yass and Albury, Argyle Housing is privileged to work within the Traditional lands, and with the Traditional Owners, in the four Aboriginal Nations of Wiradjuri, Gundungurra, Tharawal and Ngunnawal. We strive to share our experience and expertise within partnerships that build capacity and a pathway to self-determination and sustainability. We are also seeking to extend our footprint into Victoria in 2023 and look forward to the opportunity of working with First Nations communities and expanding our housing options for First Nations people in this State.



Our Values

We believe that Argyle Housing's values reflect our commitment to Reconciliation:

OPPORTUNITY - We proactively seek out ways to improve and add value.

RESPECT - We value the feelings and rights of everyone.

INCLUSIVE - We foster diversity and collaboration.

ACCOUNTABILITY - We share responsibility and are accountable for what we do and how we do it.

Argyle Housing values partnerships and connections at all levels but recognises that stakeholder influence and interest vary.

Sphere of Influence

Argyle Housing employs 84 employees in Australia with three employees who are Aboriginal and/or Torres Strait Islander people.

Our sphere of influence includes our interactions with more than 4,500 Argyle Housing Clients; our relationships with NSW Aboriginal Land Council (NSWALC); Local Aboriginal Land Councils (LALC); Aboriginal Community Housing Providers (ACHP) and ongoing business with State and Federal Government bodies and agencies. We will use these connections to promote reconciliation.

Our Strategic Focus

The critical factors for our success, set out in Argyle Housing's Strategic Plan 2022-24, are:

- Meeting affordable housing need by increasing our property portfolio; and
- Delivering quality homes and housing services

We will continue to achieve these success factors by:

- Governing effectively
- Managing the business sustainably
- Supporting our people and improving our workplace
- Enhancing our communication



Our RAP

Argyle Housing is developing a RAP to recognise and build on current relationships, to further demonstrate our respect for First Nations Peoples in all aspects of our business, and to purposely set out an aspirational framework of measurable goals and achievable actions to guide our journey of reconciliation and recognition.

The Chief Executive Officer (CEO) of Argyle Housing will champion the organisations RAP ensuring the continuous development of relationships with First Nations peoples and practices in our workplace and the communities we work with. Within their roles our CEO and General Manager - Asset Management and Growth, engage and build relationships with local First Nations Peoples and organisations to assist in the project management of culturally sensitive projects.

Prior to beginning the process of building a Innovate RAP, Argyle Housing's Reflect RAP was reviewed. Positive outcomes were celebrated, and key learnings have been taken on board to inform the Innovate RAP. Positive outcomes and learnings include:

Staff Engagement

- Encouraging engagement and interest internally with all Staff by communicating the importance of culture and development of the RAP project with Staff.
- Introduction of Welcome to Country (from a local Elder where possible) and Acknowledgement of Country at all internal meetings
- The introduction of mandatory First Nations Cultural Awareness training for all Argyle Housing employees
- Including Acknowledgement of Country on all employee signature blocks as a respectful acknowledgement of the Traditional Owners of the lands where we work

Partnerships

- The partnership with the Riverina Murray Regional Alliance. This partnership provides a clear framework for cooperation in order to produce and deliver successful outcomes for both parties. It enables the parties to work closely together in the interests of maximising their collective knowledge to support First Nations Peoples
- Partnership with Birribee Housing (formerly the NSWALC), and other consortium members on the Tolland Estate Renewal Project in Wagga Wagga. This partnership ensures a First Nations voice in all aspects of the project.
- Argyle Housing also collaborates with The Riverina Murray Regional Alliance which works with the Government to address service delivery priorities identified in the Regional Plan.

Community

- Promotion, attendance, and involvement in localised National Reconciliation Week events
- Promotion, attendance, and involvement in local NAIDOC week events
- Connections have been made with Elders and culturally appropriate people in the Riverina that Argyle Housing consults with to help identify the housing needs of First Nations communities. This consultation has been invaluable and has informed decision making in the Griffin Green development in Griffith NSW and the Tolland Estate Renewal Project in Wagga Wagga, as well as other smaller projects
- Extensive internal and external communications about National Reconciliation Week, NAIDOC week and other significant days for First Nations Peoples
- Commissioning a First Nations mural at Common Ground Canberra to reflect the NAIDOC theme for 2022
- Tenders issued in November 2023 calling for an EOI from First Nations artists to design a piece of artwork that will represent Argyle Housing to be used for our Innovate RAP.

Key Learnings from our first RAP include:

- Everyone at Argyle Housing needs to be involved in the reconciliation journey – reconciliation is everyone's responsibility. First steps have been taken by holding an All-Staff Day RAP workshop in May 2022, led by Alfie Walker. The workshop included Staff and Board and explored the core themes of reconciliation, respect, opportunities, relationships and governance – why a RAP? The Marketing and Communications Team, the Leadership Team and RAP Working Group have continued to promote the RAP and cultural opportunities internally to ensure that the momentum from the staff day is maintained
- Only include what we really believe are achievable goals. A great deal of thought, discussion and consultation has gone into setting the goals for the Innovate RAP. We believe that the framework we have developed is achievable within the time frame nominated.
- Although the CEO is the RAP sponsor, there needs to be a dedicated RAP Project Lead who is responsible for coordinating the RAP Working Group, RAP actions and reporting.

Relationships

Argyle Housing believes that investing, building, and sustaining relationships with First Nations Peoples is everyone's responsibility. We commit to building relationships with people; valuing and celebrating shared histories, cultures and diversity. Through celebrating our shared histories, we foster a culture of mutual respect, curiosity, shared resources and understanding of each person's unique perspective and journey.

Focus area: Our Clients and Our Business



Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	September 2023	Client Support Specialist Region Managers (North and South)
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	April 2023 Review and Update April 2024	RAP Working Group Chair and Chief Executive Officer
	Identify and connect regularly with Elders in each location across Argyle Housings footprint.	March 2023	Chief Executive Officer, RAP Working Group Chair and Client Support Specialist Region Managers (North & South)
	Become a signatory to the Memorandum of Understanding between The Community Housing Industry Association (CHIA) NSW on behalf of participating Community Housing Providers & The Aboriginal Resource Unit on behalf of Aboriginal Tenant Advice and Advocacy Services across New South Wales to promote and protect the interests of Aboriginal and Torres Strait Islander shared Clients	March 2023	Chief Executive Officer
	Develop a local Directory of First Nations community organisations, Elders and respected community leaders for each Argyle Housing location to empower localised stakeholder relationships.	March 2023	Operations Manager and RAP Working Group Chair
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023	Marketing and Communications Manager
	RAP Working Group members to participate in an external NRW event.	May/ June 2023 May/ June 2024	RAP Working Group Chair
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May/ June 2023 May/ June 2024	Chief Executive Officer

Relationships

Action	Deliverable	Timeline	Responsibility
	Organise at least one NRW event each year.	April 2023 April 2024	Chief Executive Officer and RAP Working Group Chair
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2023 May 2024	Marketing and Communications Manager
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce. Utilising communication channels: Microsoft TEAMS, Monthly Business Update	October 2023	People and Culture Specialist
	Develop and implement an external strategy to communicate our RAP to all stakeholders utilising our current media channels: social media, client publications (newsletters and magazine), website	August 2023	Marketing and Communications Manager
	Include an Overview of the RAP in onboarding process, including sharing educational video and explanation of the yearly theme and how the organisation is celebrating during the year	Review and update January 2024	RAP Working Group Chair
	Communicate our commitment to reconciliation publicly by hosting an event to launch our RAP, RAP artwork and celebrate culture by including cultural event items.	April 2023 April 2024	RAP Working Group Chair and Marketing and Communications Manager
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	June 2023 Review and update June 2024	RAP Working Group Chair
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	October 2023	RAP Working Group Chair

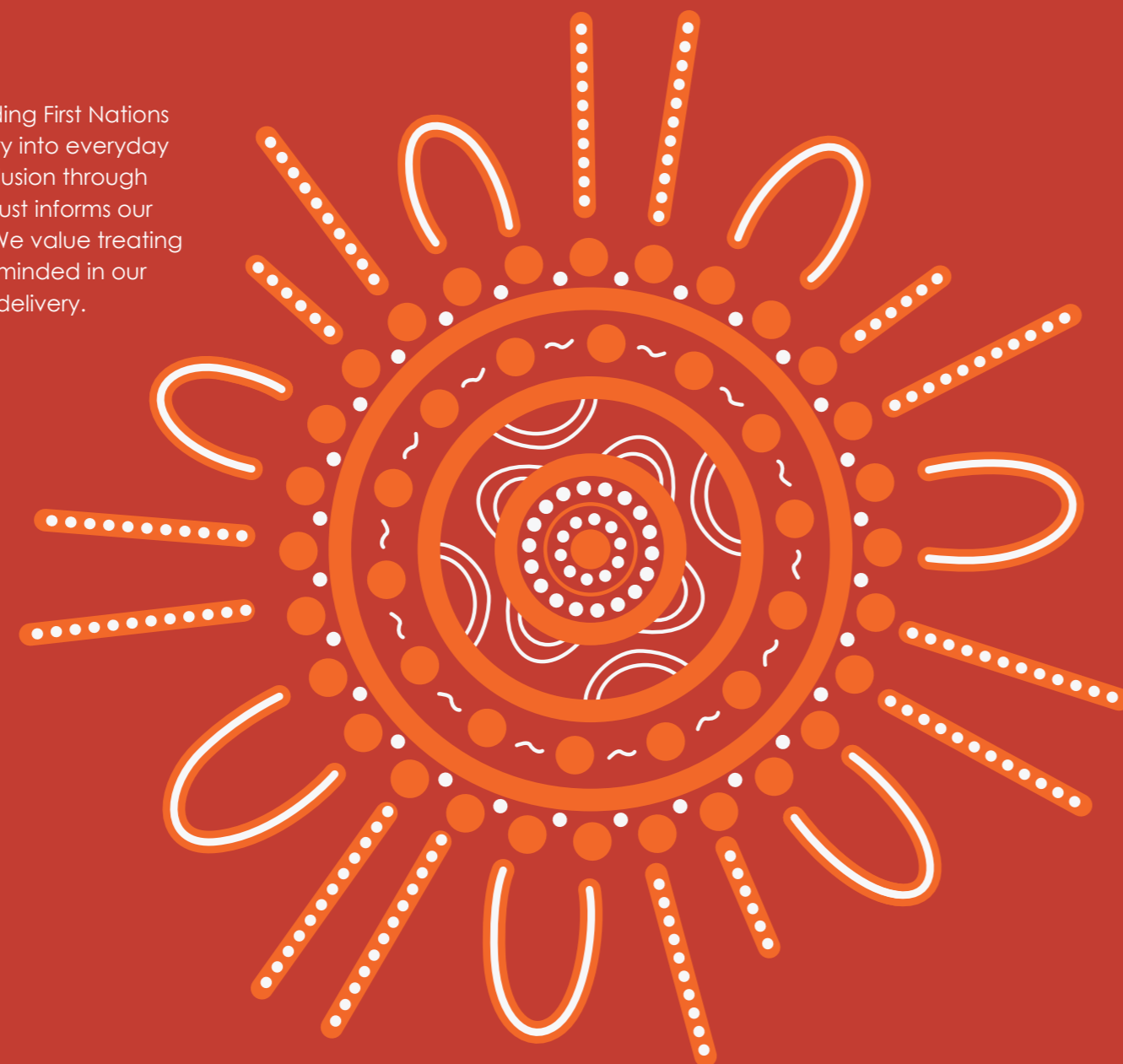
Relationships

Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Review and Update April 2023	General Manager, Corporate Services
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	Review and Update April 2023	General Manager, Corporate Services
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	July 2023	General Manager, Corporate Services
	Educate senior leaders on the effects of racism.	September 2023 September 2024	Chief Executive Officer

Respect

Through being curious and courageous around embedding First Nations traditions, protocols, customs, and connection to Country into everyday business, we will create a One Argyle of respect and inclusion through a shared journey of healing. This model of respect and trust informs our decision making, relationships and our service delivery. We value treating each person with dignity, building trust and being open minded in our approach to decision making, relationships and service delivery.

Focus area: Our Clients and Our Communities



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.	Conduct a review of cultural learning needs within our organisation.	July 2023 July 2024	Learning and Development Specialist
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	July 2023 July 2024	General Manager, Corporate Services
	Develop, implement, and communicate a cultural learning strategy document for our staff.	January 2024	General Manager, Corporate Services and Chief Executive Officer
	Host quarterly virtual staff forums focusing on exploring the cultural themes of healing, kinship & family relationships, courage, and truth telling, Uluru Statement, through a First Nations cultural lens inviting guest speakers.	May 2023 October 2023 May 2024 October 2024	Chief Executive Officer and Learning and Development Specialist
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	July 2023 July 2024	Chief Executive Officer
	Organise for All staff to engage and participate in Inclusion and Cultural Awareness training	Review and update January 2024	Learning and Development Specialist
	Organise Cultural Respect and Awareness training to be completed on all level of governance for Argyle Housing, including the Board	June 2024	Chief Executive Officer and Chair of the Board
	Engage and participate in localised 'Connecting to Country' programs for all Staff	September 2023 September 2024	RAP Working Group Chair and General Manager, Corporate Services

Respect

Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase Staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2023 December 2023 May 2024 December 2024	RAP Working Group Chair
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	April 2023	RAP Working Group Chair
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year (RAP Launch, Staff Days, Annual General Meetings).	April 2023 May 2023 September 2023 May 2024 September 2024	Chief Executive Officer
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Review and Update October 2023	RAP Working Group Chair
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event in every local community across Argyle Housing's footprint.	First week in July 2023 & 2024	RAP Working Group Chair
	Host at least one local NAIDOC event or activity inviting community, clients, stakeholders and Staff as part of Client and Community engagement.	July 2023 July 2024	Operations Manager
	Review HR policies and procedures to remove barriers to Staff participating in NAIDOC Week.	May 2023	General Manager, Corporate Services
	Promote and encourage participation in external NAIDOC events to all Staff.	July 2023 July 2024	Marketing and Communications Manager

Our Partnerships

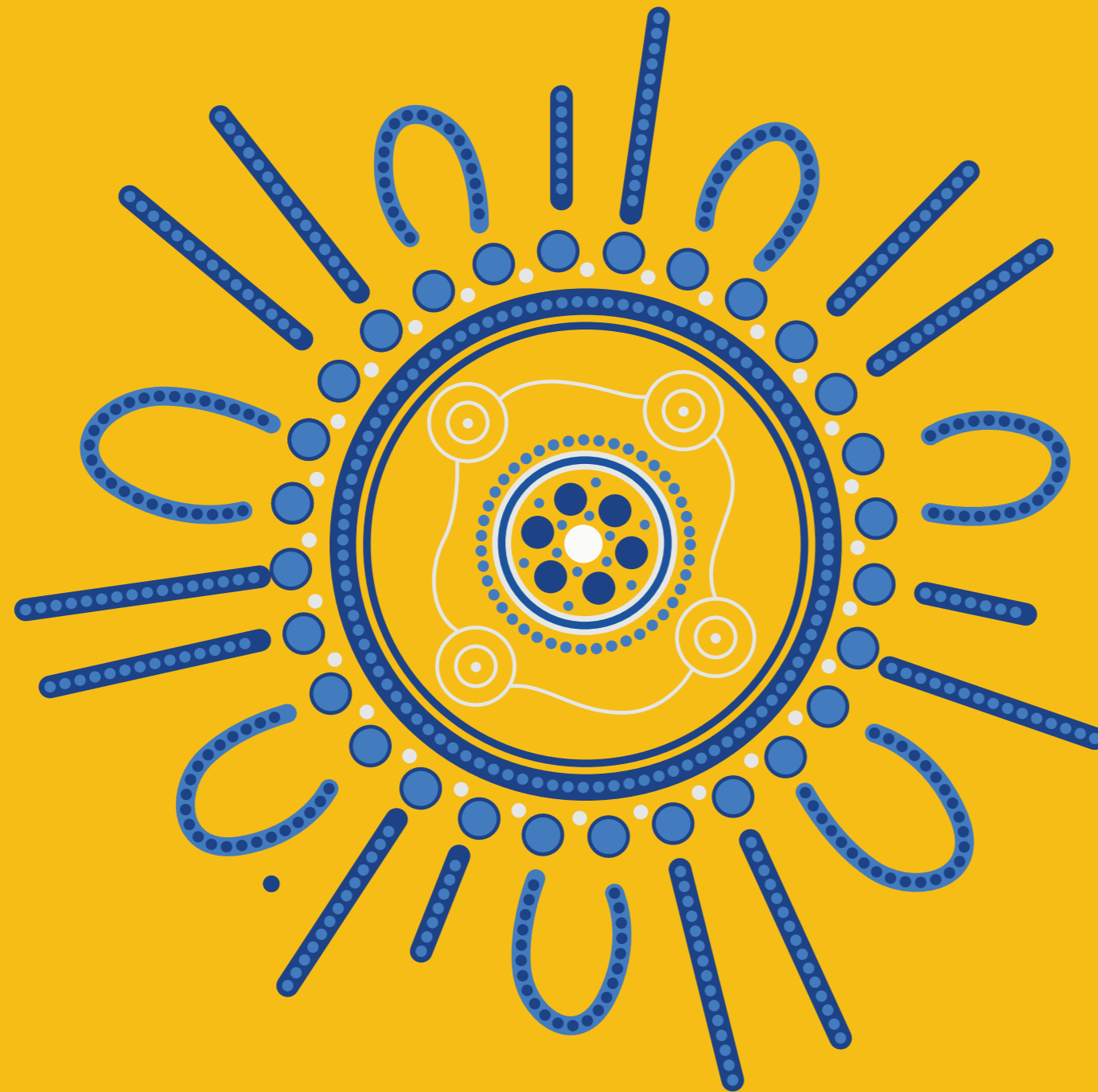
- Murra Mia
- River Murray Regional Alliance
- Griffith Local Aboriginal Land Council
- AHO Western Region - Wagga
- Birribee Housing
- Local Elder ACT Wally Bell
- Alfie Walker Artist and Local Leader



Opportunities

As One Argyle we will provide, promote and empower opportunities for First Nations People and organisations to enrich our business, communities, and the economy. We will partner with First Nations Peoples and providers with the goal to strengthen self-determination and close the gap in educational, employment, health, and housing outcomes.

Focus area: Our Business, Our Clients and Our People



Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2023	People and Culture Specialist
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	June 2023	General Manager, Corporate Services
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	September 2023 Review and Update September 2024	General Manager, Corporate Services
	Prioritise for a First Nations Director to be appointed to the Argyle Housing Board	September 2024	Chief Executive Officer and Chair of the Board
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	April 2023	People and Culture Specialist
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2023	People and Culture Specialist
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	June 2023	General Manager, Operations
	Investigate Supply Nation membership.	May 2023	General Manager, Operations
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	June 2023 June 2024	General Manager Operations; General Manager Corporate Services
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2023	General Manager Operations; General Manager Corporate Services

Opportunities

Action	Deliverable	Timeline	Responsibility
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	June 2023	Chief Executive Officer, General Manager Asset Management and Growth
1. Partner with First Nations Aboriginal Community Housing Providers (ACHPs) and Local Aboriginal Land Councils (LALC) to deliver more affordable housing that meets the needs of First Nations people and communities	Continue to partner with Birribee Housing to build its capacity to deliver maintenance services to their managed properties.	June 2024	Chief Executive Officer, General Manager Asset Management and Growth
	Consult First Nations communities in all development, grant and tender opportunities to ensure that the needs of that community are included in the submission.	Review and update September 2023	Chief Executive Officer, General Manager Asset Management and Growth
	Develop a First Nations client participation policy and client group to provide feedback and consultation on Argyle Housing strategic direction and Housing needs for First Nations communities.	December 2023	Operations Manager

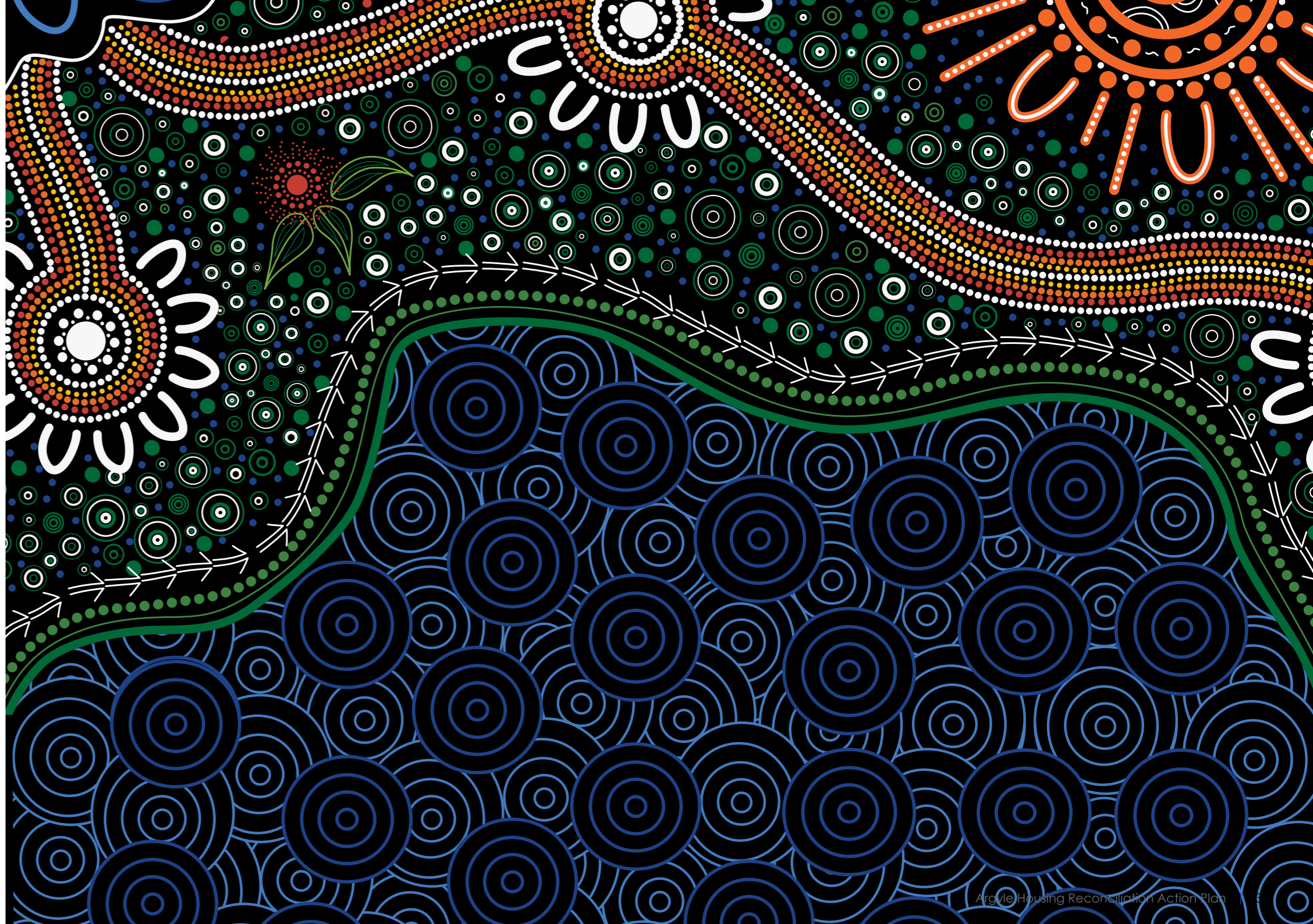
Governance

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Review and Update August 2023	Chief Executive Officer, RAP Working Group Chair
	Establish and apply a Terms of Reference for the RWG.	Review and Update July 2023	RAP Working Group Chair
	Meet at least four times per year to drive and monitor RAP implementation.	January, March, July, October 2023 & 2024	RAP Working Group Chair
12. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	April 2023 Review and Update April 2024	RAP Working Group Chair
	Engage our senior leaders and other staff in the delivery of RAP commitments.	May 2023 December 2023	Chief Executive Officer
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	September 2023 March 2024 September 2024	Chief Executive Officer
	Appoint and maintain an internal RAP Champion from senior management.	Review and Update January 2024	Chief Executive Officer
13. 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 2023 June 2024	RAP Working Group Chair
	Review the annual staff Engagement Survey results to monitor staff participation in NAIDOC and National Reconciliation Week Events.	June 2023 June 2024	People and Culture Specialist and RAP Working Group Chair



Governance

Action	Deliverable	Timeline	Responsibility
	Implement strategies, based on the results of the annual Staff Engagement Survey, to improve staff participation in NAIDOC and National Reconciliation Week events.	August 2023	Chief Executive Officer and RAP Working Group Chair
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August 2023 1 August 2024	RAP Working Group Chair
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September annually	RAP Working Group Chair
	Report RAP progress to all staff and senior leaders quarterly.	March 2023 July 2023 October 2023	Marketing and Communications Manager
	Publicly report our RAP achievements, challenges and learnings, annually.	September 2023 September 2024	Marketing and Communications Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	RAP Working Group Chair
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	March 2025	RAP Working Group Chair
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	October 2024	RAP Working Group Chair





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