

Innovate Reconciliation Action Plan

January 2020 to January 2022



Acknowledgement of Country

Bridge Housing is honoured to work on the lands of the Gadigal and Darug peoples. We acknowledge the Aboriginal and Torres Strait Islander peoples as the traditional custodians of the land, whose cultures are the oldest living continuous cultures in human history. We pay our respects to Elders past and present and to all Aboriginal and Torres Strait Islander people.



ATTAG and Bridge Housing staff at the ATTAG Family Picnic

Acknowledgements

We would like to thank everyone who has contributed to the development of this document, in particular the Bridge Housing Aboriginal and Torres Strait Islander Tenant Advisory Group and representatives from local community organisations including the Metropolitan Land Council; the Redfern Community Centre and the Greater Sydney Aboriginal Tenancy Service; as well as tenants and staff.

We would also like to thank Jordan Ardler whose artwork forms the basis of the design of this document.



Jordan Ardler

About the artwork

Buildings that Bridge Housing tenants reside in expand over several landscapes. To acknowledge Aboriginal peoples and the Aboriginal communities Bridge Housing works with, this artwork is a reflection of some of the surrounding landscapes and environments. Key themes include, salt water, fresh water, eels, mangroves, whales, fish and ripples in the ocean.

About me

My name is Jordan Ardler, I am a Bidjigal woman from the Aboriginal community in La Perouse. I am an Aboriginal artist and freelance Graphic designer. In 2010 I completed a Cert. 3 in Design fundamentals. In 2013, the year after completing my HSC I then proceeded to study a Bachelor of Design (Hons) majoring in both Graphic & Spatial Design at UNSW Australia Art and Design.

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Message from Bridge Housing CEO



I'm proud to lead Bridge Housing as we continue our reconciliation journey and develop our second Innovate RAP, building on our first RAP where we completed 94% of its 79 actions. Our 2019-2021 RAP picks up the 2019 National Reconciliation Week key themes of the language and truth telling. To foster positive race relations between the broader Australian community and Aboriginal and Torres Strait Islander peoples, conversations must be grounded in truth.

Bridge Housing supports Aboriginal and Torres Strait Islander peoples calls for a comprehensive process of truth-telling about Australia's colonial history. Our nation's past is reflected in the present, and will continue to play out in future unless we heal historical wounds. This is not an easy nor a comfortable journey but as Australians we must come to terms with our history as a crucial step towards a unified future in which we understand, value and respect each other. Embedded within this past is the destruction of Aboriginal and Torres Strait Islander peoples languages and now the process of recovering many of those languages. Bridge Housing in its small way will acknowledge Aboriginal place names in our operating region.

In August 2019 Bridge Housing commenced the management of additional 1200 properties in Northern Beaches of Sydney, Gamaragal Country through the Social Housing Management Transfer program. This region includes Carangle (North Head) and the sandy bay of Kayyeemy (Manly Cove). Bridge Housing now operates on both sides of Sydney Harbour and we acknowledge and respect the continuous settlement of First nation people 20,000 years ago. Over this period of 10,000 years generations witnessed the transformation of Sydney Harbour from a river valley into the Sydney Harbour. A harbour which supported a large and thriving Aboriginal community before the advent of white colonialism.

Bridge Housing is focussed on making our organisation a safe and culturally appropriate place for our Aboriginal and Torres Strait islander applicants and residents. A key strategy underpinning this approach is to ensure we support and develop our Aboriginal and Torres Strait islander employees. One way we have done this is to provide culturally specific paid leave arrangements. We also support young first nation people in tertiary education by providing paid internships through Career Trackers.

I look forward to implementing our second RAP to build positive relationships with our Aboriginal and Torres Strait Islander peoples in generally and more specifically with our Aboriginal and Torres Strait Islander residents, applicants and communities.

John Nicolades
Chief Executive Officer
Bridge Housing Limited

Message from Reconciliation Australia



On behalf of Reconciliation Australia, I am delighted to see Bridge Housing continue its reconciliation journey and to formally endorse its second Innovate RAP.

Through the development of an Innovate RAP, Bridge Housing continues to play an important part in a community of over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia, defines and measures reconciliation through five critical dimensions: race relations; equality and equity; institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides Bridge Housing with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, Bridge Housing will strengthen its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We wish Bridge Housing well as it embeds and expands its own unique approach to reconciliation. We encourage the organisation to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

On behalf of Reconciliation Australia, I commend Bridge Housing on its second RAP, and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Bridge Housing Innovate Reconciliation Action Plan

January 2020 to January 2022

Our vision for reconciliation

Our vision for reconciliation is to work together with Aboriginal and Torres Strait Islander communities to create homes, places and spaces that are welcoming, safe and appropriate for Aboriginal and Torres Strait Islander people and their families. We celebrate and promote the strengths and resilience of Aboriginal and Torres Strait Islander peoples and acknowledge the history of dispossession and the impact this has today.

Our Business

Bridge Housing is a Tier 1 registered community housing provider, registered under the National Regulatory System for Community Housing. Our head office is based in Haymarket, Sydney. We provide affordable housing solutions for moderate-to-low income households across the Sydney metropolitan and Northern Beaches regions, encompassing 21 Local Government Areas in NSW. We undertake housing allocation and management, asset management and the development of social and affordable housing as well as a range of community building initiatives and programs designed to support tenancies and provide opportunities for residents to participate in the communities where we operate.

As at October 2019, Bridge Housing owns or manages 3,500 social and affordable housing properties providing homes for over 4,100 people. We operate across two office locations, our Head Office in Haymarket and North Office in Brookvale. The North Office delivers services to applicants and residents in the Northern Beaches area. We employ 83 permanent staff across the two offices with three staff who identify as Aboriginal and Torres Strait Island people.

We currently house 319 Aboriginal and Torres Strait Islander people in 187 households, located mostly in the Inner West, Inner City, Manly, Narrabeena and Eastern Suburbs. We have an active Aboriginal and Torres Strait Island Tenant Advisory Group (ATTAG) who meet five times per year to share information, develop strategies to support tenants, and promote and strengthen relationships between Bridge Housing, Aboriginal and Torres Strait Island tenants and the broader community.



Tenants and tenant representatives meeting at a new development

We work in partnership with local Aboriginal community organisations such as the Metropolitan Local Aboriginal Land Council and the National Centre for Indigenous Excellence and we have formal support partnerships with a number of services including Aboriginal Women and Children's Crisis Service, Weave, The Settlement and Wyanga Aboriginal Aged Care Program. Through our reciprocal service level agreements we support housing pathways for vulnerable and at risk clients and access support and referrals to promote tenancy sustainment through an early intervention approach.

Bridge Housing has a strong focus on engagement and this is reflected in strong tenant engagement in community events and participation structures, as well as through high

staff engagement scores from our annual Employee Opinion Survey. We place great value on a strengths based approach to working with tenants, staff and other stakeholders to enable us to deliver services that are culturally sound and appropriate and recognise and celebrate diversity. We monitor and report against a range of operational and business targets using a management operating system (MOS) which allows us to monitor our performance, plan for risk and create a culture of learning and improvement grounded in evidence-based practice.

Our Reconciliation Action Plan

We want to work together with Aboriginal and Torres Strait Islander communities to create homes, places and spaces that are welcoming, safe and appropriate for Aboriginal and Torres Strait Islander people and their families. We celebrate and promote the strengths and resilience of Aboriginal and Torres Strait Islander people and acknowledge the history of dispossession and the impact this has in people's everyday lives. The RAP is the framework that outlines how Bridge Housing engages with Aboriginal tenants and communities. It builds on Bridge Housing's cultural competency and provides a shared direction for the future work of the organisation.

Our previous and first RAP provided Bridge Housing with a framework of practical actions and tasks that have helped us to work towards our vision for Reconciliation. Bridge Housing's values remain centred on having a strong people focus, a culture of building relationships and of being socially responsible. This is reflected in our outward-facing customer service approach and internally in the way we support, develop and manage our staff. We believe strongly in the importance

of affordable housing assistance as a critical pathway to individual and community wellbeing. In addition we are committed to providing opportunities for people to have a say in how we do things, to communicate openly and respectfully, recognising the diversity across our portfolio and to building and strengthening community connections that support people to live safely and happily in their homes.

Implementing our first RAP allowed us to develop opportunities to foster strong relationships with our Aboriginal and Torres Strait Islander tenants and staff. Bridge Housing has purposely chosen to complete a second innovate RAP to allow us to embed learnings from our previous plan. This approach recognises that we have recently undergone a significant growth period and the challenges and opportunities that come with that growth and change. We want to commit to delivering achievable and realistic goals in order to build on the success of the previous plan which saw 94% of actions delivered across the RAP's two year period.

The RAP is developed in consultation with the ATTAG members, tenants,



Bridge Housing staff members at Yabun Festival

staff and support partners. The RAP is led by the Chief Executive Officer and championed by the Executive Team, including the Chief Operating Officer; General Manager Finance and Corporate Services; Director, Housing; Director, Assets; Director, Development; Sustainable Communities Manager; Financial Controller.

Our RAP Working Group comprises Bridge Housing's Executive Team; Tenant Participation Officers; Housing Managers Kerene Kalekale, Sage Lukacs and Rhona Jeyakumar; Adam Hansen (CHIA NSW & Aboriginal CHIA NSW Aboriginal Partnerships Specialist); Pathways Housing Manager Megan Caldwell, and Receptionist Eileen Harvey. The members from ATTAG which are part of the RAP working group include Love Tru, Priscilla Johnson, Jack Dunn, Sandra Miller and Jenny Thomsen.



Orbit! Family and Community day



Discussion at the RAP Working Group

Reflecting on our previous RAP perhaps the most significant achievement under the 2017-19 plan is the increase in Aboriginal and Torres Strait Islander staff employed with Bridge Housing. For many years Bridge Housing has sought to reflect the diversity within our tenant population in our staff body but the implementation of RAP actions that support Aboriginal and Torres Strait Islander staff to feel comfortable, recognised and valued within our organisation has been a critical learning as we progressed through our RAP.

Other RAP highlights include rolling out a cultural competency program for all staff, establishing a CareerTrackers internship program for Aboriginal and Torres Strait Island university students, delivering two community based art exhibitions involving local Aboriginal community and tenants

in producing, curating and displaying artworks, building partnerships with Aboriginal and Torres Strait Islander support organisations to enhance reciprocal referral capacity for mutual clients and the addition of Aboriginal engagement values to our core customer service training.

As we embark on our second Innovate RAP we focus more closely on opportunities to embed our RAP approach in our core service delivery, connecting our mission and values and strengthening relationships with stakeholders and services that support the provision of housing assistance and successful tenancies.

Bridge Housing Innovate Reconciliation Action Plan January 2020 to January 2022



Planning during a RAP Working Group Workshop



RELATIONSHIPS

Bridge Housing believes that meaningful and positive outcomes for tenants, applicants and communities are achieved by working collaboratively with Aboriginal and Torres Strait Islander peoples and organisations. We are committed to putting people and partnerships at the centre of our work to ensure we are delivering strengths based and informed policies, practices and programs.

Strategic Plan Focus area: Providing quality homes and housing services; Governing and managing effectively; Engaging our partners and enhancing our industry leadership.

Action	Bridge Housing's Commitment	Timeline	Responsibility
1 RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting	Ensure the RWG, comprising of Aboriginal staff members, ATTAG representatives, RAP Champions from across the organisation, community representatives, Senior Management and the CEO oversees the development, endorsement and launch of the RAP.	January 2020	Chief Executive Officer
	Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG.	January 2020, 2021	Chief Executive Officer
	The RWG will meet four times per year to monitor and report on RAP implementation.	January, April, July, October 2020, January, April, July, October 2021	Sustainable Communities Manager
	Annually review the RWG Terms of Reference.	October 2020, 2021,	Sustainable Communities Manager
2 Continue to support the growth and development of the Aboriginal and Torres Strait Islander Tenants Advisory Group (ATTAG)	Provide appropriate training and conference opportunities for ATTAG members and other Aboriginal and Torres Strait Islander tenants in alignment with our tenant conference subsidy policy.	July 2020, 2021	Sustainable Communities Manager
	Invite ATTAG members and other Aboriginal and Torres Strait Islander tenants to share their stories through video in order to grow cultural understanding. Promote stories through the RAP Hub internally and across Bridge Housing social media platforms.	May 2020, 2021	Sustainable Communities Manager

Action	Bridge Housing's Commitment	Timeline	Responsibility
3 Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians	Organise an internal staff event to be held at Head Office and Northern Beaches for National Reconciliation Week each year.	May 2020, 2021	Sustainable Communities Manager
	Organise a yarning circle or lunch session to talk about 2020 NRW theme and plan our NRW events.	March 2020, 2021	Sustainable Communities Manager
	Register all NRW events via Reconciliation Australia's NRW website.	May 2020, 2021	Chief Executive Officer
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2020, 2021	Chief Executive Officer
	Update Bridge Housing's events calendar with NRW events during National Reconciliation Week	May 2020, 2021	Chief Executive Officer
	Support at least one external NRW event each year.	May 2020, 2021	Chief Executive Officer
	Ensure the RAP Working Group participates in an external event to recognise and celebrate NRW each year.	May 2020, 2021	Sustainable Communities Manager
	Encourage staff to participate in external events to recognise and celebrate NRW by promoting NRW events through the RAP Hub and publishing NRW resources on the RAP Hub.	May 2020, 2021	Sustainable Communities Manager
4 Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	Continue to develop formal agreements with Aboriginal and Torres Strait Islander organisations and build on our current relationships with The Settlement, Wyanga and Aboriginal Woman and Children's Crisis Service.	Report through Annual Support Partner Review July 2020, 2021	Director, Housing
	Continue to implement the <i>Customer Service and Engagement Principles when Working with Aboriginal and Torres Strait Islander People and Communities</i> on the Northern Beaches and ensure the engagement principles are embedded when developing linkages and partnerships in new operating areas.	April 2020	Director, Housing
	Meet with local Aboriginal and Torres Strait Islander organisations in the Northern Beaches service delivery area to develop guiding principles for future engagement.	April 2020	Manager, Partnership & Support Coordination
	Deliver ORBIT Kids and Family Fun Day in partnership with an Aboriginal or Torres Strait Islander community organisation.	April 2020, 2021	Sustainable Communities Manager
	Donate proceeds of one fundraising event bi-annually to an Aboriginal and/or Torres Strait Islander event or organisation as recommended by the ATTAG or RWG.	April and October, 2020, 2021.	Chief Executive Officer

Action	Bridge Housing's Commitment	Timeline	Responsibility
5 Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	Develop and implement a strategy to communicate our RAP to all internal and external stakeholders.	January 2020	Sustainable Communities Manager
	Develop the 'RAP Hub' on the Bridge Housing intranet to include RAP Q&A, reconciliation resources, videos and stories, RAP updates and a single point of contact to encourage questions and conversation from staff about the RAP and working with Aboriginal tenants.	October 2020	General Manager, Finance and Corporate Services
	Promote reconciliation through ongoing active engagement with all stakeholders by: <ul style="list-style-type: none"> ▶ Celebrating the launch of the RAP on social media and the Bridge Housing website ▶ Including a copy of the RAP in staff induction 	January 2020, 2021	General Manager, Finance and Corporate Services
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation	July 2020, 2021	Chief Executive Officer
	Require all tenant representatives from Tenant Advisory or Neighbourhood groups to undertake Cultural Competency training.	February 2020	Sustainable Communities Manager
6 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.	July 2020	General Manager, Finance and Corporate Services
	Review anti-discrimination policy for our organisation	February 2020	General Manager, Finance and 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	June 2020	Sustainable Communities Manager
	Educate senior leaders on the effects of racism via our cultural awareness training	July 2020, 2021	Chief Executive Officer



RESPECT

Bridge Housing acknowledges and respects the strengths of Aboriginal and Torres Strait Islander peoples, culture and heritage. By building on, celebrating and promoting these strengths, we inform and adapt our practices to build culturally safe and appropriate services for Aboriginal and Torres Strait Islander peoples.

Strategic Plan Focus area: Providing quality homes and housing services; Supporting our people and improving workplace wellbeing

Action	Deliverable	Timeline	Responsibility
7 Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements	Develop and implement an Aboriginal and Torres Strait Islander cultural awareness training for our staff that defines cultural learning needs of employees in all areas of our business and consider various ways cultural learning can be provided including online, face to face or cultural immersion.	July 2020	Human Resources Manager
	Partner with a local Aboriginal organisations to deliver cultural awareness training to 100% of staff including all new staff within 12 weeks of their commencement.	April 2020, 2021	Human Resources Manager
	Provide opportunities for RWG members, RAP champions, HR managers and other key leadership staff to participate in cultural awareness refresher training every two years.	July 2021	Human Resources Manager
	Develop Cultural Conversations calendar to include two Aboriginal specific learning opportunities for staff	June 2020	Human Resources Manager
	Promote the Reconciliation Australia's Share Our Pride online tool to all staff via the Aboriginal engagement E-Learning module and the RAP Hub.	October 2020	Human Resources Manager
8 Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning	Review our cultural protocol document for Welcome to Country and Acknowledgement of Country and publish the document and supporting resources on the RAP Hub.	February 2020	Chief Executive Officer
	Review and update the list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.	April 2020	Sustainable Communities Manager
	Continue to invite a Traditional Owner to provide a Welcome to Country at all major Bridge Housing events.	July 2020, July 2021	Chief Executive Officer
	Continue to have staff and senior management include an Acknowledgement of Country at the commencement of all meetings.	July 2020, July 2021	Chief Executive Officer

Action	Deliverable	Timeline	Responsibility
9 Bridge Housing will visibly demonstrate respect for Aboriginal and Torres Strait Islander peoples and cultures in our workplace	Create and display an Acknowledgement of Country in the Northern Beaches office.	January 2020	Chief Executive Officer
	Continue to build our Aboriginal art collection by supporting the EORA College end of year exhibition each year.	November 2020, 2021	Chief Executive Officer
	Continue to use Aboriginal branding for letters, brochures and fact sheets that are for or targeted to Aboriginal and Torres Strait Islander tenants.	July 2020	Chief Executive Officer
	Ensure our publications both print and online include images that represent Aboriginal and Torres Strait Islander people.	July 2020, July 2021	Director, Housing
	Display the AIATSIS map of Indigenous Australia in the Office and encourage staff to learn the name of the land they were born on through the E-Learning training module.	July 2020	Human Resources Manager
	Develop protocol for getting permission from Aboriginal and/or Torres Strait Islander people displayed in images, including protocol for managing images of deceased people.	July 2020	Sustainable Communities Manager
10 Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC Week	Review HR Policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.	June 2020, 2021	Human Resources Manager
	Continue mandatory attendance for senior staff at the NAIDOC Week Flag Raising Ceremony at Redfern Community Centre.	July 2020, 2021	Chief Executive Officer
	Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week	July 2020, 2021	Chief Executive Officer
	Continue to attend local NAIDOC Week events including the NCIE Family and Sports Day.	July 2020, 2021	Chief Executive Officer
	Encourage Aboriginal and Torres Strait Islander staff to access cultural leave provisions to participate in cultural activities during NAIDOC Week.	July 2020, 2021	Chief Executive Officer
	Contact the local NAIDOC Week Committee to connect with NAIDOC Week events on the Northern Beaches.	June 2020, 2021	Sustainable Communities Manager
	Hold an annual NAIDOC Week event in collaboration with the ATTAG and local Aboriginal organisations.	July 2020, 2021	Sustainable Communities Manager
	Create a calendar of Aboriginal and Torres Strait Islander dates of significance to be published on the RAP Hub.	October 2020	Sustainable Communities Manager



OPPORTUNITIES

Bridge Housing works with Aboriginal and Torres Strait Islander peoples, organisations and communities to provide access to opportunities in business, work, training and development. Bridge Housing acknowledges that social inclusion for Aboriginal and Torres Strait Islander peoples enriches us all and creates opportunity for new ways of thinking, learning and innovation.

Strategic Plan Focus area: Engaging our partners and enhancing our industry leadership; Governing and managing effectively; Growing sustainably to meet affordable housing needs.

Objective	Action	Timeline	Who
11 Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	February 2021	Human Resources Manager
	Maintain Aboriginal and Torres Strait Islander employment at 4%, continuing to reflect increase in staff numbers.	October 2021	General Manager, Finance and Corporate Services
	Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention strategy.	October 2020	Human Resources Manager
	Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development.	April 2020	Human Resource Managers
	Advertise all job vacancies in Aboriginal and Torres Strait Islander through Aboriginal employment agencies Aboriginal Employment Strategy and Yarn'n.	June 2020, June 2021	Human Resources Manager
	Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.	October 2020	Human Resources Manager
	Implement partnership with Career Trackers, providing an internship opportunity for an Aboriginal or Torres Strait Islander university student.	October 2020	Director, Assets
	Explore mentoring opportunities for Aboriginal staff that targets leadership opportunities.	October 2020, 2021	Human Resources Manager
	Support Bridge Housing staff to attend CHIA NSW's Aboriginal and Torres Strait Islander housing workers network.	March 2020, 2021	Human Resources Manager

Objective	Action	Timeline	Who
12 Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	October 2020	General Manager, Finance and Corporate Services
	Monitor and report on Aboriginal and Torres Strait Islander and tenant employment through contracts for Maintenance and Lawns and Grounds.	October 2020	Director, Assets
	Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses.	October 2020	General Manager, Finance and Corporate Services
	Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.	October 2020	General Manager, Finance and Corporate Services
	Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business.	April 2020	General Manager, Finance and Corporate Services
	Investigate Supply Nation membership	April 2020	General Manager, Finance and Corporate Services
13 Provide support and opportunities for Aboriginal and Torres Strait Islander tenants:	Ensure Building Bridges – Bridge Housing’s Community Building and Engagement Strategy includes opportunities for Aboriginal and Torres Strait Islander tenants to get involved in community engagement initiatives.	April 2020, 2021	Sustainable Communities Manager
	Continue to work with the ATTAG to develop engagement ideas and opportunities for Aboriginal and Torres Strait Islander tenants.	October 2020	Sustainable Communities Manager
	In partnership with the ATTAG, hold an annual family picnic for Aboriginal and Torres Strait Islander tenants.	February 2020, 2021	Sustainable Communities Manager
	Develop plain English tenant information resources including fact sheets and policies	April 2021	Director, Housing
	Capture data in relation to positive and negative exits for Aboriginal tenants and set internal targets to address exit rate.	May 2021	Director, Housing
	Ensure referrals have been made to appropriate Aboriginal support services prior to any NCAT action that could lead to eviction being taken and monitor through NCAT form	June 2020, 2021	Director, Housing
	Report on targets for Aboriginal tenancy sustainment through the Management Operating System.	February 2020	Director, Housing



GOVERNANCE, TRACKING PROGRESS AND REPORTING

Action	Deliverable	Timeline	Responsibility
14 Report RAP achievements, challenges and learnings to Reconciliation Australia	Embed RAP activities in the annual business plan for monitoring and accountability.	February 2020, 2021	General Manager, Finance and Corporate Services
	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	September 2020, 2021	Sustainable Communities Manager
	Investigate participating in the RAP Barometer.	May 2020	Chief Executive Officer
15 Report RAP achievements, challenges and learnings internally and externally	Make progress reports at each RAP Working Group meeting	January, April, July, October 2020, 2021	Chief Executive Officer
	Publically report our RAP achievements, challenges and learnings by: <ul style="list-style-type: none"> ▶ Providing annual RAP updates to tenants in the Autumn edition of Bridge Housing's tenant newsletter 'Our Place' ▶ Providing an annual progress report published on the Bridge Housing website and cross posted to social media. ▶ Include a RAP update in the Annual Report highlighting achievements, challenges and learnings. 	April 2020, 2021	Sustainable Communities Manager
16 Provide appropriate support for effective implementation of RAP commitments	Define resource needs for RAP implementation.	January 2020	Chief Executive Officer
	Engage our senior leaders and other staff in the delivery of RAP commitments.	January 2020	Chief Executive Officer
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	October 2020, 2021	Chief Executive Officer
	Appoint and maintain an internal RAP Champion from senior management.	January 2020	Chief Executive Officer
17 Review, refresh and update RAP	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	March 2021	Chief Executive Officer
	Undertake review of RAP achievements and assess future RAP level requirements.	April 2021	Chief Executive Officer
	Send draft RAP to Reconciliation Australia for review and feedback.	May 2021	Chief Executive Officer
	Submit draft RAP to Reconciliation Australia for formal endorsement.	June 2021	Chief Executive Officer

Contact details

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Enjoying Orbit! - Bridge Housing's annual Family and Community day for younger residents



Painting during an art workshop at Orbit!

bridge housing

linking people
to a better future

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