

Council to Homeless Persons

**Innovate  
Reconciliation Action Plan**

April 2022 - April 2024



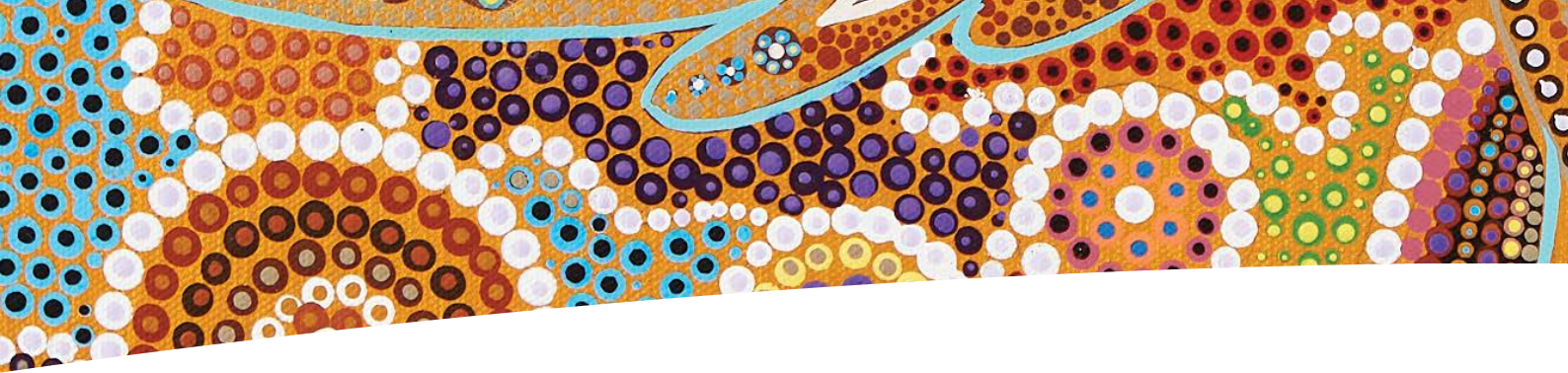
RECONCILIATION  
ACTION PLAN

**INNOVATE**



**Council  
to Homeless  
Persons**





## Artwork

Millsy (Wurundjeri), *Miles Apart* 2020, acrylic on canvas



This artwork was created through The Torch, a not for profit organisation, that provides art, cultural and arts industry support to Indigenous offenders and exoffenders in Victoria.

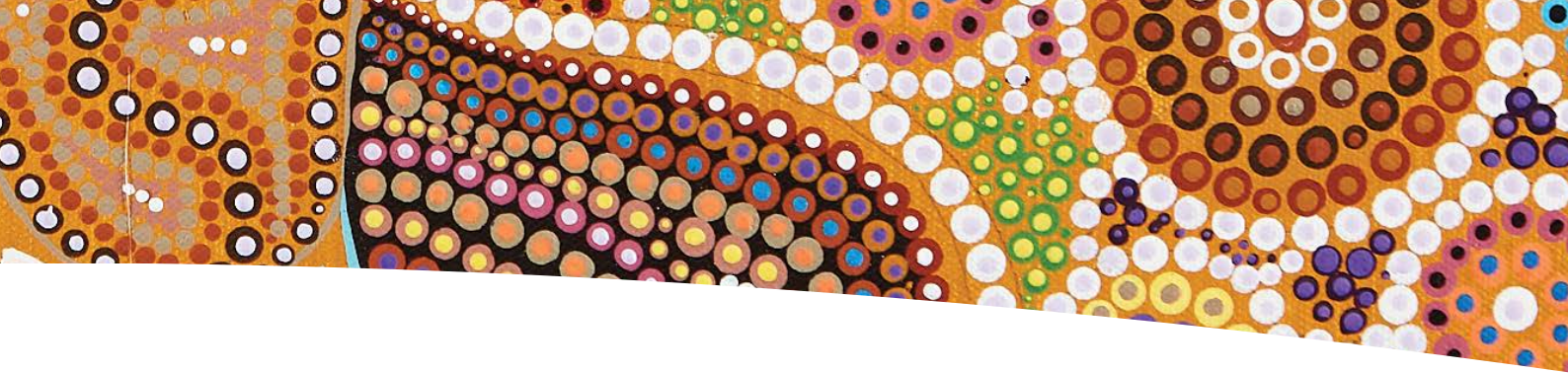
*I have children who are separated from me in care but, no matter where they are, we are all still connected through Bunjil, always and forever.*



## Acknowledgement of country

The Council to Homeless Persons (CHP) acknowledges and pays respect to the Traditional Owners of the land on which we live and work. CHP's office is currently located in Collingwood, on the land of the Wurundjeri people of the Kulin nations. CHP's work is focussed across all Victoria - the lands of many different Aboriginal peoples across thousands of generations.

We pay our respects to Elders, past, present, and emerging. CHP acknowledges the pride, strength and resilience of Aboriginal and Torres Strait Islander peoples.



## Message from our CEO

It is with great pride that CHP launches its inaugural Reconciliation Action Plan (RAP). As the Victorian government works towards a treaty or treaties with Aboriginal Victorians, it is timely to formalise CHP's strong commitment to reconciliation. In addition, the Victorian Specialist Homelessness Sector (SHS) has identified promoting Aboriginal and Torres Strait Islander self-determination as a goal of its Transition Plan.

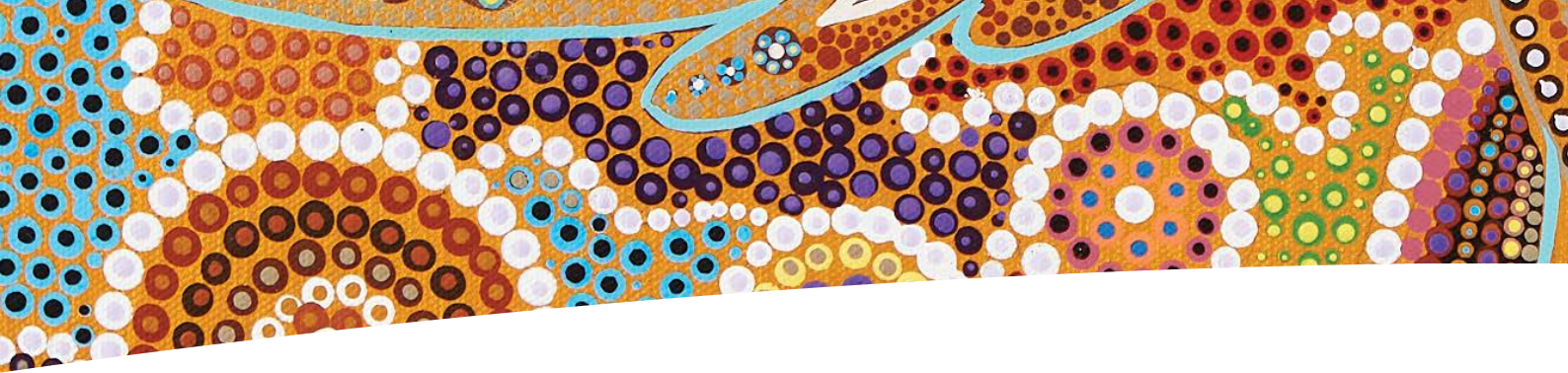
As an organisation, CHP has long acknowledged that the significant over-representation of Aboriginal and Torres Strait Islander peoples experiencing housing crisis and homelessness is a direct and enduring consequence of colonisation. CHP's RAP formalises the organisation's commitment to progressing reconciliation and delivering true equality for Aboriginal and Torres Strait Islander peoples and communities.

While CHP has strong existing relationships with Aboriginal and Torres Strait Islander workers and organisations, we recognise there is still significant work to do. Hence, the actions CHP will undertake in this RAP have and will continue to be guided by Aboriginal and Torres Strait Islander peoples and organisations.

We look forward to sharing with you our journey towards reconciliation.

Jenny Smith  
Chief Executive Officer  
Council to Homeless Persons





## Statement from Reconciliation Australia's CEO

Reconciliation Australia commends Council to Homeless Persons 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 Council to Homeless Persons 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, Council to Homeless Persons 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.

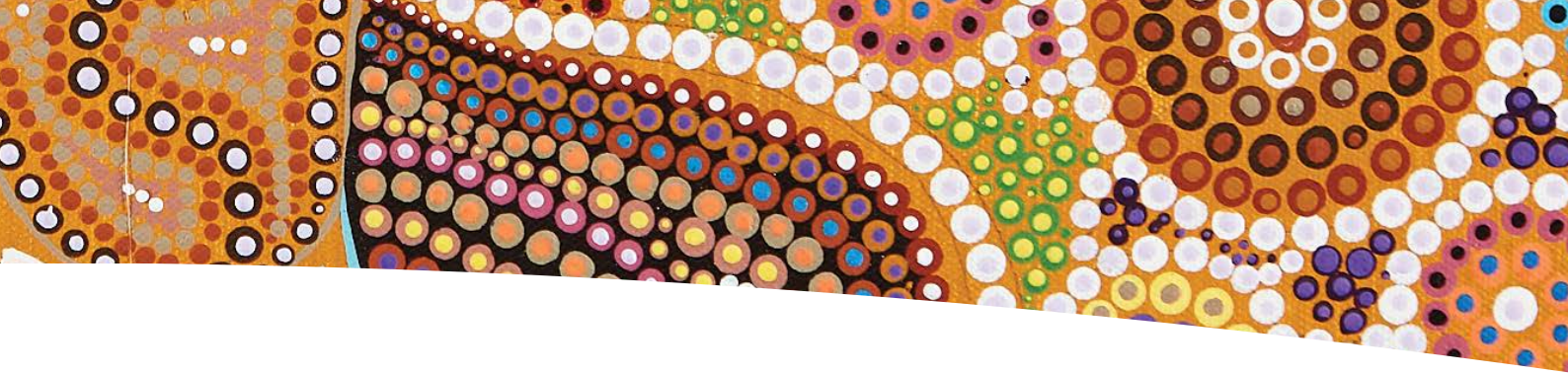
With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Council to Homeless Persons is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill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

Implementing an Innovate RAP signals Council to Homeless Persons' 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, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Council to Homeless Persons on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine  
Chief Executive Officer  
Reconciliation Australia



## Our vision for reconciliation

CHP believes that homelessness is unacceptable, avoidable and within our reach to resolve. CHP works to achieve this outcome through providing leadership in policy development, advocacy, capacity building and working in partnership with people who are or who have been without a home.

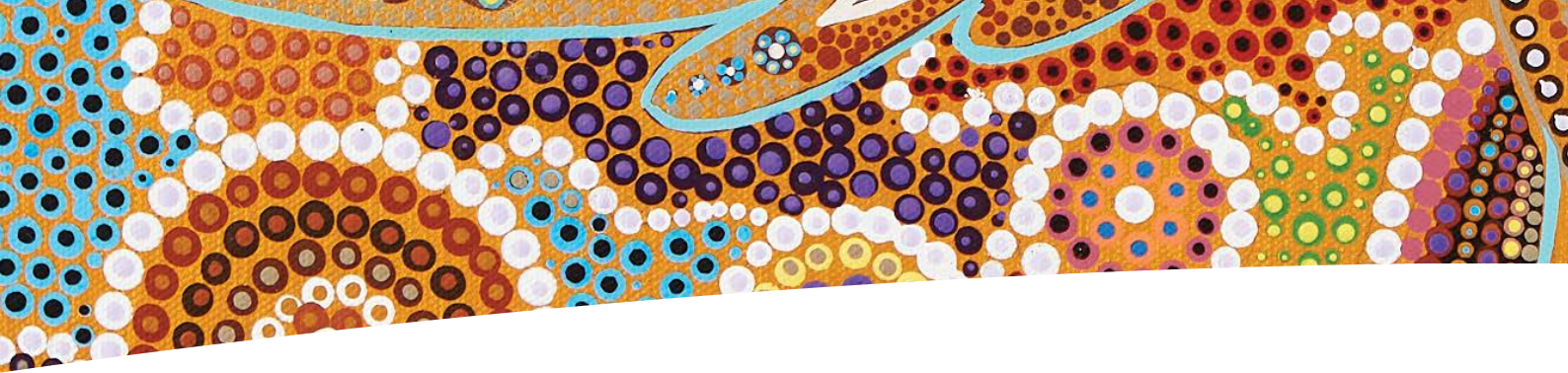
CHP's vision for reconciliation, is an Australia where Aboriginal and Torres Strait Islander histories and cultures across the country, are valued and respected. CHP envisages an Australia, where Aboriginal and Torres Strait Islander self-determination is meaningfully achieved, where all specialist homelessness services are culturally competent, and where the structural forces that can lead to homelessness do not impact disproportionately on Aboriginal and Torres Strait Islander communities.

CHP believes that the experience of homelessness should be rare, brief, and less traumatic than it is today. CHP is committed to combating discrimination and stigma wherever it exists, recognising that these forces impact on people's likelihood of experiencing homelessness. CHP celebrates Aboriginal and Torres Strait Islander cultures as a core part of its work. CHP celebrates Aboriginal and Torres Strait Islander cultures, as a point of pride for all Australians, and also in recognition of the importance of such celebration as a means of combatting discrimination and stigma.

CHP's vision for reconciliation includes recognising the histories of dispossession of Aboriginal and Torres Strait Islander peoples. CHP's vision for reconciliation also recognises that dispossession and colonisation are ongoing processes, needing to be addressed in the present. Ongoing colonisation is realised through processes that result in increased homelessness, including over-incarceration, child removal, and housing discrimination. In our vision for reconciliation, the processes of colonisation cease, and Aboriginal and Torres Strait Islander peoples are no longer over-represented in those experiencing homelessness.

Reconciliation includes Aboriginal and Torres Strait Islander peoples determining the solutions and programs required to meet their own needs. This vision requires strong and well-resourced Aboriginal Community Controlled Organisations (ACCOs) that are empowered to develop and deliver unique, responsive solutions to Aboriginal and Torres Strait Islander peoples without a home. It also requires all specialist homelessness services to be culturally competent, committed to and working to achieve reconciliation.





## Our business

CHP is the peak body representing organisations and individuals in Victoria with a commitment to ending homelessness. CHP currently employs 19 people.

CHP's office is located at 2 Stanley Street in Collingwood Victoria. The Wurundjeri Woi Wurrung are the Traditional Owners of the land on which the CHP office is located.

CHP currently:

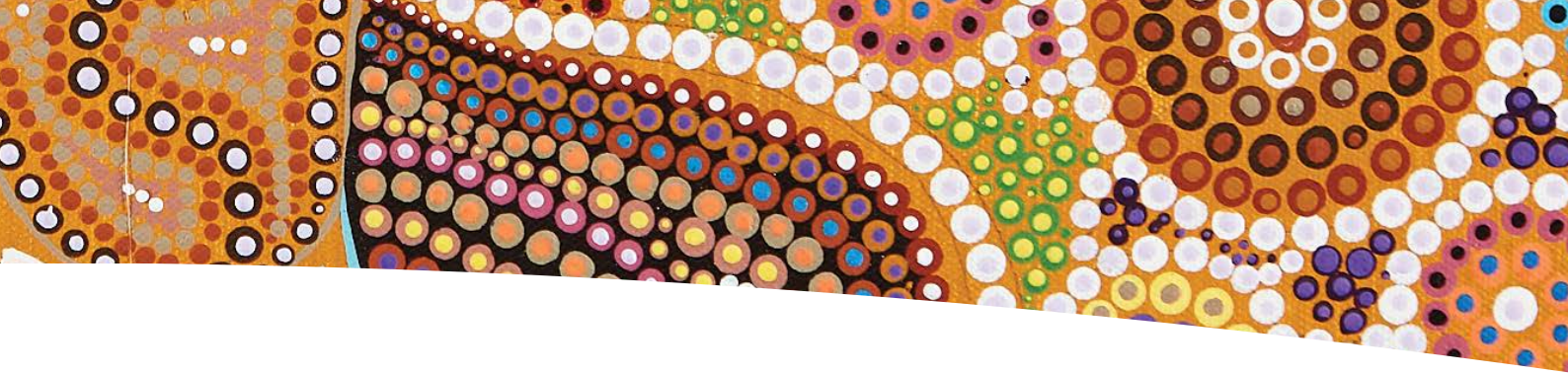
- seeks to influence federal, state and local government policy in ending homelessness through providing policy advice and advocating to the Victorian Government and local Councils within Victoria, as well as making a significant national contribution to Homelessness Australia, the national (unfunded) peak body, and to the Everybody's Home national campaign
- provides the Homelessness Advocacy Service – the pioneering complaints service of Victoria's SHS
- leads consumer participation within Victoria's SHS and partnership with people who are or who have been without a home, through the Peer Education and Support Program
- enhances the capacity of Victoria's SHS and broader service sectors through the provision of training, forums and dissemination of current policy, evidence-based practice and research information
- produces *Parity*, Australia's leading national publication on homelessness and delivers a statewide biennial conference.

CHP's work is underpinned by strong partnerships with people who have been without a home, and it is guided by cross-sector collaboration. CHP recognises that sound evidence, combined with the voices of people who are or who have been without a home, offers the most powerful way to inform decisions about policy and practice.

CHP provides the Peer Education and Support Program (PESP), a volunteer program that provides people who have been without a home with the opportunity to improve the service system. PESP team members and graduates play a key role in promoting the benefits and transformative power of consumer participation in service system and policy development. CHP currently does not have any Aboriginal or Torres Strait Islander staff members. One active PESP graduate identifies as an Aboriginal person.

CHP also operates the Homelessness Advocacy Service which is the key advice and information service for consumers seeking or receiving assistance from any Victorian community-managed homelessness assistance or social housing service.

CHP publishes Australia's national homeless publication *Parity*, examining homelessness from personal, local, social and global perspectives. Published ten times a year each edition of *Parity* is devoted to the examination and discussion of a specific theme or set of issues connected to homelessness. *Parity* has a broad distribution to more than 800 readers through hardcopy, online and academic institutions.



## Our RAP

CHP committed to developing a RAP in recognition of its role in addressing the enormous over-representation of Aboriginal and Torres Strait Islander peoples among those experiencing homelessness. The fact that 19 per cent of Aboriginal and Torres Strait Islander Victorians will seek assistance from specialist homelessness services in any given year is unacceptable, and a major barrier to achieving reconciliation.

CHP has been on a journey towards reconciliation for a number of years across all aspects of its business. In May 1998, for the first time, CHP dedicated an entire edition of its national Homelessness magazine, *Parity*, to Aboriginal and Torres Strait Islander homelessness. This issue was titled *The Land Is Our Home*. In April 1999, the *Indigenous Homelessness Revisited* edition was launched, followed in October 2003 with the *Responding to Indigenous Homelessness* edition.

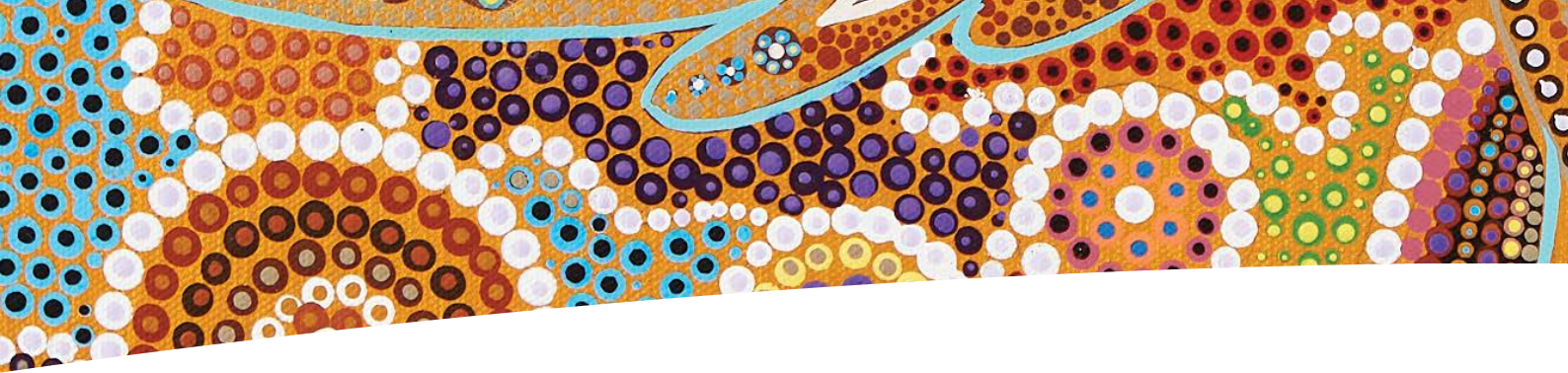
Since 2009, CHP has attended the Victorian Indigenous State-wide Homelessness Network (VISHN) conferences held three times a year. Attendance at these events has allowed CHP to learn from Aboriginal and Torres Strait Islander services and mainstream services supporting First Nations consumers. In November 2010, CHP launched the *Dispossession and Homelessness* edition of *Parity*. Deepening our relationships with Aboriginal and Torres Strait Islander homelessness services was a key focus of CHP's 2013 *Quality Work Plan*. In May of the same year, CHP launched the *What Works: Policy, Program and Service Responses to Aboriginal Homelessness* edition of *Parity*.

From 2014 onwards, we have participated in local NAIDOC events with the VISHN coordinator disseminating information about CHP and VISHN to the local community. The same year CHP published *Homelessness in Australia: An Introduction*, the first book to examine the complex causes and consequences of homelessness in Australia. A chapter on Aboriginal and Torres Strait Islander homelessness was included in the book, authored by University of Queensland academics Paul Memmott and Daphne Nash.

In 2015, CHP's relationship with VISHN was formalised by the signing of a Memorandum of Understanding (MOU) that sought to:

- Develop policy positions and provide feedback to Government on Aboriginal and Torres Strait Islander issues regarding homelessness and housing
- Strengthen channels of communication and collaborative decision-making
- Promote access to culturally appropriate training services for mainstream organisations
- Collaboratively identify training needs for Network members where appropriate.





In 2015, the VISHN Coordinator began delivering training to our PESP team on Aboriginal and Torres Strait Islander homelessness as part of the team's induction. As part of the Victorian Homelessness Awards, CHP purchased a licensing arrangement to use the work of Warumungu artist Christinaray Weetra as part of the framed certificate presented to the winners. In that year, the award for excellence in ending adult homelessness was won by assertive outreach consortium Wadamba Wilam (Neami National, the Victorian Aboriginal Health Service, Uniting Care Regen and Northern Area Mental Health Services). In the same year, CHP (through a student placement) completed a piece of research on the Aboriginal Tenancies At Risk (ATAR) program with the support of the VISHN network.

In September 2016, CHP partnered with Māori housing and homelessness services to produce the *Responding to Indigenous Homelessness in Australia and Aotearoa New Zealand* edition of *Parity*. In November, at the invitation of the VISHN Coordinator, our PESP Team Leader and PESP members began attending the VISHN conferences.

Since 2018, CHP has celebrated NAIDOC week and National Reconciliation Week with internal events including film viewings and sharing of information on Aboriginal histories in Victoria. The same year all staff and volunteers attended Cultural Competency training with the Koorie Heritage Trust.

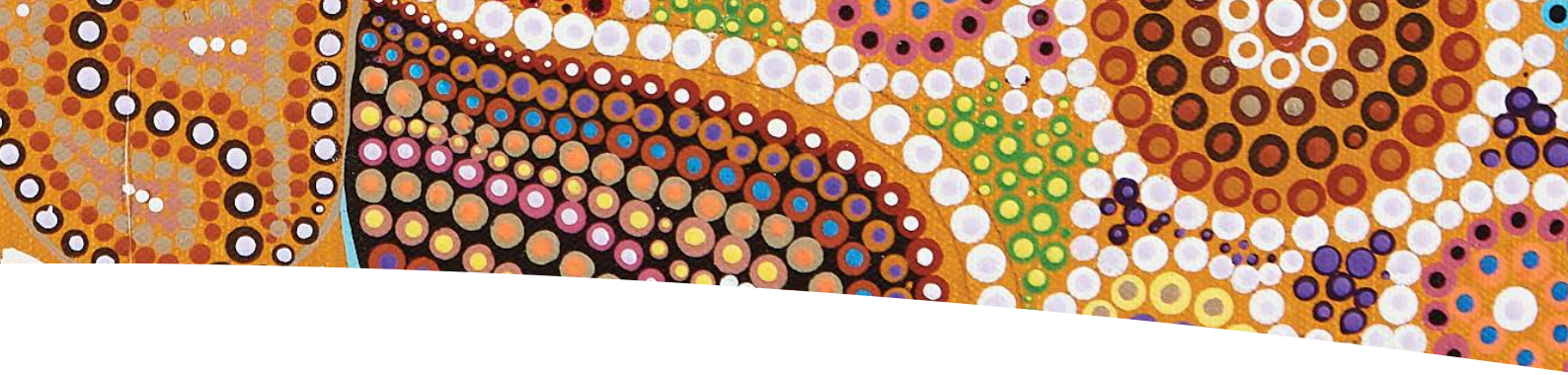
CHP has worked hard to maximise the capture of Aboriginal and Torres Strait Islander peoples voices in our Policy work. The development of the *SHS Transition Plan* in 2018 saw targeted consultations with Aboriginal and Torres Strait Islander leaders and practitioners. A high-level goal of this Transition Plan includes promoting Aboriginal and Torres Strait Islander self-determination. We continue to work towards this goal.

In 2019, CHP worked with Aboriginal Housing Victoria to share the stories of that organisation's tenants as part of NAIDOC Week and also to promote Aboriginal Housing Victoria's work in developing an Aboriginal Housing and Homelessness Policy Framework for Victoria. In December 2019, *The Future of Aboriginal and Māori Housing* edition of *Parity* was launched, being CHP's second international collaborative publication on Aboriginal and Torres Strait Islander and Māori homelessness. While much has been done, CHP realises there is still significant work to do to achieve reconciliation. Addressing the over-representation of Aboriginal and Torres Strait Islander peoples in the population of people without a home, is a central concern for CHP. Developing a RAP is an important continuous quality improvement focus for CHP and a demonstration of the organisation's commitment to achieving reconciliation.

Building on existing relationships with Aboriginal and Torres Strait Islander services, our Homelessness Advocacy Service saw an increase in Aboriginal and Torres Strait Islander services from five per cent in 2014-15 to 21 per cent in 2019-20.

From 2021, CHP is now delivering the SHS Learning Program, formerly known as the SHS Training Calendar and as part of that is seizing opportunities to increase the cultural competence of the SHS sector. For example, CHP is offering discounted access to cultural competency training delivered by the Centre for Cultural Competence Australia (CCCA).



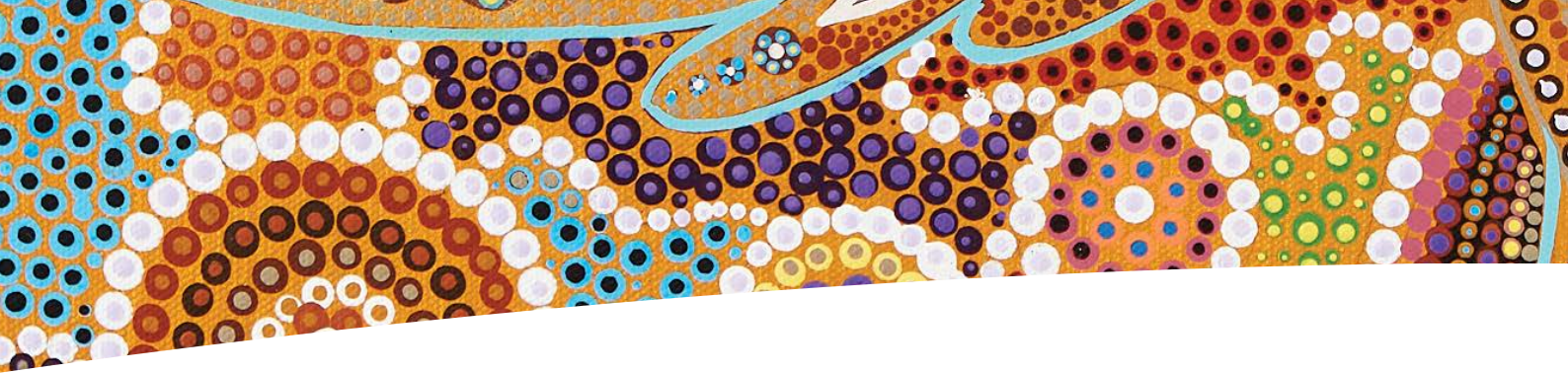


This RAP applies to every aspect of CHP's work, and commitment to the RAP is well embedded across the organisation. That commitment is led by the Board, the CEO, the management group, and by the RAP Working Group. This RAP is championed by Jenny Smith (CEO) and Ian Gough (Manager – Consumer Programs and Capacity Building). The CHP board includes a director with extensive leadership experience in Aboriginal and Torres Strait Islander organisations and the CHP RAP Working Group includes three Aboriginal and Torres Strait Islander people.

## The RAP Working Group

This RAP was developed in consultation with the following people:

- Angela Kyriakopoulos, Homelessness Advocacy Service Advocate
- Cassandra Bawden, Peer Education Support Program Team Leader
- Damien Patterson, Policy and Advocacy Officer
- Sian Mulgrew, Senior Practitioner
- Trish Hackney- Westmore, Capacity Building Coordinator
- Dean Wanganeen, Aboriginal Housing Victoria (external)
- Liza Vanspall, Housing and Homelessness Manager Ngwala (external)
- Ian Gough, Manager - Consumer Programs and Capacity Building (management champion reporting to CEO Jenny Smith)
- Jason Russell, Peer Education Support Program Graduate

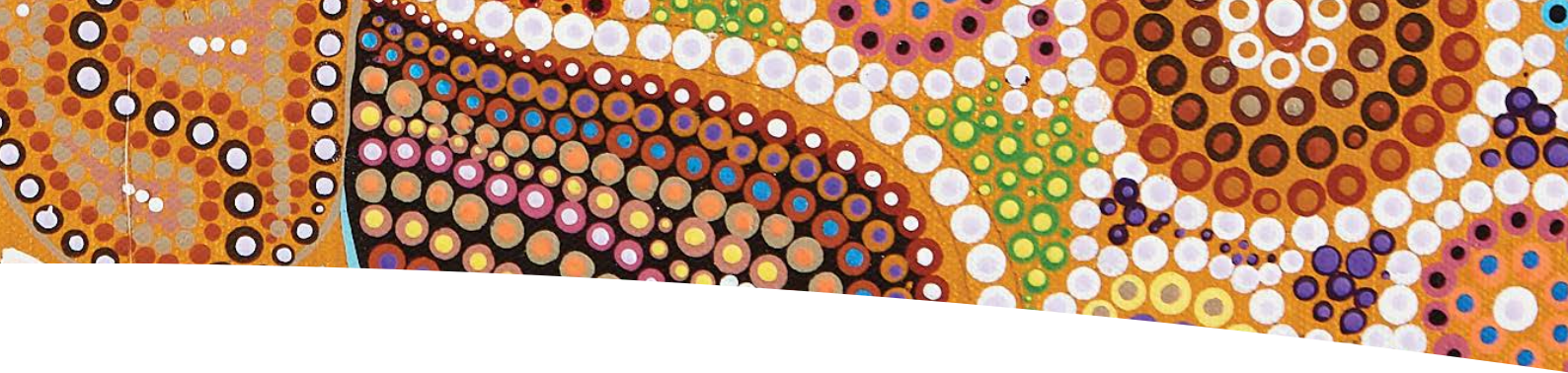


## Relationships

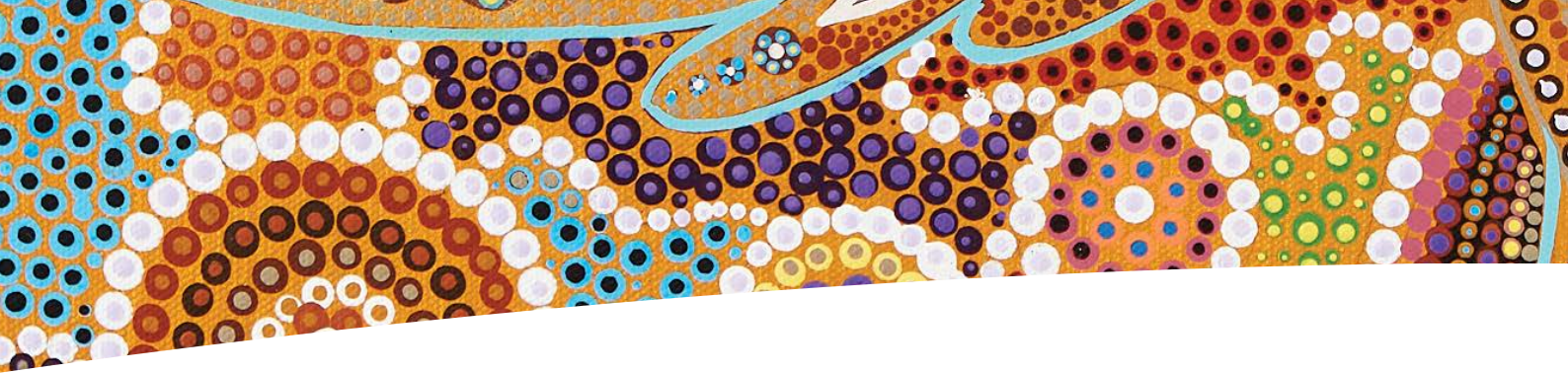
Aboriginal and Torres Strait Islander peoples must be supported to determine the solutions to meet their own needs. Strong relationships are the means through which CHP learns how to support reconciliation, and how to put it into practice. Strong relationships are the means by which CHP will strive to enshrine the leadership of Aboriginal and Torres Strait Islander peoples when advocating on behalf of Aboriginal and Torres Strait Islander peoples experiencing homelessness. Relationships are the means by which CHP will learn how best to support the strengthening of ACCOs, and through which to achieve the improved cultural competence of specialist homelessness services. Strong relationships allow CHP to centre Aboriginal and Torres Strait Islander voices in our media and advocacy, as well as our capacity building, while addressing stigma and fighting for Aboriginal and Torres Strait Islander self-determination.

Over the course of this RAP, CHP will seek to formalise and monitor opportunities to strengthen the relationships it has currently with Aboriginal and Torres Strait Islander peoples and organisations. We will continue to support National Reconciliation Week, consolidating our physical presence at events, and maintaining our role in promoting reconciliation as core work for all committed to ending homelessness. All aspects of CHP's work in policy development and advocacy, consumer advocacy, and sector capacity building will seek to recognise and reflect the unique experiences of Aboriginal and Torres Strait Islander homelessness.



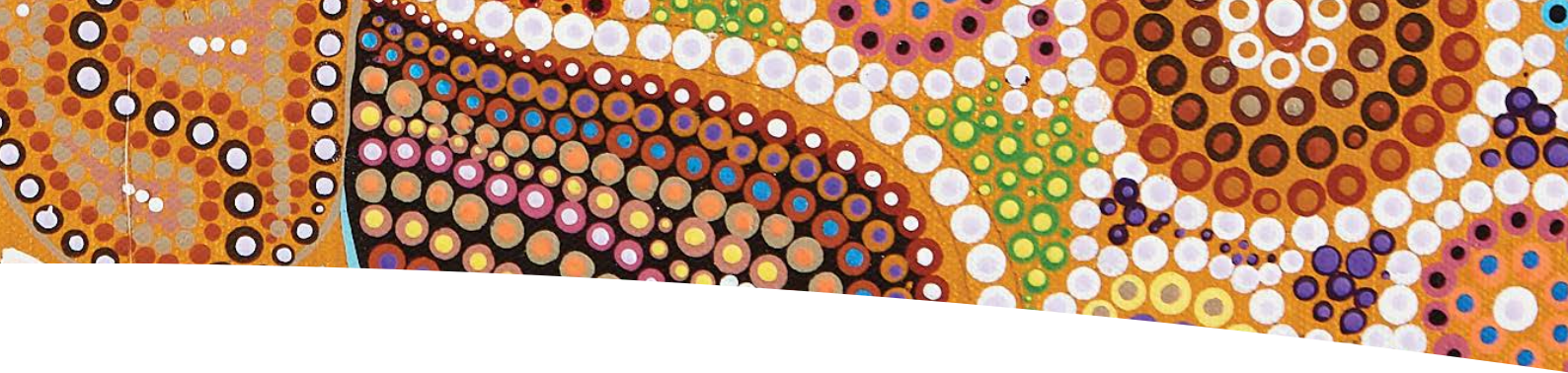


| Action  | Deliverable   | Timeline  | Responsibility (Lead)                             |
|---|---|---|---|
| <b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b> | CHP will work with Aboriginal and Torres Strait Islander specialist homelessness services, ACCOs, mainstream agencies, consumers and those who have been without a home, to develop guiding principles for future engagement. | Ongoing.<br>Review:<br><ul style="list-style-type: none"> <li>■ July 2022</li> <li>■ October 2022</li> <li>■ January 2023</li> <li>■ April 2023</li> <li>■ July 2023</li> <li>■ October 2023</li> <li>■ January 2024</li> </ul> | Director of Services                              |
|   | CHP will develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.  | <ul style="list-style-type: none"> <li>■ June 2022</li> </ul>   | Director of Services                              |
|   | CHP will seek to build on its existing relationships with the VISHN and ACCOs across the state.   | Ongoing.<br>Review:<br><ul style="list-style-type: none"> <li>■ July 2022</li> <li>■ October 2022</li> <li>■ January 2023</li> <li>■ April 2023</li> <li>■ July 2023</li> <li>■ October 2023</li> <li>■ January 2024</li> </ul> | Capacity Building Coordinator<br>PESP Team Leader |
|   | CHP will ask VISHN to work with CHP to update the current partnership MOU, and to review the agreement's fitness for purpose.   | <ul style="list-style-type: none"> <li>■ December 2022</li> </ul>   | CEO   |
|   | CHP will formalise its support to VISHN in relation to capacity building opportunities support through the revised MOU.   | <ul style="list-style-type: none"> <li>■ December 2022</li> </ul>   | Capacity Building Coordinator                     |
|   | CHP will develop deeper relationships between Homelessness Advocacy Service and ACCOs to maintain the current high level of engagement and to improve its ability to measure satisfaction with the service.                   | Review:<br><ul style="list-style-type: none"> <li>■ July 2022</li> <li>■ February 2023</li> </ul>   | Homelessness Advocate<br>Director of Services     |

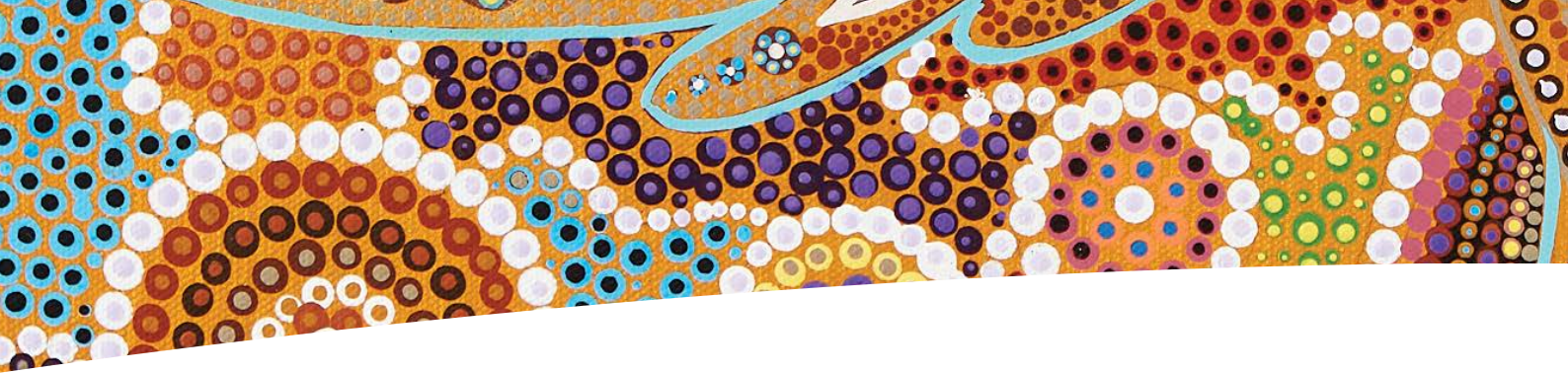


| Action  | Deliverable  | Timeline   | Responsibility (Lead)  |
|---|--|--|--|
| <b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b> | CHP will facilitate the awareness of all board, staff, volunteers and members of Reconciliation Australia's National Reconciliation Week (NRW) resources and reconciliation materials through our internal communications, website and e-newsletter. | <ul style="list-style-type: none"> <li>■ May 2022</li> <li>■ May 2023</li> </ul>                         | Manager, Policy & Communications<br>Digital Communications Officer |
|   | The CHP RAP Working Group will commit to participating in an external NRW event.   | <ul style="list-style-type: none"> <li>■ 27 May- 3 June 2022</li> <li>■ 27 May- 3 June 2023</li> </ul>   | Capacity Building Coordinator                                      |
|   | The CHP RAP Working Group will identify a NRW event for CHP to support.  | <ul style="list-style-type: none"> <li>■ April - May 2022</li> <li>■ April - May 2023</li> </ul>         | Capacity Building Coordinator                                      |
|   | CHP will encourage and support significant representation and participation of relevant staff in at least one external event to recognise and celebrate NRW.   | <ul style="list-style-type: none"> <li>■ 27 May - 3 June 2022</li> <li>■ 27 May - 3 June 2023</li> </ul> | CEO  |
|   | CHP commits to organising at least one event for NRW each year that will provide a meaningful opportunity for staff and volunteers to learn about and progress reconciliation. The event will be guided by the NRWs theme.                           | <ul style="list-style-type: none"> <li>■ 27 May - 3 June 2022</li> <li>■ 27 May - 3 June 2023</li> </ul> | CEO  |
|   | CHP will register its NRW events on Reconciliation Australia's NRW website.  | <ul style="list-style-type: none"> <li>■ May 2022</li> <li>■ May 2023</li> </ul>                         | Capacity Building Coordinator                                      |



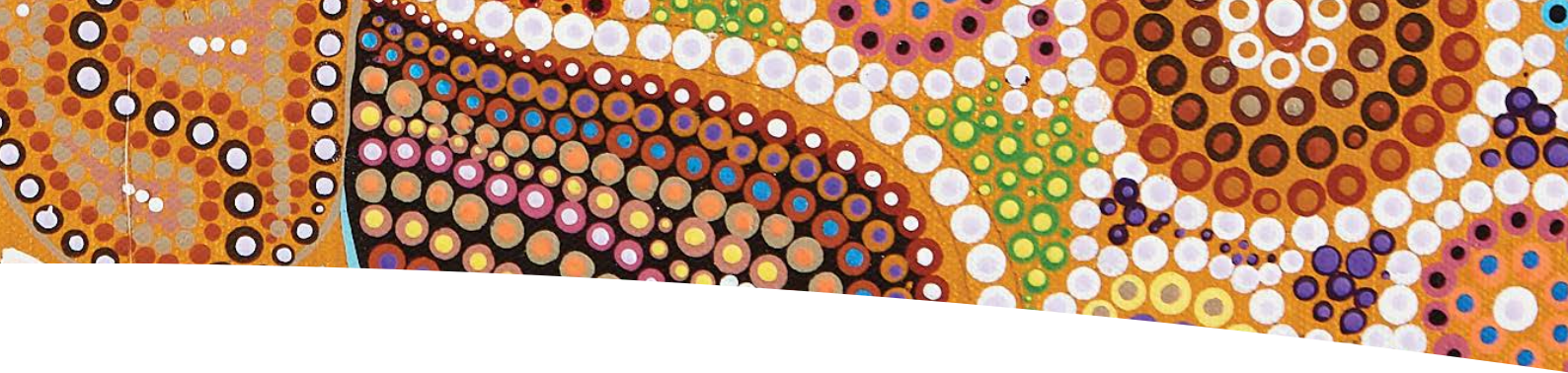


| Action  | Deliverable  | Timeline  | Responsibility (Lead)   |
|---|--|---|---|
| <b>3. Promote reconciliation through our sphere of influence.</b> | CHP will implement strategies to engage staff in reconciliation, including celebrating and recognising Aboriginal and Torres Strait Islander dates of significance. CHP will promote Aboriginal and Torres Strait Islander dates of significance on its website, and through communications such as e-news.                          | Ongoing.<br>Review:<br>■ December 2022<br>■ December 2023   | Manager, Policy & Communications<br>Capacity Building Coordinator |
|   | CHP will publicly communicate its commitment to reconciliation, particularly through its web site and as part of major events.   | Ongoing.<br>Review:<br>■ July 2022<br>■ October 2022<br>■ January 2023<br>■ April 2023<br>■ July 2023<br>■ October 2023 | Manager, Policy & Communications                                  |
|   | CHP will explore opportunities to positively influence its external stakeholders to drive reconciliation outcomes. This will include supporting the Victorian government's goal of Aboriginal self-determination Aboriginal Housing Victoria's Housing and Homelessness Framework.   | Review:<br>■ July 2022<br>■ October 2022<br>■ January 2023<br>■ April 2023<br>■ July 2023<br>■ October 2023             | CEO   |
|   | CHP will formalise a strategy to communicate its RAP and its commitment to reconciliation to internal and external stakeholders through channels such as staff and Board meetings, volunteer supervision, its website, e-newsletters and conferences.  | ■ May 2022  | CEO   |
|   | CHP will work collaboratively with the RAP network and other like-minded organisations to develop ways to advance reconciliation. This will include supporting the Victorian Council of Social Services (VCOSS) in developing a Compact on behalf of the community sector with the Victorian Aboriginal Community Controlled Sector. | Ongoing.<br>Review:<br>■ July 2022<br>■ January 2023<br>■ July 2023<br>■ January 2024                                   | CEO   |



| Action  | Deliverable   | Timeline   | Responsibility (Lead)                                     |
|---|---|--|---|
| <b>4. Promote positive race relations through anti-discrimination strategies.</b> | CHP reviews its policies on a three-year cycle. Over that cycle, in reviewing its policies CHP will maximise the recognition and reflection of Aboriginal and Torres Strait Islander peoples in each policy. In reviewing HR policies and procedures, consideration will be given to the current state of anti-discrimination provisions, and the identification of future needs. | Ongoing.<br>At least one policy is allocated for review at each monthly CHP staff meeting<br>Review:<br>■ January 2023 | Director of Services<br>Office Manager with HR consultant |
|   | CHP will develop, implement and communicate an anti-discrimination policy for the organisation.   | ■ February 2023  | Director of Services                                      |
|   | CHP will consult with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors in developing its anti-discrimination policy.   | ■ July 2022  | Director of Services                                      |
|   | CHP will educate senior leaders at CHP on the effects of racism by making it mandatory they complete all training developed as part of the CHP Aboriginal and Torres Strait Islander cultural awareness training strategy   | ■ July 2022  | CEO   |
|   | CHP will provide opportunities for better understanding the effects of racism across the SHS by applying this lens to policy, communications and capacity building activities.  | ■ December 2022  | CEO   |

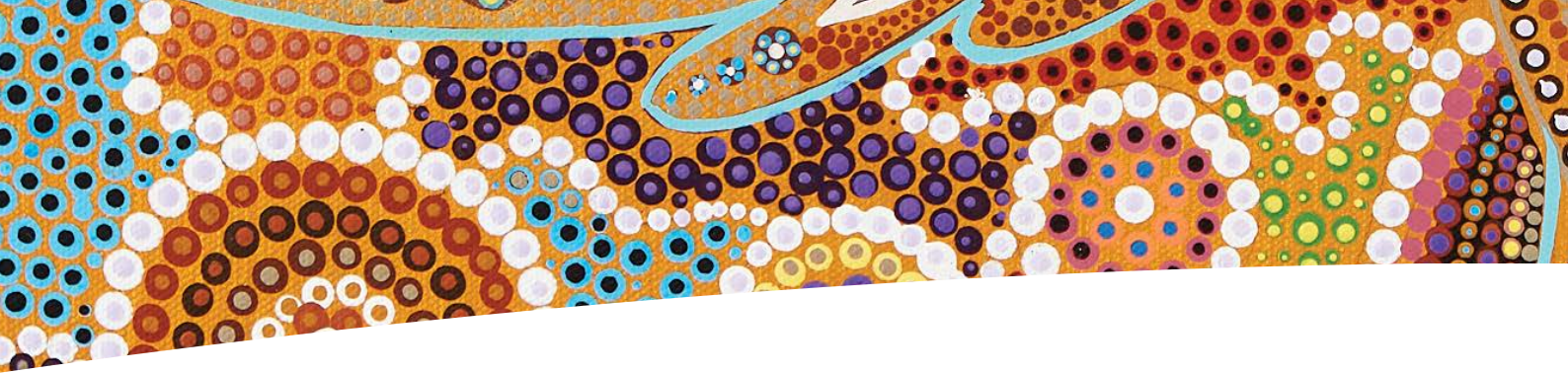




## Respect

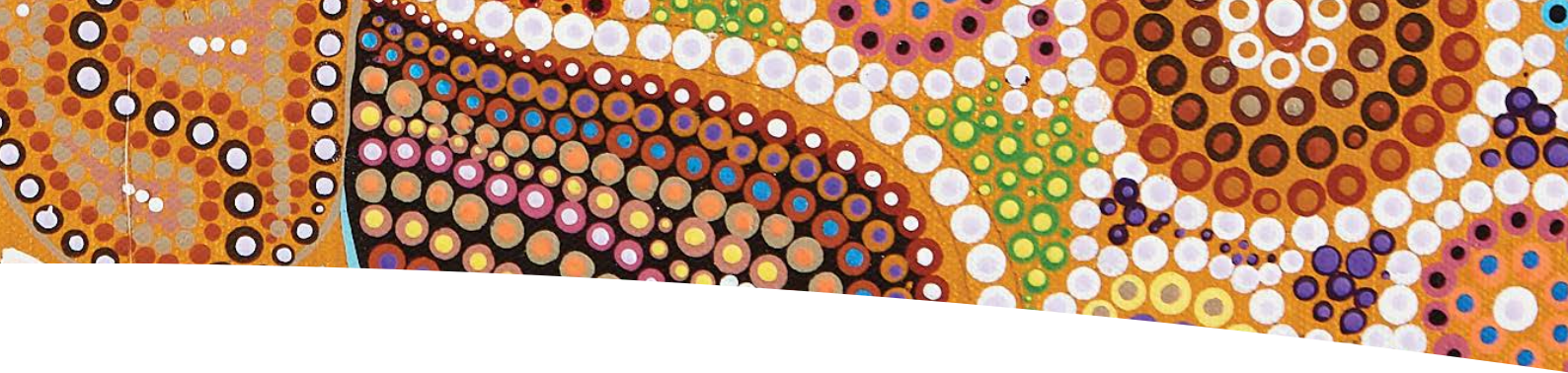
CHP celebrates Aboriginal and Torres Strait Islander cultures and histories with Aboriginal and Torres Strait Islander peoples holding the narrative. Colonisation has included systematic attempts to eradicate Aboriginal and Torres Strait Islander cultures, and invalidation of Aboriginal and Torres Strait Islander histories. This is the foundation of much discrimination. Respect and celebration of Aboriginal and Torres Strait Islander peoples, contest the forces that support over-representation of Aboriginal and Torres Strait Islander peoples among those who have been without a home. This is a key priority for CHP.

CHP will improve its knowledge of Aboriginal and Torres Strait Islander cultures and histories, with a view to being a more effective advocate for Aboriginal and Torres Strait Islander peoples. CHP will improve its cultural competence in order to model respect in its interactions with Aboriginal and Torres Strait Islander peoples, and hence function more effectively as a peak body. CHP will embed practices to celebrate NAIDOC week, the yearly celebration of the histories, cultures and achievements of Aboriginal and Torres Strait Islander peoples.

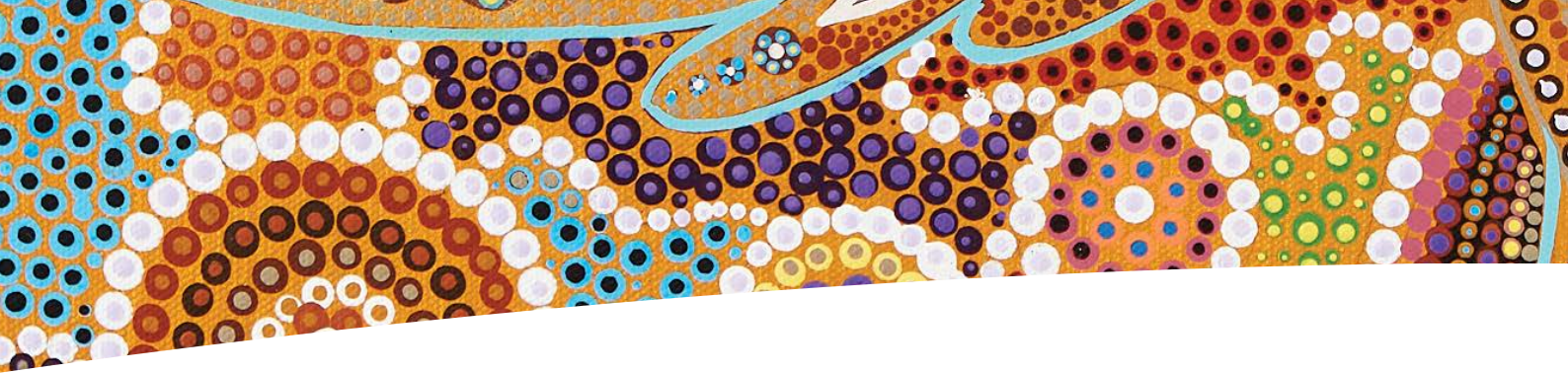


| Action  | Deliverable  | Timeline   | Responsibility (Lead)  |
|---|--|--|--|
| <b>1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b> | CHP will provide opportunities for all staff, RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.   | ■ 30 May 2022  | CEO<br>Capacity Building Coordinator                               |
|   | CHP will develop a system to review the cultural learning needs of all current staff members within our organisation. This system will ensure that all current staff receive cultural competency training.   | ■ 28 February 2023   | Capacity Building Coordinator<br>Capacity Building Officer         |
|   | CHP will consult with Traditional Owners and Aboriginal and Torres Strait Islander advisors on the development of and implementation of a cultural learning strategy.  | ■ June 2022  | Capacity Building Coordinator<br>Director of Services              |
|   | CHP will formalise an Aboriginal and Torres Strait Islander cultural awareness training strategy to support staff and volunteers having a level of cultural awareness that is relevant to their roles and has an emphasis on continuous education. | ■ July 2022  | Capacity Building Officer  |
|   | CHP will trial the use of a variety of methods to engage staff and volunteers in enhancing cultural awareness and cultural competence, including reviewing induction processes.  | ■ March 2023   | Manager, Consumer Programs & Capacity Building<br>PESP Team Leader |
|   | CHP will investigate options for embedding the Centre for Cultural Competence Australia's online training courses as part of requirements of all staff.  | ■ January 2023   | Director of Services<br>Capacity Building Coordinator              |
|   | CHP will formalise training delivered by the VISHN Coordinator to new PESP members biennially.   | June 2023  | Director of Services   |
|   | CHP will continue to support staff and volunteer participation in VISHN conferences.   | Conferences are held quarterly. Dates are yet to be scheduled by VISHN.<br>Review:<br>■ January 2023 | Director of Services   |



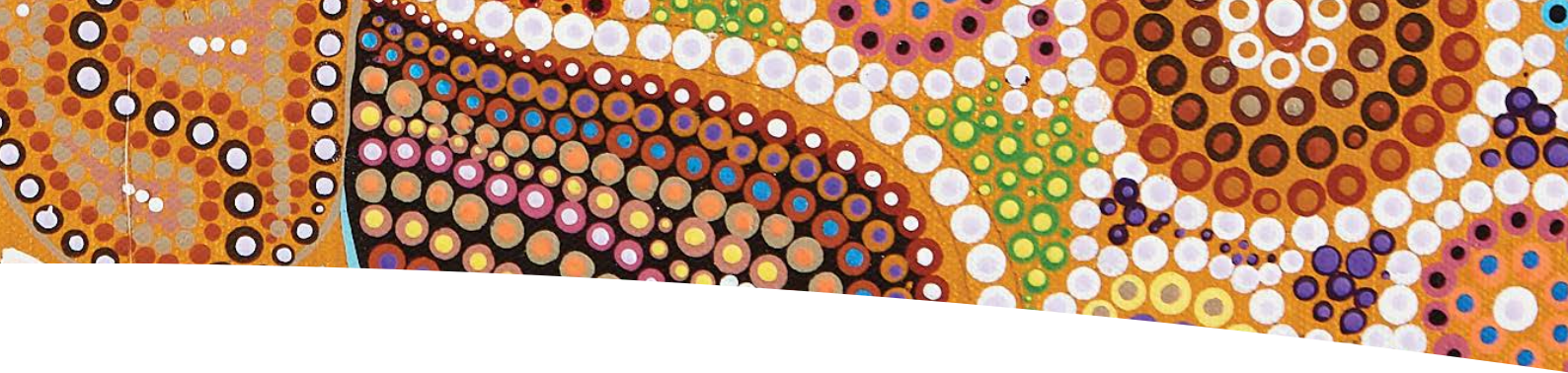


| Action   | Deliverable   | Timeline  | Responsibility (Lead)                          |
|--|---|---|--|
| <b>2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>      | CHP will increase staff's understanding of the purpose and significance of cultural protocols, including Acknowledgement of Country and Welcome to Country.   | <ul style="list-style-type: none"> <li>June 2022</li> </ul>   | CEO  |
|  | CHP will develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country   | <ul style="list-style-type: none"> <li>July 2022</li> </ul>   | CEO  |
|  | CHP will review internal policies and procedures to support alignment with the cultural protocol document.  | <ul style="list-style-type: none"> <li>August 2023</li> </ul>   | CEO  |
|  | CHP's cultural protocol document will include a (current) list of Registered Aboriginal Parties in Victoria consistent with the Victorian Aboriginal Heritage Council website.                            | <ul style="list-style-type: none"> <li>May 2022</li> <li>Review:               <ul style="list-style-type: none"> <li>January 2023</li> <li>January 2024</li> </ul> </li> </ul> | Manager, Policy & Communications               |
|  | CHP will invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events such as CHP's biennial state homelessness conference. | <ul style="list-style-type: none"> <li>May 2022</li> </ul>  | CEO  |
|  | CHP will include an Acknowledgement of Country or other appropriate protocols at the commencement of formal meetings and events.  | <ul style="list-style-type: none"> <li>May 2022</li> <li>Review:               <ul style="list-style-type: none"> <li>January 2023</li> </ul> </li> </ul>                       | Lead: CEO<br>Support: All staff and volunteers |
| <b>3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b> | The CHP RAP Working Group will provide information about NAIDOC Week (eg annual themes and events) to all staff and recommend appropriate CHP participation in an external NAIDOC Week event              | <ul style="list-style-type: none"> <li>June 2022</li> <li>June 2023</li> </ul>  | Capacity Building Coordinator                  |
|  | The CHP RAP Working Group will participate in an external NAIDOC Week event   | <ul style="list-style-type: none"> <li>July 2022</li> <li>July 2023</li> </ul>  | Capacity Building Coordinator                  |
|  | CHP will review HR policies and procedures to remove barriers to staff and volunteers participating in NAIDOC Week.   | <ul style="list-style-type: none"> <li>March 2023</li> </ul>  | CEO  |
|  | CHP will promote and encourage all staff to participate in external NAIDOC events.  | <ul style="list-style-type: none"> <li>June 2022</li> <li>June 2023</li> </ul>  | Capacity Building Coordinator                  |



| Action  | Deliverable   | Timeline  | Responsibility (Lead)            |
|---|---|---|----------------------------------|
| 4. Recognise the expertise of Aboriginal and Torres Strait Islander workers and consumers in responding to homelessness                     | CHP will explore the possibility of recognising outstanding achievements of Aboriginal and Torres Strait Islander workers/programs/agencies through its biennial state conference homelessness achievement awards.                                      | May 2023  | Policy and Advocacy Officer      |
|   | CHP will actively seek Aboriginal and Torres Strait Islander expertise in its work including developing SHS policy positions, research papers reports and other related documents and initiatives, to maximise cultural appropriateness.                | Ongoing.<br>Review:<br><ul style="list-style-type: none"> <li>■ June 2022</li> <li>■ December 2022</li> <li>■ June 2023</li> <li>■ December 2023</li> </ul>   | Manager, Policy & Communications |
| 5. Ensure that the unique experiences of Aboriginal and Torres Strait Islander homelessness are respectfully reflected in the CHP services. | CHP will review all internal policies to ensure each recognises and reflects the unique experiences and rights of Aboriginal and Torres Strait Islander peoples.  | Ongoing.<br>At least one policy is allocated for review at each monthly CHP staff meeting.<br>Review:<br><ul style="list-style-type: none"> <li>■ January 2023</li> </ul>                                   | Director of Services             |
|   | CHP will actively seek the input and expertise of Aboriginal and Torres Strait Islander peoples who have been without a home through active recruitment to our Peer Education and Support Program. This will be reported through the RAP Working Group. | Recruitment promotion phase<br><ul style="list-style-type: none"> <li>■ 10 October - 16 December 2022.</li> </ul> New PESP commence<br><ul style="list-style-type: none"> <li>■ 20 February 2023</li> </ul> | PESP Team Leader                 |
|   | CHP will seek sponsorship to allow it to dedicate one edition of <i>Parity</i> magazine to Aboriginal and Torres Strait Islander homelessness on a regular basis for example, every two years.  | Review:<br><ul style="list-style-type: none"> <li>■ December 2022</li> <li>■ December 2023</li> </ul>   | <i>Parity</i> Editor<br>CEO      |

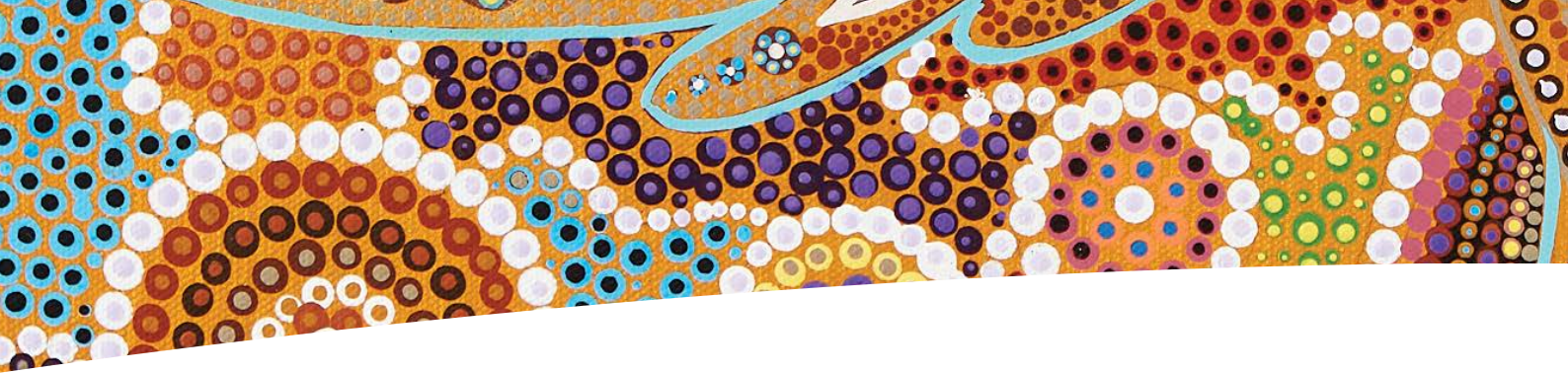




## Opportunities

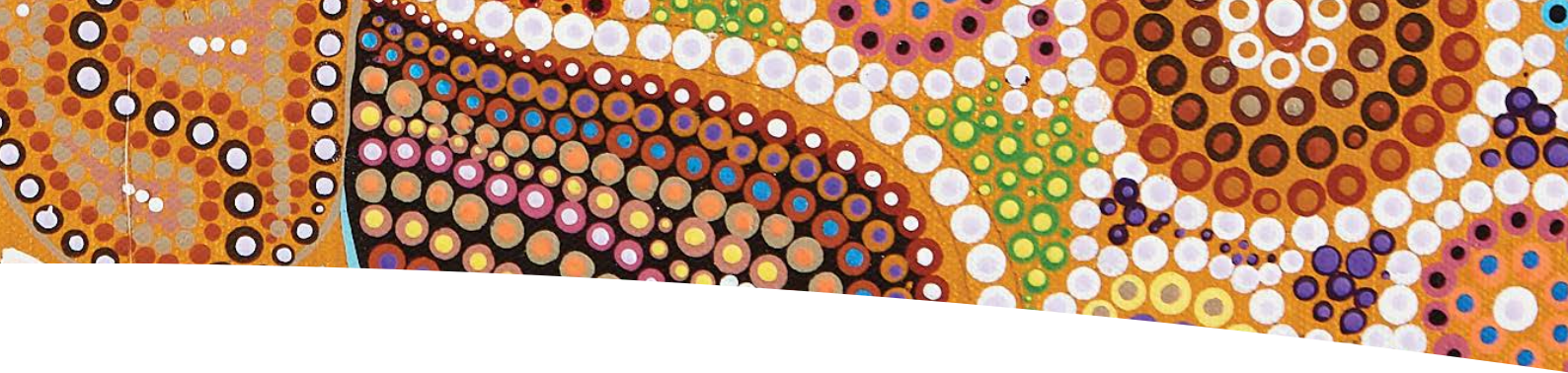
CHP recognises the economic structures supporting the over-representation of Aboriginal and Torres Strait Islander peoples amongst those without a home, while marginalising Aboriginal and Torres Strait Islander voices and strengths. CHP recognises that reconciliation, is about more than advancing the voices of Aboriginal and Torres Strait Islander people, and that reconciliation includes addressing the material impacts of dispossession. CHP understands that organisations benefit from having staff and volunteers with diverse experiences, backgrounds, and perspectives, and CHP understands that improving recruitment of Aboriginal and Torres Strait Islander board, staff and volunteers will improve our organisation, while contributing to reconciliation.

Over the course of this RAP, CHP will interrogate its recruitment practices and those that impact on staff retention, in order to identify opportunities to recruit and support Aboriginal and Torres Strait Islander staff and volunteers. CHP will increase its procurement from Aboriginal and Torres Strait Islander businesses.

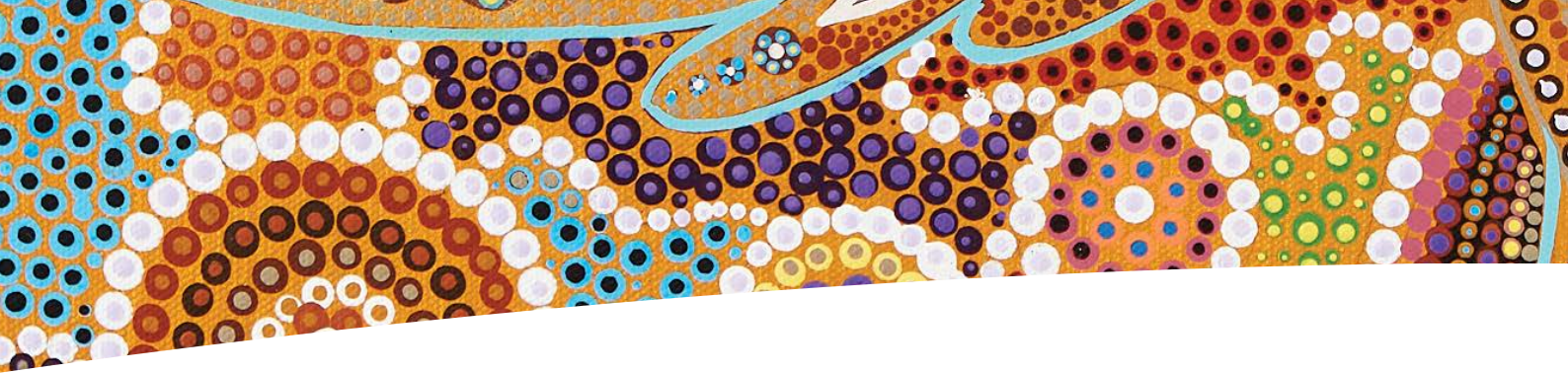


| Action   | Deliverable  | Timeline  | Responsibility       |
|--|--|---|----------------------|
| <b>1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b> | CHP will seek to build an understanding of our current Aboriginal and Torres Strait Islander staff and volunteers to inform future employment opportunities.   | <ul style="list-style-type: none"> <li>June 2022</li> </ul> Review: <ul style="list-style-type: none"> <li>June 2023</li> </ul>   | CEO                  |
|  | CHP will engage with existing and former Aboriginal and Torres Strait Islander staff and volunteers to consult about employment strategies, including professional development.  | <ul style="list-style-type: none"> <li>July 2022</li> </ul> Review: <ul style="list-style-type: none"> <li>July 2023</li> </ul>   | CEO                  |
|  | Following relevant consultation and review, CHP will develop and implement an Aboriginal and Torres Strait Islander Recruitment, Retention strategy and Professional Development Strategy.   | <ul style="list-style-type: none"> <li>March 2023</li> </ul>  | CEO                  |
|  | CHP will advertise all employment opportunities through <a href="http://atsijobs.com.au/">http://atsijobs.com.au/</a> , and the VISHN network.   | <ul style="list-style-type: none"> <li>May 2022</li> </ul> Review: <ul style="list-style-type: none"> <li>February 2023</li> </ul>  | Office Manager       |
|  | CHP will include in all job advertisements, 'Aboriginal and Torres Strait Islander peoples are encouraged to apply'.   | <ul style="list-style-type: none"> <li>May 2022.</li> </ul> Review: <ul style="list-style-type: none"> <li>January 2023</li> <li>January 2024</li> </ul>                    | Office Manager       |
|  | CHP will foster representation from Aboriginal and Torres Strait Islander peoples on the SHS Workforce Development Working Group to influence training and professional development opportunities for Aboriginal and Torres Strait Islander workers.   | <ul style="list-style-type: none"> <li>May 2022</li> </ul> Review: <ul style="list-style-type: none"> <li>November 2022</li> <li>May 2023</li> <li>November 2023</li> </ul> | Director of Services |
|  | CHP will collect, analyse, report, and respond to the training and professional development needs of Aboriginal and Torres Strait Islander workers through its Training Needs Analysis survey  | <ul style="list-style-type: none"> <li>September 2022</li> </ul> <ul style="list-style-type: none"> <li>September 2023</li> </ul>   | Director of Services |
|  | The SHS Workforce Development Strategy includes the goal to increase the numbers of Aboriginal and Torres Strait Islander peoples working in the SHS. CHP will actively support this goal by developing partnership with ACCO's to explore how to attract, train and develop Aboriginal and Torres Strait Islander workers for the sector. | <ul style="list-style-type: none"> <li>December 2022</li> </ul>   | Director of Services |
|  | CHP will review its HR and recruitment policies to reduce barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.  | <ul style="list-style-type: none"> <li>March 2023</li> </ul>  | Director of Services |





| Action  | Deliverable   | Timeline   | Responsibility  |
|---|---|--|---|
|   | CHP will increase the percentage of Aboriginal and Torres Strait Islander staff employed and volunteers engaged in CHP's workforce.   | Ongoing.<br>Review:<br>■ January 2023                              | CEO<br>Manager<br>Policy &<br>Communications<br>Director of<br>Services |
|   | CHP will seek to maintain Aboriginal and Torres Strait Islander expertise on the CHP Board.   | Ongoing.<br>Review:<br>■ November 2022<br>■ November 2023          | Chair of Board  |
| <b>2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b> | CHP will develop and implement an Aboriginal and Torres Strait Islander procurement strategy.   | ■ December 2022  | CEO<br>Manager<br>Policy &<br>Communications<br>Director of<br>Services |
|   | CHP will investigate Supply Nation membership or alternative.   | ■ December 2022  | Lead: CEO<br>Support: CHP Board   |
|   | CHP will audit the goods and services procured and develop a strategy for engaging a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services and communicate this to staff. | ■ September 2022   | CEO   |
|   | CHP will review and update procurement policies and procedures to minimise barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses.   | ■ September 2022   | CEO   |
|   | CHP will develop at least one commercial relationship with an Aboriginal and Torres Strait Islander business.   | ■ January 2023   | CEO   |
|   | CHP will routinely consider engaging Aboriginal and Torres Strait Islander trainers to deliver appropriate professional development opportunities.  | ■ May 2022<br>■ September 2022<br>■ April 2023<br>■ September 2023 | Director of Services  |



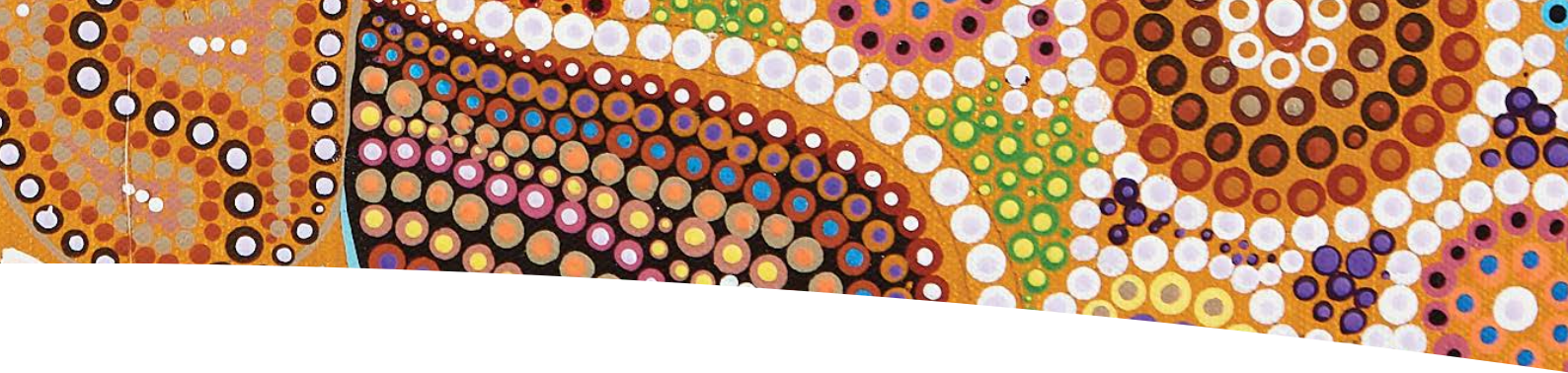
## Governance

This Reconciliation Action Plan is an opportunity for CHP to continually reflect on how it is furthering reconciliation, and to hold itself to account for this commitment. Strong governance is a means for CHP to embed reconciliation across its work, and to continually hold itself to a high standard. CHP is dedicated to reconciliation, remaining ambitious, and through its RAP governance, to further reflect on and strengthen that ambition.

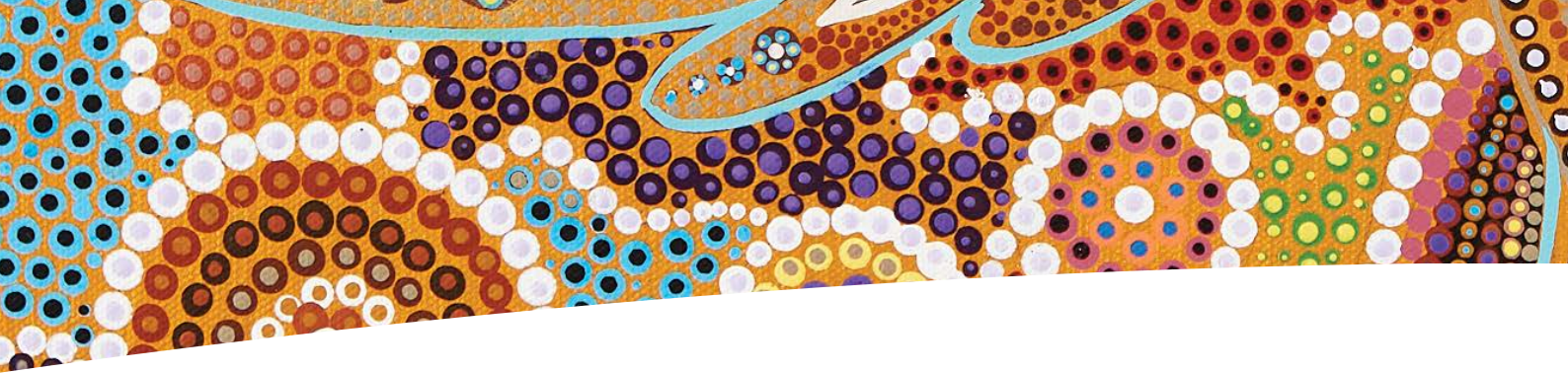
CHP’s RAP Working Group will meet regularly, monitoring achievements, and reflecting on opportunities to deliver on both the spirit and the prescription of the actions in this RAP. The RAP Working Group will always include Aboriginal and Torres Strait Islander expertise. CHP will ensure that the RAP is resourced, has internal advocates, and reports publicly.

| Action  | Deliverable   | Timeline  | Responsibility              |
|---|---|---|-----------------------------|
| <b>1. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.</b> | CHP will maintain Aboriginal and Torres Strait Islander representation on the RWG, with a minimum of three Aboriginal and Torres Strait Islander peoples on the RWG at all times. | Ongoing.<br>Review:<br><ul style="list-style-type: none"> <li>■ June 2022</li> <li>■ January 2023</li> <li>■ June 2023</li> </ul>   | Director of Services        |
|   | CHP will develop and implement a Terms of Reference for the RWG.  | <ul style="list-style-type: none"> <li>■ May 2022</li> </ul> Review:<br><ul style="list-style-type: none"> <li>■ February 2023</li> </ul>   | Director of Services<br>RWG |
|   | CHP will convene at least four face-to-face RWG meetings per year to drive and monitor RAP implementation.  | <ul style="list-style-type: none"> <li>■ May 2022</li> <li>■ August 2022</li> <li>■ November 2022</li> <li>■ February 2023</li> <li>■ May 2023</li> <li>■ August 2023</li> <li>■ November 2023</li> </ul> | Director of Services        |





| Action   | Deliverable   | Timeline  | Responsibility                                   |
|--|---|---|--|
| <b>2. Provide appropriate support for effective implementation of RAP commitments.</b> | CHP will engage right across the organisation in the delivery of RAP commitments - through its senior leaders, staff and volunteers by reporting tasks, progress and achievement to staff, management and board meetings. | <ul style="list-style-type: none"> <li>■ May 2022</li> <li>■ August 2022</li> <li>■ November 2022</li> <li>■ February 2023</li> <li>■ May 2023</li> <li>■ August 2023</li> <li>■ November 2023</li> </ul> | CEO  |
|  | CHP will develop and maintain appropriate systems to track, measure and report on RAP commitments.  | <ul style="list-style-type: none"> <li>■ May 2022</li> </ul> Review:<br><ul style="list-style-type: none"> <li>■ January 2023</li> </ul>  | Capacity Building Coordinator (reporting to CEO) |
|  | CHP will appoint and maintain an internal RAP Champion from senior staff.   | <ul style="list-style-type: none"> <li>■ May 2022</li> </ul> Reviewed:<br><ul style="list-style-type: none"> <li>■ June 2022</li> <li>■ January 2023</li> <li>■ December 2023</li> </ul>                  | CEO  |
|  | Contact Reconciliation Australia to ensure that our primary and secondary contact are up-to-date to ensure we are receiving important correspondence.   | June 2022, 2023 and annually  | Director of Services                             |
|  | Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Measurement Questionnaire  | 1 August 2022, 2023 and annually  | Director of Services                             |
|  | CHP will commit to complete the annual RAP Impact Measurement Questionnaire   | 30 September 2022<br>30 September 2023 and annually   | Director of Services                             |
|  | CHP will define resource needs for RAP implementation, including scope and budget.  | <ul style="list-style-type: none"> <li>■ June 2022</li> </ul> Review:<br><ul style="list-style-type: none"> <li>■ February 2023</li> </ul>  | CEO  |



| Action   | Deliverable   | Timeline   | Responsibility                   |
|--|---|--|----------------------------------|
| <b>3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b> | CHP will Report RAP progress to all staff and senior leaders quarterly via staff meetings.  | <ul style="list-style-type: none"> <li>■ June 2022</li> <li>■ September 2022</li> <li>■ December 2022</li> <li>■ March 2023</li> <li>■ June 2023</li> <li>■ September 2023</li> <li>■ December 2023</li> </ul> | Director of Services             |
|  | CHP will Report RAP progress to Board meetings, at a minimum through the Operations Report.   | The CHP Board meets bi-monthly, with the first meeting in this RAP cycle May 2022<br>Review: <ul style="list-style-type: none"> <li>■ February 2023</li> </ul>   | CEO<br>Director of Services      |
|  | CHP will publicly report its RAP achievements, challenges and learnings, annually through its Annual General Meeting and its Annual Report    | November 2022<br>November 2023   | Manager, Policy & Communications |
|  | CHP will seek to participate in Reconciliation Australia's biennial Workplace RAP Barometer.  | <ul style="list-style-type: none"> <li>■ May 2024</li> </ul>   | CHP Board<br>CEO                 |
| <b>4. Continue CHP's reconciliation journey by developing our next RAP.</b>  | CHP will register via Reconciliation Australia's website to begin developing its next RAP building on learnings, challenges and achievements. | <ul style="list-style-type: none"> <li>■ December 2023</li> </ul>  | Capacity Building Coordinator    |

## Contact details

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