



Innovate RAP

Link Wentworth's Reconciliation Action Plan
May 2025 – May 2027



**Link
Wentworth**
Providing homes, building futures.



Acknowledgement of Country

Link Wentworth celebrates the deep and enduring connection of Aboriginal and Torres Strait Islander peoples to Country and acknowledges their continuing Custodianship of the land, seas and sky.

Our offices stand on lands that are Traditionally Owned by the peoples of:

Darug

Gundungurra

Wallumedegal

Gamaragal / Cammeraygal

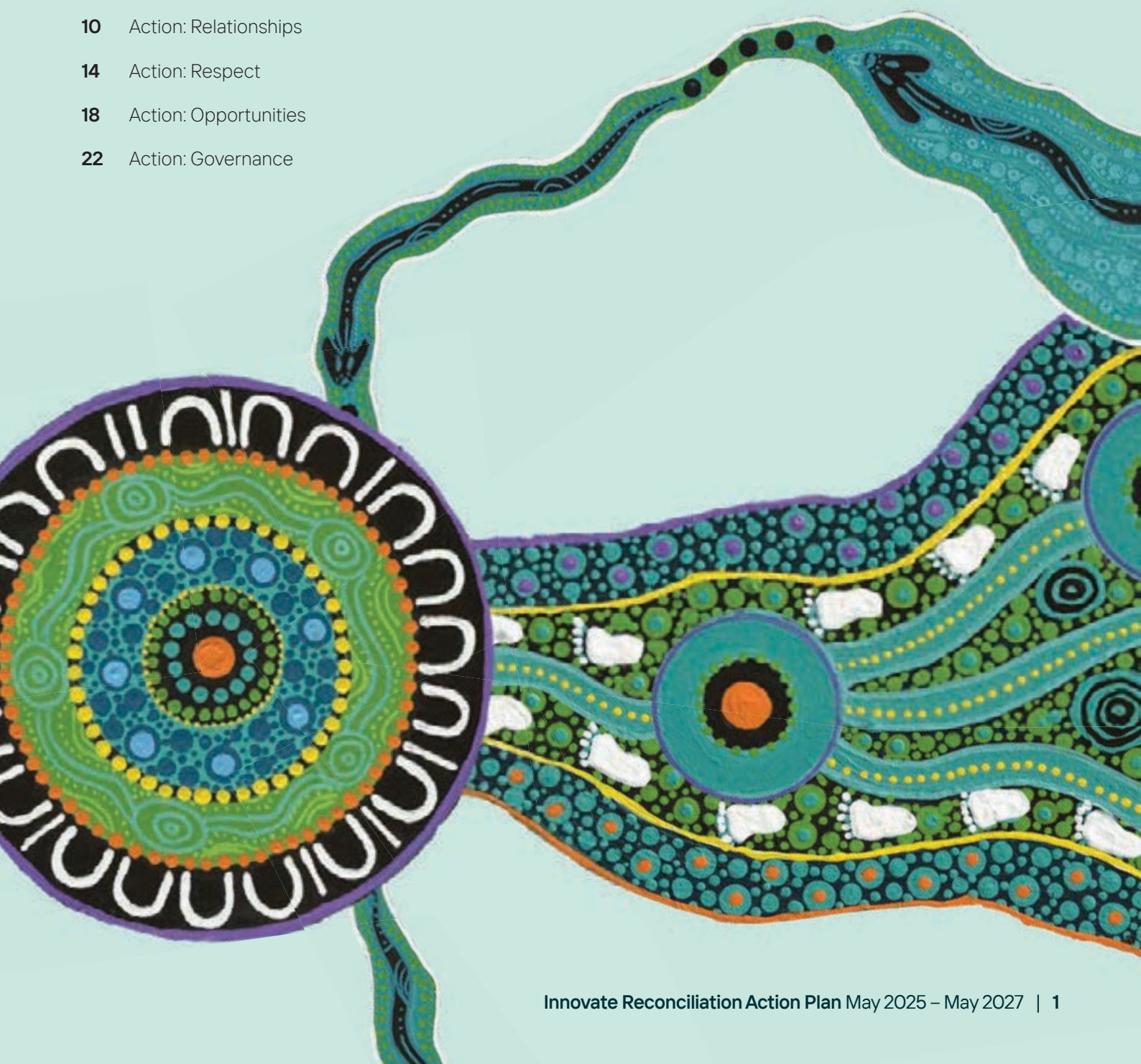
Bulyayorang; Dharug and Darkinjung
and Wiradjuri Country.

Artwork by Kayelene Slater,
'Our Journey and Community Connections'
2025



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Link Wentworth CEO

It is with a spirit of joy that I commend this Reconciliation Action Plan – Link Wentworth's first Innovate RAP, which will underpin and inform our ongoing work as an organisation. This RAP encapsulates and defines our commitment to building a better future for everyone, through consideration and careful regard to Australia's First Peoples: specifically Aboriginal and Torres Strait Islander customers, staff, colleagues, and communities.

This Action Plan will improve the way we conduct our business. It will inform our actions across our organisation, so that we continue on a path of increasing equity and inclusivity.

This RAP is a continuation of foundational work and intentions that aim to build our cultural awareness and cultural safety into our 'business as usual'. We acknowledge that Aboriginal and Torres Strait Islander peoples are Custodians of the oldest continuing living culture on earth, and we want to uphold this respect through our work and endeavours.

Link Wentworth is committed to the process of reconciliation in Australia. As an organisation, we do this by acknowledging that the legacies of colonisation continue to impact generations of Aboriginal and Torres Strait Islander peoples to the present day, and that these adverse impacts include housing outcomes.

In developing and embarking on this RAP, Link Wentworth is committed to strengthening our understanding as an organisation and ensuring that our business objectives, culture and work practices reflect and progress reconciliation in action.

We do this because it is in alignment with our Values – respect, compassion, integrity, ambition and customer

focus – to respectfully equip ourselves in supporting Aboriginal and Torres Strait Islander staff and residents, on their terms.

Through my own experience in the UK and Australia, I have witnessed the power of listening and having meaningful conversations, in building thriving, diverse communities and strong relationships. A crucial part in building great community housing is ensuring the cultural safety and input of the communities we serve.

This RAP offers an opportunity to have important conversations; to listen, to engage, to create opportunities and to work together in a spirit of respect that incorporates all the different experiences of being an Australian.

I am proud to say that Link Wentworth's values are practiced every day, in the work we do across the organisation.

We are all learning and growing on this journey together.

I thank Link Wentworth's RAP Advisory Group and RAP Working Group, as well as all staff members who have contributed to the development of this significant document and Plan. I look forward to working to implement the actions and deliverables in our Innovate Reconciliation Action Plan over the coming three years, and the legacy we are creating: walking alongside Aboriginal and Torres Strait Islander Australians towards a more kind and equitable future.

Andrew McAnulty
Chief Executive Officer
Link Wentworth



Reconciliation Australia CEO

Reconciliation Australia commends Link Wentworth 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 Link Wentworth 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, Link Wentworth will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Link Wentworth

is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Link Wentworth's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Link Wentworth on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Artist Bio

Kayelene Slater



Kayelene is a proud Kamilaroi and Dharug woman whose ancestral bloodline connects her family to traditional Custodians and Countries. A talented and passionate artist, Kayelene grew up on Dharug Country in

the Hawkesbury, Sydney, Parramatta and Penrith regions. Her children and grandchildren were born, raised, live, work and continue their connection to Dharug Country.

Kayelene started painting as a young child using traditional techniques, symbols and elements. Using these in the same way as her ancestors and family have done links the past and the present, through her spiritual connection to country.

Kayelene studied at Nepean TAFE and developed her distinctive style of art. Her artwork is inspired and influenced by her family, their connection to country, their waterways, their stories which were passed down from generations and their sacred journeys in life.

Kayelene's artwork is highly sought-after, with many of her paintings on public exhibition and in private collections in Australia.

Artist Statement

My artwork, 'Our Journey and Community Connections', represents Link Wentworth Community Housing organisation and its staff providing services and support, and safe secure housing. It represents the organisation's values and working together with all the community, learning, sharing our knowledge and connection to Country, the land, waterways, and our commitment to reconciliation.

About this artwork

The large circle is a campsite¹ and represents the organisational values of Link Wentworth providing safe and secure housing. The U, UI symbols around the outer side of the circle represents the passionate volunteers who drove the early community housing and the white U symbols within the circle are representing the community and the staff.

The inner green circle² represents the connection and gathering between Link Wentworth staff, and the Aboriginal people in housing and in the community.

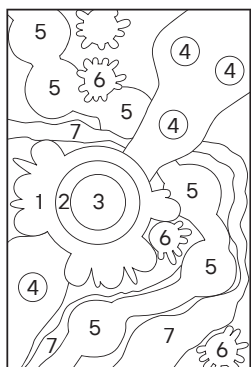
The inner teal circle³ represents the eight founding community tenancy schemes supporting and providing services.

The four small teal circles with the orange dots⁴ on the right, which joins Link Wentworth Housing, represents social, affordable, disability and homelessness services.

The footprints are representing the journey of the community and their connection to Link Wentworth Community Housing.

The joined campsites with the outside of yellow dots⁵ within the artwork represents the six Link Wentworth offices from Lithgow, Katoomba, Penrith, Windsor, West Ryde and Chatswood.

The four different coloured campsites/Circles with the white U, UI symbols⁶ are people sitting and represents our culture of the combined Countries (Wiradjuri, Gundangurra, Dharug and Eora), with the fauna and flora from the bush to the ocean. The three rivers⁷ flowing through the design are the Nepean, the Hawkesbury and the Parramatta rivers which represents the Eel Dreaming Story and the white within the artwork represents the continuous spiritual connection to Country.



- 1 Campsite
- 2 Connection and gathering
- 3 Eight founding community tenancy schemes
- 4 Social, affordable, disability and homelessness services
- 5 Link Wentworth Community housing offices
- 6 Culture of four Combined Countries (Wiradjuri, Gundangurra, Dharug and Eora)
- 7 Nepean, the Hawkesbury and the Parramatta rivers





Our vision for reconciliation

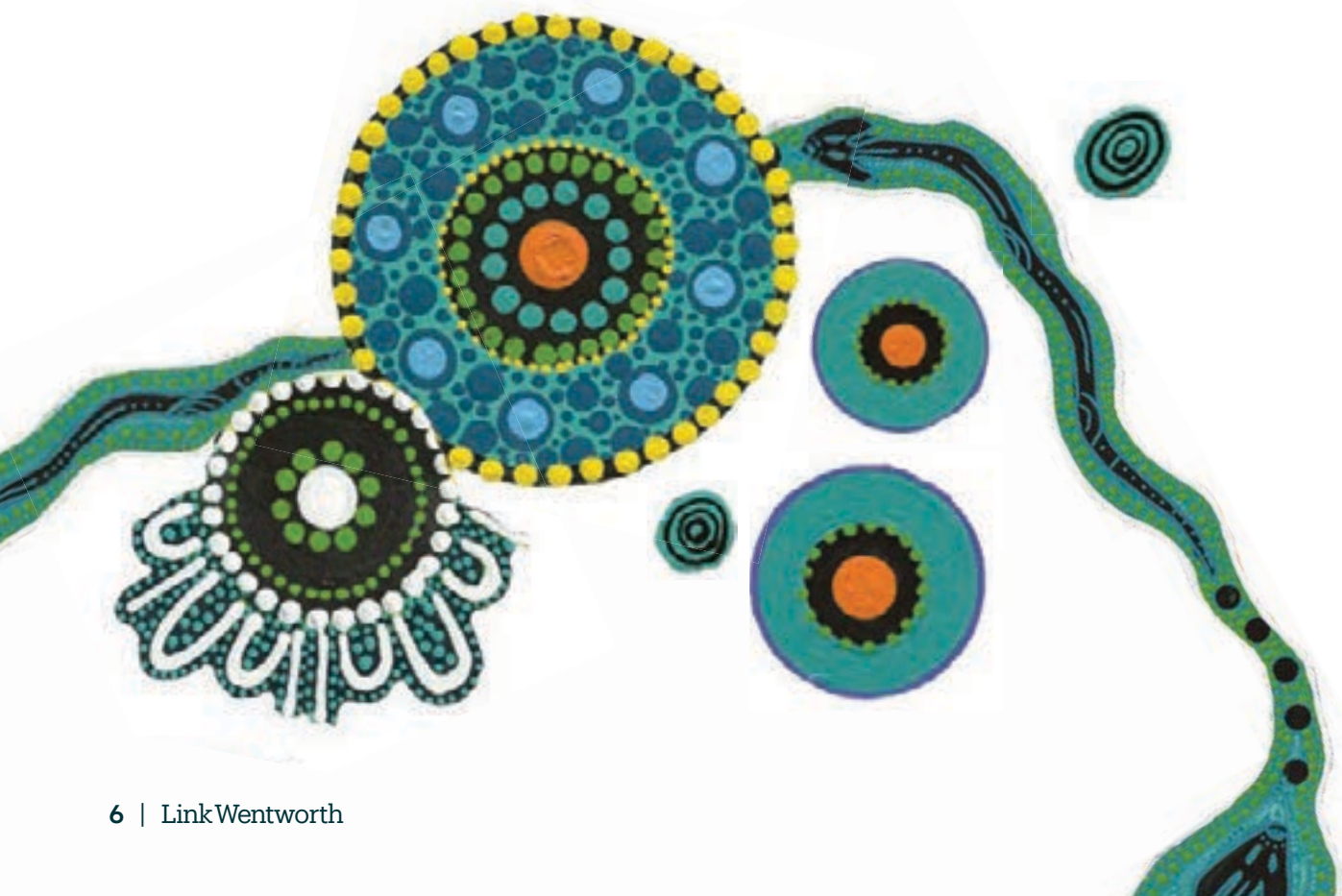
Link Wentworth identifies organisational values of compassion, integrity, and respect. Accordingly, this RAP seeks to progress our reconciliation pathway to bringing our acknowledged respect for Aboriginal and Torres Strait Islander peoples, their histories and cultures into practical application across business practices. Our reconciliation vision is an organisational framework and processes that have in-built understanding and consideration for First Nations peoples, and a culture of optimism and equity.

Through this vision, we commit to culturally aware service provision that is accessible and responsive to Aboriginal and Torres Strait Islander community members and individual needs. We seek to consult with Community on all issues pertaining to Aboriginal and Torres Strait Islander communities so that our words, spaces and practices are respectful and are built on appropriate knowledge and consideration.

We systematically address cultural, operational and procedural blind spots in our organisational approach, to establish a workplace and service delivery that is regarded by Aboriginal and Torres Strait Islander peoples as trusted and safe.

We do this with a forward-looking spirit, supporting and promoting opportunities for a shared pathways approach, so that Link Wentworth is regarded as a proud and visible reconciliation activator and leader, in our own community housing sector and beyond. Our reconciliation vision grows and expands our cultural awareness practice, understanding and opportunity at every level of our work and service.

We build on our understanding of the legacies of dispossession and trauma, and the challenges that Aboriginal and Torres Strait Islander brothers and sisters continue to face. We identify space for healing and compassion, with reconciliation driving a shared future that benefits everyone and creates lasting change.



Our business

Link Wentworth Housing is one of Australia's largest and fastest growing Community Housing Providers (CHP). Our mission is to provide more homes and deliver better services to enable a brighter future for people facing housing stress and homelessness. As a CHP, we manage and lease social, affordable and disability housing properties on behalf of stakeholders, including the state and federal government and private owners. To further meet the soaring demand for housing in New South Wales, we also develop our own properties and lease them to eligible people in need.

Originally founded in 1984, we have expanded throughout our organisational history to meet the growing needs of our community. Our most recent growth came in 2021, when we merged two Tier 1 CHPs (Link Housing and Wentworth Community Housing) to become Link Wentworth. As Link Wentworth, we currently have 226 staff – 10 or 5% of whom identify as Aboriginal and/or Torres Strait Islander people.

We offer our services across 28 local government areas mainly in Greater Sydney, the Blue Mountains and Lithgow, operating from six offices in Chatswood, Lithgow, Katoomba, Penrith, West Ryde and Windsor. The location of our two head offices, in Chatswood and Penrith, indicates the breadth of our work and impact across Greater Sydney.

Link Wentworth currently has over 10,000 residents living in approximately 6,400 homes across these areas. We count our residents as our biggest and most important stakeholders and are wholly committed to serving them to ensure they continue to have access to a safe and secure home. As of June 2022, 398 (4.4%) of our social housing residents identify as Aboriginal and/or Torres Strait Islander people. In the same period, 95 (20.6%) of all our homelessness services clients identify as Aboriginal and/or Torres Strait Islander people.

Using decades of community-driven experience, our work engages the full spectrum of housing need – from homelessness services, to social, disability and affordable housing. We also provide support services to help people sustain their tenancies, strengthen their lives and participate fully in their communities. We are one of the few housing providers in NSW to provide support services for those who are homeless or at risk of homelessness, including managing a specialist women and children's safety service, Ngurranga in the Hawkesbury.

Along with housing, we also serve our residents through targeted community engagement and outreach. As an organisation conducting grassroots work within local areas, we also count these wider communities as part of our sphere of influence. Also counted within our sphere of influence are a number of external stakeholders including community service groups and local, state and federal government bodies.

Further, we collaborate with other CHPs and housing bodies to strengthen our industry and broader influence, and to make positive change. One of our most significant relationships is with Birribee Housing – an Aboriginal housing provider wholly owned by the NSW Aboriginal Land Council – and we actively assist their operations through knowledge sharing, staff transfers and partnerships. In 2021, we transferred the management of 19 AHO properties to Tharawal, understanding their tenants would better benefit from the cultural knowledge and expertise of an Aboriginal-run service.

Link Wentworth is a registered charity (a Public Benevolent Institution) and Specialist Disability Accommodation Provider under the National Disability Insurance Scheme. We are a resident-first, people-centred organisation



Our RAP

Link Wentworth's RAP journey was borne out of a need to do more for our Aboriginal and Torres Strait Islander residents and staff members. As a housing provider, we are deeply aware of the historical displacement of Aboriginal communities and how the impact of colonisation continues to affect people's right to a home. Aboriginal and Torres Strait Islander people are disproportionately represented when it comes to social housing need. We are impassioned to ensure we not only address their unique needs with sensitivity and care but also work to find solutions for the issue of housing affordability.

Link Wentworth wants to use our platform and influence to embark on a reconciliation journey that produces actionable, practical, and culturally appropriate outcomes for our Aboriginal and Torres Strait Islander communities.

Link Wentworth's Innovate RAP was championed and brought to life by our RAP Working Group. The group consists of a diverse range of staff across our organisation, including Aboriginal and Torres Strait Islander representation. Current members include:

- **Eva Gerencer**, Chief Communications Officer (Executive RAP Champion)
- **Jane Cunningham**, Manager, Partnerships & Disability (Co-Chair)
- **Kate O'Connell**, Communications & Engagement Specialist (Co-Chair)
- **Deb Clark**, Customer Experience Representative
- **Jessica Hebb**, Intake & Analysis Worker
- **Christina Hough**, Lead, Service Delivery and Improvement
- **Jennifer Husman**, Development Project Manager
- **Dinesha Karunarathna**, Head of Financial Control
- **Vanessa Tomas**, Community Programs Coordinator
- **Billie-Jo Williams**, proud Wiradjuri woman, Team Leader, Domestic and Family Violence Services

To ensure adequate Aboriginal and Torres Strait Islander representation on our internal RAP Working Group, our members reached out to staff who identify as Aboriginal or Torres Strait Islander and personally asked them to join. Link Wentworth's Working Group members include persons who identify as Aboriginal. We also made sure to encourage Aboriginal and Torres Strait Islander staff participation when communicating internally about the group.



In bringing our RAP to life, we are also grateful to our RAP Advisory Committee which was established in April 2023. The committee comprises a number of external Aboriginal and Torres Strait Islander stakeholders, including residents and service representatives.

The RAP Advisory Committee will continue to meet regularly throughout the implementation of our Innovate RAP, to guide and inform meaningful reconciliation initiatives:

- **Lynne Dunne**, Link Wentworth resident
- **Aunty Leslie Wright**, Link Wentworth resident
- **Aunty Sue Wardhaugh**, Link Wentworth resident
- **Uncle Barry Wade**, Link Wentworth resident
- **Margaret Wade**, Link Wentworth resident
- **Kayelene Slater**, Link Wentworth resident
- **Paul Teerman**, Aboriginal Partnerships Specialist, Community Housing Industry Association
- **Sandalee West**, Mission Australia
- **Billie-Jo Williams**, Team Leader, Domestic and Family Violence Services
- **Andrew McNulty**, Link Wentworth CEO

We are committed to seeking this expert advice directly from the Aboriginal and Torres Strait Islander community to ensure we are culturally appropriate and sensitive to all needs of the community. Thank you to the Committee for your friendship, time, patience and wisdom.

Recognising the importance of an external RAP Committee with representation from Aboriginal and Torres Strait Islander community members and residents was a finding we made in our first RAP journey of 2020.

Link Wentworth (then Link Housing) embarked on our first RAP to formalise our commitment to reconciliation. We had an ambition to become a more diverse and inclusive workplace, and also aimed to strengthen and deepen our relationships with Aboriginal and Torres Strait Islander partners, community services, residents and staff. In doing so, we established a relationship with the Metropolitan Local Aboriginal Land Council (LALC) and continue to consult their opinion in matters related to the housing crisis and community engagement.

In our Reflect RAP journey, we focused on three key areas, including organisational commitment to reconciliation, shared understanding, and laying the foundations to connect. These are still practiced throughout our organisation today and lay the foundation on which we embarked on our Innovate RAP.

In the three years since we formalised our Reflect RAP and expanded our service offering to more of Sydney, we've solidified our commitment to our Aboriginal and Torres Strait Islander stakeholders. By strengthening and sparking new relationships across diverse community groups and developing an attuned understanding of the current needs within the housing system, Link Wentworth feels confident that our Reflect RAP journey still makes an impact to this day.

In completing the development of this Innovate RAP, we have made a promise to track and report on our journey to ensure we meet the deliverables outlined in this document.

We are ready and open to embark on a new stage of the reconciliation journey.

Relationships



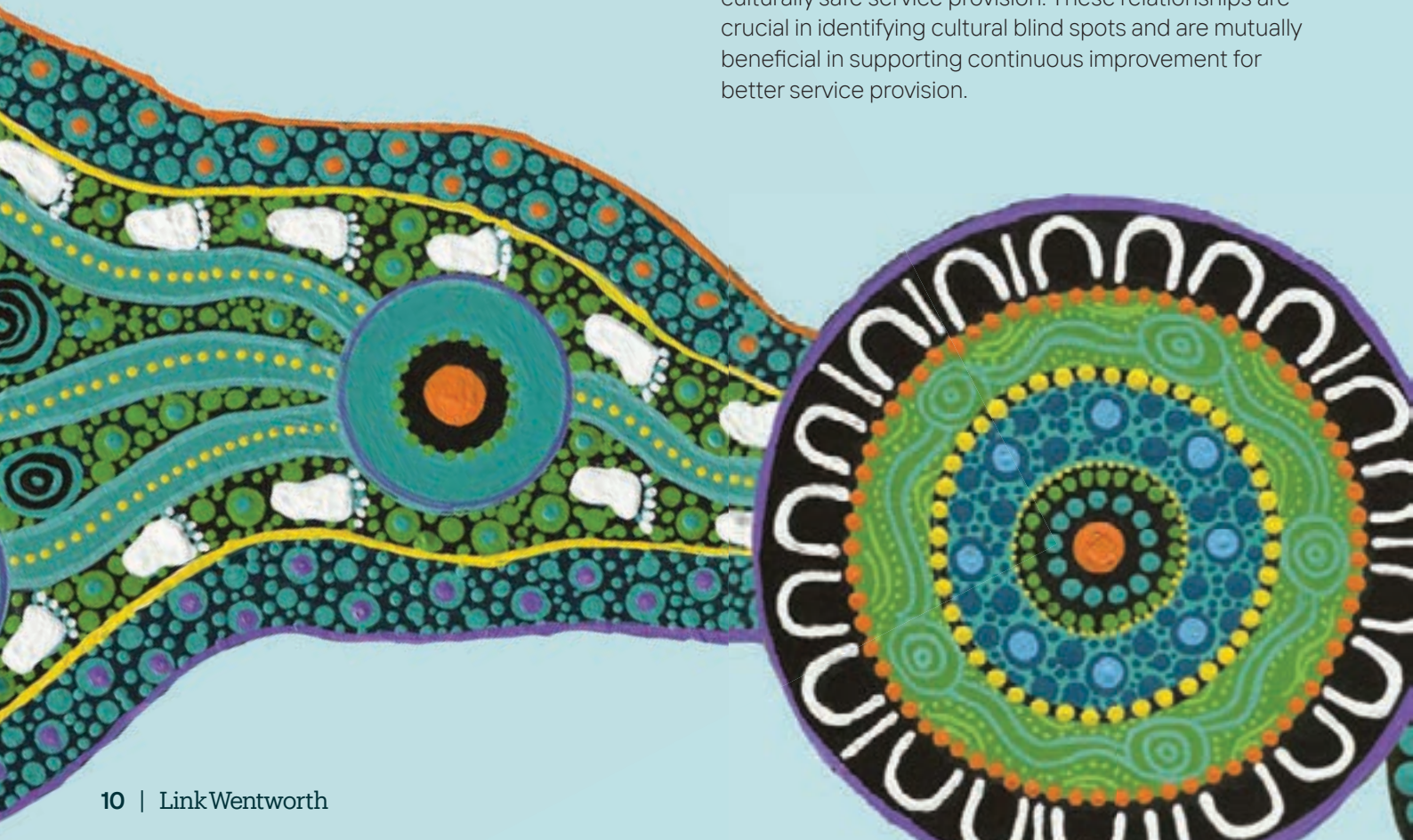
Link Wentworth is committed to deepening our connection with Aboriginal and Torres Strait Islander residents, customers and communities. In embarking on our Innovate RAP journey, we established an Advisory Group of residents, service partners and staff to help inform our path forward. Their knowledge and guidance have been crucial in the development of this RAP.

Our organisation has existing working relationships with several Aboriginal and Torres Strait Islander individuals and organisations, in different lines of business. We mutually share opportunities and resources and work together toward realising Link Wentworth's Reconciliation principles and specific goals of this RAP, including culturally safe practices, cultural awareness and education, legally acquired artwork and knowledge sharing, appropriate use of language and terminology, policy consultation and development, and community building.

Stakeholders and service providers engage across all aspect of the business, including community consultation, events and sponsorship, cultural events, and safe workplaces.

Link Wentworth is developing relationships with other Aboriginal and Torres Strait Islander-led organisations, with specific targets for future connections. As we strive towards reconciliation, we are dedicated to further strengthening relationships through proactive engagement, communication and, most importantly, partnerships. We understand that collaboration not only makes our organisation stronger but uplifts the entire sector. We are committed to putting First Nations peoples and partnerships at the centre of our work to ensure we are delivering a trauma-informed, strengths-based service.

As an organisation, we strive to put the needs of our residents first. Our Aboriginal and Torres Strait Islander customers and clients provide key insight and feedback into our organisational approach to reconciliation and culturally safe service provision. These relationships are crucial in identifying cultural blind spots and are mutually beneficial in supporting continuous improvement for better service provision.



Action

Maintain and reinforce relationships with Aboriginal and Torres Strait Islander individuals, stakeholders and organisations.

Deliverable	Timeline	Responsibility
- Identify specific areas in which to pursue relationships with Aboriginal and Torres Strait Islander-led organisations, cultural officers and individuals, to increasingly inform initiatives with a shared narrative, including: - Cultural Officers - Penrith and Hawkesbury City councils - Deerubbin Land Council - Bathurst Aboriginal Land Council - University of New South Wales: Dalang project - Mingaan Wiradjuri Aboriginal Corporation	Review June 2025	Communications & Engagement Specialist
- Organise activities that create new business relationships with Aboriginal and Torres Strait Islander people through our biennial Staff Conference and other identified staff professional development days, including: - Speakers - Educators - Subject specialists - Artists	Commence Sep 2025 Review May 2026	People & Culture Business Partner/ RWG Co-Chairs
Continue to support the growth of Aboriginal-owned-and-operated Community Housing, through staff secondments and consultancy.	Review May 2025 then annually	CEO
Request and invite feedback sessions from key Aboriginal and Torres Strait Islander stakeholders to improve and maintain relationships and inform best practice engagement principles for the future.	Review July 2025	Team Leader, Community Programs
Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Commence May 2025 Review May 2026	RWG Co-Chairs, delivered via Community Programs, People & Culture and Ngarrunga



Action

Build relationships through celebrating National Reconciliation Week (NRW)

Deliverable	Timeline	Responsibility
• Staff volunteers participate in external community events – e.g., National Reconciliation Week.	May 2026	Co-Chairs RWG
• Senior leaders to participate in internal and external NRW events.	May 2026	Co-Chairs RWG
• Organise at least one NRW external event each year (with residents and community members).	May 2025 May 2026	Community Programs Coordinator/ Communications & Engagement Specialist
• Organise at least one NRW internal event each year.	May 2025 May 2026	Coordinator/ Communications & Engagement Specialist
• Register all our NRW events on Reconciliation Australia's NRW website.	May 2025 May 2026	Communications & Engagement Specialist

Action

Promote reconciliation through our sphere of influence

Deliverable	Timeline	Responsibility
• Communicate Link Wentworth's reconciliation commitment across internal and public interfaces, corporate messaging and communications platforms including updating our website and creating a RAP Hub.	Review May 2025	Communications & Digital Marketing Officer
• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Review May 2025 then annually	Chief Communications Officer/ Chief Customer Officer
• Collaborate with RA and other like-minded organisations to develop ways to advance reconciliation.	Review September 2025	RWG Co-Chairs
• Share and amplify Aboriginal and Torres Strait Islander stories and voices throughout the business at every opportunity, including through: - Corporate newsletters - Residents newsletters - Public speaking	March, June, September, December annually	Communications & Engagement Specialist
• Establish central, accessible resource point to support staff awareness and organisational cultural safety, through: - Reconciliation Working Group SharePoint Hub - Link Wentworth Cultural Protocol Guide	May 2025	Communications & Engagement Specialist

Action

Promote reconciliation through our sphere of influence

Deliverable	Timeline	Responsibility
Maintain and review a staff engagement strategy to raise awareness of reconciliation across our workforce. Ensure opportunities aligned with annual cultural days, national dates of recognition, information sharing and the Communications events calendar and provide monthly updates in all-staff meetings.	Review May 2025 then annually	Communications Team RWG Co-Chairs

Action

Promote positive race relations through anti-discrimination strategies

Deliverable	Timeline	Responsibility
Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2025	People & Culture Business Partner
Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors, through our RAP Advisory Group to consult on our anti-discrimination policy.	July 2025	People & Culture Business Partner
Educate all staff on the effects of racism, including adding a mandatory cultural competency component addressing the impacts of racism in Senior Leaders Workshops and training.	May 2025	People & Culture Business Partner
Link Wentworth policies and business endeavours reference reconciliation as a shared pathway and are communicated with a spirit of positivity and mutual benefit.	Review May annually	RWG Co-Chairs
Review and communicate an anti-discrimination policy for our organisation.	Review June 2025	P&C Business owner



Respect



Respect is one of Link Wentworth's core organisational values. We have made an enduring promise to value every person we engage with, and to treat them fairly and equitably. We extend this sentiment to all our Aboriginal and Torres Strait Islander residents, staff and community members.

As a housing provider, Link Wentworth understands the importance of place and identity. With our properties located on the traditional lands of the Eora, Darug, Cammeraygal, Gadigal, Gundungurra, Bundjalung, Darkinjung, Bulyayorang, Wallumedegal, Tharawal, and Wiradjuri nations, we are mindful of our Aboriginal and Torres Strait Islander communities and their deep and continuing connection to the land, water, and skies. We understand it always has been, and always will be, their home.

We aim to acknowledge and uplift the deep cultural and spiritual connection our First Nations people have with Country. Their enduring knowledge and stories can help us to strengthen our service delivery and community engagement, as well as the way we manage our properties and tenancies.

By celebrating and promoting the strengths of Aboriginal and Torres Strait Islander peoples, Link Wentworth aims to build culturally safe and appropriate services and adapt our practises to demonstrate that we are committed to respecting Aboriginal and Torres Strait Islander peoples, cultures and heritage.

We are committed to learning more about the important histories of the lands we work on, and do our best to understand, appreciate and celebrate the unique cultures and traditions that have been practiced here for hundreds of thousands of years.



Action

Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning

Deliverable	Timeline	Responsibility
Maintain and review mandatory cultural competency training in onboarding to engage our staff in reconciliation. Digital resource mandatory and once a year in-person talk.	Review September 2025	People & Culture Business Partner
Investigate opportunities for further staff training through online learning modules from LEAD and other formal and structured cultural learning.	May 2025	People & Culture Business Partner
Develop, implement and communicate a cultural learning strategy document for our staff.	May 2026	RWG Co-Chairs People & Culture Business Partner
Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	November and May annually	RWG Co-Chairs People & Culture Business Partner

Action

Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols

Deliverable	Timeline	Responsibility
Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Review September 2025	People & Culture Business Partner
Continue to increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols through All Staff meeting briefings.	May 2025	People & Culture Business Partner
Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	May 2026	RWG Co-Chairs People & Culture Business Partner
Include an Acknowledgement of Country or other appropriate protocols at the commencement of meetings as part of BAU and include in staff awareness campaign.	November and May annually	RWG Co-Chairs People & Culture Business Partner
Investigate office naming in local language in consultation with Traditional Owners.	May 2025	RWG Co-Chairs



Action

Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols

Deliverable	Timeline	Responsibility
Develop protocol for getting permission from Aboriginal and/or Torres Strait Islander people displayed in images, including protocol for managing images of deceased people.	Commencing May 2025	Communications & Engagement Specialist
Invite local Traditional Owner or Custodian to perform Smoking Ceremony on the land of all new developments as part of BAU.	Commencing May annually	Communications & Engagement Specialist
Incorporate Connecting with Country Framework principles into planning and design processes for new developments prior to DA lodgment.	Review March 26 and annually.	Development Project Manager
Include designing with Country principles on new Link Wentworth Design Guide for new developments.	July 2025	Development Project Manager

Action

Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week

Deliverable	Timeline	Responsibility
RWG to participate in an external NAIDOC Week event.	July 2025 July 2026	RWG members
Biennial review of HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	May 2025	People & Culture Business Partner
Promote and encourage participation in external NAIDOC events to all staff.	July 2025 July 2026	Communications & Engagement Specialist
Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week.	July 2025 July 2026	Communications & Engagement Specialist/ People & Culture Business Partner
Encourage Aboriginal and Torres Strait Islander staff to access cultural leave provisions to participate in cultural activities during NAIDOC Week.	July 2025, 2026	Communications & Engagement Specialist/ People & Culture Business Partner
Continue presence at local Aboriginal and Torres Strait Islander community building events (i.e., NAIDOC and SRAC annual event).	June – July 2025 June – July 2026	Community Programs Coordinator



Action

Build a calendar of days of national significance for Aboriginal and Torres Strait Islander peoples

Deliverable	Timeline	Responsibility
Continue to publish significant dates annually on intranet calendar.	Review December annually	RWG Co-Chairs
Create All-staff events for selected prioritised events and days.	February – planning May – July – implementation	RWG Co-Chairs
Host at least one All Staff event annually.	May/June annually; July annually Review September 2025	RWG Co-Chairs



Opportunities



The knowledge and perspective of our Aboriginal and Torres Strait Islander community is important in ensuring we deliver the most appropriate, equitable and needs-based services possible. We are open and willing to listen to ways we can continue to do better. Link Wentworth recognises the importance of social inclusion for Aboriginal and Torres Strait Islander people and how it enriches us all by fostering opportunities for learning, innovation and new ways of thinking.

We are committed to procuring goods and services from Aboriginal and Torres Strait Islander-owned businesses, understanding the economic, cultural and environmental advantages of doing so.

Through purposeful changes in internal policies and procedures, we have proudly created space for more Aboriginal and Torres Strait Islander people to work for Link Wentworth. We actively encourage greater representation in our workplace and are constantly seeking ways to improve Aboriginal and Torres Strait Islander inclusion and diversity.



Action

Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development

Deliverable	Timeline	Responsibility
Continue to build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Review June, December annually	People & Culture Business Partner
Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce and work towards a target of 5% representation.	Commence May 2025 Review May 2027	People & Culture Business Partner
Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy, by providing a culturally safe workplace and practice.	Review November, June, annually	People & Culture Business Partner
Review and refine Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Review June 2025	People & Culture Business Partner/ Recruitment Specialist
Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Review May 2025	Recruitment Specialist
Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Review June 2025	Recruitment Specialist
Actively recruit for identified-only roles.	Review June 2025 Review June 2026 Review May 2027	Recruitment Specialist



Action

Commit to Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes

Deliverable	Timeline	Responsibility
Develop and implement an Aboriginal and Torres Strait Islander procurement strategy, including checking reconciliation values from contractors.	May 2025	Team Leader, Corporate Services
Investigate Supply Nation membership including an internal process to use database.	May 2025	Team Leader, Corporate Services
Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	July 2025	Team Leader, Corporate Services
Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	October 2025	Team Leader, Corporate Services
Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Review June annually	Team Leader, Corporate Services



Action

Advocate for more culturally appropriate social housing for Aboriginal and Torres Strait Islander people

Deliverable	Timeline	Responsibility
Review and update our data capture to get a better understanding of our Aboriginal and Torres Strait Islander tenant representation.	July 2025 July 2026	RWG members
Provide a connection service for Aboriginal and Torres Strait Islander people to access Land Council assistance.	May 2025	People & Culture Business Partner
Advocate for change in the housing sector to make it easier for Aboriginal and Torres Strait Islander people to source suitable housing.	July 2025 July 2026	Communications & Engagement Specialist
Educate staff and residents about the barriers facing Aboriginal and Torres Strait Islander people in accessing housing.	July 2025 July 2026	Communications & Engagement Specialist/ People & Culture Business Partner



Governance



Action

Maintain an effective RAP Working group (RWG) to drive governance of the RAP

Deliverable	Timeline	Responsibility
Maintain Aboriginal and Torres Strait Islander representation on the RWG and review regularly to monitor cultural fatigue.	May 2025 Review again January (annually)	RWG Co-Chairs
Apply Terms of Reference for the RWG.	Check May (annually) Review February 2027	RWG Co-Chairs
Meet at least eight times per year to drive and monitor RAP implementation.	Monthly Review Feb, Mar, April, May, June, Jul, Aug, Sep	RWG Co-Chairs
Review of Terms of Reference annually.	February (annually)	RWG Co-Chairs

Action

Maintain Aboriginal and Torres Strait Islander advisors to inform our RAP

Deliverable	Timeline	Responsibility
RAP Advisory Group to meet at least four times per year to provide cultural guidance and monitor RAP implementation.	Review March, May, August, December annually	RWG Co-Chairs & Community Programs Coordinator
Review of Terms of Reference annually for RAP Advisory Group.	May 2025 Review February (annually)	RWG Co-Chairs
Continue to invite engagement and consultation to guide and inform initiatives, policies or endeavours through meeting with the RAP Advisory Group meeting 4 times per year.	Mar, May, July, September Annually	Chief Communications Officer
Continue to invite engagement and consultation with Aboriginal and Torres Strait Islander residents and clients through meeting with the Tenants Advisory Group Aboriginal and Torres Strait Islander members meeting 6 times per year.	Feb, Apr, Jun, Aug, Oct, Dec Annually	Chief Communications Officer

Action

Provide appropriate support for effective implementation of RAP commitments

Deliverable	Timeline	Responsibility
Define annual resource needs for RAP implementation.	April annually	RWG Co-Chairs
Engage our senior leaders and other staff in the delivery of RAP commitments.	Review May 2026	RWG Co-Chairs
Senior leaders to demonstrate support for the RAP Working Group.	May 2025 and review May 2026	Chief Communications Officer

Action

Provide appropriate support for effective implementation of RAP commitments

Deliverable	Timeline	Responsibility
Define and maintain appropriate systems to track, measure and report on RAP commitments.	June 2025 Review June 2026	RWG Co-Chairs
Maintain a senior leader to champion our RAP to internal and external stakeholders through ensuring delegation of load and impact.	Review March 2027	CEO

Action

Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally

Deliverable	Timeline	Responsibility
Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	August 2025 August 2026	Communications & Engagement Specialist
Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2025 30 September 2026	Chief Communications Officer
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 2025, 2026	Communications & Engagement Specialist
Report RAP progress to all staff and senior leaders quarterly.	May, July, September, November 2025 March, June, September, December 2026 March, May 2027	Communications & Engagement Specialist
Publicly report our RAP achievements, challenges and learnings, annually.	June, September, December 2025 March, May, July, September 2026 March, May 2027	RWG Co-Chairs
Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026	People & Culture Business Partner
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	May 2027	RWG Co-Chairs

Action

Continue our reconciliation journey by developing our next RAP

Deliverable	Timeline	Responsibility
Register via Reconciliation Australia's website to begin developing our next RAP.	July 2026	Chief Communications Officer



About Link Wentworth

Link Wentworth is one of the largest and fastest-growing community housing providers in Australia, managing more than 6,400 homes with over 10,000 residents. Using decades of community-driven experience, our work engages the full spectrum of housing need, from homelessness services to social, disability, and affordable housing.

We also provide support services to help people sustain their tenancies, strengthen their lives, and participate fully in their communities. We believe everyone has a right to a safe and secure home where they can grow, connect with community, and build brighter futures that create positive change.

Contact us

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**Link
Wentworth**

Providing homes, building futures.

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