

INNOVATE RECONCILIATION ACTION PLAN

NOVEMBER 2019 – NOVEMBER 2021



NCCH acknowledges the Bundjalung, Arakwal, Gumbaynggirr and Yaegl peoples who are the Traditional Custodians of the land that comprises the Northern Rivers.

MESSAGE FROM RECONCILIATION AUSTRALIA

Reconciliation Australia is delighted to welcome North Coast Community Housing (NCCH) to the Reconciliation Action Plan (RAP) program by formally endorsing its inaugural Innovate RAP.

As a member of the RAP community, NCCH joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

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

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

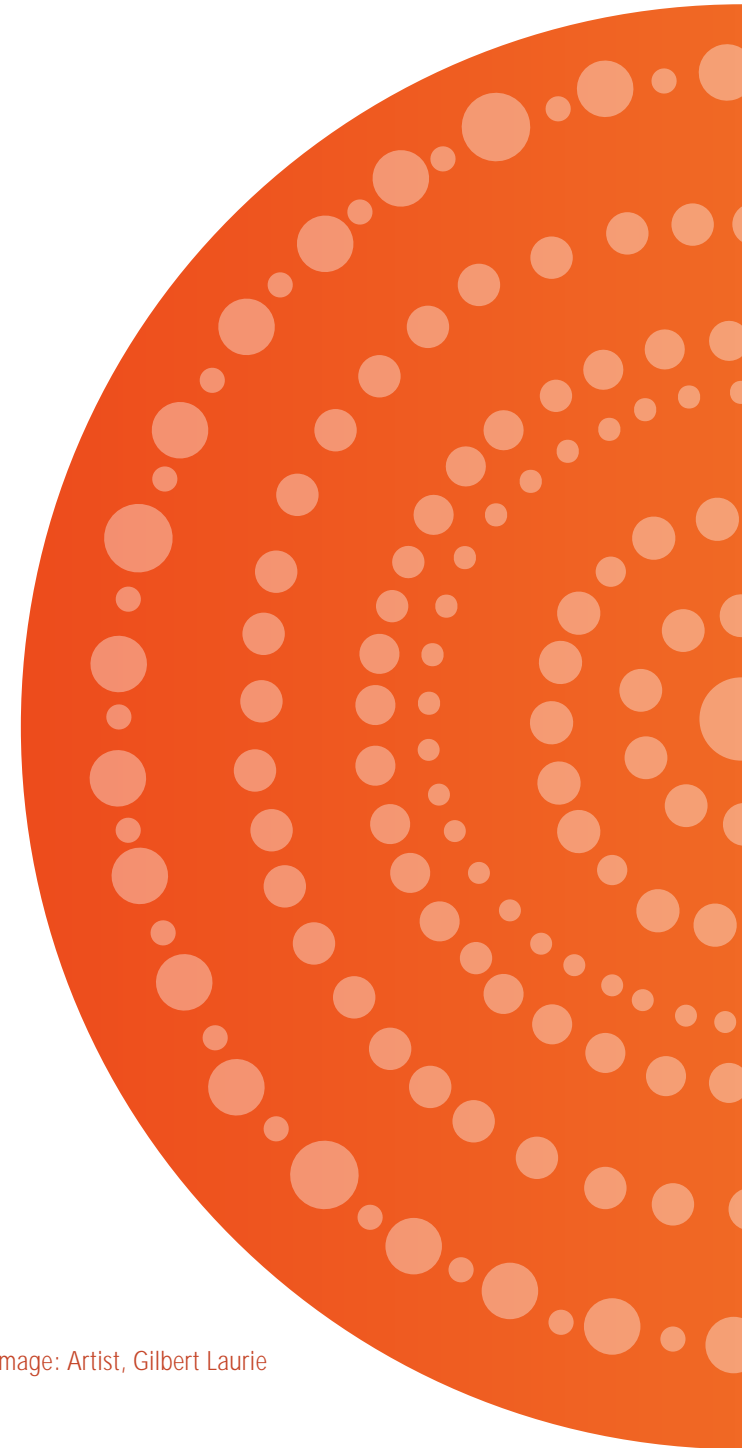
We wish NCCH well as it explores and establishes its own unique approach to reconciliation. We encourage NCCH to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

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

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

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Cover image: Artist, Gilbert Laurie



NCCH's Vision for reconciliation is an environment where Aboriginal and Torres Strait Islander cultural and spiritual understanding is present and embraced in business as usual and long term strategies.

We envision a future of working together with Aboriginal and Torres Strait Islander peoples to jointly celebrate rich and diverse cultures in a meaningful and respectful manner.



Above: Participants in the Mural Days at Goonellabah January 2019

OUR BUSINESS

Providing Homes, Improving Lives, Strengthening Communities

North Coast Community Housing (NCCH) is a not for profit Community Housing Company providing social and affordable rental housing. It manages more than 978 properties and houses in excess of 1700 residents, of whom 16% (277 persons) identify as Aboriginal and/or Torres Strait Islander peoples. NCCH operates in an area covering 7 local government areas in the Northern Rivers region of New South Wales.

The company

NCCH has been in operation for over 35 years as the major Community Housing Provider on the North Coast area of NSW. The organisation is a Tier 1 registered housing provider under the National Regulatory System for Community Housing.

NCCH is governed by a 7-member Board of Directors. It currently employs approximately 32 staff, and we currently employ 3 Aboriginal and/or Torres Strait Islander staff members.

We have three offices located in the major regional centres of Grafton, Lismore and Tweed Heads.

Property and tenants

NCCH currently manages social and affordable housing properties which are located in major towns and centres throughout the North Coast of NSW. Social and affordable housing seeks to provide accommodation at a subsidised rate to those deemed eligible. This housing stock includes a leasing program, where 182 private rentals are subleased by NCCH and then let out to social housing tenants.

The majority of households assisted by NCCH with social housing are either homeless at the time of housing allocation are living in temporary accommodation, couch-surfing; staying at hostels; or renting in the private rental market.

At NCCH, we believe that everyone has the right to live in safe, comfortable and affordable housing. We are passionate about our role as the gateway for those people who are most vulnerable and in need of our help. As a housing provider, we offer our tenants an exceptional service, which is professional, responsible and responsive to individual need.

NCCH believe in providing opportunities to empower our tenants; support change and build positive neighbourhoods and communities. By working together with tenants and our many community partners, we not only seek to build long-lasting tenancies but are driven to help create a better future for our tenants.

Table 1: Current tenants and residents of NCCH	Dec-18
No. of households	978
No. of residents	1704
Aboriginal and/or Torres Strait Islander residents	277
Aboriginal and/or Torres Strait Islander residents (%)	16%

Artist, Gilbert Laurie explains the story and the meaning behind the symbols on the Eggins Place Mural Wall
 January 2019



Our Strategic Plan



1. PROVIDE MORE HOUSING

Headline KPIs:

10% increase in our housing portfolio over three years.

Objectives:

- 1.1 Seek funding opportunities with the aim of providing more housing.
- 1.2 Create partnerships with developers, local government councils and NFP Boards to support property development strategy.
- 1.3 Finalise and deliver a viable property development and acquisition strategy.

2. IMPROVE OUTCOMES FOR TENANTS

Headline KPIs:

100% of partnerships meet our business and tenant objectives.

Contribute to and/or deliver at least one social enterprise per year.

Objectives:

- 2.1 Create opportunities to engage with tenants to improve their ability to sustain tenancies.
- 2.2 Strengthen existing partnerships and develop new ones to improve our ability to connect tenants to support services.
- 2.3 Develop a fully integrated person-centred approach to community housing for Aboriginal and Torres Strait Islander tenants.
- 2.4 Develop viable business plans for suitable social enterprises complementary to business purpose.

3. VALUED STRATEGIC PARTNER

Headline KPIs:

Increase the amount of external resources from non-government sources by 5%.

Objectives:

- 3.1 Deliver the strategic marketing & communications plan for 2019-21.
- 3.2 Position NCCH to develop strategic partnerships.
- 3.3 Enter into partnerships with non-government, private and social investors to create innovative, enterprising revenue streams.
- 3.4 Support sector alliance to increase collaboration, build capacity and create housing outcomes in regional and rural NSW.

4. STRENGTHEN OPERATIONAL AND FINANCIAL CAPACITY

Headline KPIs:

Tier One performance measures are met.
Staff satisfaction rate at minimum 80-85%.
Arrears reduced by 60% within 3 years.
Staff attrition rates of 5% to 10% by June 2020.

Objectives:

- 4.1 Ensure financial viability by maintaining registration as a Tier One provider meeting or exceeding all performance thresholds.
- 4.2 Refine and integrate the technologies that drive efficiencies in service delivery.
- 4.3 Be business ready for growth opportunities.
- 4.4 Reduce staff attrition rates.
- 4.5 Implement a revised people and culture strategy that ensures alignment with business needs and direction.
- 4.6 Focus on measuring and monitoring people performance.

Why is your organisation developing a RAP?

NCCH recognise the unique place Aboriginal and Torres Strait Islander peoples hold within Australia as the First Peoples of this land, waters and air. We acknowledge, respect and value their rich and diverse cultures and historical significance to this land.

NCCH have developed our RAP to recognise and build on current relationships, to further demonstrate respect for Aboriginal and/or Torres Strait Islander people as clients, tenants and communities and develop opportunities to purposefully attract and retain Aboriginal and/or Torres Strait Islander staff and services. Our RAP is an aspirational document intended to map our pathway within our ongoing reconciliation journey.

Who Champions your RAP internally?

The internal champion of the RAP is John McKenna, CEO.

Our RAP WORKING GROUP

Current composition of NCCH RAP Working Group (RAPWG) which includes 2 Aboriginal staff members:

- John McKenna (CEO and RAP Champion)
- Ian Leven (Operations General Manager)
- Jan Mangleson (Board of Directors Representative)
- Helen Maher (Office and Tenancy Manager, Grafton)
- Nicholle Aquilina (Customer Service Officer)

NCCH also acknowledges the contribution of all former employees who played a key role in developing the NCCH RAP.

Our Partnerships and Community Activities

NCCH works in partnership with a range of local Aboriginal and Torres Strait Islander organisations in order to ensure that Aboriginal and/or Torres Strait Islander tenants, who require ongoing support services, are better able to access these services and sustain social housing tenancies.

Current partnerships include:

- NSW Aboriginal Land Council
- Bundjalung Tribal Society
- Regional Men's Tribal Council (Bundjalung Nation)
- Rekindling the Spirit

Community Activities include the 2019 refurbishment of Elders Memorial Park, and Eggins Place Cul de Sac in the Goonellabah community, through the successful tender application from the NSW Government's Social Housing Community Improvement Fund of over \$100,000.00.

This funding enabled projects to be completed which included: resurfacing the basketball court, new basketball backboards with 2-part specifically created design, additional park furniture, enhanced street lighting and safety features and a participatory Aboriginal mural at the end of Eggins Place Cul de Sac.



“The sunrise and sunset, along with the beautiful blue planned for the basketball resurface signify one entire day. Local youth will soon play on a court which actually is a metaphor for 24 hours.

What I want youth to ponder as they play is to ask themselves What did I achieve today?
What decisions did I make? What choices can I make tomorrow?
This court signifies hope” explains Luke.

Pictured above: Artist, Luke Close with the painted backboards.

RELATIONSHIPS

As a community-based organisation, our links to our local communities are important to us. Organisations such as ours emerged from communities themselves, as a result of local people and local services wanting to address housing issues in a way that government-based and other social providers could not.

The principles for our future work include a need for more authentic engagement with our tenants and the Aboriginal and Torres Strait Islander community. We also need to increase our measurement of the impact and value of our efforts in developing and maintaining mutually beneficial relationships with Aboriginal and Torres Strait Islander communities and creating positive outcomes.

As an organisation we promise to listen, learn and look for opportunities to progress relationships and establish more formal collaborative partnerships with our local community-based organisations who provide service to our mutual Aboriginal and Torres Strait Islander clients; our local Aboriginal Lands Councils and to our local Aboriginal and Torres Strait Islander people and community leaders. It is this commitment that we bring to our conversation with Aboriginal and Torres Strait Islander peoples.

Action	Deliverables	Timeline	Responsibility
1. RAPWG actively monitors RAP development and implementation of actions, tracking progress and reporting	<ul style="list-style-type: none"> • RWG oversees the development, endorsement and launch of the RAP. • Review and apply the Terms of Reference for the RWG • Meet at least twice per year to monitor and report on RAP implementation. • Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG. 	<p>November, 2019</p> <p>February & August, 2020 & 2021</p> <p>February & August, 2020 & 2021</p> <p>February & August, 2020 & 2021</p>	<p>CEO</p> <p>Operations General Manager</p> <p>Operations General Manager</p> <p>Operations General Manager</p>
2. Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians	<ul style="list-style-type: none"> • Consult all staff on how National Reconciliation Week is to be celebrated at NCCH • Organise at least one internal event for NRW each year. • Register all our agreed NRW event via Reconciliation Australia's NRW website. • Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW. • Support an external NRW event. 	<p>February, 2020 & 2021</p> <p>May, 2020 & 2021</p> <p>May, 2020 & 2021</p> <p>May, 2020 & 2021</p> <p>May, 2020 & 2021</p>	<p>Operations General Manager</p> <p>Operations General Manager</p> <p>Operations General Manager</p> <p>Operations General Manager</p> <p>Operations General Manager</p>

Action	Deliverables	Timeline	Responsibility
3. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	<ul style="list-style-type: none"> • Develop and implement, (in consultation with local Aboriginal and Torres Strait Islander groups) an engagement plan to work with local Aboriginal and Torres Strait Islander stakeholders. • Build on engagement and relationships to increase the level of Aboriginal Tenant participation across all our tenant forums and Tenant council. • Build strong relationships with local Aboriginal organisations, and create MOU / service level agreements where necessary. • Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement. 	<p>August, 2020 & 2021</p> <p>February, 2020 & 2021</p> <p>August, 2020 & 2021</p> <p>February, 2020 & 2021</p>	<p>CEO</p> <p>Operations General Manager</p> <p>Operations General Manager</p> <p>Operations General Manager</p>
4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	<ul style="list-style-type: none"> • Develop and implement a strategy to communicate our RAP plan to all internal and external stakeholders. • Promote reconciliation through ongoing active engagement with all stakeholders. • Promote the RAP by ongoing active engagement: <ul style="list-style-type: none"> (i) celebrate the launch of the RAP; (ii) Display the RAP in all foyers (iii) Review Date 	<p>November, 2019</p> <p>February, 2020 & 2021</p> <p>November, 2019</p> <p>November, 2019</p> <p>August, 2020 & 2021</p>	<p>CEO</p> <p>CEO</p> <p>CEO</p> <p>CEO</p> <p>CEO</p>
5. Promote positive race relations through anti-discrimination strategies	<ul style="list-style-type: none"> • Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs. • Develop, implement and communicate an anti-discrimination policy for our organisation. • Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. • Educate senior leaders on the effects of racism. 	<p>August, 2020 & 2021</p> <p>August, 2020 & 2021</p> <p>August, 2020 & 2021</p> <p>November, 2019</p>	<p>Quality and Compliance Manager</p> <p>Quality and Compliance Manager</p> <p>Quality and Compliance Manager</p> <p>CEO</p>

RESPECT

Respect is one of the four key values of NCCH. At NCCH, this means we need to understand the diversity and different needs of the individuals we work with. Whilst we take pride in the quality of the assistance provided to the most vulnerable members of our community, we also recognise there is still so much for NCCH to learn about Aboriginal and Torres Strait Islander cultures.

We understand that in order to reach our full potential of truly showing respect; our Directors, management team, staff and all other representatives need to become culturally competent and increase their understanding and appreciation of Aboriginal and Torres Strait Islander cultures. We undertake to do this and desire to proudly participate with Aboriginal and Torres Strait Islander peoples in their annual celebration plan will ensure complete alignment with the industry standard *Aboriginal Cultural Competency Standards (FACS, Federation)* – for service delivery.

Action	Deliverables	Timeline	Responsibility
6. Engage employees in cultural awareness and competency learning to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander cultural awareness training strategy for our staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion). 	November 2019 & February & August, 2020 & 2021	Chief Financial Officer
	<ul style="list-style-type: none"> Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training. 	February & August, 2020 & 2021	CEO
	<ul style="list-style-type: none"> Provide opportunities for RWG members, RAP champions, HR managers and other key leadership staff to participate in cultural training. 	November, 2019, 2020 & 2021	Chief Financial Officer

Action	Deliverables	Timeline	Responsibility
<p>7. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning</p>	<ul style="list-style-type: none"> • Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships. • Develop, implement and communicate a cultural protocol document for a Welcome to Country and Acknowledgment of Country for all staff including pronunciation guide and ensure it includes an Elder engagement process • Include an Acknowledgement of Country at commencement of all important internal and external events and meetings • Where relevant, ensure local Elders are engaged to provide Welcome to Country at significant NCCH events including RAP Launch, Annual General Meetings, Cultural Training days, 2-Day All Staff Training days • Encourage staff to include an Acknowledgement of Country at the commencement of all meetings. 	<p>February, 2020</p> <p>February, 2020</p> <p>November, 2019 — Review February 2020 & 2021</p> <p>November, 2019 — Review February 2020 & 2021</p> <p>November, 2019 — Review February 2020 & 2021</p>	<p>Operations General Manager</p> <p>CEO</p> <p>CEO</p> <p>Operations General Manager</p> <p>CEO</p>
<p>8. Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their cultures and communities by celebrating NAIDOC Week</p>	<ul style="list-style-type: none"> • Provide opportunities for all staff to participate in NAIDOC Week activities • Support an external NAIDOC Week event • Host an internal NAIDOC Week event in consultation with Aboriginal and Torres Strait Islander stakeholders • Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week. 	<p>First of Week of July 2020, 2021</p> <p>July 2020, 2021</p> <p>July 2020, 2021</p> <p>February, 2020 & 2021</p>	<p>Operations General Manager</p> <p>Operations General Manager</p> <p>Operations General Manager</p> <p>Operations General Manager</p>

Action	Deliverables	Timeline	Responsibility
9. Visibly demonstrate respect for Aboriginal and Torres Strait Islander peoples and cultures in our work environment	<ul style="list-style-type: none"> • Ensure appropriate resources are made available to ensure that Aboriginal and Torres Strait Islander staff have the opportunity to participate in relevant local interagency activities 	November, 2019	Operations General Manager
	<ul style="list-style-type: none"> • Fly the Aboriginal and Torres Strait Islander flags in our office 	Review February 2020 & 2021	CEO
	<ul style="list-style-type: none"> • Display an Acknowledgement of Country plaque in our main offices in English and Bundjalung languages 	November, 2019	CEO
	<ul style="list-style-type: none"> • Display and appropriately acknowledge Aboriginal and Torres Strait Islander artwork within our offices. 	Review February 2020 & 2021	CEO

OPPORTUNITIES

The vision of NCCH is **Providing Homes, Improving Lives and Strengthening Communities**. We believe opportunity exists to help close the gap in housing outcomes for Aboriginal and Torres Strait Islander peoples, in comparison to non-Aboriginal and Torres Strait Islander people.

The current housing outcomes for many Aboriginal and Torres Strait Islander peoples include higher rates of homelessness, lower rates of home ownership, barriers to accessing the private rental market and higher rates of social housing evictions. As a social and affordable housing provider, NCCH has the resources and capacity to reduce these gaps.

NCCH will aim to improve its recruitment and human resource strategies to encourage the recruitment and retainment of Aboriginal and Torres Strait Islander employees. Our professional development and performance management standards will align with current practices but will also take into account any further needs our Aboriginal and Torres Strait Islander employees have. We will also consider how we might better utilise the knowledge and skills of our existing staff in order to improve service delivery for our Aboriginal and Torres Strait Islander clients.

Also, this Plan will ensure that Aboriginal and Torres Strait Islander businesses are given the opportunity to fairly compete for new business with NCCH.

Action	Deliverables	Timeline	Responsibility
10. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace	• Advertise all job vacancies in Aboriginal and Torres Strait Islander media	January, 2020	Chief Financial Officer
	• Ensure NCCH is an equal opportunity employer by: <ul style="list-style-type: none"> o Provide at least 1 traineeship o Provide at least 1 student placement 	July, 2020	Chief Financial Officer
	• Review all HR policies and procedures to actively promote equality in the workplace and ensure Aboriginal and Torres Strait Islander employees can fully participate within the NCCH workplace	August, 2020	Quality and Compliance Manager
	• Include Aboriginal and Torres Strait Islander representation on recruitment and selection panels wherever possible	January, 2020	Chief Financial Officer
	• Engage with existing Aboriginal and/or Torres Strait Islander staff to consult on employment strategies, including professional development.	July, 2020	Chief Financial Officer
	• Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities.	July, 2020	Chief Financial Officer

Action	Deliverables	Timeline	Responsibility
11. Develop and implement a Recruitment, retention and professional development plan for all Aboriginal and Torres Strait Islander employees	<ul style="list-style-type: none"> In consultation with Aboriginal and Torres Strait Islander staff, develop and implement an Aboriginal and Torres Strait Islander recruitment and retention strategy, as part of the NCCH People and Performance Plans & Reward and Recognition systems In consultation with Aboriginal and Torres Strait Islander staff, review the NCCH People and Performance plans to ensure that the process for setting the professional development plans of Aboriginal and Torres Strait Islander staff members are appropriate. 	<p>July, 2020</p> <p>July, 2020</p>	<p>Chief Financial Officer</p> <p>Chief Financial Officer</p>
12. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation	<ul style="list-style-type: none"> Actively target Aboriginal and Torres Strait Islander businesses as part of the recruitment efforts to engage maintenance contractors for NCCH, including that such opportunities are advertised in Aboriginal and Torres Strait Islander media. Review and update procurement policies and procedures across all business areas to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses. Develop and communicate to staff a list of Aboriginal and/or Torres Strait Islander businesses that can be used to procure goods and services. Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business. Investigate Supply Nation membership. 	<p>June, 2020</p> <p>June, 2020</p> <p>June, 2020</p> <p>June, 2020</p>	<p>Property and Development General Manager</p> <p>Property and Development General manager</p> <p>Operations General Manager</p> <p>Operations General Manager</p> <p>Operations General Manager</p>

Action	Deliverables	Timeline	Responsibility
13. Investigate opportunities to improve our service delivery to Aboriginal and Torres Strait Islander people	<ul style="list-style-type: none"> Investigate ways to improve the accessibility of our service delivery and identify all service delivery gaps by consultation internally and externally Consult with Aboriginal and Torres Strait Islander tenants on ways to improve the accessibility of our service Provide relevant information to Aboriginal and Torres Strait Islander clients about pathways to housing ownership and financial inclusion 	<p>June, 2020</p> <p>June, 2020</p> <p>June, 2020</p>	<p>Operations General Manager</p> <p>Operations General Manager</p> <p>Operations General Manager</p>
14. Decrease the rate of social housing evictions and property abandonment by Aboriginal and Torres Strait Islander households	<ul style="list-style-type: none"> Ensure all NCCH staff are trained on making appropriate referrals to external agencies Investigate strategies to decrease NCCH rate of eviction and abandonment Finalise the full internal Aboriginal and Torres Strait Islander support service manual. Engage a qualified consultant to consult with Aboriginal and/or Torres Strait Islander social housing tenants. Consult key stakeholders on development of “Rent It Keep It” program Review all NCCH tenancy management procedures to ensure compliance with “Rent It Keep It” principles 	<p>July, 2020</p> <p>July, 2020</p> <p>July, 2020</p> <p>July, 2020</p> <p>July, 2020</p> <p>July, 2020</p>	<p>Operations General Manager</p> <p>Operations General Manager</p> <p>Operations General Manager</p> <p>Operations General Manager</p> <p>Operations General Manager</p> <p>Operations General Manager</p>

GOVERNANCE, TRACKING PROGRESS AND REPORTING

Action	Deliverables	Timeline	Responsibility
Report RAP achievements, challenges and learnings to Reconciliation Australia	<ul style="list-style-type: none"> Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually Investigate participating in the RAP Barometer. 	30 September, 2020 & 2021 May 2020	Operations General Manager Operations General Manager
Report RAP achievements, challenges and learnings internally and externally	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings in the NCCH Annual Report and on the NCCH Website 	November, 2020 & 2021	CEO
Review, refresh and update RAP	<ul style="list-style-type: none"> Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements Send draft to Reconciliation Australia for review and feedback Submit draft to Reconciliation Australia for formal endorsement 	February, 2021 March 2021 October 2021	CEO Operations General Manager Operations General Manager

INNOVATE RECONCILIATION ACTION PLAN

NOVEMBER 2019 – NOVEMBER 2021

CONTACT DETAILS:

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Image: Participant in the Mural Days at Goonellabah - January 2019