



Aboriginal and Torres Strait Islander  
**Housing Queensland**

**2022 – 2025 Strategic Plan Implementation Tracker**  
**Progress Update 31 October 2022**

### Strategic Plan Overview

The Aboriginal and Torres Strait Islander Housing Queensland (Housing Queensland) Strategic Plan 2022 – 2025 covers a three-year period until June 2025. This is our “roadmap” to eliminate the disparities in housing experienced by Aboriginal and Torres Strait Islander people in Queensland. Our implementation of this roadmap is critical to the achievement of our vision. Housing Queensland will ensure that the implementation has ongoing commitment from our leadership, is closely monitored, evaluated and that our results are published and public. Our roadmap has eight (8) Strategic Goals which are supported by 65 Commitments (Actions). These will guide the Housing Queensland business agenda until 2025.

### Strategic Plan Implementation Tracker

To ensure that there is transparency in the roadmap implementation, Housing Queensland developed an implementation tracker. The implementation tracker shows our progress on each commitment. Our commitments are linked to the corresponding page in the Aboriginal and Torres Strait Islander Housing Queensland Strategic Plan 2022 – 2025 with a status key to indicate if the commitment is on track, delayed or significantly delayed.

### Status and Responsibility Keys

	ATSIHQ commitment has been delivered in the timeframe in the ATSIHQ Strategic Plan or within agreed extended timeframes.
	ATSIHQ commitment not delivered in timeframe in ATSIHQ Strategic Plan.
	ATSIHQ commitment not commenced.
	Due date for ATSIHQ Commitment has not yet arrived. Work may have started but the action is not yet due.
<b>Responsibility</b>	
<b>CEO</b>	ATSIHQ Chief Executive Officer
<b>GMPR</b>	ATSIHQ General Manager, Policy & Research
<b>GMSD</b>	ATSIHQ General Manager, Sector Development
<b>GMBD</b>	ATSIHQ General Manager, Business Development
<b>GMCS</b>	ATSIHQ General Manager, Corporate Services



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<div style="background-color: #FFD700; padding: 5px;"> <span style="font-size: 2em; font-weight: bold; color: white; display: inline-block; width: 30px; height: 30px; line-height: 30px; text-align: center; vertical-align: middle;">1</span> <b>GOAL 1: RESPECTED LEADERSHIP BODY</b>  <b>Aboriginal and Torres Strait Islander Housing Queensland (ATSIHQ) will be a respected leadership body that represents Aboriginal and Torres Strait Islander housing in Queensland and responds to the needs of the Queensland ICHO Sector.</b> </div>						
ATSIHQ Commitments (8)	Page	Focus	Due Date	Responsibility	Status	Progress / Comments
1.1.1 ATSIHQ will <b>model professional behaviour and leadership</b> that the Queensland ICHO Sector, partners and stakeholders expect from a peak body.	13	Leadership	Ongoing	CEO, GMBD, GMPR, GMSD		<ul style="list-style-type: none"> <li>• ATSIHQ behaviour and leadership is monitored by Board and CEO.</li> <li>• Any complaints are provided to the Board for their acknowledgement and oversight.</li> </ul>
1.1.2 ATSIHQ will <b>become the preferred provider of advice and information</b> for ICHOs and Governments on Aboriginal and Torres Strait Islander housing in Queensland.	13	Leadership	Ongoing	CEO, GMBD, GMPR, GMSD		<ul style="list-style-type: none"> <li>• Queensland ICHO's regularly contact ATSIHQ for representation, advice and guidance.</li> <li>• The Queensland Government regularly contacts ATSIHQ for collaboration, advice and guidance.</li> </ul>
1.2.1 ATSIHQ will engage with the Queensland ICHO Sector and partners to <b>raise the awareness of Aboriginal and Torres Strait Islander housing issues</b> through information sharing, news, statistics and facts.	14	Sector Marketing	Ongoing	GMBD		<ul style="list-style-type: none"> <li>• ATSIHQ regularly engages with Queensland ICHO's to identify success, housing issues and barriers.</li> <li>• ATSIHQ meets regularly with the following key stakeholders to raise awareness and to discuss Queensland ICHO success, housing issues and barriers:               <ul style="list-style-type: none"> <li>• Queensland Government</li> <li>• QShelter</li> <li>• CHIA Queensland</li> <li>• National Aboriginal and Torres Strait Islander Housing Association (NATSIHA); and</li> <li>• QCROSS</li> </ul> </li> <li>• In August 2022, we became a member of the Housing and Homelessness Peak and Industry Sector Group that was convened by the DG, DCHDE and advocated for a second Aboriginal and Torres Strait Islander Housing Action Plan to improve Aboriginal and Torres Strait Islander Housing in Queensland.</li> <li>• In October 2022, we participated in the second <b>Housing and Homelessness Peak and Industry Sector Group</b> meeting that was convened by the DG, DCHDE and continued our advocacy for a second Aboriginal and Torres Strait Islander Housing Action Plan to improve Aboriginal and Torres Strait Islander Housing in Queensland.</li> </ul>
1.2.2 ATSIHQ will develop a <b>Queensland ICHO Sector Marketing Plan</b> that will raise the awareness and visibility of our Sector and our organisation.	14	Sector Marketing	2022	GMBD		<ul style="list-style-type: none"> <li>• In September 2022, ATSIHQ has begun to identify information to include in a <b>Queensland ICHO Sector Marketing Plan</b> that will raise the awareness and visibility of our Sector and our organisation.</li> </ul>



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<p>1.3.1 ATSIHQ will advocate for the introduction of a <b>Queensland First Nations Housing Equity Framework</b> to achieve housing equity for Aboriginal and Torres Strait Islander people and to put them at the centre of housing service design and delivery in Queensland.</p>	14	Leadership	Ongoing	GMPR		<ul style="list-style-type: none"> <li>• ATSIHQ has developed a <b>draft Queensland First Nations Housing Equity Framework</b> for consideration by the Queensland Government. 'Housing equity' adopts a social justice and human rights-based approach to housing and housing access by responding to differences between Indigenous and non-Indigenous groups of people so that housing needs are met.</li> <li>• The <b>draft Queensland First Nations Housing Equity Framework</b> includes:             <ul style="list-style-type: none"> <li>• the importance of co-design</li> <li>• reframing the relationship with Aboriginal and Torres Strait Islander people</li> <li>• putting Aboriginal and Torres Strait Islander housing leadership at the centre of decision making;</li> <li>• working definitions; and</li> <li>• housing equity design principles</li> </ul> </li> <li>• ATSIHQ will formally approach the Queensland Government to finalise the <b>draft Queensland First Nations Housing Equity Framework</b>.</li> </ul>
<p>1.3.2 ATSIHQ will <b>advocate for the reforms</b> of attitudes, capability, funding and regulation that impede the sustainability and success of the Queensland ICHO Sector.</p>	14	Leadership	Ongoing	GMPR		<ul style="list-style-type: none"> <li>• ATSIHQ continually advocates for attitude, capability, funding and regulation reforms that will benefit the Queensland ICHO Sector. This advocacy is contained in our policy positions, budget submissions and during stakeholder meetings.</li> </ul>
<p>1.3.3 ATSIHQ will develop a <b>Queensland ICHO Sector Growth Plan</b> with the Queensland ICHO Sector to increase the number of properties in the Sector.</p>	14	Leadership	2023	GMSD	Not due to 2023	
<p>1.4.1 ATSIHQ will develop an <b>ATSIHQ Strategic Plan Implementation Tracker</b> to be accountable to members and funding bodies and to measure ATSIHQ progress on the implementation of this Strategic Plan.</p>	14	Monitoring & Reporting	2022	CEO		<ul style="list-style-type: none"> <li>• The <b>ATSIHQ Strategic Plan Implementation Tracker</b> has been developed and is available on housingqueensland.com.au website under "Roadmap" page.</li> <li>• The <b>ATSIHQ Strategic Plan Implementation Tracker</b> includes the status and progress / comments on all commitments and is updated monthly.</li> </ul>



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2 GOAL 2: STRONG ADVOCACY						
Aboriginal and Torres Strait Islander Housing Queensland (ATSIHQ) will influence Queensland and national Aboriginal and Torres Strait Islander housing outcomes by connecting the voice of those who experience and understand disadvantage with those who can make a difference.						
ATSIHQ Commitments (10)	Page	Focus	Due Date	Responsibility	Status	Comments
2.1.1 ATSIHQ will advocate for significant investment in the Queensland ICHO Sector affordable and social housing portfolio, as well as an increase in housing options for youth, domestic and family violence victims, large families, Elders, students and people with a disability.	15	Funding	Ongoing	CEO, GMBD, GMPR, GMSD		<ul style="list-style-type: none"> <li>The <b>ATSIHQ 2022 Australian Government Pre-Budget Submission</b> - Recommendation 2: Seeks investment reform and increased opportunities to attract investment and funding opportunities being made available to the Queensland ICHO Sector. This 2022 Australian Government Pre-Budget Submission is available on the housingqueensland.com.au website under the "Publications" page.</li> <li>The <b>ATSIHQ 2022 Queensland Government Pre-Budget Submission</b> - Priority 2: Seeks greater investment in the Queensland ICHO Sector. This 2022 Queensland Government Pre-Budget Submission is available on the housingqueensland.com.au website under the "Publications" page.</li> <li>In August 2022, ATSIHQ collaborated with Council to Homeless Persons Queensland to advocate for greater and investment in better housing options for Aboriginal and Torres Strait Islander people exiting prisons in Queensland.</li> <li>In October 2022, ATSIHQ participated in the <b>Queensland Housing Summit</b> to advocate for better housing outcomes in Queensland for Aboriginal and Torres Strait Islander peoples.</li> </ul>
2.1.2 ATSIHQ will advocate for Aboriginal and Torres Strait Islander home ownership, and for Aboriginal and Torres Strait Islander quotas in Queensland and Australian Government home ownership initiatives.	15	Home Ownership	Ongoing	GMPR		<ul style="list-style-type: none"> <li>The <b>ATSIHQ 2022 Australian Government Pre-Budget Submission</b> - Recommendation 6: Advocates for Aboriginal and Torres Strait Islander home ownership and quotas. This 2022 Australian Government Pre-Budget Submission is available on the housingqueensland.com.au website under the "Publications" page.</li> <li>The <b>ATSIHQ 2022 Queensland Government Pre-Budget Submission</b> and Policy Statement on Aboriginal and Torres Strait Islander Housing advocates for increased Aboriginal and Torres Strait Islander home ownership and quotas. This 2022 Australian Government Pre-Budget Submission is available on the housingqueensland.com.au website under the "Publications" page.</li> </ul>
2.1.3 ATSIHQ will produce a social media campaign to reduce the stigma associated with social housing and for greater Aboriginal and Torres Strait Islander involvement in housing allocation, planning and design.	15	Social Media	Ongoing	GMPR		<ul style="list-style-type: none"> <li>In August 2022, ATSIHQ has drafted content for social media campaign on housing. This campaign will cover a number of topics including housing supply, homelessness, homeownership, social housing, poverty and stigma associated with living in social housing. This campaign will be run from on our Facebook and Instagram platforms.</li> <li>In September 2022, ATSIHQ developed a social media campaign on housing. This campaign covers a number of topics including housing supply, homelessness, homeownership, social housing, poverty and stigma associated with living in social housing. This campaign will be run from on our Facebook and Instagram platforms and will commence in early 2023.</li> </ul>
2.1.4 ATSIHQ will develop an <b>ATSIHQ Representation and Policy Framework</b> that includes cultural protocols to identify, inform and strengthen our advocacy work with government and stakeholders.	15	Advocacy	2022	GMPR		<ul style="list-style-type: none"> <li>ATSIHQ has developed cultural protocols which are included in our internal <b>ATSIHQ Governance Framework</b>. These protocols were adapted from the cultural protocols that were developed by Aboriginal Housing Victoria. They will be included in the ATSIHQ Representation and Policy Framework.</li> <li>In August 2022, ATSIHQ also developed <b>Aboriginal and Torres Strait Islander Protocols for the Queensland Housing Industry</b>. These protocols when published will also strengthen the understanding of Aboriginal and Torres Strait Islander people by the Queensland housing industry and government.</li> </ul>



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<p>2.2.1 ATSIHQ will <b>invest in our policy capabilities</b> to improve our advocacy through employee secondment and development opportunities. <b>(Ongoing)</b></p>	15	Capacity Development	Ongoing	CEO		<ul style="list-style-type: none"> <li>• In November 2021, ATSIHQ recruited Greg Kitson as the <b>General Manager</b> to lead the Policy &amp; Research business division. He has significant policy skills which will improve ATSIHQ advocacy efforts. This has improved our policy, data and research capability and outcomes during 2022. His biography is available on the housingqueensland.com.au website under "About Us" page under Our Team.</li> <li>• ATSIHQ employees also participate in high level policy meetings to:             <ul style="list-style-type: none"> <li>• improve their practical skills to deliver constructive policies</li> <li>• gain multi-disciplinary policy knowledge; and</li> <li>• to understand how to responds to contemporary challenges</li> </ul> </li> <li>• ATSIHQ employees are also being taught how to harness the power of data and data analytics to leverage policy.</li> </ul>
<p>2.2.2 ATSIHQ will develop <b>ATSIHQ Position Papers</b> that advocate recommendations to support the Queensland ICHO Sector and better outcomes in Aboriginal and Torres Strait Islander housing.</p>	15	Advocacy	Ongoing	GMPR		<ul style="list-style-type: none"> <li>• In May 2022, the ATSIHQ Board endorsed the <b>ATSIHQ Policy Statement on Aboriginal and Torres Strait Islander Housing</b>. This policy statement includes the following parts:             <ul style="list-style-type: none"> <li>• the current Aboriginal and Torres Strait Islander housing situation</li> <li>• the policy changes that are required in a number of areas; and</li> <li>• the specific ATSIHQ Change Agenda</li> </ul> </li> <li>• The <b>ATSIHQ Policy Statement on Aboriginal and Torres Strait Islander Housing</b> is available on the housingqueensland.com.au website under the "Publications" page.</li> </ul>
<p>2.2.3 ATSIHQ will advocate for the development and implementation of a new Australian Government <b>National Aboriginal and Torres Strait Islander Housing Strategy</b> to improve housing outcomes.</p>	15	Advocacy	Ongoing	CEO, GMBD, GMPR, GMSD		<ul style="list-style-type: none"> <li>• The <b>ATSIHQ 2022 Australian Government Pre-Budget Submission</b> - Recommendation 1: Advocates for National Aboriginal and Torres Strait Islander Housing Strategy. This 2022 Australian Government Pre-Budget Submission is available on the housingqueensland.com.au website under the "Publications" page.</li> <li>• The <b>ATSIHQ Policy Statement on Aboriginal and Torres Strait Islander Housing</b> - Policy Position 1: Advocates for National Aboriginal and Torres Strait Islander Housing Strategy. This 2022 Australian Government Pre-Budget Submission is available on the housingqueensland.com.au website under the "Publications" page.</li> <li>• ATSIHQ continues to advocate the National Aboriginal and Torres Strait Islander Housing Association (NATSIHA) for a National Aboriginal and Torres Strait Islander Housing Strategy.</li> </ul>
<p>2.2.4 ATSIHQ will ensure that there are <b>ATSIHQ responds to Queensland and nationally important situations</b>, such as disasters, reviews and Royal Commissions.</p>	15	Advocacy	Ongoing	CEO, GMBD, GMPR, GMSD		<ul style="list-style-type: none"> <li>• ATSIHQ participates in the <b>Queensland Housing &amp; Homelessness Services Emergency Response Committee</b>. This committee was established by the Queensland Government DCHDE as a 'stand-up' housing committee for Covid lock-downs, however, it has now been extended to natural disasters like flood events.</li> <li>• ATSIHQ has participated in three <b>Queensland Housing &amp; Homelessness Services Emergency Response Committee</b> meetings regarding the Fraser Coast (January 2022); Gympie (February 2022); and SEQ (April 2022) flooding. Any information, including available Queensland Government support was then shared with Queensland ICHO's.</li> <li>• In April 2022, ATSIHQ participated in the <b>ICHO National Forum</b> hosted by the Productivity Commission and confirmed ATSIHQ's policy positions and strategic priorities to assist shaping the future environment of the national sector for Indigenous Housing and the Queensland Indigenous Housing Sector.</li> <li>• In July 2022, ATSIHQ provided a written submission to the <b>AIHW Community Housing Data Strategy Consultation</b> Paper Questions. It is expected that the Community Housing Data Strategy will be publicly released in 2023. This AIHW Submission is available on the housingqueensland.com.au website under the "Publications" page.</li> </ul>



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<p>2.2.5 ATSIHQ will develop <b>ATSIHQ Pre-Budget Submissions</b> for the Queensland and Australian Government that will advocate solutions to improve Aboriginal and Torres Strait Islander housing outcomes.</p>	15	Advocacy	Ongoing	GMPR		<ul style="list-style-type: none"><li>• The <b>ATSIHQ 2022 Australian Government Pre-Budget Submission</b> advocated for linked and prioritised solutions to improve Aboriginal and Torres Strait Islander housing outcomes. This 2022 Australian Government Pre-Budget Submission is available on the housingqueensland.com.au website under the "Publications" page.</li><li>• The <b>ATSIHQ 2022 Queensland Government Pre-Budget Submission</b> advocated for linked and prioritised solutions to improve Aboriginal and Torres Strait Islander housing outcomes. This 2022 Australian Government Pre-Budget Submission is available on the housingqueensland.com.au website under the "Publications" page.</li></ul>
<p>2.2.6 ATSIHQ will collaborate with the Queensland ICHO Sector to identify and promote <b>Queensland and National Aboriginal and Torres Strait Islander housing priorities</b>.</p>	15	Advocacy	Ongoing	CEO, GMBD, GMPR, GMSD		<ul style="list-style-type: none"><li>• ATSIHQ regularly receives feedback from Queensland ICHO's on success, challenges and solutions. This feedback is used to guide our advocacy and the development of formal submissions to (and also discussions with) government.</li><li>• ATSIHQ continues to advocate the National Aboriginal and Torres Strait Islander Housing Association (NATSIHA) for a range of priorities including increased housing stock, the need to establish State / Territory Aboriginal and Torres Strait Islander Housing Peaks, a long term housing strategy, reinstating the federal government CHIP funding, making ICHO's "preferred" housing and homelessness services providers for government and better data collections to inform policy.</li></ul>



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<div style="background-color: #f08080; padding: 5px;"> <span style="font-size: 24pt; font-weight: bold; color: white; padding: 10px 20px;">3</span> <b>GOAL 3: MEMBER ENGAGEMENT</b>            Aboriginal and Torres Strait Islander Housing Queensland (ATSIHQ) will support members through a positive and supportive environment where they are welcomed, valued and can contribute to better Aboriginal and Torres Strait Islander housing outcomes in Queensland.         </div>						
ATSIHQ Commitments (10)	Page	Focus	Due Date	Responsibility	Status	Comments
3.1.1 ATSIHQ will <b>undertake site visits with ATSIHQ members</b> to better understand each individual Queensland ICHO and their local operating environment.	16	Member Engagement	Ongoing	CEO, GMBD, GMPR, GMSD		<ul style="list-style-type: none"> <li>ATSIHQ regularly visits Queensland ICHO's on a rotating basis.</li> <li>In addition, ATSIHQ participates in the <b>LGAQ Indigenous Leaders (Indigenous Councils) Forum</b> to meet with Indigenous Councils and their staff as a collective and to share information.</li> <li>In August 2022, ATSIHQ participated in the quarterly Indigenous Mayors meeting that was conducted by the DG, DCHDE.</li> <li>In October 2022, ATSIHQ attended the most recent <b>LGAQ Indigenous Leaders Forum</b> in Cairns to provide an update on our organisation and to answer questions for Indigenous Mayors and Councillors.</li> </ul>
3.1.2 ATSIHQ will <b>deliver Regional Events across Queensland</b> to engage with Queensland ICHO's, Indigenous Councils and stakeholders to share and capture information.	16	Member Engagement	Ongoing	GMSD		<ul style="list-style-type: none"> <li>In August 2022, ATSIHQ held its first <b>Regional ICHO Forum</b> in Cairns. This event was attended by the Board and several local members who raised local issues and who heard an update on ATSIHQ.</li> </ul>
3.1.3 ATSIHQ will <b>support Queensland ICHO's and Indigenous Councils</b> who want to participate in the <i>National Regulatory System for Community Housing (NRSCH)</i> and who want to secure investment from the <i>Queensland Housing Investment Growth Initiative</i> .	16	NRSCH	Ongoing	GMBD		<ul style="list-style-type: none"> <li>ATSIHQ continues to provide support to Queensland ICHO's and Indigenous Councils who wish to participate in NRSCH.</li> <li>ATSIHQ has provided advice to Queensland ICHO's who have been due to undertake NRSCH compliance.</li> <li>In addition, ATSIHQ has provided advice Queensland ICHO's who are required to address NRSCH compliance recommendations.</li> </ul>
3.2.1 ATSIHQ will <b>employ skilled advisors</b> in our organisation to provide ongoing technical and professional advisory support to our members.	17	Professional Advice	Ongoing	CEO		<ul style="list-style-type: none"> <li>In September 2021, ATSIHQ recruited Tania Wilson as the <b>Housing Advisor</b> in the Sector Development business division. She has significant housing policy, tenancy management knowledge and skills which improve ATSIHQ technical and professional advisory efforts. This Housing Advisor is available to our members as needed. Her biography is available on the housingqueensland.com.au website under "About Us" page under Our Team.</li> <li>Other technical and professional advisors in strategy, business, finance, HR and legal are available to members as needed.</li> </ul>
3.2.2 ATSIHQ will <b>be available for our members</b> to discuss confidential business; finance; governance; and housing issues.	17	Member Engagement	Ongoing	CEO		<ul style="list-style-type: none"> <li>ATSIHQ continues to be available to support to Queensland ICHO's and Indigenous Councils who require confidential advice, guidance and support.</li> </ul>
3.2.3 ATSIHQ will undertake annual <b>Queensland ICHO Sector Data Collection</b> with members to gain a comprehensive understanding of the Sector so that we can tailor our advocacy and support.	17	Member Engagement	Ongoing	GMPR		<ul style="list-style-type: none"> <li>ATSIHQ commitment not commenced.</li> </ul>
3.2.4 ATSIHQ will undertake an annual <b>Queensland ICHO Sector Needs Assessment</b> with members to identify Sector-wide needs.	17	Needs Assessment	Ongoing	GMSD		<ul style="list-style-type: none"> <li>ATSIHQ commitment not commenced.</li> </ul>



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3.3.1 ATSIHQ will market each event and <b>record the number of members who attend our training and events each year</b> to ensure that more than 50% of our members participate.	17	Member Engagement	2023 & 2024	GMSD	Not due to 2023	
3.4.1 ATSIHQ will provide a <b>Queensland ICHO Members Area</b> in our Brisbane office for members to use while they are in the Brisbane region.	17	Member Engagement	Ongoing	GMCS		<ul style="list-style-type: none"><li>• ATSIHQ has established a Queensland ICHO Members area in our Brisbane office. This is available for all Queensland ICHO's and Indigenous Councils who require a space to work or meet while visiting the Brisbane CBD.</li></ul>
3.5.1 ATSIHQ will <b>actively seek new members</b> through ongoing engagement with Queensland ICHO's and Indigenous Councils.	17	Member Engagement	Ongoing	GMSD		<ul style="list-style-type: none"><li>• The last ATSIHQ membership drive was conducted in May 2022.</li></ul>





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<div style="background-color: #e91e63; color: white; padding: 5px;"> <span style="font-size: 24px; font-weight: bold; margin-right: 10px;">4</span> <b>GOAL 4: SECTOR DEVELOPMENT</b>            Aboriginal and Torres Strait Islander Housing Queensland (ATSIHQ) will provide education, training and ongoing support and innovative solutions to reform and continually develop the ICHO Sector in Queensland.         </div>						
ATSIHQ Commitments (11)	Page	Focus	Due Date	Responsibility	Status	Comments
4.1.1 ATSIHQ will develop a <b>Sector Code of Practice</b> with Queensland ICHO's that promotes professional standards, protects our Sector and prepares the Sector to be responsive to financial, regulatory, community and political influences and developments.	18	Sector Development	2023	GMSD	Not due to 2023	
4.1.2 ATSIHQ will partner with select educational institutions to develop a <b>Queensland ICHO Sector Education Program</b> to deliver scheduled education that uplifts the Sectors management, governance, human resources and financial literacy capabilities.	18	Education	2023	GMBD	Not due to 2023	<ul style="list-style-type: none"> <li>• ATSIHQ has started to collect information for the <b>2023 Queensland ICHO Sector Education Program</b>.</li> <li>• In September 2022, ATSIHQ finalised the education component of the <b>2022 Housing First Nations Conference</b> that is being conducted in late November 2022. This education of conference delegates will raise the understanding of Aboriginal and Torres Strait Islander housing in Queensland.</li> <li>• In October 2022, ATSIHQ finalised the education component of the <b>2022 Housing First Nations Conference</b> that is being conducted in late November 2022. This education of conference delegates will raise the understanding of Aboriginal and Torres Strait Islander housing in Queensland.</li> </ul>
4.1.3 ATSIHQ will seek investment to fund a <b>Queensland ICHO Sector Executive Development Program</b> which will deliver ongoing, targeted and accredited training to Sector Boards and Sector CEO's.	18	Education	2023	GMSD	Not due to 2023	<ul style="list-style-type: none"> <li>• ATSIHQ has started to collect information for the <b>2023 Queensland ICHO Sector Executive Development Program</b>.</li> </ul>
4.1.4 ATSIHQ will lead the <b>Queensland ICHO Sector Business Review</b> in partnership with Queensland ICHO's and partners to identify a 'blueprint for Sector development reform' that details opportunities to improve and strengthen the Sector.	18	Review	2023	GMSD	Not due to 2023	
4.1.5 ATSIHQ will seek investment to introduce a <b>Queensland ICHO Sector Quality Improvement Program</b> , to support members and the Queensland ICHO Sector sustainability.	18	Sector Development	2023	GMSD	Not due to 2023	<ul style="list-style-type: none"> <li>• In October 2022, ATSIHQ meet with the Queensland Treasury to discuss the program design for their \$5M Queensland Government CHP Capacity Building Program and agreed to be a partner on this important project along with DCHDE, QShelter and CHIA Queensland.</li> </ul>
4.1.6 ATSIHQ will develop a <b>Queensland ICHO Sector Workforce Strategy</b> with the Queensland ICHO Sector that will promote careers in housing, education and training and current workforce practices.	18	Workforce	2023	GMSD	Not due to 2023	<ul style="list-style-type: none"> <li>• ATSIHQ has started to collect information for the Queensland <b>ICHO Sector Workforce Strategy</b>.</li> </ul>
4.1.7 ATSIHQ will undertake a feasibility study to establish a <b>Queensland Aboriginal and Torres Strait Islander Housing Centre of Excellence</b> to deliver a range of small business and housing courses for the Queensland ICHO Sector and our partners which develops capacity and allows our partners to deliver better business performance.	18	Education	2024	GMBD	Not due to 2024	



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<p><b>4.2.1</b> ATSIHQ will support the ongoing development of the Sector through the development of free <b>Queensland ICHO Sector Development Resources</b> that will include model policies and procedures, factsheets, guides and advice.</p>	19	Sector Development	Ongoing	GMSD		<ul style="list-style-type: none"><li>• ATSIHQ has developed approximately 90 Sector resources for Queensland ICHO's and Indigenous Councils. These include:<ul style="list-style-type: none"><li>• model policies and procedures</li><li>• factsheets</li><li>• guides; and</li><li>• advice</li></ul></li><li>• These Sector resources are shown on the <a href="http://housingqueensland.com.au">housingqueensland.com.au</a> website under the "Knowledge Hub" page and are available to members via email.</li></ul>
<p><b>4.2.2</b> ATSIHQ will develop a <b>Queensland ICHO Supplier Panel</b> that will identify the best suited business partners that can help the Queensland ICHO Sector be sustainable, grow and compete in the current economy.</p>	19	Procurement	2023	GMBD	Not due to 2023	
<p><b>4.3.1</b> ATSIHQ will survey the Queensland ICHO Sector to monitor their uptake of the free ATSIHQ <b>Queensland ICHO Sector Development Resources</b> on our website.</p>	19	Review	Ongoing	GMPR		<ul style="list-style-type: none"><li>• ATSIHQ commitment not commenced.</li></ul>
<p><b>4.4.1</b> ATSIHQ will establish a <b>Queensland Land Donation Program</b> that encourages and advocates for land and housing donations to Aboriginal and Torres Strait Islander community housing providers in Queensland so that they can increase their housing portfolio.</p>	19	Growth	2024	GMBD	Not due to 2024	



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**GOAL 5: STRATEGIC PARTNERSHIPS**

Aboriginal and Torres Strait Islander Housing Queensland (ATSIHQ) will form strategic partnerships to deliver accelerated and improved Aboriginal and Torres Strait Islander housing outcomes in Queensland.

ATSIHQ Commitments (5)	Page	Focus	Due Date	Responsibility	Status	Comments
5.1.1 ATSIHQ will formalise <b>ATSIHQ Strategic Partnerships</b> with key organisations so to collaborate to improve Aboriginal and Torres Strait Islander housing outcomes.	20	Strategic Partnerships	Ongoing	GMBD		<ul style="list-style-type: none"><li>• In September 2022, ATSIHQ has drafted three partnership agreements with Queensland peak bodies. The finalisation of these agreements is determined by the ATSIHQ Board. They each include the following components in the partnership agreements:<ul style="list-style-type: none"><li>• Information on both parties</li><li>• Background to the partnership agreement</li><li>• Purpose</li><li>• Shared principles</li><li>• Recognition</li><li>• Intellectual and cultural property</li><li>• Commitment to work together</li><li>• Scope</li><li>• Review</li><li>• Authorisation</li></ul></li></ul>
5.1.2 ATSIHQ will develop a <b>ATSIHQ Stakeholder Engagement Strategy</b> to describe how our organisation will engage with our stakeholders.	20	Engagement	2022	GMSD		<ul style="list-style-type: none"><li>• The <b>ATSIHQ Stakeholder Engagement Strategy</b> has been developed and is available on <a href="http://housingqueensland.com.au">housingqueensland.com.au</a> website under the "Publications" page.</li><li>• The <b>ATSIHQ Stakeholder Engagement Strategy</b>:<ul style="list-style-type: none"><li>• identifies our stakeholders</li><li>• describes our commitment to engagement principles</li><li>• outlines our engagement approach; and</li><li>• how we will measure our engagement success</li></ul></li><li>• The <b>ATSIHQ Stakeholder Engagement Strategy</b> also describes what engagement we are currently undertaking.</li></ul>



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<p>5.2.1 ATSIHQ will seek out and <b>participate in State and National committees</b> that either impact or benefit the Queensland ICHO Sector.</p>	20	Collaboration	Ongoing	CEO	<ul style="list-style-type: none"> <li>• ATSIHQ currently participates in the following Queensland and National committees – all of which have a direct or indirect impact or benefit on Queensland ICHO's: <ul style="list-style-type: none"> <li>Queensland committees <ul style="list-style-type: none"> <li>• Queensland Closing the Gap Partnership Committee (Queensland Government DSDSATSIP)</li> <li>• Queensland Community Housing Steering Committee (Queensland Government DCHDE)</li> <li>• Queensland Housing &amp; Homelessness Services Covid-19 Lockdown Response Committee (Queensland Government DCHDE Stand Up Committee)</li> <li>• Queensland Housing and Homelessness Peaks' Committee (QShelter)</li> <li>• Queensland Community Services Sector Peaks Committee (QCOSS)</li> <li>• Queensland Social Services Category Industry Reference Group (Queensland Government Procurement)</li> <li>• Queensland Family and Child Commission Community Partnerships Group (QFCC)</li> <li>• Queensland Youth Justice Strategy Reference Group (Queensland Government DYJ)</li> </ul> </li> <li>National committees <ul style="list-style-type: none"> <li>• National Aboriginal and Torres Strait Islander Housing Association Directors Meetings (NATSIHA)</li> <li>• Australian Government Closing the Gap Housing Sector Strengthening Plan Working Group (HSSPWG)</li> </ul> </li> </ul> </li> <li>• In addition, the ATSIHQ CEO meets regularly with the Executive Director, Aboriginal and Torres Strait Islander Housing, DCHDE to discuss housing matters across Queensland.</li> <li>• In October 2022, ATSIHQ participated in the <b>Queensland Housing Summit</b> to discuss our shared responsibility in improving housing outcomes in Queensland.</li> </ul>
<p>5.3.1 ATSIHQ will <b>develop a relationship as a trusted partner and advisor</b> to the Australian and Queensland Governments and leadership institutions such as universities, statutory bodies and peak bodies.</p>	20	Strategic Partnerships	Ongoing	CEO, GMBD, GMPR, GMSD	<ul style="list-style-type: none"> <li>• ATSIHQ continues to engage with good-will with a variety of stakeholders. Our engagement is guided by our <b>ATSIHQ Stakeholder Engagement Strategy</b> which is available on housingqueensland.com.au website under the "Publications" page.</li> <li>• The <b>ATSIHQ Stakeholder Engagement Strategy</b> describes our commitment to engagement principles which include: <ol style="list-style-type: none"> <li>1. Access to us to enable stakeholders to engage with us on their unique issues.</li> <li>2. Interactive and transparent stakeholder engagement that is focused on outcomes and which always have a clear purpose and scope.</li> <li>3. Timely and clear communication about emerging issues and pending decisions to enable opportunities for stakeholder feedback.</li> <li>4. Sharing of the outcomes with stakeholders from engagement, including feedback about decisions.</li> <li>5. Access to information that will enable better stakeholder awareness and contributions.</li> <li>6. Time management to ensure a thoughtful and efficient approach to stakeholder time commitments.</li> </ol> </li> <li>• In addition, ATSIHQ is committed to engaging with stakeholders in a way that will develop trust by abiding by the five engagement rules listed below: <ol style="list-style-type: none"> <li>1. We will listen and be responsive and fair.</li> <li>2. We will encourage inclusion and respect.</li> <li>3. We will be impartial and objective.</li> <li>4. We will be open and transparent.</li> <li>5. We will engage in innovative ways, add value to the process and enhance participation.</li> </ol> </li> <li>• In September 2022, ATSIHQ worked with the DHCDE to provide feedback on the soon to be published revamped <b>Housing and Homelessness website</b> so that it was suitable for Aboriginal and Torres Strait Islander viewers.</li> </ul>



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5.3.2 ATSIHQ will develop an <b>ATSIHQ Partner and Stakeholder Training Program</b> to raise awareness and understanding of Aboriginal and Torres Strait Islander housing, the Sector and culturally appropriate responses.	20	Strategic Partnerships	2024	GMBD	Not due to 2024	
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6 GOAL 6: RESEARCH WITH IMPACT						
Aboriginal and Torres Strait Islander Housing Queensland (ATSIHQ) will develop our research capabilities by working with the Queensland and Australian research community to further enhance our knowledge and obtain evidence to assist our decision making and deliver improved Aboriginal and Torres Strait Islander housing outcomes.						
ATSIHQ Commitments (8)	Page	Focus	Due Date	Responsibility	Status	Comments
6.1.1 ATSIHQ will establish <b>formal partnerships with Queensland and Australian universities and peak bodies</b> to collaborate on housing research and to publish Aboriginal and Torres Strait Islander housing research.	21	Research Partnerships	Ongoing	GMPR		<ul style="list-style-type: none"> <li>ATSIHQ has begun to identify areas of research that is relevant to Aboriginal and Torres Strait Islander housing.</li> </ul>
6.2.1 ATSIHQ will <b>build datasets on Aboriginal and Torres Strait Islander housing</b> that can be used in reports and data products and by the ICHO's, community, policy makers, researchers and service providers.	21	Data	Ongoing	GMPR		<ul style="list-style-type: none"> <li>ATSIHQ has begun to identify data sets that are relevant to Aboriginal and Torres Strait Islander housing and which will inform and support our policy and evidence agenda.</li> </ul>
6.2.2 ATSIHQ will identify and publish <b>Queensland ICHO Success Factors</b> factsheets to ensure ongoing and future sustainability of Queensland ICHO's.	21	Research	Ongoing	GMBD		<ul style="list-style-type: none"> <li>ATSIHQ commitment not commenced.</li> </ul>
6.2.3 ATSIHQ will develop an <b>ATSIHQ Research Prospectus</b> to identify research gaps and contribute to improved Aboriginal and Torres Strait Islander housing policies, programs and management.	21	Research	2022	GMPR		<ul style="list-style-type: none"> <li>ATSIHQ has drafted an <b>ATSIHQ Research Prospectus</b> to provide to Queensland and Australian universities.</li> </ul>
6.2.4 ATSIHQ will develop a <b>Queensland ICHO Sector Data Collection Framework</b> that will include housing audit tools and data sharing protocols to govern the correct collection, integrity and use of data.	21	Data	2022	GMPR		<ul style="list-style-type: none"> <li>ATSIHQ commitment not commenced.</li> </ul>
6.2.5 ATSIHQ will explore the feasibility of hosting a <b>Queensland Aboriginal and Torres Strait Islander Housing Research Conference</b> .	21	Research Conference	2023	GMPR	Not due to 2023	
6.3.1 ATSIHQ will establish a <b>Queensland Aboriginal and Torres Strait Islander Housing Ethics Committee</b> to set and oversee the rule of Aboriginal and Torres Strait Islander housing research in Queensland.	21	Ethics	2024	GMPR	Not due to 2024	
6.4.1 ATSIHQ will <b>investigate national and international affordable and social housing sectors</b> to identify possible housing solutions for Aboriginal and Torres Strait Islander people.	21	Research	Ongoing	CEO, GMBD, GMPR, GMSD		<ul style="list-style-type: none"> <li>In October 2022, ATSIHQ participated in the <b>South Australian Home Alliance Conference</b> to identify solutions to improve Aboriginal and Torres Strait Islander housing outcomes in Queensland.</li> <li>In October 2022, ATSIHQ participated in the <b>Queensland QCOS Conference</b> to identify solutions to improve Aboriginal and Torres Strait Islander housing outcomes in Queensland.</li> <li>In October 2022, ATSIHQ participated in the <b>National Australian Alliance to End Homelessness Conference</b> to identify solutions to improve Aboriginal and Torres Strait Islander homelessness in Queensland.</li> </ul>



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**GOAL 7: SUSTAINABILITY**

Aboriginal and Torres Strait Islander Housing Queensland (ATSIHQ) will ensure that our organisation is adequately governed, managed and adequately resourced to achieve our vision, and carry out our purpose and role.

ATSIHQ Commitments (7)	Page	Focus	Due Date	Responsibility	Status	Comments
7.1.1 ATSIHQ will establish an ATSIHQ Nominations and Remuneration Sub-committee of the ATSIHQ Board to ensure all positions to the Board are filled with suitable and skilled individuals.	22	Governance	2022	CEO		<ul style="list-style-type: none"><li>The ATSIHQ Nominations and Remuneration Sub-committee Terms of Reference has been developed.</li><li>The ATSIHQ Nominations and Remuneration Sub-committee members have been selected. They include:<ul style="list-style-type: none"><li>Kieran Chiloott (Independent Chair)</li><li>Angelina Akee (ATSIHQ Director)</li><li>Gary White (ATSIHQ Director)</li><li>Charles Martin (ATSIHQ Director)</li></ul></li><li>The Independent Chair is Kieran Chiloott. His biography and the biography of sub-committee members are available on the housingqueensland.com.au website under "About Us" page under Our External Leadership and Our Board.</li></ul>
7.1.2 ATSIHQ will establish an ATSIHQ Finance, Audit and Risk Sub-committee of the ATSIHQ Board to assist the Board to meet its responsibilities in relation to financial reporting, compliance with legal and regulatory requirements, internal control structures, risk management systems and external audit functions.	22	Governance	2022	CEO		<ul style="list-style-type: none"><li>The ATSIHQ Finance, Audit and Risk Sub-committee Terms of Reference has been developed.</li><li>The ATSIHQ Finance, Audit and Risk Sub-committee members have been selected. They include:<ul style="list-style-type: none"><li>Andrew Niven (Independent Chair)</li><li>Mary Doctor (ATSIHQ Director)</li><li>Michelle Hooke (ATSIHQ Director)</li><li>Glenis Grogan (ATSIHQ Director)</li></ul></li><li>The Independent Chair is Andrew Niven. His biography and the biography of sub-committee members are available on the housingqueensland.com.au website under "About Us" page under Our External Leadership and Our Board.</li></ul>



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<p>7.2.1 ATSIHQ will develop an <b>ATSIHQ Governance Framework</b> based on our Constitution to guide the governance and sustainability of the organisation.</p>	22	Governance	2022	CEO		<ul style="list-style-type: none"> <li>• The <b>ATSIHQ Governance Framework</b> has been developed.</li> <li>• The <b>ATSIHQ Governance Framework</b> includes the following:               <ul style="list-style-type: none"> <li>• Responsibilities of the Board of Directors</li> <li>• Incorporation and Governance</li> <li>• Board Structure and Meetings</li> <li>• Role of Individual Directors</li> <li>• The Role of the Chair</li> <li>• The Role of the Chief Executive Officer</li> <li>• The Role of the Company Secretary</li> <li>• Board Sub-committees</li> <li>• Risk Management</li> <li>• Delegations of Authority</li> <li>• Director Protection</li> <li>• Code of Conduct</li> <li>• Conflict of Interest</li> <li>• Director Remuneration</li> <li>• Stakeholder Interests and Communication</li> <li>• Governance Framework Review</li> </ul> </li> <li>• In addition, to ensure strong operational governance, ATSIHQ has developed a <b>ATSIHQ Financial Delegations of Authority</b> instrument. This instrument includes a set of delegations to ensure appropriate accountability, governance and financial management relating to the following areas of business:               <ul style="list-style-type: none"> <li>• Human Resources Management</li> <li>• Leave</li> <li>• Expenditure, Banking and Accounting</li> <li>• Disposal of Assets</li> <li>• Contracts, Leases and Tenders</li> <li>• Other Miscellaneous Authorities</li> </ul> </li> </ul>
<p>7.3.1 ATSIHQ will undertake an <b>Annual Performance Review</b> of the ATSIHQ Board and CEO to ensure that they meeting their responsibilities.</p>	22	Performance	Ongoing	CEO		<ul style="list-style-type: none"> <li>• ATSIHQ commitment not commenced.</li> </ul>
<p>7.4.1 ATSIHQ will increase its annual revenue by 10% per annum.</p>	22	Sustainability	Ongoing	CEO		<ul style="list-style-type: none"> <li>• At 30 June 2021, the ATSIHQ 2020/21 Revenue was \$773,636 in Year 1 of ATSIHQ operations.</li> <li>• At 30 June 2022, the ATSIHQ 2021/22 Revenue was \$1,209,875 in Year 2 of ATSIHQ operations. This is a significant growth in ATSIHQ revenue in one year. This amount exceeds the Strategic Plan target of a 10% increase in annual revenue.</li> </ul>
<p>7.4.2 ATSIHQ will create an internal <b>ATSIHQ Financial Sustainability Model</b> that considers governance, income and expenditure, business premises ownership, growth in equity, services to members, long-term organisation sustainability, and economic climate.</p>	22	Sustainability	2023	GMBD	Not due to 2023	
<p>7.5.1 ATSIHQ will <b>seek funding from the Indigenous Land and Sea Corporation</b> to purchase business premises so that ATSIHQ can expand our organisation, employ more Aboriginal and Torres Strait Islander people, increase our productivity and continue to offer benefits to Aboriginal and Torres Strait Islander organisations.</p>	22	Prosperity	2023	CEO	Not due to 2023	





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8	<b>GOAL 8: NATIONAL COLLABORATION</b>					
<b>Aboriginal and Torres Strait Islander Housing Queensland (ATSIHQ) will develop and utilise the capabilities within National, State and Territory Aboriginal and Torres Strait Islander housing peak bodies to improve our efficiency and effectiveness and to foster initiatives that enhance positive housing outcomes across the country.</b>						
ATSIHQ Commitments (6)	Page	Focus	Due Date	Responsibility	Status	Comments
8.1.1 ATSIHQ will work with stakeholders to ensure greater sustainability, compliance, risk management and effectiveness of ATSIHQ and National, State and Territory Aboriginal and Torres Strait Islander housing peak bodies.	23	National Collaboration	Ongoing	CEO		<ul style="list-style-type: none"> <li>In September 2022, ATSIHQ participated in the recruitment of the CEO for the National Aboriginal and Torres Strait Islander Housing Association (NATSIHA).</li> </ul>
8.1.2 ATSIHQ will meet regularly with National, State and Territory Aboriginal and Torres Strait Islander housing peak bodies to pursue mutual interests.	23	National Collaboration	Ongoing	CEO		<ul style="list-style-type: none"> <li>The ATSIHQ CEO participates in scheduled monthly meetings with National, State and Territory Aboriginal and Torres Strait Islander housing peak bodies. These meetings are coordinated by the National Aboriginal and Torres Strait Islander Housing Association (NATSIHA).</li> </ul>
8.2.1 ATSIHQ will support the National, State and Territory Aboriginal and Torres Strait Islander housing leadership bodies to ensure that their Aboriginal and Torres Strait Islander housing agenda is implemented.	23	National Collaboration	Ongoing	CEO		<ul style="list-style-type: none"> <li>ATSIHQ has been working closely with the National Aboriginal and Torres Strait Islander Housing Association (NATSIHA) to help them achieve their purpose.</li> <li>ATSIHQ has been working closely with the new Aboriginal and Torres Strait Islander housing peak body for Western Australia (Aboriginal Housing Western Australia) to help them with their establishment and achieve their purpose.</li> </ul>
8.3.1 ATSIHQ will support the implementation of the Queensland Government housing initiatives – including the <i>Housing and Homelessness Action Plan 2021 – 2025</i> ; <i>Aboriginal and Torres Strait Islander Housing Plan 2019 – 2023</i> ; and the <i>Queensland Housing Investment Growth Initiative</i> so that there are increased Aboriginal and Torres Strait Islander housing outcomes in Queensland.	23	Queensland Collaboration	Ongoing	CEO		<ul style="list-style-type: none"> <li>ATSIHQ is in regular contact with the Queensland Government.</li> <li>ATSIHQ continues to support the implementation of the Queensland Government housing initiatives – including the <i>Housing and Homelessness Action Plan 2021 – 2025</i>; <i>Aboriginal and Torres Strait Islander Housing Plan 2019 – 2023</i>; and the <i>Queensland Housing Investment Growth Initiative</i> so that there are increased Aboriginal and Torres Strait Islander housing outcomes in Queensland.</li> </ul>
8.3.2 ATSIHQ will support the Queensland Government with their reconciliation, housing, funding, employment and tenancy management activities and advice to benefit Aboriginal and Torres Strait Islander relationships, their agencies and the local community.	23	Queensland Collaboration	Ongoing	CEO		<ul style="list-style-type: none"> <li>ATSIHQ commitment not commenced.</li> </ul>
8.3.3 ATSIHQ will support the Queensland Human Rights Commission and other Queensland Commissions to ensure that any Aboriginal and Torres Strait Islander Social Justice Agendas are implemented.	23	Queensland Collaboration	Ongoing	CEO		<ul style="list-style-type: none"> <li>ATSIHQ commitment not commenced.</li> </ul>

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